

16 November 2020

<b>Committee</b>	Overview and Scrutiny
<b>Date</b>	Tuesday, 24 November 2020
<b>Time of Meeting</b>	4:30 pm

This is a remote meeting in accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

Members of the public will be able to view this meeting whilst it is in session by clicking on the link that will be available on the [Agenda publication](#) page immediately prior to the commencement of the meeting.

## Agenda

### 1. ANNOUNCEMENTS

### 2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive apologies for absence and advise of any substitutions.

### 3. DECLARATIONS OF INTEREST

Pursuant to the adoption by the Council on 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.

### 4. MINUTES

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To approve the Minutes of the meeting held on 13 October 2020.



	<b>Item</b>	<b>Page(s)</b>
<b>5.</b>	<b>EXECUTIVE COMMITTEE FORWARD PLAN</b>	23 - 29
	To determine whether there are any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee can give to work contained within the Plan.	
<b>6.</b>	<b>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2020/21</b>	30 - 37
	To consider the forthcoming work of the Overview and Scrutiny Committee.	
<b>7.</b>	<b>ANNUAL REVIEW OF UBICO</b>	38 - 77
	To consider the Ubico performance report for 2019/20.	
<b>8.</b>	<b>GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE</b>	78 - 79
	To consider an update from the Council's representative on matters considered at the meeting held on 6 November 2020.	
<b>9.</b>	<b>GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE UPDATE</b>	80 - 82
	To receive an update from the Council's representative on matters considered at the meetings held on 22 October, 11 November and 17 November 2020.	
	<i>(NB: the report from the meeting on 17 November will be circulated as soon as possible).</i>	
<b>10.</b>	<b>GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE</b>	83 - 84
	To receive an update from the Council's representative on matters considered at the meetings held on 21 October and 18 November 2020.	
	<i>(NB: the report from the meeting on 18 November will be circulated as soon as possible).</i>	
<b>11.</b>	<b>ECONOMIC DEVELOPMENT AND TOURISM STRATEGY</b>	85 - 113
	To consider the progress made against the delivery of the Economic Development and Tourism Strategy during year three and the actions identified for 2020/21.	
<b>12.</b>	<b>TOURISM REVIEW</b>	
	To receive a presentation providing an overview of the project plan and the 2021 group and an update on the independent tourism review.	
<b>13.</b>	<b>WORKFORCE DEVELOPMENT STRATEGY - ANNUAL REVIEW</b>	114 - 140
	To consider progress made against delivery of the Workforce Development Strategy.	

Item	Page(s)
<b>14. COUNCIL MOTION - SUPPORT FOR LOCAL ELECTRICITY BILL</b>	141 - 154
<p>To consider the Local Electricity Bill Motion which was referred from Council and make a recommendation thereon to Executive Committee for decision.</p>	
<b>15. SEPARATE BUSINESS</b>	
<p>The Chair will move the adoption of the following resolution:</p> <p>That under Section 100(A)(4) Local Government Act 1972, the public be excluded for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.</p>	
<b>16. SEPARATE MINUTES</b>	155 - 156
<p>To approve the separate Minutes of the meeting of the Committee held on 13 October 2020.</p>	

**DATE OF NEXT MEETING**  
**TUESDAY, 12 JANUARY 2021**  
**COUNCILLORS CONSTITUTING COMMITTEE**

Councillors: G J Bocking, C L J Carter, K J Cromwell (Chair), P A Godwin, H C McLain, P D McLain, H S Munro, J W Murphy (Vice-Chair), J K Smith, R J G Smith, S A T Stevens, P D Surman, S Thomson, M J Williams and P N Workman

### **Substitution Arrangements**

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

### **Recording of Meetings**

In accordance with the Openness of Local Government Bodies Regulations 2014, please be aware that the proceedings of this meeting may be recorded.

## TEWKESBURY BOROUGH COUNCIL

**Minutes of a Meeting of the Overview and Scrutiny Committee held remotely on  
Tuesday, 13 October 2020 commencing at 4:30 pm**

### **Present:**

Chair  
Vice Chair

Councillor K J Cromwell  
Councillor J W Murphy

### **and Councillors:**

G J Bocking, C L J Carter, P A Godwin, P D McLain, H S Munro, J K Smith, R J G Smith,  
P D Surman, S Thomson, M J Williams and P N Workman

### **also present:**

Councillors R A Bird and D J Harwood

### **OS.19 ANNOUNCEMENTS**

- 19.1 The Chair advised that the meeting was being held under the emergency provisions of the Coronavirus Act 2020 and, specifically, the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020. The meeting was being broadcast live via the internet, it was not being recorded by the Council but, under the usual transparency rules, it may be being recorded by others.
- 19.2 The Chair indicated that Agenda Item 8 – Gloucestershire Police and Crime Panel Update would be taken at the end of open business after Agenda Item 12 in order to allow the Member who had represented the Council at this meeting to attend and present his report.
- 19.3 The Chair welcomed Councillor Deborah Harwood, Lead Member for Organisational Development, to the meeting as the Tech Talent Charter Notice of Motion being considered at Agenda Item 12 fell within her portfolio.

### **OS.20 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

- 20.1 An apology for absence had been received from Councillor H C McLain. There were no substitutions for the meeting.

### **OS.21 DECLARATIONS OF INTEREST**

- 21.1 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.
- 21.2 There were no declarations made on this occasion

**OS.22 MINUTES**

- 22.1 The Minutes of the meeting held on 1 September 2020, copies of which had been circulated, were approved as a correct record.

**OS.23 EXECUTIVE COMMITTEE FORWARD PLAN**

- 23.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 15-21. Members were asked to determine whether there were any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee could give to the work contained within the plan.

- 23.2 The Chair referred to the fact that previously the Committee had been concerned that the Forward Plan was somewhat sparsely populated but it appeared that this issue had been addressed in the report now before Members which showed a good spread of items across the work programme. He drew particular attention to the fact that the next meeting on 21 October only had one item on it but this was because the meeting had been called specifically to deal with this matter although he understood that there was now one additional matter being considered at this meeting.

- 23.3 It was subsequently

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

**OS.24 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2020/21**

- 24.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2020/21, circulated at Pages No. 22-30, which Members were asked to consider. The Head of Corporate Services advised Members of an additional item for the November meeting of the Committee in relation to the Notice of Motion on the Local Electricity Bill that had been referred from the last Council meeting. He also drew Members attention to Page No. 27 which showed an additional item added to the March 2021 meeting in respect of the Trade Waste Service Business Case which tied into the project plan being considered by the Committee later on the Agenda. Reference was made to the Housing Strategy which had been programmed to come to the Committee last April and the Head of Community Services gave an update on the current position. He indicated that the current Housing Strategy ran until March 2021 and, in normal circumstances, the Overview and Scrutiny Committee or a sub-group of the Committee would have been involved over the last six months in developing a new Housing Strategy for the following four years. Obviously with the current situation, it had not been possible to do that but rather than rush to put a new strategy in place purely to meet the timescale of the current strategy expiring, the Head of Community Services was proposing to refresh and extend the strategy currently in place for a period of one year. This extension, which was supported by the Lead Member, would allow for the development of some new key performance indicators, as Members were aware the current indicators were not really fit for purpose due to changes in legislation, and it would also allow time to study the Local Housing Needs Assessment which had recently been published. In summary, the extension would allow for the next 18 months to be spent developing a new fit for purpose Housing Strategy. He maintained that this was not an uncommon practice, particularly in the current circumstances, with a number of authorities choosing to extend plans and strategies for 12 months covering various areas rather than rushing to get them reviewed in order to meet forthcoming deadlines. He indicated that, provided that the Committee was happy with this approach, it would be his intention to extend the Housing Strategy on this basis. The Chair asked whether the Committee would still receive reports during the life of the

extended strategy as he felt that whilst the existing key performance indicators were out of date, reporting on them was better than receiving no reports at all. The Head of Community Services assured the Committee that the key performance indicators would be reported in the performance tracker in the normal way and he maintained that not all of the performance indicators were out of date just those that related to specific pieces of legislation. On this basis the Committee was supportive of extending the current Housing Strategy for 12 months from March 2021.

- 24.2 A Member asked whether there would be any support for inviting the Police to come to a meeting of the Overview and Scrutiny Committee to talk about the changes to local policing. She reminded Members that they had all received a letter from the Police at the beginning of September outlining changes to the way they would be working going forward and she felt that a presentation on the proposals rather than words on a piece of paper may be helpful. The Chair reminded Members that the Police had attended a meeting of the Committee previously and he asked whether the Committee wished to add a pending item to the work programme on this basis. He indicated that obviously the Police were very busy at the moment and any future presentation to the Committee would need to fit in with their operational requirements which would be the priority. Another Member indicated that he had been working very closely with the Police in his role as a key worker and he did not feel that this was the right time for them to be pulled away from operational matters in order to address the Committee but acknowledged the benefits of a presentation in the future when resources allowed; he stressed that the Police were seriously overstretched at the moment but was happy for this to be included in the pending items for inclusion in the work programme for the future. The Chief Executive stated that he had been involved in discussions with the Police concerning the new arrangements and he would be happy to pick up the action and discuss with the new Superintendent when would be an appropriate time for her to come along to a meeting of the Overview and Scrutiny Committee. He gave a brief overview of the changes and highlighted the fact that there were more local policing functions being dealt with from the police base at the Council Offices and he was sure that at the appropriate time this could be shared in more detail with the Committee.

24.3 Accordingly, it was

- RESOLVED**
1. That the revised Overview and Scrutiny Committee Work Programme be **APPROVED** subject to the Local Electricity Bill Motion being added to the November meeting and changes to local policing arrangements being added to the pending items to be actioned by the Chief Executive in terms of agreeing an appropriate date when this could be added to the work programme dependent upon police resources; and
  2. That it be **NOTED** that the current Housing Strategy is to be refreshed and extended by 12 months until March 2022 to allow time for the development of a new strategy to include revised key performance indicators and taking account of recent Local Housing Needs Assessment data.

## **OS.25 REVIEW OF CORPORATE ENFORCEMENT POLICY**

- 25.1 The Head of Corporate Services introduced the Manager of the Counter Fraud Unit of which the Council was a Member. It was explained that the unit undertook a lot of policy work around governance for the Council and those Members that sat on the Audit and Governance Committee would be aware of the good work undertaken by it which included policies on Whistleblowing, Anti-Fraud and Corruption and the report now before the Overview and Scrutiny Committee on the Corporate Enforcement Policy. The latter policy was operated across several Councils with a

few tweaks to make it work locally. It was an umbrella policy with a number of operational enforcement policies sitting below it.

- 25.2 The Chair welcomed the Manager of the Counter Fraud Unit to the meeting and in presenting the report, circulated at Pages No. 31-38 which detailed the policy, she explained that it was relatively legislative but was an overarching policy that had been prepared in partnership with One Legal to deliver a prosecution policy. The policy did not go into great detail with regard to each service area although each service lead had been consulted as they had specific enforcement policies which were much more detailed for their particular service area. However, if a member of the public was looking at what the Council could enforce, this explanatory document would cover this off as well as explaining that the Counter Fraud Unit was part of the Council and, if there was a fraud offence against the Council, prosecution could fall under this policy if it was not a service specific matter.
- 25.3 During the discussion which ensued, a Member asked on how many occasions enforcement action had been undertaken under this policy and broadly in relation to what matters. The Manager of the Counter Fraud Unit indicated that any criminal enforcement which would go through the criminal process would be covered by this policy which was why it referenced all the different service areas such as environmental crime, revenues and benefits fraud etc. The policy was about considering the Public Interest Test and the Evidential Test with regard to any enforcement action which may go through the Courts to be considered as a criminal offence. The Member indicated that he was curious to know whether the policy had been used over the last 10 years and whether it was something frequently made use of as he had not heard a lot about action being taken on criminal prosecutions under the services listed in the policy. The Head of Community Services referred Members to the Tewkesbury Waste Aware website which was a website specifically dedicated to enforcement and detailed all Environmental Enforcement Action that had been undertaken over the last 18 months and, whilst he did not have the specific numbers to hand, it was certainly in the 10s, 20s or even 30s. From the point of view of Environmental Services, enforcement was proactively undertaken, and it was very much in the public domain; more recently action in relation to COVID-19 had also been undertaken. A Member raised specific questions around planning enforcement and complaints raised concerning breaches that went back several years with no apparent action being taken. He questioned whether this was a matter that would be dealt with under this policy and the Manager of the Counter Fraud Unit clarified that if it was a complaint then this would be dealt with under the Council's complaints procedure, if it was a planning enforcement matter i.e. breach of Enforcement Notice, then it would be dealt with by the Planning Service - it would only be at the point that the service wished to pursue a criminal action because of, for example, a breach of Enforcement Notice or work on a Listed Building which was not subject to Listed Building Consent, that the evidence would be referred to the Counter Fraud Unit which would look at that and decide whether an interview under caution could be undertaken and a file prepared for prosecution consideration. The starting point for a Planning Enforcement matter was with the Planning Department who would look at the case and if, for instance, an Enforcement Notice had been breached and it was felt that there was a sufficient case to move towards pursuing a prosecution then the matter could be referred to the Counter Fraud Unit which would provide support in dealing with the evidential base. The policy before Members was about prosecution and how people were prosecuted for criminal offences and this policy was not relevant until the point that a prosecution was being considered in relation to any matter; it could, for example, be a parking offence, false representation or a housing application. At the point that a prosecution was to be pursued this policy would be used to ensure the right steps had been followed. The Head of Development Services indicated that an Enforcement Seminar had been arranged for all Members on Tuesday 10 November and this would cover the whole process of enforcement law as well as

giving examples and looking at when criminal prosecutions were appropriate and how matters were taken forward. Hopefully the issues raised by the Member would be covered as part of the seminar but equally she was happy to meet with the Member outside of the meeting to discuss the specific case that he had raised.

- 25.4 A Member referred to the fact that this policy was to be presented for adoption across multiple Councils within Gloucestershire and West Oxfordshire and she questioned whether any of those Councils had made any amendments to the policy which would have an impact on the Council. The Manager of the Counter Fraud Unit indicated that Tewkesbury was the last of the five partner Councils to consider the policy and therefore the final version approved by the other Councils was being presented at today's meeting. Subsequently, it was

**RESOLVED** That it be **RECOMMENDED TO EXECUTIVE COMMITTEE**

1. That the Corporate Enforcement Policy, as attached to the report at Appendix 1, be **APPROVED**.
2. That the Head of Corporate Services be authorised, in consultation with the Counter Fraud Unit Manager, One Legal and the Lead Member for Corporate Governance, to approve future minor amendments.

## **OS.26 GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE UPDATE**

- 26.1 Members received an update from the Council's representative on the Gloucestershire Health Overview (HOSC) on matters discussed at the meeting on 15 September 2020. She referred Members to the fact that a report had been circulated with the Agenda at Pages No. 52-54 and she would just highlight some of the salient points contained in that report.
- 26.2 The Council's representative stated that winter planning was currently underway although it was a little different this year which was why it was being called Gloucestershire Winter Sustainability and Surge Management Plan. In essence, there were four plans dependant on which direction the COVID-19 virus was heading and what level it was at. She indicated that this meeting had taken place a month ago, so things had moved on quite quickly and it was now more likely that a second peak of the virus was coming. What was not known was whether this would coincide with the winter flu outbreak or whether the surge of winter flu that was normally experienced would be tempered by the fact that everyone was wearing masks and washing their hands more frequently. Basically, attempts were being made to predict the unpredictable and preparing for this with four different scenarios with a plan in place to tackle each one. The Council's representative also drew particular attention to the fact that the temporary changes implemented as part of the COVID-19 response would be continuing for a further six months until the end of March 2021 to enable the winter planning. She stressed that the changes which included the arrangements at Cheltenham accident and emergency department were temporary and essential for winter planning. The temporary extension would enable the return of non COVID-19 health services, making full use of capacity available, and recovery of the maximum elective activity possible between now and the winter peak. The service was already tackling reduced staffing levels due to self-isolation and so for safety reasons it was important that the temporary changes remained in place in order to meet the challenges and cope with winter pressures in addition to the COVID-19 pandemic. The temporary arrangements would not be reviewed for six months as opposed to the previous three month review as this would mean a review in December which would be the peak of the winter season as well as the Christmas period. Other areas mentioned included Fit for the Future service review which would form the main item of business for the next meeting of



the HOSC in October. The review was continuing, albeit at a fairly slow pace, and was based on normal demand rather than COVID-19 demand, focusing on the medium to long term rather than the short-term response to a crisis. There was a lot of speculation that the current changes would set a precedent for the future and would ultimately become permanent but the representative stressed that assurances had been given that this was not the case. Also on the website if Members were interested, was the Gloucestershire Clinical Commissioning Group Performance Report which made for an interesting read. The Council's representative particularly highlighted that the results were good, especially for cancer diagnosis and treatment, with the two week target achieved in 97.8% of cases and the 62 day national target to start treatment within two months being achieved in 79.3% of cases which was above the national average. Finally, the Council's representative referred to a number of other reports which Members could access if they were interested to gain more information on how the Health Service in Gloucestershire was progressing.

26.3 The Chair thanked the representative for her report, and it was

**RESOLVED** That the Gloucestershire Health Overview and Scrutiny Update be **NOTED**.

## **OS.27 GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE**

27.1 The Council's representative on the Gloucestershire Economic Growth Scrutiny Committee (GEGSC) presented the report, circulated with the Agenda at Pages No. 55-62, which contained a summary of the Committee's last meeting held on 16 September together with a number of links which would enable Members full access to the documents/presentations and links to YouTube to watch the Joint Economic Growth Scrutiny Committee (JEGSC).

27.2 The Council's representative explained that his report was broken down into five parts: the work plan; Joint Economic Growth Scrutiny Committee (JEGSC) Update; Business Rates Pool; Broadband; and GFirst LEP Update. Workplan: The Committee discussed items for inclusion in its October and November 2020 work plan and Page No. 55 set out the detail of the items considered for inclusion. JEGSC Update: The Chair of that Committee reported on what had happened at the meeting earlier in the day which included an update on the cyber central development at the Golden Valley which boasted a central and well connected position within the country with a location ranking for cyber specialisation considered to be at "number one" and it was emphasised that Cyber Central was a huge development opportunity not just for Cheltenham but for the whole of Gloucestershire and the South West of England. The Council's representative indicated that he felt the marketing materials for this site were rather good and he had provided links for the Committee to view them in full. The meeting also considered Gloucestershire's Economic Recovery Plan and the point that kept being made was that nobody really knew what it was the County was recovering from particularly with the furlough scheme and other government subsidies masking potential problems. The COVID-19 situation was incredibly fluid and therefore the plan needed to be adaptable and responsive. Reference was made to the overall approach that the County was following utilising the 3 Cs of Collaboration, Communication and Confidence with, initially, the Senior Officer Group agreeing that the focus would be on skills, visitor economy and joint lobbying. The plan included a short-term, medium-term and long-term target for each of those areas but, following a prompt by a Committee Member, it was agreed that short-term deadlines would attempt to be assigned to the various events in the plan. Business Rates Pool: The Council's representative indicated that he had found the presentation on this matter really interesting as it was something he had been unaware of previously. The presentation covered how the

business rates pool had done between 2019 and 2020, how the pandemic had affected the business rates pool in the current year and what the future was for business rates pooling. In terms of how the pool had done between 2019 and 2020, the total growth over the given baseline across Gloucestershire was £19.4 million. The gain from pooling as opposed to not pooling was the levy amount which was saved as it did not get returned to central government and over the period that gain was £4.85 million - the pooling gain was shared between the County Council, the Strategic Economic Development Fund and the District Councils based on the Business Rates Pool Agreement which had been signed at the start of the process. The impact of COVID-19 on the Business Rates Pool had been quite unusual in that it had provided greater certainty that central government had agreed to pay the business rates of those sectors severely impacted by COVID-19 and therefore there was a reduction in risk in terms of non-payment. Overall, the impact was negligible, and the most recent monitoring suggested that the gain would be similar to last year which had been a particularly good year. Looking to the future of Business Rates Pooling, for some time now the government had planned to redistribute growth around the country from those areas that had experienced it to those areas that had not in order to even things up. Accordingly, if there was no growth in Gloucestershire, the benefit of pooling would be lost and therefore it had been agreed to investigate this risk to pooling and report back later in the year. Broadband: An update on the Fastershire Broadband Infrastructure Programme was provided and the Chair of the JEGSC maintained that good progress had been made and the programme had been successful with all areas being covered by 2022. GFirst LEP Update: A brief overview of the latest project pipeline information was provided together with quarter one performance data. The importance of maintaining capital investment projects that could release economic growth was stressed as at any time the government could release additional funding for such projects. It was explained that the process of selecting projects for submission to government was based on a standard set of criteria together with additional criteria that was tailored to a specific funding opportunity. However, Members of the Gloucestershire Economic Growth Scrutiny Committee (EGSC) felt that they did not have sufficient information to be able to properly scrutinise why certain projects were accepted for submission to the government and others were not. It was felt that much more information was needed on the scoring matrix and the criteria used by the Local Enterprise Partnership (LEP) when submitting projects for a particular funding opportunity. On this basis, the LEP representative had agreed to look at what additional information could be provided so that scrutiny could be undertaken.

27.3 In thanking the Council's representative for his update, the Chair indicated that the representative from the LEP had now responded to the EGSC's request; much more detailed information on formulas and criteria would be made available in future but obviously sensitive financial information would continue to be protected.

27.4 It was

**RESOLVED** That the Gloucestershire Economic Growth Scrutiny Committee Update be **NOTED**.

**OS.28 COUNCIL PLAN PERFORMANCE TRACKER AND COVID-19 RECOVERY TRACKER - QUARTER 1 2020/21**

- 28.1 The report of the Head of Corporate Services, circulated at Pages No. 63-144, attached the performance management and recovery information for quarter one of 2020/2021. The Overview and Scrutiny Committee was asked to review and scrutinise the performance and recovery information and, where appropriate, identify any issues to refer to the Executive Committee for clarification or further action to be taken. Prior to the presentation of the report, which was a huge document containing a significant amount of information, the Chair pointed out that obviously the quarter four performance tracker, considered at the Committee's meeting in July, was the last update before COVID-19 and the quarter one data now before Members was the first update since the start of the pandemic. He felt that it was important to point this out as just reviewing the information, without this in mind, could fill Members with despair given the number of unsmiling faces but undoubtedly this was as a result of the pandemic and he asked Members to bear this in mind when scrutinising the information before them.
- 28.2 In presenting the report the Head of Corporate Services indicated that there were three elements to the report: the Council Plan tracker; the Recovery Plan tracker; and the financial information update. He indicated that he would deal with the first two elements and take any questions on those and then hand over to the Head of Finance and Asset Management to deal with the final element on the Council's finances. He advised Members that the Council Plan tracker information could be found at Appendix 1 on Page No. 80 onwards and included the actions on the two new priority areas in the Council Plan, that of Garden Communities and Sustainable Environment. He indicated that there was a lot of detailed information in both of the tracker documents but hopefully on Pages No. 63-72 of the report, he had pulled out, by exception, the key points for Members consideration; for example at Paragraph 2.3 some of the key successful activities and projects specific to the Council Plan were listed and Paragraph 2.4 set out those activities and projects that had not progressed as swiftly as would have been anticipated many of which were due to the significant organisational effort involved in responding to COVID-19. In respect of the latter, new timescales had been added or the actions had simply been put on hold until there was sufficient capacity in the organisation to take them forward. Reference was made to the first action in the table at Paragraph 2.4 which related to the Trade Waste Service where the timescale had been amended but assurance could be given that this timescale could be achieved based on the high level project plan that was to be considered later in the meeting. Three of the amended timescales related to work on the Joint Core Strategy which now had new milestone dates of Summer 2021; however, it was evident from the commentary that the revised dates were not as a result of the pandemic. The next table shown on Page No.68, at Paragraph 2.5 (shown as 2.3 in error within the report), provided information on the actions that had effectively been put on hold due to resources being deployed elsewhere and Paragraph 3 provided a summary of the position, at the end of quarter one, in relation to the suite of key performance indicators (KPIs) contained within the Council Plan. The table in Paragraph 3.3, on Page No. 70, detailed those key performance indicators where the targets had not been achieved and/or the direction of travel was showing a downwards trajectory compared with the previous year. As could be seen from the commentary against these actions, the impact of the pandemic was noticeable whether it was the ability of Officers to perform enforcement visits (KPIs 17 and 18) or the impact on recycled and residual waste (KPIs 33 and 34). Nevertheless, there were a number of key performance indicators that were shown on Pages No. 71-72 that were performing well and these included, for example, the processing of benefit claims (KPI 24) the determination of minor planning applications (KPI 13) and a reduction in the average number of sick

days (KPI 28).

- 28.3 Referring to the Recovery Tracker, attached at Appendix 2 of the report from Page No. 170 onwards, the Head of Corporate Services explained that for consistency and familiarity the same format used for the Council Plan Tracker had been followed. The Recovery Plan had been approved by the Executive Committee at its meeting on 5 August and assigned to the Overview and Scrutiny Committee for monitoring. He explained that the Council's priorities had not changed because of COVID-19 and it still wanted to deliver the same outcomes to residents, communities and businesses therefore the Recovery Plan and its actions had been based upon the Council Plan priorities. The Head of Corporate Services cited the example of the Economic and Tourism Strategy which the Council continued to deliver albeit with re-focused actions as a result of the pandemic. He referred to Paragraph 4.2, on Page No.72, which set out some of the key activities undertaken as part of the Recovery Plan which ranged from significant support for businesses provided by the Growth Hub and Environmental Health teams, working with Places for People to safely re-open the Leisure Centre through to the formation of the Business Transformation team. Given the synergy between the two tracker documents they had been, and would continue to be, reported together in order to show Members the complete picture together with the financial position which would add to the overall picture and would be presented by the Head of Finance and Asset Management after scrutiny of the two tracker documents had taken place. In conclusion, the Head of Corporate Services indicated that the caveat to all of the actions in the tracker documents, but particularly in relation to those in the Recovery Plan and the Plan itself, was that at the time of approval it was wholly relevant as the country moved towards recovery; however, the position in relation to COVID-19 was changing rapidly and at any point the Council could be back in full response mode which would obviously have an impact on both tracker documents. Some services were already creeping back to a response mode, for example, the administration of government grants with responsibility for the new self-isolation grant being supported by the Council and High Street safety measures that were being implemented as part of the changing national picture.
- 28.4 During the debate which ensued, the following queries and comments were made in relation to the Council Plan and Recovery Plan trackers:

<b>Priority: Housing and Communities</b>	
<p>P92 – Objective 1 – Action d) Carry out housing needs assessments to deliver affordable housing in rural areas - a Member asked what the significance was of moving the date three years, from March 2020 to March 2023, as opposed to a one or two year slippage. He queried whether the work involved was so significant that a three-year delay could be justified.</p>	<p>The Head of Community Services explained that a realistic view had been taken as there was quite a lot of work to be done across the Borough and particularly in the smaller Parishes. The Gloucestershire Rural Partnership was used to assist with this work and therefore he was assuming that the estimated timescale had been provided by that organisation. However, he indicated that he would clarify this and advise the Member accordingly outside of the meeting. The Chair asked that the information be provided to Democratic Services so that all Members of the Committee could receive it.</p>

<p>P92 – Objective 2 – Action a)          Ensure adequate land is allocated within the Joint Core Strategy (JCS) and Tewkesbury Borough Plan to meet housing need - a Member referred to the government White Paper on Planning reforms which could result in a total change to the current system. He reminded Members that currently the JCS was looking to allocate and cover the needs of Cheltenham and Gloucester. However, the White Paper basically abolished the duty to co-operate and as a result of the Council having more land it would get a higher allocation. He questioned if the proposals started to progress through Parliament, whether it would be possible to delay the JCS without any further implications on the Council. Alternatively, he asked whether there was any way to change the allocations to be included as part of Tewkesbury's quota rather than that of Cheltenham and Gloucester as Tewkesbury would still need to find land for increased amounts of housing.</p>	<p>The Head of Development Services indicated that, as the Member had pointed out, the JCS review and the inter-relationship with the White Paper was fundamental to the Council. As Members were also aware, the JCS was a key planning document for the Council as it would shape the growth of the Borough in terms of spatial housing and employment distribution. She explained that currently there was a slight delay to the timetable for the JCS as there were a number of technical studies that needed to be undertaken to ensure there was a robust evidence base and it was also necessary to review some of the existing evidence in view of COVID-19 particularly relating to employment and how to progress an economic strategy. Work on the JCS would not be stopped because of the White Paper as the evidence work still needed to be undertaken; whatever the eventual outcome on the reforms, this work was still necessary to inform the Council going forward. The Head of Development Services stressed that, even if the duty to co-operate was abolished, it did not mean that the Council could stop working with its neighbours as this was actively encouraged to assess the spatial distribution of housing and employment. The message was still very much that Councils must work together and look at wider geographical areas and cross-boundary. Obviously it was necessary to await the outcome of the consultation on the White Paper so Officers would be twin tracking the work undertaken so the Council would be in a position to move forward under the new system, whatever that maybe, should that prove to be appropriate dependant on timescales. However, for the time being it was felt that the work being undertaken would be beneficial under both systems with reviews being undertaken at certain key milestones to assess the best way to move forward. The response given prompted the Member to request that the Council, as part of the review, did</p>
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	<p>not agree to meet the housing allocations of other authorities as the White Paper proposed reducing the numbers where authorities had no land to build on and increasing the housing numbers for areas like Tewkesbury that had land available for development. He agreed that the evidence-based work needed to be done but was keen to ensure the Council controlled the allocation of housing and particularly to which authorities it was being allocated whilst the White Paper progressed. He was of the view that, if this was not possible, the review should be delayed. The Head of Development Services indicated that the Council's response to the White Paper, along with many other authorities, strongly objected to the proposed algorithm to be used to determine housing numbers as it resulted in a disproportionate amount of housing being allocated to rural authorities like Tewkesbury and it was hoped in the light of the strong representations being made across the country that the government would revise the algorithm accordingly. In terms of when the distribution of housing was assessed as part of the JCS review, the Head of Development Services indicated that this was not something that needed to be done now it would be part of the process once the housing numbers that the Council needed to deliver were known. The Chief Executive stressed that this was only a consultation document and the government was already indicating that changes may be made particularly in relation to the algorithm and whilst the duty to co-operate may be abolished he was of the view that something would be put in its place as all of the messages currently coming from government were that authorities should work in partnership in relation to planning and other services.</p>
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<p>P94 - Objective 2 – Action c) Annually monitor the delivery of homes within the Borough - a Member referred to the commentary which indicated that the Council was in the process of updating its five-year housing land supply calculation and it was the intention to publish this document on the Council's website by the end of October. She questioned whether Members would be informed when the document was ready to be published and if the content would be self-explanatory.</p>	<p>The Head of Development Services indicated that she was unaware of what the Council's previous policy was on this but she stated that, as soon as the document was published, she would ensure all Members received an email advising of publication with a link to the document on the Council's website. In terms of ensuring that the information in the document was clear, she indicated that she hoped that this would be the case but would review it prior to publication to be absolutely sure.</p>
<p><b>Priority: Customer First</b></p>	
<p>P107 – KPI 26 – Percentage of Council tax collected - a Member referred to the fact that Council Tax collection performance had been significantly affected by COVID-19 and, as a consequence, a reduced figure of only 29.5% had been collected during the first quarter. He maintained that it would have been useful if the percentage figure that was normally collected had been included for comparison purposes and he requested to be provided with this figure.</p>	<p>The Head of Corporate Services indicated that the collection rate was 0.5% below the target which was in line with what was normally collected.</p>
<p><b>Priority: Sustainable Environment</b></p>	
<p>P.115- KPI 33 – Percentage of Waste Recycled or composted and P116 – KPI 34 – Residual Household Waste collected per property in KGs – a Member drew attention to the fact that the percentage of recycled waste had gone down and the residual waste had increased. He maintained that the residents of Tewkesbury Borough were normally very diligent when it came to recycling yet it appeared that during the first part of the pandemic they wasted more and recycled less. He enquired whether there was any known reason for this to have occurred.</p>	<p>The Head of Community Services explained that the Borough residents were normally very good at recycling but during lockdown there was a massive increase in waste and, by the nature of people storing more waste, they had simply disposed of it in the nearest receptacle without thought as to whether that was the appropriate disposal method. There was also an increase in contamination of recycled waste as Members may recall that initially during lockdown there was a tendency for people to start clearing out garages, lofts etc. and this led to some rather unusual items appearing in the recycling receptacles which people may have thought could be recycled but obviously could not; going forward extra education campaigns would be put in place. In addition, there was a lot of stockpiling</p>

	<p>of food when the pandemic first started which then ended up in the food waste bin or the normal bin. Another factor to be considered was the closure of the household recycling centres. Taking all this together, the Head of Community Services did not think it was surprising that the overall result was an increase in waste and an increase in contamination of recycled waste. The other side of this matter was the reduction in the recycling market which resulted in the need for quality recycling in areas such as paper and this had resulted in loads being rejected which then counted towards the Council's waste figure and not its recycling figure. A Member enquired whether it was possible to process waste more efficiently to ensure that it was not contaminated rather than having it refused at the Materials Recycling Facility (MRF). The Head of Community Services indicated that a number of checks were carried out to identify contamination both at the point at which the recycled waste was collected and when it was stored prior to transit to the MRF; any obvious contamination was removed provided it was practical and safe to do so. Nevertheless, when 20 tonnes of waste was being transported it was inevitable that things would slip through the net on occasions. The crews were very good at putting stickers on bins and not collecting recycled material that was obviously contaminated and, as he had previously indicated, education campaigns were taking place but with everyone producing more waste, and the market for recycled goods currently in decline, there was little more that could be done.</p>
<p><b>Priority: Customer First</b></p>	
<p>P.107 – KPI 28 – Average No. of sick days per full-time equivalent - a Member stated that, whilst obviously it was good news that there had been a dramatic reduction in the number of sick days compared with last year, he wondered what the reasons for this were.</p>	<p>In terms of the reduction in sickness, the Head of Corporate Services stated that whilst there had been a reduction in long term sickness the reduction in short term sickness had been quite significant which it was felt could be partly attributed to working from home. With many Officers not</p>



	<p>working in the office they were less susceptible to minor ailments such as colds and stomach bugs. Also it could be that Officers who were feeling unwell felt that they could continue to work within the comfort of their own home which may not have been the case if they had to come into the Council Offices. Clearly this would need to be closely monitored as, if they were really unwell, they should be refraining from work and concentrating on recovery and wellbeing which was very important to the management team. He indicated that Human Resources had done a lot of work around health and wellbeing during the pandemic and that could also have contributed to the reduction in sick days. The HR Manager indicated that this was a pattern being seen across other organisations as well where sickness levels had dropped. Whilst this was good news for the Council, work had been ongoing to ensure that staff kept well, and the levels of sickness could be maintained once the pandemic was over. She advised Members of the work that HR had been undertaking which included training on effective remote working, managing difficult telephone calls, mental health training and wellbeing sessions covering issues such as sleep and managing finances. In addition, the Council was paying for staff to have flu jabs by reimbursing the cost, and the sickness process was being proactively managed to ensure good practice was being followed. A Member commented that these figures provided a good argument for some level of home working to continue once the pandemic was over.</p>
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<b>Priority: Finance and Resources</b>	
<p>P81 - Objective 3 - Action c) Review property portfolio to ensure ongoing benefits to our communities - a Member questioned whether the pandemic had created any problems for the Council's business tenants in terms of being able to meet their financial liabilities and whether there had been any indication of future problems.</p>	<p>The Head of Finance and Asset Management indicated that so far, the Council's commercial portfolio was holding up well and none of the tenants had reported any problems. A partial deferment of rent had been agreed with one tenant, but this had now ended, and full rent was being paid. Everything seemed to be going well for the businesses with some experiencing a business boom; one business specialising in homebrew, gin and other alcohol products had seen a significant increase in demand.</p>

- 28.5 The Chair asked a general question about what action was going to be taken in terms of prioritising projects/activities considering the ongoing pandemic. There were a lot of unsmiling faces in the quarter one data and it was clear that not everything could be delivered and therefore he questioned what action was going to be taken to assess realistically what could be progressed and what could be put on hold. The Deputy Chief Executive stated that an exercise being known as the "greying out" of certain projects had already started, as could be seen on Page No. 68 of the report, but clearly further reprioritisation work was necessary and a template had been sent to all Heads of Service to work with their teams to enable a critical assessment of what projects they felt unable to take forward, what projects could be progressed but with revised delivery dates and what new projects may come forward as part of the COVID-19 recovery process that would supersede projects already in the tracker documents. All this information would be collated and included in the quarter two performance report to be presented to the Overview and Scrutiny Committee in January. This would allow Members to assess and scrutinise the complete picture in terms of which projects had been "parked" and for what reason, new milestones and key dates for projects and any new projects that had been brought forward as part of the recovery process.
- 28.6 The Chair also questioned the impact on various projects, KPIs etc. of the departure of the Deputy Chief Executive. It was explained that the Corporate Leadership Team was currently assessing all of the projects which the Deputy Chief Executive was overseeing and determining the best way forward ensuring that none of the projects would suffer due to his departure, with new mechanisms being put in place and detailed handovers to be arranged. The Chief Executive confirmed that it was the intention for detailed proposals on the way forward to be presented to Council in December.
- 28.7 Finally, the Chair asked about lessons learnt from the first wave of the pandemic that would be used to inform how a second wave would be dealt with whilst also allowing some of the recovery measures to be implemented as the Council fluctuated between response and recovery; he gave a number of examples of lessons that had been learnt by the NHS that were now being implemented for new Covid-19 cases. The Deputy Chief Executive indicated that a lot had been learnt that would inform the Council's response going forward; he cited examples of improvements in the redeployment of staff to support initiatives such as the Help Hub, improvements in remote working, the experiences gained from administering grants for businesses, and more recently self-isolation grants, supporting business with webinars, electronic newsletters etc. and ensuring that the voluntary sector had the assistance it needed to deliver in the community. Clearly, the experiences from

the first wave would ensure that the Council was able to respond quickly to the needs of residents and businesses and Officers were continually learning to ensure residents were provided with the services they needed. The Head of Corporate Services advised the Committee that the Council had to prepare an Annual Governance Statement and the guidelines for the current year's statement included a 'lessons learnt' section as a result of the pandemic which would be in two parts; lessons learned and implemented and lessons learned that were longer term and needed to be implemented. He also gave some examples of lessons learned in respect of IT and communications and indicated that, for the longer term, there was a need to ensure that business intelligence was robust and proactively applied across the Council. It was likely that the lessons learned review would be reported to the Overview and Scrutiny Committee sometime in the new year.

- 28.8 The Head of Finance and Asset Management presented Pages. No.73-78 of the report which contained a summary of the Council's financial performance for the period to the end of June this year with Appendices 3-6 providing some added detail. He indicated that unfortunately he had to report a significant deficit within the General Fund due to the impact of COVID-19 however the deficit was not as great as had first been feared. The report now before Members brought together the COVID-19 impact with normal operational expenditure activity providing an overall financial position for the first quarter which resulted in a deficit of £444,218. Paragraph 5 of the report set out a summary of the position with added detail contained in Appendix 3. As it was necessary to report to the government on COVID-19 costs, direct expenditure in this respect had been split out and was shown in the table at Paragraph 5.2 totalling around £285,000. The main components of that spend tended to be the amounts being put into the Leisure Centre in line with the Places for People leisure contract, the rollout of laptops to enable remote working and UBICO costs to keep the service running including protection of staff, backfilling and overtime. As expected, income was substantially down with a deficit in excess of £400,000, the detail of which was set out on Page No.75 of the report, but there were indications in respect of quarter two suggesting a recovery in some areas with both planning and parking income improving; although whether this would be sustained was unknown as parking income for September was already starting to drop again so the quarter three figures would be interesting. The Head of Finance and Asset Management thought it was also worth mentioning that a claim had been made for irrecoverable income losses from sales, fees and charges for the first four months of the year which, taking account of the parameters of the scheme, had totalled approximately £173,000; further claims would be made every four months with the next claim being made in December.
- 28.9 The Head of Finance and Asset Management drew attention to the fact that the additional expenditure and loss of income had been offset by savings in operational expenditure the largest of which related to employees accounting for just over £229,000. There had been a number of vacant posts during the first quarter coupled with delays in recruitment, although this was picking up during the second quarter; there were increasing numbers of requests to fill posts, responses to adverts were higher and appointments were now being made. The other factor contributing to the underspend was the pay award with 2% being set aside in the budget to meet this and as a result approximately £35,000 of the underspend was attributable to the award not having been agreed and paid during the first quarter. As Members would be aware the actual award had only recently been agreed at 2.75% and the cost of the arrears backdated to April would show in October/November when the payments were made. Nevertheless, a contingency sum had been allocated in reserves and this would be brought into the budget during the second half of the year to create a match off for the increased costs. To date the Council had received £1.12 million to meet the additional costs resulting from the pandemic and, as mentioned previously, claims were being made separately for income losses. The Chancellor had last night announced a further £1 billion of support for local

authorities but it was not yet known what proportion would be made available to Tewkesbury Borough Council. Also included in the report, at Paragraph 5.8, was a forecast of the full year impact of COVID-19 which was still in the region of £3 million as reported earlier in the year. Looking at the position just before the end of September, there was some improvement with income increasing and COVID-19 costs decreasing but that was already starting to change as the virus numbers began to increase.

- 28.10 Paragraph 6 of the report set out the position in respect of the capital budget and Paragraph 7 the position on reserves. As expected for the first quarter there had been little movement with the exception of a property purchase and a deposit being paid on a second acquisition which was expected to complete in October. In response to a question in relation to the final figures shown at the end of the table on Corporate Codes, on Page No.73, the Head of Finance and Asset Management indicated that unfortunately the tables had not been particularly well labelled so it was not clear how the figures added up. The totals at the bottom of the table on Corporate Codes were not the Corporate Codes total they also included the sub-total brought forward from the Services Expenditure. Going forward a sub-total would be included under the Corporate Codes and then an overall total to make it clearer for Members. A Member queried whether the £25,000 overspend on payments to third parties related to Ubico but the Head of Finance and Asset Management advised that Ubico expenditure was on track for the first quarter and that there was a range of items that accounted for this overspend including the MRF contract for the disposal of recycled waste. The Chair questioned whether the Council's financial position would have an impact on the tracker activities and key performance indicators. The Head of Finance and Asset Management indicated that he felt that the Council was in a good position in the current financial year; hopefully there would be further funding from the government and there was a significant business rate collection fund surplus that could be used to support the net costs of the pandemic. Looking to the future at next year's budget and beyond things were a little more unclear; as yet there was no confirmation from the government on funding sources, the levels of funding and the ongoing impact of COVID-19 in terms of income and expenditure levels. Assessing this, and balancing it against the Council's ambitions, the two may not add up and therefore it was likely that over the coming months an exercise of examining how resources were allocated and into what priority areas would need to be undertaken taking account of the Council's ambitions. Obviously, Members would be kept informed as further information became available and Officers would work with Members in examining some of these issues.

- 28.11 Having fully considered the information provided, it was

**RESOLVED** That the performance management information for quarter one of 2020/2021 be **NOTED**.

## **OS.29 COUNCIL MOTION - SUPPORT FOR TECH TALENT CHARTER**

- 29.1 The Committee was reminded that at the meeting of the Council on 28 July the following Notice of Motion was referred to Overview and Scrutiny for consideration and recommendation back to Council.

The Motion asked the Council to adopt the following

1. Ask the Council's Human Resources Section to look at the Tech Talent Charter, identify what the Council could do better, the benefits to the Council in signing up to the Charter and how the Council can influence other shared service providers that the Council works with (including, but not limited to, Ubico, One Legal, Publica, South West Audit Partnership).

2. Receive a report back to a future meeting of the Council in 2020/21 with the findings and recommendations from the Human resources Section.
- 29.2 The Chair explained that he would firstly ask the proposer of the Motion to present it to the Committee, followed by the Head of Corporate Services presenting his report circulated with the Agenda at Pages No. 145-152. The item would then be opened up for questions and debate before determination of what response should be sent back to Council in respect of this Motion.
- 29.3 The proposer of the Motion indicated that she would like to give Members some background on the Tech Talent Charter which was essentially a commitment by organisations to a set of undertakings that aimed to deliver greater inclusion and diversity in the workforce. An organisation had to nominate a senior member of staff who would be the lead and work towards inclusive recruitment and retention policies together with a commitment that once a year data would be submitted anonymously to the Tech Talent Charter organisation. She explained that the Motion had really come about to ask Tewkesbury Borough Council to look beyond itself and play its part in encouraging diversity in the tech area. The proposer felt that this was particularly pertinent as the Council was supporting the Cyber Park and she felt it would be a good message to send to potential employers that, as a local authority, Tewkesbury Borough Council was committed to doing everything it could within its power to try and achieve the best workforce with the most talent. The Charter was supported by the Department for Digital, Culture, Media and Sport together with a number of major government departments who were signatories to the Charter. In addition, a large number of the Country's blue-chip companies and neighbouring authorities had signed the Charter, so it was very mainstream. There was no cost involved with the Charter, no membership fee to pay and each organisation's progress was at its own timetable, so the Council set the timetable which it wished to work to. The Charter compliance was not monitored by the responsible body so the Council would not be questioned for instance on the outcomes from an interview panel. She indicated that, from reading the report of the Head of Corporate Services, it looked like Tewkesbury was doing very well with women in the Tech Sector but it needed to be recognised that the Tech Talent Charter was expanding beyond just the Tech Sector and was looking at diversity in more general terms. She felt that the Charter offered the opportunity for prestige, to have good work recognised and would enable the Council to scrutinise from within to see if there was anything more that could be learnt about diversity and inclusion. In conclusion, she urged Members to support the signing of the Charter which would be a good badge that demonstrated the Council's commitment to equality and diversity and she asked that Members approach this matter with an open mind.
- 29.4 The Head of Corporate Services presented his report which contained some background research he hoped would aid the Committee's consideration of the Motion. He drew attention to Paragraph 3.1 which stated that, as at 16 September, 544 organisations had signed the Charter, predominantly from the private sector but a few neighbouring Councils, including Cheltenham, Cotswold, Forest of Dean and West Oxford. A Board of Directors was in place to oversee the Charter but, again, the representation was dominated by the private sector. Paragraph 4.1 of the report set out some points that Members may find pertinent in discussing the Motion and, as had been stated earlier by the proposer of the Motion, it was very positive that the percentage of females in the Council's IT and Business Transformation Teams were significantly above the national figure of 17%. However, the Motion went beyond just signing the Charter as it referred to influencing other shared service providers two of which, namely Publica and the South West Audit Partnership, the Council had no relationship with and therefore would be unable to exercise any influence over them. In terms of One Legal as the Council was the lead in this partnership the staff fell within the Council's human resources and equality policies.

In respect of Ubico, the contract with the Council required adherence to equality and diversity practices and policies and the Committee received an annual performance report from that organisation which could include relevant data in this area if required. The Motion also referenced the fact that the influencing of other service providers should not be limited to these partnerships and the Head of Corporate Services indicated that, if Members were to accept this, Officers would need a steer on what other partnerships should be included. Again as indicated by the proposer of the Motion, the Charter was derived from the Tech Sector but as reference was made to other partnerships this broadened the scope beyond the ICT Sector as none of the partnerships referenced were from that sector. With regards to preparing a report for Council, the Head of Corporate Services suggested an alternative in that equality and diversity data relevant to the Tech Charter could be included in the Workforce Development Strategy which was considered by the Overview and Scrutiny Committee on an annual basis and was due to be presented at the next meeting in November. In conclusion, initial feedback from the HR team had been that signing the Charter would not have a significant impact on resource and could be seen as a badge of the Council's commitment for continued positive work around equality and diversity based on the caveat that the Council simply signed the Charter and updates were provided through the Workforce Development Strategy.

- 29.5 During the debate that ensued, a Member indicated that diversity and inclusion was recognised throughout the Workforce Development Strategy and particular reference was made to Page No.10 of the Strategy which stated that the effectiveness of these issues were regularly tracked and reviewed. On this basis he asked the proposer of the Motion whether she had been aware of this when proposing the Motion. The proposer of the Motion indicated that she felt the Motion was about looking beyond Tewkesbury Borough Council with the authority playing its part and contributing to get more women involved in the Tech industry across the board and raising the profile; nationally women did not have a very high profile in the Tech industry yet they made up 50% of the talent in the Country and she felt it was important to make use of all the talent available. Upon receiving confirmation that the proposer was aware of the content of the Workforce Development Strategy, the questioner asked why the proposer of the Motion appeared to be concentrating on specifically females. He was aware that this Motion was almost word for word the same as one put to Cheltenham Borough Council but with a paragraph missing which covered other under-represented Groups such as Lesbian, Gay, Bisexual and Transgender (LGBT), Black, Asian and Minority Ethnic (BAME), the disabled and those with mental illness. He also referred to the fact that the Chief Executive of the Board responsible for the Tech Talent Charter had stated that if only white middle class women were brought into the industry that was not diversity. Again, he asked the proposer of the Motion if she was aware of this and specifically why the Motion focused on females only. The proposer of the Motion indicated that she would be happy with more diverse policies across the board she was not saying that it was particularly only women, she indicated that she was only asking the Council to sign up to the Charter and the aspirations of the organisation responsible for it. Other Members spoke about their concerns that the Motion was focussed on women, despite the fact that the Council's statistics were very good with over 37% of the ICT team and over 50% of the Business Transformation team being female. The view was expressed that the Motion was not about diversity it was concentrating on females and by pushing one group forward other groups such as LGBT and BAME were automatically pushed back. Some Members agreed that the focus and wording of the Motion was not appropriate and were of the view that it should be withdrawn as it was just looking to promote one group to the detriment of other groups. One Member stated that he disagreed with this view as he believed that the Motion was about equality of the sexes and race, religion etc. did not factor into this. Further questions were asked about the time commitment involved with the Charter which covered just eight people at the Council. Whilst it was acknowledged that signing

the Charter involved a negligible amount of time Members were advised that the Chief Executive of the Tech Talent Charter was on record saying that organisations had been required to leave as they had not complied with the requirements of the Charter. In response to a question about whether the proposer was aware of how much time would be involved with the Charter requirements, she indicated that she was not but the Motion requested further information on the work involved and the report now before Members indicated that signing the Charter would have little impact on resources. It was stressed that the question was about compliance with the requirements of the Charter in terms of attending meetings, preparing data, exchanging views etc. not simply signing a document. The Member was of the view that the resource implications could not be justified in respect of such a small area of the Council's business that already exceeded national expectations in terms of the gender split. He maintained that the Charter was aimed at the Tech Sector, companies like Hewlett Packard and the Royal Bank of Scotland that had hundreds of Tech Staff and, whilst he had nothing against the Charter, he was a consultant in the IT field and a member of the British Computer Society, which was a signatory of the Charter, he did not think that it was appropriate for Tewkesbury Borough Council which had a very small number of IT staff. In addition, he felt that the Motion was poorly written, was very woolly, and, in his opinion, its contents and scope had no worth. Some Members disagreed with the views expressed about the Tech Talent Charter not recognising all sectors of the community as opposed to just women and could see no problem with signing the Charter; the Council was not being asked to spend any money nor commit huge resources, other authorities locally had signed up to the Charter and their teams would be of a similar size if not smaller than Tewkesbury's therefore they were in favour of supporting the signing of the Charter and could not understand the reluctance of other Members.

- 29.6 A Member stated that the key to this was for all Members to work together to bring forward a Motion that would be acceptable and provide benefit to the Council and its residents. Other Members stated that the Motion as presented was trying to address something that was not a problem at Tewkesbury Borough Council in terms of the gender split in IT, it sought to influence partners that the Council was not able to influence, it did not address the real problem of the limited number of females in school studying in the Tech field at A level, it did not reference a diverse workforce and it did not provide information on the requirements of the Council once the Charter had been signed in terms of resource and what benefits would be derived to the Borough. In essence it was felt that the Motion was trying to address a problem that for the most part did not exist at Tewkesbury Borough Council instead of focusing on the real problems in this area and putting forward a Motion that was suitably worded to make a real difference. The Chair agreed that it was important for Members to work together but the time for that was before a Motion was submitted to Council not after it had been considered and referred for consideration by the Overview and Scrutiny Committee. He indicated that the situation currently was that the Committee was considering a Motion as written and it needed to determine its view on that Motion in order to report back to Council. Some Members of the Committee urged the proposer of the Motion to withdraw it, take on board the comments made at today's meeting, work with all Members to prepare an alternative Motion that could at the appropriate time be submitted to Council. The Chair indicated his intention to make a proposal that the Council should not sign the Tech Talent Charter as there were no specific benefits to the Council; the gender split for females in the Tech roles at the Council was good and would not benefit from the Charter being signed; the Council's resources were already under pressure and it was for other organisations and partners to determine for themselves whether they wished to sign the Charter without influence from the Council particularly since the Council was unable to influence two of the partnerships mentioned. He referred Members to the discussion that had taken place earlier in the meeting in relation to the performance trackers and how many projects for the benefit of the Borough and its residents were being delayed or put on hold as resources were severely

overstretched in trying to deal with response and recovery to the COVID-19 pandemic; he could not support the Motion when it did not deliver for the Council's residents and, however minor, would impact further on the Council's resource problems. Putting aside the problems with the wording of the Motion, in addition he did not think that this was the appropriate time to be considering this Motion as, with everything else that was going on, it did not seem to him a good use of Officer or Member time. After further discussion, the proposer of the Motion agreed to withdraw it with a view to presenting a re-worded Motion at the appropriate time that took on board the points made and had been discussed with the other Groups on the Council prior to submission.

29.7 Accordingly, it was

**RESOLVED** That the Council be advised that the Motion on the Tech Talent Charter had been **WITHDRAWN** at the current time whilst the proposer worked with other political groups to find some wording which would be acceptable across the board to come back to the Council at a future date.

### **OS.30 GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE**

30.1 It was reported that the Council's representative on the Gloucestershire Police and Crime Panel had been unable to attend the last meeting on 18 September 2020 and therefore a substitute representative, the Leader of the Council, had attended and had prepared the feedback report circulated at Pages No.49-51 as well as being present at today's meeting to answer any questions. In presenting his report, the Leader of the Council drew particular attention to the item on the Police and Crime Plan Refresh; he explained that the refresh had been necessary as the Police and Crime Commissioner Elections had been postponed this year and the current incumbent had therefore been granted a 12-month extension in the role which had then resulted in the need for the Plan to be reviewed and updated. However, the presentation on the refresh had consisted of just a few slides and it was his opinion that they were little more than a marketing exercise with a comment that more detail was to follow. The Panel was told that it had to vote on the Plan so as to formally endorse the changes, however the Leader of the Council had been of the view that as the Panel had not actually been shown a Plan it would be inappropriate to vote on what was essentially just a few headlines and definitely not a Plan. Nevertheless, despite some support, the majority of the Members on the Panel had disagreed and a vote had been taken with the Plan receiving the Panel's support although the Leader of the Council had voted against it on the basis that it was not a Plan. The Chair thanked the Leader of the Council for his report and for stepping in as a substitute representative, after which it was

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

### **OS.31 SEPARATE BUSINESS**

31.1 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.



**OS.32 SEPARATE MINUTES**

- 32.1 The separate Minutes of the meeting held on 1 September 2020, copies of which had been circulated, were approved as a correct record.

**OS.33 TRADE WASTE SERVICE DEVELOPMENT PROJECT PLAN**

*(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))*

- 33.1 Members approved the project plan for the completion of the options appraisal and a business case of the preferred trade waste service delivery option.

The meeting closed at 7:05 pm

**EXECUTIVE COMMITTEE FORWARD PLAN 2020/21**

**REGULAR ITEM:**

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

<b>Committee Date: 18 November 2020</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>Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter One 2020/21.  (Previously Performance Management Report)</b>	To receive and respond to the findings of the Overview and Scrutiny Committee’s review of the quarter one performance management and recovery information.	Head of Corporate Services.	Yes – moved from 7 October to accommodate later consideration by the Overview and Scrutiny Committee.
Financial Update – Quarter Two 2020/21.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Wormington Village Hall Grant Update	To receive an update on the discussions in respect of the Wormington Village Hall grant following the decision of Executive Committee on 8 January 2020.	Head of Finance and Asset Management / Deputy Chief Executive	Yes – deferred from August meeting due to the COVID-19 pandemic.
Corporate Enforcement Policy.	To receive a recommendation from Overview and Scrutiny Committee.	Head of Corporate Services.	No.

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Agenda Item 5

Committee Date: 18 November 2020

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Regulation of Investigatory Powers (RIPA) / Investigatory Powers Act Policies.	To receive a recommendation from the Audit and Governance Committee.	Head of Corporate Services.	Yes – April Committee cancelled due to pandemic.
<b>Tewkesbury Together 2020/21.</b>	<b>To agree a grant to Tewkesbury Together 2020/21.</b>	<b>Head of Development Services.</b>	<b>Yes – April Committee cancelled due to pandemic.</b>
<b>Infrastructure Funding Statement.</b>	<b>To consider the Infrastructure Funding Statement and make a recommendation to Council.</b>	<b>Head of Development Services.</b>	<b>No.</b>
<b>Corporate Peer Challenge Final Report and Action Plan.</b>	<b>To receive the final report and action plan following the peer challenge review.</b>	<b>Head of Corporate Services.</b>	<b>No.</b>
<b>Replacement of Car Parking Machines.</b>	<b>To recommend to Council the setting aside of capital receipts for the replacement of machinery.</b>	<b>Head of Finance and Asset Management.</b>	<b>No.</b>
<del>Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).</del>	<del>To consider the write-off of irrecoverable debts.</del>	<del>Head of Corporate Services.</del>	<del>No.</del>
<b>Confidential Item: Recycling Matters.</b>	<b>To bring to the attention of the Committee and to consider emerging issues affecting the Council's recycling service.</b>	<b>Head of Community Services.</b>	<b>Yes – deferred from August Committee as negotiations ongoing.</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)).

<b>Committee Date: 18 November 2020</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>Confidential Item: Management Arrangements Following the Departure of the Deputy Chief Executive.</b>	<b>To make a recommendation to Council regarding management arrangements following the departure of the Deputy Chief Executive.</b>	<b>Chief Executive.</b>	<b>No.</b>
<b>(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to an individual).</b>			

<b>Committee Date: 6 January 2021</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>Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Two 2020/21.</b> <b>(Previously Performance Management Information)</b>	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter two performance management and recovery information.	Head of Corporate Services.	No.
Medium Term Financial Strategy (Annual).	To recommend to Council the adoption of the five-year MTFs which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.	Head of Finance and Asset Management.	No.
Housing Strategy Monitoring Report – Year One (Annual).	To approve the Housing Strategy Monitoring Report.	Housing Services Manager.	No.
Treasury and Capital Management (Annual)	To approve and recommend approval to Council, a range of statutorily required policies and strategies relating to treasury and capital management.	Head of Finance and Asset Management.	No.
<b>Council Tax Hardship Fund 2020/21</b>	<b>To receive an update in respect of the Council Tax Hardship Fund.</b>	<b>Revenues and Benefits Manager.</b>	<b>No.</b>
<b>Money Laundering Policy.</b>	<b>To approve the Money Laundering Policy following a recommendation from the Audit and Governance Committee.</b>	<b>Head of Corporate Services.</b>	<b>Yes – Moved from November meeting to enable consideration by the Audit and Governance Committee.</b>

Committee Date: 6 January 2021			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Local Electricity Bill Motion.	To receive a recommendation from the Overview and Scrutiny Committee.	Deputy Chief Executive.	No.

Committee Date: 3 February 2021			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Budget 2021/22 (Annual).	To recommend a budget for 2021/22 to the Council.	Head of Finance and Asset Management.	No.
Financial Update - Quarter Three 2020/21.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
<b>Council Tax Discount for Care Leavers.</b>	<b>To consider and make a recommendation to Council.</b>	<b>Revenues and Benefits Manager.</b>	<b>No.</b>
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.
(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)).			

Committee Date: 3 March 2021			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required

Committee Date: 31 March 2021			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
<b>Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Three 2020/21.</b> <b>(Previously Performance Management Information)</b>	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management and recovery information.	Head of Corporate Services.	No.
Council Plan 2020/24 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	Head of Corporate Services.	No.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2019/20.	Head of Corporate Services.	No.
COVID-19 Corporate Recovery Plan Refresh	To consider the COVID-19 Corporate Recovery Plan.	Deputy Chief Executive.	No.

<b>Trade Waste Service Business Case</b>	<b>To receive a recommendation from the Overview and Scrutiny Committee.</b>	<b>Head of Community Services</b>	<b>No.</b>
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**PENDING ITEMS**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>
Shopfronts Supplementary Planning Document (SPD).	To agree the document for the purposes of consultation.
Spring Gardens Regeneration Phase 1a report.	To agree the recommendation of the preferred option for the regeneration of Spring Gardens.
Trade Waste Review.	Following recommendation from Overview and Scrutiny Committee.
Parking Strategy Review.	To consider the recommendations from the Overview and Scrutiny Committee.
Parking Strategy Review.	To consider the statutory responses to the Parking Strategy Review.

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## OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2020/21

### REGULAR ITEMS:

- Executive Committee Forward Plan
- Overview and Scrutiny Committee Work Programme 2020/21

#### Additions to 24 November 2020

Local Electricity Bill Motion.

#### Deletions from 24 November 2020

**Committee Date: 12 January 2021**

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
<b>Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter 2 2020/21</b> (previously ‘performance information’)	To review and scrutinise the performance management and recovery information and, where appropriate, to require response or action from the Executive Committee.	Head of Corporate Services.	No.
<b>Private Rented Housing Sector Scheme</b>	To receive a report on progress of the <b>Private Rented Housing Sector Scheme</b> (as agreed at the O&S meeting on 10 March 2020).	Head of Community Services	Yes – moved from 1 September 2020. The pilot was due to end in October but the countywide partnership is considering extending this – much of the work has paused due to COVID-19.

<b>Committee Date: 12 January 2021</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>Parking Strategy Review</b>	<b>To endorse the findings of the Parking Strategy Review and approve the draft strategy for public consultation.</b>	<b>Head of Finance and Asset Management</b>	<b>Yes – moved from 16 June 2020. Working Group to recommence in September following a seven month hiatus – revised timetable suggests 1 July 2021 implementation rather than 1 April 2021.</b>
<b>Customer Care Strategy</b>	<b>To endorse the Customer Care Strategy and action plan for 2021/22.</b>	<b>Head of Corporate Services</b>	<b>Yes – moved from 14 April 2020 (meeting cancelled) due to impact of COVID-19.</b>
Communications Strategy 2020-24	To consider the progress made against the actions within the Communications Strategy during 2020/21 and to endorse the action plan for 2021/22.	Corporate Services Manager	No.

<p>Planning Committee Overturns</p>	<p>To review and scrutinise Planning Committee overturns 2019/20 (to include comparisons with other local authorities; a summary page to set out the trends that Officers had identified; and a Call-in section to include a reason for the application going to Planning Committee e.g. Member call-in, objection from Parish Council – <i>(as agreed by the Overview and Scrutiny Committee at its meeting on 23 July 2019)</i>).</p>	<p>Head of Development Services</p>	<p>No.</p>
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**Committee Date: 9 February 2021**

<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>Annual Report on Economic Growth</b>	<b>To receive an annual report on economic growth to include performance of the Growth Hub and businesses within the borough (as agreed at O&amp;S on 11 February 2020).</b>	<b>Economic and Community Development Manager.</b>	<b>No – previously in pending items.</b>
<b>Review of Complaints Policy</b>	<b>To consider a review of the Complaints Policy.</b>	<b>Corporate Services Manager.</b>	<b>No – previously in pending items.</b>
Gloucestershire Health and Care Overview and Scrutiny Committee 2021/22 Financial Contribution	To conduct the annual review of the effectiveness of the Council's involvement in the Gloucestershire Health Overview and Scrutiny Committee in order to authorise payment of the Council's contribution to the running costs for the forthcoming year.	Head of Corporate Services.	No.

<b>Committee Date: 9 March 2021</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>Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter 3 2020/21</b> (previously ‘Performance Information’)	To review and scrutinise the performance management and recovery information and, where appropriate, to require response or action from the Executive Committee.	Head of Corporate Services	No.
<b>Parking Strategy Review</b>	<b>To review consultation responses and make a recommendation to the Executive Committee.</b>	<b>Head of Finance and Asset Management</b>	<b>Yes – moved from 1 September 2020. Working Group to recommence in September following a seven month hiatus – revised timetable suggests 1 July 2021 implementation rather than 1 April 2021.</b>
<b>Community Services Improvement Plan</b>	<b>To consider the progress made against the Community Services Improvement Plan.</b>	<b>Head of Community Services</b>	<b>Yes – moved from 14 July 2020. Little activity has taken place over recent months due to COVID-19.</b>
<b>Trade Waste Service Business Case</b>	<b>To consider the options and make a recommendation to Executive Committee.</b>	<b>Head of Community Services</b>	No.

Committee Date: 6 April 2021			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Depot Services Working Group Update	To receive the biannual update on the progress of the Depot Services Working Group.	Head of Community Services	<b>No – however, this will be the first update to the Committee as a prior update has been removed from the meeting on 13 October.</b>  <b>The Working Group has not met for a number of months so no progress has been made.</b>
<del>Housing Strategy Review Monitoring Report</del>	<del>To consider the progress made in respect of the outcomes identified in the Housing Strategy Action Plan. <b>To approve the revised Housing Strategy prior to consideration by Executive Committee/Council.</b></del>	<del>Head of Community Services</del>	<b>Agreed at Overview and Scrutiny Committee on 13 October to roll Strategy over for another year until March 2022.</b>
<del>Customer Care Strategy</del>	<del>To consider the progress made in relation to the actions contained within the Customer Care Strategy 2020/21 and to endorse the action plan for 2021/22.</del>	<del>Corporate Services Manager</del>	<b>No. – Update now scheduled for 12 January 2021 so this item will not be needed until April 2022.</b>
Overview and Scrutiny Committee Annual Report 2020/21	To approve the annual report as required by the Council's Constitution to ensure that the activities of the Overview and Scrutiny Committee are promoted, both internally and publicly, to reinforce transparency and accountability in the democratic process.	Head of Corporate Services.	No.

<b>PENDING ITEMS</b>	
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>
<b>Council Tax Reduction Scheme Review</b>	<p><b>To approve Terms of Reference and establish membership of the Working Group.</b></p> <p><b>To endorse Working Group report and recommend it to the Executive Committee/Council for adoption</b></p> <p><i>Review previously scheduled to commence in April 2020, postponed as not appropriate in current climate.</i></p>
Presentation from Severn Trent Water	Date to be agreed once work has finished (August 2020?) - To receive a presentation from Severn Trent Water on the works carried out to the Severn Ham as a result of the Scrutiny Review of Water Supply Outage – as agreed by the Overview and Scrutiny Committee at its meeting on 10 September 2019.
LGA Peer Challenge Report Action Plan	To monitor implementation of the action plan.
Update on Local Policing Arrangements	To receive an update from the Police on local arrangements.

ITEMS FOR INCLUSION IN 2021/22 WORK PROGRAMME	
June 2021 – Corporate Policies and Strategies	To consider the corporate policies and strategies and identify which will be reviewed by the Committee during 2020/21. <i>Annual item but removed from 2020/21 work programme as unlikely to have capacity for additional reviews this year.</i>
July 2021 – Climate Change Strategy Annual Report	To receive the annual report on the work of the Climate Change and Flood Risk Management Group. <i>Annual report required 12 months after carbon audit and indicative action plan considered by Council.</i>
September 2021 – Development Services Improvement Plan	To receive an update on the outcomes of the customer satisfaction survey on experience of planning application process and the pre-application planning advice service and, if relevant, an explanation on any outstanding actions <i>Due to be taken to 16 June 2020 but delayed to allow time for the Technical Planning Manager to work with the team, including the new Head of Development Services, on survey results following decision for Business Transformation Manager to move to Gloucester City Council full-time.</i>
March 2022 – Housing Strategy Review	To approve the revised Housing Strategy prior to consideration by Executive Committee/Council. <i>Due to be considered at the meeting in April 2021 but at the Committee on 13 October 2020, it was agreed to roll the Strategy over for a further year until March 2022.</i>
Lessons learned review following the COVID-19 pandemic.	To receive a document setting out lessons learned.



## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	24 November 2020
<b>Subject:</b>	Annual Review of Ubico
<b>Report of:</b>	Head of Community Services
<b>Corporate Lead:</b>	Deputy Chief Executive
<b>Lead Member:</b>	Lead Member for Clean and Green Environment
<b>Number of Appendices:</b>	Two

**Executive Summary:**

This report provides the annual update on the Ubico contract for waste and recycling, street cleaning and grounds maintenance services. It covers the service overview, financial performance, fleet management, health and safety performance and a summary of projects. Appendix 1 contains the full performance report which is referred to within this report. Also contained in Appendix 2 is the annual Ubico corporate report.

**Recommendation:**

**To CONSIDER the 2019-20 outturn performance update on the services provided by Ubico Ltd.**

**Reasons for Recommendation:**

The report allows Members to monitor the performance in terms of service performance and financial performance of our waste and recycling contractor Ubico Ltd. This Committee receives regular updates on the performance of Ubico Ltd.

**Resource Implications:**

Nothing specific arising as a result of this report.

**Legal Implications:**

Nothing specific arising as a result of this report.

**Risk Management Implications:**

There are no significant new risks or opportunities arising within the period under review.

**Performance Management Follow-up:**

Performance is monitored and managed in conjunction with the Gloucestershire Joint Waste Team (until December 2019) through the monthly client meetings, Environmental Service Partnership Board (ESPB), Depot Services Working Group and the Overview and Scrutiny Committee.

**Environmental Implications:**

Nothing specific arising as a result of this report.

**1.0 INTRODUCTION/BACKGROUND**

**1.1** Ubico has been delivering the Council's waste, recycling and street cleansing services since 1 April 2015. The Overview and Scrutiny Committee review the performance of the contract on an annual basis.

**1.2** This Committee receives the annual report and regular updates on service and financial performance.

**2.0 PERFORMANCE REPORTING**

**2.1** Performance information is collated by Ubico and presented to the Council on a regular basis at meetings including monthly contract meetings, quarterly partnership board meetings (ESPB), and the opportunity is made available for colleagues from the client side monitoring, Head of Service and Finance Officers to discuss the monthly financial position statements and data.

**2.2** Monthly reports consist of service detail including missed bin information, formal complaint resolutions, health and safety information, risks and progress on projects. Quarterly reports to ESPB inform the Council of all the service-related performance information found in Appendix 1. The monthly financial position reports outline current spend and an end of year forecast outturn.

**3.0 FINANCIAL PERFORMANCE**

**3.1** The 2019-20 Ubico contract sum of £3,860,014 has been overspent by £302,198 resulting in a full outturn contract cost of £4,162,212.

**3.2** Notable overspends were recorded in the financial year as being:

- i. Corporate recharge increased by £80,000 during the year as reported in the Q3 budget report to Executive Committee.
- ii. An additional recharge of £50,000 from Cheltenham Borough Council to cover depot costs was agreed during the year (this was agreed after the annual budget had been set). This sum is now agreed within ongoing budgets.
- iii. An additional hire charge was necessary for a small narrow access vehicle not accounted for during the budget setting process.
- iv. Garden waste collection service was in greater demand than predicted into the late autumn and winter months resulting in the third vehicle being crewed and deployed for more than the nine months budgeted for.
- v. Grounds maintenance services received £90,000 additional funds during the year to manage the level of service as determined by the Working Groups (this was known about but not included in the annual budget).
- vi. Vehicle repairs and maintenance incurred higher costs due to vehicle accidents and necessary repairs to the fleet. Hire charges were incurred to temporarily replace the damaged vehicles.

- 3.3** The level of financial information provided by Ubico to the Council has improved significantly allowing officers access to more detail of spends and forecasts. This has been coupled with greater partnership working between the organisations allowing for discussion and meetings to be held on a regular basis should the monthly report information require further discussion.
- 3.4** The budget setting process for the following financial year takes place with the Council officers and Ubico representatives in Q3 to ensure the budget is agreed in time and in line with the timescales for the council's budget setting process.
- 3.5** In summary, 2019/20 was overspent but in the main due to previously unidentified corporate costs and a grounds maintenance service support fund. The core service delivery budgets were well managed.

#### **4.0 FRONTLINE SERVICES PERFORMANCE**

- 4.1** During the year, the collection accuracy and performance improved resulting in the number of missed bins reduced. The performance is outlined month by month in Appendix 1 including overall performance accuracy and performance by service area. The garden waste service has suffered the highest number of missed collections but in Q3 and Q4 this has improved.
- 4.2** The overall collection accuracy is just short of the target of 99.95% with an outturn of 99.91%. This is 0.01% down on the outturn for the previous year. The target equates to maximum 50 missed collections per week. The target does not account for bins reported as missed but were either not presented on time or not emptied due to issues such as contamination.
- 4.3** Repeat missed collections are well below the target which is positive. This should mean a good level of collection service satisfaction as residents to not experience regular repeat missed bin collections which then require reporting to the Council repeatedly. In contrast, repeat missed assisted collections are above the target of two per month for over 80% of the year. An assisted collection is where the crew access the property of elderly or infirm properties to collect the bin from the property. Work has been carried out to ensure the crews are checking the lists of assisted collections to make sure they are collected.
- 4.4** Street cleansing reports are received through Firmstep and sent directly to Ubico. These are directed to the relevant crew for actioning. The response rate is good with the majority of the reports being completed and closed within the timeframes. The service has run well and the review is progressing. In 2019-20, Tewkesbury Borough Council and Ubico began mapping the bins and assets using the 'What 3 Words' app enabling crews to support each other and find the assets easily using the freely available web based mapping system.
- 4.5** During this year, the grounds maintenance service has run well. Grass cutting has been complete with an average B grade standard. There have been reduced reports from members of the public regarding the standard of grass cutting. This includes reduced report it/dashboard requests, and fewer emails and phone calls. This has allowed crews to work to the maps and schedules as opposed to working activity which can become time consuming and inefficient. All tree safety inspections were carried out as per the policy and schedule. High risk tree findings have been completed by the tree works teams or contractors where necessary.

**4.6** Formal complaints regarding service delivery can be for a variety of reasons such as crew behaviour, damage to property, missed collections and issues with the collections, how containers are managed or handled by the crews. Where formal complaints relate to crew behaviour or collection day related issues, the CCTV from the vehicle is reviewed where possible and action is taken. If crews are regularly missing the same bins or caddies, these are put on the supervisors' checklists to make sure they are not missed again. The use of these lists has decreased in this reporting period. There has been a decrease in the number of formal complaints across all services, notably ground maintenance when compared to the previous year.

SERVICE	2018-19	2019-20
Waste and street cleansing services	99	86
Grounds maintenance	28	9

**5.0 HEALTH AND SAFETY**

**5.1** A positive trend is the increase of near miss reports. These are safety concerns reported from crews or staff members where an unsafe occurrence has been witnessed or experienced (not an accident or an incident). These have increased from 146 reports in 2018-19, to 381 in 2019-20. This is a positive report despite the increase in numbers as it shows an awareness of occurrences which do happen every day, and each report is assessed and where possible measures are put in place to prevent a reoccurrence which could result in personal or vehicle accident.

**5.2** There are areas for improvement in the numbers of vehicle accidents (reflected in the financial summary in Paragraph 3.2 iv). The number of vehicles overweight requires improvement to ensure the vehicles are arriving at the tipping points within the gross vehicle weight of the vehicle. There is a target of zero for overweight vehicles.

**5.3** A higher number of RIDDOR reportable incidents were recorded in 2019-20 compared to the previous year. Each report is investigated and, where necessary, remedial actions taken. Monitoring officers require a completed investigation report and details of the findings for the Keep Safe, Stay Healthy Board.

**6.0 FLEET MANAGEMENT**

**6.1** The fleet compliance audit score has been consistently increasing throughout the reporting period. This is a positive report to show that the operational team are regularly checking the management of the fleet. Starting the reporting period at a score of 89.8% to 93.2% in March 2020.

**7.0 PROJECTS**

**7.1** There have been several important Tewkesbury specific and corporate projects completed during the year and others still ongoing. A notable completed project was the collaboration between the Council, Joint Waste Team and Ubico to ensure delivery of residual waste to Javelin Park in a cost-effective way for the Council. A transfer station was negotiated with the County Council to enable the cost-effective delivery of waste from the borough to Javelin Park. Details of all the projects are outlined on slide 27 and 28 of Appendix 1.

**8.0 OTHER OPTIONS CONSIDERED**

8.1 None.

**9.0 CONSULTATION**

9.1 None.

**10.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

10.1 Council Plan.  
Managing Contractors Safely Policy.

**11.0 RELEVANT GOVERNMENT POLICIES**

11.1 None.

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

12.1 None.

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

13.1 None.

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

14.1 None.

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

15.1 None.

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**Background Papers:** Executive Committee, Financial Update Q3 performance report. 5 February 2020 (section 2.3).

Overview and Scrutiny Committee Annual Review of Ubico July 2019

**Contact Officer:** Head of Community Services Tel: 01684 272259  
Email: peter.tonge@teWKesbury.gov.uk

**Appendices:** 1 – Ubico Performance Report.  
2 – Ubico Corporate Report.

# Ubico Annual Report

## April 2019 to March 2020

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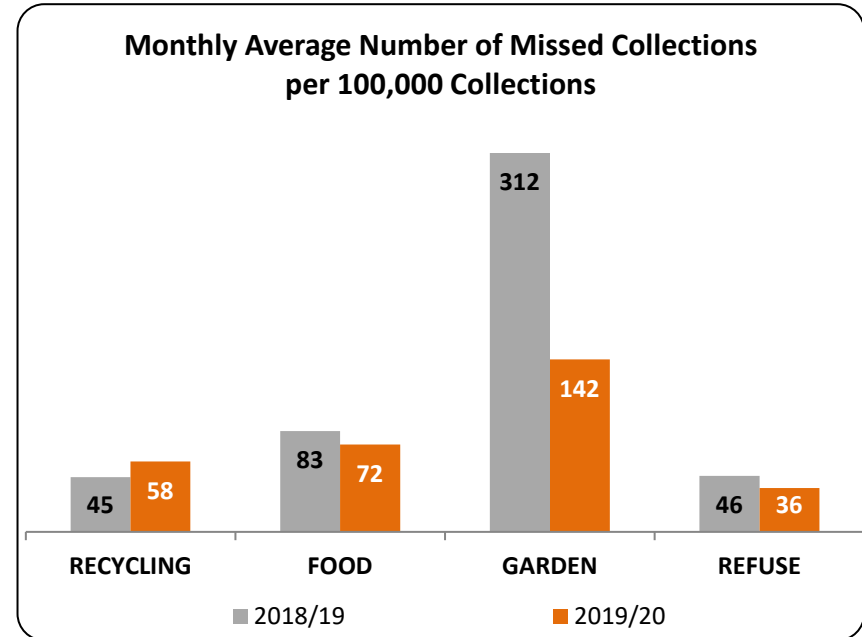
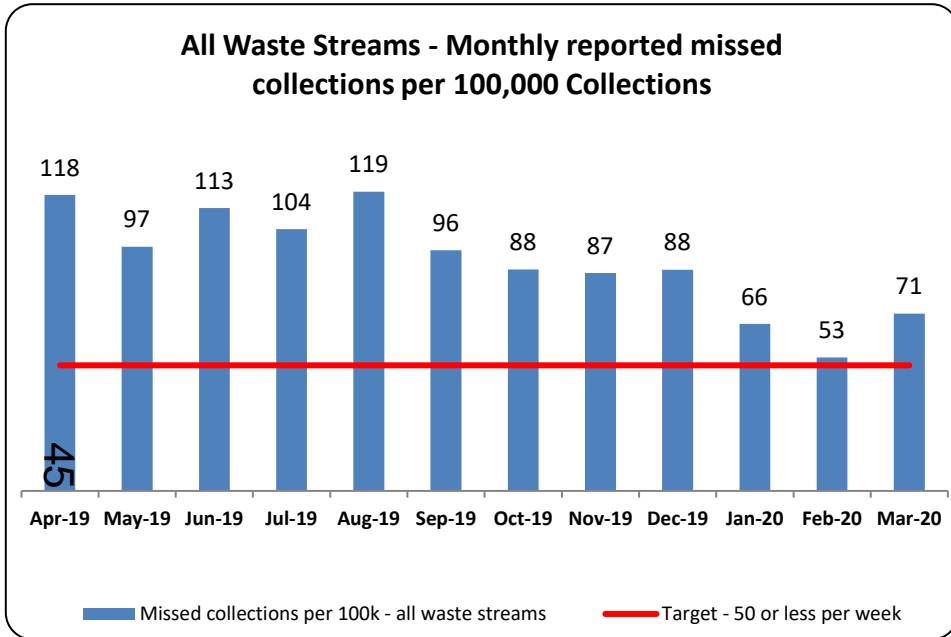


# Executive Summary

- Overall missed collection reports have reduced across the last twelve months
- Repeat missed collection reports have reduce compared to 2018/19
- Repeat missed assisted collection reports have also reduced
- Collection accuracy appears to be steady around the value of 99.91%
- Improvement in the crew Health & Safety inspections, the 100% target has been continually met since October 19
- DVSA “green” rating retained for another year.



# Deliver Quality: Missed Collections per 100000



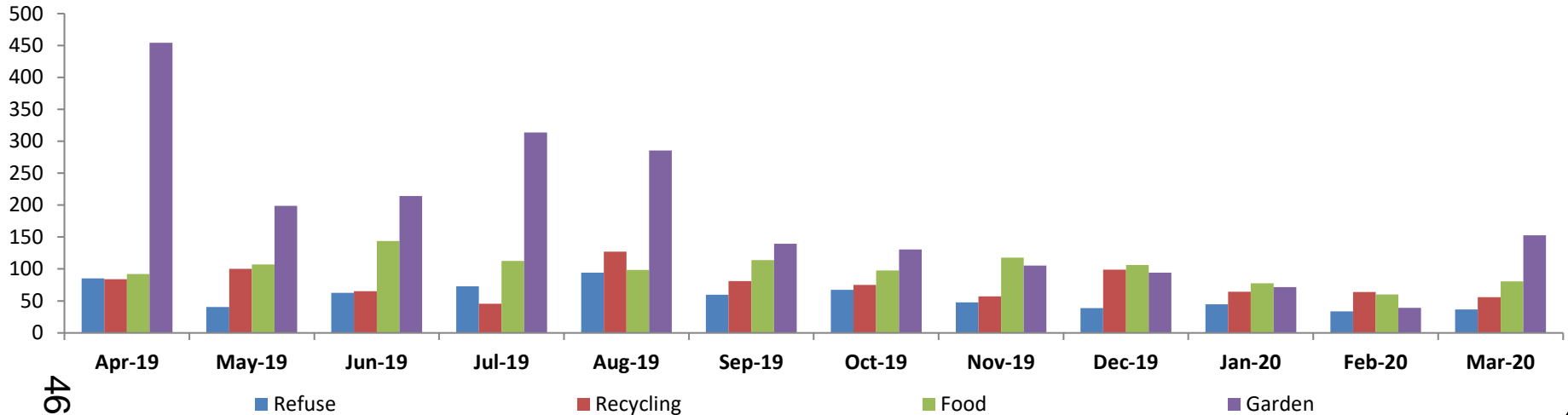
Overall the level of missed collections are at a steady level across most of the services but there is still work to be done with the Garden and food waste rounds, due to the high turnover staff and reliance on agency staff. Ubico are working hard to improve their processes to further improve these statistics.





# Deliver Quality: Missed Collections per 100000

Monthly reported missed collections per 100,000 Collections



**Recycling missed collections** have improved since the start of the year and the Supervisors and Managers have been working hard with collection crews to further reduce this number.

**Garden waste collection** - there have been a high number of sickness absences on this service which resulted in high use of agency staff to ensure sufficient cover to run the service. Not all customers make use of the service each fortnight which means that collection vehicles have to drive down all roads just to check for bins. The use of a dedicated third collection round this year has helped to reduce missed collections by making each round accountable for specific properties and the possibility of investment of in-cab technology will help drive these down further.

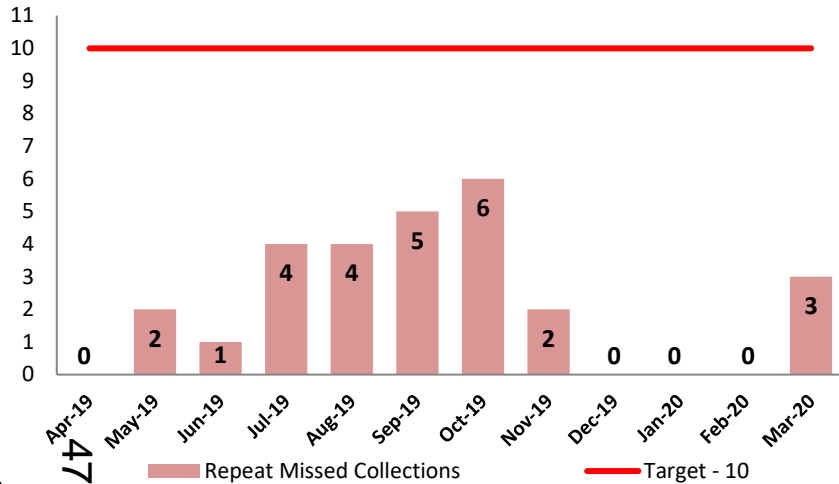
**Refuse collection** is the best performing service in terms of missed collections, the target was met in the last 5 months.

**Food waste collections** are the busiest collection service making an average of 170,000 collections a month. Staffing has been an issue and finding long term staff for this service has been difficult which has led to an increase in missed collections due to a lack of knowledge of the rounds. Staff recruitment is ongoing and the rotation of staff across services is being considered. A mapping system has been introduced so if a crew does lack round knowledge they can refer to a route map.



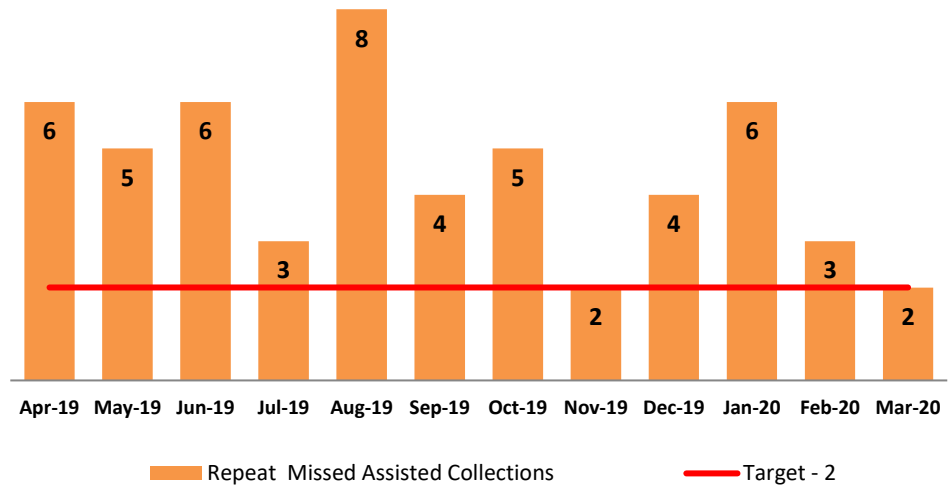
# Deliver Quality: Repeat Missed Collections

## Repeat Missed Collections



The level of repeat missed collections is below the agreed target of 10 missed collections. The use of the “Red List” system is successful here as it identifies and highlights any repeat collection issues at the same property / location. These areas/addresses are visited by supervisors or are checked using the vehicles tracking system to confirm collection and resolve any issues on the day to avoid repeat issues.

## Repeat Missed Assisted Collections



As with repeat missed collections, the new systems in place to identify and check repeat misses at assisted collection address has helped to reduce the number of occurrences.



# Deliver Quality: Collections – Apr 19 – Mar 20

**Total collections: 4,558,800**

**Total missed collections: 4,081**

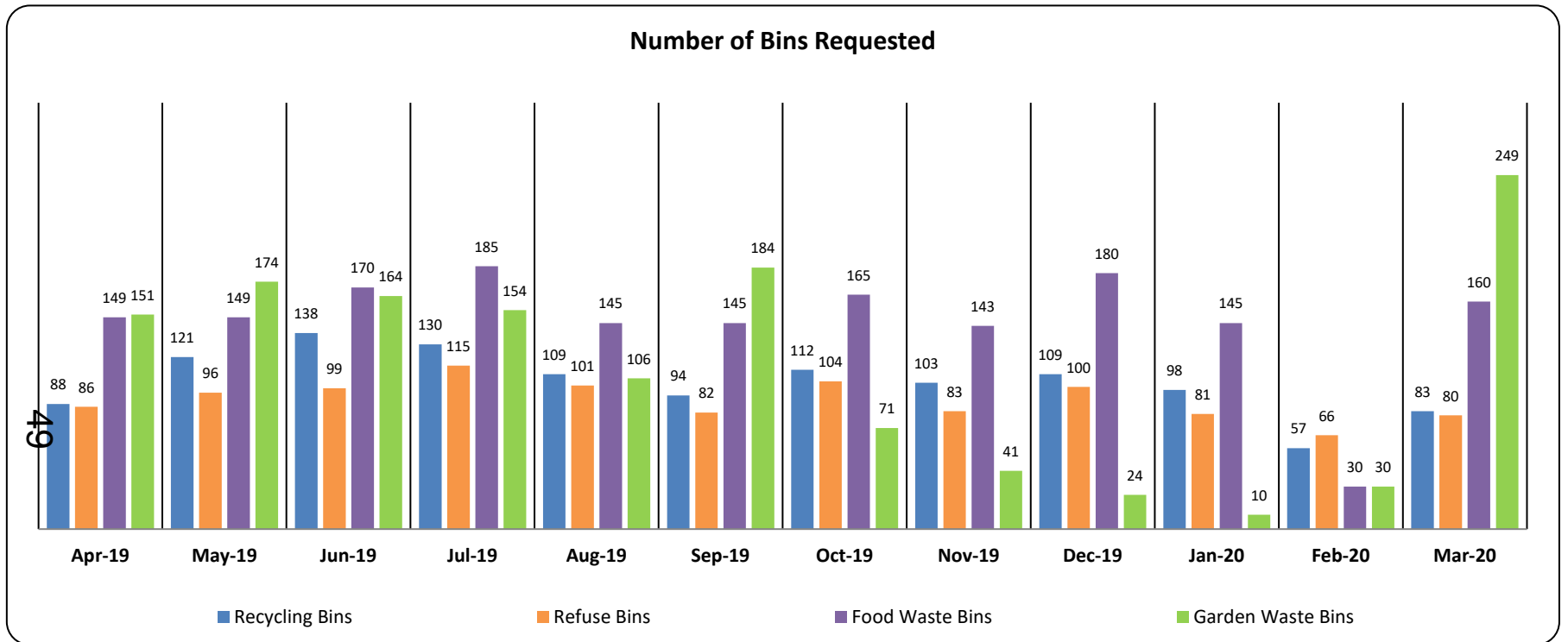
**Target %: 99.95%**

48

**Collection Accuracy %: 99.91%**

Although the level of missed collections is below the contracted target for the year, we aim for continuous improvements on a monthly basis with supervisors monitoring any hotspots and any under performing crews.

# Deliver Quality: Bin Requests

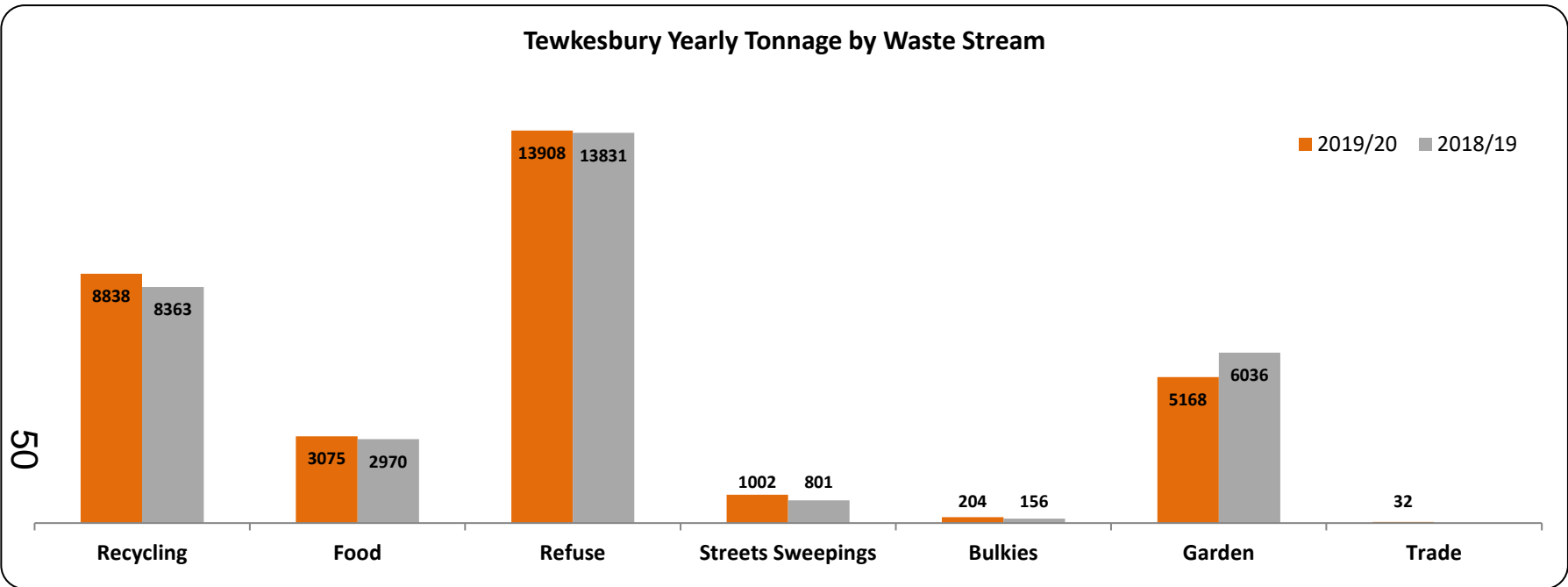


The number of bin request fluctuates across the months with garden waste bins affected most due to seasonality. Bin deliveries are scheduled automatically by TBC and any bins not able to be delivered on the scheduled day due to large volumes of bulky collections, are rescheduled automatically by the system.



# Deliver Quality: Tonnages

Tewkesbury Yearly Tonnage by Waste Stream

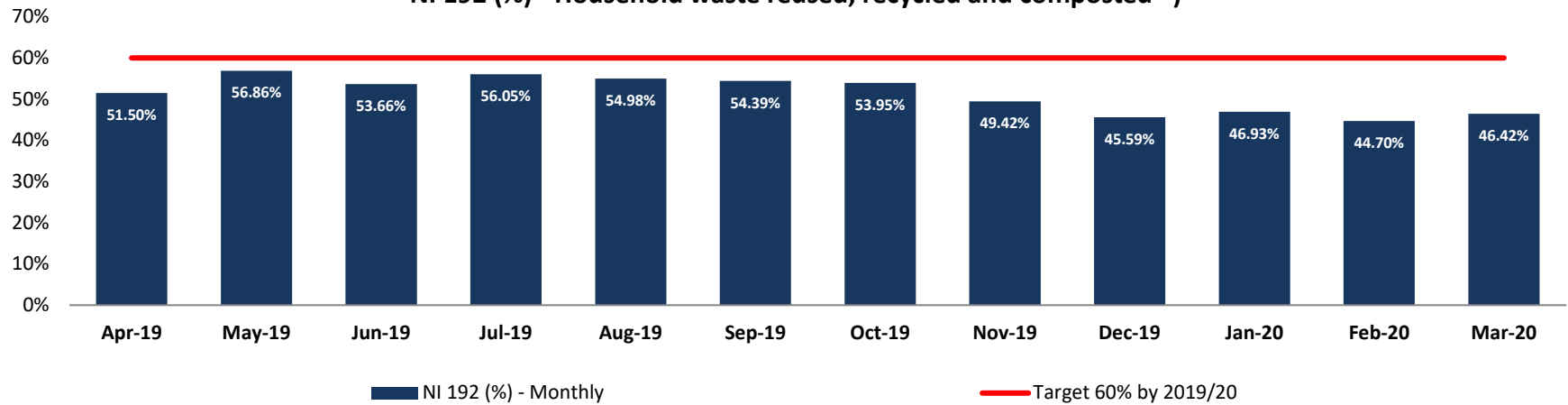


Overall there was an increase in the amount of Recycling, Food waste and Refuse collected and a reduction in Garden waste in 19-20 compared to 18/19. Working in partnership with Tewkesbury Borough Council, Ubico strive to reduce the amount of waste that is sent to the incinerator whilst increasing the amount of recycling that we collect. The trade waste figure is low as this was only recorded on the spreadsheet from 19<sup>th</sup> March.

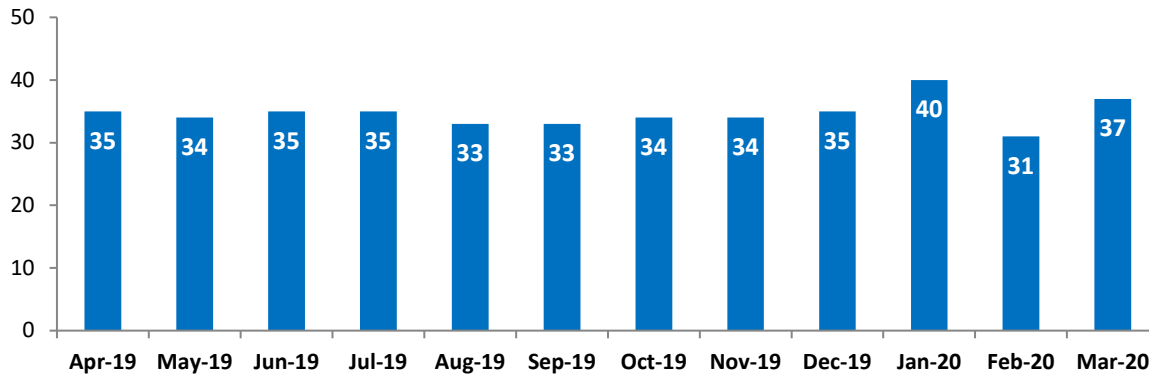


# Deliver Quality: Household Waste

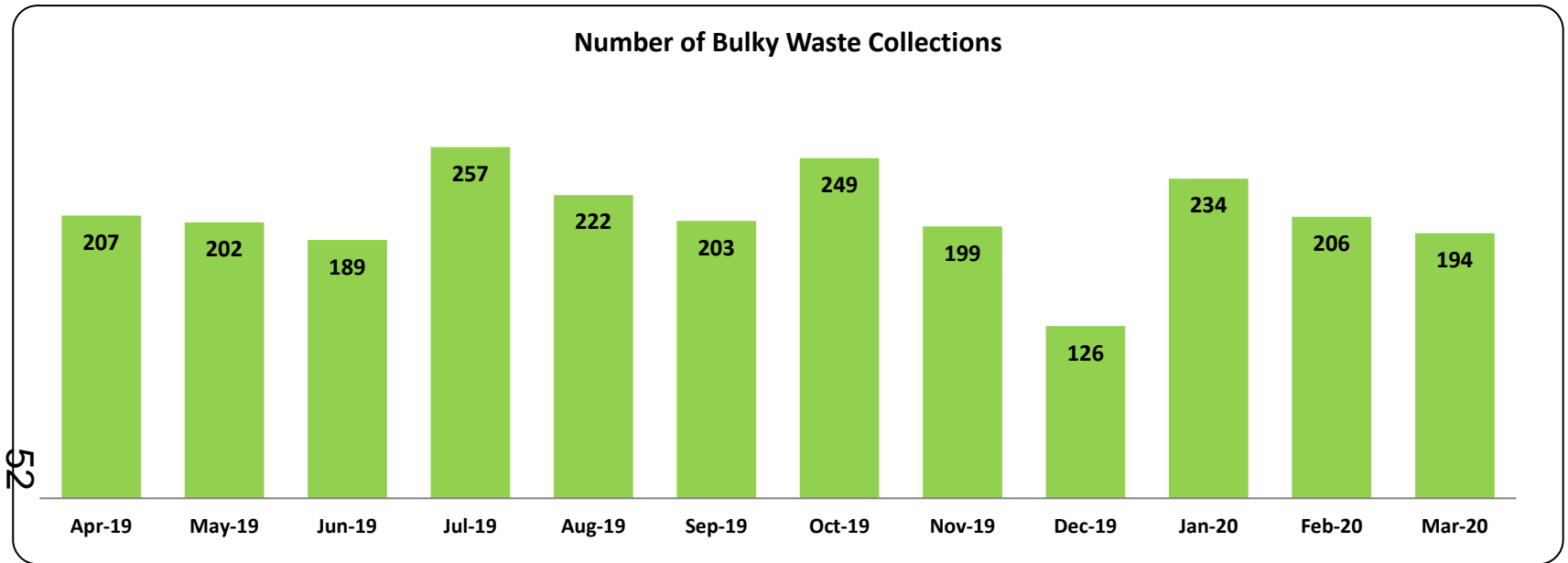
NI 192 (%) - Household waste reused, recycled and composted \*)



NI 191 (kg) - Residual household waste per Head of Population



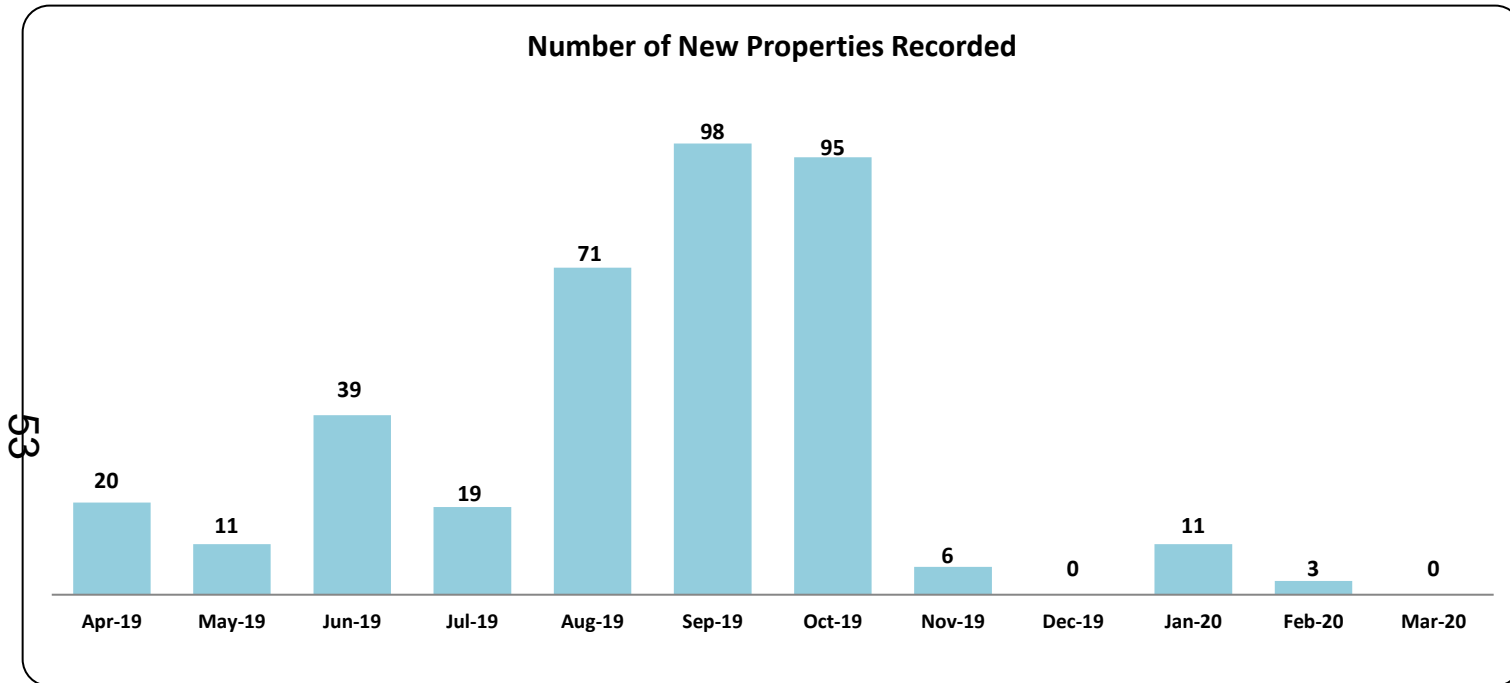
# Deliver Quality: Bulky Waste Collections



Bulky waste collections are scheduled by TBC with the workload remaining reasonably level across the year. The number of bulky waste slots was increased in March to reduce customer waiting times and Ubico communicate regularly with TBC to highlight issues such as large volume waste (such as 3 piece suites having an impact on collections by increasing the number of journeys to the disposal point) causing delays to collections.



# Deliver Quality: Number of New Properties

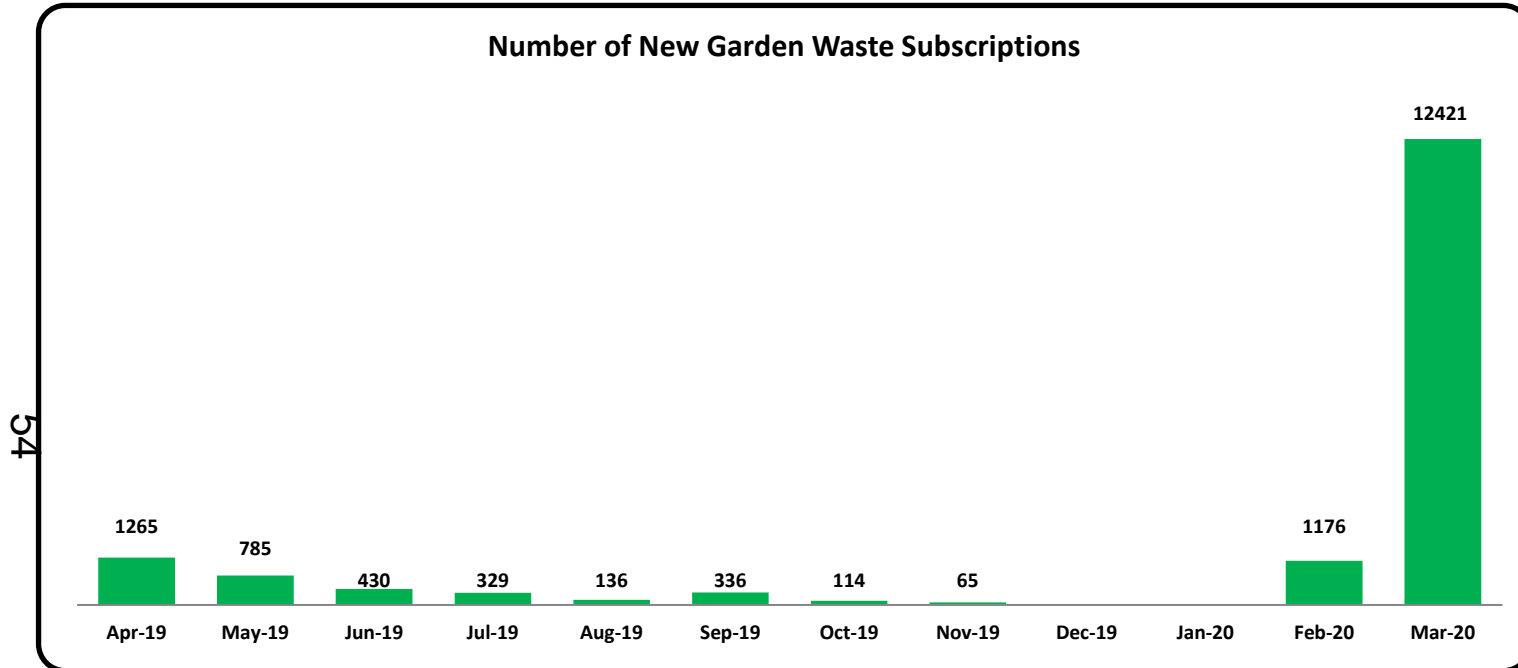


The number of new properties has fallen which is expected due to the time of the year November to March. Although not shown here, this continued into the start of the 20/21 year due to Covid-19.



# Deliver Quality: New Garden Waste Subscriptions

No data received from TBC for Dec-19 & Jan-20



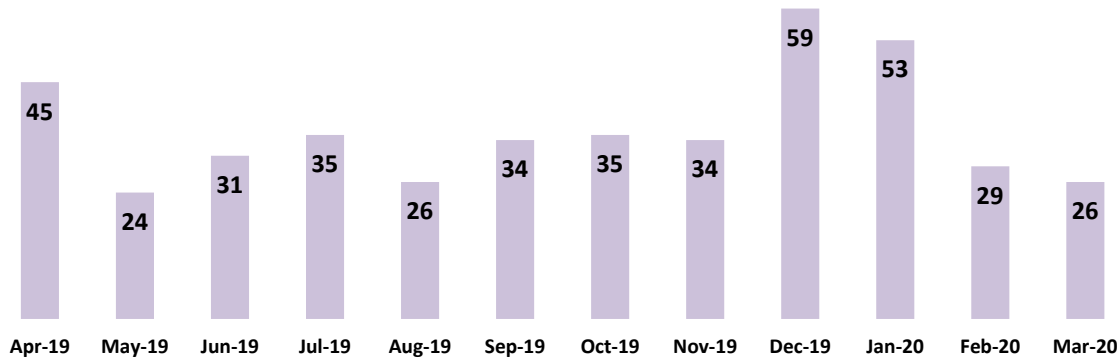
Seasonal variations are shown with the heavier growing months being clearly identified by an increase in subscriptions.

The Mar-20 figure also includes the subscriptions that are due for renewal.



# Care for our Environment: Litter/Street Requests

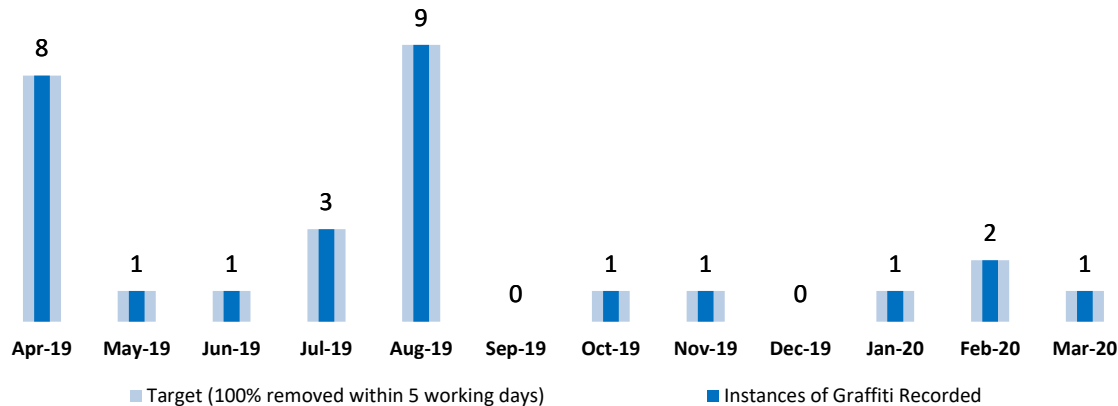
R2 Litter/ Street Cleaning Requests



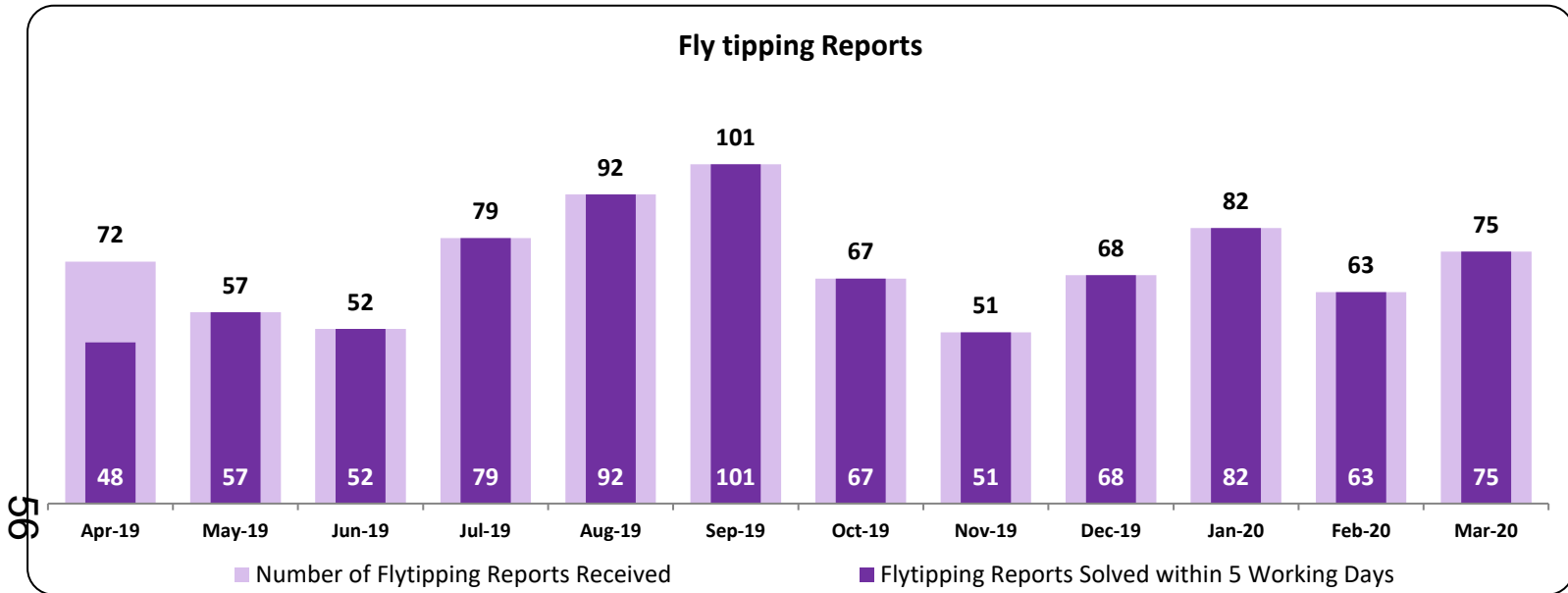
Litter / Street Cleaning requests had a large spike in April – August but has otherwise remained steady.

Graffiti reports saw 2 spikes in April and August 2019 but settled since. Ubico removed all graffiti within target deadlines.

Removal of Graffiti (non-offensive)



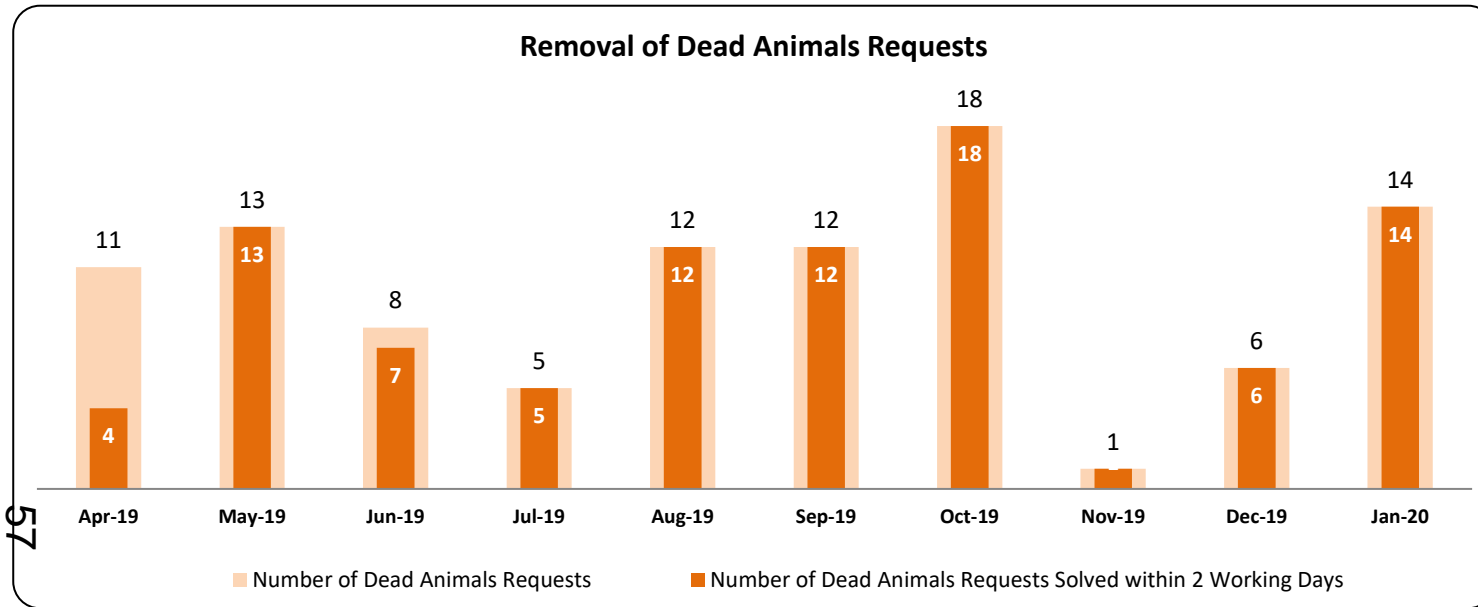
# Care for our Environment: Fly-tipping Reports



Fly tipping report numbers vary across the year and were slightly higher in autumn 2019. All fly tipping reports are investigated by Ubico and collected by the street cleansers whenever possible, however some of the reports are collected by 3<sup>rd</sup> party contractors and the 5 day deadline may not be met due to their other competing priorities.



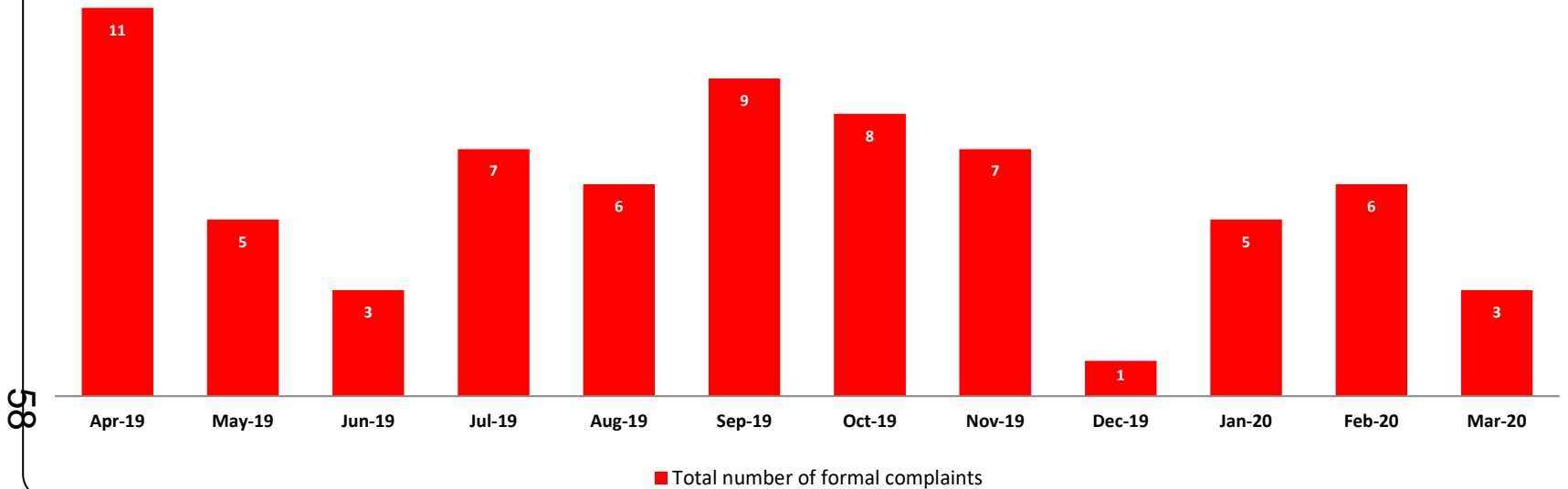
# Care for our Environment: Other Requests



These reports are actioned as soon as possible due to the potential high emotion of seeing dead animals by members of the public. Occasionally large animals such as deer are reported but these are normally picked up before we can visit the area.

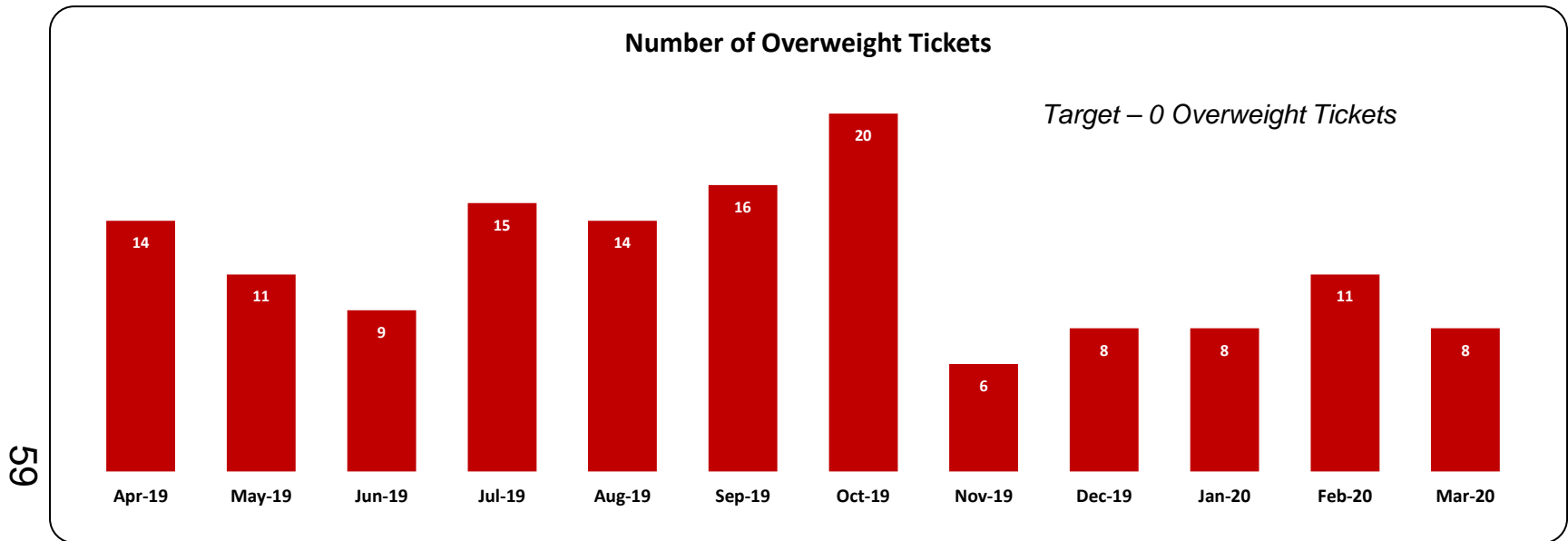
# Care for our Environment: Complaints Completed by Ubico

Formal Complaints Waste & Recycling



We saw a significant reduction in formal complaints in December 2019. Crews are briefed following a complaint to ensure continuous improvements are made.

# Be Safe: Overweight

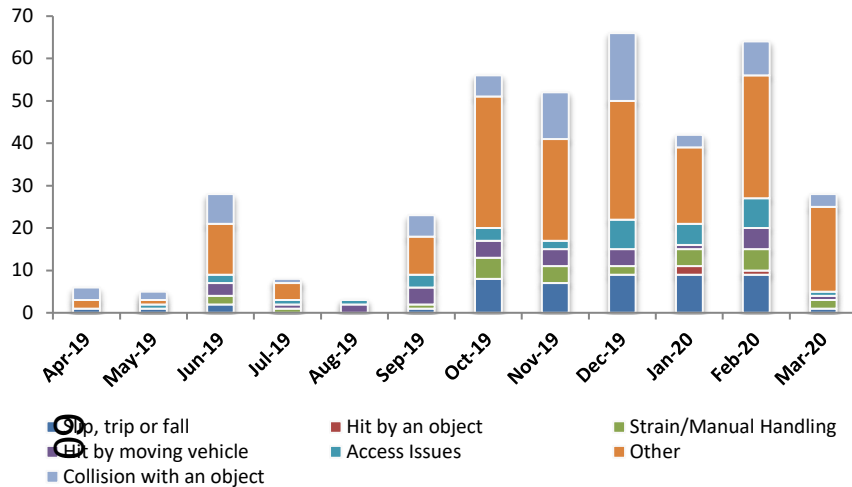


The majority of vehicles going overweight are the smaller van type which do not have a large payload and are heavily affected by the moisture content of the collected material. Ubico has an overweight policy which is followed on every occasion a vehicle is recorded as overweight and we have also recently had all the collection vehicles scales recalibrated to reduce the risk of overweight vehicles. These measures have supported the reduction in instances since last October.

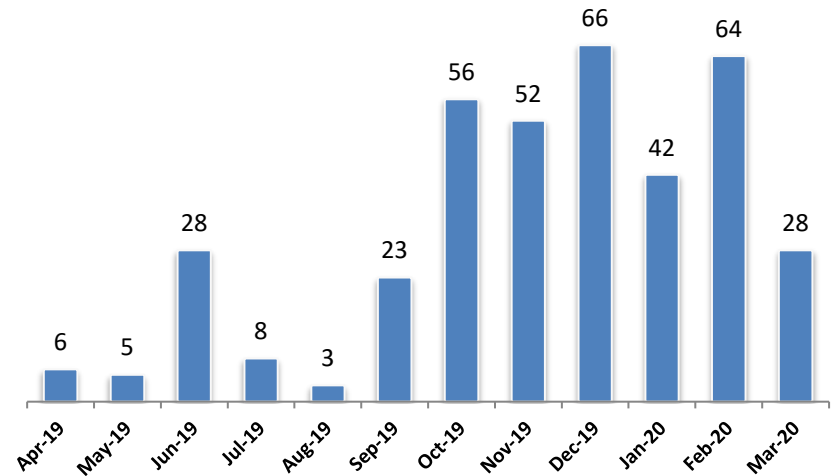


# Be Safe: Safety Concern Reporting

Tewkesbury: Safety Concerns by Month & Cause



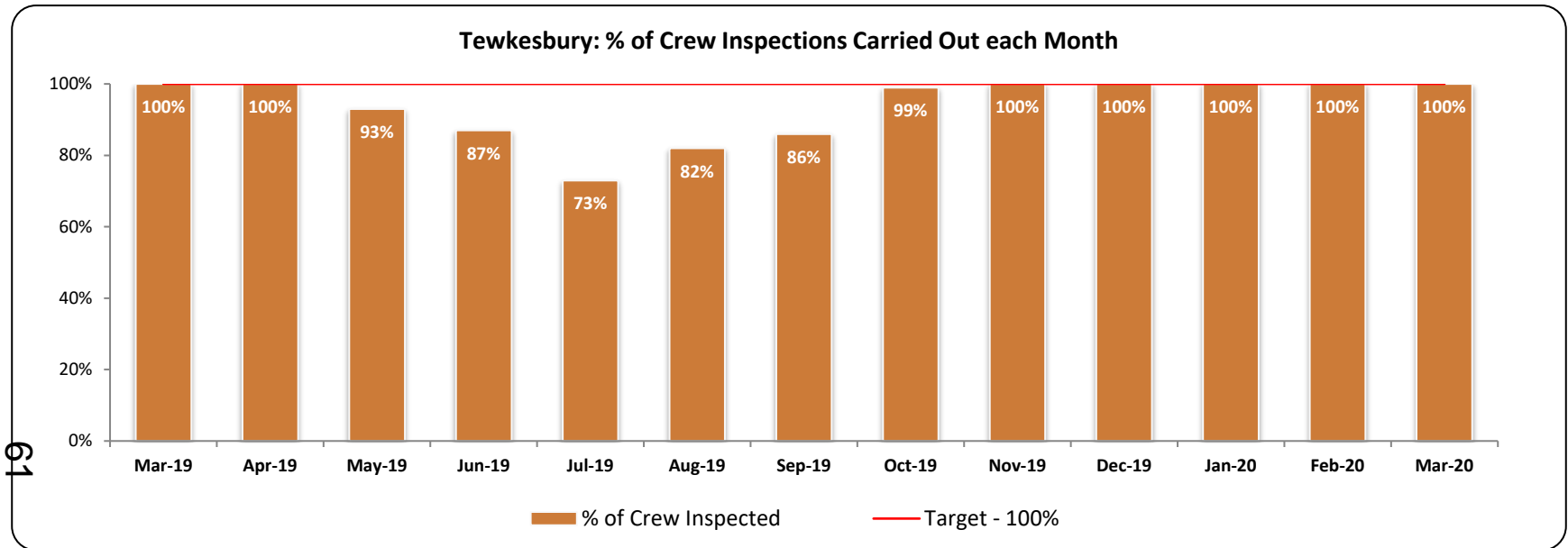
Safety Concerns by Month: April 2019 to March 2020



Safety concerns are a useful tool in identifying potential incidents before they occur, it is difficult to get front line staff to report these as they often consider safety concerns as just part of the job. Poster campaigns, detailed de-briefs at the end of the day and better feedback to those reporting are all starting to show an improvement but permanent behaviour change is always a long process. Working in partnership with TBC and the trade unions we have been able to improve the quality of safety concerns and the feedback provided to those who have reported them.



# Be Safe: Crew Inspections

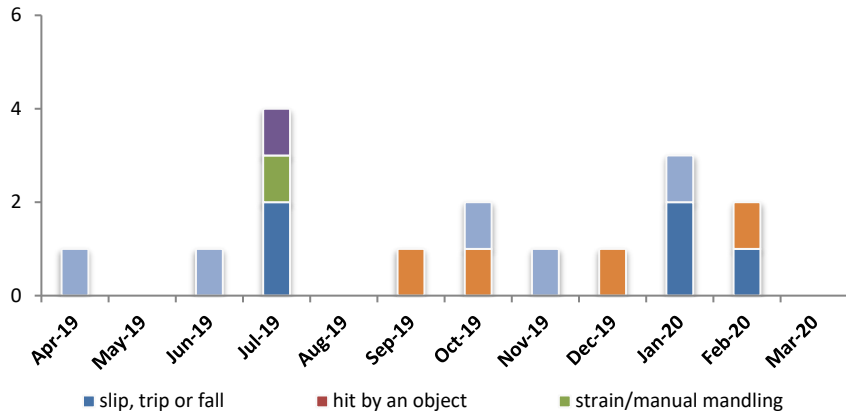


The target for crew inspections is to inspect every member of staff who has worked for over 10 days in the month, this includes agency workers. During the inspection a H&S briefing is discussed. Topics covered this year include working around traffic and vehicles, mental health awareness, safety in public areas and slips, trips and falls.

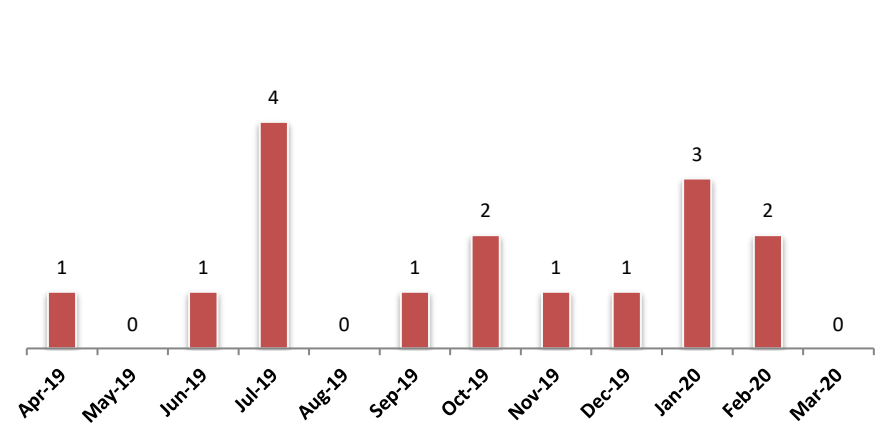


# Be Safe: Personal Accidents

Personal Accidents by Month & Cause

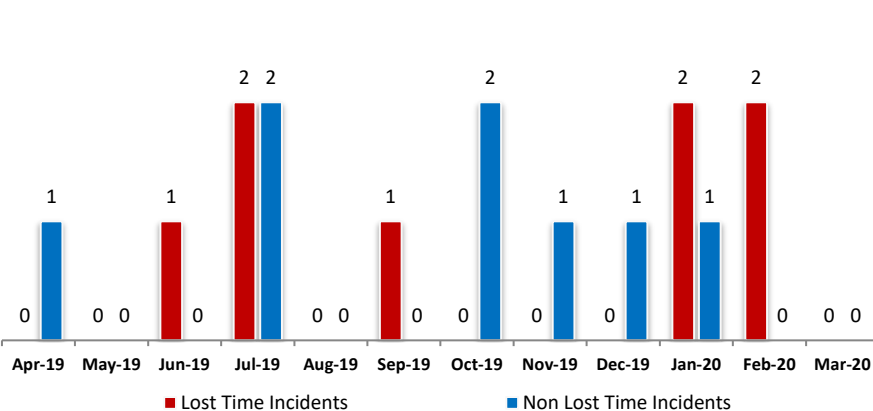


Personal Accidents by Month



62

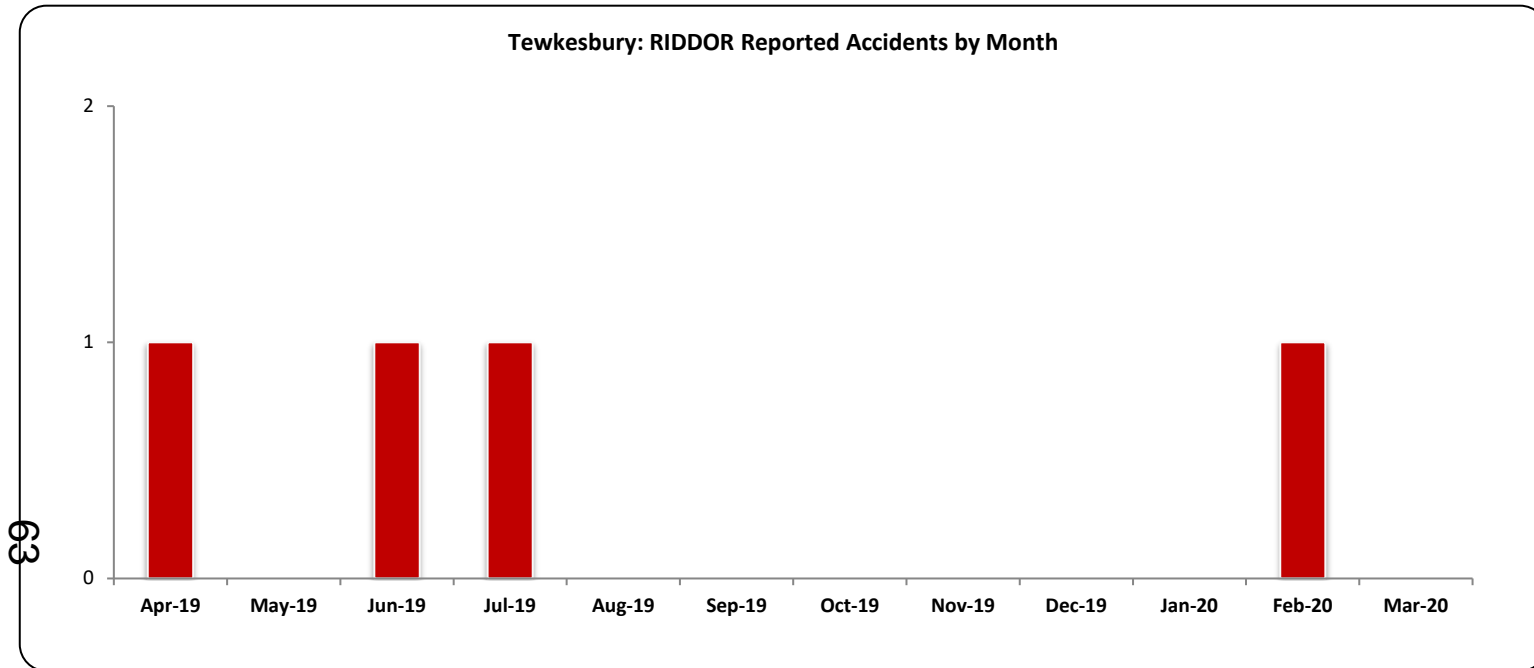
Lost Time Incidents & Non Lost Time Incidents by Month



Overall personal accidents are low there was a small spike in July where there were 3 incidents of trips, slips and fall and one incident of hit by a moving object. All trends identified from accidents are linked into the monthly briefs which are delivered to all employees to reduce the likelihood of future occurrences.



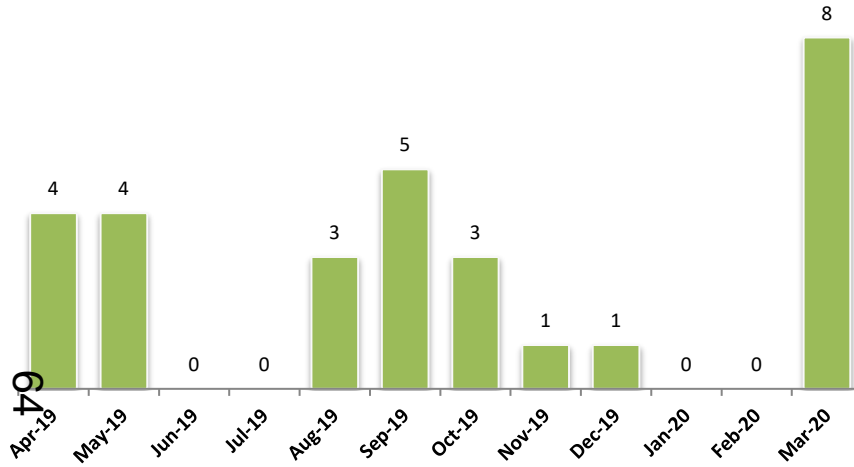
# Be Safe: Personal Accidents (RIDDORs)



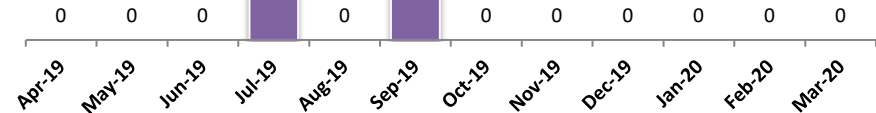
The Reporting of Injuries, Diseases & Dangerous Occurrences Regulations (RIDDOR) places a duty on employers to report certain serious workplace accidents, occupational diseases and specified dangerous occurrences (near misses) to the Health and Safety Executive. There were four RIDDORs reported on the TBC contract in the 19/20 year, all due to staff absence from work for over 7 days due to an accident at work.

# Be Safe: Vehicle & Property Accidents

### Vehicle Accidents by Month



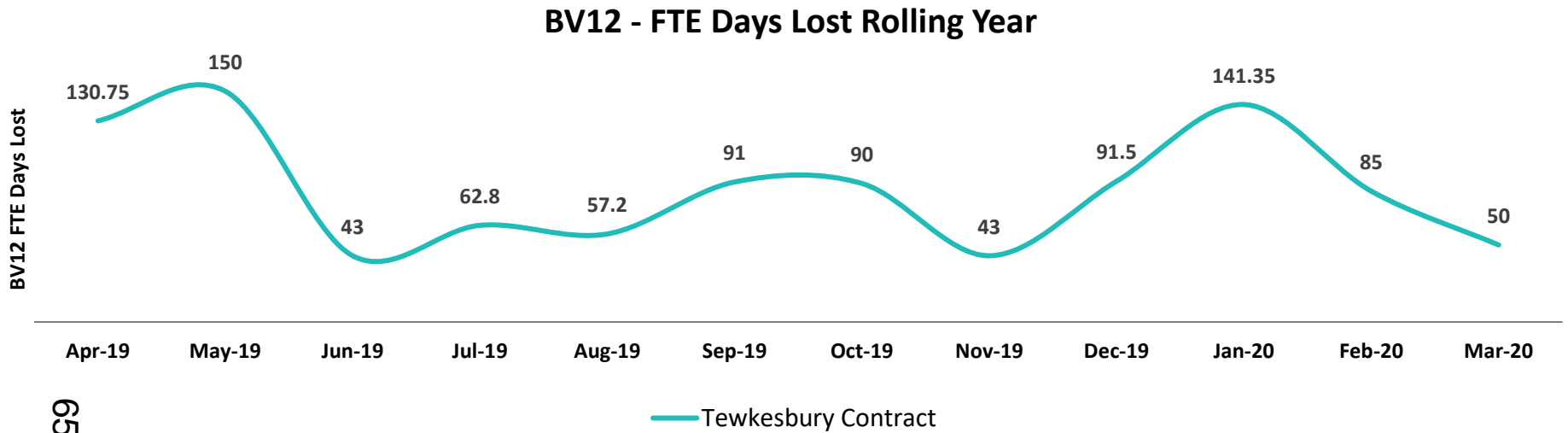
### Property Accidents by Month



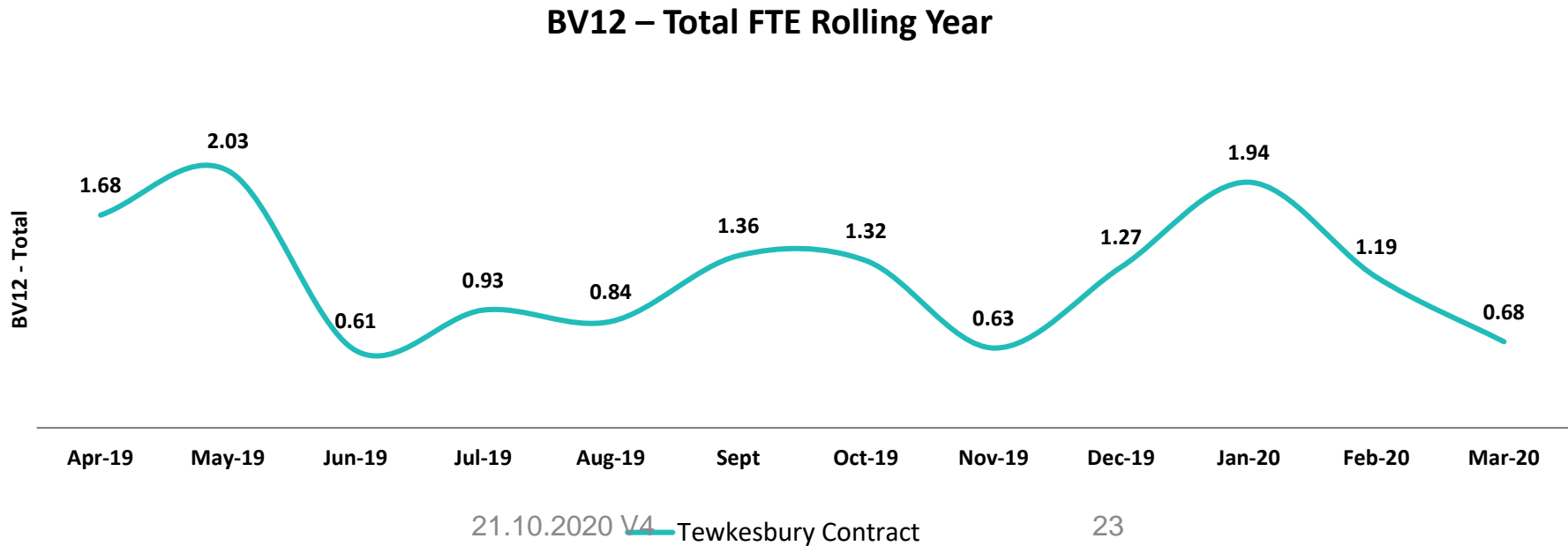
There was a rise in vehicle accidents in March 20 as the way that they were reported was changed to cover even slight damage (wing mirror damage) rather than just those which were more significant. This is helping with the identification of root causes, which may be the same regardless of the significance of the resulting accident, and helps in understanding actions needed to reduce such accidents in the future.

Property accidents are accidents where a vehicle damages property. There were 4 instances between July and September 2019 and driving assessments have seen this reduce.

# FTE Days Lost Rolling Year – (Tewkesbury Contract)



99



# Deliver Quality: Traffic Commissioner / DVSA Rating

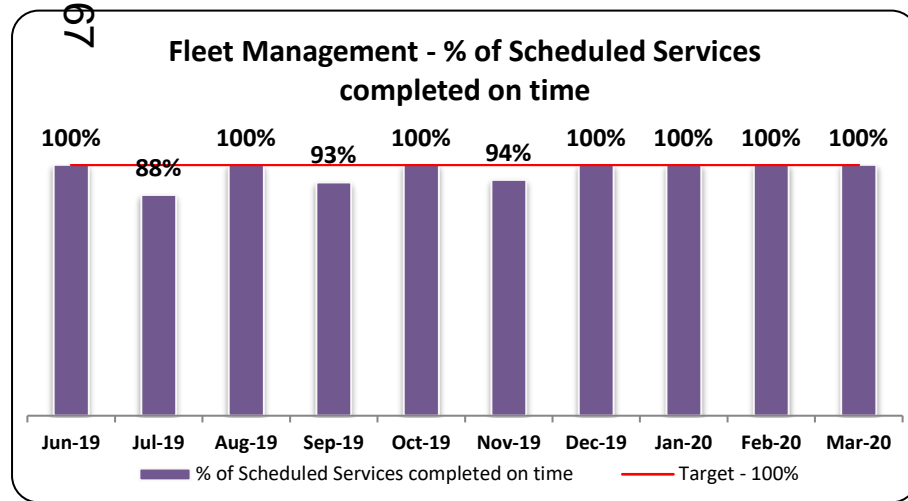
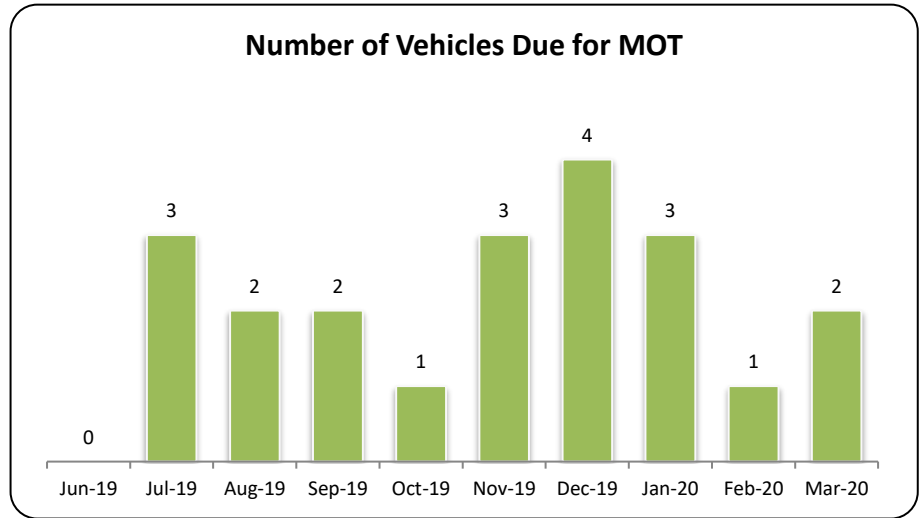
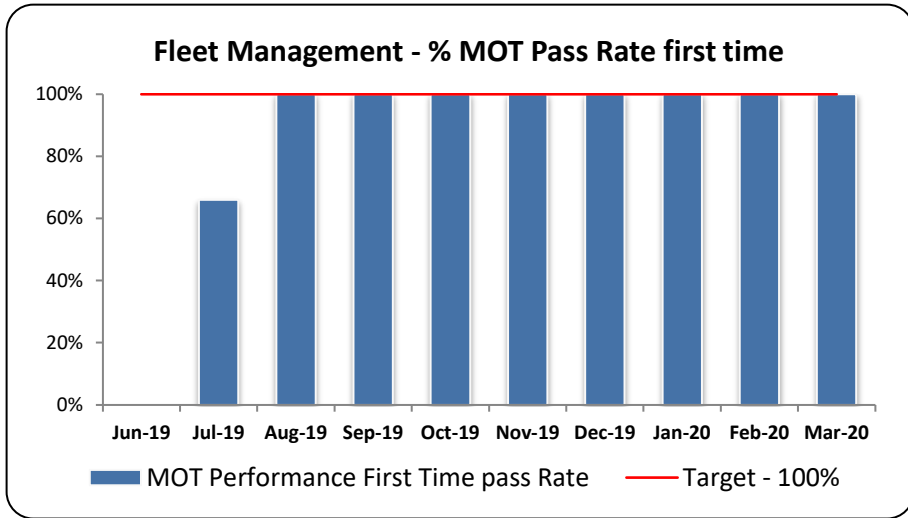
Rating from Traffic Commissioner/DVSA											
Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green

99

- The Driver Vehicle Standards Agency (DVSA) scores every operator on positive and negative 'encounters' over a rolling 3 year period. Negative encounters include MOT failures and poor inspections. Positive encounters include MOT passes and successful inspections. The rating is based on a traffic light system of Red, Amber & Green. Ubico has continued to retain its green rating throughout 19.20.



# Deliver Quality - Fleet Compliance



100% MOT's completed with first time pass rate since August 2019.

Recording fleet data did not start until June '19.



# Deliver Quality - Fleet Compliance Score

The audit is conducted on a 12 weekly programme.

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

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

88

<b>Total Score March 20</b>	<b>100</b>	<b>93.2</b>
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Ubico implemented a series of internal Fleet Compliance Audits in 2018-19 to ensure that all aspects of fleet management are compliant with the undertakings of the company's Operator's Licence. The number of certified transport managers was increased in the 19/20 year, and the Compliance Audits have become more stringent to ensure continuous improvement. Historic scores for our Tewkesbury team were July '19 – 89.8%. Oct '19 – 86.4%. Jan '20 – 93.2%, showing continuous improvement and now a consistently high level of attainment.



# Tewkesbury Projects

- Implement and review changes to grounds maintenance – ***in progress***
- Implement changes to street services – ***ready to be rolled out***
- Mobilise direct delivery to Javelin Park – ***completed***
- Explore opportunities for integration of services with CBC – ***in progress, options currently being explored***
- Adding an extra food waste round – ***in progress***
- Explore potential for greater service integration with Tewkesbury to deliver operational efficiencies and improvements on collection rounds, trade waste and streets and grounds services – ***in progress, trade waste identified as a source of extra revenue***



# Ubico Corporate Projects

## Operational

- Complete and embed ISO 45001 management system - **completed**
- Retain and renew certifications for CHAS & EXOR - **completed**
- Review core H&S training to identify and improve core training to operational staff - **in progress (new induction modules currently being developed, roll out of Ubico Training Academy)**
- Embed and develop Ubico's compliance function to provide more robust internal monitoring of health & safety, fleet and environmental practice - **completed**
- Improve internal fleet processes to maintain high compliance standards.
- Complete investment in workshops to improve vehicle maintenance and MOT testing rates.
- Work with commissioner to jointly operate an in-cab technology to drive efficiencies – **in progress (roll out for Cotswold scheduled for the beginning of 2021 followed by West Ox)**
- Implement a Fleet Management System to improve process governance and performance reporting

70

**Ubico Corporate Update**

**1. Health & Safety & Environmental Compliance**

1.1. Keeping Ubico workforce safe will always be the company's first priority and highest risk.

1.2. Ubico achieved certification on the International Standard for Health and Safety (ISO45001) in April 2019 representing a significant milestone for the company. Achieving and embedding this ISO standard has been a core priority for 2019/20.

1.3. Ubico received recertification in April 2020 following an official audit showing only one opportunity for Improvement (OFI)

1.5. Ubico achieved certification on the International Standard for Environmental management systems (ISO14001) in March 2017. Recertification following an official audit was gained in Jan 2020.

1.6. On-going enhancement of the Ubico's compliance function progressed in 2019/20 including scheduled internal Health & Safety audits as a means of driving a culture of health and safety and continued improvement.

1.7. Incident Review Meetings are held after all reportable incidents to ensure and maintain the health, safety and compliance of Ubico Ltd, its employees and any contractors or public who interact with the company. They provide a mechanism to review existing processes, procedures following an incident to ensure they are appropriate and identify opportunities for continuous improvement or interventions that will improve health, safety and compliance and reduce the likelihood of incidents occurring.

1.8. For the period 2019 – 2020 6 incident reviews have been undertaken by the Compliance function following RIDDOR reportable incidents at this location. The findings and recommendations following each review is shared with the Senior Management team and common trends of recommendations include retraining, a review of risk assessments & safe systems of work, issuing of Tool Box Talks and reinforcing of messages to colleagues in relation to reporting of incidents and RIDDOR reportable incidents

1.9. Continuous Professional Development by Ubico managers has involved gaining industry recognised certification as technically competent Waste managers (COTC) to ensure all waste is handled in a compliant manner as per Environmental Agency regulations.

1.10. Ubico gained approval from the regulatory body overseeing the Driver Certificate of Professional Competence (DCPC) to present its own course dealing with H&S activities specific to the waste industry. At the time of approval this was the only course of its type in the country

1.11. Ubico retained and renewed its current certifications for CHAS & EXOR.

## **2. Technology**

2.1. Ubico continues to operate day-to-day collections and maintenance with a largely manual paper-based process. Improvement is required on both software and hardware systems to make them more effective, efficient and improve the management information provided to staff.

2.2. Vehicle procurement specifications now include telematics that can monitor driver behaviour as well as providing vehicle technicians with information on parts requiring replacement.

2.3 Ubico partners have expressed an interest in systems that will enable real time information on rounds to be communicated to customer relations teams and to enable responses to issues to be timely and limit the need for residents to contact TBC.

2.4 A main action in 2021-22 will be to identify and procure new technology undertaken in a coordinated and joined-up manner so that the company does not have an inefficient legacy of multiple different software systems.

2.5. It is anticipated that any new system will incorporate additional features such as training databases, performance indicators and stock management capabilities to further modernise Ubico processes.

## **3. Finance & Transparency**

3.1. Ubico's partnership sum setting process was developed with assistance from the finance team at TBC, it the implementation and process has been well received across all partners. Ubico continues to seek improvement by identifying and agreeing financial assumptions with partners to measure the contract sums against to produce increasingly accurate forecasts throughout the year.

## **4. Performance Reporting**

4.1. In 2020-21, Ubico will continue to refine and improve its reporting, ideally through a centralised system. The company still aims to streamline and harmonise reporting to make it more efficient, however, this is dependent on partners agreeing to a more standardised metrics and, at present, commissioners are retaining bespoke local measures.

## **5. Vehicles & Assets**

5.1. Ubico is still not currently maximising the use of the vehicles or assets that it operates. Retaining vehicle assets under shareholder ownership creates barriers to commercial success, leads to inefficiency and can expose shareholders to greater financial risk if vehicle costs remain in silos within each individual contract.

5.2. While some sharing of vehicles has taken place between shareholding authorities, the full potential of the vehicle assets that Ubico operates is yet to be realised. By Ubico managing assets more effectively it will increase the company's ability to deploy vehicles based on need and to use them more widely for commercial purposes. Improved management or ownership of vehicles will help to:

- Smooth the costs of maintenance through a seven year fleet cycle across contracts
- Reduce the reliance and financial impact of hire vehicles
- Increase resilience
- Increase commercial use

5.3. Ubico's other key resources are its operational depots. Again, the commercial value of these sites has not yet been maximised and the company will increasingly explore the potential to:

- Share and integrate operations to release assets for commercial use
- Increase commercial activities from operational sites
- Work in partnership to identify new sites or locations that will reduce costs or increase commercial potential

5.4. Ubico brought forward proposals in 2019-20 offering a re-designed procurement and vehicle management process for shareholders who would benefit from savings made due to Ubico's increasing procurement expertise. This has not yet been approved.

## **6. Investment**

6.1. Shareholders have invested significant amounts of capital to support operational service delivery – largely in vehicles and plant equipment that are used to meet agreed specifications. However, investment for commercial return thus far in Ubico has been minimal.

6.2. To realise income opportunities investment is needed into a dedicated bid team to take advantage of the numerous opportunities available in the commercial market.

6.3. Ubico is continuing to look to explore the potential to deliver a more commercial and integrated commercial waste service. An initial stage in this development may be to invest in a pilot to develop an existing trade waste service operating from Swindon Road Depot to enable the testing and development of the appropriate technology and equipment to deliver a more sophisticated and customer focussed service. This project has been delayed due to Covid-19.

## **7. People**

7.1. Legislative changes to pension schemes increased the overall contributions that employees are required to make to their pensions, should they choose to remain in their stakeholder pension scheme. Ubico believes the company pension should be part of an overall package that attracts staff and encourages them to remain with the company. To support this Ubico matched the level of contribution (4%) that its employees must make.

7.2. A new company wide code of conduct, gifts and hospitality & register of interests was implemented to embed a more consistent staff culture.

7.3. Drivers remain difficult to recruit due to a very competitive job market; Ubico paid a market supplement of 7.5% to attract drivers and worked with a local training provider to form an apprenticeship scheme where existing employees were trained as LGV drivers.

## **8. Future of Swindon Road Depot**

8.1. As stated above, reviewing depot provision remains a key area of activity for the company. It has been identified that future property growth will place added pressure on the Swindon Road depot, increasing congestion and vehicle movement on site. While the existing depot has served CBC (and TBC) well, the current depot will require investment if it to remain fit for purpose for the size of the operation as well as maintaining the highest standards of health and safety and compliance.

8.2. Ubico is committed to supporting TBC & CBC in exploring alternative depot locations that will aim to:

- Accommodate future growth in operations
- Increase efficiencies
- Have in-built infrastructure to sustainable fleet options e.g. electric vehicles
- Allow for commercial expansion

Deliver a more coherent and joined-up approach to collection and disposal of waste and recycling.

## **9. Ubico Operational Update**

9.1. All waste collections were affected by a change in management in the autumn but a vast improvement has been seen in the following months. The outbreak of Covid-19 at the end of the year saw a slight rise in missed collections as staff became unavailable.

### **9.1.1. Food Waste Collections**

9.1.2. Food waste collections are the busiest collection service making an average of 170,000 collections a month. The requirement for an additional vehicle on some days due to the increased uptake of this service is being shown by operatives working in excess of their contracted hours and in some cases being unable to complete the collections on the scheduled day.

### **9.2. Residual & Recycling Collections**

9.2.1 These services were designed to have capacity to accommodate the growth in housing from April 2017. By March 20 the service is almost halfway through the seven year cycle and the capacity has reduced the collection rounds are constantly being monitored to make sure they remain balanced and 2020-21 may see some minor tweaks such as collection day changes for a small number of properties to ensure collections are made on the scheduled day.

9.2.2. In June 2019 Gloucestershire County Council changed the disposal point for residual waste from the Landfill site at Stoke Orchard to the new Energy from Waste plant at Javelin Park. Ubico worked with TBC & GCC to ensure this change was seamless.

### 9.3. Garden Waste Collections

9.3.1 This service has seen an increase in both the weight collected leading to the third vehicle being utilised all year round

9.3.2. During the weeks following Xmas the garden waste crews operate the tree-cycle scheme and collect trees from various points (usually garden centres) around the borough as well as from the kerbside. This maximises the amount of trees diverted from landfill and gives all residents a good service.

### 9.4. Bulky Collections

9.4.1. Ubico operates this service but TBC have kept control of the scheduling.

9.4.2. Issues such as routing and the size of items collected are still having an impact on the ability to complete the scheduled collections. Ubico and TBC have worked in partnership to reduce these issues and this is becoming less and less of a problem.

9.4.3. In 2020-21 Ubico will be assisting their TBC partners to identify more efficient methods of working that will maximise the amount of waste collected that is able to be recycled.

### 9.5. Street Cleansing

9.5.1. The development of new housing and roads throughout the borough has seen an increase in the requirements of TBC of the street cleansing team, this has so far been absorbed into the current service with a review currently being carried out to ensure all crews are working to maximise efficiency

9.5.2. As well as reviewing working practices the location of all litter bins has been mapped and assessed to ensure that they are in suitable locations for receiving the waste and that manual handling is kept to a minimum.

9.5.3. Cleaning up during and after events such as Tewkesbury Mop and Medieval Festival was carried out with a minimum of disruption to residents and event goers.

9.5.4. Ubico will work with TBC officers in 2020-21 to utilise all available technology that will enable real time information on rounds to be communicated to customer relations teams and to enable responses to issues to be timely and limit the need for residents to contact TBC.

### 9.6. Grounds Maintenance (GM)

9.6.1. All parks, verges and TBC owned land received the scheduled amount of grass cutting.

9.6.2. The disruption at the start of the previous year was not repeated.

9.6.3. Work has been carried out in partnership between TBC & Ubico to map out all areas that TBC has a responsibility to maintain. This information has been digitised to enable it to be updated more easily as the collected information dictates.

9.6.4. A work management system to collate and schedule work has been developed which allowed a more efficient approach to the work resulting in more winter works such as clearance to be carried out.

9.6.5. Further members of staff have received Arborist training which will allow the tree risk assessment programme to progress.

## **10 Health & Safety**

10.1 All Risk Assessments and Safe Working Practices were reviewed as normal through the year with the company activity register being updated when required.

10.2 All staff received refresher training covering basic induction, bin lift operation, use of reversing assistants, manual handling along with task specific training to maintain their safety.

10.5 Drivers continue to receive the 7 hours of mandatory Driver CPC training each year. Ubico procured a contract with a dedicated driver training company allowing a wide range of courses to be chosen which are applicable to the tasks carried out.

10.4 All drivers have received at least an annual driver assessment with those involved in accidents being assessed more frequently.

10.5. 2020-21 will see the roll out of a driver handbook detailing all policies that drivers need to be aware of. Policies include Safe, Defensive and Economical (Eco) Driving, Vehicle Condition, Checks, Servicing and Defects, Reversing Vehicles and Incident Reporting.

## **11. Fleet Operations**

11.1. Fleet operations consolidated its position within Operations with the appointment of a new Head of Fleet Operations.

11.2. Workshop staff were consulted on a change of working patterns enabling vehicles to be serviced and inspected out of core working hours to reduce the need for hire vehicles.

11.3. Ubico's compliance team undertake a quarterly Fleet audit to ensure compliance with separate help days to assist the operations team. During the year the score rose from 89.8% to 93.2%, this improvement was made possible by closer scrutiny of driver pre-use vehicle safety checks and defect reporting.

11.4. During 2019-20 the workshops were updated with the addition of a separate MOT bay for small vehicles making space available for a new roller Brake tester to meet the updated guidelines from DVSA

11.5 2020-21 will see the introduction of a fleet management system which will allow all work carried out on vehicles to be more accurately recorded

## **12. Future Plans**

12.1. Many plans and projects due to be commenced in 2020-21 have been delayed due to covid-19. Keeping the Front line services running will be the priority as Ubico and TBC adjust to the new normal and great credit must go to the front line teams who have worked through both lockdowns to great praise.

12.2. Ubico will continue to work closely with TBC to identify areas of efficiency and income generation; costings have already been put forward for various projects and while Ubico will suggest new ways of working it will always remain TBC's ultimate decision on which course to follow.

12.3 Current tasks continuing to be worked on include Street Cleansing, and vehicle procurement. Collaborative working with other partners will be at the forefront of all projects.

12.4. 2020-21 will see the introduction of a Ubico training department, this will initially concentrate on the training of existing staff but it is planned to offer training to third party companies bringing in an income to all Ubico shareholders.

12.5. Ubico will work on a project in 2020-21 to explore the possibility of Gloucester City Council becoming a shareholder in Ubico when their current provider's contract ends in 2022.



Gloucestershire Police and Crime Panel - Friday 6 November 2020 – Feedback Report

The meeting was focussed on the following items:

- Police and Crime Commissioner (PCC) update.
- COVID-19 Enforcement Plan.
- Police and Crime Plan Refresh.
- Criminal Justice Update.
- Opening of the Sabrina Centre.
- Chief Executive Report from Office of PCC.

## 1. PCC update

The PCC gave an update on his activity over the last month. Amongst the matters covered were:

- Police officer numbers have been increasing as planned and have risen from 1,168 to 1,194 since the end of September. COVID has not delayed plans, but has actually helped as there have been fewer retirees than anticipated.
- The Gloucestershire Rural Crime Week, which ran from 23 October, had a number of areas of focus, including hare coursing, rural criminals, illegal angling and dog theft. The use of 4x4s and drones was publicised. Nationally the RCW was cancelled, but the PCC and Chief Constable decided that given the nature of the County it should proceed in Gloucestershire.
- The Bamfurlong Motor Patrol Centre at the junction of the A40 and M5 has been emptied of police assets (cars etc.) due to roadworks that adversely effected response times, and in particular as they relate to Gloucester. Officers have been relocated to various locations to provide cover. A planning application has been submitted for an upgrade to the site and demolition of the existing site will commence in January 2021.
- Additional costs identified as occurring as a result of the COVID-19 pandemic amount to £1.3m so far, £1.0 of which have been covered from PCC reserves and rest from central government grants.
- Crime has dropped as a result of COVID restrictions by 6%, but by less than the national average, which is 20%. The PCC suggested that this was largely explained by the higher number of crimes being booked as a result of the recent negative conclusion of the review into the Force's activities, a practice consistent with the "every crime matters" focus in the Police Plan.

## 2. Covid 19 Enforcement Plan

Gloucestershire has received £229k of additional funding from central government to "beef up" enforcement and the County Council has also received similar funding.

The approach in Gloucestershire has been to follow the four Es: Engage, Explain, Encourage and Enforce. The focus is now on enforcement and flagrant breaches of the regulations will attract fines.

The PCC emphasised the wide range of views amongst the public and the need to make sure that enforcement was seen to be proportionate, being sensitive to different communities and age groups. In this regard the new 2<sup>nd</sup> national lockdown actually made life easier as the rules are simpler to interpret.

In response to a question from the Panel, the PCC said that he was not sure if domestic abuse had risen in the County during the pandemic, but the active coordination with relevant charities and other public bodies that address this issue had continued to help ensure that the issue was addressed effectively.

In response to a question, the PCC confirmed that Gloucestershire was in the top 1/3 of forces for issuing fines against recorded breaches of regulations.

Gloucestershire also cooperates with bordering forces, including providing additional officers for the police response to a rave in Somerset, and coordinating with Welsh forces regarding policing across the border, especially as COVID regulations differ.

### 3. Police and Crime Plan Refresh

The Plan, which covers the period 2020-22 was reviewed and its themes approved as sensible by the Panel. The areas of focus are:

- Every Crime Matters, including improved recording of crimes.
- Safer Days and Nights.
- Young People Becoming Adults, including being a “child friendly” County.
- Older but not Overlooked.
- Safe and Social Driving.
- A Green and Pleasant County, including plans to make the force carbon neutral.

There has been some slight delay in the implementation of the plans as a result of COVID.

### 4. Criminal Justice Update

The continued problem of the condition of the courts in the county was discussed. This is not directly an issue for the PCC or the Police as he and they have no jurisdiction over the courts, but the continued failure to address the condition and accessibility of courts, something that COVID has worsened, has consequences for the ability of the police to deliver justice in a timely manner.

### 5. Sabrina Police Centre

The new Sabrina Police training facility has been opened. The opening was attended by the Policing and Crime Minister, Kit Malthouse.

The next meeting of the Panel will be on 9 February 2021.

## **Gloucestershire Health Overview and Scrutiny Committee –**

### **24th November 2020**

The meeting was held virtually – as usual, the agenda and various reports can be viewed on the Gloucestershire County Council website. Reading the ones of particular interest is recommended, as this is a brief overview.

**On the 22<sup>nd</sup> October an extra meeting was held to look at progress with the Fit for The Future Consultation and the Forest of Dean New Hospital Consultation.**

#### **Fit for the Future Consultation**

This consultation has been discussed numerous times during its progression. It has been a bit delayed due to the COVID-19 pandemic.

The plan was to look at the acute Hospitals, how they were functioning and how centres of excellence could be developed within existing resources. Keeping local access and having expert skills and knowledge centralised to one or other of the hospitals. This has been happening gradually for several years e.g. Cheltenham for Oncology and Gloucester for ophthalmology. It is seen as a continuation of this process.

There is not enough staff resources and Consultants to split some of the specialist services over the two sites. A specialist area will also attract new junior doctors, which the Trust needs to achieve.

The public consultation and the survey are available on line, and runs until 17 December. There is a lot of information on One Gloucestershire's site and would recommend reading if of interest and you would like to comment.

#### **New Hospital for the Forest of Dean**

A new 24 bed hospital is to be built on the lower side of Cinderford. This will mean the closure of the current hospital provision at Lydney and the Dilke. The new hospital will have 24 en-suite rooms for inpatients care and treatment. It will also have a number of outpatient facilities. Further discussion and input is needed to determine what will be provided at the new hospital, and what will be provided at Lydney in a proposed new health centre. A consultation is running on this until 17 December. Again all the relevant reports and easy read versions are on the website.

The new hospital is to have an urgent care department that will run from 8am-8pm, seven days a week. This will include diagnostic services e.g. X Rays.

Comments are encouraged

## **Gloucestershire Health and Care NHS Trust Annual Briefing to HOSC 11<sup>th</sup> November 2020**

It was felt the Trusts merger earlier this year was a big achievement and the benefits are starting to be seen and felt, and will continue. 'With You for You' is their motto, and what is strongly believed.

Hereford Mental Health services successfully transferred to Worcester earlier this year.

The Trust runs the seven Community Hospitals and two Mental Health inpatient units. Along with many community services.

Winter Planning – The Trust is part of the wider health care system in association with the Acute Hospital colleagues. Plans have been made to ensure they get through the winter, meeting needs and coping with the increased demands. There has been an introduction of the Home First Scheme. This encourages discharge as soon as medically fit to go home if possible or to a re-enablement resource. A care package will then be assessed and put into place. A Rapid Response team is also in operation to try to prevent hospital admissions by care in the community. 90% of the services are provided in the community, to increase independence and life opportunities.

All seven hospitals are set up to take COVID positive patients, alongside other patients.

The general hospitals continue, with Cheltenham being a green site and Gloucester Royal Hospital being both, with COVID specific wards.

The virus has had three phases so far. March – June was the response phase with 520 staff being deployed to meet other needs, as the pressures increased. 700 digital consultations took place in a week, face to face was still provided when necessary.

June saw the recovery phase.

Now in a response phase again but different from the first, and lots of learning has taken place. Examples of this were demonstrated with the Musculoskeletal Service, now self-referral. Also a lot of the Increasing Access to Psychological Therapies IAPT has moved to digital platforms to see more people with shorter wait times. The outcomes have been favourable.

Pillar 1 Testing teams have been set up to test all NHS frontline and care staff and families, so that people can get back to work as soon as possible. The fire service helped carry out tests within the care home settings. The Testing teams have now grown to 25 staff, so can go out to community hospitals if needed.

This team will also support Avian Flu if this becomes an issue and the roll out of any vaccination programme against COVID-19.

Pillar 2 testing is for the general public. This is at Hempstead and roaming sites. The tests get sent away so results can be a bit slower than Pillar 1 testing.

Mental Health Services provided a brief update. Points of note were the increased performance of the IAPT team, with the use of digital platforms.

Increased resources into Perinatal care in pregnancy and Postnatal depression for both partners.

Gloucester has high levels of Mental Health issues within the population so a Complex Emotional Needs team has been started, to help prevent admissions to Wotton Lawn Hospital.

There is also a new Street Triage service, that runs alongside the Police. A Mental Health nurse will go out with the Police if thought necessary.

The Crisis Team operates 24 hours a day seven days a week. This is a summary of the meeting.

Cllr Jill Smith 11/11/2020

## Gloucestershire Economic Growth Scrutiny Committee Wednesday 21 October 2020 1.30 pm

### **1. Golden Valley Project – Presentation**

Tim Atkins, Managing Director for Place and Growth at Cheltenham Borough Council delivered the following presentation:

<https://winchcombeward.com/gvp21>

(If the above link does not work as expected, please type it directly into your browser)

The presentation updated the Committee on the project's progress since funding was agreed at the end of 2019.

It was noted that Gloucestershire had the largest concentration of cyber businesses in the UK outside London. Gloucestershire had 6 times the normal rate as a county, and 11 times the normal rate in Cheltenham.

In terms of economic growth, the development could potentially deliver more than 12,000 jobs and contribute approximately £800m to the economy for the Golden Valley site alone. There would also be considerable further growth countywide.

The county's cyber growth plans were closely aligned with the Government's post Brexit ambition to be a Scientific Superpower and to become a global leader in this sector

Gloucestershire's role within the Western Gateway was growing and the more that was understood about cyber, the more that role could continue to grow and the more influence the county could have.

A video was developed which supported a successful virtual launch (<https://www.goldenvalleyuk.com/>).

(If the above link does not work as expected, please type it directly into your browser)

## **2. GFirst LEP Update**

<https://winchcombeward.com/lep21>

(If the above link does not work as expected, please type it directly into your browser)

Mally Findlater, Programme Manager for the GFirst LEP presented this item.

The paper Mally provided for this meeting included the same information presented at September's meeting. However, it also included additional information to provide a more complete context.

The report now included information on the local assurance framework. Mally explained that its structure was based on the national assurance framework issued by government and a rule book by which the LEP operate when allocating funding.

It was explained that projects were scored against the criteria in the local assurance framework, plus any additional requirements specified by Government for the available fund.

The 'Getting Building Fund' for example, placed particular importance on economic growth and deliverability in a short timeframe (the money would be taken back if delivery was not met).

Examples were also provided explaining why successful projects scored the highest.

Cllr John Murphy

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny
<b>Date of Meeting:</b>	24 November 2020
<b>Subject:</b>	Economic Development and Tourism Strategy
<b>Report of:</b>	Head of Development Services
<b>Corporate Lead:</b>	Deputy Chief Executive
<b>Lead Member:</b>	Lead Member for Economic Development/Promotion
<b>Number of Appendices:</b>	Two

**Executive Summary:**

In June 2017 the Executive Committee resolved to adopt the Economic Development and Tourism Strategy 2017-2021.

This report outlines progress to date on the year three action plan, as well as outlining the actions for 2020/21.

**Recommendation:**

**To CONSIDER the progress made against the delivery of the Economic Development and Tourism Strategy during year three and the actions identified for 2020/21.**

**Reasons for Recommendation:**

To inform Members on progress of the Economic Development and Tourism Strategy, provide actions for 2020/21 and provide opportunities for the Committee to scrutinise the action plan.

Due to the impact of the current pandemic, and staff being redeployed onto COVID-19 response work, this update report was delayed. The action plan has been updated to reflect both the response and recovery work to help support local businesses and the economy.

The Economic Development and Tourism Strategy is an essential component of the Council's delivery, supporting business growth across the borough. The strategy sets the context within which the Borough Council will deliver its Economic Development and Tourism Service, as well as influencing other departments. Economic development is one of the key themes with the Council's current Council Plan.

**Resource Implications:**

Regarding the strategy, there are no resource implications directly resulting from the report, although the strategy will set the priorities and actions for staff involved in the Economic Development and Tourism service. Delivery of the strategy also involves resources from other services across the Council, including Development Management, Planning Policy and the Garden Town Team. It also involves support from external partners.



**Legal Implications:**

No legal implications directly resulting from the report recommendation but consideration will be given to any specific legal implications arising from specific actions/workstreams.

**Risk Management Implications:**

None directly.

**Performance Management Follow-up:**

Annual progress is reported through the Overview and Scrutiny Committee.

Performance management is also reported through the quarterly performance tracker.

**Environmental Implications:**

None directly.

**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** In June 2015 the Overview and Scrutiny Committee resolved to establish a Working Group to develop a new Economic Development and Tourism Strategy. 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 was fundamental in the development of the strategy and providing key recommendations for the Council to take forward. As a result of the Working Group discussions, and in particular taking account of the Bruton Knowles report findings, a strategy was produced.
- 1.3** The Strategy provides five key priorities:
1. Employment Land Planning.
  2. Transport Infrastructure Improvement.
  3. Business Growth Support.
  4. Promoting Tewkesbury Borough.
  5. Employability, Education and Training
- 1.4** 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.
- 1.5** The Overview and Scrutiny Committee endorsed the strategy at its meeting in May 2017. Following this, the Executive Committee adopted the strategy in June 2017.

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

**2.1** Over the last 12 months a number of key actions from the strategy have been fulfilled. These are outlined within Appendix 1. It is important to note that the COVID-19 pandemic has impacted on action plan delivery, but the teams have worked to move services on online and operate a virtual offer. Staff have also continued to operate on a 'business as usual' service model wherever possible. The action plan reflects new response and recovery work areas. Actions of particular note are as follows:

- Year 2 delivery of Tewkesbury Growth Hub and Service.
- Roll out and delivery of Hub Surgery Sessions for businesses with a Planning Champion.
- Delivery of Countywide Inward Investment Service including new website launch.
- Year 2 delivery of 'Uncover the Cotswolds' project.
- Successful Tewkesbury Heritage Action Zone Fund bid and delivery programme development.
- COVID-19 Pandemic response - Tewkesbury Growth Hub and Economic Development team proactively contacted over 1,400 businesses to promote support available.
- Growth Hub Team acted rapidly to realign its service in response to COVID-19. Developing an online webinar and one-to-one offer, alongside focused Business Support Request forms and surveys to ensure targeted support.
- Delivery of Reopening High Streets Safely Fund – working closely with the retail centres in the borough, supporting the safe re-opening of businesses.
- Over 20 Town Centre Ambassadors worked to support businesses and welcome the community back to the borough's retail centres.
- Delivery of dedicated Business Support Cell redeploying staff from several departments to support delivery of the government COVID-19 Business Support and Discretionary Grant schemes.

## **3.0 ACTION PLAN 2020/21**

**3.1** In view of the Council's clear aspirations for economic growth and the positive achievements from 2019/20, the action plan for 2020/21 sets out positive interventions to facilitate and encourage economic growth. Within Appendix 1, a number of actions have been developed for 2020/21. These sit below the priorities identified in the strategy. In light of the COVID-19 pandemic key focus will be on supporting the recovery of local businesses and sectors. The action plan will be closely aligned to the Council's Recovery Plan.

**3.2** Key priorities include:

- Review the Economic Development and Tourism Strategy to identify any actions required to respond to COVID-19.
- Subject to funding, undertake an economic impact assessment and analysis to understand the needs of local businesses.
- Work with our partners at Cotswold Tourism to understand when and how to safely encourage visitors back to the borough.

- Deliver tailored solutions through Tewkesbury Growth Hub, as a single point of contact to support business recovery – helping businesses to recover, innovate and thrive.
- Work with partners to support employment and skills initiatives targeted at those affected by unemployment.
- Subject to funding launch grant and support packages focused on innovation and growth, linking grants and Growth Hub advice.
- Support the revitalisation of the High Streets and retail centres across the borough.
- Work with partners to identify funding opportunities and support key infrastructure projects.
- Promote Tewkesbury Borough as an excellent location for business and investment
- Deliver Tourism Review.

**3.3** Therefore, based on the action plan in Appendix 1, the Committee is asked to consider the progress on year three of the action plan and the actions identified for year four.

#### **4.0 UPDATING THE STRATEGY**

**4.1** The current strategy is a four year strategy running from June 2017 – 2021. After consultation with the Lead Member for Economic Development/Promotion, the Strategy will now remain current until 2022. In the present COVID-19 situation, where the climate is so uncertain for business, it would be difficult to put a new effective strategy together. The needs of businesses within the Borough are changing so rapidly, and may continue to do so over the next few months. Therefore, the plan is to continue with the current Strategy until June 2022, alongside working on the Council's Covid Recovery Plan which outlines a number of key economic development and tourism actions. The relevant Recovery actions have been included within the Action Plan for 20/21 in Appendix 1.

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

**5.1** None.

#### **6.0 CONSULTATION**

**6.1** The business community were widely surveyed as part of the economic assessment that informed the strategy.

#### **7.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

**7.1** Tewkesbury Borough Employment Land and Economic Development Strategy Review.  
Strategic Economic Plan for Gloucestershire.  
Local Industrial Strategy for Gloucestershire.  
GFirst LEP Gloucestershire Recovery Plan – Think Gloucestershire.  
Tewkesbury Borough Corporate Recovery Plan COVID-19 – 2020.

## **8.0 RELEVANT GOVERNMENT POLICIES**

- 8.1** Government Industrial Strategy.  
EU Structural and Investment Funds Strategy.  
COVID-19 Business support guidance.

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

- 9.1** The strategy relates to job creation within the borough, as well as employment land and premises.

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

- 10.1** As outlined within the report and action plan.

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

- 11.1** None directly.

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

- 12.1** Adoption of Economic Development and Tourism Strategy - Executive Committee - 7 June 2017.

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**Background Papers:** Adoption of Economic Development and Tourism Strategy - Executive Committee - 7 June 2017.

**Contact Officer:** Growth and Enterprise Manager/ Community & Economic Development Manager Tel: 01684 272249.

**Appendices:** 1 – Action Plan.  
2 – Economic Development and Tourism Strategy 2017-2021.

# Economic Development and Tourism Strategy 2017 – 2021

## Annual Delivery Plan Review 2019/2020

## Annual Delivery Plan Actions 2020/2021

06

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			
Actions for 2019/20	Status	Progress on 2019/2020 actions	Actions for 2020/2021
1. Facilitate multi-discipline roundtable meetings in the Growth Hub to offer practical solutions to commercial site growth. 2. Provide business support and funding advice to business expansion clients.	☺	1.Meetings facilitated through Growth Hub with planning and other service champions (including EH, BR. GCC), to support business growth and expansion plans, including extensions and new site development. 2. One-to-one Growth Hub advisor support and funding advice provided to all planning surgery clients looking to grow and expand. (To note meetings moved to virtual - in line with current Covid-19 Guidance)	1.Facilitate multi-discipline meetings (currently virtual) via the Growth Hub to offer practical solutions to commercial site growth, including funding advice.
b) Delivering sufficient employment land to meet the needs of the strategic plan			
Actions for 2019/2020	Status	Progress on 2019/2020 actions	Actions for 2020/2021
1. To progress the Borough Plan, incorporating employment land allocations and policies 2. Commence JCS review to include consideration of future employment land requirements	☺	1.Tewkesbury Borough Plan was submitted for examination in May 2020. Adoption expected in Summer 2021. 2.Joint Core Strategy review has commenced. Draft plan anticipated to be subject to public consultation in Summer 2021. A Gloucestershire-wide	1. Progress towards proposed adoption of the Borough Plan, incorporating employment land allocations and policies 2. Draft JCS Plan to go to public consultation, including future employment land requirements.

3. Ensure employment needs are met through the Garden Towns and Ashchurch Masterplan project.		Economic Needs Assessment has been produced to evidence future employment land requirements. 3.The Tewkesbury Garden Town (TGT) is still at an early, formative stage, however the Concept Masterplan is in the process of being updated and will be considering future employment land opportunities in the wider Ashchurch area, including south of the A46.	
<b>c) Positive application of land use policy in delivery of achievable employment land sites.</b>			
<b>Actions for 2019/2020</b>	<b>Status</b>	<b>Progress on 2019/2020 actions</b>	<b>Actions for 2020/2021</b>
1.Work with Development Management team to encourage sustainable employment growth. 2.Deliver planning surgery sessions for businesses through the Growth Hub.	☺	1.Work with Planning Champion to co-ordinate Multi-disciplinary meetings and Surgery sessions with businesses exploring growth plans. 2.Regular Planning surgeries in the hub, (currently moved to virtual service) led by Planning Champion and Hub Manager. Supporting businesses looking to start up, grow or expand with targeted planning and business advice.	1.Deliver planning surgery sessions for businesses through the Growth Hub (currently virtual).
<b>d) Supporting key business park areas</b>			
<b>Actions for 2019/2020</b>	<b>Status</b>	<b>Progress on 2019/2020 actions</b>	<b>Actions for 2020/2021</b>
1.Support business parks in their growth plans. 2.Through Garden Town project, initiate communication strategy with businesses and establish a group. 3.Deliver annual engagement programme with businesses through events and visits.	☺	1. Emerging Borough Plan policies provide flexible approach to employment growth and includes employment allocations to expand some business park areas. 2. Tewkesbury Garden Town is currently considering how it's governance arrangements need to be structured, as the programme takes shape, including	1.Support business parks in their growth and recovery plans. 2.Continued delivery of business engagement programme supporting businesses, particularly through the impact and recovery of Covid-19 (Meetings delivered virtually where required)

		<p>engagement with business. A new shadow structure is in formation and work is also underway to commission external marketing support, for the programme, to assist with communication activities longer term. A Successful business breakfast was event held early 2020, launching the Place Branding.</p> <p>3. Engagement programme with businesses, including training workshops, events and 1:1 meetings at the hub. Now being run virtually as webinars and over the phone due to Covid-19 restrictions.</p>	
<b>2, Transport Infrastructure Improvement</b>			
Improve the three core transport links for the borough, vital to commercial prosperity, by working closely with partner authorities and agencies:			
<b>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>			
<b>Actions for 2019/2020</b>	<b>Status</b>	<b>Progress on 2019/2020 actions</b>	<b>Actions for 2020/2021</b>
<p>1. Work with Highways England and Midlands Connect through Garden Town's project to secure transport infrastructure improvements to A46/M5.</p> <p>2. To take initiative with Highways England regarding strategic routes and road implementation schemes.</p>	☺	<p>1. The Garden Town team is currently working closely with County Highways (GCC) and their advisers Atkins to consider options for a new alignment of the A46, ahead of a potential public consultation exercise (GCC led) on the issues and opportunities, at the end of January 2021. This is consistent with the approach advocated in the A46 'Trans Midland Trade Corridor' Study being promoted by Midlands Connect</p> <p>2. Ongoing close collaboration with</p>	<p>1. Support GCC in its efforts to secure Large Local Majors Fund (LLM), or alternative investment funding to enable a new A46 alignment to be formally programmed. Continue to work with partners within Midlands Connect to promote the status and associated wider economic benefits to the Borough and sub-region of the <i>A46 Trans Midland Trade Corridor</i>.</p> <p>2. Continue to work closely with GCC to promote the strategic growth aspirations of the Borough and especially Tewkesbury Garden Town as an important element of the evidence base to help secure future strategic highways investment.</p>

		GCC in its relationship management work with Highways England.	
<b>b) Air – support Gloucestershire Airport business expansion and highway access improvements</b>			
<b>Actions for 2019/2020</b>	<b>Status</b>	<b>Progress on 2019/2020 actions</b>	<b>Actions for 2020/2021</b>
<p>1. Deliver air strategy, working with Gloucestershire Airport and key partners.</p> <p>2. To progress the Borough Plan, incorporating the policy approach to enable further airport growth.</p> <p>3. Work with Gloucestershire Airport and Aviation related businesses to promote apprenticeship and training opportunities.</p>	☺	<p>1. Airport plans for 8.5 ha business park. LEP allocated £1.8million as part of Growth Deal towards this. LEP co-ordinate business group that involves several of the aerospace businesses in the area, working closely with the airport.</p> <p>2. Emerging Borough Plan includes allocations for employment land at Gloucestershire Airport as well as positive policies to guide future economic development.</p> <p>3. Promotion of apprenticeship opportunities through LEP and Growth Hub.</p>	<p>1. Progress towards adoption of the Borough Plan, incorporating allocations for employment land.</p> <p>2. Continue to build relationship with Gloucestershire Airport, focussing on apprenticeship and training opportunities.</p>
<b>c) Rail – Support rail service improvements, including Ashchurch for Tewkesbury Station and the Gloucestershire Warwickshire Steam Railway expansion</b>			
<b>Actions for 2019/2020</b>	<b>Status</b>	<b>Progress on 2019/2020 actions</b>	<b>Actions for 2020/2021</b>
<p>1. Work with SLC Rail and partners to deliver Rail Strategy for improved infrastructure and services at Ashchurch for Tewkesbury Railway Station.</p> <p>2. Work with partners to develop a countywide rail strategy.</p>	☺	<p>1. SLC Rail prepared a Rail Strategy for Ashchurch in 2018. However, in light of recent partnership effort to produce a Rail Investment Strategy for Gloucestershire, earlier this year (March), SLC are in the process of advising what the next steps may be for TBC in considering the future of Ashchurch station. The role of the station will also be reinforced through the evolution of the Tewkesbury Garden</p>	<p>1. Work with Sable Leigh Consultancy (SLC) Rail and partners, including GCC and The Community Rail Partnership, to deliver Rail Strategy for improved infrastructure and services at Ashchurch for Tewkesbury Railway Station.</p>



		<p>Town Concept Masterplan.</p> <p>2. A countywide rail strategy, the Gloucestershire Rail Investment Strategy (GRIS), was produced earlier this year. GCC are understood to be considering a further phase focusing on key investment opportunities.</p>	
<b>3. Business Growth Support</b>			
<b>a) Instigate business support initiatives to promote economic growth.</b>			
<b>Actions for 2019/2020</b>	<b>Status</b>	<b>Progress on 2019/2020 actions</b>	<b>Actions for 2020/2021</b>
<p>1. Deliver year three business engagement programme of events and 1:1 meetings.</p> <p>2. Continue to work with key partners to support business expansion and retention opportunities within the borough and support emerging and key growth sectors.</p> <p>3. Explore pilot business incentive scheme.</p> <p>4. Deliver county Inward Investment service engagement programme and marketing plan, working with partners.</p>	☺	<p>1. Extensive engagement programme with businesses, including regular training workshops, events and 1:1 meetings. Now being run virtually, via webinars and over the phone due to Covid-19 restrictions.</p> <p>2. Multi agency meetings held with clients and partners via Growth Hub to support business expansion plans across the borough. Network of support providers engaged help mentor businesses via 1:1 sessions.</p> <p>3. This has been put on hold due to Covid19. A scheme can be investigated and developed, depending on resources available to the council.</p> <p>4. Countywide Inward Investment service successfully launched with TBC a key partner. Key successes include development and launch of county inward investment website, delegations</p>	<p>1. Deliver year four business engagement programme of events and 1:1 meetings, particularly through the impact and recovery of Covid-19 (meetings delivered virtually where required)</p> <p>2. Continued delivery of county Inward Investment service engagement programme, working with partners.</p> <p>3. Deliver sector specific advice and events, helping support local supply chains.</p> <p>4. Funding permitting, undertake an economic impact assessment and analysis to understand the needs of local businesses.</p>

		and Agri-tech sector marketing campaign delivery.	
<b>b) Promote rural businesses and economic growth in rural areas of the borough</b>			
<b>Actions for 2019/2020</b>	<b>Status</b>	<b>Progress on 2019/2020 actions</b>	<b>Actions for 2020/2021</b>
1.Work with businesses successful with LEADER funding to complete their projects. 2.Work with partners to identify replacement funding streams for LEADER. 3. Work with Fastershire to promote further phase of roll-out and events.	☺	1.LEADER Grant Programme successful grants awarded to 20 projects in Tewkesbury Borough to value of £507K. The LEADER scheme is now closed to new applications. 2.Promotion of RDPE Rural Growth Funding Opportunity to borough businesses via focused events. 3.Fastershire digital and social media events promoted to local businesses. Referral of hub clients to Fastershire service/advisors.	1. Funding advice provided through growth hub service. 2. Explore development of digital strategy for 2021 Strategy to support increased connectivity, including continued promotion of Fastershire programme.
<b>c) Stimulate business start-ups and enterprise growth rates, incorporating the development of a Growth Hub</b>			
<b>Actions for 2019/2020</b>	<b>Status</b>	<b>Progress on 2019/2020 actions</b>	<b>Actions for 2020/21</b>
1.Develop and expand the Growth Hub offer in Tewkesbury Borough, exploring hub extension plans. 2.Develop business event offer through hub and range of support providers. 3.Continued delivery of small business grant scheme. 4.Deliver and extend council business champion programme.	☺	1.Delivery of Growth Hub service, including focussed Covid-19 support plans. Service successfully move online in line with Government guidance. Hub extension plans explored, and plans developed. Discussions taking place with LEP. 2.Delivered successful calendar of events and regular event providers signed up, including business growth and marketing specialists. Due to Covid-19, events successfully moved online. 3.Grant scheme ongoing - allocation of 15 grants. 4.Business champions in place within	1. Work with our partners to engage with businesses to create tailored business support solutions through Tewkesbury Growth Hub, as a single point of contact to support business recovery – helping businesses to recover, innovate and thrive. 2. Continued exploration of Hub expansion plans, reflecting the impact of covid-19 and future business needs. 3. Review and launch grant and support packages focused on innovation and growth, linking grants and Growth Hub advice. 4. Promotion of Government SME Recovery Grants, delivered through the Growth Hub.

		relevant services and providing tailored support and advice to hub clients.	
<b>d) Work Jointly with Gloucestershire LEP to seek commercial investment from outside the borough and actively secure available public funding.</b>			
<b>Actions for 2019/20</b>	<b>Status</b>	<b>Progress on 2019/20 actions</b>	<b>Actions for 2020/2021</b>
<p>1. Work with county inward investment team to encourage business investment in the borough.</p> <p>2. Continue to identify funding opportunities, in line with the county's revised Strategic Economic Plan (SEP) and emerging Local Industrial Strategy.</p> <p>3. Work with the LEP in the development and delivery of the Industrial Strategy priorities.</p> <p>4. Work with Cotswold Tourism to deliver 'Uncover the Cotswolds' year 2.</p>	☺	<p>1. Delivery and launch of County Inward Investment website and delegations, including a focus on Agri-sector.</p> <p>2. Referrals and promotion of strategic projects into Gloucestershire Economic Growth - Capital Investment Pipeline (CIP).</p> <p>3. Submission of local evidence and input, shaping development of Gloucestershire Local Industrial Strategy.</p> <p>4. Delivery of Uncover the Cotswolds project - hosting local Fam visits and tours, promoting new experiences to overseas markets.</p>	<p>1. Work with partners to identify funding opportunities and support key infrastructure projects.</p> <p>2. Continue to play an active role in delivering the next phase of 'Uncover the Cotswolds'</p>
<b>e) Encourage investment to improve the provision of visitor accommodation</b>			
<b>Actions for 2019/2020</b>	<b>Status</b>	<b>Progress on 2019/2020 actions</b>	<b>Actions for 2020/2021</b>
<p>1. Actively promote opportunities for improving and raising standards for visitor accommodation within the borough.</p> <p>2. Support tourism businesses with growth plans through the Growth Hub.</p>	☺	<p>1. LEADER funding opportunities have helped support visitor accommodation improvements. Promotion of Visit England workshops and seminars to local businesses.</p> <p>2. Supported tourism business with their growth plans through hub, including, tour companies and B&amp;Bs.</p>	<p>1. Support tourism businesses with Covid-19 recovery and growth plans through the Growth Hub – including targeted meetings, events/workshops and e-newsletter updates.</p> <p>2. Promotion of the Government's Kickstart Tourism Grants, delivered via the Growth Hub.</p> <p>3. Start delivery of actions arising from Tourism Review</p>
<b>f) Drive retail centre growth through regeneration projects</b>			

Actions for 2019/2020	Status	Progress on 2019/2020 actions	Actions for 2020/2021
1.If High Street Fund Expression of Interest successful, develop bid for funding. 2.Bid for other emerging high street funding and support opportunities. 3.Participate in the parking strategy review. 4.Develop Spring Gardens options for consultation. 5.Launch Shop Front Guide. 6.Deliver final JCS Retail Study.	☺	1.High Street Fund Expression of Interest unfortunately unsuccessful, but subsequent success with Heritage Action Zone Bid. 2. Successful Tewkesbury Heritage Action Zone Fund bid and delivery programme in development. 3. Working group established and information, including the results and analysis of a parking survey, presented to the group. Timetable redefined to allow for slippages over the winter 19/20. 4. Spring Gardens - phase 1 report presented to and agreed by Council. Scope of works for phase1a agreed and commenced. 5. Shop Front Guide has been drafted and is to be taken forward as a Supplementary Planning Document. The next step is to seek approval to publish the guide for public consultation before formally adopting it as policy. 6. JCS Retail Study has been completed.	1. Seek approval to publish the Shop Front Guide for public consultation to promote adoption as policy 2. Work closely with partners, businesses and groups to enable the safe and successful reopening of high streets and retail centres, including delivery of Re-opening the High Street Safely Fund. 3. Support the revitalisation of the High Streets and retail centres across the borough, including delivery of the Tewkesbury Heritage Action Zone programme, to help drive economic recovery. 4. Appoint High Street Heritage Action Zone Project Officer.
<b>1. Promoting Tewkesbury Borough</b>			
a) <b>Promote Tewkesbury Borough and the 'M5 Growth Corridor' as the uniquely connected business location.</b>			
Actions for 2019/2020	Status	Progress on 2019/2020 actions	Actions for 2020/2021
1. Deliver Inward Investment promotion for Borough, linking with County Team. 2. Promote investor database	☺	1.Work with countywide inward investment team to promote borough through key sector campaigns, new website and delegations.	1. Promote Tewkesbury Borough as an excellent location for business and investment.

to encourage investment in the borough. 3. Through Garden Town's work, develop programme of promotion and engagement.		2.Developed key contact database working with county investment team – work on hold due to Covid-19. 3.Tewkesbury Garden Town is considering commissioning external marketing/communication support and will be developing a programme of promotion and engagement, in due course.	
<b>b) Promote Tewkesbury Borough to visitors, working with Cotswold Tourism and other partners, including neighbouring tourism destinations.</b>			
<b>Actions for 2019/2020</b>	<b>Status</b>	<b>Progress on 2019/2020 actions</b>	<b>Actions for 2020/2021</b>
1.Deliver Year 2 of the 'Uncover the Cotswolds' project. 2.Develop proposals for digital and tech offer for visitors. 3.Develop plans for increased heritage offer in Tewkesbury.	☺	1. Delivery of Uncover the Cotswolds project - hosting local Fam visits and tours, promoting new experiences to overseas markets. 2. Working with Cotswold Tourism and Visit Britain to promote online booking systems. 3. Regular meetings with partners including Battlefield Society and Tewkesbury Together 2021 to enable enhancement of heritage offer	1.Work with our partners, including Cotswold Tourism and Visit Gloucestershire to understand when and how to safely encourage visitors back to the borough and develop appropriate marketing plans and Staycation campaigns. 2.Work with Cotswold Tourism to deliver 'Uncover the Cotswolds' year 3 – with a focus on domestic market, in light of Covid-19. 3. Commence delivery of Tourism Review and recommendations 4. Work with Tewkesbury Together 2021 to commemorate 900 years of the consecration of Tewkesbury Abbey and 550 years of the Battle of Tewkesbury.
<b>Employability Education and training</b>			
<b>a) Promote initiatives to improve education and training relevant to local employment</b>			
<b>Actions for 2019/2020</b>	<b>Status</b>	<b>Progress on 2019/2020 actions</b>	<b>Actions for 2020/2021</b>
1. Deliver skills and training courses through the Growth Hub, including back to work courses with JCP. 2. Build links between	☺	1. Courses delivered throughout the year, including Employability Workshops delivered in partnership with Job Centre Plus (JCP) and Adult Education. 2. Links created between Hub clients,	1. Work with DWP in developing Youth Hub (virtual to start), as part of Growth Hub Delivery. 2. Work with partners to support employment and skills initiatives targeted at those affected by unemployment, particularly in light of Covid-19 impact.

education providers and business community working with schools.		schools and education providers - as part of growth plan meetings. Work with GFirst LEP Education and Skills Team – creating connections between local businesses and schools	
<b>b) Facilitate links between local schools/colleges/universities and local businesses</b>			
<b>Actions for 2019/2020</b>	<b>Status</b>	<b>Progress on 2019/2020 actions</b>	<b>Actions for 2020/2021</b>
<p>1.Host school / business liaison event(s) through the Growth Hub</p> <p>2.Work with GFirst to meet Headteachers and business leaders to understand the skill needs of the business community.</p> <p>3.Promote apprenticeship opportunities and events through Hub, with sector focus where appropriate.</p>	☺	<p>1.Hosted YR10 student delegation – sharing info on the Growth Hub and entrepreneurship.</p> <p>2. Working with GFirst LEP Education and Skills Team – building relationships and connections between local businesses and schools.</p> <p>3.Promoted apprenticeships through the Growth Hub. Partners have provided one-to-one sessions with clients at the Hub.</p>	<p>1.Promote apprenticeship opportunities and events through Hub, with sector focus where appropriate.</p> <p>2. Young Enterprise Hub being explored through Growth Hub, promoting entrepreneurship and apprenticeships, in partnership with LEP and Growth Hub Network.</p>

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

## 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)



## 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>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	24 November 2020
<b>Subject:</b>	Workforce Development Strategy - Annual Review
<b>Report of:</b>	Head of Corporate Services
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Member:</b>	Lead Member Organisational Development
<b>Number of Appendices:</b>	Three

<p><b>Executive Summary:</b></p> <p>The purpose of the Workforce Development Strategy is to identify how the Council will meet current and future workforce needs to ensure it has skilled people to deliver high quality services. It sets out the critical challenges, opportunities and threats regarding workforce requirements and sets out a considered, flexible, set of responses to meet them. As such it provides a framework and direction to annual service planning (particularly the Human Resources plan) where the specific actions and objectives which will deliver the strategy will be contained and refreshed each year. The Council’s Workforce Development Strategy (2019-2024) was approved by Executive Committee on 3 April 2019 following consideration of the strategy by Overview and Scrutiny Committee. It was agreed an annual update on delivery of the strategy would be presented at Overview and Scrutiny Committee.</p>
<p><b>Recommendation:</b></p> <p><b>To NOTE the progress of the Workforce Development Strategy actions.</b></p>
<p><b>Reasons for Recommendation:</b></p> <p>It was agreed an annual update on delivery of the strategy would be presented to Overview and Scrutiny Committee.</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 an effective strategy in place then there is a risk the Council may not maximise the opportunity to develop it’s workforce.</p>

**Performance Management Follow-up:**

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

**Environmental Implications:**

None directly arising from this report.

**1.0 INTRODUCTION**

**1.1** The Council's Workforce Development Strategy (2019-2024) was approved by Executive Committee on 3 April 2019 following consideration of the strategy by Overview and Scrutiny Committee.

**1.2** The purpose of the Workforce Development Strategy is to identify how the Council will meet current and future workforce needs to ensure it has skilled people to deliver high quality services. It sets out the critical challenges, opportunities and threats regarding workforce requirements and sets out a considered, flexible, set of responses to meet them. As such it provides a framework and direction to annual service planning (particularly the Human Resources plan) where the specific actions and objectives which will deliver the strategy will be contained and refreshed each year.

**1.3** To deliver the workforce vision and organisational priorities for the Council, the strategy was developed around five strategic themes with broad high-level steps supporting each theme. To refresh the Committee, the strategy is attached at Appendix 1.

**2.0 STRATEGIC THEMES OF THE STRATEGY**

**2.1** The strategy supports the delivery of the Council's overall vision 'Tewkesbury Borough, a place where a good quality of life is open to all'. The provision of high quality, customer focused and efficient services is central to that vision and the delivery of the wider Council plan. The importance of having a skilled and highly engaged workforce, working in partnership with public sector organisations, other agencies and local business to provide those services cannot be overstated. As an organisation, the Council has a commitment to value its employees – "We will support, praise and invest in our workforce to develop our organisation".

**2.2** Within the strategy are five key themes:

- Releasing productivity.
- Digital transformation.
- Commercialisation.
- Workforce resilience.
- Being a great place to work.

These themes were identified following engagement across the management cohort. Each theme supported with the high-level steps were seen as important to address particular challenges facing the Council such as financial pressures, embracing technology, competitive recruitment markets etc. Latterly, for much of 2020/21 to date and for the foreseeable future there is a new challenge around COVID-19.

**2.3** In terms of COVID-19, this has meant still delivering the strategy but with a re-focus on some actions. Of particular importance was the significant support given to the whole workforce to enable them to work effectively from home. This support was not a one-off and remains ongoing. The response to COVID-19 also presented opportunities to enable elements of the strategy to be delivered more quickly than expected. These included the escalated roll out of new technology and software, as a result of the economic climate, a significant increase in the recruitment pool and a realisation that work could be performed more flexibly than ever imagined.

### **3.0 PROGRESS TO DATE AND LOOKING FORWARD**

**3.1** An overview of actions delivered and proposed actions moving forward can be found within the consolidated table at Appendix 2. This confirms that, overall, progress has generally been positive, particularly around the theme of 'workforce resilience'. The team's work around Health & Wellbeing, particularly in relation to mental health has provided a good foundation in supporting staff whilst adapting to our new ways of working. Within Appendix 3, are the KPI metrics that were approved as part of the strategy. Being the first year, this is baseline data which will be monitored for comparative purposes across the lifetime of the strategy. In terms of reporting progress to Overview and Scrutiny Committee, this progress report will be brought in line with the financial year, so for 2021 it will be scheduled into the Committee's work programme for June or July 2021.

### **4.0 OTHER OPTIONS CONSIDERED**

**4.1** None.

### **5.0 CONSULTATION**

**5.1** The strategy is an organisational strategy and as such was developed with full engagement from the management cohort.

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

**6.1** Council Plan (2020-24).  
Medium Term Financial Strategy.  
Digital and ICT strategies.

### **7.0 RELEVANT GOVERNMENT POLICIES**

**7.1** None.

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

**8.1** Managed within current resources and budget.

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

**9.1** None.

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

**10.1** Effective workforce management will contribute to overall value for money.

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

**11.1** None.

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**Background Papers:** None.

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**Appendices:**

- 1 – Workforce Development Strategy.
- 2 – Progress to date in delivering the strategy and new action plan.
- 3 – Key Performance Indicators.



# Workforce development strategy

Draft 2019-2024



"Great people, great teams and great results, making life better for customers, better for business"



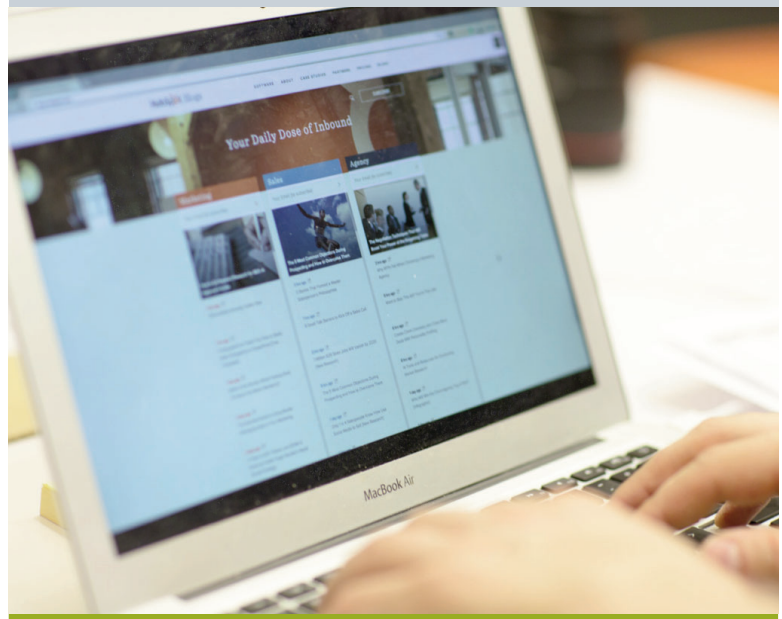
**Transform**  
Tewkesbury Borough



**Tewkesbury  
Borough Council**

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## Part one - vision and priorities

The council's vision is "Tewkesbury Borough, a place where a good quality of life is open to all". The provision of high quality, customer focused and efficient public services is central to that vision and the delivery of the council Plan. The importance of having a skilled and highly engaged workforce, working in partnership with public sector organisations, other agencies and local business to provide those services cannot be overstated. As an organisation the council has a commitment to value its employees – "We will support, praise and invest in our workforce to develop our organisation".

The purpose of the Workforce Development Strategy is to identify how the council will meet current and future workforce needs to ensure it has skilled people to deliver high quality services. It sets out the critical challenges, opportunities and threats regarding workforce requirements and sets out a considered, flexible, set of responses to meet them. As such it provides a framework and direction to annual service planning (particularly the Human Resources plan) where the specific actions and objectives which will deliver the strategy will be contained and refreshed each year.

All sectors of the UK economy are seeing seismic shifts in the workforce which are forecast to accelerate further in the next decade. New digital technology, changes in society and demographics, reforms of education and qualifications, and alternative employment models related to the "gig" economy are just some of the forces at play which are creating new expectations between employers and employees, and vice versa.

In local authorities the needs and priorities of residents and businesses are also shifting, the financial outlook for councils remains challenging. Tewkesbury Borough Council faces a significant challenge given medium term financial projections and the continued uncertainty over future funding. The total workforce budget for 2018/19 is £9,063,121 (representing 88% of the council's net budget or 24% of gross expenditure excluding benefits spend). The projected budget for 2023/24 is £10,567,061.

The need to deliver services in increasingly innovative and cost effective ways has therefore never been higher. It is acknowledged that this economic climate may lead to difficult decisions being required in the future impacting on the size and composition workforce and the council's organisational structure.

However the emphasis on growing and developing people and the need to attract, retain and engage high quality staff are still the underlying themes of this strategy as the future success of the council and the delivery of its plans and priorities depend on them. But these will have to be achieved with tight control of costs.

Within the borough there is likely to be continuing competition to recruit and retain good staff, potentially exacerbated by Brexit. Shortages in certain professions where local government has long struggled to recruit and retain workers look set to continue. There is likely to be increased competition in the local job market for a wide range of skills with the

continuing growth of the local and regional economy. One way of illustrating this is by looking at “job density” in the locality. In 2016 there were 51,000 jobs in Tewkesbury, this equates to a job density of 0.97, which means there is almost one job for every resident of working age. In Gloucestershire the job density figure was 0.9. The local competition for a skilled workforce is therefore intense and is expected to remain so. Employers in the Gloucestershire area also face the challenge of losing younger workers to other parts of the country while the remaining working population age profile increases.

Economically the UK has been experiencing near full employment levels. Unusually this has not (yet?) led to strong and sustained growth in wages – economic uncertainty and low productivity are amongst the reasons that wage inflation has remained low. As a result competition for staff in the job market will continue to centre on the more intangible benefits an employer can offer (although the competitiveness of the pay and benefits package offered by the council cannot be ignored) - in particular providing meaningful jobs with a sense of purpose, giving progression and development opportunities, offering a healthy and positive working environment and providing greater flexibility in how, when and where work is performed. These are indicated in numerous surveys as amongst the most important factors for recruiting and retaining staff, although to make the job market even more challenging different generations in the workforce (from “millennials” to “Generation Z”) have different priorities and preferences related to their work, careers and family lives.

This rapidly changing employment landscape

means Tewkesbury Borough Council must build on its current strengths as a good employer and seize new opportunities to attract and develop the workforce it requires in the future. In a candidate driven job market playing “catch up” with other employers who can offer a more attractive and compelling overall package will prove very difficult if the initiative in making changes is lost.

Given this environment the council’s vision of its future as an employer of choice and the priorities it sets with regard to developing its workforce (effectively its employer brand) are as follows;

- To be recognised as a modern, attractive employer which is able to recruit and retain highly capable employees who share and demonstrate its values
- To have a highly connected workforce – connected internally across organisational structures, connected externally with partners, residents, customers and businesses to help create seamless services and places that prosper and grow
- To generate high levels of productivity through;
  - ✓ efficient and effective working practices and business processes
  - ✓ having a technologically confident and skilled workforce
  - ✓ high levels of engagement, commitment and trust across the workforce
  - ✓ providing excellent training and career development opportunities
  - ✓ high levels of leadership and management capability

- To be recognised as having a diverse and inclusive workforce employing a rich blend of different perspectives and life experiences in the workplace that make for better decision making and attract the best talent available from all walks of life.

## Part two - the wider context

### National and Public Sector/Local Authority environment

*(Extracted from the LGA 2018 national workforce strategy "Great People for Growing Places")*

The LGA has produced (in 2018) a national workforce strategy for the local government sector. This extract from the introduction describes some of the wider trends and pressures acting on all local authorities and is taken into account in the council's strategy;

"Over the next ten years the sector is facing a funding gap of £5.8b, changes to the financing structure of local government and further uncertainty over social care funding, as well as the impact of Brexit on the labour market, all of which make strategic planning and managing risks crucial. There is also a sustained drive to bring in service integration and partnership working under various umbrella policies, as well as the implications of devolution. With all this pressure it is clear that public service will need to continue on its transformation journey.

The world of work is changing as well. Just a few of the things we are seeing or expect to see in the near future are;

- Demographic change and growing diversity
- Changes to the state pension age

- Evolving consumer needs, including on demand services and gig economy models
- A workforce that will contain multiple generations from Generation Z to those in their 60s, with different needs and expectations
- Changing technologies, digital services and automation/robotics

From these shifts we can anticipate;

- Changing work environments
- Cross-disciplinary skills changing professional lives
- A growing desire for better work/life balance
- Income uncertainty
- A more commercial, income generating approach taken by councils

There is an urgent need to improve business efficiency and therefore productivity is an emerging priority. There are many approaches to improving productivity, including technology and restructuring tasks to add greater value. Undoubtedly reducing employment costs will always be a factor. However it will be important to focus on making sure people feel more engaged by addressing issues of wellbeing and personal development, as well as making the right investments in technology and processes. Generally innovations will only succeed if people are equipped to make use of them.

Improved internal communications, effective sickness absence management and promotion of a proper work/life balance are the next most important contributors to productivity beyond the development of leadership and management. Training and development of non-managers, proper team based working and

improved recruitment and retention are also regarded as boosting performance and productivity. Good relations with trade unions and robust inclusion and equality policies are also important.”

*(LGA 2018 National Workforce Strategy)*

### Part three - strategic workforce themes and actions

To deliver the workforce vision and organisational priorities for Tewkesbury Borough Council identified in Part One of this strategy five strategic themes are identified as being key to success.

These five strategic themes are where the attention on workforce development needs to be focused over the next 3-5 years. Each of these five themes are described in more detail below and the strategic importance of the theme explained. The broad high level steps required to implement the strategy are set out underneath each theme.

Annual HR service and business plans (and where relevant service plans in other areas) should reflect the overall direction set out in the Workforce Development Strategy and set out the specific deliverables required each year, adjusted in the light of changing internal and external circumstances.

The five key themes of the Workforce Development Strategy are;

- Releasing productivity
- Digital Transformation
- Commercialisation

- Workforce resilience
- Being a great place to work

Each theme is described in more detail below and its strategic importance highlighted.

#### 1 Releasing productivity

Strategic driver; increasing productivity (or producing more for every council £ spent) will be a continuing and ever more critical challenge given the financial pressures on the council. Increasing productivity is primarily achieved through a combination of effective working practices including - a strong and positive shared organisational culture, effective leadership and management, giving employees the right skills, tools and business processes to do their jobs efficiently and putting in place new digital solutions entering the workplace that will perform everyday tasks whilst releasing employees to focus on more complex customer needs.

**Aim:** to ensure all employees can work efficiently and productively as possible through the optimum use of IT systems and digital applications, inducting new employees successfully and quickly into their roles and harnessing the contribution of staff in the continuous improvement of the services they deliver.

#### Future Steps Required:

- 1.1 IT and digital skills; The core IT and digital skills required in each job role will need to be identified and effective timely training given to all employees to ensure the council

maximises the benefits from existing systems and the new digital applications it will implement over the next 5 years.

- 1.2 Induction; the induction process will be redesigned to ensure new employees meet the performance requirements of the role in the shortest possible time, can operate the systems necessary to be effective and display the values and behaviours required in the council
- 1.3 Culture of continuous improvement; All managers and employees will be provided with a set of practical tools and techniques which enable teams to work together to continuously improve service provision by streamlining business processes, increase the quality of service for the customer, and reduce inefficiencies.

## 2 Digital transformation

Strategic driver; Digital Transformation will shape the design, content (and possibly the need) for a wide range of jobs in the future. Digitisation will provide new ways for teams and individuals within the council to connect with each other, integrate services with partners and provide seamless products and services to people and places.

The council will need increasingly to recruit people with the technological aptitude, confidence and skills to operate in this environment and to develop its people quickly to enable them to adopt these new digital ways of working.

using technology and which embraces the new digital solutions and applications entering the workplace.

### Future steps required:

- 2.1 Recruiting and selecting for a digital environment; Recruitment advertising and process will need to appeal to candidates with IT and digital skills; selection processes will be need to assess candidates' existing IT skills/aptitude and their ability/confidence to acquire new digital skills in the future.
- 2.2 Service reviews and business transformation; Business cases will need to specify clearly how people, processes and technologies will be successfully combined when service changes based on the implementation of new digital and IT systems are introduced.
- 2.3 Promoting Digital working; The successful introduction of new digital applications (including Artificial Intelligence, Robotics and further automation) will require the council to promote and champion a digital culture throughout the organisation - for example by providing opportunities for all staff to experience and learn from technological innovation inside and outside the organisation, identifying digital role models, working together on corporate digital project teams, publicising digital initiatives and successes across the council etc.

**Aim:** to have a workforce that is confident with

### 3 Commercialisation

Strategic driver; The council's projected medium term funding gap and the uncertainty around future government settlements have contributed to the creation of a commercial strategy and a stronger commercial focus. This commercial focus has 3 core elements to it; i) developing new revenue streams and investment returns for the council, ii) making improvements in council business processes to increase customer satisfaction and improve access to services, and iii) helping businesses in the locality start, prosper and grow.

All three elements will require new and enhanced commercial and entrepreneurial skills and competencies in the workforce in order for the commercial strategy to be successful – though this will look different across job roles and teams depending on the level and type of participation required.

**Aim:** to identify, encourage and develop commercial skills and behaviours in the workforce in support of the council's commercial strategy and objectives.

#### Future steps required:

3.1 Recruitment; The council will need to target applicants with relevant commercial skills and experience gained inside and outside the public sector in its recruitment advertising and marketing, and reflect its commercial approach in the employer recruitment brand.

3.2 Role responsibilities and skills; Job

descriptions and person specifications will need to include the specific commercial responsibilities and skills where these are required in individual roles, and selection processes will need to ensure these skills are appropriately assessed at interview stage.

3.3 Culture and behaviour; The council's values and behaviours frameworks will need to be reviewed to ensure they include, and accurately describe for staff, what commercial behaviours look like within the context of delivering services to the local community.

3.4 Leadership and training; Senior leaders responsible for the council's key commercial programmes will have recognised and specialist training to support them in their role (e.g. the LGA/Institute of Directors Commercial Skills qualification); training and development will be available for other staff where commercial responsibilities are a significant part of their jobs.





#### 4 Workforce resilience

Strategic driver; Given the financial constraints of the last decade the majority of the council's workforce are currently dedicated to core rather than discretionary services. The services the council provides in the future may change depending on a range of factors - the economic climate, the introduction of new technologies, future structures for local authorities etc. As a result the council's current headcount (approximately 174 fte at the outset of the strategy) may need to change in response both in terms of shape and size. It will also change naturally through turnover in key roles due to the impact of retirement over the next 3-5 years which could potentially leave gaps in the structure.

In this context Workforce resilience is about i) ensuring that the council has available sufficient capacity to deliver its services in the future and ii) help ensure that employees have the necessary skills to adapt and to secure future employment when organisational change occurs.

It will therefore be important for the council to grow and develop its own talent, support employees through change and to continue to create opportunities to share capacity with partners in a variety of different ways.

**Aim:** to equip employees to meet the challenges of change in the workplace and develop the council's own talent pools for future roles.

#### Future steps required:

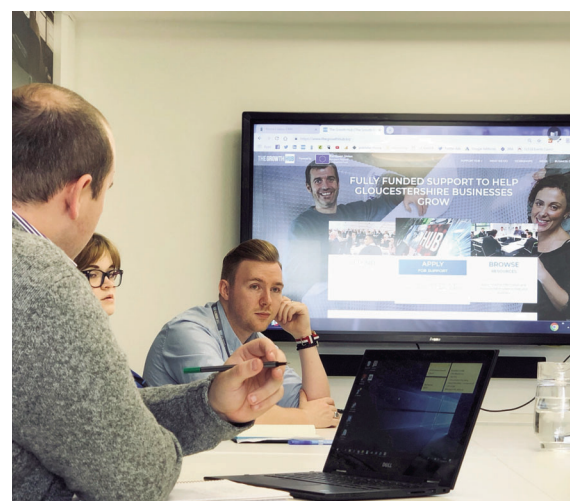
4.1 Invest further in apprenticeships; the council

will invest in the number, range and type of apprenticeships based on future workforce requirements.

4.2 Career progression; the council will design career progression routes where these support business need, strengthen staff retention, support succession into senior professional and managerial roles and create opportunities for shared working arrangements with partners.

4.3 Performance Management and Personal Development; The "one size fits all" approach to PPDs will need to change to a more flexible process reflecting the different performance and development requirements of individual services whilst continuing to support and promote corporate values and behaviours that underpin the council's wider organisational objectives and culture.

4.4 Succession Planning; Providing development opportunities to equip staff to compete effectively for more senior leadership and professional roles that become available in the council over the life of this strategy.



## 5 Being a great place to work

Strategic driver; In an increasingly competitive job market employers will increasingly seek to distinguish themselves in the eyes of their employees and potential candidates through a strong workforce brand and core people management competencies that make the organisation an “employer of choice”. To attract and retain staff organisations will need to excel in their approaches to;

- skills development, learning and career progression of their staff
- leadership of a 21st century workforce
- reward and recognition of staff
- engaging, motivating and involving their employees
- recruitment and selection

Council HR policies and practices will need to constantly evolve and adapt in response to the emerging and rapid changes in the world of work if it is to stay competitive in the job market. Current trends suggest that over the next 5 years employees will attach much greater importance to their employer – i) providing flexible and agile working opportunities (as increasing numbers of people in the workforce look to manage home and career commitments) , ii) providing healthy working environments (which promote both physical and mental wellbeing), and iii) demonstrating fairness and social purpose in their operations (for example commitment to a strong set of shared organisational values, showing care for the environment, and embracing the principles of diversity and inclusivity)

**Aim:** to attract and retain great employees who enjoy working for the council, feel motivated to give their best and are supported by modern

people management, policies and practices.

### Future steps required:

- 5.1 Leadership; All leaders and managers (including those wishing to develop into a leadership role) will be supported by a structured leadership development programme focused on the skills of “enabling leadership” - the skills of leading within flatter organisational structures, managing teams and individuals operating with a wide range of flexible working patterns, using collaborative and inclusive influencing styles and being focused on outcomes rather than process.
- 5.2 Employer Brand and marketing; The council urgently needs to become more competitive in a fast moving and candidate driven job market by developing a strong and distinctive employer brand supported by modern recruitment systems to attract, engage and manage applicants effectively.
- 5.3 Flexible working; Flexible working opportunities, promoted at the point of hire, will become the default option for the majority of council roles to widen the pool of available applicants, retain existing staff and increase diversity (particularly in senior roles).
- 5.4 Health and wellbeing; A mental health plan will be developed with the objectives of reducing absence caused by mental health conditions and promoting greater understanding across the workforce of how to stay mentally healthy.

5.5 Everyone’s Council; The council will refresh its people policies, practices and training to promote greater diversity and inclusion in the workforce, attract a wider range of talent in the job market and take action to reduce/eliminate the gender pay gap (see Part Four below for further details on the gender pay gap).

5.6 Engagement and involvement; Implementation of digital systems to capture employee suggestions, feedback and insights in real time will supplement the current periodic employee survey and allow the council to measure and improve employee engagement more responsively.

5.7 Monitoring salary and benefits levels across the roles the council employees identifying competitive pressures in the market place so where necessary appropriate action can be taken



### Part four - addressing the gender pay gap

The council will implement (and review) the actions from the table below as current good practice in reducing the gender pay gap adding organisational baseline information, identifying the evidence source to demonstrate what action has taken place, and where appropriate set targets. The model it will adopt is as follows;

ACTION	BASELINE	EVIDENCE LINKS	TARGET
Regular monitor across bands of the organisation/male/female ratio	As at 31/3/2017 Mean; Women’s hourly rate = 21% lower than men. Median; Women’s hourly rate = 22% lower (68% of the workforce = female 32% of the workforce = male)		
Check/audit policies to ensure opportunities for women coming back into roles following career breaks – eg target specific career fairs etc, mentoring of women in workplace			
Review all advertisement opportunities / methods of advertisement – best practice			
Audit flexible working arrangements across different levels – merit of retention and promotion of and access to flexible working in senior roles			

## Part five - strategic workforce metrics

To measure the impact of the Workforce Development Strategy and guide workforce planning the following Key Performance Metrics (KPM) will be established and monitored.

KPM	What it will show	Why use it
Time to hire	Number of elapsed days from approval of Request to Fill to offer of appointment	To maintain effectiveness of recruitment systems; Impact on organisational capacity if recruitment delayed
Candidate attraction	Average number of candidates applying for each vacancy & posts filled on first advert	To track impact of changes to recruitment and selection branding, systems and processes to widen talent pools
Absence rate	Days lost per fte	Identify cost of absence and manage overall levels
Causes of absence	The most common reasons for employee sickness absence	Track effectiveness of well-being programme through patterns in causes for absence
Voluntary Turnover	% of workforce voluntarily leaving employment in a 12 month period	To indicate satisfaction with council as an employer; manage retention rates
Turnover of employees in year 1 of employment	% of leavers with 12 months service or less	To indicate satisfaction with council as an employer and effectiveness of recruitment and induction processes, manage retention rates
Apprentice retention	% of apprentices securing a permanent role at the Council	To indicate success of apprenticeship scheme in meeting future workforce needs
Employee Opinion Survey – Advocacy Question Council as an employer	% of staff speaking positively of Council as an employer	Overall measure of employee engagement, manage retention rates
Employee Opinion Survey – Advocacy Question Council as a service provider	% of staff speaking positively of Council as a service provider	Measure strength of support for Council “brand”
Employer Opinion Survey- % of staff looking for another job in 2 years	% of staff looking to leave employment in next 2 years – and reasons why	To indicate satisfaction with council as an employer and compare potential turnover with actual. Manage retention rates
Gender Pay Gap	% gap in mean and median earnings of male and female employees	To track success in addressing/reducing the gender pay gap
Diversity and Inclusion	% employees( and senior managers) by protected characteristic compared to local workforce census %s	To track effectiveness of diversity and equal opportunity policies and success in widening talent pools for jobs
Flexible/Agile working	% of Council vacancies advertised as open to flexible/agile working	To track success in widening talent pools for jobs and employee retention
Workforce costs	Actual and % total workforce costs compared to budget	Ensure control of expenditure on workforce
External pay and benefits checks	Key roles where council pay and benefits package varies from competitors	To manage recruitment and retention “hotspots”



**Tewkesbury  
Borough Council**

**Mike Dawson**

**Chief Executive**

Tewkesbury Borough Council

# Workforce Development Strategy 2019 - 2024

## Delivery Plan Review

### Annual Delivery Plan Actions 2020/2021



The Workforce Development Strategy is a 5 year plan, commencing last year in 2019. The below table illustrates progress to date on the areas set out in the strategy and sets out actions to the end of 2021.

1. Releasing Productivity			
Areas Identified	Status	Progress on 2019/2020 actions	Actions for 2020- 2021
IT and digital skills Induction Culture of continuous improvement	😊	<p>Induction: corporate induction refreshed, local induction improved with more guidance for managers.</p> <p>IT and Digital Skills: Commissioned workshops with an external trainer for individual teams on optimising use of Microsoft Teams. Commissioned training on Effective Remote Working and Managing Remote Teams to ensure that staff and managers had the skills and technical knowledge to effectively work remotely.</p> <p>Cross service representation on 3</p>	<p>Celebrate and reward continuous improvement behaviours / digital advances etc - staff awards</p> <p>Identify core IT and digital skills for each job role</p> <p>Identify IT training needs for now and future developments</p> <p>Identify IT training providers</p> <p>Review and redesign induction process</p> <p>Identify and launch Continuous Improvement training</p> <p>Establish an OD events schedule to work cross-department on complex or entrenched issues</p>

		day cyber resilience training.	
<b>2. Digital Transformation</b>			
<b>Areas Identified</b>	<b>Status</b>	<b>Progress on 2019/2020 actions</b>	<b>Actions for 2020- 2021</b>
<p>Recruiting and selecting for a digital environment</p> <p>Service reviews and business transformation</p> <p>Promoting digital working</p>	☺	<p>Promoting digital working: Commencement of a project to purchase of an applicant tracking and onboarding system which will modernise the recruitment process for applicants, managers and the HR team. Due for implementation in Q4 of this year.</p> <p>Promoting digital working: Commencement of a project to improve and develop the HR and Payroll system (CHRIS) to create robust data sets for reporting and to enable 'self service' for to allow access to personal information and digital processing for transactional activities such as annual leave requests for all staff and enable managers to better manage their own teams by giving them easy access to their staff information. This project is due for completion by Q2</p>	<p>Purchase an ATS recruitment solution. Update front-face of recruitment on website (microsite) to convey the council ambition and outlook and highlight the advantages of working for us</p> <p>Develop the CHRIS system to enable modernisation of work processes (sickness / annual leave / self service)</p> <p>HR &amp; OD support to services enhanced by digital transformation.</p>

		of 2021.  HR support to the formation of the new Business Transformation Team.	
<b>3. Commercialisation</b>			
Areas Identified	Status	Progress on 2019/2020 actions	Actions for 2020- 2021
Recruitment  Role responsibilities and skills  Culture and behaviours  Leadership and training	☹️	<p>Role responsibilities and skills: Manager and Member Association for Public Service Excellence commercialisation training</p> <p>Recruitment: Created a new competitive and professional microsite for One Legal recruitment in partnership with Digital Transformation team and Communications colleagues to attract quality candidates in this hard-to-recruit field.</p> <p>HR support to the corporate pool car project and led on the removal of the essential user car allowance.</p>	<p>Refresh job description and person specification templates to prompt for key skills / behaviours we want to attract – e.g. digital, commercial.</p> <p>Ensure the front face of TBC's recruitment looks professional and reflects our commercial approach - ATS and website refresh'</p> <p>Undertake benchmarking for advertising to ensure posts are targeted to the greatest number of suitable candidates.</p> <p>Make values and behaviours visible and embedded (walls, screensavers, lanyards, policy docs, job descriptions etc)</p> <p>Identify a programme of leadership and management training for middle managers, incl commercial skills, improvement, project management, HR management, financial management, outcome focus)</p> <p>Procurement training refresh for relevant officers</p>
<b>4. Workforce Resilience</b>			



5. Being a Great Place to Work			
Areas Identified	Status	Progress on 2019/2020 actions	Actions for 2020- 2021
<p>Invest further in apprenticeships</p> <p>Career progression</p> <p>Performance Management and Personal Development</p> <p>Succession Planning</p>		<p>Apprenticeships: Although COVID-19 has disrupted the normal flow of apprenticeships, we have a history of retaining two thirds of apprentices into roles with the council following the end of their apprenticeship.</p> <p>Apprenticeship levy used to develop internal staff, particularly in finance and corporate services.</p> <p>Set up and supported of system of identifying workforce capacity to enable agility to respond to COVID requirements.</p> <p>Cohort of managers undertaking the Level 7 Strategic Leadership in Modern Local Government course.</p>	<p>Explore with all departments the opportunities for entry level apprenticeships but also maximise higher degree level apprenticeships for current staff</p> <p>Create a method / invest in technologies which capture PPD information to inform succession planning and training investment decisions</p> <p>Establish an efficient and effective method for monitoring training and development</p> <p>Develop a formal training plan</p> <p>Work with other councils and partners to provide career broadening opportunities and experience</p> <p>Review PPD (development and appraisal) framework and process</p>
Areas Identified	Status	Progress on 2019/2020 actions	Actions for 2020- 2021
<p>Leadership</p> <p>Employer brand and marketing</p>		<p>Flexible working: Developed a new Agile Working policy</p> <p>Health and Wellbeing: Gained an excellent report from the Workplace</p>	<p>Create total rewards programme (cars, bikes, annual leave etc and learning, agile working etc)</p> <p>Review job evaluation processes</p>

<p>Flexible working</p> <p>Health and Wellbeing</p> <p>Everyone's Council</p> <p>Engagement and Involvement</p>	<p>Wellbeing Charter on our health and wellbeing provision including achieving all 8 factors, with 5 achieving an 'Excellence' rating.</p> <p>Health and Wellbeing: Mental health plan developed, mandatory mental health training for staff and managers, 8 staff trained as mental health first aiders, created a suite of support including: training and debriefing sessions particularly aimed at keeping people healthy during this period, well-being zone created on intranet. Create a culture of understanding and acceptance of mental ill health in parity with physical ill health.</p> <p>Employer brand and marketing: Started developing a 'Total Rewards' scheme for recruitment and retention, including this year gaining MT approval for salary sacrifice schemes for annual leave, electric cars and bicycles which are due to be implemented in Q4 of this year.</p> <p>Everyone's Council: Modernised the Disciplinary policy to reflect a more efficient and compassionate process</p>	<p>Create a system of regular reporting on key metrics for management team</p> <p>Provide more visibility of opportunities for staff to get involved in decision-making (eg union activity, opportunities to set up 'extra curricular groups', feedback on initiatives)</p> <p>Identify a programme of leadership and management training for middle managers, incl commercial skills, improvement, project management, HR management, financial management, outcome focus)</p> <p>Collect diversity data for all staff</p> <p>Use evidence based approaches to reducing the gender pay gap</p>
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	<p>based on principles of fairness. Created a method of structured policy maintenance and development.</p> <p>Engagement and Involvement: Developed a Covid-19 survey for all staff which helped to highlight attitudes, concerns and positives at a time when it was not easy to assess this with everyone working remotely. Subsequently developed a quarterly 'pulse check' short survey for regular and responsive feedback.</p>	
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## Assessment of Council Achievement against the Key Performance Measures set out in Workforce Development Strategy (2019 – 2024)

Key Performance Measures as Described in Workforce Development Strategy					
Key Performance Measure	What will it show	Why use it	Rate	Progress	Comment
Time to hire	Number of elapsed days from approval of request to fill, to offer of appointment	To maintain effectiveness of recruitment systems	62.3 days (2 months)		<p>This is measured from receipt in the HR team of the advert to issuing of the statement of particulars (contract) to successful candidates as this is a more accurate reflection of the effectiveness of recruitment systems.</p> <p>Covid-19 has changed many aspects of recruitment therefore reporting has been done in the past 6 months (1<sup>st</sup> April 2020 – 1<sup>st</sup> October 2020) rather than over a full year.</p>
Candidate attraction	Average number of candidates applying for each vacancy & posts filled on first advert	To track impact of changes to recruitment and selection branding, systems and processes to widen talent pools	<p>16 per advert</p> <p>67% filled on first advert. 83% filled after second advert</p>		<p>Covid-19 has changed many aspects of recruitment therefore reporting has been done in the past 6 months rather than over a full year.</p> <p><b>1<sup>st</sup> April 2020 – 1<sup>st</sup> October 2020</b>  <b>18 vacancies</b>            12 filled on first advert            3 filled on second advert            2 filled on third advert            1 filled on fourth advert</p> <p>289 applications received across 18 adverts</p> <p><b>Average number of candidates – 16 per vacancy</b></p>

					<p><b>Total number of applicants =</b>                  14 internal applicants                  275 external applicants</p> <p>194 female applicants                  95 male applicants</p>
Absence rate	Days lost per fte	Identify cost of absence and manage overall levels	4.3 days per employee to date		<p>1 April to 30 Sept 2020                  4.3 average days lost per employee to date                  8.6 average days lost per employee predicted for this year</p> <p>Compared with last year's rates of 12.4 average days lost per employee (April 2019 to March 2020), this is a significant improvement.</p>
Causes of absence	The most common reasons for employee sickness absence	Track effectiveness of well-being programme through patterns in causes for absence	NA	☹️	<p>1 April to 30 Sept 2020 –</p> <ol style="list-style-type: none"> <li>1. Stress/Anxiety/Depression</li> <li>2. Musculoskeletal</li> <li>3. Covid19</li> </ol> <p>April to March 2019/20</p> <ol style="list-style-type: none"> <li>1. Stress/Anxiety/Depression</li> <li>2. Infections – Cold/flu</li> <li>3. Musculoskeletal</li> </ol>
Voluntary turnover	% of workforce voluntarily leaving employment in a 12 month period	To indicate satisfaction with council as an employer, manage retention rates	9.4%		<p>The last data from the LGA (from data gathered in 2019) gives a median turnover rate of 13.4% across local authorities in England.</p> <p>This is from the 12 month period preceding 30<sup>th</sup></p>

					October 2020
Turnover of employees in year 1 of employment	% of leavers with 12 months service or less	To indicate satisfaction with the council as an employer and effectiveness of recruitment and induction processes, manage retention rates	1.1%		This is from the 12 month period preceding 30 <sup>th</sup> October 2020
Apprentice retention	% of apprentices securing a permanent role at the council	To indicate success of apprenticeship scheme in meeting future workforce needs	100%		Since 2019, 100% of apprentices have secured roles within the council
Employee Opinion Survey – Advocacy Question: Council as an employer	% of staff speaking positively of the Council as an employer	Overall measure of employee engagement, manage retention rates.	Not measured	☹️	The Employee Opinion Survey has been deferred to Autumn 2021 in response to the COVID-19 emergency.
Employee Opinion Survey – Advocacy Question: Council as a service provider	% of staff speaking positively of the council as a service provider.	Measure strength of support for Council ‘brand’			Instead, a tailored COVID-19 survey was developed to assess challenges, attitudes and challenges amongst the workforce which had a good response rate. A much shorter Pulse Check survey has been developed to build on this work to regularly ‘take the pulse’ of the workforce as we move through this crisis.
Employee Opinion Survey - % of staff looking for another job in 2 years	% of staff looking to leave employment in next 2 years – and reason why	To indicate satisfaction with council as an employer and compare potential turnover with actual. Manage retention rates			
Gender Pay Gap	% gap in mean and median earnings of male and female employees	To track success in addressing/reducing the gender pay gap.	20.8% mean 19.4% Median	☹️	There was no national requirement to report this year due to current pandemic. However our local figures indicate a mean and median pay gap of around 20%

Diversity and Inclusion	% employees (and senior managers) by protected characteristics compared to local workforce census %s	To track effectiveness of diversity and equal opportunity policies and success in widening talent pools for jobs	Not currently reportable		It is not currently possible to provide accurate figures for diversity as we do not hold complete data. As part of the development of the HR and payroll CHRIS system, this is being addressed and should be complete in Q1/Q2 next year.
Flexible / agile working	% of Council vacancies advertised as open to flexible / agile working	To track success in widening talent pools for jobs and employee retention	100%		In the job details for all posts is the text: 'We welcome applications from candidates with flexible working requirements. We can offer flexible working opportunities including flexible hours, part-time, job share and home working.'. At present all posts are required to work away from the office as much as possible.
Workforce costs	Actual and % total workforce costs compared to budget	Ensure control of expenditure on workforce	-1.38% variance		For Financial year 19-20 Budget: £9,864,860 Actual: £9,728,415
External pay and benefits checks	Key roles where council pay and benefits package varies from competitors	To manage recruitment and retention 'hotspots'	NA		Total Reward Strategy being developed across the whole council including development of Agile Working policy, salary sacrifice schemes for annual leave, bikes and electric cars.

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	24 November 2020
<b>Subject:</b>	Council Motion – Support for Local Electricity Bill
<b>Report of:</b>	Deputy Chief Executive
<b>Corporate Lead:</b>	Deputy Chief Executive
<b>Lead Member:</b>	Lead Member for Clean and Green Environment
<b>Number of Appendices:</b>	Two

### **Executive Summary:**

At the Council meeting on 28 July 2020 a motion was presented seeking support for the Local Electricity Bill. A full copy of the motion is attached at Appendix 1 and the Bill is attached at Appendix 2. In essence, the Council was requested to:

1. sign up to the campaign [www.powerforpeople.org.uk/sign-up](http://www.powerforpeople.org.uk/sign-up) ; and
2. adopt the resolution set out below:

Tewkesbury Borough Council:

- (i) Acknowledges that it has made efforts to reduce greenhouse gas emissions and promote renewable energy:
- (ii) Recognises that the Councils can play a central role in creating sustainable communities, particularly through the provision of locally generated renewable electricity:
- (iii) Further recognises that:
  - a) very large financial setup and running costs involved in selling locally generated renewable electricity to local customers result in it being impossible for local renewable electricity generators to do so,
  - b) making these financial costs proportionate to the scale of a renewable electricity supplier's operation would create significant opportunities for Councils and Community Groups to be providers of locally generated renewable electricity directly to local people, businesses and organisations, and
  - c) revenues received by Councils that became local renewable electricity providers could be used to help fund local greenhouse gas emissions reduction measures and to help improve local services and facilities;
- (iv) In view of the above, the Council supports the Local Electricity Bill, currently supported by a cross-party group of more than 200 MPs, and which, if made law, would make the setup and running costs of selling renewable electricity to local customers proportionate by establishing a Right to Local Supply.



In considering the motion, it was resolved by Council, that the motion be referred to the Council's Overview and Scrutiny Committee for consideration.

When referring motions to other Committees, the Council has the option to ask that Committee determine the matter or send it elsewhere for determination. In this case, Council resolved that the matter should be ultimately determined by Executive Committee.

This report sets out some of the considerations for the Committee in terms of assisting and aiding the discussion and debate.

**Recommendation:**

**To consider the information set out in this report and determine the Overview and Scrutiny Committee's response to the Local Electricity Bill Motion.**

**Reasons for Recommendation:**

The matter has been referred by the Council for consideration by the Overview and Scrutiny Committee.

**Resource Implications:**

Should there be sign up to the motion, and the implications of the Local Electricity Bill, there could be resource implications. Currently, the Council has a relatively small budget associated with its carbon reduction and climate change programme (approximately £40,000) Executive Committee has previously agreed that the most cost-effective way to utilise this budget, in light of the absence of any internal expertise, was through the commissioning of a consultant and his authoring of a detailed carbon reduction action plan, together with ongoing support equating to 2.5 days per week. Should there be a need to divert some of this resource to exploring and understanding the implications associated with the Local Electricity Bill, it is likely that this would have to be at the expense of existing identified workstreams contained within the action plan. The Bill appears to be strongly advocating the role of local authorities as a supplier of local electricity. The Council does not currently have the infrastructure nor the mechanisms or resources in place to undertake what would be a significant variation in its current business.

**Legal Implications:**

Part of the motion to Council required it to 'sign up to the campaign.' If it wishes to do so the Council can sign up to the campaign (according to the Power for People website a number of local authorities have already signed up), however the Council, if minded to sign up, would need to be very careful to not inadvertently sign up to something that is/could be seen as a more binding agreement/procurement policy for the authority.

If the Local Electricity Bill (whether in its current form or an amended form) becomes law further legal advice may need to be provided. This would also be the case if the authority wished to take action following the introduction of a Local Electricity Act.

**Risk Management Implications:**

Should there be sign up to the Local Electricity Bill, the authority would need to review and manage any risks associated with signing up to the Bill.

**Performance Management Follow-up:**

None directly arising from this report.

### **Environmental Implications:**

Should there be sign up to the Local Electricity Bill, there may be positive environmental benefits in terms of the provision of locally produced electricity directly to local communities. This appears to be one of the key drivers associated with the Bill. However, detail in terms of managing capacity, supply, resilience and the breadth/radius of any local communities who may be able to benefit from local electricity is not clearly defined at this stage. It would also require the input of third-party regulators such as the Office for Gas and Electricity Markets (Ofgem) in ways that as yet are unclear.

## **1.0 INTRODUCTION**

**1.1** At the Council meeting on 28 July 2020 a motion was presented seeking support to sign up to the Local Electricity Bill. A full copy of the motion is attached at Appendix 1 and summarised below. A copy of the Bill as it currently stands, is provided for information at Appendix 2.

1. sign up to the campaign [www.powerforpeople.org.uk/sign-up](http://www.powerforpeople.org.uk/sign-up) .
2. support the Local Electricity Bill.
3. recognise that Councils can play a central role in creating sustainable communities, particularly through the provision of locally generated renewable electricity.
4. recognise that:
  - a) very large financial setup and running costs involved in selling locally generated renewable electricity to local customers result in it being impossible for local renewable electricity generators to do so.
  - b) making these financial costs proportionate to the scale of a renewable electricity supplier's operation would create significant opportunities for Councils and Community Groups to be providers of locally generated renewable electricity directly to local people, businesses and organisations.
  - c) revenues received by Councils that became local renewable electricity providers could be used to help fund local greenhouse gas emissions reduction measures and to help improve local services and facilities.

## **2.0 BACKGROUND**

**2.1** According to their website, "Power for People is a not-for-profit organisation, campaigning for the UK to rapidly transition to 100% clean energy and for this to benefit local economies. They run grass roots mobilisation campaigns, engaging and involving citizens and local communities and calling on them to lobby their elected representatives for changes in the law or in government policy."

### **3.0 SIGNATORIES SUPPORTING THE LOCAL ELECTRICITY BILL CAMPAIGN**

**3.1** According to the Power for people website, as of 20 October 2020:

“56 county and local authorities and over 300 community groups have signed up to support the Bill along with a coalition of 55 national organisations including the Energy Savings Trust, Good Energy, Forum for the Future, the New Economics Foundation, ResPublica, the Solar Trade Association, the British Hydro Power Association, Triodos Bank, the Transition Network, Community Matters, Locality, UK Community Works, Possible, RSPB, Friends of the Earth, WWF, Greenpeace, ClientEarth, Tearfund and 350.org. One of the members of this coalition is (the Distribution Network Operator) Electricity North West who own and operate one of the UK’s regional electricity grid networks.”

**3.2** The Power for People website makes it clear that:

“these organisations support the Local Electricity Bill in principle and not necessarily its exact current wording. The wording of the Bill may change as our campaign for it progresses.”

### **4.0 POINTS TO CONSIDER IN RESPECT OF THE MOTION**

**4.1** In considering the motion, it was determined that it be referred to the Council’s Overview and Scrutiny Committee for consideration. When referring motions to other Committees, the Council has the option to ask that Committee to determine the matter or send it back to the Council for determination. In this case, the matter was referred to the Overview and Scrutiny Committee for consideration and to make a recommendation to the Executive Committee for decision.

**4.2** The Local Electricity Bill is a short Private Members Bill, originally envisaged to be heard under the ‘Ten Minute Rule’ (Ten Minute Rule Bills are a type of Private Members’ Bill that are introduced in the House of Commons under Standing Order No 23).

**4.3** The ten-minute rule allows a backbench MP to make his or her case for a new Bill in a speech lasting up to ten minutes. An opposing speech may also be made before the House decides whether or not the Bill should be introduced. If the MP is successful, the Bill is taken to have had its first reading.

**4.4** The Bill is scheduled for a second reading in January 2021. The Second Reading is normally the first opportunity for a Bill to be debated in either House and is the stage where the overall principles of the Bill are considered. If the Bill passes Second Reading it moves on to the Committee Stage. It is a short Bill at four clauses long.

#### **4.5 Clause 1**

states the purpose of the Act is to encourage and enable the local supply of electricity. The Clause does not mention the need for this electricity to be from renewable sources. There is no reference to a direct link to local provision.

#### **Clause 2**

introduces local generation and that a local supplier may set prices for the power. It accepts that a licence will be required for this and creates the new concept of a ‘local supply licence.’ Ofgem would remain as the regulator.

### **Clause 3**

provides a duty on the Office for Gas and Electricity Markets (Ofgem) to issue a local supply licence to any generator. The cost of any licence should be proportionate to the size of the business and the regulations must be 'as simple and straightforward as possible'

Ofgem would also stipulate the radius that would apply to a local supply licence and this would be a matter for their own discretion.

### **Clause 4**

defines relevant businesses as including individuals and not for profit organisations.

- 4.6** The Bill, if made law, would intend to make the setup and running costs of selling electricity to local customers proportionate by establishing a 'right to local supply'. No further detail is given in terms of the implications of introducing a right to local supply or how the process would operate. In considering the implications of a right to local supply, the Committee would be advised to consider the implications of this at a local level. Local considerations could include the benefits and disbenefits of the Council becoming a local energy supplier; (resource, financial outlay and risk assessment) supply resilience and supporting and managing customer base. The Council is often seen as the 'fourth emergency service' by businesses and communities. As such the implications of managing and responding to power outages to communities served by local suppliers, due for example to adverse weather events, changes in regulation or incomplete due diligence on behalf of the local supplier etc. should be considered.
- 4.7** The key parts of the motion are summarised below (in italics) together with the relevant items for consideration by the committee.
- 4.7.1** The Council is asked to:
1. Sign up to the campaign [www.powerforpeople.org.uk/sign-up](http://www.powerforpeople.org.uk/sign-up)  
Signing up via the Power for People sign up link on the website does not appear to be 'campaign specific'. As such if the Council was minded to sign up, the Council would need to consider the implications, benefits and disbenefits and risk of being associated with other campaigns by default that may not have been the intention of the motion put to Council.  
  
The Power for People website makes it clear that in relation to many of the organisations that have signed up, including the local and county authorities, that "these organisations support the Local Electricity Bill in principle and not necessarily its exact current wording. The wording of the Bill may change as our campaign for it progresses."  
  
The Committee will need to consider the implications of signing up to a Bill that is likely to be subject to changes in wording and the benefits/disbenefits of signing up to a Bill that is clearly still a work in progress.
- 4.7.2** Tewkesbury Borough Council:
- (i) acknowledges that it has made efforts to reduce greenhouse gas emissions and promote renewable energy.

**4.7.3** The Council offices have, for several years, had solar panels in operation to be able to generate electricity and offset the Council's energy demands. Since declaring a climate emergency in October 2019, the Council commissioned an independent audit report and action plan setting out how the Council's buildings will become carbon neutral by 2030 together with a broad range of measures that will seek to further reduce the carbon footprint associated with scope 1, 2 and 3 emissions as defined in the Greenhouse Gas Protocol. Together with other measures, such as the introduction of low emission and plug in electric vehicles for staff use, the Council is already implementing measures to reduce greenhouse gas emissions and promote renewable energy.

**4.7.4** Through the work being led by the consultant and the Asset team, the Council is also in the process of applying for substantial decarbonisation capital and project management grants (approximately £180,000) from the Department of Business Energy and Industrial Strategy (BEIS). These grants will support the capital and project programme for the replacement of the public service centre heating system with the latest carbon friendly technology. It is believed the Council is one of the first and few authorities in the country, to embrace this grant programme and make substantial bids to BEIS. This approach further demonstrates the Council's commitment and drive to support carbon reduction and climate change management

**4.7.5** It is important to emphasise that becoming a 'local energy supplier', as advocated in the Bill, is entirely different from an organisation looking to manage its own energy demand and consumption. The Council's carbon reduction action plan includes reference to a 'demand reduction energy survey' and the potential to offset the Council's energy costs further through the inclusion of additional solar photovoltaic (PV) panels.

**4.7.6** (ii) Recognises that the Councils can play a central role in creating sustainable communities, particularly through the provision of locally generated renewable electricity.

**4.7.7** The Committee will need to consider the fact that the process of how the electricity sector works, and how costs will be created and imposed on consumers through the system is complex. Local authorities may not be best placed in terms of having the expertise and knowledge needed in order to objectively assess the proposals suggested as part of the Power for People Bill. Consideration should be given, as referenced in Paragraph 4.4 above, to the implications of supporting communities if locally generated supplies fail, be this supplied by the Council or other community supplier.

**4.7.8** The Committee may be aware via the national press, of examples of Councils that have ventured into the energy market, with less than favourable outcomes.

The two obvious ones are Bristol City and Nottingham City who have both now sold the companies after losses of £30 million and £34 million respectively.

Furthermore, a rapid non-statutory review will be conducted into Nottingham/Robin Hood Energy will be undertaken, according to a recent announcement by the Local Government Secretary Robert Jenrick (2 November 2020).

"The review will look into the serious governance and risk management issues associated with the Council's private energy company Robin Hood Energy.

The Council has agreed to this short, informal review to identify the issues it is facing and make recommendations for action that should be taken. The decision to carry out the review was taken following a number of issues raised in a public interest report published in August by Grant Thornton.

The report highlighted the serious failure of the governance at the Council since Robin Hood Energy was set up in 2015, including lack of effective risk management, plus failure to take on advice or pass on accurate and timely information.”

Whilst there will of course be a variation on the ‘scale’ to which local authorities may seek to explore the energy market, it is clearly a marketplace where entry can have serious ramifications if not properly governed, risk assessed and assessed.

- 4.7.9** There may be multiple ways of promoting greater community-owned, distribution network-embedded renewable generation rather than the solely the proposal as set out in the Bill of small generators becoming ‘suppliers’ in their own right. The Committee will need to consider whether there is sufficient information within the Bill at this, or future points in time and a sufficient knowledge base within the Council to objectively consider the merits or otherwise of the specific approaches proposed in the Bill.
- 4.7.10** (iii) further recognises that:
- a) very large financial setup and running costs involved in selling locally generated renewable electricity to local customers result in it being impossible for local renewable electricity generators to do so;
  - b) making these financial costs proportionate to the scale of a renewable electricity supplier’s operation would create significant opportunities for Councils and Community Groups to be providers of locally generated renewable electricity directly to local people, businesses and organisations; and
  - c) revenues received by Councils that became local renewable electricity providers could be used to help fund local greenhouse gas emissions reduction measures and to help improve local services and facilities.
- 4.7.11** (iv) in view of the above, the Council supports the Local Electricity Bill, currently supported by a cross-party group of more than 200 MPs, and which, if made law, would make the setup and running costs of selling renewable electricity to local customers proportionate by establishing a Right to Local Supply and will: inform the local media of this decision,
- write to local MPs, asking them to support the Bill, and
  - write to the organisers of the campaign for the Bill, Power for People, (at 8 Delancey Passage, Camden, London NW1 7NN or [info@powerforpeople.org.uk](mailto:info@powerforpeople.org.uk)) expressing its support.
- 4.7.12** The Bill refers to the setup and running costs involved in selling locally generated renewable electricity to local customers being prohibitive and thus making it impossible for local renewable electricity generators to do so. The Bill also suggests that making these financial costs proportionate to the scale of a renewable electricity supplier’s operation would create significant opportunities for Councils and community groups to be providers of locally generated renewable electricity.
- 4.7.13** Cost is likely to be just one of several complex factors that would need to be considered by any Council or community group, as part of a detailed risk assessment and business case. The implications of Clauses 1 – 4 of the Bill would need to be carefully considered. The Bill refers to the role of Ofgem (Office of Gas and Electricity Markets) in determining the relevant licence, licence conditions and radius of sale of any locally produced electricity.

**4.7.14** There are several examples of local Councils entering the energy supply market and ending up losing substantial sums, rather than the returns that were envisaged, indicating that this is by no means a risk-free investment market.

## **5.0 CONCLUSION**

**5.1** In essence, the requests contained in the motion are dealt with in this report and, after considering the information provided above, the Committee is asked to recommend to Executive Committee whether or not to sign up to the Local Electricity Bill.

## **6.0 OTHER OPTIONS CONSIDERED**

**6.1** None.

## **7.0 CONSULTATION**

**7.1** None.

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

**8.1** Workforce Development Strategy.

## **9.0 RELEVANT GOVERNMENT POLICIES**

**9.1** None.

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

**10.1** None.

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

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

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

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

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

**13.1** Council 28 July 2020 – Minute No. 20.2.

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**Background Papers:** None.

**Contact Officer:** Deputy Chief Executive Tel: 01684 272051  
Email: [robert.weaver@tewkesbury.gov.uk](mailto:robert.weaver@tewkesbury.gov.uk)

**Appendices:** 1 – Motion to Council.  
2 – Local Electricity Bill.

**Motion put to council on 28 July 2020**

Power for People is a campaign for more local, clean energy generation that would benefit local communities.

They are a not-for-profit organisation campaigning for the Local Electricity Bill – that they authored – to become law. The Bill is currently supported by a cross-party group of over 200 MPs including Tewkesbury’s own MP Laurence Robertson.

The Bill aims to solve the current problem whereby local renewable energy generators, such as community energy groups, are unable to sell energy that they generate to local people. This is because of the huge setup and running costs involved in doing so.

The Bill would overcome this problem by establishing a Right to Local Supply that would make the costs of selling locally generated clean energy proportionate to the scale of the operation. This would benefit the existing community energy groups across the country and, even more excitingly, create the opportunity for huge growth in such groups and other local clean energy providers.

If the Bill became law it would be excellent news for public authorities that wished to set up their own energy companies to sell locally generated renewable energy to local people, as the set up and running costs involved would be proportionate and thus a fraction of what they are now. The revenues received by such authorities could be ploughed back into local emissions reduction schemes and other local services and facilities.

A full copy of the Bill and the names of the 200+ MPs supporting it can be viewed via the following link

<https://powerforpeople.org.uk/wp-content/uploads/2020/09/Local-Electricity-Bill.pdf>

A copy has also been emailed to all Members of the Council

In light of the above, the Council is asked to:

1. sign up to the campaign [www.powerforpeople.org.uk/sign-up](http://www.powerforpeople.org.uk/sign-up) and
2. adopt the resolution set out below:

Tewkesbury Borough Council:

- (i) acknowledges that it has made efforts to reduce greenhouse gas emissions and promote renewable energy;
- (ii) recognises that Councils can play a central role in creating sustainable communities, particularly through the provision of locally generated renewable electricity;



- (iii) further recognises that:
- a) very large financial setup and running costs involved in selling locally generated renewable electricity to local customers result in it being impossible for local renewable electricity generators to do so,
  - b) making these financial costs proportionate to the scale of a renewable electricity supplier's operation would create significant opportunities for Councils and Community Groups to be providers of locally generated renewable electricity directly to local people, businesses and organisations, and
  - c) revenues received by Councils that became local renewable electricity providers could be used to help fund local greenhouse gas emissions reduction measures and to help improve local services and facilities;
- (iv) in view of the above, the Council supports the Local Electricity Bill, currently supported by a cross-party group of more than 200 MPs, and which, if made law, would make the setup and running costs of selling renewable electricity to local customers proportionate by establishing a Right to Local Supply and will: inform the local media of this decision,
- write to local MPs, asking them to support the Bill, and
  - write to the organisers of the campaign for the Bill, Power for People, (at 8 Delancey Passage, Camden, London NW1 7NN or [info@powerforpeople.org.uk](mailto:info@powerforpeople.org.uk)) expressing its support.

# Local Electricity Bill

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## CONTENTS

- 1 Purpose
- 2 Local electricity suppliers
- 3 Amendment of the Electricity Act 1989
- 4 Short title, commencement and extent

A  
**B I L L**

TO

Enable electricity generators to become local electricity suppliers; and for connected purposes.

**B**E IT ENACTED by the Queen’s most Excellent Majesty, by and with the advice and consent of the Lords Spiritual and Temporal, and Commons, in this present Parliament assembled, and by the authority of the same, as follows:—

**1 Purpose**

The purpose of this Act is to encourage and enable the local supply of electricity.

**2 Local electricity suppliers**

- (1) An electricity generator may be a local electricity supplier. 5
- (2) In this section “electricity generator” has the same meaning as in section 6 of the Electricity Act 1989.
- (3) A local electricity supplier must—
  - (a) hold a local electricity supply licence, and
  - (b) adhere to the conditions of that local electricity supply licence. 10

**3 Amendment of the Electricity Act 1989**

- (1) The Electricity Act 1989 is amended as follows.
- (2) In section 6 (licences authorising supply, etc.), after subsection (1)(d), insert—
  - “(da) a licence authorising a person to supply electricity to premises within a designated local area (“a local electricity supply licence”);” 15

- (3) After section 6 insert—

**“6ZA Local electricity supply licences**

- (1) Subject to it exercising its other functions under this Act the Gas and Electricity Markets Authority (“the Authority”) may grant a local 20

- electricity supply licence to a person who meets local electricity supply licence conditions.
- (2) The Authority must set local electricity supply licence conditions.
- (3) The Authority must specify the designated local area for each local electricity supply licence. 5
- (4) Before making any specification under subsection (3) the Authority must consult –
- (a) any relevant local authority;
  - (b) any existing local electricity suppliers;
  - (c) any persons who have, to the knowledge of the Authority, expressed an interest in becoming local electricity suppliers; 10
  - (d) any other person who, in its opinion, has an interest in that matter.
- (5) The Authority may specify different designated local areas and different local electricity supply licence conditions for different local supply licences. 15
- (6) It is a duty of the Authority to ensure that –
- (a) any fees or other costs of an application for a local electricity supply licence are in its view proportionate to the size of the applicant’s business, and 20
  - (b) the conditions of the local supply licence are as simple and straightforward as is consistent with the Authority fulfilling its principal objective and general duties under section 3A.”
- 4 Short title, commencement and extent**
- (1) This Act may be cited as the Local Electricity Act 2020. 25
- (2) This Act (other than this section) comes into force on such day as the Secretary of State may by regulations appoint.
- (3) The power to make regulations under this section is exercisable by statutory instrument.
- (4) The Secretary of State may not make regulations under this section which apply to Scotland without first consulting the Scottish Ministers. 30
- (5) The Secretary of State may not make regulations under this section which apply to Wales without first consulting the Welsh Government.
- (6) This Act extends to England and Wales, and Scotland.

# Local Electricity Bill

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## B I L L

To enable electricity generators to become local electricity suppliers; and for connected purposes.

*Presented by Peter Aldous  
supported by Sir Graham Brady, Rosie Duffield,  
Wera Hobhouse, Dame Diana Johnson,  
David Johnston, Ben Lake,  
Caroline Lucas, John McNally,  
John Penrose, Selaine Saxby  
and Mr Barry Sheerman.*

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*Ordered, by The House of Commons,  
to be Printed, 10 June 2020*

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