

15 November 2021

Committee	Overview and Scrutiny
Date	Tuesday, 23 November 2021
Time of Meeting	4:30 pm
Venue	Tewkesbury Borough Council Offices, Severn Room

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND

Agenda

1. ANNOUNCEMENTS

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the visitors' car park at the front of the building and await further instructions (during office hours staff should proceed to their usual assembly point; outside of office hours proceed to the visitors' car park). Please do not re-enter the building unless instructed to do so.

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

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive apologies for absence and advise of any substitutions.

3. DECLARATIONS OF INTEREST

Pursuant to the adoption by the Council on 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.



	Item	Page(s)
4.	MINUTES To approve the Minutes of the meeting held on 12 October 2021.	1 - 9
5.	EXECUTIVE COMMITTEE FORWARD PLAN To determine whether there are any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee can give to work contained within the Plan.	10 - 14
6.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2021/22 To consider the forthcoming work of the Overview and Scrutiny Committee.	15 - 20
7.	GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE To receive an update from the Council's representative on matters considered at the last meeting (3 November 2021).	21 - 23
8.	GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE To receive an update from the Council's representative on matters considered at the last meetings (20 October and 17 November 2021).	24
9.	ECONOMIC DEVELOPMENT AND TOURISM STRATEGY To consider the progress made against the delivery of the Economic Development and Tourism Strategy during year 4 and the actions identified for 2020/21.	25 - 53
10.	REVIEW OF SOCIAL MEDIA POLICY AND GUIDELINES To consider the revised Social Media Policy and Guidelines and recommend to the Executive Committee that it be approved.	54 - 64
11.	DEPOT SERVICES WORKING GROUP UPDATE To consider the biannual update on the work of the Depot Services Working Group.	65 - 78
12.	LOCAL GOVERNMENT ASSOCIATION PEER CHALLENGE REPORT ACTION PLAN To consider the progress made in relation to the implementation of the Local Government Association Peer Challenge Report Action Plan.	79 - 91

DATE OF NEXT MEETING
TUESDAY, 11 JANUARY 2022
COUNCILLORS CONSTITUTING COMMITTEE

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

Substitution Arrangements

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

Recording of Meetings

In accordance with the Openness of Local Government Bodies Regulations 2014, please be aware that the proceedings of this meeting may be recorded and this may include recording of persons seated in the public gallery or speaking at the meeting. Please notify the Democratic Services Officer if you have any objections to this practice and the Chair will take reasonable steps to ensure that any request not to be recorded is complied with.

Any recording must take place in such a way as to ensure that the view of Councillors, Officers, the public and press is not obstructed. The use of flash photography and/or additional lighting will not be allowed unless this has been discussed and agreed in advance of the meeting.

TEWKESBURY BOROUGH COUNCIL

**Minutes of a Meeting of the Overview and Scrutiny Committee held at the
Council Offices, Gloucester Road, Tewkesbury on Tuesday, 12 October 2021
commencing at 4:30 pm**

Present:

Chair	Councillor J W Murphy
Vice Chair	Councillor K Berliner

and Councillors:

C L J Carter, P A Godwin, H C McLain, 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 D W Gray and D J Harwood

OS.43 ELECTION OF CHAIR

43.1 It was proposed and seconded that Councillor J W Murphy be elected as Chair of the Overview and Scrutiny Committee for the remainder of the Municipal Year. Should that motion fall, it was proposed that Councillor P N Workman be elected as Chair of the Overview and Scrutiny Committee for the remainder of the Municipal Year. Upon being put to the vote, it was

RESOLVED That Councillor J W Murphy be elected as Chair of the Overview and Scrutiny Committee for the remainder of the Municipal Year.

43.2 It was subsequently proposed that Councillor K Berliner be appointed as Vice-Chair of the Overview and Scrutiny Committee for the remainder of the Municipal Year. Should that motion fall, it was proposed that Councillor P N Workman be elected as Vice-Chair of the Overview and Scrutiny Committee for the remainder of the Municipal Year. Upon being put to the vote, it was

RESOLVED That Councillor K Berliner be appointed as Vice-Chair of the Overview and Scrutiny Committee for the remainder of the Municipal Year.

OS.44 ANNOUNCEMENTS

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

OS.45 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

45.1 Apologies for absence were received from Councillor G J Bocking. There were no substitutions for the meeting.

OS.46 DECLARATIONS OF INTEREST

46.1 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.

46.2 There were no declarations made on this occasion.

OS.47 MINUTES

47.1 The Minutes of the meeting held on 7 September 2021, copies of which had been circulated, were approved as a correct record and signed by the Chair.

OS.48 EXECUTIVE COMMITTEE FORWARD PLAN

48.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No.18-24. Members were asked to determine whether there were any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee could give to the work contained within the plan.

48.2 The Head of Corporate Services advised that he had reported to the Executive Committee that the Overview and Scrutiny Committee would be reviewing the Digital Strategy and the Social Media Policy and Guidelines prior to them being taken to Executive Committee for approval and that had been welcomed by the Committee. A Member drew attention to the Spring Gardens Regeneration Phase 1a Report which had been added to the pending items section of the Forward Plan in September 2019 and he asked when this was likely to come forward. In response, the Head of Finance and Asset Management advised that, at the last budget setting, the project had been put on hold for two years due to the costs involved in the next stage and, although discussions had taken place with MACE around how to take it forward, a timeline had not yet been established. Another Member noted that the Parking Strategy Review appeared twice in the pending items section but was also scheduled to be considered by the Executive Committee at its meeting in March 2022 and he asked for clarification thereon. The Head of Finance and Asset Management explained that the Parking Strategy Review Working Group had met for the first time this year on 29 September 2021. Now there was a clear way forward, he was in a position to establish a revised timetable which was likely to include the draft strategy being taken to the Overview and Scrutiny Committee in January 2022 and the Executive Committee in March 2022 for approval; once the timetable was confirmed, the Executive Committee Forward Plan and the Overview and Scrutiny Committee Work Programme would be updated accordingly.

48.3 It was

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

OS.49 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2021/22

49.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2021/22, circulated at Pages No. 25-32, which Members were asked to consider.

49.2 The Head of Corporate Services indicated that, following the request at the last meeting, the Social Media Policy and Guidelines had been added to the Overview and Scrutiny Committee Work Programme for the meeting on 23 November 2021. In response to a Member comment regarding the Agenda for the meeting on 11 January 2022, the Head of Corporate Services advised that, whilst there were only three items due to come forward, this included the Council Plan Performance

Tracker and COVID-19 Recovery Tracker which tended to generate a lot of questions so he felt there would be enough for Members to discuss. Another Member questioned when the Overview and Scrutiny Committee would see the proposals for the budget and the Head of Finance and Asset Management explained that the budget proposals originated at Transform Working Group and were then taken to Executive Committee and Council for approval. Should Members of the Overview and Scrutiny Committee wish to input into the budget setting process, their opportunity would be through Council, or any seminars prior to that. A Member queried when the Update on Local Policing Arrangements, which was currently included in the pending items section of the Work Programme, was likely to come forward and the Head of Corporate Services undertook to check this following the meeting.

49.3 It was

RESOLVED That the Overview and Scrutiny Committee Work Programme 2021/22 be **NOTED**.

OS.50 GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE

50.1 Attention was drawn to the report from the Council's representative on the Gloucestershire Police and Crime Panel, circulated separately, which gave an update on matters discussed at the last meeting of the Panel held on 28 September 2021.

50.2 The Council's representative on the Gloucestershire Police and Crime Panel advised that this was the first substantive meeting since the election of the new Police and Crime Commissioner and he reminded Members that the role of the Police and Crime Panel was to scrutinise the actions and decisions of the Police and Crime Commissioner; part of the role of the Police and Crime Commissioner was to hold the Chief Constable to account for the exercise of his functions. Accordingly, the Council's representative clarified that he was able to take back questions from the Committee to the Panel around how the Police and Crime Commissioner was doing his job. At the meeting on 28 September, the Police and Crime Commissioner had given a commentary on his activities since taking up his role and the areas he would like to focus upon. Whilst it was early days, the Council's representative felt there was a greater desire to engage with the Police and Crime Panel and the public and he indicated that a number of public meetings had already been held within Gloucestershire. The Police and Crime Commissioner's new manifesto included recruiting an additional 300 Police Officers across the force which would be achieved by reallocating some of the existing budget. He also intended to focus on the failure of the interface with the public, for instance, the wait time on 101 calls was unacceptable and a detriment to the public's perception of the Police.

50.3 There had been a lively debate about E-Scooters and Members were informed that a trial was currently being run in Cheltenham and Gloucester with Zwings; as part of that, the E-Scooters could only be used on the road and were speed restricted. The E-Scooters involved in the trials contained chips which enabled them to be closely monitored. The Panel had recognised that E-Scooters were probably here to stay but concerns were raised about riding on pavements or in a dangerous manner and multiple people riding on the same scooters etc. The feedback from the Police and Crime Commissioner had been that there was no abdication of responsibility on the part of the Police and, if there were misdemeanours, they would be pursued. The Council's representative indicated that he was aware of E-Scooters from his role as a County Councillor and the popularity of the scheme had resulted in it being extended. The main issue was capacity as the E-Scooters had to be left in certain designated locations where they could be recharged and serviced. Another item that had been discussed was the future of the mounted

Police and the Police and Crime Commissioner had advised that he had not reached any firm conclusions as yet. In the Police and Crime Commissioner's view, the previous Police and Crime Commissioner had spent a lot of money on buildings and not enough on people - that had included stables for the four horses working across the county which were used at public events for crowd control. It was noted that the horses were also leant to other areas and would shortly be travelling to Glasgow for the UN Climate Change Conference (COP26). Although the horses were quite an expense, they were emblematic and it was difficult to capture their value but it was necessary to weigh up if they were a sound use of money. The Council's representative went on to advise that the Panel had expressed its discontent with the budget setting process for the Police which was essentially presented to the Panel as a 'fait accompli' when it was too late to make any comments or have an input. As such, the Panel had requested a greater lead time going forward and that was being considered.

- 50.4 A Member indicated that she had written to the Police and Crime Commissioner over three weeks ago on behalf of Minsterworth Parish which was experiencing an above average amount of anti-social behaviour but she had not received a response or even an acknowledgement. The Council's representative asked the Member to forward the email to him and he would chase this up. The Member explained she had completed an online form rather than sending an email but she would see what information she could find. Another Member asked how much the mounted Police horses cost each year and was advised that it was in the region of £200,000 including the Officers. The Member indicated that he wondered how many more Police Officers could be employed for the cost of the horses and the Council's representative advised that he believed that one horse cost the equivalent of 1.5 Police Officers. In response to a query regarding the transporting of horses to places like Glasgow, Members were advised that the Police did have its own transport for them which was an additional cost. Confirmation was also provided that there was space for four horses at the stables. The Council's representative asked whether Members had a particular view on the horses which he could feedback to the Panel and a Member felt it was important to look at all possibilities, for instance, using the horses for exhibitions etc. could generate an income stream to help offset their cost. Another Member recognised that the horses had a visual impact but, in his opinion, with only four horses covering the whole of the county, they were seen very infrequently in areas of the borough which did not seem to reflect their cost; however, another Member indicated that the horses were often seen within her Ward so this did seem to vary across the borough.
- 50.5 A Member noted that the Police and Crime Commissioner intended to spend less money on buildings and he questioned whether that meant less Police Stations. The Council's representative advised that no specifics had been mentioned but a lot of money had been invested in the training centre at Bamfurlong which the Police and Crime Commissioner had indicated he would have considered excessive had he been in charge. With regard to the 101 wait times, a Member queried whether the Police and Crime Commissioner had any targets he was working to and the Council's representative advised that he did not know the detail but the wait time was currently several minutes when the nature of the calls meant that even one minute was too long. In response to a question about the roll-out of electric vehicles, the Council's representative advised that this had not been discussed specifically but the Police already had a number of electric vehicles and, given the need for engagement around climate change, he doubted that any commitments would be retracted in that regard. A Member asked the Council's representative to find out what was being done to restore confidence of women in the Police; she noted that the Police and Crime Commissioner was looking to

recruit an additional 300 Officers and many other forces had been looking at their vetting procedures. The Council's representative undertook to find out and report back to the Committee.

- 50.6 The Chair thanked the Council's representative for his update and it was subsequently

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

OS.51 GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE

- 51.1 Attention was drawn to the report from the Council's representative on the Gloucestershire Economic Growth Scrutiny Committee, circulated at Pages No. 33-34, which gave an update on matters discussed at the last meeting held on 15 September 2021.

- 51.2 The Council's representative on the Gloucestershire Economic Growth Scrutiny Committee advised that the main focus of the meeting had been on the future of the High Street with presentations being delivered by the Chair of the Local Enterprise Partnership (LEP) Retail and High Street Sector Group and Chief Commercial Officer for Maybe* (a platform intended to help companies and bodies increase their digital influence) and Tewkesbury Borough Council's Community and Economic Development Manager giving two different perspectives. Other items had included an overview of the Local Growth Fund Programme and the project review of the Gloucester Transport Hub for GFirst LEP; Gloucestershire COVID-19 economic recovery planning; an update from the Gloucestershire Economic Growth Joint Committee; and the Executive Director's report on countywide issues.

- 51.3 A Member questioned what was being done to tap into the levelling up funds which were available; money was available for areas of significant deprivation and he would not like to see Gloucestershire miss out. Another Member noted that the future of the High Street item had focused very much on the market towns and he asked whether it was possible for the Gloucestershire Economic Growth Scrutiny Committee to look at the smaller High Streets in villages which would also benefit from regeneration. The Council's representative undertook to raise both of these issues with the Committee and it was

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

OS.52 SUMMARY OF FORMAL COMPLAINTS 2020/21

- 52.1 The report of the Head of Corporate Services, circulated at Pages No. 35-52, provided a summary of complaints received during 2020/21. Members were asked to consider the annual summary to gain assurance that complaints were effectively managed.

- 52.2 The Corporate Services Manager advised that the report outlined the formal complaints received between March 2020 and April 2021 and was based on the complaints framework which was introduced in 2016. The framework had been reviewed in early 2021 and a new, improved framework incorporating comments and compliments was introduced in May 2021 and would be used for the 2021/22 report. Members were informed that 183 complaints had been received during the period, 144 of which had been handled under the formal complaints procedure with the remaining 39 deemed to be service-level complaints handled through a separate process, e.g. noise complaints, missed bin collections, anti-social behaviour reports. Of the 144 formal complaints, despite the difficult circumstances which Officers were working in due to the pandemic, 84% had been answered in time with 41% found to be justified and 43% partially justified. In line

with the Local Government and Social Care Ombudsman guidance, Appendix 1 to the report provided a breakdown of the complaints as outlined at Page No. 37, Paragraph 2.2 of the report. Around half of the complaints related to waste and recycling; however, this was a very high profile service with around four million collections per year so the number of complaints was actually quite low in that context. The bulk of the other complaints related to other high profile, customer-facing services such as revenues and benefits, planning and grounds maintenance. When the complainant was unhappy with the original response, the second stage was to refer the complaint to an independent Head of Service for investigation. The stage two complaints process had been temporarily suspended at the beginning of the financial year to enable Heads of Services to be redeployed on COVID-19 response activities; despite this, during 2020/21, a total of 12 stage two complaints were received and the outcomes were set out at Page No. 38, Paragraph 2.4 of the report.

- 52.3 Members were advised that the outturn figures were input through LG Inform, the Local Government Association (LGA) database which included a benchmarking tool, on a quarterly basis. In March 2020, the LGA had deferred its benchmarking exercise so outturn figures were not available for comparison against other local authorities during 2020/21. The Corporate Services Manager advised that, in previous years, the Council's outturn figure had always been very low compared with others. During 2020/21, the Local Government and Social Care Ombudsman had determined nine complaints relating to Tewkesbury Borough Council, the details of which were set out at Page No. 39, Paragraph 5.2 of the report and in the letter attached at Appendix 2 to the report. In terms of lessons learnt, the Corporate Services Manager went on to explain that the majority of complaints were around customer care and a perceived lack of customer focus. In response to that, mandatory customer services training had recently been held for all customer-facing roles. Furthermore, improved customer focus would be at the heart of forthcoming reviews including planning and licensing. Once the Council's Internal Audit team was back up and running following redeployment to the COVID-19 response, days would be allocated in the Audit Plan to check a sample of the lessons learnt. Finally, it was noted that 48 compliments had been received during 2020/21 and a summary was included at Page No. 41, Paragraph 7.3 of the report. Looking ahead, monitoring of complaints would move forward with the new complaints framework which would include a whole raft of information including compliments, comments, concerns and complaints.
- 52.4 A Member was pleased to see the number of complaints had reduced and she asked if there were any specific reasons for this. In response, the Corporate Services Manager indicated that it could be related to the pandemic as a message had been included on the Council's website to indicate that teams were being redeployed, therefore it may take longer for Officers to get back to them, so it was possible that members of the public may have been more understanding given the circumstances. In terms of the new complaints framework and system, a Member drew attention to Page No. 42, Paragraph 8.2 of the report, and noted that the second bullet point stated that customers could choose which service area their complaint was sent to from a detailed drop-down list and that complaints were currently still triaged by Customer Services but that would be reviewed. She queried whether the Customer Services staff would still receive training on that basis and the Corporate Services Manager confirmed that would absolutely be the case. With regard to the breakdown by service, set out at Page No. 44 of the report, a Member noted that half of the planning complaints were determined outside of the target timeframe for a response and he asked how this would be improved. The Corporate Services Manager provided assurance that this would be a real focus within the wider Planning Service review. Another Member asked whether the complaints received in relation to planning were from individuals or from developers and agents and was informed that the vast majority were from

individuals. In response to a Member query regarding the column headed 'joint' within the tables at Appendix 1 to the report, the Corporate Services Manager explained that one complaint had related to a number of services which had all input into the response. A Member noted from Page No. 37, Paragraph 2.1 of the report, that one of the 144 complaints was still 'pending a response' and he asked whether that was still the case. The Corporate Services Manager confirmed it was still pending and explained it was a particularly contentious planning-related complaint. The customer was in liaison with the Development Manager and was aware of the delay so was comfortable with why it had not yet been answered. It was hoped that the new system would make it simpler for Officers to respond to complaints – before the new framework was introduced it had been easier for complaints to be submitted which were not actually formal complaints and this was an example of one which should probably have been dealt with by another process. The Member noted the suggestion set out at Page No. 40, Paragraph 6.2 of the report, that completion of the lessons learnt field in the new complaint system be made mandatory with a follow-up box for monitoring purposes and he felt this was a very good idea; he believed it should be done at the time the complaint was made as opposed to doing it later. A Member advised that two residents in his Ward were becoming frustrated with the lack of response in relation to their complaints and he queried if there was a time in which members of the public could expect a response from an Officer. The Corporate Services Manager indicated that this was set out within the Council's Customer Care Standards and she undertook to circulate a copy following the meeting. If Members were aware of residents who were having problems getting a response from Officers, the Head of Corporate Services asked them to make him or the Corporate Services Manager aware and they would try to assist.

52.5 It was

RESOLVED That the annual summary of formal complaints 2020/21 be **NOTED.**

OS.53 USE OF MOBILE SURVEILLANCE EQUIPMENT FOR FLY-TIPPING INVESTIGATIONS

53.1 Attention was drawn to the report of the Head of Community Services, circulated at Pages No. 53-58, which set out the options available to the Council in terms of the use of mobile surveillance equipment for fly-tipping investigations. Members were asked to consider the options and to note that option 2, as set out at Paragraph 3 of the report, would be trialled for a six month period with the results of the trial being reported back to the Overview and Scrutiny Committee to inform a final recommendation to the Executive Committee on the way forward.

53.2 By way of background, the Principal Environmental Health Officer explained that several communities within the borough had experienced unacceptable levels of fly-tipping over the last few years, despite an increased level of enforcement and prosecution of offenders. There seemed to be two main issues: the vast majority of fly-tips reported to the Council did not contain evidence indicating the provenance of the waste and fines in court tended to be very low and often less than would be incurred from a Fixed Penalty Notice. One option available to the Council was to use mobile surveillance equipment in order to obtain evidence and he advised that some Councils had achieved custodial sentences off the back of CCTV footage due to the brazen nature of the offences captured on camera. There were a number of different choices in terms of the type of surveillance the Council could undertake. The first option was to use completely covert cameras; these were trail cameras which would be totally hidden in bushes or trees at the site. The main disadvantage was that this was fully covert surveillance which was a highly specialised activity, so Officers would need a lot of training, and it required an application to court under the

Regulatory Investigatory Powers Act 2000 (RIPA). Members were advised that there was potential to capture footage of innocent third parties so there would be a significant reputational risk to the Council if covert surveillance was not undertaken properly and in accordance with the relevant legislation. The second option was to use covert cameras with their presence advertised by signage; this did not require a RIPA application and would still allow good evidence to be captured. The third option was to use overt cameras which were not concealed. This method had been used in hotspots across the borough and had been effective as the overt nature of the cameras did act as a deterrent; however, this reduced the ability of the Council to obtain sufficient evidence to achieve successful prosecutions. In addition, this was a more expensive option as the cameras needed to be installed by the supplier each time they were relocated. On balance, Officers considered that option 2 was the most appropriate in terms of the opportunity to obtain quality evidence without the risks associated with a fully covert scheme. It was therefore intended to undertake a trial for a six month period which would be funded from the reserves held by the Head of Community Services.

- 53.3 In response to a query regarding potential theft of the cameras, the Principal Environmental Health Officer advised that the cameras would be concealed so it was unlikely anyone would find them; however, he could not guarantee they would be theft-proof so there would be a reliance upon the advice of the specialist camera suppliers in terms of correct installation etc. A Member raised concern about vandalism and asked if the cameras were damage-proof. In response, the Principal Environmental Health Officer recognised this was a potential issue and pointed out that overt cameras had been vandalised in the past. Vandalism was always a risk as the cameras could attract anti-social behaviour but this was less of a risk with covert cameras. All of the cameras had secure enclosures so they were quite robust. A Member queried whether trackers would be used and the Principal Environmental Health Officer confirmed that it should not be too expensive to install trackers and the cameras would have wireless capacity so they should be able to be traced.
- 53.4 A Member questioned what the regulations were around the signage that would need to be displayed – he assumed it would be better if it was not erected in the precise location where fly-tipping was occurring. The Principal Environmental Health Officer confirmed there were no hard and fast rules about this in the regulations if the surveillance did not require a RIPA application. He advised that a lot of fly-tipping took place in a lay-by in Sandhurst so signage had previously been erected at the entrance to the village as opposed to in the lay-by itself. A Member raised concern that using cameras and signage may mean that the fly-tipping was displaced to another area which could potentially cause more problems. The Principal Environmental Health Officer acknowledged that was a risk but he explained that the perpetrators of fly-tipping in the borough were often so arrogant that they were unconcerned about signage so, whilst it may displace some new fly-tippers, it was hoped the repeat offenders could be caught using one of these techniques.
- 53.5 A Member noted that option 1 was more likely to achieve successful prosecutions and this was only £50 more expensive than option 2 so he queried whether that would be the better choice for the trial. The Principal Environmental Health Officer clarified there was greater risk of reputational damage with option 1 and it would require a dedicated Officer working full-time to review the footage that was captured to ensure the camera had not picked up any “collateral intrusion” - the risk of obtaining private information about persons who were not subjects of the surveillance activity. As such, there were more indirect costs associated with option 1. A Member indicated that, when cameras had been used by Brockworth Parish Council, residents had been informed that the footage would only be viewed when an incident had taken place and the Principal Environmental Health Officer confirmed that a similar approach would be taken. The cameras only recorded

when they detected movement and the wireless capacity would enable photographs to be sent to the relevant Officer when footage had been captured. A Member noted that all three options mentioned Officer training and specialist installation by camera suppliers and he questioned whether the training should be covering installation of equipment. Confirmation was provided that installation would be part of the training but Officers would still initially need support from the suppliers to install the cameras, for example, Officers did not currently have knowledge about where to install the cameras to get the best coverage etc.

53.6 A Member indicated that, in his experience, it was ineffective to put cameras in hotspot areas – in Sandhurst, fly-tippers expected there to be cameras so it would be better to install them in surrounding villages. He also pointed out that three Police cameras had been burnt with tyres and another one in the Gloucester City area which bordered Tewkesbury Borough had disappeared. The Principal Environmental Health Officer took the point that consideration could be given to other areas for the cameras to cover and he acknowledged that cameras were being stolen but reiterated that he hoped the specialist installation of the covert cameras would help to minimise that risk. The Member raised concern that the fines issued by the courts for fly-tipping were so minimal that it did not act as a deterrent but the government did nothing to address that. The Principal Environmental Health Officer advised that the maximum fine was £50,000 and a custodial sentence was also available but the biggest fine the Council had secured for fly-tipping was £1,500. He reiterated that some local authorities had achieved custodial sentences and some had used cameras successfully to obtain evidence required for larger fines. A Member questioned whether footage captured by CCTV cameras on people's houses could be used as evidence and the Principal Environmental Health Officer confirmed that, whilst the Environmental Health team would be happy to receive individuals' own footage if they had seen fly-tipping taking place and had captured that on camera, individuals were not able to monitor fly-tipping on behalf of the Council due to the RIPA implications around direct surveillance.

53.7 Having considered the information provided it was

RESOLVED

1. That the options available to the Council in terms of the use of mobile surveillance equipment for fly-tipping investigations be **NOTED**.
2. That the results of the six month trial of option 2, as set out at Paragraph 3 of the report, be reported back to the Overview and Scrutiny Committee to inform a final recommendation to the Executive Committee on the way forward.

The meeting closed at 5:37 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2021/22

REGULAR ITEM:

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

Additions to 17 November 2021

- Local Heritage List Selection Criteria Supplementary Planning Document.

Committee Date: 5 January 2022

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Housing Strategy Monitoring Report (Annual).	To approve the Housing Strategy Monitoring Report.	Housing Services Manager.	No.
Treasury and Capital Management (Annual) (Policies including Capital Strategy, Investment Strategy, Minimum Revenue Provisions and Flexible use of Capital receipts).	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.
Social Media Policy and Guidelines.	To approve the Social Media Policy and Guidelines.	Head of Corporate Services.	No.
Discretionary Rate Relief Policy.	To consider the Discretionary Rate Relief Policy.	Head of Corporate Services.	No.
Procurement Strategy.	To approve the Procurement Strategy.	Head of Finance and Asset Management.	No.
Sandbag Policy.	To approve the Sandbag Policy.	Head of Community Services.	No.
Absence Management Policy.	To approve the Absence Management Policy.	Head of Corporate Services.	Yes, deferred from November 2021.

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Agenda Item 5

Committee Date: 2 February 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Budget 2022/23 (Annual).	To recommend a budget for 2022/23 to the Council.	Head of Finance and Asset Management.	No.
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Two 2021/22.	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.
Redundancy and Redeployment policy	To approve the Policy.	Head of Corporate Services.	Yes, deferred from November 2021.
HR Allocations Policy	To approve the Policy.	Head of Corporate Services.	Yes, deferred from November 2021.
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: 2 March 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update - Quarter Three 2021/22.	To consider the quarterly budget position.	Head of Finance and Asset Management.	Yes, from February to enable figures to be collated.
Digital Strategy.	To approve the Digital Strategy.	Head of Corporate Services.	No.
Asset Management Strategy.	To approve the Asset Management Strategy.	Head of Finance and Asset Management.	No.
Housing Strategy.	To recommend the Housing Strategy to Council for approval.	Head of Community Services.	No.
Action for Affordable Warmth 2013-18.	To consider and approve.	Head of Community Services.	No. Deleted as not a matter for Executive Committee.
Tewkesbury Borough Council domestic waste and recycling collection services policy and procedures.	To consider and approve.	Head of Community Services.	No.
Equalities and Diversity Policy.	To approve the Equalities and Diversity Policy.	Head of Corporate Services.	Moved from September meeting to enable a bid for consultant funding to undertake work on equalities.
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.	Yes – deferred from January to allow the necessary information from the government.

Committee Date: 2 March 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Community Infrastructure Levy Review – New Draft Charging Schedule.	To recommend to Council approval for consultation.	Head of Development Services.	Yes, deferred from November 2021 due to slippage in the timetable.

Committee Date: 30 March 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Three 2021/22.	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 2021/22.	Head of Corporate Services.	No.
Car Parking Strategy.	To approve the Car Parking Strategy.	Head of Development Services.	No.
Economic Development and Tourism Strategy.	To approve the Strategy.	Head of Development Services.	No.

ITEMS FOR 2022/23

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Community Infrastructure Levy Review – New Draft Charging Schedule.	To recommend to Council for approval.	Head of Development Services.	No.

PENDING ITEMS

Agenda Item	Overview of Agenda Item	Date Item Added to Pending
Spring Gardens Regeneration Phase 1a report.	To agree the recommendation of the preferred option for the regeneration of Spring Gardens.	4 September 2019
Council Plan 2020/24 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	3 February 2021
Managing Contractors Safely Policy.	To approve the Policy.	26 July 2021

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OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2021/22

REGULAR ITEMS:

- Executive Committee Forward Plan
- Overview and Scrutiny Committee Work Programme 2021/22 (to include the Action List Update on a quarterly basis – June, September, January and March meetings each year, starting on 7 September 2021).

<p><u>Additions to 23 November 2021</u></p> <ul style="list-style-type: none"> • <p><u>Deletions from 23 November 2021</u></p> <ul style="list-style-type: none"> • Gloucestershire Health Overview and Scrutiny Committee – meeting date changed to 30 November; update to be circulate via email as information will be out of date by the next Overview and Scrutiny Committee meeting on 11 January 2022.

Committee Date: 11 January 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Two 2021/22	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.
Parking Strategy Review	To endorse the findings of the Parking Strategy Review and approve the draft strategy for public consultation.	Head of Finance and Asset Management.	No - Moved from pending items August 2021. The Parking Strategy Review Working Group is due to meet on 29 September 2021.
CONFIDENTIAL ITEM – Trade Waste Project Update	To receive an update on the progress of the trade waste project.	Head of Community Services.	No.

Committee Date: 8 February 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Annual Growth Hub report	To receive a report on the performance of the Growth Hub and the support given to the economic growth of the borough.	Economic and Community Development Manager.	No.
Digital Strategy	To consider the revised Digital Strategy prior to approval by the Executive Committee on 2 March 2022.	Head of Corporate Services.	No – agreed by the Overview and Scrutiny Committee at its meeting on 13 July 2021.
Housing Strategy	To endorse the new Housing Strategy prior to consideration by Executive Committee and Council.	Head of Community Services.	No – moved from pending items as a timetable for the review has now been agreed. An Overview and Scrutiny Committee Workshop is in the process of being arranged for November.
Gloucestershire Health Overview and Scrutiny Committee 2022/23 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.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (4 February 2022).	N/A	No.

Committee Date: 8 March 2022

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Three 2021/22.	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.
Update on Local Policing Arrangements	To receive an update from the Police on local arrangements.	Chief Executive	No – moved from pending items.

Committee Date: 5 April 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Customer Care Strategy	To consider the progress made against the actions within the Customer Care Strategy during 2021/22 and to endorse the action plan for 2022/23.	Head of Corporate Services	No.
Communications Strategy 2020-24	To consider the progress made against the actions within the Communications Strategy during 2021/22 and to endorse the action plan for 2022/23.	Corporate Services Manager	No.
Overview and Scrutiny Committee Annual Report 2021/22	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.
Depot Services Working Group	To receive the annual report on the work of the Depot Services Working Group and to consider whether there is a continuing role for the Group and if any changes to the Terms of Reference are required.	Head of Community Services.	No
Overview and Scrutiny Committee Work Programme 2022/23	To consider and approve the forthcoming Committee work programme.	Head of Corporate Services.	No.

Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (25 March 2022).	N/A	No.
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PENDING ITEMS		
Agenda Item	Overview of Agenda Item	Date Item Added to Pending
Planning Services Review Action Plan	To monitor delivery of the Planning Services Review Action Plan – <i>To be added to the appropriate meeting following consideration by the Executive Committee.</i>	13 July 2021
Community Services Improvement Review	To consider the progress made against the Community Services Improvement Plan. Moved from 14 July 2020 and 9 March 2021. Little activity has taken place over recent months due to COVID-19.	14 July 2020
Council Tax Reduction Scheme Review	To set up an Overview and Scrutiny Committee Working Group to review the scheme and make a recommendation to the Executive Committee/Council. (deferred from 2020/21)	April 2020
Update on Local Policing Arrangements	To receive an update from the Police on local arrangements. Moved to 8 March 2022	13 October 2020
Advice and Information Centres (AIC) Review	To set up an Overview and Scrutiny Committee Working Group to review the scheme and make a recommendation to the Executive Committee. (deferred from 2020/21)	-----
Active Gloucestershire Report on the progress of its 'We Can Move' Project.	To report on an annual basis following the Council's decision to provide funding to the project of £10,000 per year for five years. Annual reports will commence once the project is up and running. Agreement signed and money paid October 2021 – annual report added to O&S Work Programme 2022/23.	3 March 2021 following Executive Committee.
Use of Mobile Surveillance Equipment for Fly-tipping Investigations	To consider the results of the six month trial to inform a final recommendation to the Executive Committee on the way forward.	12 October 2021

Gloucestershire Police and Crime Panel Update – Tuesday 3 November 2021

The meeting focussed entirely on the recently issued PEEL report of Her Majesty's Inspectorate (HMI) of Constabulary and Fire and Rescue Services on the performance of the Gloucestershire Constabulary.

The Chair of the Police and Crime Panel noted that the report had been prepared based on a review undertaken before the appointment of the new Police and Crime Commissioner in May this year and asked for a constructive discussion.

The report was introduced by the Police and Crime Commissioner and commented on by the Police and Crime Commissioner and the Chief Constable of the Gloucestershire Constabulary.

The report assessed how good Gloucestershire Constabulary is in 13 areas of policing. HMI provided graded judgements in 11 of the 13 areas - 4 were graded good, 1 adequate and 6 inadequate.

Amongst the areas graded good were:

- preventing crime
- treatment of the public, and
- disrupting serious organised crime

Amongst the areas graded inadequate were:

- investigating crime
- recording data about crime
- protecting vulnerable people, and
- good use of resources

The Police and Crime Commissioner noted that HMI had based its report on data for the period September to November 2020.

Both the Police and Crime Commissioner and the Chief Constable acknowledged the findings of the report and committed that actions would be taken to address the problems identified. Both aspire to a Force that is outstanding in all areas of its operations and therefore to finding solutions and implementing those solutions.

Both noted that Gloucestershire had been subject to a new form of review, one that expanded the previous four areas of assessment to the new 13 pillars. In a previous report the Force had been found adequate across all four areas, but the new system was more granular and this had consequences for how matters were recorded and reported. It was also noted that HMI had very recently announced that the new basis of reporting was to be revised as certain problems had been identified.

The principal problem for Gloucestershire had related to failings in the Crime Data Integrity (CDI) system of the Force, the initial system for recording reported incidents. Both the Police and Crime Commissioner and the Chief Constable acknowledged that this was an area of concern, but noted that the inadequate rating across several of the 11 areas graded all flowed from this one deficiency and did not reflect a widespread failure in the performance of the Force taken as a whole.

The Chief Constable noted that the CDI system operated by Gloucestershire was at end of life and that a proposal for its replacement would be forthcoming. He also noted this was an area that the Force had been focussed on and that the previous external assessment in 2019 had rated it as 81% compliant, whereas the most recent report rated it 86.7% compliant. For context, 93% compliance has been rated “outstanding” for other forces and, prior to the pandemic, internal assessment at Gloucestershire Constabulary had them hitting 92%.

The Police and Crime Commissioner noted that resources had already been boosted to address the issues raised in the report based on sight of an earlier draft and the fact that the problems highlighted were already known. In particular the number of officers working in the Crime Recording Unit had been increased from 20 to 40 and was due to be increased further to 60. £2m of savings identified in the budget are being used to address the need for extra resources by recruiting an additional 103 staff for operational matters; this is separate from the 300 frontline officers that the Police and Crime Commissioner is seeking to add over the course of his term.

The Chief Constable noted that of the 77 specific cases where failings in the Police response had been identified in the course of the inspection, almost all have been subsequently fully addressed successfully without any significant consequences.

The Chief Constable noted that the report lacked context and that this was vital to understanding the position that the Force finds itself in. He specifically mentioned:

- Large numbers of staff had Covid in 2020, up to 197.
- Large numbers had also had to self-isolate for periods.
- The unprecedented demands that Black Lives Matter and other social unrest created.
- Issues with flooding and other exceptional events.
- The new issues that policing the enforcement of lockdowns and regional variations in restrictions created.
- The strains placed on the Force as the last line of defence when other services such as Social Care and Ambulance emergency services were impacted by COVID.

The Chief Constable also noted that the Force was currently dealing with much higher levels of emergency calls, something true across the country, and that we typically have nine missing persons reported a day, often as a result of rising numbers of elderly people with mental health issues.

Based on this context, whilst acknowledging the findings of the report, a number of Members expressed the view that the report was unfair and created an unwarrantedly negative impression of the performance of the Force.

The Police and Crime Commissioner was asked if he had confidence in the Chief Constable and his team and confirmed he did.

The Police and Crime Commissioner “accepted the report” and noted that “this is a problem that may not have happened on (his) watch, but the solution lies on (his) watch”.

QUESTIONS RAISED BY THE OVERVIEW & SCRUTINY COMMITTEE

After the formal meeting concluded, I followed up with the Police and Crime Commissioner, the Chief Constable and his staff on two issues raised by the Overview and Committee after my last report on the Police and Crime Panel:

How much time are the Police Horses being actively used?

The horses are very actively used, often six days a week, on both policing specific large events and in community patrols. They are, in the opinion of the Force, visible and have a positive, even “magical” impact in the community both in terms of actual operations and in terms of community relations. Nevertheless, their use and the for value for money they represent are being looked at as part of the review currently being undertaken.

Is the Police and Crime Commissioner satisfied with the vetting arrangements for officers following the Sarah Everard case; how is confidence of women in the police being addressed?

The Police and Crime Commissioner and Chief Constable acknowledged the concerns raised by the case, but both expressed confidence that the culture in Gloucestershire Constabulary was better than in most forces as regards this issue and that the existing arrangements to monitor recruitment and behaviour, including whistle-blower procedures, were adequate. Assistant Chief Constable also noted that additional training had been provided to officers recently to address the concerns raised by the case.

Gloucestershire Economic Growth Scrutiny Committee (GEGSC) Wednesday 20th October 2021

1. Review of Local Transport Plan

Luisa Senft-Hayward delivered a presentation related to the recently adopted Local Transport Plan (LTP). Members of the Environment Scrutiny Committee were invited to attend this presentation.

Members were asked to note that the LTP cannot be amended or updated at this point. The item was included to develop both Committee's understanding of its content.

Gloucestershire's LTP was adopted in March 2021. This presentation provided a post adoption update.

The full presentation can be accessed via the following link:

www.WinchcombeWard.com/ltpoct21

2. GFirst Local Enterprise Partnership (LEP) Item

Neil Hopwood provided an overview of both the "Getting Building Fund (GBF) Programme" and a Project Case Study that referenced the Green Skills Centre at Berkeley.

The Getting Building Fund (GBF) was launched by the UK government in June 2020. It was intended to be an economic stimulus to 'kick start' the economy following the initial Coronavirus lockdown.

The main aims were to prioritise 'green growth'. That is:

- drive economic growth
- create new jobs
- support green recovery.

For Gloucestershire there was a particular emphasis on supporting growth and innovation in the digital and cyber sectors.

The document that was considered can be accessed via the following link (after the LTP presentation):

www.WinchcombeWard.com/ltpoct21

Cllr John Murphy – October 2021

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny
Date of Meeting:	23 November 2021
Subject:	Economic Development and Tourism Strategy
Report of:	Community and Economic Development Manager / Growth and Enterprise Manager
Corporate Lead:	Head of Development Services
Lead Member:	Lead Member for Economic Development/Promotion
Number of Appendices:	2

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 four action plan, as well as outlining the actions for 2021/22.

Recommendation:

To CONSIDER the progress made against the delivery of the Economic Development and Tourism Strategy during year four and the actions identified for 2021/22.

Reasons for Recommendation:

To inform Members on progress of the Economic Development and Tourism Strategy, provide actions for 2021/22 and provide opportunities for the Committee to scrutinise the action plan.

Due to the impact of the pandemic, and staff being redeployed onto COVID-19 response work, this update report was delayed last year from June 2020 to November 2020. To retain a consistent, annual approach this update is being reported in November 2021. The action plan also reflects 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 within 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 2017, following the commissioning and development of an employment land review, economic assessment and business survey through Bruton Knowles, the Council approved a new Economic Development and Tourism Strategy.
- 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 continued to impact on action plan delivery, with some services still operating online. 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 3 delivery of Tewkesbury Growth Hub and Service.
- Continue delivery of Countywide Inward Investment Service including work on the development of Advanced Manufacturing and Cyber propositions.
- Successful delivery and completion of 'Uncover the Cotswolds' project.
- Successful Tewkesbury High Street Heritage Action Zone Fund launch and programme delivery.
- Appointment of a High Street Heritage Action Zone Programme Manager.
- A draft Supplementary Planning Document entitled 'Shopfronts, Shutters and Signage: Design Guidance for Tewkesbury Borough' produced for consultation and proposed adoption.
- The Growth Hub Team has continued to provide vital support to businesses. The Hub facility reopened to the public in July 2021; prior to this it was offered virtually. Delivery has included targeted events, growth plans and business support interactions for 2,773 enterprises.
- Re-opening of Tewkesbury and Winchcombe Tourist Information Centres
- Delivery of Welcome Back Fund (formally Reopening High Streets Safely Fund) – working closely with the retail centres in the borough, supporting the safe re-opening of businesses and return of visitors.
- Promotion and delivery of 'COVID SME and Visitor Economy Recovery Grants' and 'The COVID Digital Recovery Grants' through the Growth Hub Network service, including aftercare and events.
- Supporting the work of the Business Cell.

3.0 ACTION PLAN 2021/22

3.1 In view of the Council's clear aspirations for economic growth and the positive achievements from 2020/21, the action plan for 2021/22 sets out positive interventions to facilitate and encourage economic growth. Within Appendix 1, a number of actions have been developed for 2021/22. These sit below the priorities identified in the strategy. Following the impact of the COVID-19 pandemic a focus remains on supporting the recovery and growth of local businesses and sectors. The action remains aligned to the Council's Recovery Plan.

3.2 Key priorities for year 5 (2021/22) include:

- Undertake an economic assessment and business survey to understand the needs of local businesses and help inform future economic strategy.
- Deliver tailored business support solutions through Tewkesbury Growth Hub, as a single point of contact to support business – helping businesses to innovate and thrive.
- Launch and delivery of Small Business Grant Scheme, linking with Growth Hub advice.
- Work with our partners at Cotswold Tourism and Visit Gloucestershire to encourage the safe return of visitors back to the borough.
- Work with partners to support employment and skills initiatives targeted at those affected by unemployment – including proposed Youth Hub Project.
- Support the revitalisation of the High Streets and retail centres through delivery of the Welcome Back Fund and Tewkesbury High Street Heritage Action Zone.
- Work with partners to identify funding opportunities and support key infrastructure projects.
- Promote Tewkesbury Borough as an excellent location for business and investment.
- Further development of digital marketing offer, to support the visitor economy

3.3 Therefore, based on the action plan in Appendix 1, the Committee is asked to consider the progress on year four of the action plan and the actions identified for year five – the final year of this current strategy.

4.0 UPDATING THE STRATEGY

4.1 The current strategy was a four year strategy running from June 2017 – 2021. As reported to the Overview and Scrutiny Committee last year, after consultation with the Lead Member for Economic Development and Promotion, it was decided 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. Following the completion of the economic assessment, the plan is now to review and develop a new Economic Development and Tourism Strategy for 2022 – 2026 for approval in 2022.

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 Covid19 - 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

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

Contact Officer: Growth and Enterprise Manager
01684 272249 Katie.Power@tewkesbury.gov.uk

Community and Economic Development Manager
01684 272094 Andy.Sanders@tewkesbury.gov.uk

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

Economic Development and Tourism Strategy 2017 – 2021

Annual Delivery Plan Review 2020/2021

Annual Delivery Plan Actions 2021/2022

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 2020/21	Status	Progress on 2020/2021 actions	Actions for 2021/2022
1. Facilitate multi-discipline meetings (currently virtual) via the Growth Hub to offer practical solutions to commercial site growth, including funding advice.	😊	1. Meetings facilitated through Growth Hub to support clients with business growth plans. Currently signposting to other council services where required due to Covid working restrictions.	1. Facilitate meetings with businesses/investors through Tewkesbury Growth Hub, engaging other Council services where required.
b) Delivering sufficient employment land to meet the needs of the strategic plan			
Actions for 2020/21	Status	Progress on 2020/2021 actions	Actions for 2021/2022
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.	😊	1. On 20 October 2021 Full Council approved the main modifications to the Borough Plan to go out on Public Consultation. 2. The Joint Core Strategy timetable is currently being reviewed.	1. Following public consultation on the main modifications- progress will be made towards adoption of the Borough Plan which incorporates employment land allocations and other employment policies 2. Draft JCS Plan to move towards public consultation, including future employment land requirements and proposed strategic allocations
c) Positive application of land use policy in delivery of achievable employment land sites.			
Actions for 2020/2021	Status	Progress on 2020/2021 actions	Actions for 2021/2022

1. Deliver planning surgery sessions for businesses through the Growth Hub (currently virtual).	😊	1.67 planning surgeries have been held, (currently virtual service) led by Planning Champion/relevant planning officer. Supporting businesses looking to start up, grow or diversify.	1. Delivery of Planning surgery sessions for businesses through Tewkesbury Growth Hub.
d) Supporting key business park areas			
Actions for 2020/2021	Status	Progress on 2020/2021 actions	Actions for 2021/2022
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)	😊	1. Regular e-alerts to businesses and promotion of Growth Hub support events, interactions and grants. 2. Engagement programme through Growth Hub, including delivery 124 events with 376 attendees (delivered virtually) Events have included: developing a brand, marketing/ social media, 7 steps action planning, build or start an eco business, apply for a patent, reach target audience, business premises – planning your property needs.	1. Continued delivery of business engagement programme focused through Tewkesbury Growth Hub (Interactions/events delivered virtually where required.)
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.			
Actions for 2020/2021	Status	Progress on 2020/2021 actions	Actions for 2021/2022

<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 (TGT) as an important element of the evidence base to help secure future strategic highways investment.</p>		<p>1.TGT team has supported the County through the year as the bid develops including liaising with Homes England/DLUHC to achieve £1.5million of funding. TGT team continue to support the Midlands Connect/A46 partnership with the objective of improvement to the A46 corridor.</p> <p>2.As noted above.</p>	<p>1. TGT team continue to support the County on the J9/A46 off-line project through proposed consultation and submission of relevant business case.</p>
b) Air – support Gloucestershire Airport business expansion and highway access improvements			
Actions for 2020/2021	Status	Progress on 2020/2021 actions	Actions for 2021/2022
<p>1.Progress towards adoption of the Borough Plan, incorporating allocations for employment land.</p> <p>2. Continue to build relationship with Gloucestershire Airport,</p>		<p>1.On 20 October 2021 Full Council approved the main modifications to the Borough Plan to go out on Public Consultation.</p> <p>2.Meeting and engagement with the new Chief Executive at Gloucestershire Airport has taken place. Promotion of</p>	<p>1. Continue to build relationships with the new Chief Executive and Team at Gloucestershire Airport.</p>

focussing on apprenticeship and training opportunities.		apprenticeship/training opportunities through Growth Hub.	
c) Rail – Support rail service improvements, including Ashchurch for Tewkesbury Station and the Gloucestershire Warwickshire Steam Railway expansion			
Actions for 2020/2021	Status	Progress on 2020/2021 actions	Actions for 2021/2022
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	😊	1.Whilst there has been substantial disruption of the rail services and therefore major changes to the service (Covid effect), Ashchurch for Tewkesbury station has been highlighted by Network/the rail operators for improved services. Further details of these improvements will follow.	1.Based upon the increases in the number of services alighting at Ashchurch for Tewkesbury station, work can now continue in relation to the next steps in the ‘rail strategy’. The TGT team are already in discussions with Homes England (land owners East of the rail station) of how best to develop ensuring improved access to the station as well as forming a ‘heart’ of the Garden Town.
3. Business Growth Support			
a) Instigate business support initiatives to promote economic growth.			
Actions for 2020/2021	Status	Progress on 2020/2021 actions	Actions for 2021/2022
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) 2. Continued delivery of county Inward Investment service engagement programme, working with partners. 3. Deliver sector specific advice and events, helping support local supply chains.	😊	1. Engagement programme through Tewkesbury Growth Hub. The Hub service has been delivered virtually until July 2021. Now the facility is open offering offering virtual and face to face services. Delivery has included: 124 events with 376 attendees and provided 2773 business support interactions. 2.Delivery of Inward Investment service, including work on the development of Advanced Manufacturing and Cyber propositions. 3.Sector specific support events delivered for Tourism and	1.Deliver year five business engagement programme of events and 1:1 meetings, particularly through the impact and recovery of Covid-19 (interactions delivered virtually where required) 2. Continued delivery of county Inward Investment service engagement programme, working with partners. 3. Delivery of economic assessment/business survey to greater understand business needs in the Borough. Funding secured through TBC Recovery Funds.

<p>4. Funding permitting, undertake an economic impact assessment and analysis to understand the needs of local businesses.</p>		<p>Manufacturing Sectors (Tourism workshops: How to Market your Tourism Business on Social Media and 1-2-1s: How To Get Fully Booked - Tourism and Hospitality. Also, Manufacturing Matters Workshop: Maximise Productivity and Minimise Waste). Delivery of sector specific Peer Network support with cohorts in the following sectors: Health & Social Care, Tourism and Visitor Economy, Cyber, Professional Services, Manufacturing, Female Leadership, Strategy & Risk, Digital Transformation, Innovation & Productivity, Digital Marketing, Supply Chain Management Onshoring</p> <p>4. Secured funding for economic assessment and survey to help inform future strategy and recovery support.</p>	
<p>b) Promote rural businesses and economic growth in rural areas of the borough</p>			
<p>Actions for 2020/2021</p>	<p>Status</p>	<p>Progress on 2020/2021 actions</p>	<p>Actions for 2021/2022</p>
<p>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.</p>	<p>😊</p>	<p>1. Promotion of funding opportunities, including: Covid SME and Visitor economy Recovery Grants (40 grants allocated to borough businesses) and The Covid Digital Recovery Grant (19 grants allocated in borough) through the Growth Hub service, including aftercare and events. 2. Continued promotion of fastershire programme, events and grant opportunities, signposting to the Fastershire team. Digital Strategy not</p>	<p>1. Funding and business support advice provided through Growth Hub service.</p>

		taken forward at current time, AS Opportunity to link into GCC digital strategy, which has business growth as one of three priorities.	
c) Stimulate business start-ups and enterprise growth rates, incorporating the development of a Growth Hub			
Actions for 2020/2021	Status	Progress on 2020/2021 actions	Actions for 2021/2022
<p>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.</p> <p>2. Continued exploration of Hub expansion plans, reflecting the impact of covid-19 and future business needs.</p> <p>3. Review and launch grant and support packages focused on innovation and growth, linking grants and Growth Hub advice.</p> <p>4. Promotion of Government SME Recovery Grants, delivered through the Growth Hub.</p>	☺	<p>1. Engagement programme through Growth Hub. The Growth Hub service has been delivered virtually until July 2021. Now the facility is open offering virtual and face to face service. Delivery has included: 124 events with 376 attendees. Events have included: how to get business through a crisis, restart business post Covid-19, developing a brand, digital marketing/ social media. Delivery of over 158 Growth Plans and 2773 business support interactions.</p> <p>2. Hub expansion plans on hold due to covid-19 and funding pipeline.</p> <p>3. Grant scheme review and launch in development.</p> <p>4. Successful delivery of SME Recovery Grants through Growth Hub Network. 20 grants were awarded in Tewkesbury Borough.</p>	<p>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 – helping businesses to innovate and thrive.</p> <p>2. Launch and delivery of Council’s small business grant scheme</p>
d) Work Jointly with Gloucestershire LEP to seek commercial investment from outside the borough and actively secure available public funding.			
Actions for 2020/21	Status	Progress on 2020/21 actions	Actions for 2021/2022
1. Work with partners to identify funding opportunities	☺	1. Referrals and promotion of strategic projects into Gloucestershire Economic	1. Work with partners to identify funding opportunities and support key infrastructure projects.

and support key infrastructure projects. 2. Continue to play an active role in delivering the next phase of 'Uncover the Cotswolds'		Growth/LEP - Capital Investment Pipeline. 2. Uncover the Cotswolds Project now complete (March 21), delivery has included: training to improve businesses online/digital presence, new website content on Cotswold website 'Real Towns', Digital Town Browsers – encouraging visitors to book ahead, TXGB (Online booking system) for members.	
e) Encourage investment to improve the provision of visitor accommodation			
Actions for 2020/2021	Status	Progress on 2020/2021 actions	Actions for 2021/2022
1. Support tourism businesses with Covid-19 recovery and growth plans through the Growth Hub – including targeted meetings, events/workshops and e-newsletter updates. 2. Promotion of the Government's Kickstart Tourism Grants, delivered via the Growth Hub. 3. Start delivery of actions arising from Tourism Review	😊	1. Delivery of tourism focused events delivered through growth hub (Tourism workshops: How to Market your Tourism Business on social media and 1-2-1s: How to get fully booked) Tourism and Hospitality and regular newsletter communications delivered to support recovery. 2. Successful delivery of the Government Visitor Economy Recovery Grant through Growth Hub. 20 grants awarded in Tewkesbury Borough. 3. Tourism review completed – actions in progress.	1. Support visitor economy businesses through Growth Hub, including training and workshops. 2. Support visitor economy through key actions arising from tourism review, including; digital marketing, PR and print, as well as further understanding impact of Covid on visitor economy
f) Drive retail centre growth through regeneration projects			
Actions for 2020/2021	Status	Progress on 2020/2021 actions	Actions for 2021/2022
1. Seek approval to publish the Shop Front Guide for public	😊	1.A draft supplementary planning document entitled 'Shopfronts, Shutters and Signage: Design Guidance for	1.Work closely with partners, businesses and groups to enable the successful delivery of the Welcome Back Fund (Formally the Re-opening the High Street Safely Fund.)

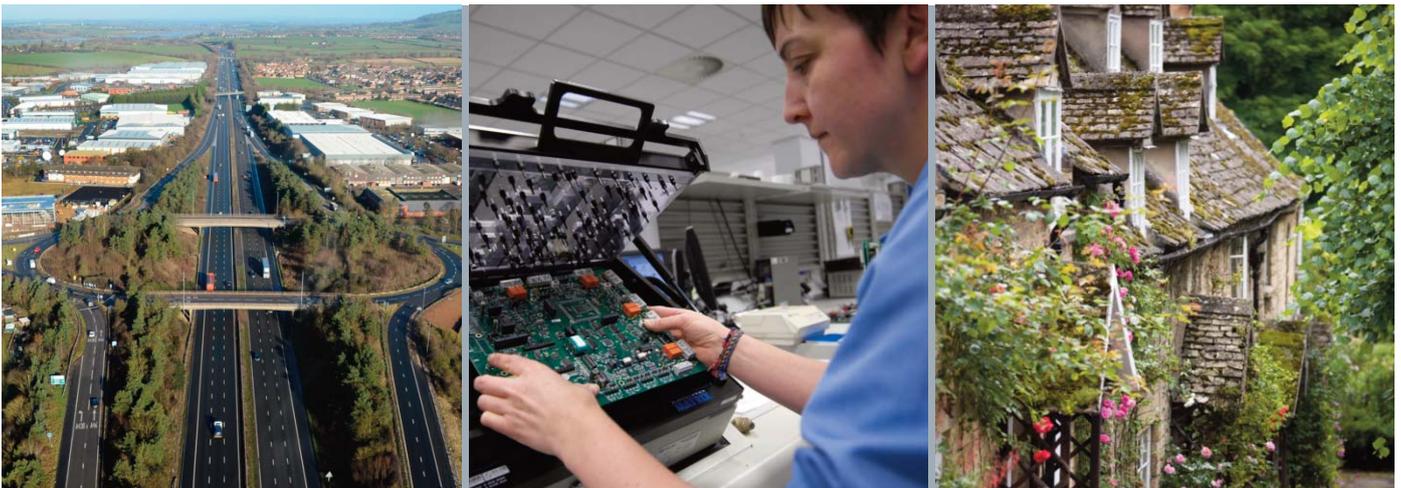
<p>consultation to promote adoption as policy</p> <p>2. Work closely with partners, businesses and groups to enable the safe and successful reopening of high streets and retail centres, including delivery of Re-opening the High Street Safely Fund(RHSS).</p> <p>3. Support the revitalisation of the High Streets and retail centres across the borough, including delivery of the Tewkesbury Heritage Action Zone programme, to help drive economic recovery.</p> <p>4. Appoint High Street Heritage Action Zone Project Officer</p>		<p>Tewkesbury Borough' has been produced. Following agreement at Executive Committee a 6-week public consultation is being undertaken, prior to proposed adoption.</p> <p>2. Production and delivery of Welcome Back Fund (formerly RHSS) Action plan, works included: delivery of Business and Public Facing Communication campaigns (Example: Let's Spring Back Campaign), Temporary public realm changes/safety measures (e.g. planters).</p> <p>3. Delivery of Tewkesbury High Street Heritage Action Zone Programme, progress to date includes successful launch event, Shopfront Grant Scheme and Reuse of Upper Floor Scheme open for Expressions of Interest.</p> <p>4. A High Street Heritage Action Zone Programme Manager is in place delivering the project.</p>	<p>1. Work closely with stakeholders and businesses to enable the successful delivery of the High Street Heritage Action Zone Programme.</p>
1. Promoting Tewkesbury Borough			
a) Promote Tewkesbury Borough and the 'M5 Growth Corridor' as the uniquely connected business location.			
Actions for 2020/2021	Status	Progress on 2020/2021 actions	Actions for 2021/2022
1. Promote Tewkesbury Borough as an excellent location for business and investment.	😊	1. Delivery of Inward Investment service with County Team, including work on the development of Advanced Manufacturing and Cyber propositions.	1. Continue to promote Tewkesbury Borough as an excellent location for business and investment.
b) Promote Tewkesbury Borough to visitors, working with Cotswold Tourism and other partners, including neighbouring tourism destinations.			
Actions for 2020/2021	Status	Progress on 2020/2021 actions	Actions for 2021/2022

<p>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.</p> <p>2. Work with Cotswold Tourism to deliver 'Uncover the Cotswolds' year 3 – with a focus on domestic market, in light of Covid-19.</p> <p>3. Commence delivery of Tourism Review and recommendations</p> <p>4. Work with Tewkesbury Together 2021 to commemorate 900 years of the consecration of Tewkesbury Abbey and 550 years of the Battle of Tewkesbury.</p>		<p>1. Work has included a 'We're Good to Go' Covid 19 – Visit Britain/ Visit England industry standard and consumer mark for attractions giving reassurance to local residents and visitors that clear processes are in place to be able to reopen. Also, undertaken covid business impact survey and delivery of social media campaigns, including: #mycotswoldsmile #escapetheeveryday.</p> <p>2. Uncover the Cotswolds Project now complete (March 21), delivery has included: training to improve businesses online/digital presence, new website content on Cotswold website 'Real Towns', Digital Town Browsers – encouraging visitors to book ahead, TXGB (Online booking system) for members.</p> <p>3. Tourism review complete – number of high priority actions have been highlighted under themes of working environment, working partnerships, product development & support, marketing communications.</p> <p>4. Continued work with Tewkesbury Together 2021, including funding support and promotion of events including Tewkesbury Festival of Lights.</p>	<ol style="list-style-type: none"> 1. Work with our partners, including Cotswold Tourism and Visit Gloucestershire to continue to safely encourage visitors back to the borough. 2. Promote the Borough, utilising resources from the Welcome Back Fund 3. Continued delivery of high priority recommendations from tourism review, particularly focussing on further developing digital marketing and visitor economy business support
Employability Education and training			
a) Promote initiatives to improve education and training relevant to local employment			
Actions for 2020/2021	Status	Progress on 2020/2021 actions	Actions for 2021/2022

<p>1. Work with DWP in developing Youth Hub (virtual to start), as part of Growth Hub Delivery.</p> <p>2. Work with partners to support employment and skills initiatives targeted at those affected by unemployment, particularly in light of Covid-19 impact.</p>		<p>1. Youth Hub Bid developed for submission, in consultation with DWP.</p> <p>2. Working with the GFirst LEP Education and Skills Team to promote employment opportunities including promotion of the new Skills Portal and Careers Coach Function. Also delivery of Jobs Fair with DWP.</p>	<p>1. Submission of Youth Hub bid to DWP and proposed delivery.</p> <p>2. Work with partners to support employment and skills initiatives targeted at those affected by unemployment.</p>
<p>b) Facilitate links between local schools/colleges/universities and local businesses</p>			
<p>Actions for 2020/2021</p>	<p>Status</p>	<p>Progress on 2020/2021 actions</p>	<p>Actions for 2021/2020</p>
<p>1. Promote apprenticeship opportunities and events through Growth 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>		<p>1. Promotion of apprenticeship opportunities through Growth Hub interactions, including Kickstart programme. Business and Growth Hub Apprentice appointed to work in Team.</p> <p>2. Gloucestershire Young Enterprise Hub Bid on hold due to funding. Focus on Tewkesbury Youth Hub Bid.</p>	<p>1. Promotion of apprenticeship opportunities and continued work with GFirst LEP Education and Skills Team on projects to build relationships and connections between local businesses and schools.</p>

Economic development and tourism Strategy

2017-2021





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.

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





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

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



Economic context and key business sectors

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

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

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

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

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

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

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

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



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





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

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.

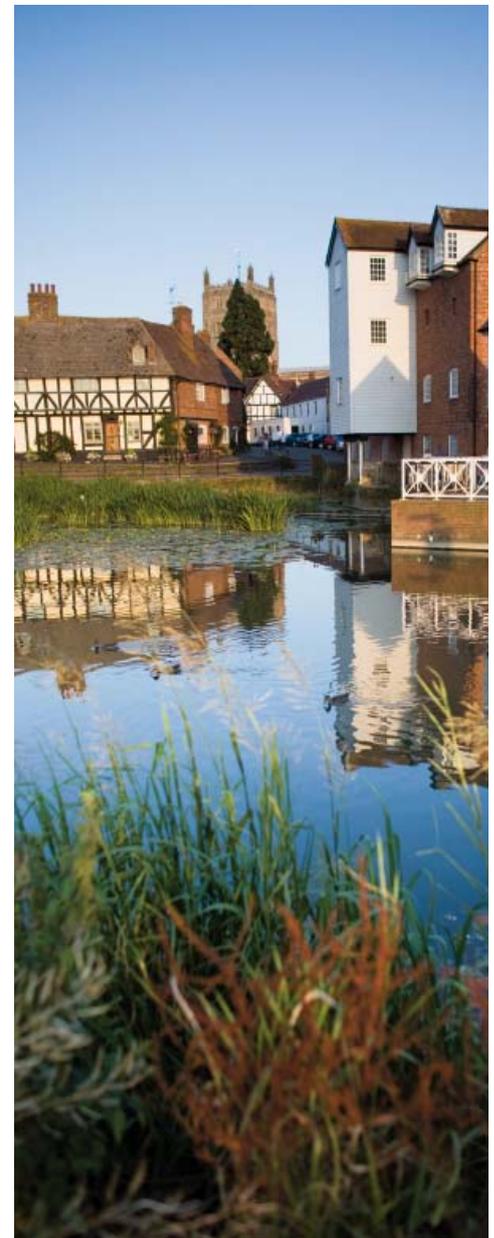
Despite this broad base the borough remains an established centre for high quality manufacturing and is home to some world class high tech aero engineering firms. This is a significant sector of employment and remains important to the local economy. It also includes key sub sectors which should be encouraged 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 a high job density, with close to one job for every resident.

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.



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.

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



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

Report to:	Overview and Scrutiny Committee
Date of Meeting:	23 November 2021
Subject:	Review of Social Media Policy and Guidelines
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Member:	Leader of the Council
Number of Appendices:	Two

Executive Summary:

Communications has a vital role to play in supporting Tewkesbury Borough Council to deliver its vision and promises to local people. Social media provides a modern and targeted form of communication and is commonly used in addition to more established forms of communication.

A review of our Social Media Policy and Guidelines has been carried out to ensure it remains in line with legal requirements and reflects best practice. Importantly, our social media policy and guidelines has been developed to help support our drive for accessible and customer-focused services, while protecting the council's reputation and ensuring the effective and safe use of social media.

Recommendation:

To CONSIDER the revised Social Media Policy and Guidelines and to RECOMMEND TO THE EXECUTIVE COMMITTEE that it be APPROVED.

Reasons for Recommendation:

Given the profile of our social media channels, a regular review of our policy and approach to social media is important.

Resource Implications:

None, other than officer time to monitor social media channels.

Legal Implications:

Use of social media sites, and the creation of new council profiles, does give rise to additional legal risks for the council in terms of data protection and copyright legislation as well as the law relating to defamation and confidentiality. The proposed policy does, however, include adequate safeguards to meet these risks, in particular, the approval of a business case by the corporate management team, designation of a single named responsible officer and maintenance of a corporate record of approvals by the communications officer.

Risk Management Implications:

The policy and guidelines reduce the reputational, legal and financial risks that would occur if social media was introduced on an ad hoc basis without fully considering implications or monitoring the effectiveness and impact of such schemes post-implementation.

Performance Management Follow-up:

The effectiveness of an approved use of social media will be regularly monitored to ensure it achieves the stated outcomes.

Environmental Implications:

None directly arising from this report.

1.0 INTRODUCTION/BACKGROUND

1.1 Our previous Social Media Policy and Guidelines was created in 2015 and detailed a robust approach – for both Officers and Members - to managing social media accounts.

1.2 The social media landscape is constantly evolving, with new platforms being introduced and existing channels adapting their functionality to current trends, so a regular review of the policy is necessary to ensure our use of social media to engage with stakeholders is appropriately delivered.

2.0 WHY DO WE NEED A SOCIAL MEDIA POLICY?

2.1 Our Social Media Policy and Guidelines (Appendix 1) helps to ensure an appropriate and effective use of social media platforms, and that a standardised approach to our online communication is adopted. It acts as a point of reference for Officers, temporary contractors, volunteers, agency staff and Members who post on Council-run social media channels and acts as a useful guide for those who have recently joined the Council.

2.2 Our Policy also ensures that social media usage is aligned to the corporate Communications Strategy - that all Council-run social media channels remain professional and adhere to our brand guidelines, and that all communications through social media meet legal requirements.

3.0 OUR APPROACH TO SOCIAL MEDIA

3.1 We manage social media accounts on Facebook, Twitter, LinkedIn, Instagram and YouTube. These platforms provide a quick, accessible and free way to engage with our communities. They allow us to demonstrate that we are an open and transparent organisation, and to operate as a trusted source of information among a sea of fake news. We can also use social media platforms to correct and limit the damage from misinformation being spread online.

3.2 Social media also allows us to communicate with – and respond to – members of our community on an immediate basis. Since messages can be communicated incredibly quickly, residents can be kept informed up-to-the-minute and benefit from more accurate information in a manner not possible before the advent of social media.

4.0 MAIN CHANGES TO THE POLICY

4.1 It is important we carry out a regular review of our social media approach to ensure the Council is meeting legal requirements and reflects best practice. Our policy was previously reviewed in 2015 and was found to be relevant and up-to-date subject to the following main amendments:

- The inclusion of Instagram as a social media channel used by the Communications team.
- The recommendation that Members help to promote the Council's messages to their social media followers by sharing content from our corporate accounts on their own pages.
- An explanation of why the Council does not currently interact on Facebook noticeboards.

5.0 OTHER OPTIONS CONSIDERED

5.1 None

6.0 CONSULTATION

6.1 None

7.0 RELEVANT COUNCIL POLICIES/STRATEGIES

7.1 Council Plan (2020-24)
Communications Strategy

8.0 RELEVANT GOVERNMENT POLICIES

8.1 Duty to involve

9.0 RESOURCE IMPLICATIONS (Human/Property)

9.1 Managed within current resources and budget

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

10.1 None.

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

11.1 The policy helps to improve access to information and improves the involvement of some hard to reach groups.

12.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

12.1 None.

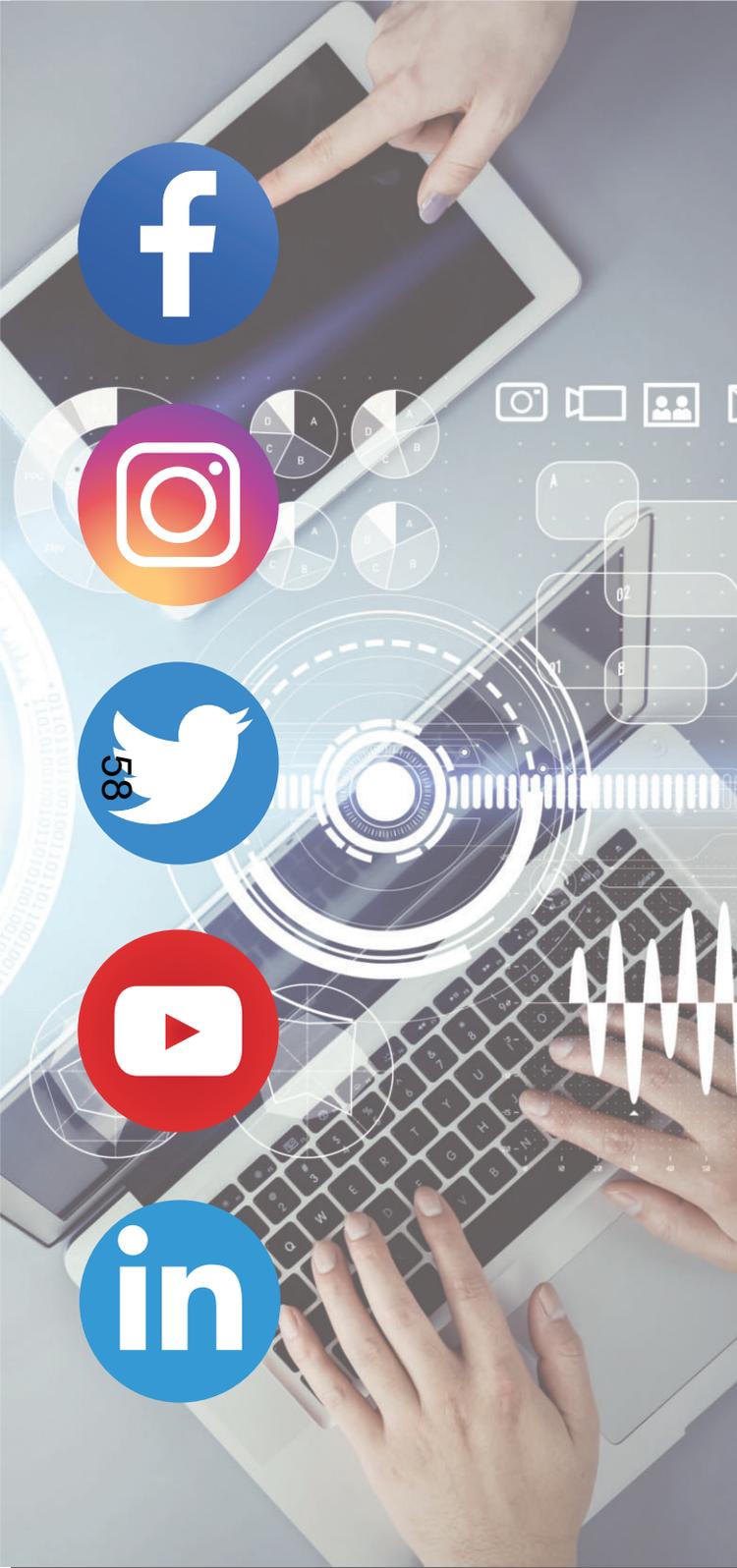
Background Papers: None

Contact Officer: Corporate Services Manager
01684 272291 Clare.Evans@Tewkesbury.gov.uk

Appendices: Appendix 1 – Social Media Policy and Guidelines
Appendix 2 – Councillors’ Guidance to Social Media

Second edition

Appendix 1



Social Media Policy and guidelines

November 2021

Social Media Policy

What do we mean by social media?

Social media is all about building online communities of people who share interests and/or activities, or who are interested in exploring the interests and activities of others.

Most social media sites are web-based and provide a variety of ways for users to interact, such as email and instant messaging services.

Social networking has encouraged new ways to communicate and share information, and these websites are being used regularly by millions of people.

59 The most popular social media sites used by local councils are Facebook, Twitter, Instagram, LinkedIn and YouTube.

These are updated on a daily basis to engage with a variety of stakeholders including residents, local businesses and visitors

Introduction

The growth of online audiences and use of social media channels means councils are able to work more effectively in three ways:

Communication – directly communicate important and timely messages, news and information, promote events and improve awareness of services

by providing direct digital access to them.

Engagement – seek opinions, share conversations and better engage with residents. We can help to improve residents' knowledge and correct misconceptions.

Collaboration – find more efficient ways of working together and sharing information which can change or enhance the residents' perception of the council and of specific service areas or projects.

Our Communications Strategy highlights that Tewkesbury Borough Council aims to provide communications that are

“as accessible, engaging, transparent and cost effective to members of the public as possible.”

The emergence of free social media tools, such as Facebook, Twitter, Instagram and others, is vital in this.

Social media is currently at the forefront of modern communications and its capabilities are used by the Government and councils across the country as another means of engaging in two-way conversations with customers, stakeholders and partners.

We have benefited from taking a similar approach to communicating with people, which has led to greater involvement with customers and an improvement of our reputation.

Indeed, rather than waiting for individuals or groups to approach the council, social media offers the opportunity to create specialised accounts to allow us to connect with residents, the business community and visitors to the borough, listen to what people are saying and engage with them using two-way communications rather than simply delivering one-way messages

This social media policy puts in place controls to protect the council's reputation and ensure the effective and safe use of social media. Importantly, social media is not to replace current communication tools, but to add to our methodologies and to enhance access to information.

This policy will ensure social media is used appropriately and effectively and it includes a specific section on personal use of social media.



Social Media Policy

In order to ensure they are used with greatest impact, social media channels will only be created if a business case can be made, and will only continue if their effectiveness can be proven once in use.

Scope

This policy applies to the use of all social media by any employees, temporary contractors, volunteers or agency staff at Tewkesbury Borough Council.

Aim of this policy

09 The aims of this policy are to:

- Ensure communications through social media meet legal requirements.
- Increase community engagement and connect with residents.
- Engage a wider audience, particularly younger people.
- Offer responsive communication.
- Improve democratic engagement.
- Support emergency and crisis communications.
- Ensure that all social media channels adhere to the council's brand guidelines.
- Ensure that social media usage is aligned to the corporate Communications Strategy.
- Ensure that the communications team has a record of all existing accounts and activity.
- Ensure appropriate, effective and consistent use of social media.

- Complement and support other related council policies.

Council-run channels

Creating a channel

New profiles or groups should only be created following agreement by both the communications team and relevant head of service, and must be supported by a written business case.

If you wish to submit a business case, please make sure you are aware of the following:

- The profile or group will be the responsibility of the relevant service area in terms of content management and must be updated on a regular basis to ensure content is fresh and relevant.
- A single, named person in the service area requesting the site must be responsible for maintaining the profile or group. Other approved contributors may also be nominated to help them.
- All approved contributors should be made aware of this protocol.

Using social media on behalf of the council

If you are using social media on behalf of the council, you must be aware of the following:

- Know and follow Tewkesbury Borough Council's Employee Code of Conduct and ICT Policy.
- When using third-party websites (such as Twitter and Facebook), know and follow their terms of use.
- Always be accurate, fair, thorough and transparent.
- Always be mindful that what you publish may be public for a long time.
- Respect copyright laws.
- Do not publish or report on conversations that are meant to be private or internal to Tewkesbury Borough Council without permission.
- Do not cite or reference any details about customers, partners or suppliers without their approval. When you do make a reference, link back to the source where possible.



- Respect your audience. Do not publish anything that would not be acceptable in the workplace. You should also show proper consideration for others' privacy and for topics that may be considered objectionable or inflammatory, such as politics and religion.
- Wherever required, disclose your position as a representative of your department, division or team.
- Remember that you are an ambassador for the council at all times.
- Do not correct contributors' spelling or grammar.
- Instead of editing or removing significant factual errors, you should either make a public response or directly contact the person who made the original comment, or both.
- Networking sites should be monitored by the responsible service. Feedback that requires a response must be acknowledged quickly with guidance from the communications team leader. Where action is required, bear in mind that excessive delay will have a negative impact on the council's reputation.
- Please ensure a disclaimer is present on all sites, which explains that comments made by the public are not those of the council and we have no control over their content.

When responding to negative comments on the council's social media channels, please refer to the social media response check flow chart on page 5.



Moderating social media channels

We are under no obligation to moderate posts or comments by the public.

However, there are measures which must be taken to ensure our duty of care and to protect our reputation.

The council would not want to be seen to be endorsing comments which are:

- Defamatory, false or misleading;
- Insulting, threatening or abusive;
- Obscene or of a sexual nature;
- Offensive, racist, sexist, homophobic, transphobic or discriminatory against any religions or other groups;
- Promoting illegal activity;
- Intended to deceive.

If a comment is suspected of falling into one of the categories by an operator or user then please contact the Communications team at communications@tewkesbury.gov.uk immediately

Abuse and cyberbullying

We adopt a zero-tolerance policy in response to the online abuse of our officers.

Should officers be subject to any form of abusive

language posted in comments on our social media accounts, no response will be given, the abusive message will be hidden from public view immediately, and the individual will be blocked from engaging further on our accounts. Support will also be provided to the officer/s affected.

Any online abuse directed at officers should reported to the Communications team at communications@tewkesbury.gov.uk immediately.

Personal use of social media channels

Please remember that if you are a holder of a post which is politically restricted you are prohibited from engaging in public political activity, including social media. Please ensure you are aware of the council's Politically Restricted Posts Policy.

If you already make reference to your employment with the council on a personal internet site, or you intend to create such a site, you should inform your manager who will advise you of the appropriateness of doing this in line with the advice below:

- Know and follow Tewkesbury Borough Council's Employee Code of Conduct and IT Policy.
- Ensure that your online activities do not interfere with your job, your colleagues or commitments to customers. If you are not using the site to support you directly in your employed position you should always access the site in your personal time.
- Be aware of your association with Tewkesbury

Borough Council in online social networks. If you identify yourself as a council employee, ensure your profile and related content is consistent with how you wish to present yourself with colleagues and customers.

- If you publish content to any website not owned by the council, and it has something to do with work you do or services associated with the council, use this disclaimer: "The views expressed here are my own and do not necessarily represent the views of Tewkesbury Borough Council."

Child protection

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- If a profile or group is set up for a service directly related to children under 16, it is essential that a member of staff becomes a member of it and oversees the content and activity.
- The staff member should monitor conversations, images and other activity of members of the group and challenge, educate or intervene as necessary.
- Events or parties at private addresses should be reserved for the private group's members only.
- Staff must not publish images of people unless consent has been given in writing, using an official photograph consent form (available on the intranet).



Facebook noticeboards

Facebook noticeboards are set up by residents of cities, towns and villages to allow members of their respective communities to share and discuss local news, events and developments. In Tewkesbury Borough, established noticeboards include Tewkesbury Noticeboard, Winchcombe Noticeboard and Bishop's Cleeve Noticeboard.

The Communications team does not use the council's corporate Facebook account to post updates - or respond to updates and comments posted by other people - on these noticeboards. Tewkesbury Noticeboard, for example, has 32,000 members; any activity posted there from the corporate account is likely to provoke a very high number of follow-up questions, which, with the current resource, would be difficult to respond to effectively and in a timely manner, and could result in reputational damage.

Assessing a target audience

The Communications team will be able to advise on the best way to get started by helping with an assessment of the target audience, value and goals of your proposed social media profile.

In many cases, it may be clear and simple. In others, it may be more difficult and the Communications team may wish to trial and monitor the content via the existing audience on the main Tewkesbury Borough Council channels first.

Remember, it takes time, effort and resource to build a following on any social network.

Five questions to ask yourself:

1. What is the main purpose of the proposed social media channel?
2. Can I reach my target audience with it?
3. Do I know which social media platform(s) which best suit my core objective?
4. Do I have sufficient resource to keep it updated and monitored for interactions?
5. Am I likely to be posting regularly enough to build a following?



Social Media Policy

Usage and content principles

As a general rule, social media users are warned not to post any content or information that they would not be prepared to say to the general public in other council communications. When posting to Tewkesbury Borough Council's social media channels, consider the following:

Frequent – updates should be made at least once a day.

Useful – where possible, posts will include at least one link back the relevant section on the main Tewkesbury Borough Council site to maximise SEO (search engine optimisation).

Varied – a wide range of media (photos, video) etc will be used to retain interest levels.

Newsworthy – SEO-friendly headlines using keywords and phrases, along with the relevant links, will help to help to improve the chances of your content being found in Google etc.

Timely – posts will be relevant when posted about upcoming events and opportunities.

Human – While SEO-friendly headlines should be used where possible, other tweets and replies should also be used to demonstrate that there is a personality behind the account.

Short – Messages should be kept short and to the point. Don't use all the available characters

on Twitter when fewer will do! And keep Facebook posts as simple as possible too.

Accurate – Our social media channels represent the council and its reputation. All spelling and grammar should be accurate. 'Text speak' is acceptable with some audiences, but should be avoided wherever possible.

Corporate – Social media is an extension of the website and brand.

Responsibilities

Corporate Leadership Team

The Corporate Leadership Team is responsible for ensuring that employees are aware of their work-related and personal responsibilities.

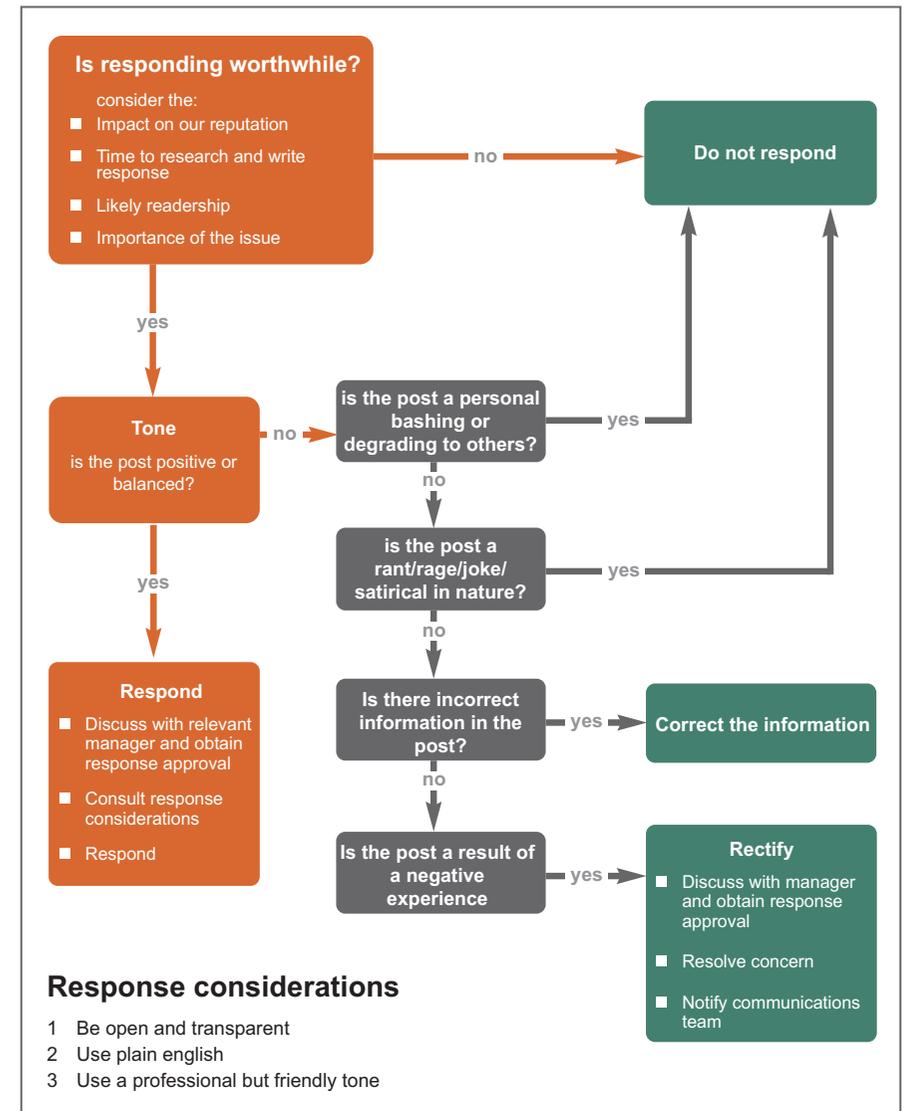
Heads of service and operational managers

All managers are responsible for ensuring that their staff understand this policy and abide by it, and for giving guidance where employees are unsure of appropriate content.

Communications team

The Communications team will review and revise this policy as appropriate.

Social media response check flow chart



Although the best use of social media is conversational in tone, publishing opinions and material online is still publishing, which means what you've 'said' is written down and permanent.

While there's no additional legal or ethical burden around using social media, the usual legal rules (such as complying with the council's code of conduct) still apply and must be considered when using social media.

The key to whether your online activity is subject to the council's code of conduct is whether you are giving the impression that you are acting as a councillor.

Since the judgment of whether you are perceived to be acting as a councillor will be taken by someone else, it's safest to assume that any online activity can be linked to your official role. This is particularly true if you hold a lead member role and you are commenting on policy or decisions within your portfolio.

64 If the content of your online activity is objective, balanced, informative and accurate, and you maintain and demonstrate an open mind on any matters on which you may be called upon as a member to make a decision, you substantially reduce the possibility of a successful legal challenge to the content being made.

To make sure you comply with the council's code of conduct and to ensure your use of online media is well received, we suggest the following advice:



Do

- **Set appropriate privacy settings** for your social media pages or blog – especially if you have a private, non-political blog.
- **Keep an eye out for defamatory or obscene posts** from others on your pages or blog and remove them as soon as possible.
- Be aware that **the higher your profile** as a councillor, the more likely it is you will be seen as acting in your official capacity whenever you post online.
- Be aware that by publishing **information that you could not have accessed without your position as a councillor**, you are likely to be seen as acting in your official capacity.

- Make sure that any **comments on policy or decisions** within your portfolio reflect your role as lead member.
- **Use a disclaimer.** Whenever you publish content online, make it clear that what you are saying is representative of your views and opinions, and does not necessarily reflect the views and opinions of Tewkesbury Borough Council. However, remember that it is still very difficult for the audience to separate you from your official role at Tewkesbury Borough Council, particularly if you are a lead member. For example: "The views expressed here are my own and do not necessarily represent the views of Tewkesbury Borough Council."
- **Treat others with respect** – avoid personal attacks or offensive comments.
- Refrain from publishing anything you have **received in confidence**.
- Ensure you **don't bring the council or your councillor role into disrepute**.
- Comply with **equality laws**.
- **Help to promote the council's messages** to your social media followers by sharing content from the council's corporate accounts on your own pages.



Don't

- Post in **haste**.
- Post comments that you would **not be prepared to make in writing or in a public meeting**. Statements spread faster online than through any other form of communication.
- **Publish an untrue statement** about a person which is damaging to their reputation as they may take libel action against you.
- Use council facilities for **personal or political posts**.
- Publish **personal data of individuals** unless you have their written permission.
- **Copy and paste posts** from the council's corporate accounts to your own pages. (Instead, please support our corporate accounts by sharing our posts.)
- **Mislead your followers** by implying collective council achievements are your own individual achievements.

If you are ever unsure or would like further advice, please contact the council's communications team.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	23 November 2021
Subject:	Depot Services Working Group Update
Report of:	Waste Contracts Manager
Corporate Lead:	Head of Community Services
Lead Member:	Lead Member for Clean & Green Environment
Number of Appendices:	2

<p>Executive Summary:</p> <p>In July 2019, this Committee agreed to establish the Depot Services Work Group in order to facilitate a better understanding of the operational, financial and governance aspects of Ubico and its partnership relationship with the Council.</p> <p>The Terms of Reference for the Working Group (Appendix 1) require a report be taken to the Overview and Scrutiny Committee on a biannual basis to update Members on the work undertaken. The last update was received by the Overview and Scrutiny Committee in April 2021 at which time Members noted the good progress made and agreed that the Working Group should continue at least for another municipal year. Since that time, the Group has met on two occasions and this report provides the Committee with an update on progress so far this year.</p>
<p>Recommendation:</p> <p>To CONSIDER the progress of the Depot Services Working Group.</p>
<p>Reasons for Recommendation:</p> <p>To update the Committee on the work of the Depot Services Working Group.</p>

<p>Resource Implications:</p> <p>None arising directly as a result of this report.</p>
<p>Legal Implications:</p> <p>None arising directly as a result of this report.</p>
<p>Risk Management Implications:</p> <p>None arising directly as a result of this report.</p>
<p>Performance Management Follow-up:</p> <p>The Working Group will operate within the guidelines set out in the Terms of Reference. The Working Group will report back to this Committee at the end of the Municipal Year.</p>

Environmental Implications:

None arising directly as a result of this report.

1.0 INTRODUCTION/ BACKGROUND

- 1.1** At its meeting on 23 July 2019, this Committee agreed the establishment of the Depot Services Working Group. The reason for establishing the Working Group was set out in a report to this Committee and, in part, included the fact that Members have, at times, expressed frustration about a perceived lack of control and transparency with Ubico. It was considered important that Councillors understand how Ubico operates and the relationship between the Council and the company.
- 1.2** The stated aim of the Working Group was to receive reports and information pertinent to the operation and strategic direction of waste and recycling, street cleansing and grounds maintenance services.
- 1.3** The Terms of Reference for the Working Group (Appendix 1) require a report be taken to the Overview and Scrutiny Committee on a biannual basis to update Members on the work undertaken. The last update was received by the Overview and Scrutiny Committee in April 2021 at which time Members noted the good progress made and agreed that the Working Group should continue for at least for another municipal year. Since that time, the Group has met on two occasions and this report provides the Committee with an update on progress so far this year.

2.0 WORKING GROUP CONSIDERATIONS**Meeting 1 – August 2021**

- 2.1** At its first meeting of the municipal year in August, the Working Group considered and agreed its Work Programme for the year (Appendix 2).
- 2.2** The Working Group also received an update from the Accountancy Officer on the budget position at that time. Members noted the considerable rise in fly-tipping that had taken place over the last 12 months and discussed concerns about the national driver shortage which is caused by external factors, outside of the control of the Council and Ubico, which may have impact on our services.
- 2.3** Members also received a presentation from the Ubico Head of Operations on in-cab technology / connected workforce which is a way of managing the communications better between the customer, Council and Ubico operatives via digital technology. They heard about some of the benefits to that system such as sharing information in real time rather than the current system of e-mails et.c which is time consuming and slow. This system should be available for the Tewkesbury contract some time during 2022/23.
- 2.4** Members received a briefing on the Council's response to the DEFRA waste and resources strategy consultation and the potential significant financial and operational impact that this may have on the Council's waste services if some of the proposals on the consultation were imposed on the Council.
- 2.5** Finally, the Working Group was informed that a new Waste Contracts Manager had been appointed and was due to start in his role in August and also that the Council had undertaken a soft launch of the Small Waste Electrical Items collection service and that a full launch was planned for September.

Meeting 2 – October 2021

- 2.6** At the second meeting of the group in October, Members received an update on Ubico's quarter one performance and raised a number of queries around why the number of food collections were higher than missed collections for other waste streams; fly-tipping collection performance; and health and safety issues. The Ubico Head of Operations outlined actions Ubico was taking to address the issues.
- 2.7** The Working Group discussed in some depth the current trade waste project and considered the project plan that was presented by the Principal Trade Waste Officer. Members heard about the improvements to the bulky waste service and that it was expected approximately 70% of the material collected would be recycle rather than going to landfill as previously and also the fact that the service should generate a surplus in income in order to support other elements of the waste service and minimise cost to the Council tax payer.
- 2.8** Members received a verbal update on the depot project in partnership with Cheltenham Borough Council and expressed concern that this project was taking some time to get off the ground. Members asked that Tewkesbury Borough Council consider a plan B in the event this project did not move forward.
- 2.9** Finally, the Working Group received an update on the seasons grass cutting to date. Members were advised that the grading and overall quality of grass cutting had improved as it approached the end of the season. The group also heard about improvements that had been made in the two cemeteries within the borough to address quality issues experienced earlier in the year. Concern was raised that some of the work identified by the previous Grass Cutting Working Group had not progressed and was reassured that this work was noted in the Work Programme but it was a matter of prioritising the work that needed to be undertaken. A further discussion took place regarding the work that the Council carried out on behalf of Gloucestershire County Council on grass verges and considered a suggestion that wildflower planting could be undertaken in these areas instead.
- 3.0 NEXT STEPS**
- 3.1** The Working Group is due to meet two further times this municipal year in December 2021 and March 2022 to consider the matters as set out in the Work Programme.
- 3.2** A further report will be brought to the Overview and Scrutiny Committee meeting on 5 April 2022 summarising the work undertaken during the year. At that time Members will be asked to consider whether there is a continuing role for the Group and if any changes to the Terms of Reference are required.
- 4.0 OTHER OPTIONS CONSIDERED**
- 4.1** None
- 5.0 CONSULTATION**
- 4.2** None
- 6.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 6.1** None

- 7.0 RELEVANT GOVERNMENT POLICIES**
- 7.1 Waste and Resources Strategy 2020.
- 8.0 RESOURCE IMPLICATIONS (Human/Property)**
- 8.1 None
- 9.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 9.1 Service changes or improvements relating to waste collections will be in line with the Waste Framework Directive and the Waste Hierarchy and aim to deliver more sustainable waste and environmental frontline services.
- 10.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 10.1 None
- 11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 11.1 Overview and Scrutiny Committee - 23 July 2019

Background Papers: Overview and Scrutiny Committee report - Depot Services Working Group Update – April 2021

Contact Officer: Waste Contracts Manager.
01684 272038 richard.trout@tewkesbury.gov.uk

Appendices: Appendix 1 - Depot Services Working Group - Terms of Reference.
Appendix 2 - Depot Services Working Group Work Programme

Depot Services Working Group Terms of Reference

1. AIMS AND OBJECTIVES

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

2. CONSTITUTION AND POWERS

- (i) The Group shall comprise nine Members of the Council to include six members of the Overview and Scrutiny Committee, one Member of the Audit and Governance Committee and the Lead Members for Clean and Green Environment and Finance and Asset Management.
- (ii) The Group will be supported by Officers, primarily the Head of Community Services and the Head of Finance and Asset Management.
- (iii) The Group shall, at its first meeting, appoint a Chair and Vice-Chair.
- (iv) The quorum of the Group shall be four Members.
- (v) Substitution arrangements will not apply.

3. TERMS OF REFERENCE

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

4. DELEGATED POWERS

Working Groups are not decision-making bodies, therefore all decisions required will be referred to the appropriate Committee or Council

5. FREQUENCY OF MEETINGS

Working Group meetings will take place every three months, or as necessary. The Group will continue until contract renewal at which point it will be reviewed.

DEPOT SERVICES WORK PROGRAMME 2021/22

Working Group Date: w/c 27 September 2021			
Agenda Item	Reason for consideration	Target Completion Date	Notes
Ubico Finance Report – Quarter 1 Update	Included in Terms of Reference.	Ongoing – to be considered quarterly.	This will be a report against budget and any variances (i.e. overspends/underspends explained)
Ubico Performance Report – Quarter 1 Update	Included in Terms of Reference.	Ongoing – to be considered quarterly.	This will be a report against the relevant KPIs.
Trade Waste Project	Brought forward from 2020/21 work programme.	TBC - To be considered quarterly.	Long term project being monitored by programme board.
Grounds Maintenance	Work of Grounds Maintenance Working Group subsumed into the Depot Services Working Group.	Ongoing – to be considered quarterly.	
Depot Project	Brought forward from 2021 work programme and included in Terms of Reference.	Ongoing – to be considered six monthly.	Very long term project

Working Group Date: w/c 6 December 2021			
Agenda Item	Reason for consideration	Status of Item / Target Completion Date	Notes
Ubico Finance Report – Quarter 2	Included in Terms of Reference.	Ongoing – to be considered quarterly.	This will be a report against budget and any variances (i.e. overspends/underspends explained)
Ubico Performance Report – Quarter 2	Included in Terms of Reference.	Ongoing – to be considered quarterly.	This will be a report against the relevant KPIs.
Trade Waste Project	Brought forward from 2020/21 work programme.	TBC - To be considered quarterly.	Long term project being monitored by programme board.
Street Cleansing Review	Brought forward from 2020/21 work programme.	March 2022	
Grounds Maintenance	Work of Grounds Maintenance Working Group subsumed into the Depot Services Working Group.	Ongoing – to be considered quarterly.	

Working Group Date: w/c 6 December 2021			
Agenda Item	Reason for consideration	Status of Item / Target Completion Date	Notes
Grass Cutting Standards	<p>Recommendation arising from Grounds Maintenance Working Group Report –</p> <p><i>Members considered the quality of grass cutting at various locations across the borough and noted that performance was adequate but that the areas of land that were of the lowest rating (category D) should be eliminated and that a higher quality (either A or B) should be the target. As such, it is recommended that a new performance target should be set for Ubico to reduce the number of category C and D rated grass cutting.</i></p>		Outcomes of 2021 growing season will be compared to the previous seasons' monitoring and reported to the Working Group – if better standards required, more resource may need to be given to Ubico.

Working Group Date: w/c 6 December 2021			
Agenda Item	Reason for consideration	Status of Item / Target Completion Date	Notes
Maintenance of Land on Behalf of Gloucestershire County Council	<p>Recommendation arising from Grounds Maintenance Working Group Report –</p> <p><i>Based on the results of the trial undertaken at Brook Close, Winchcombe to reduce the number of cuts undertaken, it was felt that the trial should be extended to a further two pieces of grass verge. These have yet to be decided but possible areas have been identified in Alderton, Bishop's Cleeve, Buckland, Hucclecote, Gretton and Laverton. The reason for choosing these areas is because they are large areas of work and the teams do not have any other works in those areas, hence they are travelling specifically to undertake this work. These pieces of land should be agreed by the relevant Ward Members and, where necessary, the Parish Council should be informed of the proposal.</i></p>	Trial to start in 2022.	Area for trial to be decided by the Working Group.

Working Group Date: w/c 27 February 2022			
Agenda Item	Reason for consideration	Target Completion Date	Notes
Ubico Finance Report – Quarter 3	Included in Terms of Reference.	Ongoing – to be considered quarterly.	This will be a report against budget and any variances (i.e. overspends/underspends explained)
Ubico Performance Report – Quarter 3	Included in Terms of Reference.	Ongoing – to be considered quarterly.	This will be a report against the relevant KPIs.
Trade Waste Project	Brought forward from 2020/21 work programme.	TBC - To be considered quarterly.	Long term project being monitored by programme board.
Grounds Maintenance	Work of Grounds Maintenance Working Group subsumed into the Depot Services Working Group.	Ongoing – to be considered quarterly.	
Depot Project	Brought forward from 2021 work programme and included in Terms of Reference.	Ongoing – to be considered six monthly.	Very long term project
In-Cab Technology Project	Brought forward from the 2020/21 work programme.	TBC - To be considered six monthly.	Long term project being driven by Ubico and partners.
Annual Ubico Business Plan and Vehicle Summary Report	Included in Terms of Reference	Ongoing – to be considered annually.	

Working Group Date: w/c 27 February 2022			
Agenda Item	Reason for consideration	Target Completion Date	Notes
Draft Report to Overview and Scrutiny Committee	Terms of Reference require biannual reporting to the Overview and Scrutiny Committee.	Biannual report.	A brief update report on the work undertaken to date will be given to the Overview and Scrutiny Committee at its meeting in November 2021. This will be a more formal report on the work of the Group which will make a recommendation as to whether there is a continuing role for the Group and if any changes to the Terms of Reference are required.

PENDING ITEMS		
Agenda Item	Reason for consideration	Notes
Ubico Schedule of Rates	Recommendation arising from Grounds Maintenance Working Group Report – <i>It was agreed that Ubico should produce a comprehensive schedule of rates to ensure that it is pricing work correctly. The schedule of rates should be shared with the Council</i>	
Planning Policy	Recommendation arising from Grounds Maintenance Working Group Report – <i>recommended that the Head of Development Services / Planning Policy Manager shall consider whether it is possible to include a requirement to consider innovative approaches to grounds maintenance, including different grass varieties, within planning policies around new public open space.</i>	
Wildflower Planting	Recommendation arising from Grounds Maintenance Working Group Report – <i>Members discussed whether the use of wildflower planting could reduce the need for grass cutting in future and it was decided that no further work on wildflower planting should be considered (other than EU funded schemes already being considered) until the current project at The Grange Field is complete and the impact evaluated.</i>	The Grange Field Project has been delayed by COVID-19 and staff sickness.
Potential for Hire Contract for Equipment/Sharing Across Ubico Partners	Recommendation arising from Grounds Maintenance Working Group Report – <i>This should be progressed by asking Ubico to undertake a piece of work to provide a comparison in order to consider whether a hire contract would be an appropriate way forward.</i>	

AD HOC ITEMS		
Agenda Item	Reason for consideration	Notes
Internal Audit Reports in relation to Ubico Contract	Included in Terms of Reference.	any relevant audit reports will be included on the Agenda as and when appropriate.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	23 November 2021
Subject:	Local Government Association Peer Challenge Report Action Plan
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Members:	Leader of the Council
Number of Appendices:	One

Executive Summary:

As part of its approach to sector-led improvement, the Local Government Association (LGA) offers a fully funded corporate peer challenge to Councils every four to five years. Tewkesbury Borough Council accepted the LGA offer and welcomed an LGA -led team on site during week commencing 2 March 2020.

As with all peer challenges, this included a review of five core components. This is essentially a high level, external 'health-check' centred upon: understanding of local context and priority setting, financial planning and viability, political and managerial leadership, governance and decision making and organisational capacity. In addition, the scope of the challenge was localised to ask the challenge team to also focus on the following questions: are we set up organisationally to successfully deliver our growth plans and ambitions; are we confident in the delivery of the Garden Communities projects; and, in more general terms, what is the ability and capacity to deliver the new Council Plan?

During the four day challenge, the team spoke to more than 120 people including a range of Council staff, Councillors, external partners and stakeholders and gathered information and views from more than 40 meetings. The final report from the LGA was very positive about how the Council performs across the subject areas.

As with all challenges, areas for improvement were identified in the form of five key recommendations. An internal action plan comprising these recommendations with associated action points, and other less implicit recommendations, was approved by Council on 8 December 2020. Council delegated the monitoring of progress in delivering those actions to the Overview and Scrutiny Committee on a six monthly basis. The first progress report was presented on 8 June 2021. The action plan at Appendix 1 is the second update the Committee will have received.

Recommendation:

To CONSIDER the progress made in relation to the implementation of the Local Government Association Peer Challenge Report Action Plan.

Reasons for Recommendation:

There is an expectation from the Local Government Association that, following the issuing of their report, appropriate action is taken to implement its recommendations.

<p>Resource Implications:</p> <p>None directly arising from this report</p>
<p>Legal Implications:</p> <p>None directly associated with this report.</p>
<p>Risk Management Implications:</p> <p>If the Council does not implement the recommendations made by the peer challenge team then this will be a lost opportunity for improvement.</p> <p>If the Council does not implement the recommendations made by the peer challenge team then there is a potential reputational risk of not accepting critical feedback.</p>
<p>Performance Management Follow-up:</p> <p>The action plan is monitored on a six monthly basis by the Overview and Scrutiny Committee.</p>
<p>Environmental Implications:</p> <p>None directly associated with this report.</p>

1.0 INTRODUCTION/BACKGROUND

- 1.1 As part of its approach to sector-led improvement, the Local Government Association (LGA) offers a fully funded corporate peer challenge to Councils every four to five years. Tewkesbury Borough Council accepted the LGA offer and welcomed an LGA-led team on site during week commencing 2 March 2020.
- 1.2 As with all peer challenges, this included a review of five core components. This is essentially a high level, external 'health-check' centred upon: understanding of local context and priority setting, financial planning and viability, political and managerial leadership, governance and decision making and organisational capacity. In addition, the scope of the challenge was localised, to ask the challenge team to also focus on the following questions: are we set up organisationally to successfully deliver our growth plans and ambitions; are we confident in the delivery of the Garden Communities projects; and, in more general terms, what is the ability and capacity to deliver the new Council Plan?
- 1.3 During the four day challenge, the team spoke to more than 120 people including a range of Council staff, Councillors, external partners and stakeholders and gathered information and views from more than 40 meetings. The final report from the LGA was very positive about how the Council performs across the subject areas.
- 1.4 As with all challenges, areas for improvement were identified in the form of five key recommendations. An internal action plan comprising these recommendations with associated action points, and other less implicit recommendations, was approved by Council on 8 December 2020. Council delegated the monitoring of progress in delivering those actions to the Overview and Scrutiny Committee on a six monthly basis. The action plan in Appendix 1 is the second update the Committee will have received.

2.0 THE ACTION PLAN

2.1 The action plan template is the same as approved by Council but with an additional column so commentary can be added on how the actions are progressing. Though the LGA team made a number of recommendations, these were small in number and the majority of the key recommendations simply asserted what we already had corporate awareness of. For example:

- financial scenario planning
- branding, governance and engagement of the Tewkesbury Garden Town project
- prioritisation and allocation of resources

2.2 In terms of the actions, the majority are progressing well, particularly as reported above, they are almost 'business as usual'. For example, elements of the finance related action are complete whereas other elements of the action are of an ongoing nature as part of the cycle of the Council's strategic financial planning. Other actions are wholly complete, such as the governance structure of the garden town project, delivery of the new HR microsite and online recruitment, senior leadership roles and responsibilities. A small number of actions have been impacted by the Council's response to COVID-19, such as how the Growth Hub model is delivered. Other actions are in progress, such as the consideration of webcasting for Council meetings, the undertaking of a residents' survey etc. Overall, the delivery of the action plan is positive and it is envisaged it can be closed off when next reported upon.

3.0 OTHER OPTIONS CONSIDERED

3.1 None

4.0 CONSULTATION

4.1 The undertaking of a peer review was approved by Executive Committee. A significant number of Officers, Members and partners were consulted during the peer review week. Heads of Service were consulted with regard to the development of the action plan.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 Council Plan 2020-2024.

6.0 RELEVANT GOVERNMENT POLICIES

6.1 None.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 None directly arising from this report.

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

8.1 None directly arising from this report.

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

9.1 None directly arising from this report.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 Council 8 December 2020 – LGA final report and TBC action plan to implement the recommendations made.

Overview and Scrutiny Committee 8 June 2021 – first six monthly update of the action plan

Background Papers: None

Contact Officer: Head of Corporate Services
01684 272002 Graeme.Simpson@teWKesbury.gov.uk

Appendices: Appendix 1 – LGA Peer Challenge Action Plan

Appendix 1 - Corporate Peer Challenge 2020- recommendation action plan

Recommendation number KR = key recommendation	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date	Progress to date
	<p>- Prepare for possible changes to commercial investment regulatory framework through detailed scenario planning.</p> <p>(incl. continued and possible widened use of Transform Working Group would support greater organisational input into defining future plans and in doing so, ensure the financial landscape is understood by all members and officers). And;</p> <p>The Garden Town Programme represents major investment in and by the borough council, but successful delivery is dependent on Homes England funding of around</p>	<p>TWG will be used to review the gap between cost and resource and make recommendations on the changes necessary to ensure the council remains financially sustainable.</p> <p>In addition, the MTFS will become a biannual exercise to increase member understanding and awareness of the financial challenges facing the Council.</p> <p>The council is dependent on the funding being secured in order to deliver the bridge. Given the MTFS deficit, it is not possible to add to this to in order to self fund the bridge. All resources will be focussed on ensuring the funding is available and drawn down. It is</p>		<p>Complete</p> <p>Complete</p> <p>Complete</p>	<p>No further commercial property purchases are planned and we are now in a phase of managing the existing portfolio. The council will be complying with the regulatory framework around borrowing for commercial investment.</p> <p>TWG will continue to be briefed on emerging issues which will have a transformative or financial impact. Future agendas could include details around the Environment and the Planning Bills and their impact on the organisation.</p> <p>Agreements are in place with Homes England for the delivery of the bridge and quarterly draw downs of funding are taking place.</p>

Appendix 1 - Corporate Peer Challenge 2020- recommendation action plan

Recommendation number KR = key recommendation	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date	Progress to date
	£8.1 million and this is a risk to the council. Enhanced planning around alternative options – and likely impact – should these funds not materialise in part or in full would enhance financial and risk.	expected that a first draw could take place by December 2020.			
KR2. (page 2, recommendation 2)	<p>Create the necessary senior leadership resilience, focus on prioritisation and overall resource requirements within the organisation going forward so that so that the council is on as sound a footing as possible to continue to meet the challenges facing the sector. As part of this: -</p> <ul style="list-style-type: none"> - Clarify roles and responsibilities of Corporate Leadership Team (CLT) and Management Team in order, ensuring that opportunities for senior officers to contribute and influence are well understood; - Build on partnership and shared service delivery 	<p>This recommendation was pre-covid and therefore the financial and resource challenge is more significant than at the time of the LGA report - even then there was a large degree of uncertainty in relation to Local Government finances. Actions undertaken have been around an immediate need to prioritise resource and capacity to support the council's response to and recovery from the pandemic.</p> <ul style="list-style-type: none"> - Heads of Service prioritising their work streams to identify what could be deferred including project related work. - Update on capacity list to identify any potential spare capacity 	Corporate Management Team	<p>March 2021 March 2022</p>	<p>😊</p> <p>In the short term and in response to the Covid-19 pandemic a review of key actions within the council plan and Covid-19 recovery plan were undertaken and where necessary actions deferred. The annual refresh of these documents has allowed more consideration to be given to what can be delivered.</p> <p>Where pressure points have arisen as result of responding to Covid-19 additional resources have been deployed to those areas.</p> <p>Roles of CLT and management team have been re-affirmed. The resignation of the Deputy Chief Executive (DCE) provided the opportunity for this and those duties have now been absorbed</p>

Appendix 1 - Corporate Peer Challenge 2020- recommendation action plan

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Recommendation number KR = key recommendation	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date	Progress to date
(page 6, para 2)	<p>strengths to cement your 'place leadership' role and from this explore further opportunities as to how these arrangements will help build capacity (see also page 10)</p> <ul style="list-style-type: none"> - Build on existing corporate project evaluation mechanisms to develop a clear process for prioritisation and changing resource requirements ('prioritise the priorities – see page 10) <p>(incl. thought be given to succession planning to fulfil the council's leadership responsibilities re: city region, midlands connecting corridor)</p>	<ul style="list-style-type: none"> - Recovery fund has been approved that could be used for additional resources. - Clarity of roles and responsibilities will be re-affirmed as part of the interim arrangements to cover the Deputy CEO role. 			<p>permanently within the roles of Heads of Service.</p> <p>Moving forward, and now the council is on its recovery journey then the medium term aspects of the recommendation can be considered, for example senior leadership resilience, partnerships, 'prioritising the priorities' – an Executive Committee/CLT awayday was held on 9 November to start dialogue on the strategic challenges ahead.</p>
<p>KR3. (page 2, recommendation 3) (page 6, para 7)</p>	<p>Consider ways and approaches to promote the 'Tewkesbury Brand' more effectively as part of your successful leadership of place approach.</p>	<p>Branding, particularly around the Garden Town project will be considered moving forward.</p> <p>An additional communication's officer has been recruited to give additional resilience to corporate communications.</p>	<p>Head of Development/Garden Town Programme Director/Head of Corporate Services</p>	<p>Spring-2021 December 2021</p>	<p>😊</p> <p>Tewkesbury Garden Town have branding as part of the thinking place commission which is complete. (This is different to the Tewkesbury branding).</p>

Appendix 1 - Corporate Peer Challenge 2020- recommendation action plan

Recommendation number KR = key recommendation	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date	Progress to date
		discussions with finance regarding for funding for wider Garden Town support.			
<p>KR5.</p> <p>(page 2, recommendation 5)</p> <p>(page 8, para 3)</p>	<p>Building upon your existing sound governance arrangements review both: -</p> <ul style="list-style-type: none"> - the timings of key meetings so that all members can contribute effectively - the length/ style of member reports so they more effectively inform and enable better decision making. <p>(incl. greater use of technology to promote virtual engagement.)</p>	<p>The Council determines the Schedule of Meetings, including the time those meetings commence. Individual Committees are always free to review and revise start times and any changes are made in consultation with the Chair and Lead Member as appropriate. Similarly, Working Groups, Ad-Hoc meetings, seminars etc. are set in consultation with the appropriate Lead Member and take place at a variety of times in the morning, afternoon and evening to cater for all Members.</p> <p>A review of the report format is in the Democratic Services Work Programme but due to other commitments it is not anticipated that this will be complete until the end of the next financial year.</p> <p>All the Council's meetings are currently held virtually and the use of new technology has been embraced by Members.</p>	<p>Head of Democratic Services</p>	<p>Current practice, no change is anticipated.</p> <p>March 2022.</p> <p>Current Practice.</p> <p>December 2021</p>	<p>Not applicable.</p> <p>Not yet commenced.</p> <p>☺</p> <p>Members have embraced the use of technology and have successfully participated in virtual committee,</p>

Appendix 1 - Corporate Peer Challenge 2020- recommendation action plan

Recommendation number KR = key recommendation	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date	Progress to date
					<p>working groups, briefings etc during 2020/21.</p> <p>As we move back to meetings in person consideration is being given to webcasting meetings and a project team has been set up to look at this.</p>
<p>6. (page 6, para 3)</p>	<p>Building on the knowledge and expertise developed through the Growth Hub, the council may wish to consider slightly redefining its support for local business growth – moving more towards an enabling role rather than delivery. This will help manage resource requirements whilst wishing to maintain a strong economic development focus.</p>	<p>Consideration will be given to the recommendation. This needs to be balanced with the contractual obligation the council has with the Local Enterprise Partnership regards to the running of the Growth Hub. This will be looked at as part of the development of the new Economic Development and Tourism Strategy.</p>	<p>Head of Development</p>	<p>Jun-2021 June 2022</p>	<p>Deferred.</p> <p>This recommendation has been impacted by Covid-19. The Growth Hub Team have been working virtually since March 2020 to support the business community who have been impacted significantly by the pandemic. As reported to O&S committee in November, the current strategy will now run until 2022. A new strategy will start to be developed later this year.</p>
<p>7. (page 8, para 2)</p>	<p>Opportunities exist to strengthen the role of Scrutiny in pre-decision and policy development work</p>	<p>The Overview and Scrutiny Committee receives the Executive Committee Forward Plan at each of its meetings and has been particularly keen to ensure the document is well populated. The Committee also considers its own Work Programme at each meeting and</p>	<p>Head of Corporate Services/Head of Democratic Services</p>	<p>March-2021 December 2021</p>	<p>😊</p> <p>A productive session was recently held with committee members. An action plan is currently being written to capture the agreed outcomes.</p>

Appendix 1 - Corporate Peer Challenge 2020- recommendation action plan

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Recommendation number KR = key recommendation	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date	Progress to date
		<p>conducts an annual review of policies to ascertain whether they require review and what, if any, the Committee's role is in that review. Progress on projects are reviewed as part of the performance tracker and any requiring further scrutiny are highlighted by Members for further work to be undertaken. The Council and the Executive Committee also refer matters directly to the Overview and Scrutiny Committee for further work to be undertaken.</p>			<p>In terms of general policy work, the committee have considered policies on corporate enforcement, customer care strategy, complaints and social media. Future items include the new housing strategy, car park strategy and digital strategy.</p>
<p>8. (page 10, para 6)</p>	<p>Look at innovative recruitment initiatives, particularly around Planning and One Legal services</p>	<p>We are in the process of procuring and installing a new system for recruitment which will make our 'front-face' much more attractive and modern to prospective applicants. This should be in place by Spring 2021. Also more broadly we are building a 'total rewards' offer to sell the considerable benefits of working for our Council.</p> <p>We will be joining new national initiatives to recruit those who previously were employed in Legal, Planning, and ICT, but</p>	<p>Head of Corporate Services/Head of Development/Borough Solicitor</p>	<p>Spring 2021 September 2021 Complete November 2020 March 2022</p>	<p>😊 The work to launch both a new digital recruitment system and also a new microsite for recruitment has been completed and launched in July 2021. In respect of 'total rewards', our new microsite showcases the advantages of working for our council including our new Agile Working policy, training and development opportunities, annual leave, Local Government pension, salary sacrifice initiatives such as 'bike to work'.</p> <p>Recruitment to One Legal and Planning remains challenging – this is in line with the national picture. Both</p>

Appendix 1 - Corporate Peer Challenge 2020- recommendation action plan

Recommendation number KR = key recommendation	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date	Progress to date
		have taken time out (to look after children for example).			of these services are currently under review, there is a planning improvement plan being presented to Executive Committee on 17 November. In relation to One Legal, a new Director of Law post has recently been advertised and interviews taken place.
9. (page 11, para 1)	Consider the undertaking of a comprehensive and regular resident's survey.	By the end of the financial year the Corporate Services Team will consider the options and engage Member's appropriately. This could include: - the undertaking internally of a snapshot survey (using Borough News and online) - commissioning externally a statistically weighted snapshot survey - an ongoing survey through the website and hardcopy forms.	Head of Corporate Services	March 2021 January 2022	☺ A survey was sent to 5,000 of our residents week commencing 25 October. Top level results are expected pre-xmas with a full results report to be produced early in the New Year. Stratford District Council were commissioned to undertake the work.