

4 July 2022

Committee	Overview and Scrutiny
Date	Tuesday, 12 July 2022
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 7 June 2022.	1 - 18
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.	19 - 24
6.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2022/23 To consider the forthcoming work of the Overview and Scrutiny Committee.	25 - 34
7.	FIT FOR THE FUTURE 2 PRESENTATION To receive a presentation from the NHS on Fit for the Future 2.	
8.	UBICO REPORT 2021/22 To consider the Ubico performance report for 2021/22.	35 - 66
9.	FINANCIAL OUTTURN REPORT 2021/22 To consider the financial outturn report for 2021/22.	67 - 78
10.	CARBON REDUCTION ACTION PLAN To consider the progress achieved in year two of the Council's Carbon Reduction Action Plan, and the recommended year three action plan.	79 - 103
11.	ANNUAL WORKFORCE DEVELOPMENT STRATEGY REVIEW To consider progress made against delivery of the Workforce Development Strategy.	104 - 127
12.	REVIEW OF CAPABILITY POLICY To approve the proposed Terms of Reference for the review of the Capability Policy.	128 - 131
13.	GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE UPDATE To receive an update from the Council's representative on matters considered at the last meeting (12 July 2022).	
14.	SEPARATE BUSINESS The Chair will move the adoption of the following resolution: That under Section 100(A)(4) Local Government Act 1972, the public be excluded for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.	

15. TRADE WASTE PROJECT UPDATE

132 - 137

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

To receive an update on the progress of the trade waste project.

DATE OF NEXT MEETING

TUESDAY, 6 SEPTEMBER 2022

COUNCILLORS CONSTITUTING COMMITTEE

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

Substitution Arrangements

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

Recording of Meetings

In accordance with the Openness of Local Government Bodies Regulations 2014, please be aware that the proceedings of this meeting may be recorded 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, 7 June 2022 commencing at 4:30 pm

Present:

Chair
Vice Chair

Councillor J W Murphy
Councillor K Berliner

and Councillors:

G J Bocking, C L J Carter, K J Cromwell, P A Godwin, P D McLain, J K Smith, M J Williams and P N Workman

also present:

Councillor D J Harwood

OS.5 ANNOUNCEMENTS

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

OS.6 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

6.1 Apologies for absence were received from Councillors H C McLain, H S Munro, C E Mills and R J G Smith. There were no substitutions for the meeting.

OS.7 DECLARATIONS OF INTEREST

7.1 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.

7.2 There were no declarations made on this occasion.

OS.8 MINUTES

8.1 The Minutes of the meetings held on 5 April and 17 May 2022, copies of which had been circulated, were approved as correct records and signed by the Chair.

OS.9 EXECUTIVE COMMITTEE FORWARD PLAN

9.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 12-18. 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.

9.2 The Head of Corporate Services advised that service plans had been endorsed by the Executive Committee at its meeting last week so he would be working with Democratic Services to identify any relevant items for inclusion within the Executive Committee Forward Plan, therefore, Members could expect the Plan to be more densely populated moving forward.

9.3 It was

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

OS.10 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2022/23 AND ACTION LIST

10.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme, circulated at Pages No. 19-29, and the action list setting out the actions arising from meetings of the Overview and Scrutiny Committee between October 2019 and March 2022, circulated at Pages No. 30-44. Members were asked to consider the Work Programme and action list.

10.2 The Head of Corporate Services pointed out that the Community Services Improvement Review which had previously been in the pending items section of the Work Programme had now been scheduled for the meeting on 7 February 2023. The Head of Democratic Services advised that NHS Gloucestershire would be attending the meeting on 12 July 2022 to give a presentation on Fit for the Future 2, a new engagement which focused on the medium and long-term future of some of its health services. Whilst the general consultation events finished at the end of June, the NHS was continuing to engage with people until the end of August so it was felt it would be beneficial for the Overview and Scrutiny Committee to gain an understanding of what this would mean for Tewkesbury Borough. The Council's representative on the Gloucestershire Health Overview and Scrutiny Committee advised that the next meeting of that Committee was on 12 July 2022, which was the same date as the Overview and Scrutiny Committee, therefore, she would give a brief verbal update on matters discussed with a more detailed report to follow by email.

10.3 A Member noted that the Committee was due to consider the results of a trial of mobile surveillance equipment for fly-tipping investigations but this had been in the pending items section of the Work Programme since 12 October 2021 and he asked whether the cameras had been purchased and deployed. The Environmental Health Manager explained that purchase of the cameras had been delayed due to legal issues with procurement; however, that had now been resolved and it was hoped the cameras would be available for roll-out within the next month. The Member asked whether it was intended to consult Members about potential locations for the cameras and the Environmental Health Manager indicated that he would be happy to speak to Members on an individual basis to identify feasible hotspot locations. As soon as he was in a position to do so, he would email all Members to notify them about the cameras and to invite suggestions.

10.4 In terms of the action list, the Head of Corporate Services advised that only six of the 29 actions were outstanding; two of these were in relation to a Member seminar on the Government's Housing Design Guide and, whilst this had not yet been delivered, there was now a target date of September 2022. Overall, good progress had been made in terms of delivery of the actions. The following issues were raised during the discussion:

Meeting Date: 11 January 2022

P36 - Council Plan Performance Tracker and COVID-19 Recovery Tracker Quarter Two 2021/22 – KPI 38 – Number of reported enviro-crimes.

A Member noted that the target date for Members to be provided with information on the costs of cleaning up various enviro-crimes was June 2022 and he asked whether that was still achievable given it was already 7 June 2022. The Environmental Health Manager indicated that he would discuss this with the Head of Community Services and make it a priority to ensure it was available within the next couple of weeks.

Meeting Date: 8 February 2022

P38 – Agenda Item – Housing and Homelessness Strategy 2022-26

A Member noted that a question had been raised about how many of the 1,814 people on the housing register in September 2021 had been rehoused but he did not feel this had been fully answered by the commentary provided which stated that there had been 274 lettings for properties in the area, of which, 243 had been allocated to applicants who had registered before 1 September 2021. He asked for clarification on how many of the 1,814 were included in the lettings figures. The Head of Corporate Services undertook to take this away to get an answer from the relevant Officer.

Meeting Date: 8 March 2022

P42 – Agenda Item – Council Plan Performance Tracker and COVID-19 Recovery Tracker.

A Member asked for clarification as to whether the Government's Housing Design Guide would be produced before the Design Manual which was referenced at Page No. 93 of the Agenda in the performance tracker. The Head of Development Services explained that the Member training included in the action list was specifically around the National Planning Policy Framework which included new design criteria. In addition, the Levelling Up and Regeneration Bill meant that the Council was required to produce a boroughwide Design Guide and that would also be picked up in the training. The Design Manual was something separate which would be taken forward by the Garden Town team.

A Member noted that the commentary in relation to the action to prepare a Design Guide, set out at Pages No. 93-94 of the Agenda, stated that final approvals were currently being obtained to formalise the contract and the work would run for 12 months; he sought clarification as to when that had started. The Garden Town Programme

Director advised that LDA Design had been selected to commission the Manual and that process would run from now until approximately June 2023.

10.5 Accordingly, it was

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

OS.11 UPDATE ON LOCAL POLICING ARRANGEMENTS

11.1 The Chief Executive explained that the Committee had historically been interested in local policing arrangements and community safety and he was pleased to report that the vacancy for the local police commander for the Tewkesbury policing area had now been filled. Given the importance of this role, the new Chief Inspector was in attendance at today's meeting, together with the Chief Inspector for the Cheltenham and Tewkesbury Policing Area, to give a brief update on the appointment and local policing; however, it was to be borne in mind that the new Chief Inspector had only been in post for three weeks so it may be beneficial for the Committee to invite him back to a future meeting when he was in a position to provide a more detailed update.

11.2 The Chief Inspector for the Cheltenham and Tewkesbury Policing Area advised that she had a 26 year background in the Police and had spent the majority of her career in Gloucester as a Neighbourhood Inspector and working in community harm and reduction. She was also the Constabulary Liaison Officer in the Office of the Police and Crime Commissioner. In terms of the policing structure within Cheltenham and Tewkesbury, there was one Superintendent for the whole area and the teams were split into neighbourhood policing and local policing i.e. the response function. The local policing team worked 24/7 shift patterns and the Duty Inspector covered all areas. There were three Sergeants for Cheltenham and Tewkesbury and 15 Police Constables per response shift. The new Chief Inspector for Tewkesbury would be supported by two Sergeants on the local neighbourhood policing team and five Police Constables and Police Community Support Officers per shift pattern. Due to its rural location and the fact there was no nightclub, staff on the Tewkesbury team worked until 0200 hours whereas those in Cheltenham worked until 0500 hours. Each Police Community Support Officer had a detailed area for which they were responsible and those were listed on the Gloucestershire Constabulary website. The Police Community Support Officers were supported by a Beat Officer who helped with enforcement, arrests and investigations. In addition, following a bid for resources, the Operation Vanguard Team was also supporting the Cheltenham and Tewkesbury Local Policing Team – that Team focused on serious crimes, such as drug dealing and residential burglaries, and comprised an Inspector, Detective Sergeant, Uniform Sergeant and 10 other Police Officers with a varied skill set including method of entry training and surveillance etc. In terms of the way the Tewkesbury team operated, the response team was mainly led by radio and covered the whole of the borough which was a wide policing area. Police Officers were currently single-crewed during the day and double crewed for night shifts and they would more than likely be the first point of contact for any incidents which came in. The response team worked a six day on, four day off pattern including two early shifts, two late shifts and two night shifts so someone was on duty every day at all hours of the day and night.

11.3 The new Chief Inspector for Tewkesbury explained that the neighbourhood team was split into east and west and generally worked early and late shifts except for Friday and Saturday nights when they worked until 0200 hours. Each Police Community Support Officer had responsibility for a geographical area and was

supported by a dedicated Police Constable who worked together to understand the community and build relationships with residents in order to get ahead of issues before they accelerated. The Tewkesbury team had a close relationship with the Operation Vanguard Team which had recently helped to take down a cannabis factory within the area. In terms of the key issues he had encountered so far, he advised that Operation Ardent had been set up following the tragic death of Matthew Boorman and focused on community work around that. He indicated that antisocial behaviour was a major issue – and one which was included in the Police and Crime Commissioner’s Police and Crime Plan – and this tended to increase over the summer months so it was something which he hoped to get ahead of as much as possible but this could only be achieved by working in partnership with other agencies so it was important to forge close relationships and take joint responsibility. Operation Solace was in place in Gloucestershire to address retail crime and this initiative involved shops being able to talk to one another over walkie-talkies. With regard to engagement, Officers attended Community Safety Partnership and Parish and Town Council meetings – the Police Constables and Police Community Support Officers had a range of contacts who they spoke to regularly and this was a huge benefit of co-location within the Public Service Centre.

- 11.4 A Member asked whether the Aston Project was being reinvigorated and the Chief Inspector for the Cheltenham and Tewkesbury Policing Area advised that it was still active in Tewkesbury, although it had been difficult to engage due to COVID, and the Police Community Support Officer responsible was within the Tewkesbury team. With regard to Operation Solace, the Member indicated that it was his understanding that shops had been using walkie-talkies to communicate for many years. In response, the Chief Inspector for the Cheltenham and Tewkesbury Policing Area felt it was great that shops were already speaking to one another in that way but she explained that Operation Solace was a more structured operation which allowed banning notices to be imposed. Another Member asked what had happened to the rural crime group and the Chief Inspector for the Cheltenham and Tewkesbury Policing Area confirmed that it had been part of Operation Flex but was back up and running as of 28 May 2022.
- 11.5 A Member indicated that a Police Community Support Officer had previously always been in attendance at Parish Council meetings within his Ward and he asked whether it would be possible for them to start going along again, even if this was not to every meeting. The Chief Inspector for Tewkesbury advised that the Police Community Support Officers were trying to attend Parish meetings where possible and, if they could not, they should provide an update; unfortunately, during COVID this had fallen out of practice but it was something he was keen to try and push going forward. Another Member indicated that there was a growing drugs problem within their Ward and residents had commented that they had not seen a Police Officer in the area for several years so he would welcome attendance at Parish Council meetings.
- 11.6 A Member asked what the Overview and Scrutiny Committee could offer to support the Police and how it might be able to benefit from its links to various departments and activities within the authority such as environmental health and economic development. With regard to the Chief Executive’s suggestion that a further update be provided once the new Chief Inspector had chance to settle into his role, a Member asked whether this should be provided for all Members, as opposed to just the Overview and Scrutiny Committee. The Chief Executive explained that, whilst it was possible to hold an all-Member briefing, the Overview and Scrutiny Committee had been particularly interested in scrutinising the Police in the past and there was still potential work for the Committee in terms of exploring the relationship between the authority and community policing to identify where they could work better together. He undertook to consider the point about the wider membership outside of the meeting and suggested that it may be more appropriate to send out a Member Update to notify them of the appointment of the new Chief Inspector for

Tewkesbury. A Member suggested it would be interesting to also look at the relationship between the Police and Parish Councils and the Chief Executive advised that Parish Councils were a separate entity in many respects and it was important not to raise expectations. He reminded Members that there were 50 Parish Councils within the borough and the Police needed to establish how best to serve them. The role of the Overview and Scrutiny Committee was to ensure that the Borough Council was doing all it could to work with the Police effectively. A Member felt it would be helpful to know how the authority linked with the Police currently as not all links would be obvious and the Chief Executive agreed this could be provided through that process. Another Member took on board the points raised in relation to Parish Councils but suggested that an email could be sent to each one advising of their designated Police Community Support Officer.

- 11.7 A Member queried what time was afforded to Police Community Support Officers to interact with their communities to gain a better understanding of the area for which they were responsible. The Chief Inspector for the Cheltenham and Tewkesbury Policing Area explained that the role of Police Community Support Officers had recently been reviewed – it had previously been a command and control function but the primary function was now around dedicating time to forge relationships with communities at a grassroots level and this was something they were expected to do daily on every shift. In response to a query regarding the number of Police Community Support Officers in Tewkesbury, clarification was provided that there were currently 10 with another two having recently been recruited; whilst Police Community Support Officers were being encouraged to be visible within communities, whether members of the public saw them out and about was a matter of timing as, unfortunately, the Police did not have the resources they would like to ensure continuous visibility. It was noted that the Police and Crime Commissioner had bid for volunteer Police Community Support Officers and Specials with the intention to have a volunteer in every parish in every district – this would be a big task but one he was keen to undertake. The Chief Executive advised that the Police had been involved in the early stages of the integrated local health partnership and was working with the community on health aspects of community safety in terms of the interventions that might be possible. There had been quite a lot of early discussion and he was hopeful that the new Chief Inspector for Tewkesbury could take this forward with health partners. As this was a funded scheme, it was possible there would be an opportunity to introduce some new initiatives. The Chief Inspector for the Cheltenham and Tewkesbury Policing Area advised that something similar had been done in Gloucester where a Police Community Support Officer had been seconded into a community project focused on reducing vulnerability and isolation and there was evidence that had worked well. The Member felt that getting community groups working with the Police would be an effective use of time – the Police continued to be under-staffed and he asked if this was due to a lack of funding or difficulties with recruitment. The Chief Inspector for the Cheltenham and Tewkesbury Policing Area indicated that there was a commitment to increasing the number of Police Officers but recruitment, vetting and training all took time and it was estimated it would take five years for policing numbers to get back to pre-austerity levels. A Member asked if there was anything the Committee could do to assist and the Chief Inspector for the Cheltenham and Tewkesbury Policing Area indicated that it would be helpful if they could push out information to Parish and Town Councils in relation to Police Community Support Officer recruitment, Community Speedwatch, Neighbourhood Watch etc. The Chief Executive undertook to ensure that information was passed on to Members. He indicated that the Borough Council's Parish Matters Newsletter could also be used to communicate with Parish Councils if the Police had any relevant information to include.

11.8 A Member raised concern that it was not always possible to get through when calling 101 – she worked at a youth club and had previously had to dial 999 for that reason when an incident had arisen with two young men being robbed at knifepoint so she asked whether that was the appropriate thing to do. The Chief Inspector for the Cheltenham and Tewkesbury Policing Area confirmed that the advice in that situation would be to dial 999. She provided assurance there was an awareness of the delays experienced when dialling 101 - this was also frustrating for Police Officers as they were not aware of incidents but it was hoped things would improve going forward with additional resources and new equipment.

11.9 The Chair thanked the representatives from Gloucestershire Constabulary for their attendance and it was

- RESOLVED**
1. That the update on local policing arrangements be **NOTED**.
 2. That further scrutiny of the relationship between the Borough Council and community policing be added to the Overview and Scrutiny Committee Work Programme.

OS.12 COUNCIL PLAN PERFORMANCE TRACKER AND COVID-19 RECOVERY TRACKER - QUARTER FOUR 2021/22

12.1 The report of the Head of Corporate Services, circulated at Pages No. 45-121, attached the performance management and COVID-19 recovery information for quarter four of 2021/22. The Overview and Scrutiny Committee was asked to review and scrutinise the information and, where appropriate, identify any issues to refer to the Executive Committee for clarification or further action to be taken.

12.2 Members were informed that this was the final quarterly monitoring report for 2021/22 and represented the latest information in terms of the status of the actions set out in the Council Plan and the Corporate Recovery Plan. Progress against delivering the objectives and actions for each of the six Council Plan priorities was reported through the performance tracker, attached at Appendix 1 to the report, which was a combined document that also included a set of Key Performance Indicators (KPIs). In addition, a Corporate COVID-19 Recovery Plan had been established based on the Council Plan priorities, and a recovery plan tracker, attached at Appendix 2 to the report, had been created to monitor progress in delivering those actions and objectives. Key financial information was usually reported alongside the tracker documents but, given the complexities of the year end closedown, this was not yet available and would be reported as soon as possible.

12.3 Key actions for the quarter were highlighted at Paragraph 2.3 of the report and included: receipt of the Inspector's final report on the Tewkesbury Borough Plan with adoption being recommended to the Council at an Extraordinary meeting the following night; approval of the Housing and Homelessness Strategy; income of £111,354 from the new bulky waste service during 2021/22 with 95% customer wait time being reduced from six weeks to less than one week; the new Carbon Reduction Programme Officer had taken up his post in February; and work was underway on the solar canopy in the Council Offices car park. Members were reminded that, due to the complex nature of the actions being delivered, it was inevitable that some would not progress as smoothly or as quickly as envisaged and the details of those actions were set out at Paragraph 2.4 of the report. It was noted that the Medium Term Financial Strategy had been taken to the Executive Committee last week where it had been recommended to Council for adoption so this was progressing. The Head of Corporate Services indicated that the third action on Page No. 49 in respect of delivering the approved trade waste business case contained a typographical error and should state that the target date had

been 'amended from March 2023 to July 2023'. In terms of KPIs, the status of each indicator was set out at Paragraph 3.2 of the report and KPIs where direction of travel was down and/or were not on target, were set out at Paragraph 3.3 of the report. The majority had been reported earlier in the year and it was noted that, with regard to planning indicators, whilst the local targets had not been achieved, these were all above national targets – as Members were aware, there was an improvement plan in place but it would take time before this began to take effect so Members needed to be patient. Notwithstanding this, the planning enforcement KPIs had improved compared to the previous year, as set out at Page No. 52 of the report.

12.4 With regard to the COVID-19 recovery tracker, key activities to bring to Members' attention were set out at Paragraph 4.2 of the report; there were only three actions that had not progressed as intended, as set out at Paragraph 4.3 of the report, and it was noted that the outstanding actions would now be incorporated into the Council Plan performance tracker so Members would receive one document going forward.

12.5 During the debate which ensued, the following queries and comments were made in relation to the Council Plan and Recovery Plan trackers:

Priority: Finance and Resources

P57 – Objective 2 – Action a) Ensure our Council Tax remains in the lowest quartile nationally – A Member noted that Tewkesbury Borough Council now had the eighth lowest Council Tax in the country having previously had the fourth lowest and he asked what the reason was for this.

The Head of Finance and Asset Management advised that Tewkesbury Borough Council had been forced to increase its Council Tax by the maximum possible amount for the last six years, i.e. by £5 each time, whereas some other local authorities had increased by smaller amounts meaning Tewkesbury Borough Council had been overtaken.

P57 – Objective 3 – Action a) Update the Council's Asset Management Plan – A Member asked why an additional nine months was needed to deliver this action with the target date having been changed from June 2022 to March 2023.

The Head of Finance and Asset Management advised that extra resources had been put into the Council's carbon reduction plan with a lot of the work being undertaken by the Asset Manager until recently. Combined with the pandemic, this action had slipped down the asset management work plan as it was not critical to deliver in-year. Nevertheless, Officers were keen to have it in place as it was an important document and he was confident it could be delivered during the next financial year. He confirmed the delay would have no impact on the Property team, or the asset management aspect, as a sound plan was in place currently.

P58 – Objective 3 – Action c)
Ensure that voids within our commercial property portfolio are re-let at the earliest opportunity – A Member asked if there had been any movement in relation to the vacant unit.

The Head of Finance and Asset Management advised a tenancy agreement should be in place by the end of the month. Once occupied, this would bring in an income of approximately £170,000 to support the Council's budget deficit for next year.

P59 – Objective 4 – Action a)
Deliver the approved trade waste business case to make the service commercially viable - A Member noted that the original target date was April 2017 but this had since changed several times so he asked whether the new target date of July 2023 was realistic.

The Waste Contracts Manager advised that, at this point, he was confident the new date could be achieved. Whilst he could not comment on what had happened prior to him joining the authority less than a year ago, he explained that the Principal Trade Waste Officer was leading on the project and the trial of food and recycling collections was due to start next month – this would shed a lot of light on customer expectations, any gaps in the service and how it could be rolled out across the borough.

Priority: Economic Growth

P60 – Objective 1 – Action c)
Work with the Local Enterprise Partnership (LEP) and other partners to deliver the Local Industrial Strategy – A Member noted that an update was awaited from the LEP on how Build Back Better would be rolled-out and he asked if there was any indication as to when that would be.

The Head of Development Services indicated that the update had been anticipated for some time and, unfortunately, there was still no indication as to when it could be expected. She explained that funding had been secured for the current financial year but there was uncertainty as to how things would move forward beyond that.

In response to a query as to whether this was something which could be challenged at the Gloucestershire Economic Growth Scrutiny Committee, the Chief Executive explained that it was within the Government's gift so there was currently no clarity for the LEP just as there was none for the Borough Council. He reiterated that funding for the LEP was secure for this financial year but it was difficult for the local authority to identify long-term funding for the LEP when it had no idea what the Government funding for the authority would be beyond 2023. There was a lack of information from the Government about the expected future role of the LEP; however, the Levelling-Up Bill, which was currently before Parliament, proposed it be integrated with the local authority i.e. the County Council, if a level two devolution deal was agreed. Discussions were taking place across the county at a Leader level in terms of the issues around devolution for Gloucestershire; however, regardless of what was decided, he did not think the

Government would be looking at a deal for Gloucestershire within the next year as it would be focusing on the nine bids it had already received which was proving to be more difficult than anticipated. On that basis, he would guess that devolution for the county was 18-24 months away, therefore, it could be predicted it would be business as usual for the LEP during that time, although this was by no means certain. In terms of other funding opportunities for the LEP, there was the Strategic Economic Development Fund (SEDF) which was provided by business rates and held collectively in the county. In addition, each district had been allocated £1M of the UK Shared Prosperity Fund, some of which could potentially be provided to the LEP to retain services such as the Growth Hub and Invest in Gloucestershire – those projects currently received European funding which would stop at the end of the calendar year. Bids for the UK Shared Prosperity Fund had to be submitted by the end of July and a report on this was being taken to the Executive Committee meeting on 6 July 2022.

A Member asked what would happen in terms of future reporting on the LEP given that the Chief Executive was retiring at the end of the week. In response, the Chief Executive indicated that he trusted his successor would continue to provide information as requested as he was particularly interested in economic development and the success of the borough and the various partnerships which assisted with that. The Head of Corporate Services clarified that the UK Shared Prosperity Fund was a new action in the Council Plan refresh so Members would receive updates on that going forward.

Key Performance Indicators for priority: Economic Growth

P67 – KPI 7 – Number of visitors entering the Growth Hub – A Member noted that there had been no visitors during 2020/21 and the first quarter of 2021//22 and the commentary suggested that guidance to work from home had continued to impact on visitor numbers during quarter three. Given that ways of working had changed since the pandemic and more people worked from home as standard, he asked if this KPI should be reconsidered to better measure the success of the Growth Hub. He also raised concern about the future of the Growth Hub and whether it could be subsidised by the Council in the event it could not be funded by the LEP.

The Chief Executive agreed this KPI may be worth looking at as there was certainly more contact with people online than in person.

In terms of the continued operation of the Growth Hub in the absence of LEP funding, he indicated that the LEP currently supported all six of the Growth Hubs in each district within the county; however, these had all been set up at different times with slightly different funding structures, so those issues were currently being worked through. From his discussions with other Chief Executives, it seemed there was support for the continuation of the Growth Hubs but more information was needed. The UK Shared Prosperity Fund would replace European funding, which would no longer be available, but if the Growth Hub did not get that support then the LEP could not run it and it would be a question for the Council as to whether it wished to continue to run a Growth Hub service – bearing in mind what it did to support the growth of businesses and the economy of the borough - and would need to look carefully at mechanisms for that.

Priority: Housing and Communities

P68 – Objective 1 – Action a) Work with partners to undertake the required review of the Joint Strategic Plan – A Member asked for clarification on the end date for the review of the Joint Core Strategy/Joint Strategic Plan and whether one option arising from that review could be to abandon it as he personally felt it was undermining the Council's ability to achieve its minimum building requirements and was instead helping to meet the needs of other authorities.

The Head of Development Services explained that any housing within Tewkesbury Borough which was meeting the needs of Cheltenham Borough and Gloucester City Councils had already been allocated in the existing Joint Core Strategy which had been through due process and was an adopted plan covering the period to 2031. The review process would look at further housing allocations within the borough up to 2041 and it was proposed that the preferred options, due for consultation in spring 2023, would identify new locations for housing and employment going forward. Although plans were adopted to cover a particular period, they were kept under continual review.

The Member went on to query whether other authorities contributed to the ongoing costs associated with new housing development within the borough where it was to meet their needs and the Head of Development Services advised that the Joint Core Strategy/Joint Strategic Plan was a partnership between Cheltenham Borough, Gloucester City and Tewkesbury Borough

Councils - and, this year, Gloucestershire County Council – and each made an equal financial contribution towards its delivery. This was one of the most expensive strategies the Council had to take forward and a number of technical studies had to be undertaken to provide the evidence base. She clarified that the Tewkesbury Borough Plan was entirely funded by Tewkesbury Borough Council.

A Member questioned whether Tewkesbury Borough Council was responsible for the costs associated with administering planning applications for allocations that would provide housing to meet the needs of other local authority areas and confirmation was provided that was the case.

Key Performance Indicators for priority: Housing and Communities

P79 – KPI 17 – Percentage of minor applications determined within eight weeks or alternative period agreed with the applicant – A Member noted that the outturn for quarter four was 48.57%, which was a reduction on previous quarters and significantly below the 80% target, and he raised concern that there should be an improvement because of the review process as opposed to a downturn. He pointed out that, for the average homeowner, applying for planning permission to extend or modify their home was likely to be one of the most significant events in their life and that needed to be taken seriously.

The Head of Development Services recognised this was disappointing and not what had been hoped for. She indicated that the improvement plan had been approved by the Executive Committee in November 2021 and great strides had been made since that time in terms of looking at the various processes and dealing with the backlog of applications against a backdrop of staffing issues due to a countywide shortage of Planning Officers. She gave assurance that Officers were doing all they could to improve upon the position going forward and, whilst the quarter four outturn was not ideal, it should be recognised that Planning Officers had been working extremely hard to clear the backlog in difficult circumstances and their workloads were being monitored on a fortnightly basis. It was likely that this period of inconsistency in terms of performance would continue for the next 4-5 months before levelling out.

The Member accepted this explanation and understood there was a backlog to work through; however, from his experience, there was a lack of communication with applicants who expected their applications to be determined within eight weeks and found it difficult to contact Planning Officers to establish the position. He felt that a lot of their frustrations could be resolved by improving communication and keeping them informed on progress. The Head of Development Services took this on board and undertook to update the website to give a clearer indication as to current timescales for

determining applications. Moving forward, the application tracker system which was being developed as a pilot scheme would be a useful tool for customers in terms of monitoring the progress of their applications.

P80 – KPI 20 – Investigate category B cases within five working days – A Member asked when improvement was likely to be seen in terms of planning enforcement.

The Head of Development Services clarified that only one case had not been investigated within the timeframe. The Enforcement team was now fully staffed and, based on the figures from the first few weeks of quarter one 2022/23, 100% of cases had been investigated on time, as such, she expected to see a continued improvement throughout the course of the year.

In response to a query as to whether enforcement cases were divided on a north/south basis, the Head of Development Services advised that it was currently done that way; however, if an Officer was unavailable to deal with a case in their area, for instance, due to annual leave or sickness absence, there was flexibility within the team so this could be picked up by another Officer, particularly in relation to Category A cases which required prompt action.

Priority: Customer First

P84 – Objective 1 – Action b) Continue to build on the early success of our new bulky waste service – A Member questioned how the success of the social media marketing campaign would be measured.

The Waste Contracts Manager advised that it would be difficult to measure this accurately, but it was hoped to see an overall increase in online booking numbers and a corresponding reduction in the burden on the Customer Services team.

Key Performance Indicators for Priority: Customer First

P91 – KPI 34 – Average number of sick days per full-time equivalent – A Member questioned how much sickness absence could be attributed to just one or two members of staff.

The Head of Corporate Services advised that, as a general rule of thumb, six or seven employees were absent due to long term sickness at any one time.

P92 – KPI 36 – Percentage of Freedom of Information requests answered on time – A Member noted that 93% of FOIs had been answered on time but indicated that he would like to know the number of requests that had been made.

The Head of Corporate Services confirmed that 572 requests had been made during the financial year as set out in the commentary for this KPI.

COVID-19 Recovery Tracker Priority: Economic Growth

P107 – Refocus a) Develop a new Economic Development and Tourism Strategy that includes a focus on the economic recovery of the borough – A Member noted this action originally had a target date of June 2021, which had now changed to December 2022, and he asked how likely it was that would actually be achieved.

The Head of Development Services advised that the action had originally been delayed due to COVID-19. It had been intended to work with Gloucester City Council to commission a contractor to carry out the work to establish an economic baseline; however, Gloucester City had subsequently decided to do this alone so Tewkesbury Borough Council was now tendering for the economic assessment work and it was intended to have a strategy in place by the end of the year.

A Member indicated that he would have thought it would be quicker for the Council to commission its own assessment, so he expected the target date to be earlier now it was no longer a joint venture. In response, the Head of Development Services explained that the delay had been due to Gloucester City pulling out of the joint tender process and Tewkesbury Borough Council having to commission that work itself – things should move forward now the authority was in control of its own destiny.

COVID-19 Recovery Tracker Priority: Sustainable Environment

P121 – Refocus a) Commence planning and scoping study for implications of, and opportunities for, borough wide decarbonisation – A Member noted this was due to commence in spring 2022 and he asked if work had started.

The Head of Development Services explained that it had not yet commenced. The work involved had been greater than anticipated and it had not been possible to take this forward during year two of the carbon reduction programme; however, this action had been rolled over into the year three action plan which was due to be presented to the Overview and Scrutiny Committee in July.

The Member asked whether the rising cost of living was impacting on the Council services and projects. In response, the Head of Finance and Asset Management advised that the Council's utilities were a fixed price so those costs would not have an impact during this financial year. The biggest cost to the authority was employees and the pay award

in April had required a lot of negotiations with the Trade Unions. A very substantial request had been put in for this year and the outcome would have an impact on the Council's financial position. Supplies and services were increasing in general with the most substantial change being to the cost of the installation of the solar canopy – this project had been scoped at £300,000 but had risen to £650,000 on delivery due to the cost of steel and solar panels etc. It was something to be mindful of moving through the year and probably into the following year as well.

12.6 Having considered the information provided, it was

RESOLVED That the performance management information and COVID-19 recovery information for quarter four of 2021/22 be **NOTED**.

OS.13 CORPORATE POLICIES AND STRATEGIES

13.1 The report of the Head of Corporate Services, circulated at Pages No. 122-130, provided a list of policies and strategies that were due for review in 2022/23. Members were asked to consider the list attached at Appendix 1 to the report and identify any to bring forward to the Overview and Scrutiny Committee.

13.2 The Head of Corporate Services advised this was an annual report which was brought at the request of the Overview and Scrutiny Committee and set out the corporate policies and strategies that would be coming forward for review during the year. The list would inform the Executive Committee Forward Plan and Members were asked if it would be beneficial for any of the policies and strategies listed to be brought to the Overview and Scrutiny Committee for consideration. Members were reminded that it was not effective to duplicate the work of other Committees, for example, the Audit and Governance Committee reviewed any governance-related policies, and the Overview and Scrutiny Committee should not review policies which were the responsibility of quasi-judicial Committees such as Planning and Licensing. It was suggested that Members select no more than two policies or strategies to consider during the year.

13.3 A Member noted that Page No. 130 of the report made reference to the Parking Strategy which was already being reviewed by an Overview and Scrutiny Task and Finish Working Group. He indicated that he was a Member of that Group but it had not met for some time so he asked for an update on the current position. The Head of Finance and Asset Management advised that he needed to write the strategy and circulate to Members of the Working Group for approval prior to bringing it to the Overview and Scrutiny Committee. This was on his work plan and he would get to it as soon as possible.

13.4 A Member indicated that he would like to scrutinise the Medium Term Financial Strategy and the Capital Strategy and the Chief Executive explained that, the function of the Transform Working Group was specifically to develop the Medium Term Financial Strategy and the Council's budget going forward so this would be a duplication of work which was within the remit of the Executive Committee. The Head of Finance and Asset Management indicated that it would be a huge piece of work to scrutinise and would require a lot of additional resources. A Member seminar on the interim Medium Term Financial Strategy would be held prior to it going to Council and he encouraged Members to attend that session and ask as many questions as they wished. The Chief Executive also pointed out that any Member could attend Transform Working Group if they wished to know more. In

response to a query as to whether the Medium Term Financial Strategy was also scrutinised by the Audit and Governance Committee, the Head of Finance and Asset Management clarified that it was not within that Committee's remit.

- 13.5 A Member suggested that the Economic Development and Tourism Strategy was an area the Overview and Scrutiny Committee may wish to focus on and that was supported by other Members of the Committee. The Head of Development Services pointed out that work was being commissioned to identify what was happening with businesses in the borough and she suggested the findings could be presented to the Overview and Scrutiny Committee. A Member felt that it might also be beneficial for the Committee to look at the Capability Procedure given that it was being completely re-written. The Chief Executive pointed out that this was one of a suite of other documents around disciplinary work which may also need to be covered as part of a review by the Overview and Scrutiny Committee.

- 13.6 It was

RESOLVED That the Economic Development and Tourism Strategy and the Capability Procedure be reviewed by the Overview and Scrutiny Committee and that Terms of Reference for the reviews be brought to the Committee for approval at its meeting on 6 September 2022.

OS.14 POTENTIAL PRESENTATIONS FROM EXTERNAL ORGANISATIONS

- 14.1 The report of the Head of Corporate Services, circulated at Pages No. 131-139, provided Members with a list of key external organisations which the Overview and Scrutiny Committee may wish to scrutinise during the year. Members were asked to consider the list and identify those which could potentially be added to the Overview and Scrutiny Committee Work Programme.
- 14.2 The Head of Corporate Services explained that, at the session held in November 2021 on ways to improve the effectiveness of the Overview and Scrutiny Committee, Members had indicated they would like to hear from external organisations and it had been agreed that Officers would compile a list for consideration. The list attached at Appendix 1 to the report was closely linked to the Council Plan refresh and was by no means exhaustive; however, if the Committee did wish to hear from an external body, it would be necessary to agree a formal scope for the presentation in order to ensure there were clear objectives and outcomes. Consideration should also be given to the wider Work Programme to ensure Agenda did not become overloaded and it was suggested that no more than two organisations be invited to attend future meetings of the Committee.
- 14.3 A Member agreed there should be clear reasons for inviting external organisations to the Overview and Scrutiny Committee as this was not the right place to have presentations for information. He was particularly interested to understand what was happening with the Community Safety Partnership, which did include Member representation but no reports were received back as far as he was aware, and the Aston Project which ran from the Public Services Centre and was something which the Council had an input into. The Chief Executive clarified that the Community Safety Partnership was not an outside body as it was operated by the Council and therefore did not form part of the list provided in the report; however, he felt it was probably time to look at this to see if it was delivering against its Terms of Reference and he suggested this could be done as part of the follow-up scrutiny session with the Police which would need to be worked up outside of the meeting. In terms of the list before Members, the Council had contractual arrangements with Places Leisure and there had recently been a change of Manager at the Leisure Centre so that would lend itself to a presentation about what it was offering and how things were working. Gloucestershire Rural Community Council was also a contractor with

the Council in a different arrangement and had recently appointed a new Chief Executive so, although it would need to be handled carefully, it may be beneficial to hear from that organisation.

14.4 It was subsequently

RESOLVED

That the following organisations be **AGREED** as those the Committee would like to scrutinise during the year:

- Community Safety Partnership/Aston Project – to evaluate whether it is delivering against its Terms of Reference;
- Places Leisure – to understand how it is recovering from the pandemic; and
- Gloucestershire Rural Community Council – remit to be agreed with the Community and Economic Development Manager.

OS.15 CORPORATE PEER CHALLENGE ACTION PLAN

15.1 The report of the Head of Corporate Services, circulated at Pages No. 140-154, provided Members with an update on the implementation of the corporate peer challenge action plan. Members were asked to consider the report.

15.2 Members were reminded that the corporate peer challenge had taken place during March 2020 and, whilst the Local Government Association's report had been largely positive, some areas for improvement had been identified in the form of five key recommendations. The majority of areas were things which the Council had already been aware of such as financial sustainability, the Medium Term Financial Strategy, New Homes Bonus and the Garden Town and most of the actions were 'business as usual'. Although there were a small number of actions still in progress, such as the new corporate reporting template, these were nearing completion and it was envisaged that the action plan could be closed off when it was reported upon in six months' time.

15.3 The Chief Executive advised that it was now time to review the peer challenge – the full inspection had been carried out immediately prior to the lockdown and the intention was for the Local Government Association to offer a review meeting to establish what had been done in the intervening period; however, it would be for the new Chief Executive to decide the most appropriate way forward as he may prefer a more fundamental peer challenge given the huge amount of change experienced over the last two years.

15.4 A Member expressed the view that it would be worth waiting to see what the new Chief Executive wanted to do in terms of a complete peer challenge or a review before closing off the current action plan and he felt it was necessary to wait for an update from him before making that decision. The Chief Executive indicated that there was nothing fundamental within the actions and the Council had been regarded as a good authority in the feedback from the peer challenge so he did not have any concerns about closing off the action plan; however, that was up to Members and the new Chief Executive to decide.

15.5 It was

RESOLVED

That the progress made against implementation of the corporate peer challenge action plan be **NOTED**.

OS.16 GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE UPDATE

16.1 Attention was drawn to the report from the Council's representative on the Gloucestershire Health Overview and Scrutiny Committee, circulated at Pages No. 155-158, which gave an update on matters considered at the meeting held on 17 May 2022.

16.2 The Council's representative drew attention to Page No. 156 of the report and recommended that people read the consultation booklet in relation to Fit for the Future 2 in order to be better informed to ask questions at the next meeting of the Overview and Scrutiny Committee which representatives from the NHS would be attending. The booklet contained a survey which needed to be completed by the end of June.

16.3 It was

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

OS.17 GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE

17.1 Attention was drawn to the report from the Council's representative on the Gloucestershire Economic Growth Scrutiny Committee, circulated separately, which gave an update on matters considered at the meeting held on 31 May 2022.

17.2 Accordingly, it was

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

The meeting closed at 6:43 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2022/23

REGULAR ITEM:

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

Additions to 6 July 2022

- UK Shared Prosperity Fund.
- Integrated Locality Partnership.

Deletions from 6 July 2022

- Council Tax, Business Rates and Housing Benefits Overpayments Debt Recovery Policy – added to ‘pending’.

Committee Date: 31 August 2022

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter One 2022/23.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Counter Fraud and Anti-Corruption Policy.	To consider a recommendation from the Audit and Governance Committee.	Head of Counter Fraud and Enforcement Unit.	No.
Homelessness Prevention Grant Funding Spending Plan.	To approve the spending plan for the Homelessness Prevention Grant funding.	Head of Community Services.	No.
Public Space Protection Order for Dog Fouling.	To consider the Public Space Protection Order for Dog Fouling and make a recommendation to Council.	Head of Community Services.	No.
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)).

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Agenda Item 5

Committee Date: 5 October 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 One 2022/23.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter one performance management and recovery information.	Head of Corporate Services.	
Car Parking Strategy.	To approve the Car Parking Strategy.	Head of Development Services.	No.
Equalities and Diversity Policy.	To approve the Equalities and Diversity Policy.	Head of Corporate Services.	Yes – from 6 July 2022.

Committee Date: 16 November 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter Two 2021/22.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
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: 4 January 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Medium Term Financial Strategy (Annual).	To recommend to Council the adoption of the five-year MTFs which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.	Head of Finance and Asset Management.	No.
Housing Strategy Monitoring Report (Annual).	To approve the Housing Strategy Monitoring Report.	Housing Services Manager.	No.
Treasury and Capital Management (Annual)	To approve and recommend approval to Council, a range of statutorily required policies and strategies relating to treasury and capital management.	Head of Finance and Asset Management.	No.

Committee Date: 1 February 2023			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Budget 2023/24 (Annual).	To recommend a budget for 2023/24 to the Council.	Head of Finance and Asset Management.	No.
Financial Update - Quarter Three 2022/23.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Two 2022/23.	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.
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: 1 March 2023			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Asset Management Strategy.	To approve the Asset Management Strategy.	Head of Finance and Asset Management.	Yes – from 1 June 2022.

Committee Date: 29 March 2023			
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 2022/23.	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 2022/23.	Head of Corporate Services.	No.

PENDING ITEMS

Agenda Item	Overview of Agenda Item	Lead Officer	Date Item Added to Pending
Community Infrastructure Levy Review – New Draft Charging Schedule.	To recommend to Council for approval.	Head of Development Services.	January 2022.
Spring Gardens Regeneration Phase 1a report.	To agree the recommendation of the preferred option for the regeneration of Spring Gardens.	Head of Finance and Asset Management.	4 September 2019.
Capital Funding for Additional Waste Vehicle.	To receive a report following exploration of the mechanism for requesting additional capital funding for an additional waste vehicle, and for adding the provision of a new waste collection depot to the Infrastructure List to enable Community Infrastructure Levy funding to be used.	Head of Community Services.	Request by Overview and Scrutiny Committee April 2022.
Economic Development and Tourism Strategy.	To approve the Strategy.	Head of Development Services.	9 May 2022
Council Tax, Business Rates and Housing Benefits Overpayments Debt Recovery Policy	To approve the Council Tax, Business Rates and Housing Benefits Overpayments Debt Recovery Policy.	Head of Corporate Services.	21 June 2022

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2022/23

REGULAR ITEMS:

- **Executive Committee Forward Plan**
- **Overview and Scrutiny Committee Work Programme 2022/23 (to include the Action List Update on a quarterly basis – June, September, January and March meetings each year).**

Additions to 12 July 2022

- Financial Outturn Report 2022/22 – separate report as this was not reported as part of the Council Plan Performance Tracker and COVID-19 Recovery Tracker report on 8 June 2021.
- Review of Capability Procedure – brought forward from September (agreed at the Overview and Scrutiny Committee meeting on 7 June 2022).

Deletions from 12 July 2022

- Gloucestershire Police and Crime Panel Update – the update will be circulated by email on this occasion as the Council’s representative is unable to attend the Overview and Scrutiny Committee meeting to present.
- Parking Strategy Review - moved to 6 September 2022 due to lack of Officer resources and other priorities.

Committee Date: 6 September 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– Quarter One 2022/23	To review and scrutinise the performance management and, where appropriate, to require response or action from the Executive Committee.	Head of Corporate Services	No.
Parking Strategy	To endorse the findings of the Parking Strategy Review and approve the draft strategy for public consultation.	Head of Finance and Asset Management.	Yes – deferred from 7 June 2022 due to lack of Officer resources and other priorities.

Committee Date: 6 September 2022

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Review of Economic Development and Tourism Strategy	To consider the Terms of Reference for the review of the Economic Development and Tourism Strategy.	Community and Economic Development Manager	No – agreed at the Overview and Scrutiny Committee meeting on 7 June 2022.
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (21 July 2022).	N/A	

Committee Date: 11 October 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Complaints Report	To consider the annual update to provide assurance that complaints are managed effectively.	Head of Corporate Services	No.
Housing and Homelessness Strategy	To monitor delivery of the actions in relation to the Housing and Homelessness Strategy.	Head of Community Services	No.
Parking Strategy	To consider the consultation responses and to recommend to the Executive Committee that the strategy be approved.	Head of Finance and Asset Management.	Yes – deferred from 6 September due to lack of Officer resources and other priorities which led to a delay in commencing the consultation. Moved to 22 November 2022 due to delay in commencing the consultation.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (9 September 2022).	N/A	No.
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (22 September 2022).	N/A	

Committee Date: 22 November 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Active Gloucestershire Report on the Progress of its 'We Can Move' Project	To consider the annual report on the progress of the project which the Council had agreed to fund for five years (2021/22-2025/26).	Community and Economic Development Manager	No – added following Executive Committee decision 3 March 2021. Agreement signed October 2021.
Parking Strategy	To consider the consultation responses and to recommend to the Executive Committee that the strategy be approved.	Head of Finance and Asset Management.	Yes – deferred from 11 October 2022 due to lack of Officer resources and other priorities which led to a delay in commencing the consultation.
Depot Services Working Group Update	To consider the update on the work of the Depot Services Working Group (biannual).	Head of Community Services	No.
LGA Peer Challenge Report Action Plan	To monitor implementation of the action plan (6 monthly).	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 November 2022).	N/A	No.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (25 October 2022).	N/A	

Committee Date: 10 January 2023			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker– Quarter Two 2022/23	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.
Economic Development and Tourism Strategy	To consider the draft Economic Development and Tourism Strategy and to recommend to Executive Committee that it be approved.	Community and Economic Development Manager	Yes – deferred from 7 June 2022 as joint commissioning is no longer taking place and will now be solely delivered by Tewkesbury Borough Council.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council’s representative on matters considered at the last meeting (6 December 2022).	N/A	
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council’s representative on matters considered at the last meeting (29 November 2022).	N/A	
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: 7 February 2023			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Community Services Improvement Review	To consider the progress made against the Community Services Improvement Plan.	Head of Community Services	No.

Committee Date: 7 March 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker– Quarter Three 2022/23	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.
Housing and Homelessness Strategy	To monitor delivery of the actions in relation to the Housing and Homelessness Strategy.	Head of Community Services	No.

Committee Date: 4 April 2023

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 2022/23 and to endorse the action plan for 2023/24.	Head of Corporate Services	No.
Communications Strategy 2020-24	To consider the progress made against the actions within the Communications Strategy during 2022/23 and to endorse the action plan for 2023/24.	Corporate Services Manager	No.
Depot Services Working Group Annual Report	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 2023/24	To consider and approve the forthcoming Committee work programme.	Head of Corporate Services.	No.

Committee Date: 4 April 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Overview and Scrutiny Committee Annual Report 2022/23	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.

PENDING ITEMS		
Agenda Item	Overview of Agenda Item	Date Item Added to Pending
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. NB – this will be added to the Work Programme when the cameras have been purchased and deployed.	12 October 2021
Scrutiny of Relationship between the Council and Community Policing	Follow-up from the update on local policing arrangements – as agreed at the O&S meeting on 7 June 2022. Mutually convenient time to be agreed with the Police once the new Chief Inspector has had time to settle into the post.	7 June 2022
Community Safety/Aston Project Presentation	To evaluate whether it is delivering against its Terms of Reference - agreed at the O&S meeting on 7 June 2022	7 June 2022
Places Leisure Presentation	To understand how it is recovering from the pandemic – agreed at the O&S meeting on 7 June.	7 June 2022
Gloucestershire Rural Community Council	Remit to be agreed with the Community and Economic Development Manager - agreed at the O&S meeting on 7 June.	7 June 2022

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	12 July 2022
Subject:	Ubico Report 2021/22
Report of:	Waste Contracts Manager
Corporate Lead:	Head of Community Services
Lead Member:	Lead Member for Clean and Green Environment
Number of Appendices:	2

Executive Summary:

This report provides the annual update on the Ubico contract for waste and recycling collections, street cleansing and grounds maintenance services. It covers the service overview, financial performance, fleet management, health and safety performance and a summary of projects.

Ubico has maintained good performance during the year with improvements in the numbers of missed bin collections and repeat missed collections. Performance against the budget was good with a small full year underspend. There was particular success in the grounds maintenance service with a successful programme of winter works.

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

Recommendation:

To CONSIDER the Ubico performance report for 2021/22.

Reasons for Recommendation:

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

Resource Implications:

There are no specific implications due to this report.

Legal Implications:

There are no specific implications due to this report.

Risk Management Implications:

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

Performance Management Follow-up:

Performance is monitored and managed through the monthly client meetings, Environmental Services Partnership Board (ESPB), Depot Services Working Group, and the Overview and Scrutiny Committee.

Environmental Implications:

There are no specific implications due to this report.

1.0 INTRODUCTION/BACKGROUND

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

2.0 PERFORMANCE REPORTING

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

2.2 Reports to the quarterly ESPB meeting inform the Council of the service-related performance information found in Appendix 1.

3.0 FINANCIAL PERFORMANCE

3.1 At the end of the financial year, the full year spend on the Tewkesbury Borough contract stood at £4,258,717. The final spend represents a contract saving of £23,573.

3.2 Notable variations to the budget included:

- Increased diesel costs resulting in a £40,772 overspend.
- A vehicle hire overspend of £35,128, largely due to hire of a cage vehicle after a complete engine failure on one of the vehicles. An electric replacement was trialled for the cage vehicle which, unfortunately, fell short of the required run times for rural routes, so a replacement will be brought into the wider fleet procurement discussions. Hire costs for food waste vehicles were higher than expected due to breakdowns.
- Premises and insurances saw an underspend of £44,606 due to procurement of new policies coming in below expectations.
- The change to changing tyres at 2mm tread rather than at 3mm led to a tyres underspend of £31,360 for the year.

3.3 The following financial year's budget setting takes place in quarter three to ensure timescales meet the Council's budget setting process.

4.0 FRONTLINE SERVICES PERFORMANCE

- 4.1** Collection accuracy improved with a focus on missed collections. Total missed collections reduced across all services year on year with refuse missed collections dropping from 444 to 299, a reduction of 33%.
- 4.2** Collection accuracy exceeded the target of 99.95% with 99.96% achieved. This is an increase from 99.93% for 2020/21. Repeat missed collections were within target for every month of the year.
- 4.3** The grounds maintenance service has seen widespread improvements since the previous year, with Ubico's Grounds Maintenance and Street Cleansing supervisor changing the distribution of work and bringing all workload onto the PSS live system. This led to a very successful season of winter works, with all planned work completed included outstanding work from the previous year. PSS live is a system already used for tree inspections, which allows assets such as a verge, litter bin or hedge to be mapped with routing taking place within the system.
- 4.4** Grass cutting assessments have been included at Appendix 2. These show only 48% of checks passed for the year, a score which is on course to improve significantly in 2022 due to improvements made to the service.
- 4.5** While grass cutting scores is the only grounds maintenance Key Performance Indicator (KPI) available for 2021/22, we are currently implementing a wider set of KPIs, as proposed by the Depot Services Working Group, which will give a more detailed set of data in future reports.
- 4.6** Fly-tipping removal and dead animal removal times continue to miss the required targets; however, planned improvements are part of the street cleansing project which aims to free up capacity within the team by bringing existing workload onto PSS live. Work will then focus on management companies and private landowners to move away from collecting litter bins which have no Council responsibility. Overlapping this will be working with Parish Councils where new or replacement litter bins are requested to ensure suitable capacity bins are installed in accessible locations. This project is ongoing but will result in better performance with the street cleansing service.
- 4.7** Once the street cleansing improvements have been implemented, work on an improved set of KPIs will follow.

5.0 HEALTH AND SAFETY

- 5.1** A positive trend from 2020/21 continued into 2021/22 with 745 near misses or safety concerns reported. These are issues which did not cause an accident but could have, so high levels of reporting can lead to potential issues being identified and accidents being prevented.
- 5.2** Vehicle accidents reduced by one from the previous year, which is a positive step, though slower progress than hoped. Overweight vehicles reduced significantly from 89 to 39 which shows that efforts to raise awareness of this issue are having a positive impact.
- 5.3** No 'Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013' (RIDDOR) reportable incidents were recorded in 2021/22 which is a very positive outcome; however, 17 minor personal accidents did occur during the year.

6.0 FLEET MANAGEMENT

6.1 The fleet compliance audit score has stayed consistently high at an average of 98.15% in 2021/22 after a strong performance in 2020/21.

7.0 PROJECTS

7.1 Fleet Procurement for 2024/25 – this large-scale replacement of collections and street cleansing vehicles will require work throughout 2022/23 to meet vehicle lead times.

7.2 Grounds maintenance equipment review – following the significant improvements within the Grounds Maintenance service, review of equipment is required. This will ensure that crews have the most appropriate equipment for the task being completed and that downtime is minimised by having access to suitable back-up equipment. Options to lease larger equipment rather than purchase will also be explored.

7.3 Continue to implement changes across the street cleansing services – improving data held on current resource allocation, streamlining workload to free up capacity and improving assessment of new bins to reduce future collection burden.

7.4 Increase mechanical sweeper output – a new, larger second sweeper is now in operation. This will allow new routing work due to the increased capacity, with additional analysis of how to further reduce downtime to maximise output.

8.0 OTHER OPTIONS CONSIDERED

8.1 None

9.0 CONSULTATION

9.1 None

10.0 RELEVANT COUNCIL POLICIES/STRATEGIES

10.1 Council Plan
Managing Contractors Safely Policy

11.0 RELEVANT GOVERNMENT POLICIES

11.1 COVID-19

12.0 RESOURCE IMPLICATIONS (Human/Property)

12.1 National driver shortage

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

13.1 None

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

14.1 None

15.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

15.1 None

Background Papers: Overview and Scrutiny Committee Annual Review of Ubico July 2021

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

Appendices: Appendix 1 – Ubico Performance Report
Appendix 2 – Grass Cutting 2021 Overvie

Ubico Annual Report

April 2021 to March 2022



Executive Summary

2021/2022 came with some challenging and difficult times, with the country attempting to lift the pandemic which was caused by the well-known COVID-19, with operatives still needing to isolate if contracting the deadly virus creating staff shortages across the board. We had the alarming times of driver shortages along with severe and life threatening weather conditions.

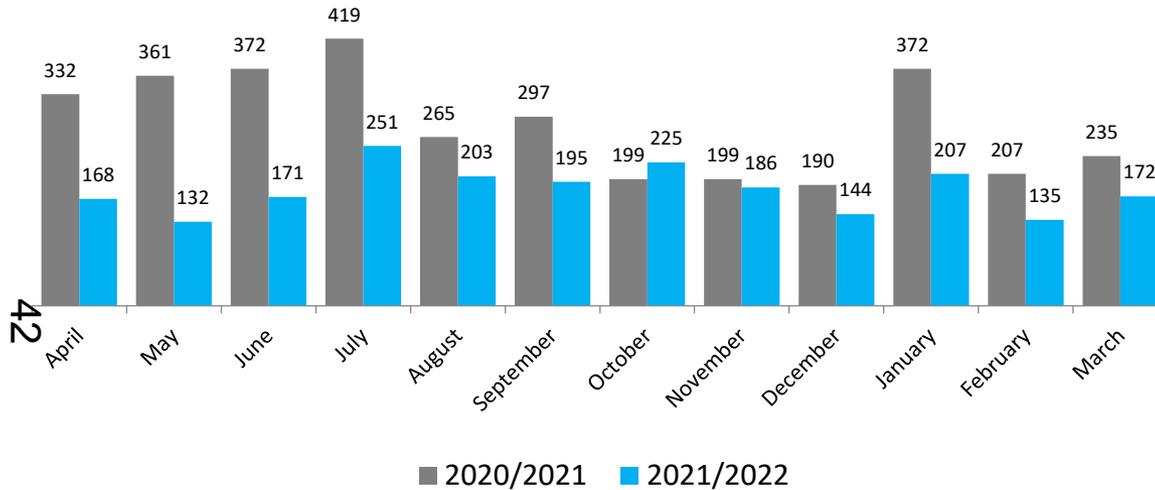
With the above being said and at the same time it was a pleasure working together with Tewkesbury Borough Council, who offered an amazing amount of support throughout all difficult times we endured. Offering support to do the right thing when teams went down due to COVID-19, backing UBICO and agreeing to increase the market supplement in a bid to retain drivers, being reactive and approachable when needing to halt collections within life threatening weather conditions to be safe.

This assisted UBICO in being able to provide Tewkesbury Borough council an exemplary service in fulfilling all statutory obligations with no recorded service failures all year, the services were ran efficiently but more importantly safely. One we will all be familiar with is our Grounds Maintenance Service, this service has seen the best performance increase within the last financial year. Not only does this care for our environment, this also shows what a strong partnership working group can achieve.

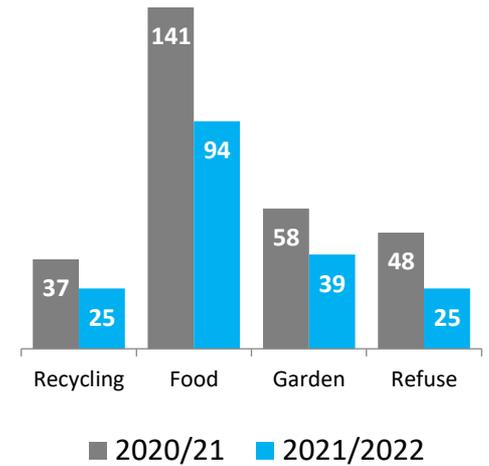
Both UBICO and Tewkesbury Borough Council have undergone major operational changes, key members of staff left and were replaced, policy changes etc. The report below shows that the current structure on both sides are set up and skilled to deliver quality on all services, I am very much looking forward to continuing this partnership and working very closely together. The future looks very bright.

Deliver Quality: Missed Collections

All waste streams - monthly reported missed collections



Monthly Average Number of Missed Collections

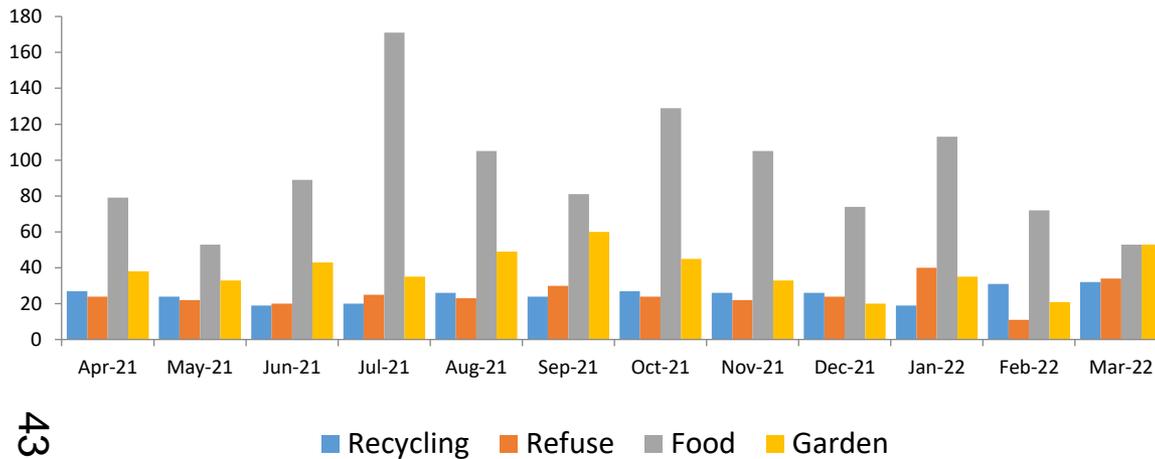


Missed bins have dropped significantly compared to the previous year.



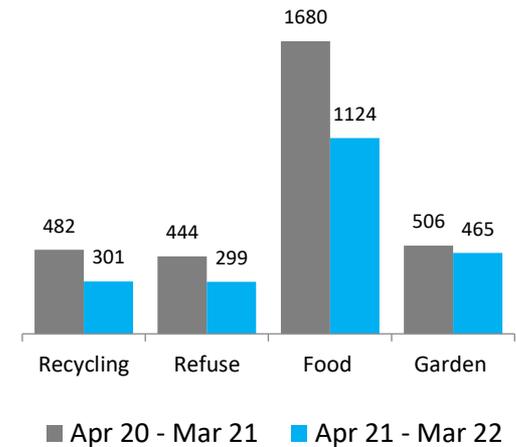
Deliver Quality: Missed Collections

Monthly reported Missed Collections



43

Missed collections by waste stream



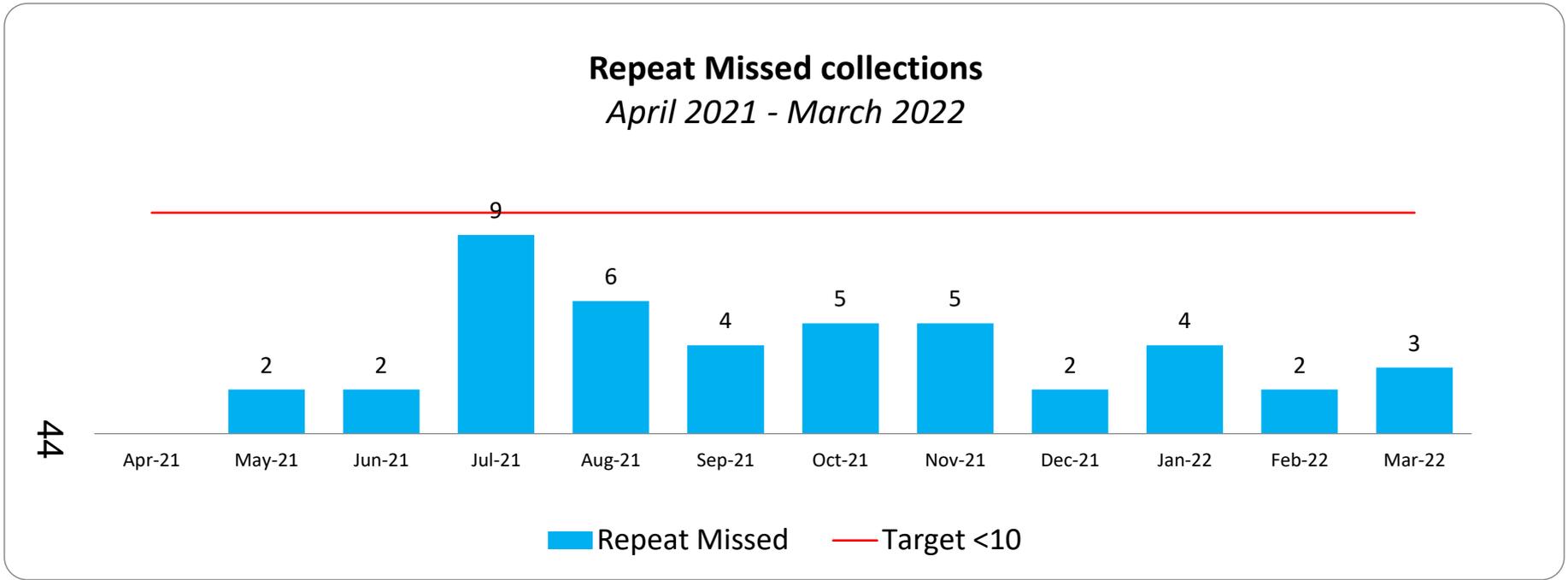
Recycling: The Recycling service has seen a drop in missed collections, this is due to the hard work involved by the crews. This hard work involves utilizing the whiteboard system we use to ensure properties with issues for either contaminated or not presented bins are captured for the customer service at TBC to see.

Garden Waste: This is same as above, the crews are working hard to ensure missed collections are reduced. We are also working along side TBC to improve the crewing sheets as not every customer is tracked.

Refuse: The same as Recycling, the refuse crews has also worked hard. Refuse have seen more than a good drop in missed collections

Food Waste: The Food Waste service is the most challenging to work within, this is due to collecting twice as many properties per day compared to the other services due to weekly collections. With that in mind even though the missed bins are high this is expected, hard work has shown a sharp drop in missed bins

Deliver Quality: Repeat Missed Collections



Repeat missed collections: Repeat missed collections are below the target, this is due to our internal systems working as planned in managing this part of the service provided.



Deliver Quality: Collections April 2021 - March 2022

Total collections: 5,007,648

Total missed collections: 2,189

Target %: 99.95%

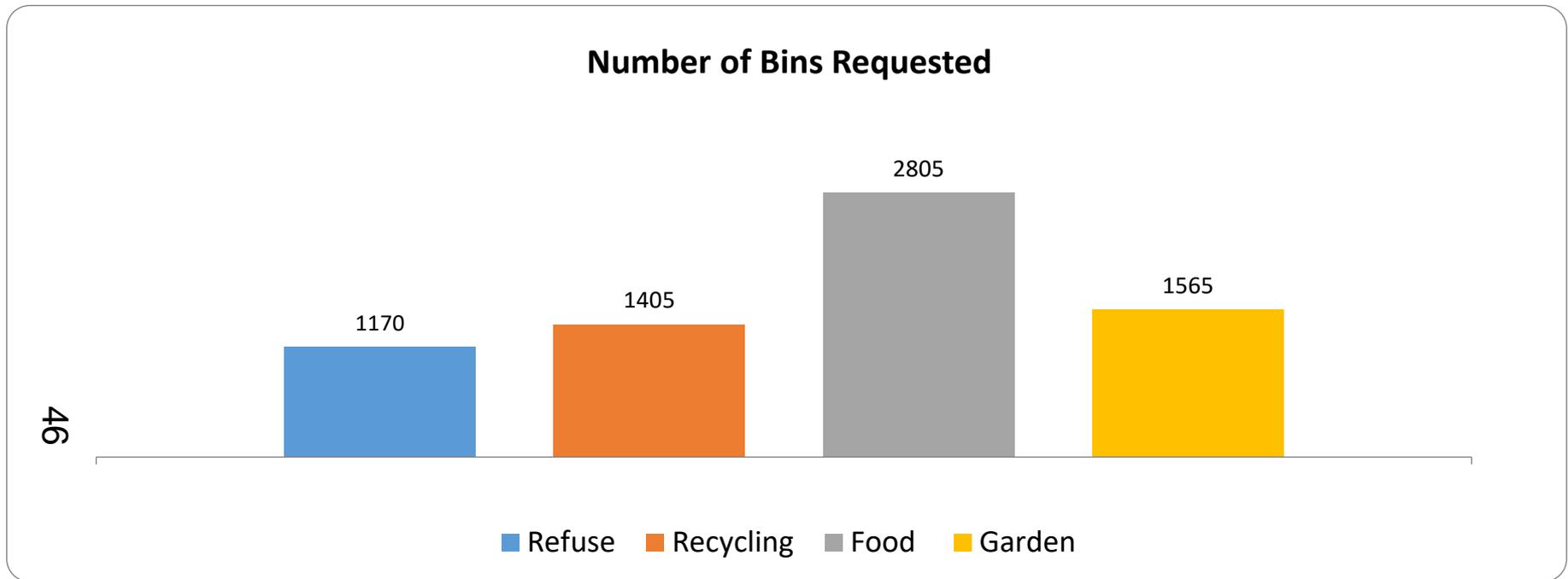
45

Collection Accuracy %: 99.96%

The accuracy is above the target required, this is the result of all the hard work the collection crews and supervisors put in to monitoring this subject over the year.

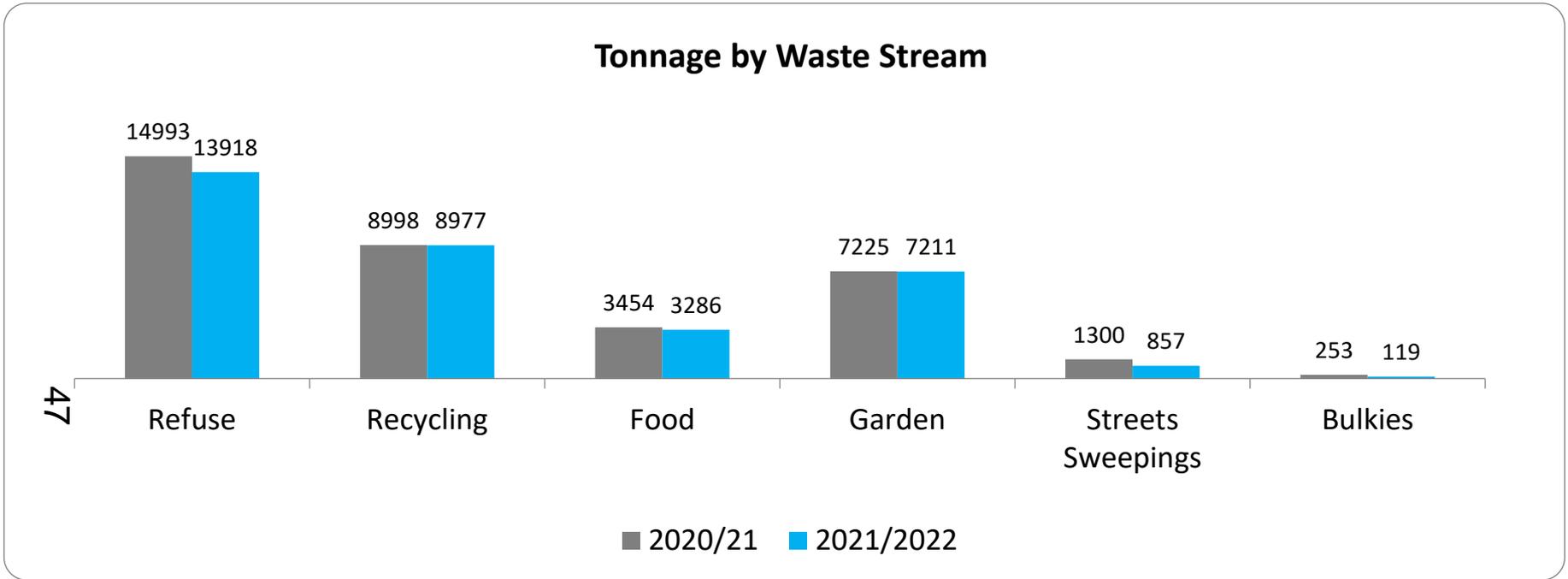
ubico

Deliver Quality: Bin Requests



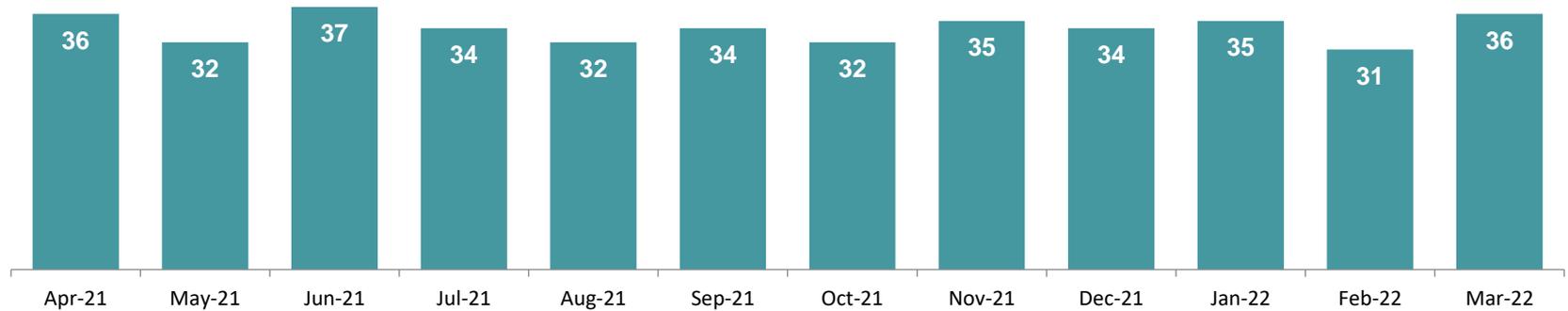
Bin Deliveries are regularly being assessed and planned, this is to ensure the resident of Tewkesbury receive their bins within the SLA. The SLA failure rate was under 0.5%.

Deliver Quality: Tonnages



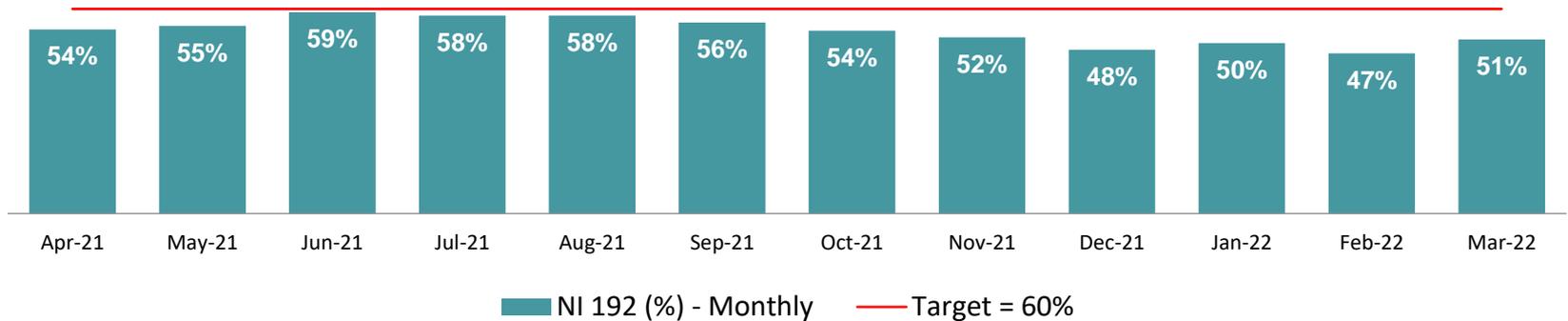
Deliver Quality: Household Waste

NI 191 (kg) - Residual household waste per head of population

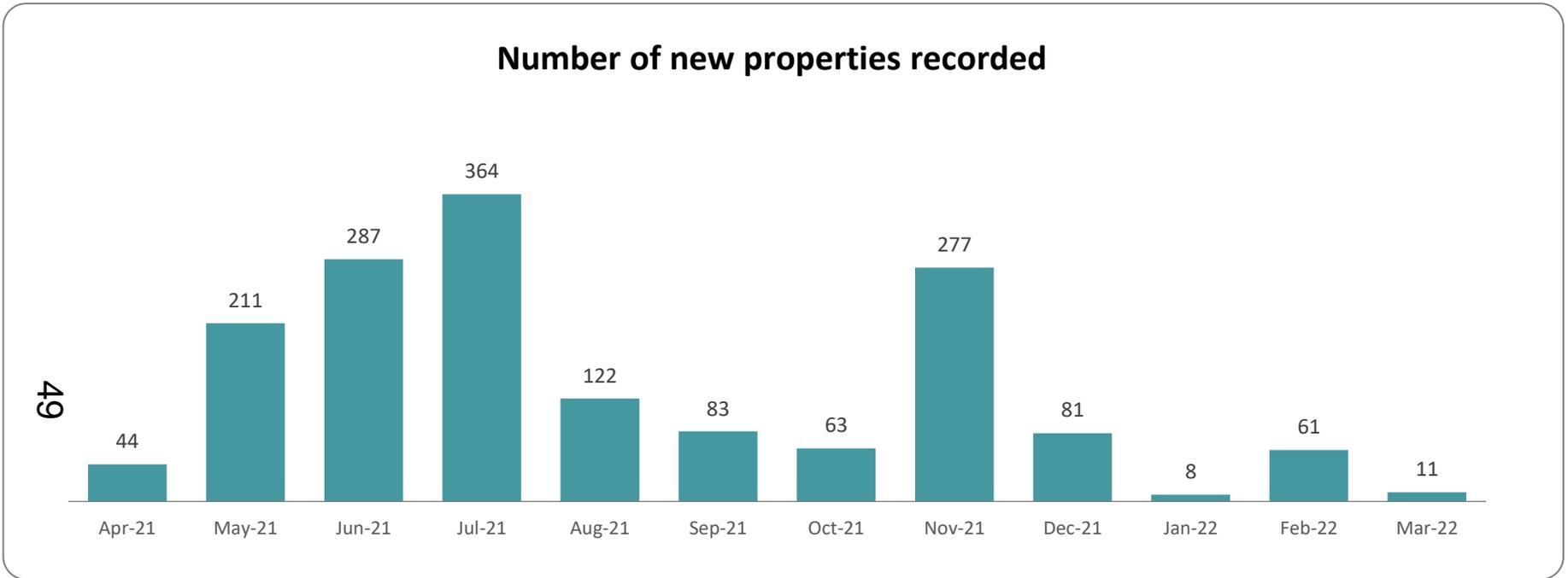


48

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



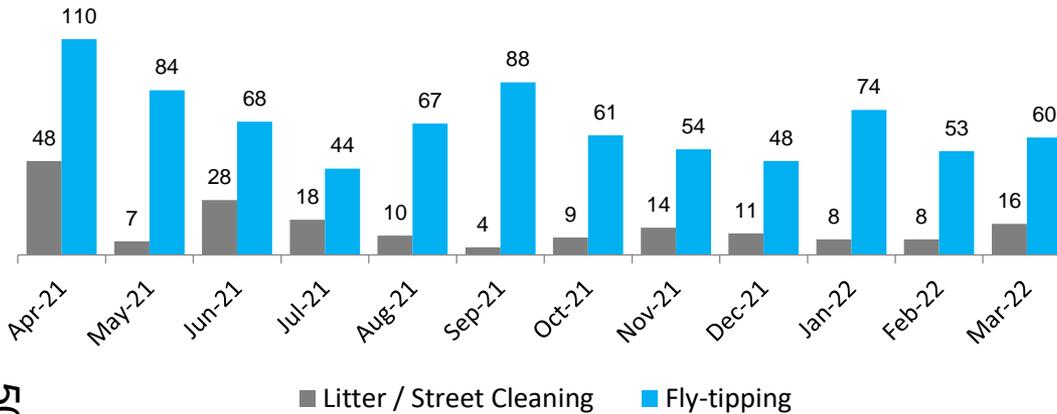
Deliver Quality: Number of New Properties



This graph does highlight a large increase in the number of new properties built within the borough this year. This does have an effect on operational recourses needed to carry out these additional collections, working in partnership with TBC and using the webaspects mapping software that Ubico uses to design its collection rounds will determine if any additional resource's are required to collect waste and recycling from these properties.

Care for our Environment: Litter/Street and Fly-tipping Requests

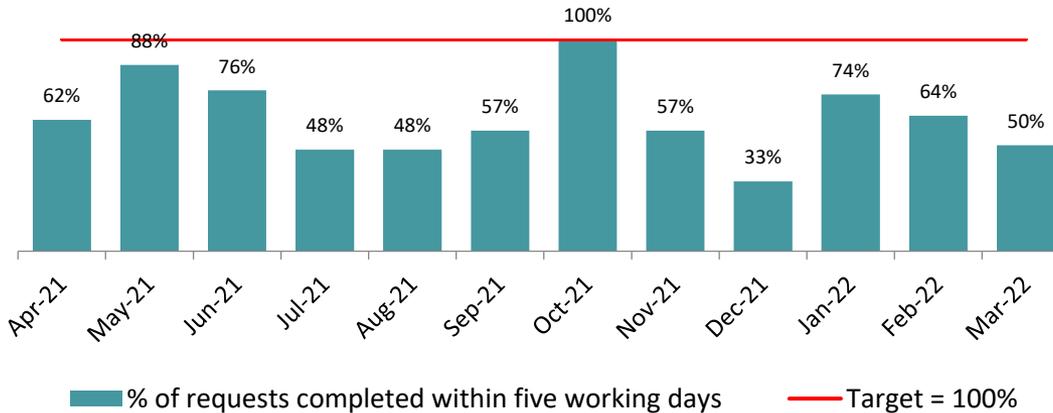
Number of Litter/street cleansing and fly-tipping requests



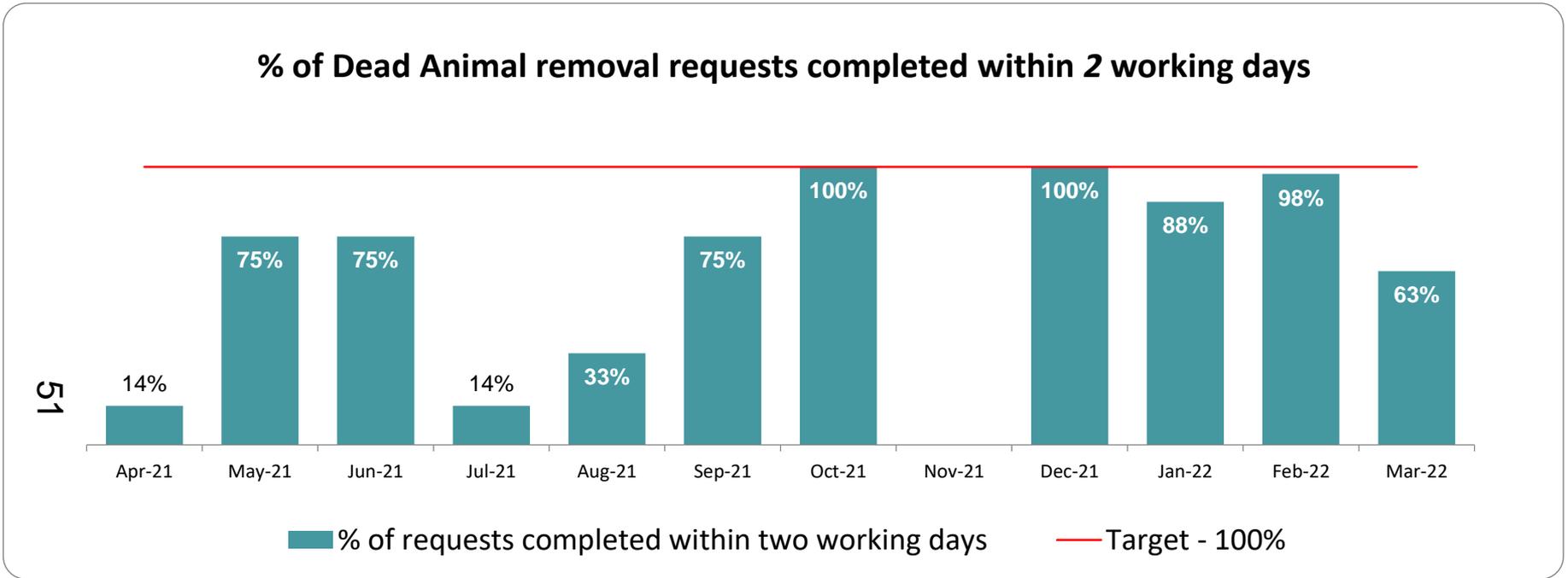
50

As we are aware, there is a Street Cleansing project ongoing. The aim of this project is to alleviate some of the pressure off the streets service to create capacity to improve other aspects of the service for example: Litter picking, fly-tip, dead animals etc. The reason this was delayed has been down to COVID-19 and management changes at both TBC and Ubico

% Fly-tipping requests completed within 5 working days



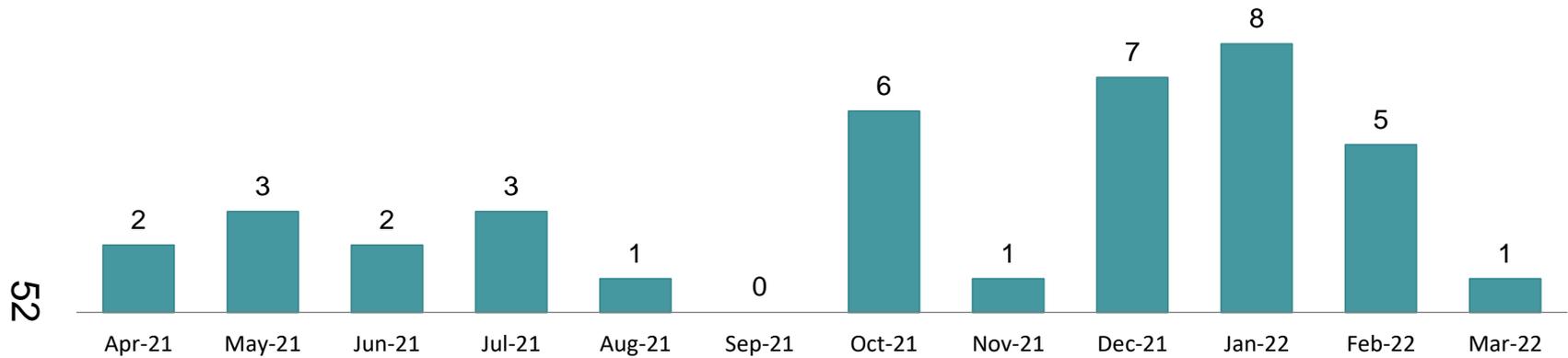
Care for our Environment: Other Requests



As we are aware, there is a Street Cleansing project ongoing. The aim of this project is to alleviate some of the pressure off the streets service to create capacity to improve other aspects of the service.

Be Safe: Overweight

Number of Overweight Tickets

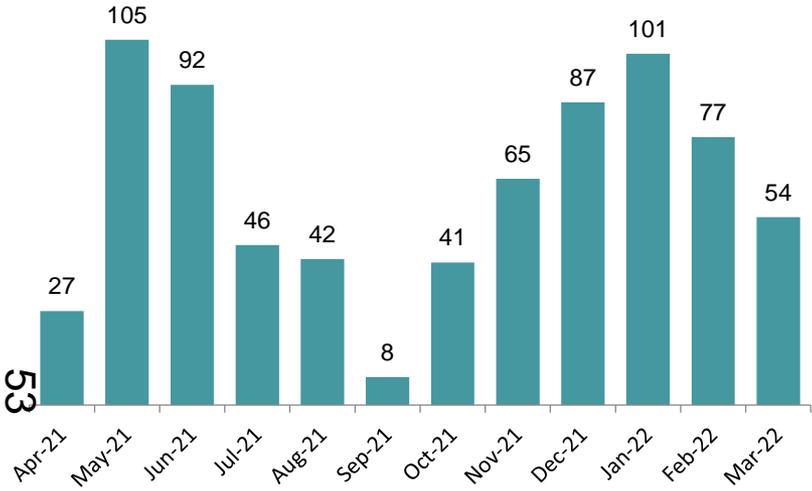


Target = 0 overweight tickets

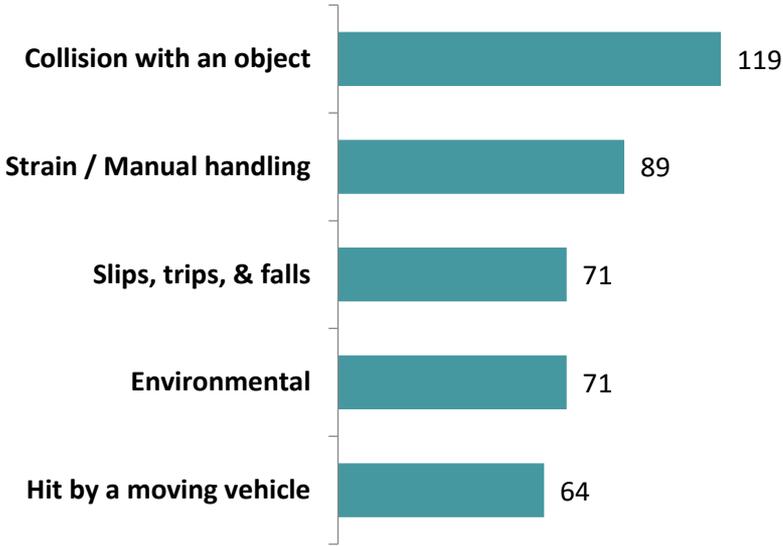
Overweight vehicles represent just over 0.5% of the total tips made.

Be Safe: Safety Concern Reporting

Reported Safety Concerns



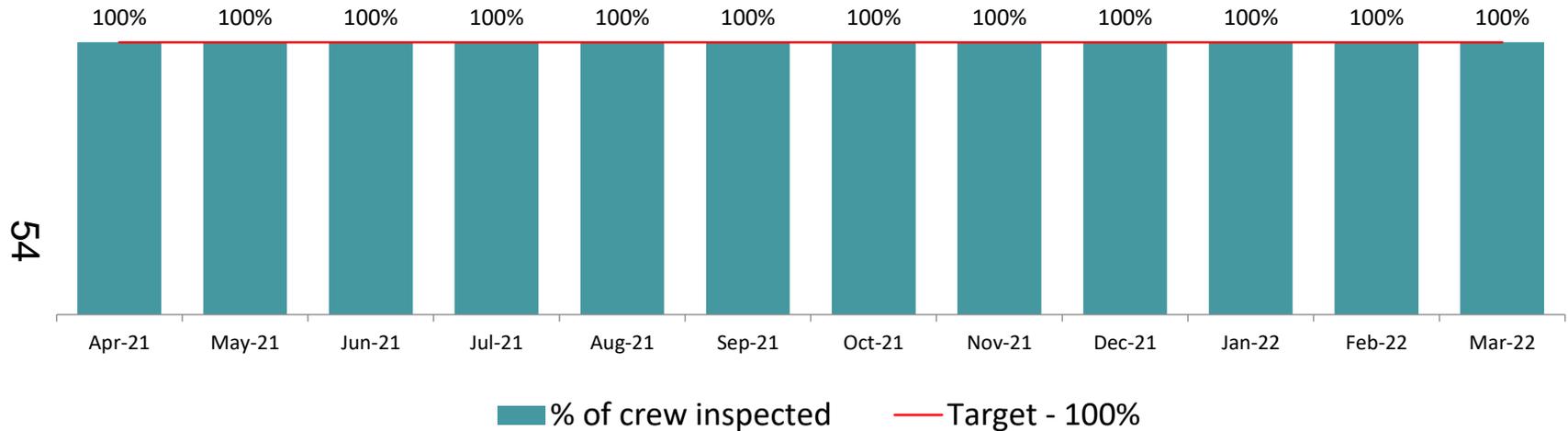
Top 5 Safety Concerns



The year of 2021/2022 seen a steady increase of Safety Concerns reported.

Be Safe: Crew Inspections

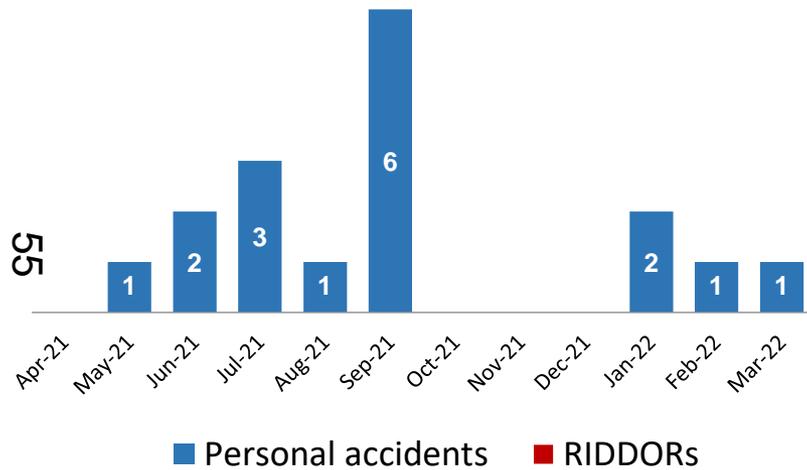
% of crew inspections carried out each month
Waste & Recycling and Environmental Maintenance



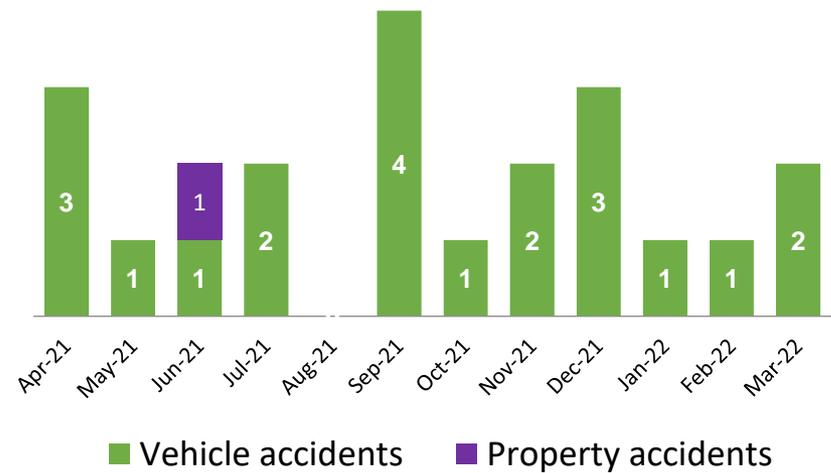
Throughout the year 100% completion on crew inspections were achieved, ensuring our crew maintain the highest possible level of professionalism.

Be Safe: Accidents

Personal Accidents and RIDDORs



Vehicle and property accidents

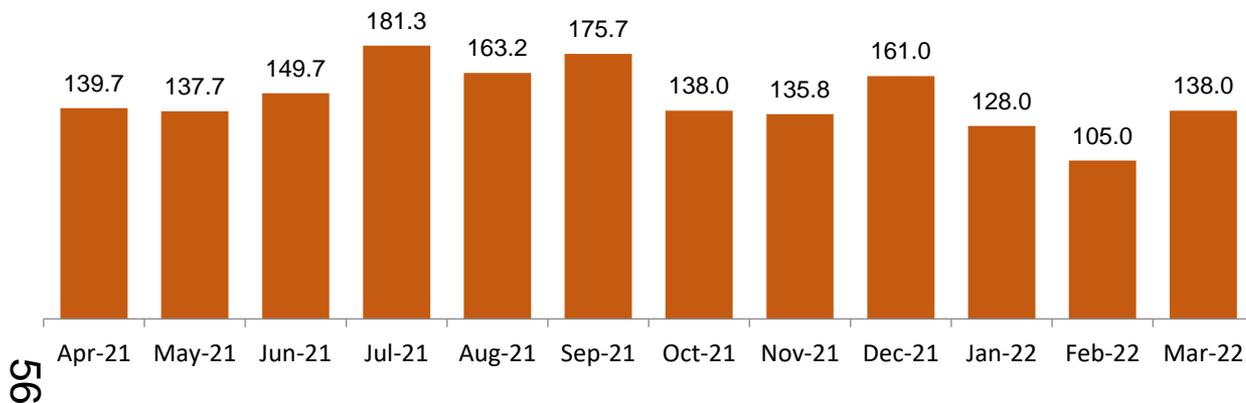


Both personal and vehicles accidents certainly seen a drop since the beginning of the year.

Absence – Tewkesbury Contract

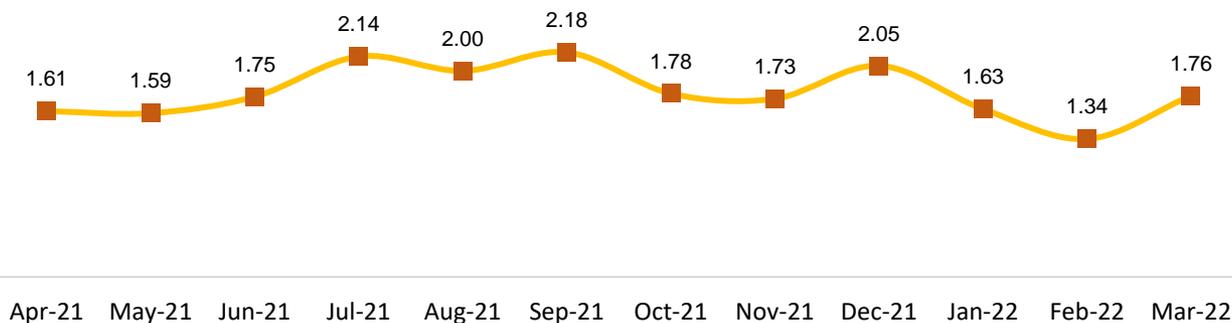


Absence trend: working days lost



56

Average number of absence days per full time employee per month



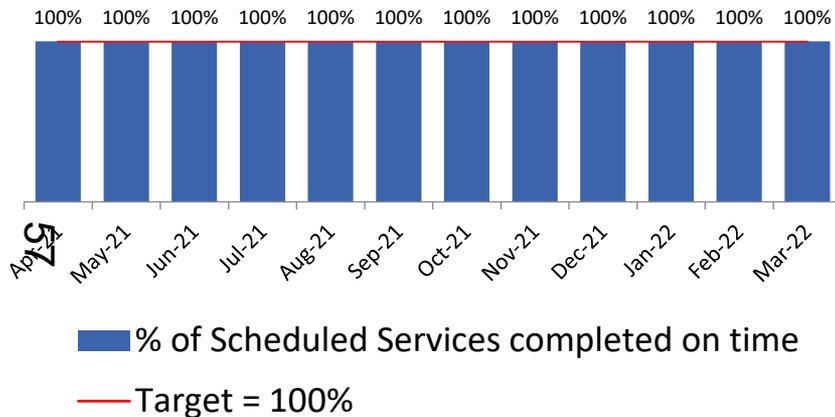
As per my comments above Sickness levels really did effect the Tewkesbury contract especially throughout the pandemic period, with 1,753 days lost in total. All sickness was and does get managed through our robust sickness policy.

Deliver Quality: Fleet

- Traffic Commissioner / DVSA Rating for 2021 / 2022: **Green**
- Fleet Compliance Audit Score: **98.15% (average score)**

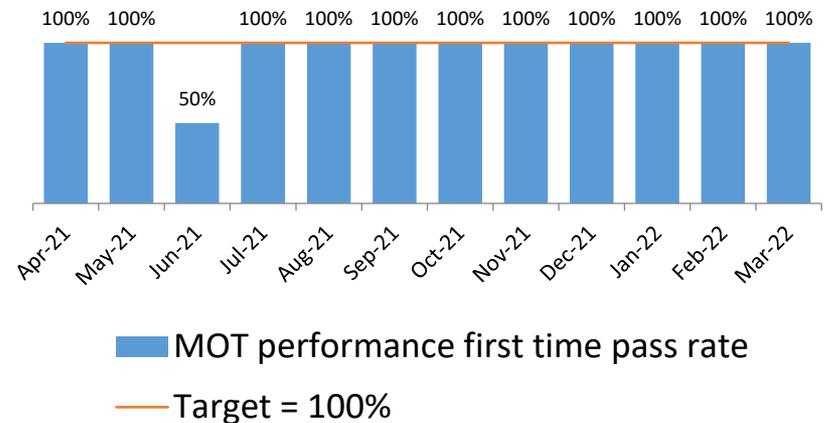
Fleet Management

% of scheduled services completed on time



Fleet Management

% MOT pass rate first time



- Fleet compliance has always been a focus point here at UBICO Tewkesbury, even though the average score is 98.15% UBICO Tewkesbury were the first contract to hit the elusive 100% score in February 2022.

Tewkesbury Projects

- Implement and review changes to grounds maintenance
- Implement changes to street services
- Adding an extra food waste round –
- Explore potential for greater service integration with Tewkesbury to deliver operational efficiencies and improvements on collection rounds, trade waste, streets and grounds services

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The logo for 'ubico' is located in the bottom right corner. It consists of the word 'ubico' in a lowercase, sans-serif font, enclosed within a white rounded rectangular shape with a green border. The background of the slide features a green gradient at the bottom, with a darker green area on the right side where the logo is placed.

ubico

2021	
Row Labels	Count of Overall
A	6
B	24
B/C	1
C	25
C/D	2
D	5
Grand Total	63

Standard Met

Date	Location	Type of mowing	Grass	Strimming around obstacles	Shrub Areas	Hedges	Posts	Litter	Street Furniture	Overall	Notes
26/03/2021	Stanton	Scag	C	C	C			A		C	First cut, wet, clumped together.
26/03/2021	Dumbleton	Scag									Had not been cut, must be investigated by the supervisor
26/03/2021	Binyon Road, Winchcombe	Scag	C	C	C			A		C	First cut, very heavily clumped together
26/03/2021	Melrose Walk, Mitton	Ride on cylinder	C	D				A		C	Part of the main area hasn't been cut but everywhere else has been. Raise with Supervisor
31/03/2021	Pennylands, Winchcombe	Scag	C	C	C	C		A		C	Hit and miss across the site, one crew has been in and done some of the area. Grass is long, clumped in areas. First cut
31/03/2021	1471 Gardens	Scag	C	B	B	B		A		C	Cut low, looks tidy enough but clippings left on path
April											
09/04/2021	Field next to TBC office	Ride on Cylinder & Tractor	B	B	B	B		A		B	Looks good, grass is short with very few visible clippings
09/04/2021	Vinyards	Tractor	B	B	B			A		B	Main area is low, no visible clippings. Does need strimming in areas
26/04/2021	Highgrove Park, Churchdown	Tractor									Does not appear to have been cut - discuss with supervisor
26/04/2021	Williams Orchard, Highnam	Ride on cylinder	C	C	B			B		B/C	Being kept low but strimming needs doing in areas.
26/04/2021	Persh Lane, Maismore	Ride on rotary	C	C				A		C	Lots of clippings left after cut - grass to long? Report from Ubico regarding a washing line on land which is causing an obstruction
26/04/2021	Poppy Field, Highnam	Ride on cylinder	B	C	C	C		A		C	Cutting is ok but strimming needs to better
26/04/2021	Melville Road, Churchdown	Scag	B	C	C			A		C	Clippings left after cut, no litter but area needs to be strimmed.
May											
05/05/2020	TBC Office	Ride on rotary/scag	C	C				A		C	Area has been cut but only some areas. Flat areas have been done whilst the banks haven't been strimmed but other areas have been strimmed. Some damage to grass where ride on mower is set to low.
05/05/2021	Victoria Gardens, Tewkesbury	Ride on rotary/scag	A	B	B			A		B	Strimming was ok in this area but could have been better
05/05/2021	1471 Gardens	Ride on rotary/scag	B	B	B	B		A		B	The main area is cut short, looks tidy but there are some clippings that have clumped. There are also a lot of weeds in this area.
05/05/2021	Paxhill Lane, Twynning	Ride on rotary/scag	C	D	C			A		C	Lots of clippings left after cut - grass to long? Strimming needs to be improved as they are not getting close enough to the boundary lines.
05/05/2021	The Mayalls, Twynning	Ride on rotary/scag	C	D	C			A		C/D	Some of this area was cut short, very few clippings and strimmed. Other sections were poor with lots of clippings and no strimming. Raise with supervisor
05/05/2021	Gothington Playing Field	Ride on cylinder/Tractor	A	B	B	B		A		A	Main field is nicely cut and well maintained. (Cut on behalf of Parish)
05/05/2021	Highgrove Park, Churchdown	Tractor	C	D				A		C	Main area is cut low, there are lots of clippings visible and doesn't appear to be strimmed.
05/05/2021	The Highgrove, Bishops Cleeve	Ride on rotary	C	D				B		C/D	Area has been cut but there is a lot of clippings left clumped. I would think that it has been left to long between cuts. Strimming hasn't been done.
12/05/2021	Hill End Close, Twynning	Scag	C	B				B		C	Grass has been left to grow long, Ubico report issues cutting this area due to slope.
12/05/2021	Laurel Ave, Wheatpieces		C	C				B		C	Grass ok but not all of the area has been strimmed, grass & weeds around wooden posts growing very long
12/05/2021	Bird Road, Hucclecote	Scag	C	C				A		C	Grass is cut but lots of clippings and clumping. Not all strimming completed.
12/05/2021	Coppice Gate, Cheletenham	Scag	B	B				A		B	Grass is cut short, some clippings, no litter
24/05/2021	Woodpecker Walk, Wheatpieces	Ride on cylinder	D	D				A		D	Does not look like the area has been cut at all this season. Report to Ubico
24/05/2021	Hazel Ave, Wheatpieces	Ride on cylinder	D	D				A		D	Does not look like the area has been cut at all this season. Report to Ubico
24/05/2021	Willow Walk, Wheatpieces	Ride on cylinder	D	D				A		D	Does not look like the area has been cut at all this season. Report to Ubico
June											
11/06/2021	Bishops Cleeve Cemetery	mixed	B	B				A		B	Grass is ok, clippings have clumped around the site. Strimming has been completed but a few areas have been missed.

11/06/2021	Grangefield, Bishops Cleeve	Ride on rotary	A	C			A	A	The paths around the Grangefield have been cut short, looks neat. Strimming hasn't been done, reported to Ubico to strim at the same time as cutting.
11/06/2021	Tobyfield Road, Bishops Cleeve	Ride on rotary	D	D			C	D	Does not look like the area has been cut at all this season. Report to Ubico
11/06/2021	Gotherington Playing Field	Ride on cylinder/Tractor	A	A				A	Very neat cut. Looks good.
11/06/2021	Pennylands, Winchcombe	Ride on rotary/Scag	B	B	B		B	B	All cut, short with some clippings in places. One small area not cut near front of estate
11/06/2021	Oakridge, Highnam	Ride on cylinder	B	C	B		A	B	Has been cut short, the main areas have been cut but some strimming hasn't been completed.
11/06/2021	Wynyards Close, Tewkesbury	Ride on cylinder	C	C	C		A	C	Has been cut but looks a bit of a mess. Not strimmed in all areas. Discuss with Ubico
11/06/2021	Wellfield, Tewkesbury	Ride on cylinder	B	B	B		A	B	Clippings have clumped together
14/06/2021	Bulford Close, Hucclecote	Ride on rotary	C	C			A	C	Lots of clippings have been left
14/06/2021	Cowsley Drive, Hucclecote	Ride on rotary	D	D			D	D	Does not look like the area has been cut at all this season. Report to Ubico
15/06/2021	Bishops Cleeve Cemetery	mixed	B	B			A	B	cemetery look good, still some clippings left.
15/06/2021	Highgrove park, churchdown	Tractor	C	C			B	D	Looks like this area has missed a cut and the bins/seats have not been strimmed
21/06/2021	Buckingham Drive, Churchdown	Ride on rotary	B	B			B	B	This area has been cut well, strimming is done but not close enough to the edges.
21/06/2021	Boleyn Close, churchdown	ride on rotary	B	C			A	B	Area has been cut, strimming is done but not hard enough. Stinging nettles remain on edge of site.
21/06/2021	Cowsley Drive, Hucclecote	Scag	C	C			B	C	Revisit following the grass being cut. Lots of clippings as grass had been left to grow.
July									
06/07/2021	Yew tree way, Churchdown	Ride on rotary	B	B			B	B	Area on the whole looks good.
06/07/2021	Highgrove Park, Churchdown	Tractor	B	D			A	C	Revisit to check if it had been cut, main area good and short but not strimmed.
06/07/2021	Fircroft road, Longford	Ride on rotary	C	C	C		A	C	Grass cutting looks ok but clippings have clumped which make it look messy. The strimming in this area is not close enough - stinging nettles have been left which are encroaching on the footpath. Discuss with Ubico
06/07/2021	Melrose Walk, Mitton	Ride on rotary	A	B	C		A	A	Grass in this area is looking good. Unfortunately some of the trees have been vandalised and branches broken off. Ask Ubico to clear.
06/07/2021	Seymour Place and surrounding roads, Winchcombe	Scag	B	B			B	B	Grass is ok in this area. There are clippings left which makes me think that it has been left to long between cuts?
15/07/2021	Williams Orchard, Highnam	Scag	B	B			B	B	Has been cut well
16/07/2021	A435 bypass, Bishops Cleeve	Scag	B	B			A	B	Has been cut nice and short.
16/07/2021	The Holt, Bishops Cleeve	Scag	B	C			A	C	Cut is ok but not strimmed.
22/07/2021	TBC Office	Ride on rotary	C	C			A	C	Some areas of the office cut.
28/07/2020	Chelt Rd East, Churchdwon		C	C			C	C	Area has lots of clippings and clumped, does look messy.
August									
02/08/2021	Trafalgar Rd, Churchdown	Scag	B	B			A	B	Area looks ok.
16/08/2021	Ashlea Meadow, Bishops Cleeve	Ride on cylinder	B	C			A	B	Grass is ok, area is not being strimmed well enough around the edges
16/08/2021	Farriers Reach	Ride on cylinder	B	B			A	B	Area looks good, again strimming could be better
18/08/2021	Beech Close, Highnam	Ride on cylinder	B	B	B		A	B	Area looks good
19/08/2021	Newtown Cycle track	Scag	B	B			A	B	Difficult area to mow as the hedges are encroaching. Informed GCC
31/08/2021	Knapps Crescent, Woodmancote	Ride on rotary	A	A			A	A	Well maintained and the area looks good.
31/08/2021	Honeybourne Meadow, Woodmancote	Ride on rotary	B	B			A	B	Area is looking good, although the strimming does need to be better
September									
07/09/2021	Nature reserve, Tewkesbury	Scag	B	B			A	B	Paths have been cut
07/09/2021	Bramble Chase, Bishops Cleeve	Ride on cylinder	A	A			A	A	Very neat cut. Looks good.

07/09/2021	Small Orchard, Pennylands	Strimmer	C	C					A	C	Area was left as wild orchids were found. First cut since they went over, lots of clippings but ok.
09/09/2021	Ashlea Meadow, Bishops Cleeve	Ride on rotary	B	B					A	B	Cut ok, needs strimming in places.
14/09/2021	Tamar Rd, Brockworth	Scag	C	C					C	C	Area has been left, poor condition and it is clear that although the edges have been strimmed the brambles are now encroaching and reducing the amount of usable space. Will discuss with Ubico

Grass Cutting Standards

A Grade (Good)

No litter

Grass cutting kept on top of

Minimal clippings due to being cut regularly

No weeds

Flat ground

Well maintained generally e.g no holes in ground, seeded



B Grade (Acceptable)

Minimal grass cuttings

Minimal weeds

Regularly cut

No more than 2 pieces of litter



Grade C (Unacceptable)

Grass longer

More grass cuttings remain due to grass being too long when cut

A few weeds

Possibly uneven ground

No more than 2 pieces of litter



Grade D (Poor)

Grass is of an unacceptable length

Weeds present

A lot of grass clippings left after cut

Overgrown around obstacles e.g street signs, trees.

Takes longer to cut

Litter present in quantities



TEWKESBURY BOROUGH COUNCIL

Report to:	Overview & Scrutiny Committee
Date of Meeting:	12 July 2022
Subject:	Financial Outturn Report 2021/22
Report of:	Head of Finance and Asset Management
Corporate Lead:	Head of Finance and Asset Management
Lead Member:	Lead Member for Finance and Asset Management
Number of Appendices:	Three

Executive Summary:

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

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

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

The report outlines an underspend against budget of £4.2m and details the reasons for this position. Please note, the majority of this underspend is due to one-off ringfenced income that has not yet been spent.

Recommendation:

To CONSIDER the financial outturn report for 2021/22.

Reasons for Recommendation:

In line with the requirement to provide Members with regular information on the Council's finances and financial performance, a report on progress against budget is produced on a quarterly basis. This report on the outturn position for the Council offers more detail on the final financial position and compliments the existing reporting framework.

Resource Implications:

As detailed within the report.

Legal Implications:

Nothing specific arising from the report recommendations.

Risk Management Implications:

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

Performance Management Follow-up:

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

Environmental Implications:

None directly arising from the report.

1.0 INTRODUCTION/BACKGROUND

1.1 This report sets out the final outturn position for the 2021/22 financial year. The main purpose of this report is to provide Members with an overview of the performance against the General Fund revenue budget for 2021/22 and explain significant variances.

1.2 The report also addresses the movement on reserves. In addition to the revenue budget outturn, this report also seeks to confirm the full year progress against the capital programme and the sources of finance used in delivering that programme

1.3 All of the information within this report will be contained within the Council's Statement of Accounts which will be approved by the Audit and Governance Committee later in 2022 following the audit conducted by Grant Thornton.

2.0 GENERAL FUND REVENUE OUTTURN 2021/22

2.1 In March 2022, the quarter three outturn position was reported with an estimated year end surplus of £3.6m.

2.2 The final General Fund revenue outturn position for the full year can now be reported as a £4.2m surplus.

2.3 The table below summarises the service performance which has generated the reported surplus. In addition, the table highlights the non-service related activity and other aspects of the overall budget to provide a whole view of the Council's general fund.

Table 1 – General Fund outturn summary

	Full Year Budget	Outturn Position	Savings / Deficit
	£	£	£
Employees	£10,891,171	£10,213,774	£677,397
Premises	£590,411	£600,487	-£10,076
Transport	£75,270	£40,756	£34,514
Supplies & Services	£2,131,448	£2,078,726	£52,722

Payments to Third Parties	£6,422,630	£6,703,252	-£280,622
Transfer Payments - Benefits Service	£123,252	£97,609	£25,643
Central Recharges	£29,929	£29,929	£0
COVID-19 COMF Funding	0	£280,964	-£280,964
COVID-19 Costs	£0	£499,591	-£499,591
COVID-19 Recovery	0	£26,805	-£26,805
Projects Funded Externally	£120,000	-£1,479,996	£1,599,996
Income	-£7,967,193	-£9,398,950	£1,431,757
Services Total	£12,416,918	£9,692,946	£2,723,972
Treasury activity	£135,000	£33,713	£101,287
Commercial activity	-£3,176,343	-£3,060,445	-£115,898
New Homes Bonus	-£2,508,861	-£2,508,861	£0
Business Rates	-£1,976,280	-£2,683,213	£706,933
Business Rates - Deficit from 2020/21	£4,649,150	£4,650,446	-£1,296
Council Tax Surplus	-£24,833	-£35,742	£10,909
COVID-19 Grants	£0	-£1,056,478	£1,056,478
Government funding	£1,073,493	£1,138,195	-£64,702
Net contribution from Reserves	-£3,766,607	-£3,549,687	-£216,920
Net Total	£6,821,637	£2,620,874	£4,200,763

2.4 The outturn position for direct services expenditure and income shows a surplus of £2.7m and is mainly attributable to the major items outlined below:

- Employee costs are £700k underspent, this is largely as a result of staff turnover and vacancies in a number of service groupings.
- Payments to third parties includes:
 1. £138k on various planning appeals which was funded from the general fund. In addition to these, various provisions have been made this year for planning appeals that are currently being challenged, which amounts to £330k. In addition, £140k of planning appeals was funded from reserves, therefore the total cost of planning appeals this year was £608k
 2. £215k saving in the Materials Recovery Facility (MRF) gate fee due to changing provider.
 3. £300k of gross costs, across various activities, are supported by external grant funding which is shown as part of the surplus on income.

- COVID-19, including Contain Outbreak Management Funding (COMF), expenditure amounted to £807k and included:
 - Leisure centre costs totalled £148k
 - £281k was spent on contain outbreak management.
 - Additional staff costs across various departments. Some full-time staff were redeployed fully to the COVID response, for example, administering grant schemes. Therefore, agency staff were contracted to backfill the day jobs.
 - £47k of additional Ubico costs due to additional staff, vehicles, PPE and cleaning products in order to be COVID secure.
 - Projects funded externally contains the costs and income of the Joint Core Strategy (JCS), Garden Towns and Heritage Action Zone. The balances on these individual funds are moved to reserves at year end. The surplus seen is additional funding received, particularly relating to transport modelling for the JCS.
 - The Council generated additional income of £1.4m. The majority of service areas exceeded their income budget, in particular Development Management, as planning fees were £434k greater than budget and they also received £277k of grants. The Council has received external grant funding for a range of activities including homelessness prevention, pathfinders planning application tracker and town centre recovery.
- 2.5** A full explanation of all variances exceeding £25,000 at a group subjective level is contained at Appendix A. The Appendix also contains an explanation of the variance on the corporate codes with a more detailed explanation within Paragraphs 2.6 to 2.11.
- 2.6** The treasury outturn for 2021/22 is a £101k gain against budget and is as of a result of increased investment income of £84k and savings on expected borrowing costs of £17k.
- 2.7** With regards to commercial activity, the Council has an investment property portfolio totalling £61.5m which produced a gross rental income of £3.06m, a yield of 5%. The gross rental income was slightly down against budget expectations, circa £116k, as a result of the re-letting of units at Clevedon at lower market rents, a temporary vacancy as a result of a tenant exercising a break clause and an ongoing vacancy at an office unit in Hertford. The commercial property reserve has been utilised to cover the shortfall in income to the general fund.
- 2.8** Business rates contributed £1.3m to the outturn surplus; however, due to the statutory collection fund rules, £913k has to be set aside as these are section 31 grants that relate to the 2022/23 budgeted deficit. This has been moved to reserves in line with the 2022/23 budget papers, therefore, the net impact on outturn is a £415k surplus against the budget. In addition, there is a gain from the Gloucestershire Business Rates Pool of £290k. In January 2022, The Valuation Office Agency (VOA) notified us that Virgin Media conducted a check on their £4m fibre optic network rates assessment which resulted in an offer to settle from the VOA. This resulted in a rateable value reduction as at 1 April 2017 to £2,970,000. The resulting refund due Virgin Media came in at around £2m.
- 2.9** Highlighted within the table is the sum of over £1m received in year to support the Council's position as a result of the COVID pandemic. The Council received a fifth tranche of general COVID support funding, totalling £424,927, in the first quarter and has also received significant new burdens funding for our work on administering business grants, compensation for losses on sales, fees and charges (SFC) as a result of COVID for the first quarter of the year and a direct allocation of Contain Outbreak Management Funding (COMF).

- 2.10** Delivery of the budget in 2021/22 has required less use of reserves than envisaged at the time of setting the budget. As highlighted earlier in the report, a number of activities, such as the delivery of in-cab technology, did not move forward in the financial year and have therefore not required the funding from reserves as originally planned. The allocation for these projects will remain within the Council's earmarked reserves for draw down once the projects commence.
- 2.11** The outturn report for 2021/22 highlights a significant financial surplus for the Council. Savings have been generated in the delivery of our core services which have been supplemented by increased service and corporate income. In addition to this, substantial external funding has been attracted for both COVID-related activity and for service/project specific activity. Overall, a £4.2m net underspend is recorded and goes forward to support the Council reserves as set out in the next section.

3.0 COUNCIL RESERVES

- 3.1** A breakdown of the reserves of the Council as at the 31 March 2022 is shown in Appendix B. Also included is a breakdown of the previous year's reserves, under the same strategic headings, to inform Members about the movement on those reserves in the last two years.
- 3.2** Total revenue reserves of the Council stands at £29.55m as at the end of March 2022 and include earmarked reserves, planning obligations and the general fund working balance. Whilst £4.2m is transferred into reserves from the general fund surplus, there is an overall decrease in revenue reserves of £2.06m as a result of expenditure against existing earmarked reserves in year, particularly relating to COVID, the use of the business rates reserve to meet the collection fund deficit in 2021/22 as a result of COVID and a net reduction in planning obligation reserves.
- 3.3** The general fund surplus allows the Council to support a number of existing reserves as well as to create new specific reserves to meet some of the inflationary risks that are now arising. Increases to existing reserves include:
- Planned contributions to the commercial property reserve, investment reserve and vehicle replacement reserve.
 - Increasing the Medium Term Financial Strategy reserve to support the future financial challenges that the Council faces.
 - Increasing the working balance of the Council in line with recommendations associated with the Chartered Institute of Public Finance and Accountancy (CIPFA) resilience index.
 - Adding in-cab project delivery to the waste management reserve.

New reserves have been set aside for the following:

- Inflation reserve – our budget for the current year was set on known costs as at quarter three in 2021/22. Inflation has risen dramatically since that point across a range of expenditure headings and could also affect expected income targets. To mitigate against that risk, a new reserve totalling £250,000 has been set aside
 - Pay award reserve – the current year budget included the assumption of a 2% pay award for 1 April 2022. Given current rates of inflation, the pay claim submitted by the Unions and the impact of the projected rates for the National Living Wage, a new reserve totalling £500,000 has been created.
- 3.4** Where external funding has been received for specific projects, this has been set aside in ring fenced reserves including transport modelling for the JCS, homeless reduction, digitisation of the planning service, health related projects and investigation of a development corporation for the Garden Town.

3.5 Outside of earmarked reserves and the working balance, the Council holds balances for the Horsford Trust, the Mayor's Charity, planning obligations and business rates. With regards to the planning obligations reserve, there has been a net reduction in the reserve of £454k leaving a balance of £9.17m. The business rates reserve holds a balance of £1.18m received as s31 grant from Government to meet the deficit that will occur in the current year as a result of additional support that will be given to business in the current year.

3.6 Where significant movements in other reserves have occurred during the year, a note has been included in Appendix B to explain the reason for the movement.

4.0 CAPITAL PROGRAMME

4.1 The Council's planned capital programme for 2021/22 was £3.9m. The breakdown of the planned expenditure was land and buildings delivery (£2.4m), replacement vehicles and equipment (£0.9m), housing and business grants (£0.1m) and Disabled Facilities Grants (DFGs) (£0.5m).

4.2 The actual delivery of the capital programme totalled £1.3m. This was £2.6m less than the budgeted amount.

4.3 An underspend of £2.1m was reported against Council land and buildings which was due to delays with Ashchurch Bridge, mainly as a result of the High Court planning appeal. Actual expenditure of £276k includes £59k on the decarbonisation project, which is funded from a grant, £178k on Ashchurch Bridge and £39k on car parking payment machines.

4.4 A total of £383k was spent during the year on vehicles and equipment. This included the purchase of three new mowers, tractor, woodchipper and a mounted flail for our grounds maintenance operation, waste and recycling bins and the purchase of IT hardware.

4.5 The community grants programme shows an outturn position of £90k expenditure. These grants were distributed to Winchcombe skate park and Bishop's Cleeve Football Club as well as other small community projects.

4.6 The Council's DFG programme shows an overspend of £31k. All expenditure is covered by capital grant funding from the Government which is administered by the County Council. Tewkesbury's allocation for the year was £500k and the total expenditure incurred was £531,209. This shortfall will be fully recovered.

4.7 As well as the grant income received for DFG's, capital receipts were received for Right-to-Buy sales on the housing stock previously owned by the Borough Council and for the sale of the land in Northway and Bishop's Cleeve.

4.8 The summarised capital programme is shown in Appendix C together with the sources of finance used. In summary, the Council expended £1.3m on capital projects in 2021/22 utilising £318k of capital reserves, £768k of capital grants and £194k from revenue. Following the allocation of capital receipts, the balance on capital reserves, both receipts and grants, has increased to £1.539m as at 31 March 2022.

5.0 OTHER OPTIONS CONSIDERED

5.1 None

6.0 CONSULTATION

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

7.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 7.1** Treasury Management Strategy approved at Council on 22 June 2021
Medium- Term Financial Strategy approved at Council on 26 January 2021.

8.0 RELEVANT GOVERNMENT POLICIES

- 8.1** None

9.0 RESOURCE IMPLICATIONS (Human/Property)

- 9.1** As detailed within the report and appendices.

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

- 10.1** None

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

- 11.1** None

12.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

- 12.1** Approval of Treasury Management Strategy 2021/22 – Council 22 June 2021
Approval of Budget 2021/22 – Council 23 February 2021

Background Papers: Approval of Treasury Management Strategy 2021/22 – Council 22 June 2021

Approval of Budget 2021/22 – Council 23 February 2021

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

Appendices: Appendix A – Revenue outturn by Group
Appendix B – Earmarked reserves and carry forwards
Appendix C – Capital Outturn 2021/22

General Fund Outturn by Group 2021/2022

	Budget	Actual	Savings / (Deficit)	Notes
Chief Executive				
Employees	£262,751	£223,291	£39,460	1
Premises	£0	£0	£0	
Transport	£0	£0	£0	
Supplies & Services	£8,160	£6,582	£1,578	
Payments to Third Parties	£0	£25,827	-£25,827	2
Income	£0	£0	£0	
TOTAL	£270,911	£255,699	£15,212	

- 1) Saving due to reduction in pension contributions
2) Advertisement for Director of law

	Budget	Actual	Savings / (Deficit)	Notes
Community				
Employees	£1,358,594	£1,340,627	£17,967	3
Premises	£0	£0	£0	
Transport	£900	£2,908	-£2,008	
Supplies & Services	£142,479	£147,049	-£4,570	
Payments to Third Parties	£5,500,704	£5,193,636	£307,068	4
COMF Funding	£0	£280,964	-£280,964	5
COVID-19 Costs	£0	£107,355	-£107,355	6
COVID-19 Recovery	£0	£26,805	-£26,805	7
Income	-£2,328,096	-£2,821,773	£493,677	8
TOTAL	£4,674,581	£4,277,570	£397,011	

- 3) The main variations within employment costs are as follows:
£35k saving due to lower employment costs across a couple of posts, one due to a temporary reduction in hours.
£67k saving due to various vacant posts, these savings were only short term until the posts were filled.
£17k adverse variance due to increased employment costs which effected 4 posts.
£27k saving due to a number of part time posts which are budgeted as full time.
£14k adverse variance due to interim Environmental Health Manager, who backfilled until the post was filled in Dec 21.
£14k overspend due to interim Ubico Contract Manager who backfilled whilst the post was vacant.
£33k overspend of homelessness administrators, these costs have been funded by an in year grant (included in income) instead of using reserves.

- 4) Due to the national driver shortage Ubico paid the drivers a market supplement, this was actioned in September and equates to £68k this financial year.
The council budgeted £112k for an extra food waste crew this financial year, due to delays in acquiring a new vehicle this has been postponed until next financial year. To eliminate missed food waste collections Ubico have paid the crew overtime, which was funded from this budget. Remaining balance will be carried over to fund the hire of a food vehicle until we receive the new one.
Ubico's insurance costs were £45k lower than expected, at the time of budget setting the insurance contract was out to tender, assumptions on price increases did not materialise.
There has been a reduction in the MRF gate fee which is expected for the foreseeable, this is due to transferring the MRF gate contract to the new provider and a reduction in waste rejection, in turn this has reduced costs by £215k. In addition to this, the council received a £20k credit note from Suez which related to 20/21, this was unforeseen hence it being accounted for in this financial year.
£20k adverse variance as the pharmacy collection of NHS sharps for 21/22 was omitted from the budget.
£150k was forecast for in-cab technology, we are no longer expecting to incur any costs until next financial year.
The depot facility project has not incurred any costs which has resulted in a £20k favourable variance
£29k adverse variance due to obtaining planning advice from Bromsgrove District Council, the council currently do not have the resource in house as the Planning Liaison & Contaminated Land Officer post remains vacant.
There has been a large increase in demand of emergency accommodation equating to a £72k overspend, 80% of these costs were recovered, unrecovered costs were funded by the homelessness grant.
Homelessness prevention rent arrears was £69k over budget, this was fully funded from grants received in the year.
£12k adverse variance due to an annual contribution for Housing led link worker service, this is fully funded by Homes England and is included in income below.
A legal provision for a health and safety case was released, resulting in a £58k favourable variance against budget.

- 5) The council has received £360k of funding for specific expenditure relating to contain outbreak management, shown below within corporate codes.
A further £50k has been received relating to Visitor Economy.
The council spent £281k by the end of this financial year.
The surplus COMF funding has been carried forward to fund future contain outbreak management expenditure.

- 6) Breakdown of COVID expenditure:
Ubico costs for extra PPE, staffing, sick pay, cleaning materials etc..were £47k.
Environmental Health Manager's resource on COVID related matters amounted to £17k.
The council incurred £44k of COVID related homelessness costs.
A grant of £44k was received for Homelessness Prevention Winter 2021 COVID-19 to support low-income private renters with COVID related arrears, this grant was fully utilised in the year.
We received a further COVID grant of £11k for Protect and Vaccinate, this is to incentivise rough sleepers to be vaccinated and also help to accommodate them. All of this grant was spent.

- 7) This is to be funded by the COVID tranche funding
8) £211k homelessness grant received, not within budget.
Due to a decrease in residual waste we received an additional £45k in recycling credits.
The bulky waste service generated an additional £21k.
Domestic abuse new burdens grant of £35k was not within base budget.
Income received from the garden waste service is currently £15k greater than budget.
£59k of income expected to be recovered for emergency accommodation.
Trade waste income was £24k greater than budget.
An additional £31k of licensing income has been generated this year.
£32k was reimbursed for discretionary homes enhanced placements.

	Budget	Actual	Savings / (Deficit)	Notes
Corporate Services				
Employees	£2,147,308	£2,117,784	£29,524	9
Premises	£0	£0	£0	
Transport	£0	£862	-£862	
Supplies & Services	£642,093	£564,404	£77,689	10
Payments to Third Parties	£172,800	£93,797	£79,003	11
Transfer Payments - Benefits Service	£123,252	£97,609	£25,643	12

COVID-19 Costs	£0	£244,433	-£244,433	13
Income	-£611,546	-£826,922	£215,376	14
TOTAL	£2,473,907	£2,291,967	£181,940	

9) Mainly relates to a vacant post within the Business Transformation Team (Programme Officer - now recruited to) and a vacant post within the ICT Team (Network Officer - rebadged as Network and Security Architect - recruitment currently unsuccessful)

10) Savings across four main areas: general ICT licences (£30k), procurement of new landline configuration (£11k), reduction in printer usage (£3k) and procurement of new broadband contract (£4k).

11) New posts in Business Transformation Team to be recruited to (£40k), ICT audit not yet deployed (£7k) and savings in court fees as courts only re-opened during the year (£16k)

12) Housing benefit expenditure in line with budget

13) Relates to additional costs to respond and recover from pandemic related work. The bulk is mainly attributable to additional hours and backfill incurred within the Revenues and Benefits team.

14) Mainly attributable to new burdens grant funding from govt (£44k) and recovery of court costs as backlog of cases are dealt with (£26k).

Democratic Services	Budget	Actual	Savings / (Deficit)	
Employees	£278,230	£255,272	£22,958	15
Premises	£0	£15,914	-£15,914	16
Transport	£9,600	£7,858	£1,742	
Supplies & Services	£452,785	£523,640	-£70,855	17
Payments to Third Parties	£37,100	£54,189	-£17,089	18
COVID-19 Costs	£0	£0	£0	
Income	-£3,000	-£192,117	£189,117	19
TOTAL	£774,715	£664,757	£109,958	

15) A full time vacant post gives a saving of £43k. This is offset against some overtime to cover maternity leave and elections.

16) Rental charges for Police and County Elections. These election costs are fully reclaimable and there is grant income to offset.

17) Other election fees that are fully reclaimable and income is shown below.

18) Other election fees that are fully reclaimable and income is shown below.

19) Grant income - mostly relating to Police and County Election - May 2021

Deputy Chief Executive	Budget	Actual	Savings / (Deficit)	
Employees	£125,845	£0	£125,845	20
Premises	£0	£0	£0	
Transport	£200	£0	£200	
Supplies & Services	£2,400	£0	£2,400	
Payments to Third Parties	£0	£150	-£150	
Income	£0	£0	£0	
TOTAL	£128,445	£150	£128,295	

20) Deputy Chief Exec post has been vacant all financial year and post is to be removed from establishment from 2022/23

Development Services	Budget	Actual	Savings / (Deficit)	
Employees	£1,908,043	£1,833,856	£74,187	21
Premises	£43,320	£42,779	£541	
Transport	£0	£1,875	-£1,875	
Supplies & Services	£204,515	£260,193	-£55,678	22
Payments to Third Parties	£191,795	£739,127	-£547,332	23
COVID-19 Costs	£0	£0	£0	
Projects Funded Externally	£120,000	-£1,296,014	£1,416,014	24
Income	-£1,249,364	-£2,155,988	£906,624	25
TOTAL	£1,218,309	-£574,173	£1,792,482	

21) Across Development Services there are unfortunately vacancies which are proving difficult to recruit to. This is not just a Tewkesbury BC issue, nationally Local Authorities are struggling with recruitment. In addition during this time the Tourist Information Centre was also closed.

22) Given the number of vacancies across the service there has been the need to advertise more jobs than normal which has resulted in additional costs. In terms of the costs relating to computer hardware and software it is essential that the service has the correct tools in order for officers to perform the job as efficiently and effectively as possible.

23) Over the past 12 months the Council has had to deal with several planning appeals. A number to these appeals have been Public Inquiries which have required external Counsel and expert witnesses to be appointed.

24) Unspent funds, these will be transferred into reserves to fund the projects future expenditure.

25) Despite the Covid pandemic over the past 12 months the Council has seen a high number of planning applications submitted. The Council has also been successful in being awarded several pots of money for various projects across Development Services which will benefit our residents/communities and businesses across the borough.

Finance and Asset Management	Budget	Actual	Savings / (Deficit)	
Employees	£2,408,348	£2,494,063	-£85,715	25
Premises	£547,091	£541,794	£5,297	
Transport	£55,870	£25,796	£30,074	26
Supplies & Services	£563,688	£479,655	£84,033	27
Payments to Third Parties	£399,511	£386,852	£12,659	
Drainage Board Levy	£6,500	£7,172	-£672	
COVID-19 Costs	£0	£147,803	-£147,803	28
Income	-£1,430,435	-£1,297,311	-£133,124	29
TOTAL	£2,550,573	£2,785,824	-£235,251	

25) Staff costs over budget mainly due to additional costs for the Climate Change Officer and related support

26) Surplus on gross costs of business travel

27) Savings due to £61k on bank charges and £10k on postage. There are also savings across the board with regards equipment, printer usage, stationery, subscriptions and insurances. £7.5k of additional treasury brokerage fees for future dated borrowing deal.

28) Leisure centre costs based on latest PIP report. The overall loss arising from this is £128k, and in addition there are also costs of staffing relating to Covid work increasing this variance by a further £20k.

29) Losses of £50k on standard car park income, but £7.5k over budget on car park permit income. The Golf club saw no rent in 2021/22, and a loss of £25k from budgeted income. The Council Offices lost some rental income due to empty space on the top floor, however did make savings on maintenance costs - overall £17.5k losses. Very little income came from the leisure centre producing a £137k loss. £50k gains related to combined income from the cemeteries. £20k loss on transport savings target as this is reported in Transport costs.

Garden Communities	Budget	Actual	Savings / (Deficit)	
Employees	£0	£0	£0	
Premises	£0	£0	£0	
Transport	£0	£0	£0	
Supplies & Services	£0	£0	£0	
Payments to Third Parties	£0	£0	£0	
Ringfenced Projects and Funding	£0	-£183,982	£183,982	
Income	£0	£0	£0	
TOTAL	£0	-£183,982	£183,982	30

30) The expenditure for Garden Communities is paid for by external funding from the MHCLG.

Borough Solicitor	Budget	Actual	Savings / (Deficit)	
Employees	£125,455	£128,395	-£2,940	
Supplies & Services	£15	£0	£15	
Income	-£43,651	-£21,826	-£21,825	31
TOTAL	£81,819	£106,569	-£24,750	

31) In accordance with the Council's decision on 22nd June, the Borough Solicitor has stepped down from the role as Monitoring Officer for Cheltenham Borough Council and consequently the CBC contribution of £21.8k, towards the cost of that post for the remainder of the financial year has not been made.

One Legal	Budget	Actual	Savings / (Deficit)	
Employees	£2,276,597	£1,820,486	£456,111	32
Transport	£8,700	£1,458	£7,242	33
Supplies & Services	£115,313	£97,202	£18,111	33
Payments to Third Parties	£114,220	£202,502	-£88,282	34
Central Recharges	£29,929	£29,929	£0	
Income	-£2,301,101	-£2,083,013	-£218,088	35
TOTAL	£243,658	£68,565	£175,093	

32) The £456k employee variance relates to various vacant posts across One Legal. Agency staff being utilised where possible to meet the work requirements.

33) Saving on computer software renewals due to the implementation of the new case system being delayed.

34) Disbursements costs which are recovered in full.

35) Limited resources available to undertake additional work have had an impact on the ability to achieve the income targets and as a result, the actual income in 2021/22 is below the budget.

Service Summary	Full Year Budget	Outturn Position	Savings / Deficit	
Employees	£10,891,171	£10,213,774	£677,397	
Premises	£590,411	£600,487	-£10,076	
Transport	£75,270	£40,756	£34,514	
Supplies & Services	£2,131,448	£2,078,726	£52,722	
Payments to Third Parties	£6,422,630	£6,703,252	-£280,622	
Transfer Payments - Benefits Service	£123,252	£97,609	£25,643	
Central Recharges	£29,929	£29,929	£0	
COMF Funding	£0	£280,964	-£280,964	
COVID-19 Costs	£0	£499,591	-£499,591	
COVID-19 Recovery	£0	£26,805	-£26,805	
Projects Funded Externally	£120,000	-£1,479,996	£1,599,996	
Income	-£7,967,193	-£9,398,950	£1,431,757	
TOTAL	£12,416,918	£9,692,946	£2,723,972	

Corporate Codes	Budget	Actual	Savings / (Deficit)	
Treasury activity	£135,000	£33,713	£101,287	36
Commercial activity	-£3,176,343	-£3,060,445	-£115,898	37
New Homes Bonus	-£2,508,861	-£2,508,861	£0	
Business Rates	-£1,976,280	-£2,683,213	£706,933	38
Business Rates - Deficit from 2020/21	£4,649,150	£4,650,446	-£1,296	
Council Tax Surplus	-£24,833	-£35,742	£10,909	
COVID-19 Grants	£0	-£1,056,478	£1,056,478	39
Government Funding	£1,073,493	£1,138,195	-£64,702	40
Net contribution from reserves	-£3,766,607	-£3,549,687	-£216,920	41
TOTAL	-£5,595,281	-£7,072,072	£1,476,791	

36) Savings across both investing and borrowing activities; Investment pooled funds performed better than estimates. Borrowing rates were lower than budgeted and a reduction in the overall amount borrowed.

37) The reduction in income is due some properties being vacant part way through the year. This was partially offset by income from dilapidations from a previous tenant occupying Clevedon and a couple of retention liabilities being released for Vaughan Park, this reduced the deficit by £90k. This deficit will be funded from the commercial property reserve.

38) Business Rates retention scheme, this includes the anticipated business rates pool gain of £290k.

39) Income received from COVID grants which fully funded the COVID expenditure

40) Increased funding for council tax hardship support

41) reduced need for reserves to fund expenditure on specific activities such as the delivery of in cab technology

Net total	£6,821,637	£2,620,874	£4,200,763
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Council Revenue Reserves for 21/22

Reserve	Balance	Net Movement	Balance	Net Movement	Balance	Note
	31st March 2020	2020/21	31st March 2021	2021/22	31st March 2022	
Asset Management Reserve	1,148,663.65	173,707.50	1,322,371.15	233,937.56	1,556,308.71	Includes planned contribution to commercial properties reserve
Borough Growth Reserve	1,270,166.33	-641,875.73	628,290.60	0.00	628,290.60	
Borough Regeneration Reserve	89,058.80	-7,400.00	81,658.80	-40.00	81,618.80	
Business Rates Reserve	500,000.00	0.00	500,000.00	-500,000.00	0.00	No longer required to manage risk
Business Support Reserve	125,317.45	879,010.40	1,004,327.85	-750,385.58	253,942.27	COVID grants paid out in 21/22
Business Transformation Reserve	618,018.97	381,092.46	999,111.43	290,300.41	1,289,411.84	An increase in the reserve to support digitalisation and service reviews
Carbon Reduction Reserve	0.00	404,200.00	404,200.00	-38,867.00	365,333.00	This reserve includes additional funding for the solar canopy project.
Community Support Reserve	99,316.59	784,258.31	883,574.90	8,999.79	892,574.69	
Council Tax Reserve	0.00	251,390.65	251,390.65	-598.66	250,791.99	Remaining balance of council tax hardship funding and energy rebate discretionary fund
Development Management Reserve	180,150.00	305,000.00	485,150.00	-11,712.64	473,437.36	
Development Policy Reserve	264,935.11	645,932.14	910,867.25	1,108,455.07	2,019,322.32	An Increase in the JCS fund held on behalf of the partnership for the transport modelling work.
Elections Reserve	40,848.16	150,000.00	190,848.16	0.00	190,848.16	Reserve set aside to fund the 2023 Borough Elections
Flood Support and Protection Reserve	9,646.22	0.00	9,646.22	-137.20	9,509.02	
Garden Town Reserve	0.00	1,202,357.79	1,202,357.79	81,850.70	1,284,208.49	
Health & Leisure Development Reserve	1,889.03	98,653.91	100,542.94	-98,653.91	1,889.03	
Housing & Homeless Reserve	608,593.86	-65,794.91	542,798.95	106,299.26	649,098.21	
Information Technology Reserve	110,195.49	121,207.92	231,403.41	-64,341.62	167,061.79	Reserve to support IT investment requirements
Insurance Reserve	50,000.00	10,000.00	60,000.00	0.00	60,000.00	
Investment Reserve	0.00	350,000.00	350,000.00	100,000.00	450,000.00	A reserve held specifically for the revenue impact from potential land purchase
MTFS Equalisation Reserve	0.00	2,781,207.25	2,781,207.25	321,949.82	3,103,157.07	MTFS reserve to meet increasing funding uncertainty
Open Spaces Reserve	876,182.13	-138,608.48	737,573.65	-99,988.36	637,585.29	
Organisational Development Reserve	115,156.25	-11,566.12	103,590.13	54,364.81	157,954.94	
Risk Management Reserve	10,000.00	250,000.00	260,000.00	500,000.00	760,000.00	Additional reserves to cover inflation and pay award risk
Transport Initiatives Reserves	0.00	0.00	0.00	0.00	0.00	
Vehicle Replacement Reserve	1,139,954.62	853,045.38	1,993,000.00	507,000.00	2,500,000.00	Planned contribution plus addition to monies to cover potential shortfall in funding
Waste & Recycling development Reserve	70,000.00	89,807.85	159,807.85	183,798.15	343,606.00	Vehicle maintenance risk reserve, in-cab technology and new depot facility project.
Horsford Reserve	70,156.87	4,886.55	75,043.42	-4,179.29	70,864.13	
Mayors Charity Reserve	5,389.71	-51.29	5,338.42	-137.65	5,200.77	
Planning Obligations Reserve	8,974,329.56	645,912.63	9,620,242.19	-454,139.47	9,166,102.72	Contributions from section 106 agreements.
General Fund Working Balance	800,000.00	0.00	800,000.00	200,000.00	1,000,000.00	
Business Rates COVID-19 Reserve	0.00	4,916,891.00	4,916,891.00	-3,737,285.00	1,179,606.00	Under current collection funds rules, S31 grants received in 2021/22 are not intended to be discharged against the collection fund deficit until 2022/23, thereby inflating General Fund balances at the end of this financial year.
Totals	17,177,968.80	14,433,265.21	31,611,234.01	-2,063,510.81	29,547,723.20	

Appendix C - Capital Outturn 21/22

	Budget Profile for 2021/22	Capital Outturn 2021/22	(Over)/ Under spend	% Slippage	Financed from Capital Reserves	Financed from Capital Grants	Financed from Borrowing	Financed from Revenue	
Expenditure									
Council Land & Buildings	£2,390,023.70	275,521.99	£2,114,501.71	88.47%	39,070.00	236,451.99	£0.00	£0.00	Decarbonisation project started end of financial year, majority of expenditure will be capitalised in 22/23. Ashchurch bridge, total budget just under £2m, only £178k spent in 2021-22
Vehicles & Equipment	£902,766.49	383,258.25	£519,508.24	57.55%	188,798.40	£0.00	£0.00	194,459.85	Delay in purchasing ground maintenance and waste vehicles until April 2022
Community Grants	£115,382.55	89,688.02	£25,694.53	22.27%	89,688.02	£0.00	£0.00	£0.00	Expenditure on a variety of schemes across the Borough
Housing & Business Grants	£500,000.00	531,209.96	-£31,209.96	-6.24%	£0.00	531,209.96	£0.00	£0.00	Overspend on Disabled Facility Grants - will be reimbursed by GCC
Flexible use of capital receipts	£0.00	£0.00	£0.00	0.00%	£0.00	£0.00	£0.00	£0.00	
Total	£3,908,172.74	£1,279,678.22	£2,628,494.52	67.26%	317,556.42	£767,661.95	£0.00	£194,459.85	
Income									
Council Land & Buildings	£0.00	£528,922.14	£528,922.14	-					
Vehicles & Equipment	£0.00	£0.00	£0.00	-					
Housing & Business Grants	£0.00	£384,584.87	£384,584.87						
Total	£0.00	£913,507.01	£913,507.01	-					

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview & Scrutiny Committee
Date of Meeting:	12 July 2022
Subject:	Carbon Reduction Action Plan
Report of:	Head of Finance & Asset Management
Corporate Lead:	Head of Finance & Asset Management
Lead Member:	Lead Member for Clean and Green Environment
Number of Appendices:	1

Executive Summary:

Following the declaration of a climate emergency in October 2019, Officers, together with Members of the Climate Change and Flood Risk Management Group, undertook a baseline audit of the Council's current carbon consumption. This was reported to Council in July 2020 along with an overarching action plan designed to achieve carbon neutrality in Council services by 2030.

Good progress has been made in the second year of the action plan, particularly since the appointment of the new Carbon Reduction Programme Officer. There has been disappointment with the inability to progress the replacement of the heating system at the Council Offices but the delivery of the solar car parking canopy is well underway and should be completed in the next few weeks.

The Appendix also includes a draft action plan for year three. The actions recommended build upon the progress made in the second year and set solid foundations for the delivery of the Council's 2030 ambition. The third year action plan also begins to look at the strategies required to meet targets against the waste and recycling fleet as well as the rollout of electric vehicle charging points. As always, the action plan has been prepared in acknowledgement of the resources available to pursue the ambition.

Recommendation:

To CONSIDER the progress achieved in year two of the Council's Carbon Reduction Action Plan, and the recommended year three action plan.

Reasons for Recommendation:

To give Members a formal opportunity to consider progress against the Carbon Reduction Programme and endorse the future actions, the Executive Committee has approved the action plan but, as the Climate Change and Flood Risk Management Group is a Working Group of the Overview and Scrutiny Committee, this report serves as an update on the Group's activities with regards to climate change.

Resource Implications:

Actions highlighted within the report will require funding from the Council's Asset Management Reserve and the newly formed Climate Change Reserve. Further external funding will be sourced but it is likely that additional delivery budgets will be required in future years.

Legal Implications:

None associated with the report.

Risk Management Implications:

If sufficient resources to allow the delivery of the ambition are not allocated, the Council will not be able to deliver all of the points within the Council motion and will not be able to play a pro-active role in anything wider than energy efficiency measures within the Council Offices.

Performance Management Follow-up:

The progress against the action plan will be reported on a quarterly basis to the Climate Change and Flood Risk Management Group with an annual outturn report produced for the Overview and Scrutiny Committee.

Environmental Implications:

The action plan aims to deliver the changes necessary in order to ensure the Council reduces its carbon footprint.

1.0 INTRODUCTION/BACKGROUND**1.1** Tewkesbury Borough Council declared a climate emergency at a Council meeting in October 2019.

The motion as agreed is reproduced below.

Motion AGREED:

- Declare a 'climate emergency'.
- Commit to doing all in its power to make Tewkesbury Borough Council offices carbon neutral by 2030.
- Expand the remit of the existing Flood Risk Management Group to deal with climate change matters with the following delegations to the Borough Solicitor in consultation with the Group:
 1. Preparation of revised Terms of Reference to include an audit of the Council's current position, an action plan to achieve carbon neutrality by 2030, funding and promotion of good practice throughout the Borough including buildings that provide a public service, such as the Tewkesbury Leisure Centre; and
 2. Membership of the Group, taking account of its wider role.
- Call upon central government to provide additional powers and resources to support local and national action towards the 2030 target.
- Commit to working with partners in Gloucestershire to achieve countywide carbon neutrality aims.

1.2 In July 2020, the Working Group recommended to Council the approval of the initial climate change and carbon reduction baseline audit report and the adoption of the action plan.

1.3 This report details progress made against the action plan targets over the last 12 months and recommends the adoption of new targets for the next twelve months to ensure the Council remains on course to meet its stated target.

2.0 ACTION PLAN

2.1 Following the adoption of the climate change and carbon reduction audit and action plan, Officers have been reviewing the overarching targets and working on the delivery of a number of actions to advance the Council's ambition. The second year of the action plan has seen good progress made, particularly since the appointment of the Carbon Reduction Programme Officer in February. This appointment means that outstanding year 2 actions can be delivered and we can aim to deliver a wider plan in the third year.

2.2 Appendix A highlights the achievements in the second year of the action plan including:

- The approval of funding to support our ambitions including:
 - a £100,000 delivery fund from the Borough Council's reserves
 - £284,200 of external grant funding and £447,200 of internal funding to support the delivery of a solar car parking canopy
 - £40,600 of ongoing funding to support a new Carbon Reduction officer post
- Appointment of the Carbon Reduction Programme Officer in February.
- Appointment of contractors and start on site for the delivery of the solar car park canopy.
- An updated Tree Management Policy.
- Promotional and partnership work in the run up to COP26 last November.

2.3 Despite the achievements, it has also been a frustrating year with significant resource being dedicated to an ultimately unsuccessful attempt to secure external funding for the replacement of the heat system. Having secured funding in year one for this project, the tender for its delivery in year two saw a significant increase in cost for the installation of the new system which resulted in funding being withdrawn for the project. The team then took the opportunity to bid for further external funding, completing a detailed assessment and spending many hours discussing the bid with the funders. Unfortunately, whilst the bid was technically sound and had passed all assessment criteria, the fund had run out of money and could not make an award to Tewkesbury Borough. This project and the securing of external funding remains a key target and will continue to be a primary action in our plans until it is delivered. It is hoped that a further round of Public Sector Decarbonisation Funding (PSDS) will be announced in the autumn of 2022 and an early bid could be made utilising all of the information gathered in previous rounds.

- 2.4** The annual emissions report: 2021 against 2019 baseline, attached at Appendix A, highlights a significant reduction in emissions across Council services in the last calendar year. A total of 538 T/CO₂e or 33.5% has been saved against the Council's baseline which is a significant achievement. However, it is important to remember the impact that the COVID pandemic has had on our working practices and energy demand in this timeframe, some of which will continue into the future and some of which may fall back to 2019 levels. It is also important to note some of the movements in data supplied by outside bodies which require further investigation and understanding to clarify either the base position or the 2021 update.
- 2.5** Appendix A also highlights the actions recommended by Officers to take forward the Council ambition over the next twelve months. The recommended year 3 action plan contains actions that cover a number of aspects of delivery but they have been grouped under six themes:
- Communications and engagement.
 - Technical implementation.
 - Scoping studies and policies & schemes.
 - Budgets & external funding.
 - Partnership and wider activity.
 - Ongoing activities.
- 2.6** As can be seen in the year three action plan, a number of activities such as branding, communication and training have been carried over and will build on the developmental work carried out by the Carbon Reduction Programme Officer in the first few months in the role. The action plan also highlights the delivery of a number of actions that have begun in recent months including the rollout of electric vehicle charge points, provision of a fully electric car fleet and the decarbonisation of the domestic property portfolio.
- 2.7** The action plan also starts to consider the strategies that will be required to deal with our biggest emission area – the Ubico fleet of vehicles. The size of the challenge to make this service area carbon neutral, as well as future challenges on the Leisure Centre, will be significant and will take a considerable commitment and resources to resolve over the next eight years. Finally, the first few weeks of the year 3 action plan will see the completion of the solar car parking canopy. Once completed, this will make a significant difference to the carbon neutrality of the Council Offices and will be a beacon of our commitment to meet the Council's 2030 target.
- 2.8** The programme for year 3 will be reviewed if there is a successful bid for funding to replace the heating system at the Council Offices given the level of resources that will be required to successfully deliver that project.
- 3.0 OTHER OPTIONS CONSIDERED**
- 3.1** The Council could continue with an annual one-off allocation of resources to support the agenda. This would not provide certainty to allow the recruitment of a permanent member of staff and would jeopardise the successful delivery of the action plan.
- 4.0 CONSULTATION**
- 4.1** Details of the year 2 and year 3 Action plan targets have been discussed with the Climate Change and Flood Risk Management Group.

- 5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 5.1 Climate Change and Carbon Reduction Audit and Action Plan
- 6.0 RELEVANT GOVERNMENT POLICIES**
- 6.1 United Nations Framework Convention on Climate Change’s (UNFCCC) 21st Conference of Parties (COP21) and adopted on December 12, 2015, (The Paris Agreement).
International Panel on Climate Change (IPCC) special report on ‘Global Warming of 1.5°C’, following the UN Framework Convention on Climate Change in 2015. (October 2018).
Climate Change Act 2008.
- 7.0 RESOURCE IMPLICATIONS (Human/Property)**
- 7.1 As set out in the report
- 8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 8.1 The Carbon Reduction Action Plan targets carbon neutrality for Council activities by 2030.
- 9.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 9.1 None
- 10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 10.1 None

Background Papers: Climate Change and Carbon Reduction Audit and Action Plan – Council 28 July 2020

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Appendices: Appendix A – Year 2 Outturn and Year 3 Action Plan

TEWKESBURY BOROUGH COUNCIL CN2030 ANNUAL EMISSIONS REPORT: 2021 AGAINST 2019 BASELINE

TEWKESBURY BOROUGH COUNCIL

JUNE 2022





PRODUCED FOR:

TEWKESBURY BOROUGH COUNCIL

BY:

MIKE BRAIN & CHRISTOPHER ATKINSON

VERSION:

FINAL: 14TH JUNE 2022

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INTRODUCTION

TBC declared a climate emergency at full council on 1st October 2019. A key part of this declaration was the preparation of revised Terms of Reference to include an audit of the Council's current position, an action plan to achieve carbon neutrality by 2030.

A baseline and high level 10 year Action Plan to achieve carbon neutrality from council buildings and core services was approved in July 2020, and this report provides a review of year 2 activity, Greenhouse Gas emissions update for 2021 & review against the baseline and finally an overview of the Action Plan for Year 3.

The Council's carbon footprint was established by analysing data associated with the Greenhouse Gas Protocol's scope 1, 2 and 3 emissions¹, with each subsequent years' data calculated using annually updated Government published carbon conversion factors.

The Council has committed to doing all in its power to become carbon neutral by 2030 specifically by addressing CO₂ emissions from operations for which it is directly responsible. This includes the following:

- Electricity, gas and water consumption from owned buildings that are used to provide a public service, therefore excluding any buildings used for commercial purposes. Therefore the TBC estate included is as follows:
 - TBC Council Offices – less areas occupied by tenants
 - Tewkesbury Leisure Centre
 - Roses Theatre
 - Tewkesbury Cemetery
 - 7 x domestic properties providing housing support (increased from 5 properties in 2019)
- TBC Fleet (including vehicles of waste contractors UBICO)
- TBC Grey Fleet – specifically being vehicles owned and used by employees or Councillors of TBC for Council purposes.
- Office Waste from the Public Service Centre (added from 2021)

¹ **Scope 1:** Direct emissions from activities owned or controlled by your organisation: **Gas & Owned Transport;**

Scope 2: Indirect energy emissions released into the atmosphere that are associated with your consumption of **purchased electricity;**

Scope 3: Other indirect emissions that are a consequence of your actions occurring at sources you do not own or control and are not classed as Scope 2 emissions. For example: **business travel (staff vehicles or public transport), waste disposal, materials or fuels (water) purchased**

It is important to note that whilst 2019 is referred to as the baseline year, it was not possible to determine all 'in scope' emissions at that time. As such the inclusion of emissions from new areas (for example office waste) will mean that direct comparison of emission between the two years is compromised. There are other external factors that influence emission levels that should be considered which include national infrastructural grid greening (reflected in the annual conversion factors) measures as well as the impact on Business As Usual from COVID-19.

YEAR 2 ACTIVITY REVIEW

It is encouraging to report that action (at the PSC) against each of the recommendations made has been commenced as part of work during 2022. The table below provides a summary of the specific recommendations (Green highlighted indicates primary focus) and the current status or work against each.

Summary of Energy Saving Recommendations from Decarbonisation Plan (2020)	Current status of progress against recommendations
<u>Replace obsolete gas fired heating system with low carbon alternative (Rec ASHP)</u>	<u>Application to PSDS3 (£705,000) for ASHP system approved but grant funding pot fully allocated. Resubmission planned Q3 '22</u>
Upgrade/replace current Building Management System for more localised and accurate control	Upgrade to BMS incorporated in to PSDS (3) funding application as per above
Savings potential within the Server Room: The cooling units are old; the cooling temperature could be increased from 20°C to at least 22°C (modern servers = 28°C); Server room much larger than necessary & poorly insulated	Identification of opportunity to reduce equipment by 50% and whilst there are concerns over increasing server room temperature, there are plans to resize and insulate the room as part of activity in 2022
To maximise energy savings, it is advisable to undertake an updated assessment of the current levels of insulation within the thermal envelope of the building. Built in 1977 (although recently renovated)	Review conducted as part of low carbon skills fund independent assessment. Recent refurbishment upgrades insulation to better than 2010 building regulations, so further upgrades not economically prudent to pursue
Savings could be achieved from voltage reduction/optimisation equipment, which reduces the level of the voltage supply. A previous study at the council offices indicated a voltage supply of around 242 volts	Plans to implement once ASHP installed, as this, plus electric vehicle charge points significantly increase the benefit, and the additional load may impact the scope of solution. If PSDS3 successful this will be actioned in 2022/23
<u>Following efficiency improvements increase the solar PV generation capacity</u>	<u>Revised PSDS1 application approved for 230KW peak solar canopy under construction</u>
Whilst not directly returning energy savings, it would be advantageous to increase the level of sub-metering in place within the offices	New ASHP solution will have localised metering. Once in place next steps will be to assess more granular sub-metering potential

Summary of current status against energy saving recommendations at the PSC

In addition to the specific PSC building related plans shown above there have been additional accomplishments commenced which include:

Action	Status	Notes
Domestic Properties		
Surveys to assess condition and opportunities	Full home condition surveys, energy performance certificates and Zero Carbon Plans produced	Access to monthly/quarterly or annual consumption data required
Energy efficiency improvements	Insulation improvements retrofitted across most properties	To be completed across all properties
Low Carbon Heating Improvements	Assessments of potential for air source heat pumps and solar panels undertaken	Review of Gov. eligibility for heat pump grants required & business case for solar panels are priority next steps
Internal management systems: recording energy & emissions	Energy diaries produced for all buildings. Full recording of monthly consumption in place at PSC	Needs to be rolled out across all estate
Carbon Sequestration	Tree planting conducted at 8 sites has realised 85 trees planted	Plans to retain current available open land for future CN2030 & biodiversity net gains requirements
Carbon Literacy	Training sessions designed and planned for delivery early in year 3	Will be provided for staff and members alike
Climate Change Service Champions	Role definition outlined	Champions to be recruited following Literacy training delivered
Electric Vehicles	Owned Fleet expanded with additional electric vehicle	Renault Zoe
Salary Sacrifice	Opportunities for staff benefit being developed	Planned availability in year 3
EV charge points in car parks	Assessments being conducted, and partnership with Energy Savings Trust and Glos County Council emerging	Will achieve full costed design as minimum and expected implementation in year 3
Climate Leadership Gloucestershire	TBC leading on Waste Management element of the sustainability agenda	Exploring county wide partnership opportunities, but currently lagging behind own activity
Borough-wide carbon neutral strategy	At embryonic stage of development	Plans to arrange presentation to CCFMG from Stroud DC

There have been two staff recruited to increase resource in support of action plan implementation. A Facilities Officer joined the team in 2021, and from 22nd February 2022 a full time Carbon Reduction Officer took post. Content is being developed in readiness for production of a CN2030 aspect within our website.

SOLAR CANOPY CONSTRUCTION

The fruits of officer time and dedication spent on developing and revising the Public Sector Decarbonisation Scheme funding application to Salix over the last two years are now being realised and at the time of writing a 230KW solar canopy is under construction and at an advanced stage.

The agreed funding deadlines were extended to allow for planning and tendering exercises, but none the less delivery requirements have remained extremely tight. Despite this, close project management and good communication has kept the project on track.



The pre-construction work which included contractor site visits, further designs, survey work and trial holes was undertaken in April 2022. A G99 application was then submitted to the District Network Operator Western Power for connection to the electricity grid.

Work started on site during May with site mobilisation, set-up and the groundworks for the Solar Canopy structure. The foundations for the 13 columns which will support the solar PV roof were completed together with the first of the two soft trenching channels for cables.



An archaeological watching brief was necessary as the site is on the location of a 12th century castle.

The steel purlins and rafters of the roof structure have followed on and will be completed allowing for the Solar Panels to be mounted.

The Electrical Connections (external and internal), install of Inverters and further soft trenching will be completed by the end of June, with commissioning to follow.

The Benefits

The final design for the Solar Canopy will provide a 230kW peak system, which is greater than initially envisaged and will provide increased carbon savings.

Calculations show that the solar canopy could generate up to 260,000kWh of energy to be consumed directly by the Council offices with the balance being 'exported' to the Leisure Centre. As a result, carbon emissions are expected to reduce by 76 tonnes per annum, which represents over 7% of our total emissions documents for 2021.

The solar canopy would also deliver significant ongoing financial savings and provide a visible demonstration of the Council's commitment towards its 2030 carbon neutral objective.

The estimate of energy production in the order of 260,000kWh has been substantiated with the production of a detailed study which also mapped energy production against energy consumption for the latest full year period available. This highlighted that for the subject year, the council would be able to consume 202,000kWh for its own needs leaving approximately 58,000kWh of excess generation available for other purposes. These figures mean that approximately 44% of the Council's energy needs could be met through the new car park canopy.

Bringing together three key elements – the solar canopy, the export of excess energy to the leisure centre and an expected reduction in the baseload of 15% - will result in a significant reduction in energy consumption and an income from the sale of excess energy. To quantify this in financial terms, the current cost of electricity has been used and results in an annual saving/income of £45,222. Should energy costs continue to rise, this annual return will increase.

DATA – CONSUMPTION, EMISSIONS & CONVERSION FACTORS

Data has been collated for three overarching categories: Buildings; Transport & Waste. This data covers the calendar year 2021. Improvements to internal management systems has significantly aided the data collection process, specifically with regard to energy consumption from most buildings and for PSC office waste. Transport data has always been and continues to be readily available. Therefore this end of year 2 emissions reporting is the most comprehensive dataset to date, and illustrates the value of robust internal data management, both from an efficiency perspective in terms of accessibility and from an analysis position. This will also enable provision of evidence to show the impact of measures implemented as well as informing future management decisions.

The following section will provide:

1. Commentary on the variations in data collection in 2021 against that from the baseline year
2. A breakdown of 2021 consumption & CO₂e emissions by both use (buildings, transport and waste) and Greenhouse Gas protocol Scope
3. The 2021 consumption & CO₂e emissions position, and a comparison (subject to aforementioned caveats) against the 2019 baseline position
4. A narrative offering a rationale that explains the changes between 2021 and baseline year emission levels
5. A brief review of changes to Government published conversion factors between 2019 and 2021 and their impact on our 2021 emissions position

DATA CONSIDERATIONS: Changes against 2019 Baseline

There are four main changes that have impacted on the data that directly compromise the ability to make a direct comparison between the emission levels of 2021 and the 2019 baseline. These are:

1. Government published conversion factors that enable consumption to be converted from energy, mileage or waste are updated annually as infrastructural improvements lower the factor or conversely the need to import more resources from overseas will increase the factor

2. The addition of consumption/emissions from 5 further buildings of the council's estate: Bishops Cleeve Cemetery; Lower Lode Depot; Deerhurst & Tirely Pump Houses; Wheatpieces Community Centre
3. The addition of emissions from PSC office waste is included in 2021 data that was not available for inclusion in 2019 baseline
4. The electricity consumption in 2021 for Roses Theatre suggests the baseline data provided was inaccurate. Data provided was in the form of a single line email for both years, however the consumption in 2021 is over 7 times higher than that provided for baseline. At present the Theatre is not utilising provided energy diaries, which if adopted would enable consumption to be easily validated

ANALYSIS

The analysis of the data focused on two primary aspects, Use and Scope. Showing the level of emissions by 'use', meaning those derived from energy consumed in **Buildings**, fuel used in **Transport** and that from processing office **Waste** provides a simple and digestible breakdown of the council's emissions, whereas emissions by 'Scope' are provided for the purpose of future formal reporting requirements where emissions are broken down into 1 of 3 scopes determined by a combination of the primary energy source, its production refinement and transportation, or more generally the categories of activity from which emissions are produced (water use, office waste etc.). This is illustrated in the two sections below.

Where possible comparisons are made between the 2021 and 2019 baseline data however there are factors to be mindful of that prevent a complete direct comparison as outlined in the above section.

CONVERSION FACTOR IMPACTS

The following table shows the carbon content in a unit of energy, this is measured in kilograms of carbon dioxide equivalent (kg/CO₂e/kWh), which is applied to the relevant year's consumption in order to determine emissions levels. There has been an expectation that whilst the carbon content of gas and oil will remain largely constant (which it has, with only a 3.15% increase between 2019 and 2021) there would be significant annual reductions in that of electricity. This, due to Government projections that the electricity would be almost free of carbon before 2030 as a result of increasing renewable energy generation replacing fossil fuel generation. It is therefore interesting to note the increase in the electricity carbon factor in 2021 against 2020, and whilst relatively small (1.09%), is worthy of attention and explanation.

	2019		2020		2021	
	Electricity	Gas	Electricity	Gas	Electricity	Gas
Conversion Factor	0.31598	0.20776	0.28813	0.20778	0.2913	0.2145
Annual % Change	-	-	-9.67%	0.01%	1.09%	3.14%
2021 % Change v 2019 Baseline	-	-	-	-	-8.47%	3.15%

Table: Carbon Factor (KG/CO₂e/kWh) changes in 2020, 2021 against 2019 Baseline (BEIS: .Gov.uk)

National statistics released by the Department for Business, Energy & Industrial Strategy (BEIS) in the December 2021 issue of Energy Trends² point to two main reasons for this increase. Firstly, weather conditions during periods of 2021 were less conducive for production of energy through renewable sources than in 2020 (this relates to the period July to September '21 compared to the same period in '20), and as such the total UK generation fell. It should be noted that whilst actual generation fell by 17% against the same period of the previous year, the actual capacity for renewable energy generation had risen by 3%, this highlights the need for diverse renewable energy generation solutions that will help mitigate meteorological vagrancies. It was wind generation that was mainly affected, seeing a 30% reduction in generation as a result of the lowest recorded wind speeds this century. In addition, during the same period, demand for energy rose by around 6.5%, necessitating an increase in imported energy. The increase in the carbon factor is directly as a result of electricity production from overseas, and the associated additional transportation and distribution.

Considering this in terms of what it means more locally and the recommendations that can be taken, it really does serve to reinforce our planned CN2030 roadmap and strategic approach. By reducing the level of demand for energy as a result of further increasing energy efficiency activity (technical, managerial and behavioural), combined with increasing on-site renewable energy generation we will not only reduce demand for imported energy from the national grid, but also mitigate the risk of increasing energy costs and increase resilience or self-sufficiency.

CONSUMPTION AND EMISSIONS BY USE

BUILDINGS

Data has been collated and analysed and is attached to this report³ for more detailed review. The table below shows the total building energy consumption for relevant estate buildings (those considered to be used for the provision of core council services).

All Buildings 2019				
Fuel	kWh	T/CO ₂ (Scope 1/2)	T/CO ₂ (Scope 3)	T/ CO ₂ Total
Electric	734,087	188	44	232
Heat	2,231,920	410	53	464
Water			5	5
Total	2,966,008	598	103	701

All Buildings 2021				
Fuel	kWh	T/CO ₂ (Scope 1/2)	T/CO ₂ (Scope 3)	T/ CO ₂ Total
Electric	641,980	154	54	209
Heat	1,753,227	321	55	376
Water			2	2
Total	2,395,208	476	111	587

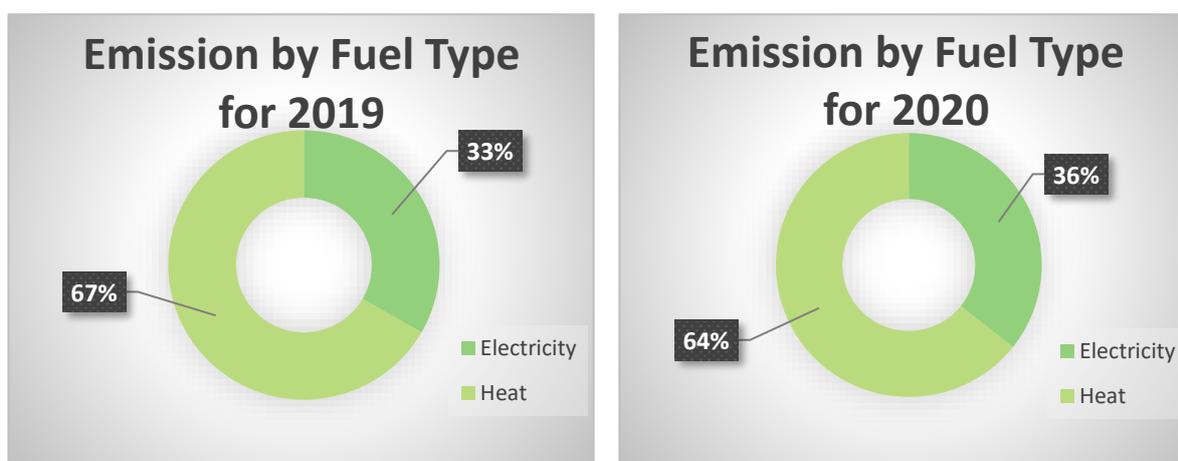
²

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1043311/Energy_Trends_December_2021.pdf

³ "CN2030_Emissions_2019_v_21_Data – Excel" workbook

The headline results show that in **2021 there was a 16.28% reduction in total building emissions** against the 2019 baseline, with total energy consumption reducing by 19.24% between the same periods. The majority of the reduction in consumption is from energy used to heat buildings (including swimming pool heating in the case of the Leisure Centre).

It is important to note that currently Natural Gas consumption accounts for the vast majority of building energy consumption (75.25% in 2019 and 73.19% in 2021), and similar proportions for emissions derived from electricity and gas (33% & 67% in 2019 and 36% & 64% in 2021 respectively), and with the conversion factors changing by +3.15% for gas and -8.47% for electricity since 2019, it confirms that from a carbon neutral aspirational perspective changing the source of heating from gas to electricity will have an ongoing greater impact on emission reductions. This should remain a priority focus of attention in relation to carbon reductions from buildings.



More granular analysis (building by building) of energy consumption from the largest consuming buildings (Leisure Centre and the Public Service Centre) show contrasting patterns in consumption by fuel type both of which actually support the same conclusion. From the graphic below it can be seen that the Leisure Centre's gas consumption has reduced significantly in '21 against baseline, whereas it is electricity consumption at the PSC (council office) that reduced during the same period.

PSC	2019			
	kWh	Tonnes CO ₂ (Scope 1/2)	Tonnes CO ₂ (Scope 3)	Tones CO ₂ Total
Electricity	267,828	68.46	16.17	84.63
Heat (Gas)	282,424	51.92	6.75	58.68
Water (m ³)	980	0.00	1.03	1.03
Total	550,253	120	24	144

PSC	2021			
	kWh	Tonnes CO ₂ (Scope 1/2)	Tonnes CO ₂ (Scope 3)	Tones CO ₂ Total
Electricity	225,356	47.85	17.80	65.65
Heat (Gas)	294,824	54.00	9.24	63.24
Water (m ³)	1,964	0.00	0.83	0.83
Total	520,181	102	28	130

TLC	2019			
	kWh	Tonnes CO ₂ (Scope 1/2)	Tonnes CO ₂ (Scope 3)	Tones CO ₂ Total
Electricity	406,630	103.93	24.55	128.49
Heat (Gas)	1,632,377	300.11	39.03	339.14
Water (m ³)	4,026	0.00	4.24	4.24
Total	2,039,007	404	68	472

TLC	2021			
	kWh	CO ₂ (Scope 1/2)	CO ₂ (Scope 3)	CO ₂ Total
Electricity	325,689	69.15	25.72	94.87
Heat (Gas)	1,092,538	200.11	34.25	234.36
Water (m ³)	3,226	0.00	1.36	1.36
Total	1,418,227	269	61	331

As a result of each buildings use, the suggestion is that the reason for this relates to the impacts of COVID. As such it is likely that gas consumption at the leisure centre will return to pre-COVID levels,

and this is an important factor to consider when looking at the overarching annual emission figures. This said the reduction in electricity use at the PSC, whilst also due to COVID is unlikely to return to pre-COVID levels because of the introduction of hybrid working. Interestingly, the reason there was no reduction in heating consumption at the PSC was as a result of very limited controllability of the existing heating system. This further impresses the need for a low carbon heating upgrade to be implemented when possible.

Finally, there are new metrics being introduced across public sector organisations, particularly academia at the current time that is looking at annual emission intensity ratio against annual employee numbers. This has been calculated as part of the Tewkesbury CN2030 reporting process for this year. There is no current benchmark or best practice level available, however the aim is to see the ratio decrease year on year.

Emission Intensity Ratio: CO₂e against Annual Employee Numbers (Public Service Centre)		
Year	2019	2021
Employee Number	207	220
CO₂e Emissions (Tonnes)	701	587
Emission Intensity Ratio	0.70	0.59

TRANSPORT

There have been no changes to the areas of business that form council transport emissions, and the tables below show the mileage and emissions associated with each aspect.

2019 Fleet, Ubico & Grey Fleet: Mileage & Emissions				
Type	Mileage	Scope1	Scope 3	Total
Pool Fleet	55,819	13.13	3.53	16.66
Ubico	605,903	705.71	169.40	875.11
Grey Fleet (Staff)	17,837	0.00	7.02	7.02
Grey Fleet (Councillors)	14,337	0.00	5.64	5.64
Total	693,897	718.84	185.59	904.43

2021 Fleet, Ubico & Grey Fleet: Mileage & Emissions				
Type	Mileage	Scope1	Scope 3	Total
Pool Fleet	24,794	3.94	1.10	5.04
Ubico	389,484	374.09	94.75	468.84
Grey Fleet (Staff)	13,790	0.00	5.34	5.34
Grey Fleet (Councillors)	2,546	0.00	0.99	0.99
Total	430,614	378.03	102.18	480.20

As can be seen there have been reductions across every category of transportation, most notably from collection of domestic waste provided by UBICO. At the time of writing, the council is exploring with UBICO the reasons behind the substantial reduction in mileage, and any important findings from this will be reported separately. It is thought that any errors will relate to the 2019 data, and not the 2021 data, meaning that 2021 emission figures provided are accurate.

Further points of note are that the councils Pool Fleet has added a new electric vehicle and also focused on the reduction in usage of its petrol fuelled vehicles, which alongside the reduction in miles travelled have led to a reduction in emissions of around two-thirds. Additionally mileage recorded from Councillors has reduced by over 80%, which is reflected in emissions from this aspect of transport emissions. It should be noted however that not all Councillors claim reimbursement for expenses incurred. As such the total mileage and by association, emissions will most likely be higher than that documented. It is advised that all business related mileage is documented and provided to the council, if only for the purpose of increasing the accuracy of operational emissions for which the council is responsible for eliminating as part of the CN2030 programme.

The table below brings together data from the two transport tables above, showing the decrease (across the board) in mileage and associated emissions as well as the % reductions realised in 2021 against the 2019 baseline.

Mileage, Emission and % change 2021 against 2019 Baseline				
Type	Mileage +/-	% Mileage +/-	Emission +/-	% Emission +/-
Pool Fleet	-31,025	-55.58%	-12	-69.76%
UBICO	-216,419	-35.72%	-406	-46.42%
Grey Fleet - Staff	-4,047	-22.69%	-2	-23.95%
Grey Fleet - Cllrs	-11,791	-82.24%	-5	-82.53%
Total	-263,283	-37.94%	-424	-46.91%

It is important to note the caveat regarding mileage from UBICO in 2021 being under review, but on the basis that 2021 mileage figures are found to be accurate then the level of emission reductions is substantial. If however it was to be assumed that the mileage from UBICO was the same in 2021 as in 2019, then the overall reduction in emissions reduces to less than 5%.

WASTE

It is positive to note that office waste data is now being recorded. Whilst currently this is only in terms of recycled and non-recycled waste, this does not affect the accuracy of the associated emissions. The emission conversion factors associated with waste are predominantly affected by the nature of its disposal, with the worst method unsurprisingly being landfill, and the optimal method being anaerobic digestion or composting. Presently no waste is disposed of by any of these methods. The graphic below provides the headline figures for 2021. The current impact of office waste on total emissions is negligible.

Total Waste (kg)	13,301.33
% Recycled	98.86%
T/CO2e Emissions	0.28

COMBINED EMISSIONS RESULTS

The graphic below clearly shows the status of emissions in 2021 against the 2019 baseline position. There is a high degree of confidence in the 2021 data, but uncertainty over elements of the 2019 baseline transport data, which needs further investigation.

Category	2019 Emissions (T/CO ₂ e)	2021 Emissions (T/CO ₂ e)	Emissions Variance (-/+)	% Emissions Change (-/+)
Buildings	701	587	-114	-16.28%
Transport	904.43	480.20	-424	-46.91%
Waste	0	0.28	0	
Total	1,605	1,067.37	-538.07	-33.52%

It is important to take into consideration the impacts of COVID-19 in 2020 and 2021, and more detailed analysis of 2020 annual data (not currently available in totality) should be undertaken in order to help better contextualise this impact. One of the main reasons that underline the importance of this is because internal CN2030 efforts over the past 18-24 month have focused on internal management systems, securing external funding opportunities and increasing the level of staff resource allocated to CN2030 activity as opposed to the implementation of costly measures that would achieve the highest levels of emission reductions.

EMISSIONS BY SCOPE

The table below shows a direct illustration of emissions by scope based on formal greenhouse gas protocol reporting structure.

TBC 2021 CO2 Emissions by Scope & Element				2019 Figures	
Scope	Element	Emissions (T/CO2e)	% of Total	Emissions (T/CO2e)	% of Total
Scope 1	Gas Consumed	321.12	30.09%	405.95	25.37%
	Owned Transport	378.03	35.42%	718.84	44.93%
Scope 2	Electricity Consumed	154.42	14.47%	185.68	11.61%
Scope 3	Extraction, refinement & transportation of Scope 1 Gas	54.96	5.15%	52.79	3.30%
	Extraction, refinement & transportation of Scope 1 Transport Fuel	95.85	8.98%	172.93	10.81%
	Extraction, refinement & transportation of Scope 2 Electricity	54.17	5.07%	43.86	2.74%
	Water	2.21	0.21%	7.21	0.45%
	Business Travel (unowned vehicles)	6.32	0.59%	12.66	0.79%
	Waste	0.28	0.03%	N/A	0
TOTAL		1,067.37	100%	1,599.96	100%

YEAR 3 ACTION PLAN

The 2022/23 (year 3) Action Plan has been informed by activities undertaken during the last 2 years particularly given recent energy price increases against which the Council are keen to mitigate before the end of current energy contracts in 18-24 months' time.

As a result of prudent management and good timing Tewkesbury Borough Council benefits from highly attractive energy tariffs, which are contractually committed for the short to medium term. This presents an opportunity through the CN2030 programme to take stock of the potential impacts of the recent substantial increases in energy costs for many and work to mitigate accordingly. As such there will be a prioritisation of demand reduction activities, and where possible power decarbonisation through continued expansion of on-site renewable energy generation.

The main CN2030 focus areas at the PSC for 2022 / 2023 include:

- Addressing energy waste resulting from the server room. This will involve: a reconfiguration of the server room in order to reduce its size by up to 75% in order that substantially less area requires conditioned cooling (subject to viability, free cooling options will be explored to further minimise energy requirements); super-insulating the reconfigured server room so as to prevent cooling losses which will have a duality impact of firstly retaining the conditioned air within the space for longer, thus reducing the amount of conditioned air required, and secondly as a result of reduced cooling losses, the adjacent areas will require less heating that would otherwise be needed to overcome the impact of cooled air permeating into occupied office spaces that may require heating beyond the temperature of the conditioned air.
- Assessing the impact of time control on the point of use Domestic Hot Water units throughout the building, and further consideration of the benefits of implementing time control on other equipment such as water coolers, printers, photocopiers etc.
- Based on the impact of the two aspects above, detailed, out of hours, energy surveys will be conducted to identify explicit areas of night time energy waste. As explained earlier in the report, achieving a 15% reduction against current baseload levels are likely to enable the building to achieve energy based Net Zero Carbon, and as such this is a main priority
- Should another Salix Heat decarbonisation funding window open in the Autumn the previously approved application that was not funded due to full allocation of the grant fund by the time our application was assessed will be resubmitted
- Voltage optimisation has been previously explored, and based on historic electricity demand levels the benefits were not sufficient to justify the investment costs. As a result of the significant increase in electricity demand resulting from converting from gas fired to electricity powered heating, alongside the four 22KW Electric Vehicle Charge Points (which will undoubtedly have to grow in number in years to come) it is expected that the business case for voltage optimisation will become viable. Therefore, and subject to confirmation of funding to support the low carbon heating plans, it is expected that an updated voltage optimisation feasibility study will be commissioned during 2022/23 and based on findings, implemented during 2023/24.
- Looking beyond utility consumption there are plans to initiate staff engagement campaigns

Carbon literacy training will be provided for staff and members, providing subject knowledge around climate change which is fundamental to ensuring that both key strategic and daily operational decisions and actions are undertaken that minimise impact on the environment.

“Carbon Literate citizens understand how climate change will affect them – both geographically and sectorally – and have acquired the knowledge and skills to lower their carbon footprint, with typical realised carbon savings of 5-15% per person” (Jacobs 2018). The training is then a natural progression to another objective within the Carbon Reduction Programme, such as Climate Change (service) Champions.

The champions will lead on developing and reporting improvements within their work area, and help further develop the programme strategy.

An Electric Vehicle Infrastructure strategy will be developed to understand the need with in Tewkesbury Borough and shape charge point delivery within the Council’s Public Car Park’s and

working together with Gloucestershire County Council's programme to deliver on street charge points across the County.

Further Strategies will be required to consider how to reduce emissions from Waste Collection Vehicles and also looking more outward how to support Borough-wide Decarbonisation. Internally we are further improving how we report on waste management and improving the Council's website to highlight programme activities, carbon performance, and support for residents and linking to relevant strategies and partners.

We will continue to contribute to countywide partnership working around tree planting, energy efficiency housing retrofit and other related climate change initiatives, including:

- Waste management initiatives
- Consideration of additional sub-metering to further improve management decision making and provide better evidence of the impact of energy reduction measures implemented
- Analysis to further expand the components of the Greenhouse Gas Protocol's Scope 3 to potentially include features like the carbon impacts (both upstream and downstream) of: products and services; Procurement; Working with 'In-contract' suppliers to maximise the work they do in relation to emissions reductions be it through reducing packaging, identifying carbon free production opportunities, emission free transportation and distribution etc.
- Assessment and options appraisal for enabling commencement of a Borough wide carbon neutrality declaration

In conclusion, there has been robust and tangible progress made since August 2020 when the Council started on its Carbon Neutral journey, and as a result of this the opportunities to push both ourselves, our partners and our residents further and harder are presenting themselves. We are committed to doing all we can to achieve positive change on this crucial agenda in the short, medium and long term.

The table overleaf summarises Year 3 planned activity:

	Action	Success Criteria	Timetable
-	<u>Communications & Engagement</u>		
1	CN2030 Branding and web presence	TBC Web pages created reporting on programme activities, carbon performance, support for residents and linked to relevant strategies and partners	30/09/2022
2	Staff Training – carbon literacy	Minimum 3 courses delivered to 45-60 staff / members. 15% of council staff certified as carbon literate and progress toward accreditation. Impacts of training carried forward into work activities.	31/07/2023
3	Climate Change (Service) Champions	At least 1 CC Champion ‘recruited’ in each council service area and first meeting undertaken.	31/03/2023
4	Further Low Carbon & Sustainability Support for Staff	Monthly article in News4U, and programme of support in place working with the carbon champions	31/07/2023
5	Publicise, Celebrate and seek recognition for solar canopy and other CN2030 achievements	Production of case study, press release and award	31/12/2022
-	<u>Technical Implementation</u>		
6	PSC Low carbon heating	New application submitted to Salix when funding opens for PSC heating system.	31/07/2023

7	Ensure Solar Arrays are fully optimised	Solar Generation as per plan	31/12/2022
8	Further PSC Energy Efficiency improvements, including reduced out of hour's consumption.	Additional measures implemented and a reduction in Electricity & Gas consumption	31/03/2023
9	Installation and utilisation of Electric Vehicle Charge Points in TBC owned public car parks and on street locations	Charge points installed in public Car Park and Gloucestershire County Council installed charge points on street.	31/07/2023
10	Conversion of remaining car fleet to electric	Conversion cost defined, business case approved and date agreed	31/07/2023
11	Agree Action Plans & Commencement of Domestic property decarbonisation	Action Plan agreed for domestic properties with quotes for works.	31/07/2023
12	Increase internal recycling rates and reduce overall waste	Reduced overall waste and increased recycling rates	31/07/2023
	<u>Scoping Studies and Policies & Schemes</u>		
13	Electric Vehicle Charge Point Strategy	Interim Scoping study to consider demand determine sites, system size, cost & charges for use produced	30/09/2022
14	Detailed feasibility studies in support of Roses Theatre decarbonisation plans (as applicable)	Completed feas studies as req'd to enable installations to commence	31/03/2023
15	Commence planning and scoping study for Borough wide decarbonisation.	A Carbon Neutral Tewkesbury Borough high level planning exercise commenced	31/07/2023

16	Develop Waste Collection Vehicle - Low Emission and Alternative Fuel Strategy	Low Emission / Alternative Fuel Strategy work commenced, with time framework for procurement	31/07/2023
	<u>Budgets, External Funding & Reporting</u>		
17	Research and applications to wider funding streams (as applicable/available)	External funding opportunities identified and secured.	31/07/2023
18	Maintain and Improve Carbon Reporting	Continuous Reporting Improvements demonstrated in year 3 report and at flood and climate risk quarterly meetings. Further Scope 3 consideration.	31/07/2023
	<u>Partnerships & Wider Activity</u>		
19	Actively support partnerships such as the Innovate to Renovate Programme, and create links with areas such as Climate Change Adaption and Low Carbon Business advice.	Contributing to project development and signposting services to potential customers / beneficiaries.	31/07/2023
20	Support Tree Planting, Tree Protection and Bio-Diversity	Help GCC recruit minimum 1 new tree warden in Tewkesbury Borough and 100 new trees planted on TBC owned land.	31/07/2023

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	12 July 2022
Subject:	Annual Workforce Development Strategy Review
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Member:	Lead Member Organisational Development
Number of Appendices:	Three

<p>Executive Summary:</p> <p>In 2019, the Council approved a five year Workforce Development Strategy (2019 – 2024). This report covers the progress made in the year 2021/22, actions planned for the year 2022/23 (Appendix 1) and key performance outturn for 2021/22 (Appendix 2). The last report was in July 2021.</p>
<p>Recommendation:</p> <p>To CONSIDER the progress made against delivery of the Workforce Development Strategy.</p>
<p>Reasons for Recommendation:</p> <p>It was agreed an annual update on delivery of the strategy would be presented to Overview and Scrutiny Committee.</p>

<p>Resource Implications:</p> <p>None, other than Officer time to implement the action plan.</p>
<p>Legal Implications:</p> <p>None directly arising from this report.</p>
<p>Risk Management Implications:</p> <p>If the Council does not have an effective strategy in place then there is a risk the Council may not maximise the opportunity to develop its workforce.</p>
<p>Performance Management Follow-up:</p> <p>Progress in delivering the action plan will be reported to Overview and Scrutiny Committee on an annual basis.</p>

Environmental Implications:

None directly arising from this report.

1.0 INTRODUCTION/BACKGROUND

1.1 In 2019, the Council approved a five year Workforce Development Strategy for 2019 – 24. This report set out the programme for improvement and development of Workforce, HR & OD across the Council. The report was split into 5 key themes:

- Releasing Productivity
- Commercialisation
- Digital Transformation
- Workforce Resilience
- Being a Great Place to Work

Each of these had a number of sub-themes and the strategy also set out a number of key performance measures to assess the Council's progress and success. This report provides an assurance that the actions within the strategy are being progressed.

2.0 IMPACT OF COVID-19

2.1 As with all aspects of the Council, the progress against plans has been impacted by the COVID-19 pandemic. The HR & OD team has needed to respond to unforeseen needs, particularly around policy changes, remote working, wellbeing and training needs. Additionally, actions which depended on other teams, such as the HR self-service platform, have been impacted by COVID demands on other teams.

3.0 PROGRESS TO DATE

3.1 An update on the progress made against the 2021/22 actions, and the proposed actions for 2022/23 is set out at Appendix 1. The main points to note are as follows:

- Developed employer brand, attraction and onboarding, resulting in an increased number of candidates per advertised role (8.5 per role) in a challenging market, and reducing time from advert to contract to 49.8 days from 52.5 days. We expect this time to reduce further for 2022-23 as the 21-22 data includes quarter 1 on the old paper-based recruitment process.
- Developed systems to allow the Council to report on equalities data in terms of current staff and candidates which was previously unreportable and puts us ahead of many other Councils.
- Workforce budgets remained under control and were slightly underspent (3.9% variance).
- The team has also been responsive to the needs of the Council and its employees during the COVID-19 crisis with the development and adjustment of policies, new training and new welfare support alongside the normal workload of the team.
- The work of the team and the Council in respect of wellbeing has been recognised in an excellent report and formal accreditation from Gloucestershire Healthy Workplaces (appendix 3)
- The gender pay gap has reduced again to 5%, which is positive against national averages.

4.0 OTHER OPTIONS CONSIDERED

4.1 None.

5.0 CONSULTATION

5.1 The Workforce Development Strategy is an organisational strategy and was developed with full engagement from the management cohort. The strategy was also considered by the Overview and Scrutiny Committee prior to approval by Executive Committee.

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

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

7.0 RELEVANT GOVERNMENT POLICIES

7.1 None.

8.0 RESOURCE IMPLICATIONS (Human/Property)

8.1 Managed within current resources and budget

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

9.1 None.

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

10.1 Effective workforce management will contribute to overall value for money

11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

11.1 None.

Background Papers: None

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Appendices: Appendix 1 – Progress against 2021/22 actions and proposed actions for 2022/23
Appendix 2 – 2021/22 Key performance measures outturn
Appendix 3 – Gloucestershire Healthy Workplaces Award Report

Workforce Development Strategy 2019 - 2024

Delivery Plan Review

Annual Delivery Plan Actions 2022/2023

The Workforce Development Strategy is a 5 year plan, commencing last year in 2019. The below table illustrates progress to date on the areas set out in the strategy and sets out actions to the end of the financial year 2023.

1. Releasing Productivity			
Areas Identified	Status	Progress on 2021/2022 actions	Actions for 2022- 2023
IT and digital skills Induction Culture of continuous improvement	☹️	<p>Deliver reward and ‘thank you’ systems. This has been discussed and is on the work plan for the Business Transformation Team to develop, but other projects have needed to take priority for the Business Transformation Team.</p> <p>Identify core IT and digital skills for each job role: A training matrix has been developed for every role in the council, identifying the training requirements including those for IT and digital skills.</p> <p>Identify IT training needs for now and future developments: All staff are now established with Office 365. The annual personal and professional development process has been amended to actively encourage managers and staff to consider training needs for future challenges. A horizon scanning meeting is scheduled for each year with the IT manager.</p>	Deliver reward and ‘thank you’ systems. Identify IT training providers if necessary to meet needs

		<p>Induction: corporate induction has been refreshed, local induction improved with more guidance for managers.</p> <p>Establish an OD events schedule to work cross-department on complex or entrenched issues: We have not developed a schedule but instead, the Culture and Comms working group is taking forward a number of actions to maintain and develop the culture of the council. OD events have been held in particular within Development Management and One Legal.</p>	
2. Digital Transformation			
Areas Identified	Status	Progress on 2021/2022 actions	Actions for 2022- 2023
<p>Recruiting and selecting for a digital environment</p> <p>Service reviews and business transformation</p> <p>Promoting digital working</p>	😊	<p>Deliver the Recruitment and Onboarding programme: The Eploy system has been purchased and successfully implemented, a new careers microsite including videos has been launched, highlighting the advantages of working for our council.</p> <p>Deliver the HR Self-Service platform for staff and managers: Pressures on the Business Transformation Team have delayed the launch of the new system until Autumn 2022, but significant progress has been made to deliver this objective including data cleansing and collection, process mapping and consultation with key stakeholders.</p> <p>Create total rewards programme (cars, bikes, annual leave etc and learning, agile working etc): A salary sacrifice scheme for bikes has been launched, a new agile working policy is in place and a new low emission vehicle salary sacrifice scheme has</p>	<p>Deliver the HR Self-Service platform for managers and staff.</p> <p>Implement a salary sacrifice scheme for electric / low emission cars and for the purchase of additional annual leave.</p> <p>Launch new job description / person specification template.</p> <p>Procure a learning and development system which helps to identify and develop talent.</p> <p>Explore partnerships with others to increase exposure to digital innovation</p>

		<p>been agreed with management team for implementation in summer 2022. In view of COVID it has not been appropriate to progress the ambition for a scheme to buy additional annual leave, but this will continue to be an objective for 2023.</p> <p>Work with managers to incorporate digital ability and capacity assessments into recruitment for relevant roles: all managers are now provided with information re assessing for digital skills ahead of interviewing, and a new draft job description/person specification template is awaiting approval which prompts managers to think about digital/IT skills requirements. The Business Transformation Team are also supporting the work around building digital skills.</p> <p>Review Personal and Professional Development (PPD) processes to ensure it supports continuous improvement, digital working, identifies high fliers and is flexible to all roles: The PPD paperwork has been reviewed and exploratory conversations have taken place in respect of learning and development digital systems.</p>	(Uni of Glos business school) and other developments in innovative thinking
3. Commercialisation			
Areas Identified	Status	Progress on 2021/2022 actions	Actions for 2022- 2023
Recruitment Role responsibilities and skills	😊	Make Tewkesbury's vision, values and behaviours more visible around the offices: Whilst a full return to the office took longer than anticipated we have continued to raise the profile of the vision, values and behaviours within the council and externally. They are now embedded in all new HR documents (handbook,	Ensure that the plans for visibility of vision, values and behaviours remain part of the post-COVID office work.

<p>Culture and behaviours</p> <p>Leadership and training</p>		<p>policies etc) and they are now visibly incorporated into the personal and professional development documentation. A specific 'Our Culture' section of the careers site draws candidate's attention to our vision and values. Visibility of the vision and values is an objective which has been identified by the post-COVID office working group.</p> <p>Undertake benchmarking for advertising to ensure posts are targeted to the greatest number of suitable candidates: The new Eploy system ensures we can now report with ease on where candidates saw our job adverts to ensure we are using effective methods of advertising.</p>	<p>Undertake further analysis of candidate information and explore new recruitment pools ie LinkedIn and working with Forces resettlement.</p>
4. Workforce Resilience			
Areas Identified	Status	Progress on 2021/2022 actions	Actions for 2022- 2023
<p>Invest further in apprenticeships</p> <p>Career progression</p> <p>Performance Management and Personal Development</p> <p>Succession Planning</p>		<p>Maximise higher degree level apprenticeships for current staff: The council is maximising our apprenticeship levy, spending it in full each year to develop our staff on formally recognised apprenticeship programmes which upskill our staff as well as acting as a retention tool.</p> <p>Create a method / invest in technologies which capture PPD information to inform succession planning and training investment decisions: A method has been established for capturing this information but it remains a manual process which will need to be further digitised as we invest in a new system in 2023.</p>	<p>Procure a learning and development system which helps to identify and develop talent.</p>

5. Being a Great Place to Work			
Areas Identified	Status	Progress on 2021/2022 actions	Actions for 2022- 2023
Leadership Employer brand and marketing Flexible working Health and Wellbeing Everyone's Council Engagement and Involvement	☹️	<p>Complete total rewards programme: Significant progress has been made on this objective (new Agile Working policy, new salary sacrifice scheme) but there remains work to be done to complete this. The council has achieved a new wellbeing accreditation from an external assessor which recognises the excellent provision the council makes for wellbeing: the Healthy Workplaces Gloucestershire Charter.</p> <p>Review job evaluation processes: Due to work pressures on key stakeholders it has not been possible to complete this work.</p> <p>Create a system of regular reporting on key metrics for management team: Management team receive reports each quarter, new systems planned for HR self service and learning and development will enhance the availability and quality of data available.</p> <p>Collect diversity data for all staff: This has been completed, including capturing this information for all new applicants for roles.</p>	<p>Implement a salary sacrifice scheme for electric / low emission cars and for the purchase of additional annual leave.</p> <p>Review job evaluation processes and initial review of pay structures.</p>

Assessment of Council Achievement against the Key Performance Measures set out in Workforce Development Strategy (2019 – 2024)

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Key Performance Measures as Described in Workforce Development Strategy					
Key Performance Measure	What will it show	Why use it	Rate	Progress	Comment
Time to hire	Number of elapsed days from advert to issuing of contract	To maintain effectiveness of recruitment systems	49.8 days (7.1 weeks)	😊	<p>Average for 2021/22: 49.8 days This includes a transition to Eploy from paper forms, and the time taken to train and support managers through shortlisting and placements in the new system.</p> <p>Average for 2020/21: 52.5 days (7.5 weeks) so we have seen a reduction in time to hire year on year.</p>
Candidate attraction	Average number of candidates applying for each vacancy & posts filled on first advert	To track impact of changes to recruitment and selection branding, systems and processes to widen talent pools	<p>8.5 candidates per advert post introduction of new system</p> <p>90% of placed vacancies filled on first advert (July 2021 – March 2022)</p>	😊	<p>April 2021 – March 2022 88 employment vacancies 526 applications Average 7.7 applications per post</p> <p>April 2021 – June 2021 (Paper forms) 22 employment vacancies <ul style="list-style-type: none"> (5 internal only) 99 applications across 22 vacancies 94 applications across 17 vacancies (excluding internal only advertisements) – average 5.5 applications per post</p>

Key Performance Measures as Described in Workforce Development Strategy					
Key Performance Measure	What will it show	Why use it	Rate	Progress	Comment
					<p>July 2021 – March 2022 (Eploy)</p> <p>104 RTFs authorised 33 new posts 29 current / previous post holder leaving 21 contract extensions 21 temporary cover</p> <p>62 vacancies 11 advertised internally only 51 advertised externally</p> <p>Of 62 vacancies employment vacancies</p> <ul style="list-style-type: none"> • 43 filled on first advert • 5 filled on subsequent advert • 10 not filled at end of year • 4 no longer required <p>90% of placed vacancies placed on first advert. 74% of required vacancies placed after first advert, 83% of required vacancies placed after second advert. This is a slight decrease on 2021/22, however, includes a number of hard to fill posts – 7 of those not filled were in One Legal and included Lawyer, Senior Lawyer, Head of Law and Professional and Practice Development Manager and non-traditional approaches for filling these posts have been explored.</p>

Key Performance Measures as Described in Workforce Development Strategy					
Key Performance Measure	What will it show	Why use it	Rate	Progress	Comment
					<p>432 applications have been received across 51 vacancies (excluding agency and internal only advertisements) – which is an average of 8.5 applications per post.</p> <p>Of all applications (including internal and agency): 291 female 152 male 4 prefer not to say</p> <p>Eploy has provided a far more robust reporting method so we can accurately capture the number of applications we receive and the associated equalities data.</p> <p>There has been a significant increase in amount of recruitment, as April 2020 – March 2021 we reported 36 vacancies (not including agency), so whilst the average number of applications has reduced from 10 per advert, this is partly attributable to the number of adverts being placed creating a slightly lower average. It can also be seen that the launch of Eploy has increased the number of average applications than that seen at the start of the year.</p>

Key Performance Measures as Described in Workforce Development Strategy					
Key Performance Measure	What will it show	Why use it	Rate	Progress	Comment
					Widespread difficulties exist in the employment market for many professions and councils, which is resulting in a very competitive market, which is further compounded by the pandemic. We particularly experience difficulties in successfully filling professional roles and where we are in competition with the private sector.
Absence rate	Days lost per fte	Identify cost of absence and manage overall levels	11.52 days lost per employee 2021/22	☹️	<p>Compared with last year's rates of 9.7 average days lost per employee this has increased (April 2021 to March 2022), but represents a reduction from 12.7 days pre-pandemic. There is not reliable comparable data available from other organisations, but anecdotally this rise reflects what other councils are seeing too.</p> <p>HR & OD team will continue to address sickness absence through the introduction of the new Supporting Attendance Policy at the end of December 2021. Training for managers to help support manage and aim to reduce sickness across the council also took place in June 2022.</p>
Causes of absence	The most common reasons for employee sickness absence	Track effectiveness of well-being programme through patterns in causes for absence	NA	☹️	<p>Top 3 reasons 2021-22 –</p> <ol style="list-style-type: none"> 1 -Stress/Anxiety/Depression 2- Musculoskeletal 3- Covid

Key Performance Measures as Described in Workforce Development Strategy					
Key Performance Measure	What will it show	Why use it	Rate	Progress	Comment
					<p>This equates to top reasons for absence in the UK overall given by ONS in labour surveys including musculoskeletal and mental health conditions and increase in Covid absences in top 4.</p> <p>Stress and anxiety has risen as a reason for absence - this is being addressed with improvements in more comprehensive Counselling services available to staff. The recent Healthy workplace award has confirmed that staff wellbeing is embedded in our strategy and people plan and is clearly set out in our culture and values statements. They confirmed following analysis and interviews that there is a commitment to embedding a healthy culture across all departments of the Council.</p>
Voluntary turnover	% of workforce voluntarily leaving employment in a 12 month period	To indicate satisfaction with council as an employer, manage retention rates	14.5%	☹️	<p>This is for 12 month period April 2021 to March 2022. This is much higher than last year average of 6% however around a third of that 14.5% figure relates to colleagues retiring.</p> <p>There isn't yet reliable comparator data available, but anecdotally these higher rates of turnover tie in with what has been reported in the media as 'The Great Resignation' following COVID.</p>

Key Performance Measures as Described in Workforce Development Strategy					
Key Performance Measure	What will it show	Why use it	Rate	Progress	Comment
Turnover of employees in year 1 of employment	% of leavers with 12 months service or less	To indicate satisfaction with the council as an employer and effectiveness of recruitment and induction processes, manage retention rates	2.7%	☹️	<p>This is for 12 month period April 2021 to March 2022. This figure is higher than last year (1%) due to 6 leavers during this period with less than 1 years' service.</p> <p>Analysis confirmed that these resignations were due to a mixture of temporary contracts and personal circumstances and one relocation. Therefore whilst higher than we would have liked, this figure is not unduly concerning.</p>
Apprentice retention	% of apprentices securing a permanent role at the council	To indicate success of apprenticeship scheme in meeting future workforce needs	100%	😊	Since 2019, 100% of apprentices have secured roles within the council and we have three officers currently on apprenticeship programmes based in Business Transformation, IT and Growth Hub.
Employee Opinion Survey – Advocacy Question: Council as an employer	% of staff speaking positively of the Council as an employer	Overall measure of employee engagement, manage retention rates.	Not measured	☹️	<p>The Employee Opinion Survey has been deferred to Autumn 2022 in response to the COVID-19 emergency.</p> <p>We have instead being undertaking periodic 'Pulse checks' to assess challenges, attitudes and challenges amongst the workforce. The response from these Pulse Checks has been largely positive but also allowed the council to address some issues which had been raised.</p>
Employee Opinion Survey – Advocacy Question: Council as a service provider	% of staff speaking positively of the council as a service provider.	Measure strength of support for Council 'brand'			
Employee Opinion Survey - % of staff	% of staff looking to leave employment in	To indicate satisfaction with council as an			

Key Performance Measures as Described in Workforce Development Strategy					
Key Performance Measure	What will it show	Why use it	Rate	Progress	Comment
looking for another job in 2 years	next 2 years – and reason why	employer and compare potential turnover with actual. Manage retention rates			
Gender Pay Gap	% gap in mean and median earnings of male and female employees	To track success in addressing/reducing the gender pay gap.	16% mean 5% Median	☺	There has been a positive closing in the mean pay gap to 16% compared with 18% and in the median pay gap to 5% compared to 7.75% as at 31st March 2020 which is largely due to the higher percentage of female employees in the upper middle and upper quartiles. This is a positive result in comparison with the national median of 7.9%.
Diversity and Inclusion	% employees (and senior managers) by protected characteristics compared to local workforce census %s	To track effectiveness of diversity and equal opportunity policies and success in widening talent pools for jobs	All protected characteristics can now be reported on	☺	<p>Last year we had to report that this was not reportable. Over the past year we have made significant progress in monitoring our diversity and inclusion figures. Up to date equalities data for all current staff (with few exceptions for those on maternity leave etc) has been collected and data for recruitment and new starters has been built into the new Eploy system.</p> <p>This puts our council ahead of many others in terms of data collection and quality.</p> <p>When our new HR Self Service system launches (anticipated in Q2) this will allow staff to view</p>

Key Performance Measures as Described in Workforce Development Strategy					
Key Performance Measure	What will it show	Why use it	Rate	Progress	Comment
					<p>and update their own equalities data to ensure it stays accurate.</p> <p>Key statistics in comparison to data from Gloucestershire Inform for Tewkesbury are:</p> <p>The council employs 5.8% staff who identify as non-white, in comparison to 2.5% who identify as non-white in the general population of Tewkesbury.</p> <p>Around 5% of our staff identified as having a disability.</p> <p>This suggests that our policies are working effectively to attract and retain a diverse workforce.</p>
Flexible / agile working	% of Council vacancies advertised as open to flexible / agile working	To track success in widening talent pools for jobs and employee retention	100%	😊	In the job details for all posts is the text: 'We welcome applications from candidates with flexible working requirements. We can offer flexible working opportunities including flexible hours, part-time, job share and home working.', in addition flexible working prompts are built into the new Eploy recruitment system, encouraging managers to consider flexible working throughout the recruitment principles

Key Performance Measures as Described in Workforce Development Strategy					
Key Performance Measure	What will it show	Why use it	Rate	Progress	Comment
					and including agile working governance and assurance as part of the onboarding process. The Agile Working Policy sets out the framework for agile and flexible working going forward.
Workforce costs	Actual and % total workforce costs compared to budget	Ensure control of expenditure on workforce	3.9% variance	😊	For Financial year 21-22 Budget - £11,032,559 Actual - £10,602,643 The workforce budget was under control for this year.
External pay and benefits checks	Key roles where council pay and benefits package varies from competitors	To manage recruitment and retention 'hotspots'	NA	😊	The council, like other councils has challenges with some recruitment, particularly in roles in IT, planning and law. Our new recruitment system supports with this, as does the work being done on alternative attraction methods. Where necessary we have applied market supplements to pay. Significant progress has been made on our Total Rewards programme. In addition there has been significant work completed on 'brand' development for our council and on promoting the benefits of working for the council via our new recruitment microsite.

Key Performance Measures as Described in Workforce Development Strategy					
Key Performance Measure	What will it show	Why use it	Rate	Progress	Comment
					We now have an Agile Working policy including a hybrid working offer, and have launched a new salary sacrifice cycle to work scheme. We expect to launch an electric and hybrid car salary sacrifice scheme in Q1 of 2022 and then move on to consider the purchase of annual leave.

Gloucestershire Healthy Workplace Award Report 2022

TEWKESBURY BOROUGH COUNCIL

Victoria Lukins – Workplace Wellbeing Lead
HEALTHY WORKPLACES GLOUCESTERSHIRE WWW.HWGLOS.ORG

Award Level	Organization	Date
Foundation	Tewkesbury Borough Council	16 May 2022

Tewkesbury Borough Council are a local authority with around 200 employees supporting the community from a central office base in the town.

Our Organisation

Examples of good practice seen

We can see that staff wellbeing is embedded in your strategy and people plan and clearly set out in your culture and values statements.

Your evidence, including a company commitment statement demonstrates that staff health and wellbeing is a high priority for leaders at the Council. The interviews provided further evidence to demonstrate a commitment to embedding a healthy culture across all departments and that this culture is reaching staff across the company.

You have some great resources on offer via your 'wellbeing zone' with information about the Healthy Lifestyles Service and a thorough wellbeing guide that sets out all the benefits and support made available to council employees.

Interviews revealed that there is a strong culture among team leaders and managers to ensure that wellbeing checks are in place for team members with regular informal meetings to give staff a chance to talk and connect. This has been particularly effective throughout lockdown and with remote working in place.

Communication

Examples of good practice seen

We can see a good range of communication methods in place including up to date and dedicated intranet pages on wellbeing, messages from senior leaders and the culture and values for the organisation are promoted well.

Regular staff pulse surveys are undertaken with a good completion rate. Your monthly newsletter keeps staff up to date and our interviews showed it was well known and read by many. It was good to see the annual performance review paperwork and guidance reflects staff feedback and is aligned to company values.

A key strength in your approach to wellbeing is the fantastic selection of training courses run for staff and for managers which includes mental health awareness, managing from a distance and also covers effective coaching and feedback techniques. It is great to see an organisation prioritising development of these skills for managers.

Your 'Niblett' sessions are also a great tool to engage staff in a range of health and wellbeing topics.

Recruitment and Retention

Examples of good practice seen

Staff health and wellbeing including the benefits and support on offer is well promoted in your recruitment process. We can clearly see how health and wellbeing is embedded in the induction process with information about health safety and Mental Health First Aiders as well as a strong emphasis on informal and regular communication / 'checks ins' to support new employees on a personal and professional level.

You track your staff turnover and sickness absence data well and have thorough processes in place to monitor trends and patterns. Most importantly you have shown that you have responded to any issues that arise by introducing relevant training, policies, and practices such as a return-to-work process, equality and diversity policy, training and progression opportunities as well as rewards and recognition.

Interviews demonstrated that many of your staff have been there a long time and those new to the company (specifically those joining in lockdown) had a positive onboarding experience and were made to feel welcome and supported from the outset.

Mental Wellbeing and Stress Reduction

Examples of good practice seen

We can see that you have committed and invested in this area for staff.

There are clear messages within your 'mental health at work plan' which help to raise awareness and reduce stigma and the plan has been backed up by key actions including, mental health awareness training for staff and managers, a mental health first aiders scheme, promotion, and training for the use of the Mind Wellness Action Plan (WAP) as well as an EAP that provides counselling support.

We can see from your intranet information and newsletters that you have clearly worked hard to keep the conversations going about mental health across your workplace making good use of national awareness days and campaigns as well as regular promotion of company initiatives through a range of channels.

At interview we heard some great first-hand accounts from staff members about the vital and comprehensive support and help that they had received from their employer at times when they were struggling with their mental health.

Back Pain & Reduction

Examples of good practice seen

You have put lots of measures in place to support a healthy desk set up and ensure that employees working from home have a healthy and safe working environment. Your Cardinus online training programme is extremely thorough covering both desk set up and wellbeing at home and is backed up by a great 'home working guide' that is easy to read and engaging in its design.

We can see that you have put a lot of thought into keeping people safe when desk working and working from home. We have also seen strong evidence that staff are reminded to take regular breaks and to move and stretch throughout the day.

A robust policy is in place for manual handling, that includes risk assessments and training.

You have provided occupational health support for your employees and our interviews with staff confirmed that people know about this service and know where to go for help and support.

Smoking

Examples of good practice seen

You have a robust policy in place with a section on smoking cessation support available via the local healthy lifestyles service. Details are clear on your intranet in the relevant wellbeing section, and you have also promoted our online events. At the site visit I saw evidence of posters, leaflets and signs with regards to smoking and site rules.

Alcohol and Substance Misuse

Examples of good practice seen

A very thorough policy is in place. We can see that you have promoted the Healthy Lifestyles resources, quiz, and information about our support on your wellbeing pages of the intranet which is great.

You have promoted relevant and timely campaigns in your newsletters and online such as sober October and Dry January. You have shared a good list of support contacts online.

Physical Activity

Examples of good practice seen

You have shared some great examples of how you have encouraged physical activity, which include some company steps challenges and a range of exercise class options that have been advertised to staff.

We can see that regular breaks are encouraged with desk workers prompted to get up and move throughout the day. You have even produced a desk exercise document to help.

We can see that the benefits, and the connection between mental health and exercise has been promoted through your wellbeing campaigns.

You have put a new cycle to work scheme in place for staff and your 'lunchtime walks' initiative is simple yet important activity to help get people away from their desks for some exercise and fresh air.

Healthy Eating

Examples of good practice seen

We can see your statement of intent to support healthy eating and physical activity has been posted on the wellbeing pages of the intranet. This has been backed up by adequate facilities onsite, promotions of the Gloucestershire Healthy Lifestyles Service, and a range of promotions during national campaigns (for example 'diabetes awareness week' and 'nutrition and hydration week')

Personal Safety and Environmental Health

Examples of good practice seen

Your wellbeing strategy and action plan is very thorough. We have seen consistent promotion of all the key Public Health topics at Tewkesbury Borough Council. You make good use of national campaigns on a wide range of health topics such as sun safety, menopause, oral health, eye health, and more. You also have good support systems in place including an eye test contribution scheme, access to occupational health, and an employee assistance programme.

We can see a very strong commitment to supporting those who may be victims of domestic abuse and violence and to raising awareness of this topic. Your detailed corporate statement with guidance in place for employees and managers is exemplary. You have promoted this well, through the '16 days of action campaign' and other key posts and promotions.

Summary of findings and recommendations for future development.

The evidence submitted online, combined with the feedback from staff interviews has demonstrated that there is an extremely supportive culture at Tewkesbury Borough Council with a clear commitment to the health and wellbeing of the people working for you with a very strong training offer for leaders and managers to help make it work.

Our recommendation moving forward is to continue to build on the wellbeing initiatives that will bring people together in healthy activities, such as walking meetings, team challenges, and wellbeing sessions. We know you are developing the space in the office to help the team move away from their desks more.

There was very little feedback from the interviews with regards to areas for improvement, all staff interviewed were very happy with their working environment, the leadership, and the support available. New staff were also very happy with the induction support they had received. The only suggestions were for more creative use of space for activities including outdoor space.

Mental and physical wellbeing are clearly embedded in the core values of the organisation and every person interviewed spoke very highly of the support and care given by leaders and managers as well as the HR team on site. Our visit to your office confirmed that the culture you have documented in your company policies and statements is in place on the ground.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny
Date of Meeting:	12 July 2022
Subject:	Review of Capability Policy
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Member:	Lead Member for Organisational Development
Number of Appendices:	1

Executive Summary:

An annual report on policies and strategies that are due for review during 2022/23 was presented at Overview and Scrutiny Committee on 7 June 2022. The Capability Policy was one of those identified for review and, in the supporting commentary, it was indicated it would be subject to fundamental change. On that basis, the Overview and Scrutiny Committee expressed an appetite to review the policy prior to consideration by Executive Committee. It was agreed that Terms of Reference for the review would be drawn up and presented to the Committee for approval.

Recommendation:

To APPROVE the Terms of Reference for the review of the Capability Policy as set out at Appendix 1.

Reasons for Recommendation:

The Terms of Reference will set out a clear framework for review of the policy.

Resource Implications:

None, other than Officer and Member time.

Legal Implications:

None directly from this report

Risk Management Implications:

The Council must have an effective way of managing performance amongst staff. If it does not there is a risk of falling performance and associated loss of morale, productivity, service delivery etc.

Performance Management Follow-up:

Overview and Scrutiny Committee will be informed of progress through the policy approval route to implementation.

Environmental Implications:

None arising directly from this report.

1.0 INTRODUCTION/BACKGROUND

1.1 An annual report on policies and strategies that are due for review during 2022/23 was presented at Overview and Scrutiny Committee on 7 June 2022. The Capability Policy was one of those identified for review and, in the supporting commentary, it was indicated it would be subject to fundamental change. On that basis, the Overview and Scrutiny Committee expressed an appetite to review the policy prior to consideration by Executive Committee.

2.0 REVIEW OF CAPABILITY POLICY

2.1 The review of the Capability Policy is an action within the Human Resources team service plan. The Council has a commitment to assist employees to achieve and maintain a high standard of performance in their work. The policy is a means of encouraging employees to improve performance wherever possible, providing a transparent process to support managers in addressing capability issues and opportunities for conversations to take place.

2.2 The HR Team is keen for the policy to be effective as possible, ensuring it meets the business needs of the Council whilst positively supporting staff. The current policy can be slightly cumbersome in parts, for example, with too many formal stages and there is the ability to streamline certain stages. The balance between formal and informal process will be reviewed as currently the informal stage of the current policy operates like a formal stage. It potentially escalates what should be a normal management discussion about areas which need to be addressed into a process, which feels much more punitive very quickly.

2.3 Proposed Terms of Reference for the review are attached at Appendix 1. It is intended that the Overview and Scrutiny Committee will review the revised draft policy at a workshop which will also be attended by the Lead Member for Organisational Development. This is a piece of work on which there is a legislative framework which will guide the policy and therefore it is reasonable to believe that a single Member session will be sufficient to ensure that the policy reflects that framework whilst also being effective and a culturally appropriate document for our council.

2.4 Following the workshop, the HR & OD team will consult with Managers, One Legal and Trade Unions as part of the normal policy approval process. The policy will then be brought to the Overview and Scrutiny Committee for endorsement prior to consideration by the Executive Committee.

3.0 OTHER OPTIONS CONSIDERED

3.1 It would be possible not to review the policy, but as there are issues with the current policy, this is not a recommended option.

4.0 CONSULTATION

4.1 None, but consultation with Managers, One Legal and Trade Unions will be required following the workshop.

- 5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 5.1 Capability Policy
Supporting Attendance Policy
- 6.0 RELEVANT GOVERNMENT POLICIES**
- 6.1 [ACAS Guidance](#)
- 7.0 RESOURCE IMPLICATIONS (Human/Property)**
- 7.1 Managed within current resources and budget
- 8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 8.1 None
- 9.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 9.1 Effective workforce performance management will contribute to overall value for money and a clear policy will reduce the risk of legal issues.
- 10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 10.1 None

Background Papers: None

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Appendices: Appendix 1 – Proposed Terms of Reference

Review of Capability Policy – Terms of Reference

Purpose of the review

The Council has a commitment to assist employees to achieve and maintain a high standard of performance in their work. The policy is a means of encouraging employees to improve performance wherever possible, providing a transparent process to support managers in addressing capability issues and opportunities for conversations to take place.

The HR Team is keen for the policy to be effective as possible, ensuring it meets the business needs of the Council whilst positively supporting staff. The current policy can be slightly cumbersome in parts, for example, with too many formal stages and there is the ability to streamline certain stages. The balance between formal and informal process will be reviewed as currently the informal stage of the current policy operates like a formal stage. It potentially escalates what should be a normal management discussion about areas which need to be addressed into a process, which feels much more punitive very quickly.

Proposed method of review

Overview and Scrutiny Committee Workshop – no more than 2 hours.

Lead Member for Organisational Development will also be invited.

Aims and objectives

To consider whether the new draft policy:

1. Sets an expectation of high performance which is maintained.
2. Aims to deal with as many performance issues as possible at the lowest level.
3. Sets out a clear and Advisory, Conciliation and Arbitration Service (ACAS) compliant process of escalation where this is necessary, including rapid progression where the scale/impact of the issue warrants that.
4. Uses language which is appropriate to a positive approach to effectively addressing performance issues.

The session will also provide a high-level overview on how the policy - albeit a stand-alone policy in its own right - links to other related policies.

Further consultation

At the workshop, Members will agree any amendments to the draft policy considered necessary. Once these changes have been made, the policy will need to be shared with managers for comment and Trade Unions for agreement before being implemented.

Proposed Timescales

Member Workshop – August 2022

Consultation

Consideration of consultation responses and endorsement by the Overview and Scrutiny Committee – 11 October 2022

Executive Committee for approval – 16 November 2022

Document is Restricted