

3 July 2023

<b>Committee</b>	Overview and Scrutiny
<b>Date</b>	Tuesday, 11 July 2023
<b>Time of Meeting</b>	4:30 pm
<b>Venue</b>	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 24 January 2023 of the Tewkesbury Borough Council Code of Conduct, effective from 1 February 2023, as set out in Minute No. CL.72, Members are invited to declare any interest they may have in the business set out on the Agenda to which the approved Code applies.

	<b>Item</b>	<b>Page(s)</b>
<b>4.</b>	<b>MINUTES</b>  To approve the Minutes of the meeting held on 13 June 2023.	1 - 18
<b>5.</b>	<b>EXECUTIVE COMMITTEE FORWARD PLAN</b>  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 - 30
<b>6.</b>	<b>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2023/24</b>  To consider the forthcoming work of the Overview and Scrutiny Committee.	31 - 42
<b>7.</b>	<b>UBICO REPORT 2022/23</b>  To consider the 2022/23 outturn performance update on the services provided by Ubico.	43 - 65
<b>8.</b>	<b>ANNUAL WORKFORCE DEVELOPMENT STRATEGY REVIEW</b>  To consider progress made against delivery of the Workforce Development Strategy.	66 - 90
<b>9.</b>	<b>FINANCIAL OUTTURN REPORT 2022/23</b>  To consider the financial outturn report for 2022/23.	91 - 101
<b>10.</b>	<b>GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE</b>  To receive an update from the Council's representative on matters considered at the last meeting (7 July 2023).	
<b>11.</b>	<b>GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE UPDATE</b>  To receive an update from the Council's representative on matters considered at the last meeting (11 July 2023).	

**DATE OF NEXT MEETING**  
**TUESDAY, 12 SEPTEMBER 2023**  
**COUNCILLORS CONSTITUTING COMMITTEE**

Councillors: N D Adcock, C Agg, H J Bowman, T J Budge, C L J Carter (Vice-Chair), M Dimond-Brown (Chair), P A Godwin, G C Madle, H C McLain, C E Mills, G M Porter, E C Skelt, M J Williams, P N Workman and I Yates

**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, 13 June 2023 commencing at 4:30 pm**

**Present:**

Chair  
Vice Chair

Councillor M Dimond-Brown  
Councillor C L J Carter

**and Councillors:**

N D Adcock, C Agg, H J Bowman, T J Budge, P A Godwin, G C Madle, H C McLain, C E Mills, G M Porter, E C Skelt, M J Williams, P N Workman and I Yates

**also present:**

Councillor C M Cody

**OS.5 ANNOUNCEMENTS**

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

**OS.6 DECLARATIONS OF INTEREST**

6.1 The Committee's attention was drawn to the Tewkesbury Borough Code of Conduct which was adopted by the Council on 24 January 2023 and took effect on 1 February 2023.

6.2 There were no declarations made on this occasion.

**OS.7 MINUTES**

7.1 The Minutes of the meetings held on 28 March and 17 May 2023, copies of which had been circulated, were approved as correct records and signed by the Chair.

7.2 The Chair felt it was appropriate for the actions arising from each meeting to be included alongside the Minutes of that meeting in order to provide clarity on the actions commissioned by the Committee from that meeting and to approve them accordingly. It was subsequently proposed, seconded and

**RESOLVED** That, going forward, the actions arising from each meeting be included alongside the Minutes of that meeting for approval by the Committee.

**OS.8 EXECUTIVE COMMITTEE FORWARD PLAN**

8.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No.12-19. 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.

- 8.2 The Director: Resources explained that Officers were regularly engaged to ensure the Executive Committee Forward Plan was kept up to date and he would be working with them to bring forward the pending items listed at Page No. 18 of the report. It was noted that, when the Forward Plan was considered by the Executive Committee at its meeting on 7 June 2023, Members had asked for some changes, including the addition of Lead Members and more qualitative information about each Agenda Item including references to background material, which he was happy to support.
- 8.3 A Member noticed that the Council Plan Performance Tracker Quarter One 2023/24 was due to be considered at the meeting in October 2023 yet Quarter Two was not intended to be considered until the meeting in February 2024 and she asked why there was such a long gap given that Quarter Three was programmed for March 2024. In response, the Director: Corporate Resources explained that it was down to the timing of Committees and the data being available to populate the tracker. Another Member drew attention to Page No. 18 of the report and asked what the current position was in relation to the Parking Strategy Review. The Executive Director: Resources and S151 explained that he would discuss with the Lead Member at the earliest opportunity whether the revised strategy should be taken forward for approval, or whether it needed to be reconsidered given the time which had now passed since the Working Group had reached its conclusions and in light of the new Council.
- 8.4 A Member asked for an update on capital funding for an additional waste vehicle, included in the pending items section of the Forward Plan, and whether there would be a change to the way waste collection was managed going forward. The Director: Communities explained that this item related to the expansion of the waste vehicle fleet rather than changes to waste collections which would be dependent on the outcome of the DEFRA consultation. In the event further changes were announced an additional report would be taken to the Executive Committee. The Member asked what type of fuel the waste vehicles used, given the Council's ambition to move forward with the climate change agenda, and was advised that the 26 tonne RCVs had Euro 5 or 6 engines which were the best available on the market as technology for electric or hybrid was not there currently – this would be explained in more detail in the report to the Executive Committee. Hydrogenated Vegetable Oil (HVO) could be used in some vehicles but this would need to be carefully sourced as it could be more harmful to the environment than diesel. He provided assurance that Officers were looking to do as much as possible to make the fleet greener; however, due the rural nature of the borough, it was not viable to move the whole fleet to electric – consideration was being given to making some of the smaller vehicles electric but that was subject to budgetary restrictions as they could cost double the price of a diesel vehicle. It was hoped that technology would move on considerably over the next seven years so the Council would be in a position to make more significant changes during the next round of procurement.
- 8.5 The Chair indicated there was nothing on the Executive Committee Forward Plan to reflect the motion which had been agreed by Council in June - he was interested to note that the previous Climate Change and Flood Risk Management Group had reported to the Overview and Scrutiny Committee and questioned whether it would be more appropriate to report to the Executive Committee. He indicated that he would like to see a strategy and plan in place by December 2023 and asked for an Officer view on that. In response, the Executive Director: Resources and S151 confirmed that the newly formed Climate Change and Ecology Management Group would be a Working Group of the Council as opposed to Overview and Scrutiny Committee and would report to the Executive Committee/Council as appropriate going forward. It was hoped that a further item would come forward in July; however, there were currently no resources to take forward the Council motion so

those would need to be put in place as soon as possible. In his view, December may be too ambitious but he provided assurance that Officers would look at the timescales and advise Members via the Working Group as soon as they could.

8.6 It was

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

## **OS.9 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2023/24 AND ACTION LIST**

9.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme, circulated at Pages No. 20-27, and the action list setting out the outstanding actions arising from meetings of the Overview and Scrutiny Committee between October 2019 and March 2022, circulated at Pages No. 28-34. Members were asked to consider the Work Programme and action list.

9.2 The Director: Corporate Resources advised that the Work Programme was a living document and additional items would come forward throughout the course of the year. There were a number of 'pending' items which he undertook to take away to discuss with Officers in terms of how they could be brought forward, for instance, the Police and Crime Commissioner Presentation may be more appropriate for all Members as opposed to just the Overview and Scrutiny Committee.

9.3 A Member noted that the Economic Development and Tourism Strategy Review was due to be brought to the next meeting of the Overview and Scrutiny Committee but this had been deferred on two separate occasions so he asked if this timescale was correct. In response, the Head of Service: Community and Economic Development advised that it would be brought to the Overview and Scrutiny Committee meeting in September following which it would be taken to the Executive Committee for approval.

9.4 In terms of the action list, the Chair indicated that he wished to discuss each item to determine which of the outstanding actions, if any, could be closed. The items were debated as follows:

### **Meeting Date: 22 October 2019**

Agenda Item 10 – Warm and Well Scheme Update

The Director: Communities explained that, under normal circumstances, an item would be included on the Agenda for the Town and Parish Council Seminar to advise of the Warm and Well Scheme and what was planned for the following year – if there was a Town and Parish Council Seminar in September he would be happy for this to be included at that meeting as that was an appropriate time for the nature of the information being shared.

A Member asked if the Committee had seen a report from last winter and was advised that the Severn Wye Energy Agency did provide an annual Warm and Well report and he was happy to circulate the latest one by email following the meeting.

In response to a query as to whether there was a governance trail for the Warm and Well Scheme, and if it added any value for the Overview and Scrutiny Committee, the Director: Communities explained that Tewkesbury Borough Council supported the service with £20,000 annual funding

which was excellent value for money in his view. The Director: Corporate Services advised that Members had previously asked for the Warm and Well Scheme to be promoted at a Town and Parish Seminar and, had this not been added to the action list, it would not have been recorded anywhere else and potentially would never have been delivered which was the reason for its inclusion.

The Chair expressed the view there was a need for all Members to know about the scheme so, provided there was a commitment to delivering the Town and Parish Council Seminar, he would suggest it be removed as an action for the Overview and Scrutiny Committee. This was subsequently agreed.

#### **Meeting Date: 7 June 2022**

Agenda Item 7 – Update on Local Policing Arrangements	It was agreed it was appropriate for an update to be provided to all Members and that this action be removed from the list.
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#### **Meeting Date: 12 July 2022**

Agenda Item 8 – Ubico Report 2021/22	The Director: Communities advised there was a significant piece of work around Ubico and in-cab technology which was related to this action around including information about grounds maintenance inspections and could potentially be picked up by the Business Transformation Team subject to other priorities. The Associate Director: Transformation echoed these sentiments and pointed out that the new website was scheduled to go live at the start of August so it was hoped the information would be included by that date, if not, it would be shortly afterwards.
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A Member asked how in-cab technology would impact on grounds maintenance inspections and the Director: Communities indicated that a seminar on in-cab technology would be held for all Members in due course but, essentially, all assets across the borough would be mapped including pieces of grass that needed to be maintained and, when the work had been completed, a photograph would be uploaded to the website to demonstrate it had been done – this was also being applied to bin collections and emptying street litter bins etc.

It was noted that the annual Ubico report was due to be considered by the Overview and Scrutiny Committee at the next meeting so an update on in-cab technology could be included as part of that report. On that basis, it was agreed this action be removed from the list.

**Meeting Date: 11 October 2022**

Agenda Item 7 - Places Leisure Presentation

Members were advised the data on solar canopy energy savings would be included in the annual report which was due to be considered by the Executive Committee in September 2023, as such, Members agreed to close this action.

**Meeting Date: 17 January 2023**

Agenda Item 7 – Overview and Scrutiny Committee Work Programme 2022/23 and Action List

It was agreed that it would be more appropriate for all Members to receive a presentation from the Police and Crime Commissioner and it was therefore agreed to remove this from the pending items section of the Overview and Scrutiny Committee Work Programme 2023/24 and to close the action with the presentation being arranged as soon as possible.

Agenda Item 8 – Active Gloucestershire ‘We Can Move’ Project Presentation

A Member noted that the commentary suggested that Active Gloucestershire would like to speak to all Members at a less formal event where they could meet other partners and she asked which partners this would be. In response, the Director: Corporate Resources explained that the intention was to arrange a community partnership session for all Members which would involve Active Gloucestershire, Gloucestershire Rural Community Council, Citizens’ Advice Bureau and potentially others who would each be allocated a 15 minute slot to speak to Members about the work they did. Members felt this was an appropriate way forward and agreed this action could be closed.

Agenda Item 9 – Depot Services Working Group Update

The Head of Service: Community and Economic Development explained that the Grange Field was a biodiversity site in Bishop’s Cleeve. Work had been underway for the last few years and was nearing completion with interpretation boards due to be installed within the coming months. It was intended to issue a briefing note to all Members once the boards were in place. A Member queried whether it was the information on the boards would include a future management plan for the area and was advised that the interpretation boards would be fixed so it was not appropriate to include temporary information; however, something could be added to direct people to the website where that information could be made available. The Member felt it was important for people to know the timings of grass cutting and hedge removal etc. and the Head of Service: Community and Economic Development undertook to look at the wording for the boards to see what else could be included. Members indicated they would prefer this action to be left open on that basis.



**Meeting Date: 7 March 2023**Agenda Item 9 –  
Customer Care Strategy

The Associate Director: Transformation advised that there was now a temporary GIS resource in place who was gathering data and ensuring it was in a useful format. They would be working with various departments across the Council on how to provide information to customers in a more user-friendly way. In addition, the Business Transformation Team looked at the Report It function, which was provided through Liberty Create, on a continual basis so this action would be picked up in both ways.

A Member indicated he had attended a seminar at the County Council about Inform Gloucestershire's GIS project and asked if this would feed into that. The Associate Director: Transformation indicated that it could potentially; Tewkesbury Borough Council's system complemented existing data and the project would look at how other internal data could be used to ensure maps were as accessible as possible.

The Chair felt it would be beneficial for the Committee to receive a demonstration as part of the Customer Care Strategy and the Associate Director: Transformation indicated there was a Member Induction session on 6 July, which included Business Transformation, and she undertook to add a demonstration of the things built in the Liberty Create system to that session. Members agreed to keep this action open in the interim.

9.5

It was

**RESOLVED**

1. That the Overview and Scrutiny Committee Work Programme be **NOTED**.
2. That the following actions be removed from the Overview and Scrutiny Committee Action List:
  - Page No. 28 – 22 October 2019 – Warm and Well Scheme Update
  - Page No. 28 – 7 June 2022 - Update on Local Policing Arrangements
  - Page No. 29 – 12 July 2022 – Ubico Report 2021/22
  - Page No. 29 – 11 October 2022 – Places Leisure Presentation
  - Page No. 30 – 17 January 2023 – Overview and Scrutiny Committee Work Programme 2022/23 and Action List and Active Gloucestershire 'We Can Move' Project Presentation

**OS.10 COUNCIL PLAN PERFORMANCE TRACKER - QUARTER FOUR 2022/23**

- 10.1 The report of the Director: Corporate Resources, circulated at Pages No. 35-90, attached the performance management information for quarter four of 2022/23. 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.
- 10.2 Members were informed that this was the final quarterly monitoring report for 2022/23 and represented the latest information in terms of the status of the actions set out in the Council 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). 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.
- 10.3 Key actions for the quarter were highlighted at Paragraph 2.3 of the report and included installation of the solar canopy, saving the Council an estimated £45,000 per year on energy costs; Tewkesbury Borough Council remaining amongst the lowest Council Tax in the country; provision of over 6,500 supermarket vouchers to households in need through the Household Support Grant which had been delivered by various services including Revenues and Benefits, Communities and Business Transformation; successfully securing funding from the Department of Levelling Up, Housing and Communities to enable the build of the planning application tracker which had gained national recognition; accreditation as a Bronze Carbon Literate Organisation with over 60 Officers undergoing carbon literacy training; and the first grant payments from the High Street Heritage Action Zone being made to local businesses. Members were advised 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 with regard to the review of the Licensing service, only one particular workstream was delayed with all others progressing well. 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 not on target, were detailed at Paragraph 3.3 of the report. Those KPIs which were performing well were highlighted at Paragraph 3.4 of the report and included an increase in the number of affordable housing properties delivered, improvement in planning enforcement investigation, with the majority of categories reaching 100% this year, and an increase in the percentage of Freedom of Information requests answered on time.
- 10.4 During the debate which ensued, the following queries and comments were made in relation to the Council Plan Performance Tracker:

**Priority: Finance and Resources**

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| <p>P46 – Objective 4 – Action a)<br/>Deliver the approved trade waste business case to make the service commercially viable – A Member asked whether customers had been informed of the decision to exit the trade waste service.</p> | <p>The Director: Communities indicated that customers had not yet been made aware. The project was quite complex and consultation was currently being undertaken with the staff member impacted which clearly needed to be handled sensitively. A decision was required in terms of what the authority would put in place as an alternative to delivering the trade waste service and that took time. There were approximately 350 customers all of which had a receptacle of</p> |
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some kind which needed to be collected – these varied in size from wheelie bins to Euro bins – so there were issues around resources and storage in relation to that. Following the consultation, Officers would write to customers to withdraw the service; whilst it would not have an impact on the next financial year, it would run for several months during the current year. In response to a query as to whether customers would be provided with details of alternative trade waste companies, the Director: Communities explained that the Council would be required to go through a procurement process in order to recommend other businesses; as well as being onerous it was unlikely companies would engage given the information they would be required to reveal regarding prices etc. It was proposed to advise to carry out a search on the internet and, if they were unable to do that, the Council could do it on their behalf at a charge. A Member asked how many tonnes of trade waste were collected per year and the Director: Communities undertook to provide that information following the meeting. In response to a query regarding the timeframe, Members were advised that a meeting was being held at the end of the week to discuss this but, based on advice from One Legal, he felt it was likely to be less than six months. The Chair indicated that he would like to see a timetable once it was firmed up and the Director: Communities confirmed he would circulate this by email to the Committee when available.

### **Priority: Economic Growth**

P47 – Objective 1 – Action b)  
Develop and launch the new Economic Development and Tourism Strategy – A Member sought clarification as to whether this would be brought to the Committee for consideration.

The Head of Service: Community and Economic Development confirmed it would be brought to the Overview and Scrutiny Committee in September.

P48 – Objective 1 – Action c)  
Launch a Tewkesbury Borough Council Business Grants Scheme – A Member noted it was intended that the £100,000 which had been set aside for a Tewkesbury Borough Council small grants scheme during COVID but had been negated by the national schemes would be returned to reserves and he asked if this would be ringfenced for businesses.

The Executive Director: Resources and S151 advised that the money would be used to support other reserve areas, for instance, the pay award risk reserve as the offer made had been turned down by the Unions so it was likely this would exceed budget. There were some uncommitted reserves which could potentially be used for businesses if there was something Members wished to support going forward, particularly with the new Economic Development and Tourism Strategy on the horizon.

P50 – Objective 3 – Action b)  
To deliver projects as part of the Tewkesbury High Street Heritage Action Zone, including Shop Front Scheme, Upper Floors Scheme and Traditional Skills – A Member welcomed the commentary in relation to this action but felt it was light in terms of outcomes.

The Head of Service: Community and Economic Development explained that things were now starting to happen following a period of consultation and engagement with shops and premises coming forward for grants. It was intended to use heritage as a catalyst for the Town Centre, making it more vibrant and attractive, with the outcome being more visitors to the area; however, it would not be an overnight experience. A Member asked if there was an opportunity to 'green up', particularly in the centre of the towns, and was reminded that the funding was specific to Tewkesbury but there was support for making green areas; there had been positive feedback regarding Riverside Walk so it was important to ensure people were using that area. In response to a query, Members were informed that the Heritage Action Zone was its own entity but would be part of the Economic Development and Tourism Strategy as well.

P52 – Objective 4 – Action a)  
Work with Cotswold Tourism and Visit Gloucestershire to promote the borough – A Member noted this action had been marked as complete but felt that did not reflect its ongoing nature.

The Head of Service: Community and Economic Development accepted this point and confirmed that he would be happy to change it if necessary. The Director: Corporate Resources explained that it was considered that enough work had been done throughout 2022/23 to justify the action being marked as complete; however, the action would carry forward into the final year of the Council Plan.

P52 – Objective 4 – Action b)  
Promote support for the promotion and delivery of the Tour of Britain cycle race – A Member asked if this was a one-off or whether there were plans for the Tour of Britain to return to the borough.

The Head of Service: Community and Economic Development indicated that there were ongoing discussions about whether the Tour of Britain would return to the borough and he would inform Members once known.

### **Priority: Housing and Communities**

P56 – Objective 1 – Action a)  
Work with partners to undertake the required review of the Joint Strategic Plan – A Member noted that the timetable was under further review and was subject to further change; she was concerned about the authority being in this position and sought an update on the latest timetable.

In response, the Head of Development Services confirmed that Officers were working with partners at Cheltenham Borough and Gloucester City Councils to consider the timetable for the review which would need to be approved by all three Councils. The main issue was the potential planning reforms which Officers had been expecting in April but were still awaited. In order for the plan to be examined under the existing planning system, it needed to be submitted by June 2025 and the plan must be determined by December 2026; if that was not achieved, it would need to be examined under the new system and could not be submitted until October 2026.

In response to a query regarding the work done to date, the Head of Development Services provided assurance that this could be taken forward to the new system, should it not be possible for the plan to be examined under the current system.

P57 – Objective 1 – Action d)  
Carry out housing needs assessments to deliver affordable housing in rural areas – A Member asked when the report from Gloucestershire Rural Community Council would be available.

The Head of Service: Housing advised that there was no firm date as it was a rolling programme of housing needs assessments. In response to a query about how the information was collected, he explained that Gloucestershire Rural Community Council carried out the assessment on behalf of Tewkesbury Borough Council using data from Council Tax to send a survey to every household in the borough. A Member queried how information was captured from people who did not have an address and the Head of Service: Housing indicated that this was not possible currently but Officers were working with Gloucestershire Rural Community Council to find better ways to interact with people – this was difficult as it was important to avoid duplicate responses which would be an issue if people were contacted in multiple ways e.g. online, telephone, post. Another Member questioned who the survey was addressed to and if a reply envelope was provided and was

advised it was addressed to 'The Occupier' as opposed to a particular person and the intention was to collect information about households. He recognised it was not a perfect system but it was necessary to find another way of gathering data without inflating the figures which would stand up to appeal.

P60-61 – Objective 3 – Action a)  
a) Work with partners, infrastructure providers and developers to progress the delivery of key sites – A Member asked for an update in relation to North West Cheltenham and West Cheltenham.

In the absence of the Head of Development Services who had left the meeting when this point was raised, the Chair indicated that an action would be taken forward regarding provision of an update for relevant Members.

### **Key performance indicators for priority: Housing and Communities**

P66 – KPI 18 – Percentage of non-major applications determined within 8 weeks or alternative period agreed with the applicant – A Member noted this KPI had a non-smiley face and asked what was being done in relation to that.

The Head of Development Services explained that, whilst it did have an unsmiley face, she was extremely proud of the outturn given the issues faced by the Development Management team in recent years. She appreciated that new Members may not be aware of the history and explained that the Development Management review was now in its second year, with one of the main areas of focus being the Planning Committee and the Scheme of Delegation, and she stressed that a significant amount of work was being done throughout the department to improve processes and efficiency. The Member thanked the Head of Development Services for her explanation and indicated that it would have been helpful for that to have been included in the narrative.

### **Priority: Customer First**

P71 – Objective 1 – Action b)  
Set up a planning agents forum – A Member asked if this was ongoing and, if so, when the next one was being held.

The Associate Director: Transformation confirmed that the next planning agents forum was on 28 June 2023.

### **Key performance indicators for priority: Customer First**

P78 – KPI 34 – Average number of sick days per full time equivalent – A Member asked if any information was available regarding the distribution of sickness, for instance, whether the increase was due to a few long term sickness absences or several shorter absences throughout the year.

The Director: Corporate Resources explained that, at year end, there were five employees absent due to long term sickness and this had impacted on the figures – two of those cases had been resolved and the average number of sick days had now reduced to 9.83 from 11.51 with further improvement expected. The Member suggested that consideration could be given to providing separate figures for long and short term sickness going forward. The Chair asked if further detail could be included as part of the Annual Workforce Development Strategy Review which was due to be considered at the next meeting of the Committee and the Director: Corporate Resources undertook to ensure it was provided.

### **Priority: Garden Communities**

P81 – Objective 1 – Action c) Finalise the design and launch the construction phase of the Ashchurch and Northway Bridge Over Rail – A Member asked what was happening regarding the grant money received following the outcome of the Judicial Review.

The Executive Director: Resources and S151 advised that discussions were taking place with the appropriate boards to recover the funding and the indicative view was that it would be payable to the Council.

### **Key performance indicators for priority: Sustainable Environment**

P90 – KPI 40 – Percentage of waste reused, recycled or composted – A Member asked if the reduction was an ongoing trend which was being investigated.

The Director: Communities advised that there was always a slight reduction in the last quarter of the year which may be attributed to less garden waste accumulating over the winter months. In terms of the outturn for 2022/23, this reduction was an anomaly and the reasons were unclear. There had been a corresponding increase in residual waste, which was a shame, but he provided assurance that the Council was committed to encouraging people to recycle with new campaigns being run across the county.

- 10.5 The Chair drew attention to Pages No. 38 and 42 of the report which highlighted the positive actions achieved during the period and invited Members to comment. For the benefit of new Councillors, a Member explained there had been considerable change within the Licensing service as a result of the review so, although there had been a delay with one element of the project, there was a lot of great work being done. Another Member felt that the increased number of visitors to the Tewkesbury and Winchcombe Tourist Information Centres, and to the Growth Hub, was very positive. A Member drew attention to Page No. 62 – Objective 3 – Action c) Work with the Voluntary and Community Sector to access funding to deliver improved

community facilities and indicated that the number of groups supported and the amount of funding secured was impressive and she thanked the Officers involved. The Head of Service: Community and Economic Development indicated that the Community Funding Officer worked with the Voluntary and Community Sector to help groups to find funding and if Members were aware of any which needed assistance he would be happy to put them in contact with her. In making a more general point, a Member indicated that he had received a number of queries from residents and he had found Teams to be particularly useful when seeking prompt responses from Officers.

10.6 Having considered the information provided, it was

**RESOLVED** That the performance management information for quarter four of 2022/23 be **NOTED**.

**OS.11 NOMINATION TO GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE**

11.1 It was proposed and seconded that Councillor G C Madle be appointed as the Council's representative on the Gloucestershire Health Overview and Scrutiny Committee.

11.2 Upon being put to the vote, it was

**RESOLVED** That Councillor G C Madle be appointed as the Council's representative on the Gloucestershire Health Overview and Scrutiny Committee.

The meeting closed at 6:15 pm



## Overview and Scrutiny Committee Action List – 13 June 2023

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small>
4.	Minutes	Action arising from the meeting to be included alongside the Minutes of that meeting for approval by the Committee.		Democratic Services Officer	Yes
14	Overview and Scrutiny Committee Work Programme 2022/23 and Action List	Economic Development and Tourism Strategy to be moved from July to September.	Work Programme updated.	Democratic Services Officer	Yes
		Police and Crime Commissioner Presentation to be removed from the Overview and Scrutiny Committee Work Programme 2023/24 as this should be for all Members.	Removed from Work Programme – presentation to be arranged for all Members as soon as possible.	Director: Communities	
		Page No. 28 – 22 October 2019 – Warm and Well Update – Latest annual Warm and Well report to be circulated via email.		Director: Communities	

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
15		Page No. 29 – 12 July 2022 – Ubico Report 2021/22  - Seminar on in-cab technology to be held for all Members.		Director: Communities	
		- Update on in-cab technology to be included in Ubico Annual report due to be considered by the Overview and Scrutiny Committee in July.		Director: Communities	
		Page No. 30 – 11 October 2022 - Depot Services Working Group Update – Officers to consider what other information could be included on the interpretation boards following a request to include a plan for future management with timings for grass cutting, hedge removal etc.		Head of Service: Community and Economic Development	
		Page No. 34 – 7 March 2023 - Customer Care Strategy – Demonstration of the systems within Liberty Create to be provided as part of the Member Induction session involving the Business Transformation Team on 6 July 2023 (request to see Report It/GIS mapping).		Associate Director: Transformation	

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
16		Actions to be removed from the list: <ul style="list-style-type: none"> <li>- Page No. 28 – 22 October 2019 – Warm and Well Update</li> <li>- Page No. 28 – 7 June 2022 - Update on Local Policing Arrangements</li> <li>- Page No. 29 - 12 July 2022 – Ubico Report 2021/22</li> <li>- Page No. 29 – 11 October 2022 – Places Leisure Presentation</li> <li>- Page No. 30 – 17 January 2023 – Overview and Scrutiny Committee Work Programme 2022/23 and Action List, Active Gloucestershire ‘We Can Move’ Project Presentation</li> </ul>		Corporate Services Officer	

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
7.	Council Plan Performance Tracker – Quarter Four 2022/23	P46 – Objective 4 – Action a) Deliver the approved trade waste business case to make the service commercially viable: <ul style="list-style-type: none"> <li>- Members to be advised of the tonnage of trade waste collected per year.</li> </ul>		Director: Communities	
		<ul style="list-style-type: none"> <li>- Project plan for withdrawal of service to be circulated to Members when available.</li> </ul>		Director: Communities	
		P60-61 – Objective 3 – Action a) Work with partners, infrastructure providers and developers to progress the delivery of key sites – Relevant Members to be provided with an update in relation to North West Cheltenham (Junction 10) and West Cheltenham.		Director: Corporate Resources	
		P78 – KPI 34 – Average number of sick days per full time equivalent – <ul style="list-style-type: none"> <li>- More detail on the reasons/distribution of sickness to be included in the Annual Workforce Development Strategy Review.</li> </ul>		Director: Corporate Resources	

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
		- Consideration to be given to providing separate figures for long and short term sickness in future.		Director: Corporate Resources	
8.	Nomination to Gloucestershire Health Overview and Scrutiny Committee	Councillor G C Madle appointed – notify County Council, update Outside Bodies lists.	County Council notified, Outside Bodies list updated.	Democratic Services Officer	Yes

**EXECUTIVE COMMITTEE FORWARD PLAN 2023/24**

**REGULAR ITEM:**

- **Executive Committee Forward Plan – To consider forthcoming items.**

**Additions to 12 July 2023**

- Local Development Scheme

**Deletions from 12 July 2023**

- 

<b>Committee Date: 6 September 2023</b>				
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Financial Update – Quarter One 2023/24.	To consider the quarterly budget position.	Executive Director: Resources and S151	Lead Member for Finance and Asset Management	No.
<del>Pavement Licensing Policy.</del>	To consider the Pavement Licensing Policy.	Licensing Team Leader	Lead Member for Clean and Green Environment	No.
<del>First Floor Refurbishment Project.</del>	To approve the project.	Head of Service: Asset Management.	Lead Member for Finance and Asset Management	Removed from January 2023 until further information is known. <b>Moved to pending items as this will not be delivered until the new heating system is in plac</b>
<del>Economic Development and Tourism Strategy.</del>	To approve the Economic Development and Tourism Strategy.	Head of Service: Community and Economic Development	Lead Member for Economic Development/ Promotion	Yes – moved from 1 March 2023. <b>Moved to 18 October 2023 as not being considered by O&amp;S Committee until 12 September 2023.</b>

**Committee Date: 6 September 2023**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
<b>Confidential Item:</b> Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.  (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)).	Director: Corporate Resources	Lead Member for Finance and Asset Management	No.

**Committee Date: 18 October 2023**

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker – Quarter One 2023/24.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter one performance management information.	Director: Corporate Resources	Leader of the Council	No.
<b>Economic Development and Tourism Strategy.</b>	<b>To approve the Economic Development and Tourism Strategy.</b>	<b>Head of Service: Community and Economic Development</b>	<b>Lead Member for Economic Development/ Promotion</b>	<b>Yes - moved from 1 March 2023 and 6 September 2023 as not being considered by O&amp;S Committee until 12 September 2023.</b>



**Committee Date: 29 November 2023**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Financial Update – Quarter Two 2023/24.	To consider the quarterly budget position.	Executive Director: Resources and S151	Lead Member for Finance and Asset Management	No.
Taxi and Private Hire Licensing Policy.	To consider the Taxi and Private Hire Licensing Policy.	Licensing Team Leader	Lead Member for Clean and Green Environment	No.
Street Trading Licensing Policy.	To consider the Street Trading Licensing Policy.	Licensing Team Leader	Lead Member for Clean and Green Environment	No.
Planned Maintenance Programme.	To approve the Planned Maintenance Programme.	Head of Service: Asset Management	Lead Member for Finance and Asset Management	No.
<b>Confidential Item:</b> Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.  (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)).	Director: Corporate Resources	Lead Member for Finance and Asset Management	No.

**Committee Date: 10 January 2024**

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	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.	Executive Director: Resources and S151	Lead Member for Finance and Asset Management	No.
Housing Strategy Monitoring Report (Annual).	To approve the Housing Strategy Monitoring Report.	Head of Service: Housing	Lead Member for Housing Health and Wellbeing	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.	Executive Director: Resources and S151	Lead Member for Finance and Asset Management	No.
ICT Strategy.	To approve the ICT Strategy.	Associate Director: IT and Cyber	Lead Member for Corporate Governance	Removed from January 2023 to go into January 2024.
Asset Management Strategy.	To approve the Asset Management Strategy.	Executive Director: Resources and S151	Lead Member for Finance and Asset Management	Yes – from 1 February 2023.

**Committee Date: 10 January 2024**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
<b>Council Plan Performance Tracker – Quarter Two 2023/24.</b>	<b>To receive and respond to the findings of the Overview and Scrutiny Committee’s review of the quarter two performance management information.</b>	<b>Director: Corporate Resources.</b>	<b>Leader of the Council</b>	<b>No – Brought forward from 7 February 2024.</b>

**Committee Date: 7 February 2024**

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Budget 2024/25 (Annual).	To recommend a budget for 2024/25 to the Council.	Executive Director: Resources and S151.	Lead Member for Finance and Asset Management	No.
<del>Council Plan Performance Tracker – Quarter Two 2023/24.</del>	<del>To receive and respond to the findings of the Overview and Scrutiny Committee’s review of the quarter two performance management information.</del>	<del>Director: Corporate Resources.</del>	<del>Leader of the Council</del>	<del>No. Brought forward to 10 January 2024</del>
<b>Confidential Item:</b> Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.  (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)).	Director: Corporate Resources.	Lead Member for Finance and Asset Management	No.

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**Committee Date: 20 March 2024**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Council Plan Performance Tracker – Quarter Three 2023/24.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management information.	Director: Corporate Resources	Leader of the Council	No.
New Council Plan 2024-2029	To consider the Council Plan and make a recommendation to Council.	Director: Corporate Resources	Leader of the Council	No.
Financial Update - Quarter Three 2023/24.	To consider the quarterly budget position.	Executive Director: Resources and S151	Lead Member for Finance and Asset Management	No.

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**ITEMS FOR 2024/25**

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required

**PENDING ITEMS**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
<b>First Floor Refurbishment Project.</b>	<b>To approve the project.</b>	<b>Head of Service: Asset Management.</b>	<b>Lead Member for Finance and Asset Management</b>	<b>Moved from 6 September 2023 as this will not be delivered until the new heating system is in place.</b>
CIL Review of Charging Schedule(s) with the new 'draft' Charging Schedule submitted for approval to go out to formal public consultation.	To consider and make a recommendation to Council.	Associate Director: Planning	Lead Member for Built Environment	January 2022. JSP partners to undertake the review at the same time.
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 Service: Waste and Recycling	Lead Member for Clean and Green Environment	Request by Overview and Scrutiny Committee April 2022.

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
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.	Director: Corporate Resources	Lead Member for Finance and Asset Management	21 June 2022
Licensing Services Review and Restructure.	To approve the new licensing service structure and associated use of funds.	Director: Communities	Lead Member for Clean and Green Environment	Removed from 5 October 2022 and added to pending on 7 September 2022.
Equalities and Diversity Policy.	To approve the Equalities and Diversity Policy.	Associate Director: People, Culture and Performance	Lead Member for Staff and Culture	Removed from 5 October 2022 and added to pending on 21 September 2022.
Parking Strategy Review	To approve the revised Parking Strategy.	Executive Director: Place	Lead Member for Economic Development/Promotion	Added to pending on 11 October. Deferred from 16 November until consideration by the O&S Committee and the Car Parking Working Group.
To approve the 'Health in All Policies' policy.	To approve a policy to better consider the Council's approach to health and wellbeing in the community.	Director: Communities.	Lead Member for Housing, Health and Wellbeing	Removed from 1 February 2023 until the policy has been considered by Management Team.
Economic Development and Tourism Strategy.	To approve the Economic Development and Tourism Strategy.	Head of Service: Community and Economic Development	Lead Member for Economic Development/Promotion	Removed from 1 March 2023 until the new Council is in place.



Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Council Plan 2020/24 Refresh.	To consider the Council Plan and make a recommendation to Council.	Director: Corporate Resources	Lead Member for Economic Development/Promotion	Removed from 1 March 2023 until the new Council is in place.
Volunteering Policy.	To approve the Volunteering Policy.	Director: Corporate Resources	Lead Member for Staff and Culture	Removed from 1 March 2023 until the new Council is in place.

**OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2023/24**

**REGULAR ITEMS:**

- **Executive Committee Forward Plan**
- **Overview and Scrutiny Committee Work Programme 2023/24 (to include the Action List Update on a quarterly basis – June, September, December and March meetings each year).**

<p><b><u>Additions to 11 July 2023</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>Deletions from 11 July 2023</u></b></p> <ul style="list-style-type: none"> <li>• Review of Economic Development and Tourism Strategy – deferred to September 2023 as advised at O&amp;S Committee on 13 June.</li> </ul>
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<b>Committee Date: 12 September 2023</b>				
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Council Plan Performance Tracker– Quarter One 2023/24	To review and scrutinise the performance management and, where appropriate, to require response or action from the Executive Committee.	Director: Corporate Resources	Leader of the Council	No.

<b>Committee Date: 12 September 2023</b>				
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
<b>Review of Economic Development and Tourism Strategy</b>	<b>To consider the draft Economic Development and Tourism Strategy and to recommend to Executive Committee that it be approved.</b>	<b>Head of Service: Community and Economic Development</b>	<b>Lead Member for Economic Development/Promotion</b>	<b>Yes – deferred from January, February and July 2023 as further discussions required due to the importance of the document for the borough.</b>
Housing and Homelessness Strategy 2022-26	To monitor delivery of the actions in relation to the Housing and Homelessness Strategy.	Director: Communities	Lead Member for Housing, Health and Wellbeing	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (8 September 2023).	N/A	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 (20 July 2023).	N/A	N/A	No.

**Committee Date: 24 October 2023**

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Places Leisure	To receive a presentation from Places Leisure on its recovery and delivery of its business plan following the pandemic and in view of the cost of living crisis. (Follow-up presentation after attendance at O&S on 11 October 2022).	Head of Service: Asset Management	Lead Member for Finance and Asset Management	No.
Have Your Say (4Cs) Annual Report	To consider the annual report on the Council's comments, concerns, complaints and compliments to provide assurance that complaints are managed effectively and to consider the annual report from the Local Government Ombudsman.	Director: Corporate Resources Associate Director: Transformation	Lead Member for Corporate Governance Lead Member for Customer Focus	No.

**Committee Date: 24 October 2023**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (10 October 2023).	N/A	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 (21 September 2023).	N/A	N/A	No.

**Committee Date: 5 December 2023**

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker – Quarter Two 2023/24	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Director: Corporate Resources	Leader of the Council	No.
<del>Depot Services Working Group Update</del>	<del>To consider the update on the work of the Depot Services Working Group (biannual).</del>	Director: Communities	<del>Lead Member for Clean and Green Environment</del>	<b>No. Working Group Terms of Reference require annual reporting to O&amp;S – annual report included on 26 March 2024.</b>
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (3 November 2023).	N/A	N/A	No.

**Committee Date: 5 December 2023**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (28 November 2023).	N/A	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 (30 November 2023).	N/A	N/A	No.

**Committee Date: 16 January 2024**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
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 agreed to fund for five years (2021/22-2025/26) to gain assurance around value for money and successful outcomes.	Head of Service: Community and Economic Development	Lead Member for Housing, Health and Wellbeing	No.
<b>Gloucestershire Health Overview and Scrutiny Committee Update</b>	<b>To receive an update from the Council's representative on matters considered at the last meeting (11 January 2024).</b>	N/A	N/A	No.



**Committee Date: 13 February 2024**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Council Plan Performance Tracker– Quarter Three 2023/24	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Director: Corporate Resources	Leader of the Council	No.
<b>Gloucestershire Police and Crime Panel Update</b>	<b>To receive an update from the Council’s representative on matters considered at the last meeting (6 February 2024).</b>	N/A	N/A	No.

<b>Committee Date: 26 March 2024</b>				
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Housing and Homelessness Strategy	To monitor delivery of the actions in relation to the Housing and Homelessness Strategy.	Director: Communities	Lead Member for Housing, Health and Wellbeing	No.
Customer Care Strategy	To consider the progress made against the actions within the Customer Care Strategy during 2023/24 and to endorse the action plan for 2024/25.	Associate Director: Transformation	Lead Member for Customer Focus	No.
Depot Services Working Group Annual Report	To consider the progress made by the Working Group in 2023/24.	Director: Communities	Lead Member for Clean and Green Environment	No.
Overview and Scrutiny Committee Work Programme 2024/25	To consider and approve the forthcoming Committee work programme	Director: Corporate Resources	Lead Member for Corporate Governance	No.

<b>Committee Date: 26 March 2024</b>				
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Overview and Scrutiny Committee Annual Report 2023/24	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.	Director: Corporate Resources	Lead Member for Corporate Governance	No.
<b>Gloucestershire Police and Crime Panel Update</b>	<b>To receive an update from the Council's representative on matters considered at the last meeting (22 March 2024).</b>	<b>N/A</b>	<b>N/A</b>	<b>No.</b>
<b>Gloucestershire Health Overview and Scrutiny Committee Update</b>	<b>To receive an update from the Council's representative on matters considered at the last meeting (12 March 2024).</b>	<b>N/A</b>	<b>N/A</b>	<b>No.</b>

PENDING ITEMS				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Date Item Added to Pending
Community Safety Plan Monitoring Report	Annual report – programme in once Community Safety Plan has been agreed (expected April 2023).	Director: Communities	Lead Member for Community	February 2023
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 – (Agreed by Management Team in February 2023 this should be delayed until 2023/24 Work Programme) <b>Agreed by O&amp;S at meeting on 13 June 2023 this should be an all Member seminar, date to be confirmed once discussed with the Chief Inspector.</b>	Director: Communities	Lead Member for Corporate Governance	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	Director: Communities	Lead Member for Community	7 June 2022
Parking Strategy	To endorse the findings of the Parking Strategy Review and approve the draft strategy for public consultation / To consider the consultation responses and to recommend to the Executive Committee that the strategy be approved.	Executive Director: Resources and S151	Lead Member for Economic Development/ Promotion	Delayed from 7 June 2022 due to Officer resources (added to pending October 2022).
Police and Crime Commissioner Presentation	To receive a presentation from the Police and Crime Commissioner. <b>Agreed by O&amp;S at meeting on 13 June 2023 this should be an all Member seminar, date to be confirmed once discussed with the Police and Crime Commissioner.</b>	Director: Communities	Lead Member for Community	22 November 2022

<b>PENDING ITEMS</b>				
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Date Item Added to Pending</b>
Communications Strategy	To consider the progress made against the actions within the Communications Strategy during 2022/23 and to endorse the action plan for 2023/24 – deferred from 28 March 2023.	Associate Director: Transformation	Lead Member for Customer Focus	March 2023

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	11 July 2023
<b>Subject:</b>	Ubico Report 2022/23
<b>Report of:</b>	Head of Service: Waste and Recycling
<b>Head of Service/Director:</b>	Director: Communities
<b>Lead Member:</b>	Lead Member for Clean and Green Environment
<b>Number of Appendices:</b>	1

**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 collection accuracy. Performance against the budget was good with a small full year underspend. There was particular success in the grounds maintenance service with grass cutting times reducing.

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 2022/23 outturn performance update on the services provided by Ubico.**

**Financial Implications:**

There are no specific implications due to this report.

**Legal Implications:**

There are no specific implications due to this report.

**Environmental and Sustainability Implications:**

There are no specific implications due to this report.

**Resource Implications (including impact on equalities):**

There are no specific implications due to this report.

**Safeguarding Implications:**

There are no specific implications due to this report.

**Impact on the Customer:**

There are no specific implications due to this report.

**1.0 INTRODUCTION**

- 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 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 Environmental Services Partnership Board 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 £4,834,151. The final spend represents a contract saving of £15,282.
- 3.2** Notable variations to the budget included:
- Increased diesel costs resulting in an £83k overspend.
  - Vehicle hire costs being overspent by £75k, largely due to the hire of an additional food waste vehicle.
  - An underspend of £53k due to lower vehicle repair costs within Street Cleansing, Recycling and Trade Waste.
  - An underspend of £41,379 relating to employment costs, due to the fleet team running under head count and over forecasting agency costs in waste and recycling.
- 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 overall missed collections dropping from 2,135 to 1,724, a decrease of 19%.
- 4.2** Collection accuracy target has been increased from 99.95% to 99.97%. This new higher target has been met for 2022/23.

- 4.3** Repeated missed collections remained below target, with the exception of January 2023, where the target of 10 was exceeded with a figure of 12 repeat missed assisted collections for the month.
- 4.4** The grounds maintenance service has seen widespread improvement since the previous year, with grass cutting moving to a system of two main crews of four people. This allows all cutting and strimming work to be done at the same time which has reduced complaints. It has also improved the efficiency of the rounds allowing cutting cycles of 3-4 weeks rather than the previous 4-5 weeks.
- 4.5** Dead animal removal times have significantly improved in 2022/23. The target of 100% collected within two working days was achieved in eight of the 12 months, compared to only two months in 2021/22.
- 5.0 HEALTH AND SAFETY**
- 5.1** A positive trend from 2021/22 continued into 2022/23 with over 1,500 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** Overweight vehicles reduced from 39 to 25 which shows efforts to be more aware of this issue are having a positive impact.
- 5.3** One 'Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013' (RIDDOR) reportable incident was recorded in 2022/23. Seven minor personal accidents occurred during the year.
- 6.0 FLEET MANAGEMENT**
- 6.1** The fleet compliance audit score has stayed consistently high throughout 2022/23, with a score of 100% achieved and retained.
- 7.0 PROJECTS**
- 7.1** Fleet Procurement for 2024/25 – this large scale replacement of collections and street cleansing vehicles progressed throughout 2022/23 with Executive Committee approval for the approach in March 2023.
- 7.2** The Alloy in-cab system was procured by Ubico for use across four Gloucestershire authorities. Implementation began for two authorities in 2022/23 with Tewkesbury's roll out taking place in two stages through 2023/24.
- 8.0 CONSULTATION**
- 8.1** None
- 9.0 ASSOCIATED RISKS**
- 9.1** None
- 10.0 MONITORING**
- 10.1** The Ubico contract will continue to be monitored through updates to the Overview and Scrutiny Committee and quarterly partnership board meetings.



**11.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES**

**11.1** None

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**Background Papers:** None

**Contact Officer:** Head of Service: Waste and Recycling  
01684 272038 [richard.trout@tewkesbury.gov.uk](mailto:richard.trout@tewkesbury.gov.uk)

**Appendices:** Appendix 1 – Ubico Performance Report

# Ubico Tewkesbury

## Annual Report

April 2022 to March 2023



# Executive Summary

## •Slides 4-7 missed bin information:

In the year 2022/2023, we seen an exceptionally low figure of missed bins reported (1724). This is a result of the hard work by all involved, with the future introduction of In-cab technology this should reduce these figures further. We have managed to achieve under target on repeated missed bins throughout the year minus one month where we had issues with the data around assisted collection, this has since been rectified. We are still utilising the Red and Amber list to further reduce these figures. As you will see on **Slide 4** 99.99% of collections were made without a missed bin being reported.

## •Slides 8-10 Property services and collection weights:

We have delivered 7982 receptacles in the year 2022/2023, Ubico working in partnership are continuing to promote recycling to further increase the recycling rates whilst reducing the refuse that is delivered to Javelin park.

## •Slides 11-12 Environmental service:

We have recently changed the way we report our fly-tipping collection data, we have now included 3<sup>rd</sup> party contractor jobs within our internal figures. With this being case overall we achieved under the 100% on a few occasions this year that were collected within the 5 working day SLA. Ubico are currently finding it difficult to obtain reliable contractors to carry out this work, we are working to source a more reliable contractors.

## •Slide 13 Overweight's:

In the year of 2022/2023, we recorded a low number of vehicles overweight's, we have however started to show the percentage breakdown for overweight's within our monthly reports provided to Tewkesbury Borough Council.

## •Slides 14-16 crew safety:

As you will see from the graph, we did have a steady report of safety concerns, we have had a sharp rise of vehicles overtaking dangerously whilst our loaders were working, slips trips and falls, access issues and dogs off the lead. The Supervisors managed to achieve 100% crew inspections throughout the year; this is to ensure crews are not only completing the task safely but also showing 100% professionalism at all times. Due to the hard work the operations team have carried out I am pleased to announce we recorded low figures of vehicle and personal accidents within the year.

# Executive Summary

## •Slide 17 Sickness and absence:

The Ubico's management team continue to use the companies policies and procedures supplied to manage all cases individually, sickness did rise slightly as expected at this time of year. All sickness and absences are reviewed and monitored by the operations manager with the support of HR, this is in a bid to minimise absences.

## •Slides 18 Fleet services & management:

The Ubico fleet team have done an outstanding job in completing all services and MOTs on time, it is due to this hard work our vehicles are safe and compliant whilst operating on the highways keeping residents, other road users and our operatives safe.

I am pleased to announce that the Ubico Tewkesbury is still achieving 100% in fleet management which is the only contract in Ubico to do so. A lot of hard work and dedication goes into getting a fleet audit score of 100%, some of the tasks involved are the management of driver's hours, defect, training, driver behaviour and much more. It is the passion that Ubico Tewkesbury continue to deliver which keeps us at the highest possible standard.

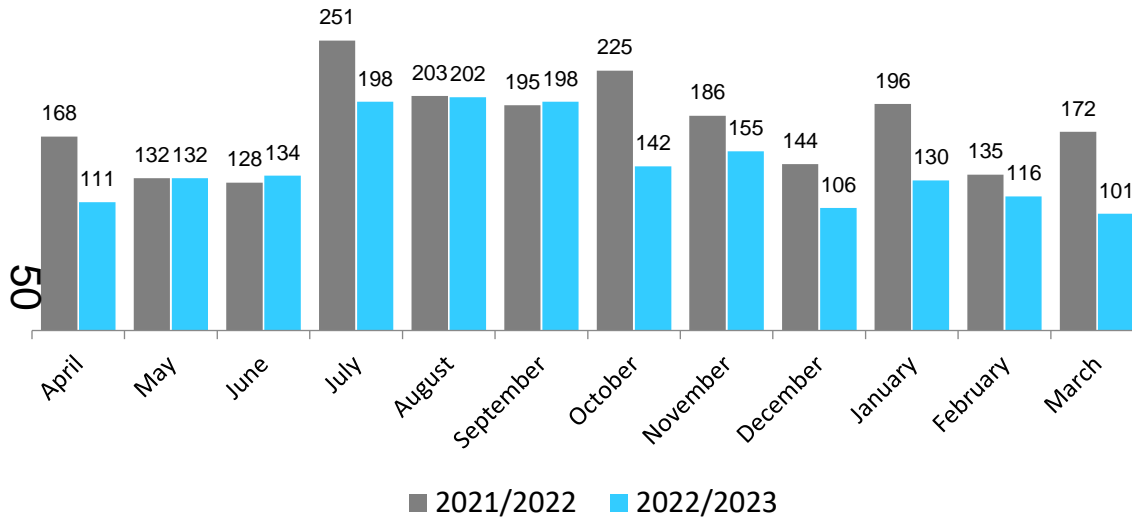
## •Slide 19 Projects:

The street sweeper schedule has taken a positive step towards completion, TBC are currently in the process of zoning their areas which will then enable Ubico to create a schedule with that in formation. A business case has recently been sent to Tewkesbury with regards to In-Cab technology, this highlights the benefits this will have for TBC and Ubico, these include – the potential to carry out cross boundary working with other stakeholders, identify operational efficiencies, accurate data supplied from collection crews, time saved for customer services and many more. We are also preparing for our fleet procurement due in 2024, this has started very positively with a really good look at how we can improve our current fleet, to further improve health and safety and operational efficiencies, we are also looking at ways to reduce the carbon footprint of the TBC fleet.

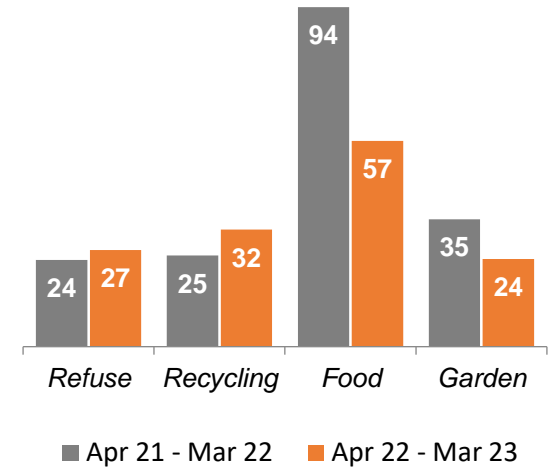
# Deliver Quality

## Missed Collections

Monthly reported **Missed Collections** - All waste streams



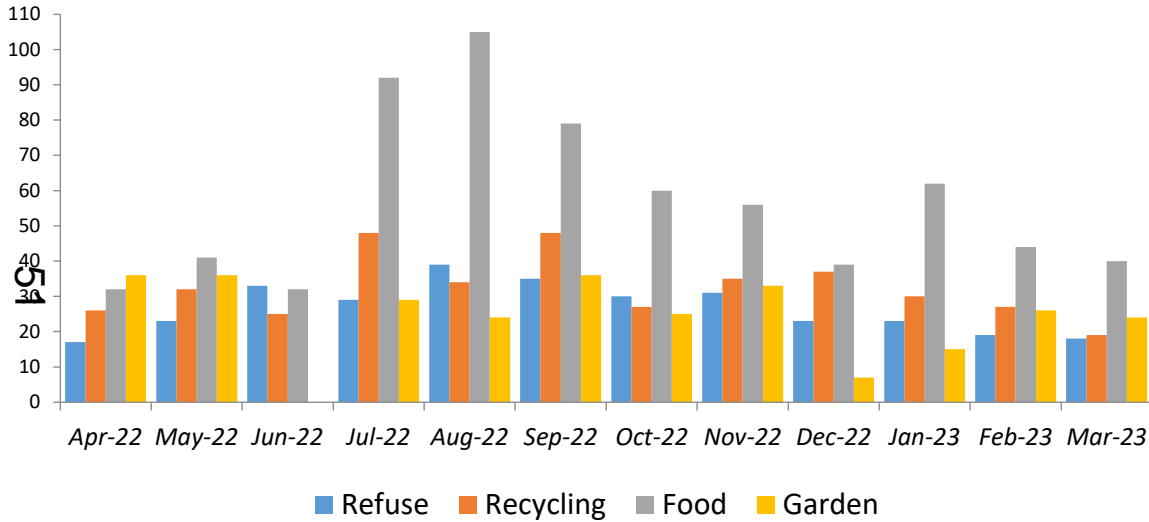
Monthly average number of **Missed Collections**



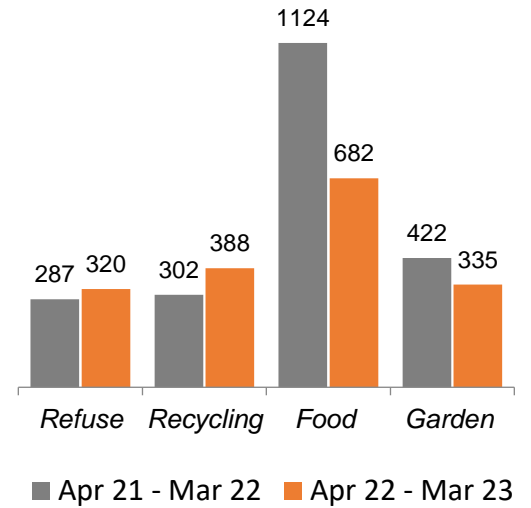
# Deliver Quality

## Missed Collections

Monthly reported Missed Collections

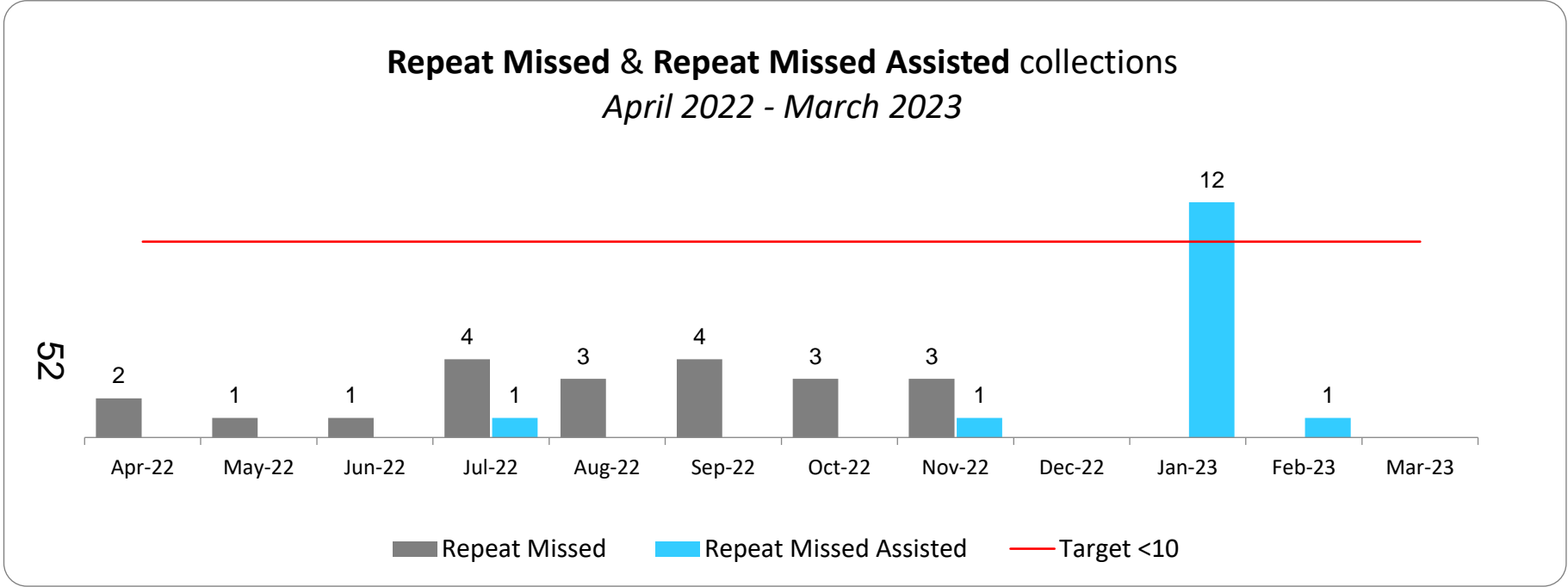


Missed Collections by waste stream



# Deliver Quality

## Repeat Missed Collections



# Deliver Quality

## Collections

*April 2022 - March 2023*

Total Collections: 4,990,544

Total Missed Collections: 1,724

Target: 99.95%

Collection Accuracy: 99.99%

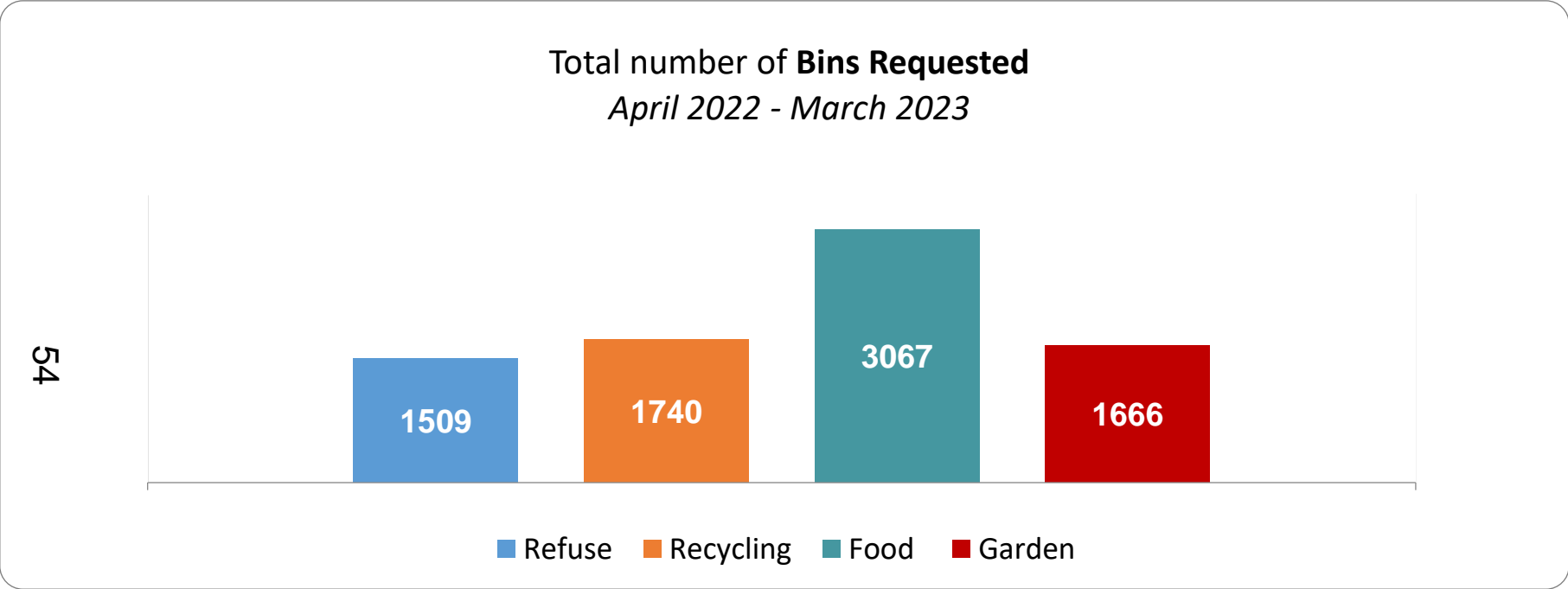
53

ubico



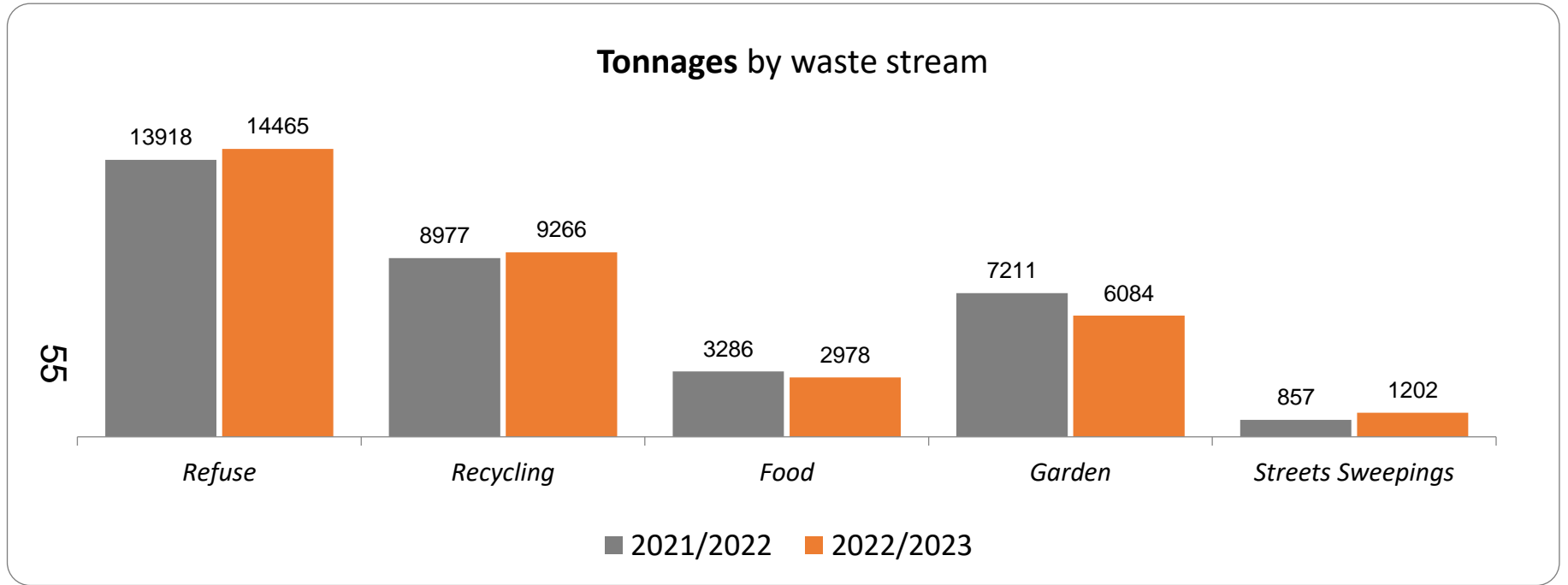
# Deliver Quality

## Bin Requests



# Deliver Quality

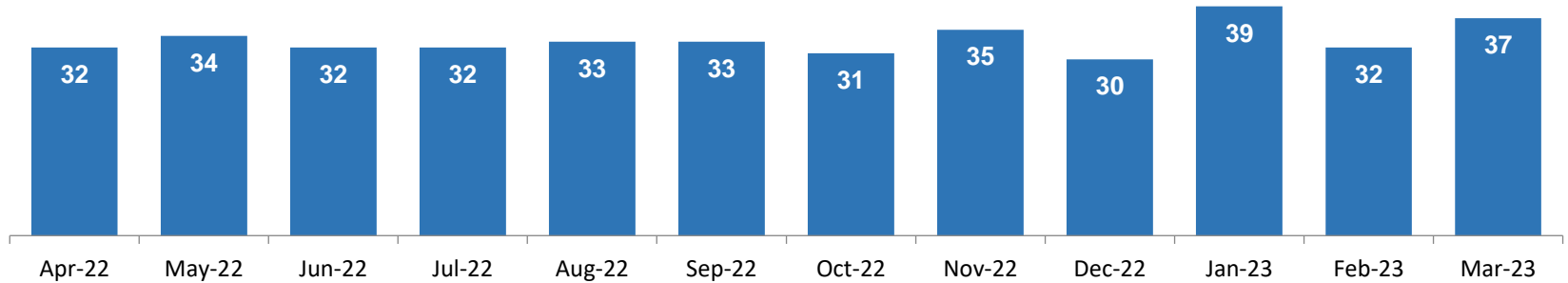
## Tonnages



# Deliver Quality

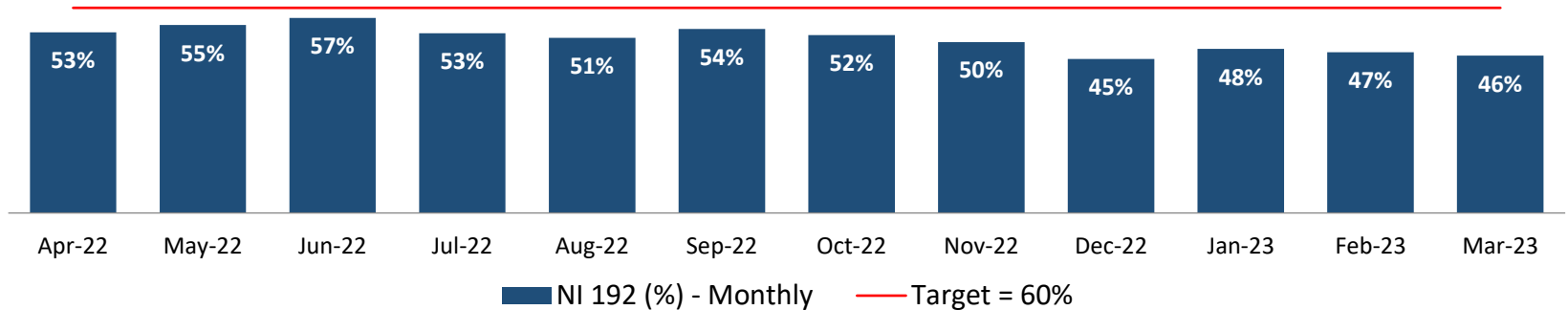
## Household Waste

**NI 191 (Kg) Residual Household Waste per head of population**



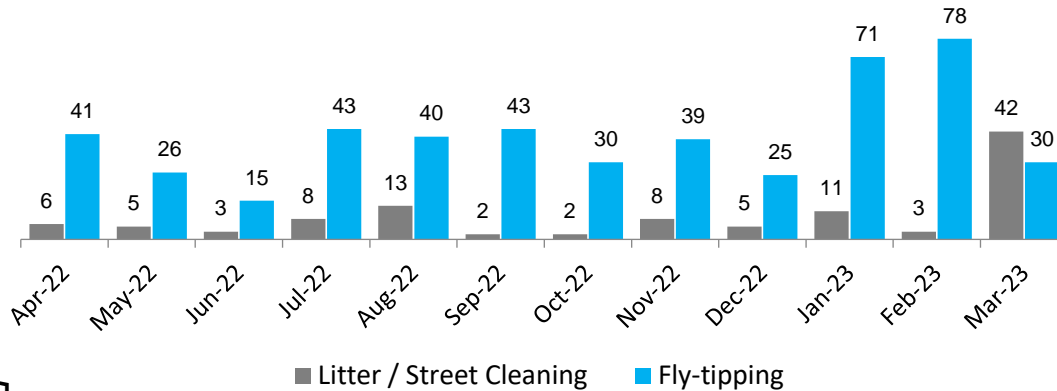
56

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



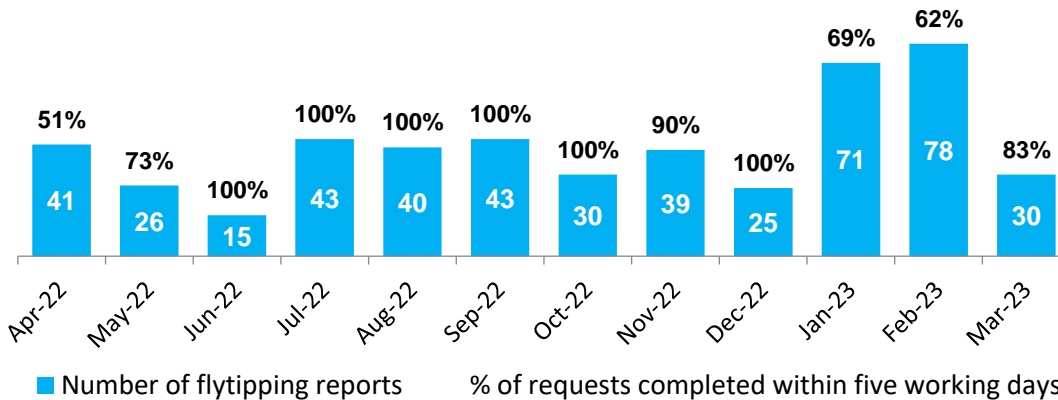
# Care for our Environment Litter/Street and Fly tipping Requests

Number of Litter/Street Cleansing and Fly-tipping requests



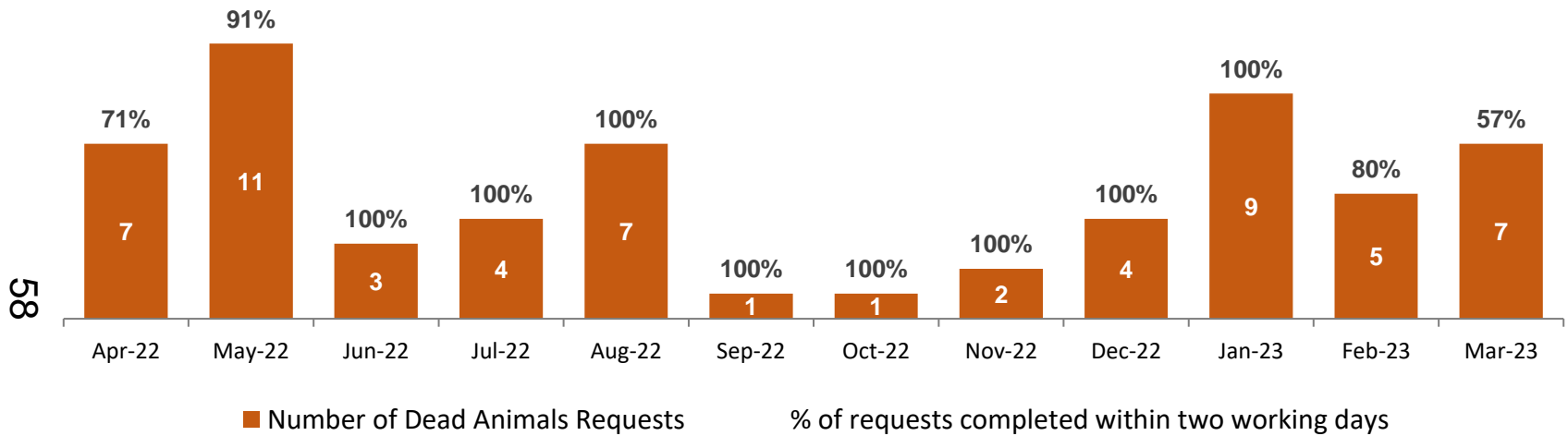
57

Number of Fly-tip removal requests & percentage removed within 5 working days



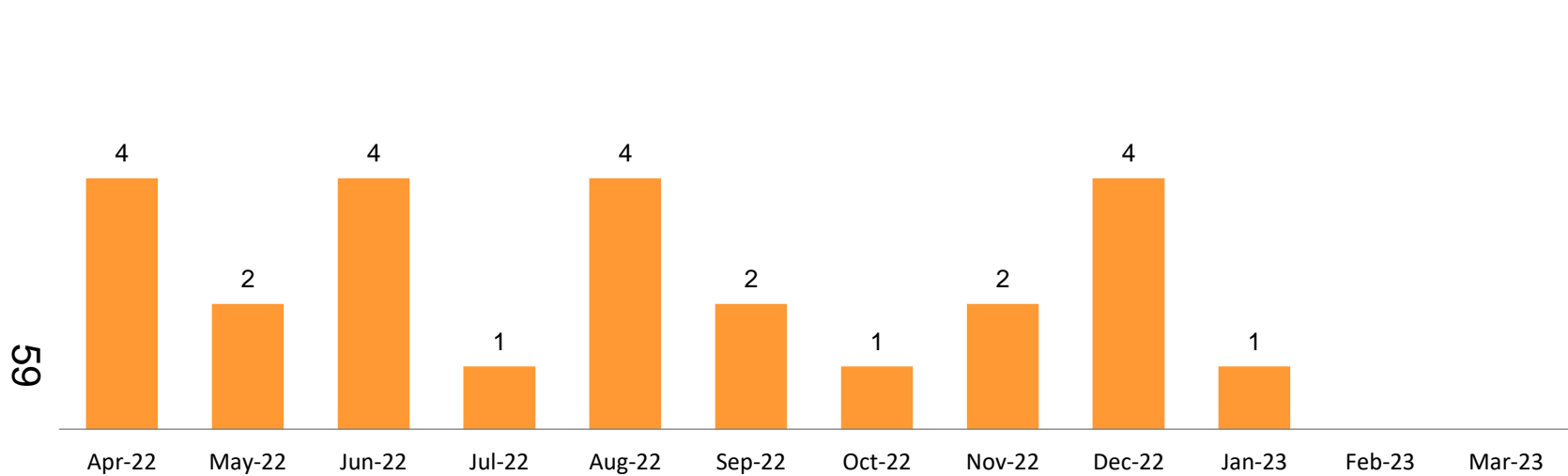
# Care for our Environment Other Requests

Number of **Dead Animal** removal requests and **percentage** removed within 2 working days



# Be Safe Overweight tickets

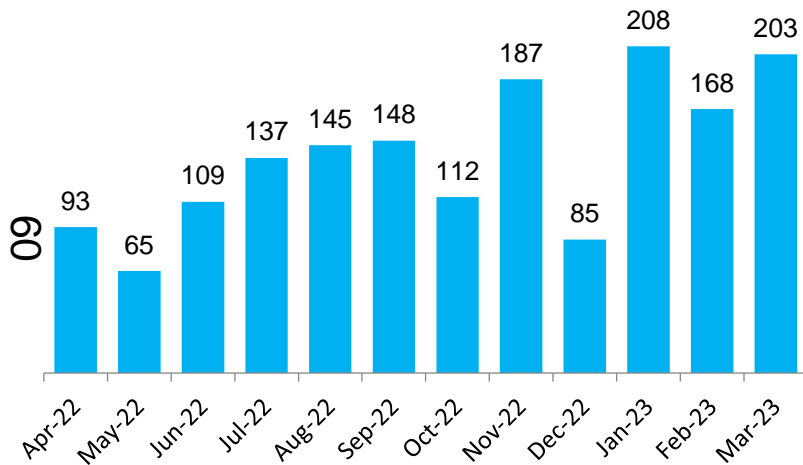
Number of **Overweight** tickets



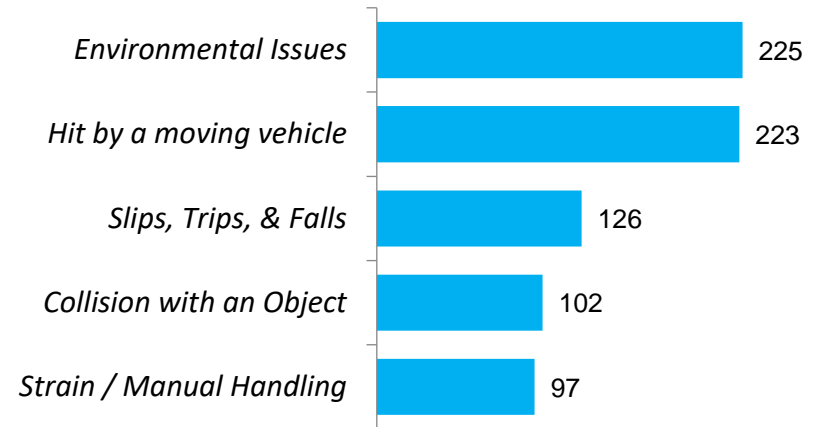
# Be Safe

## Safety Concern Reporting

### Safety Concerns



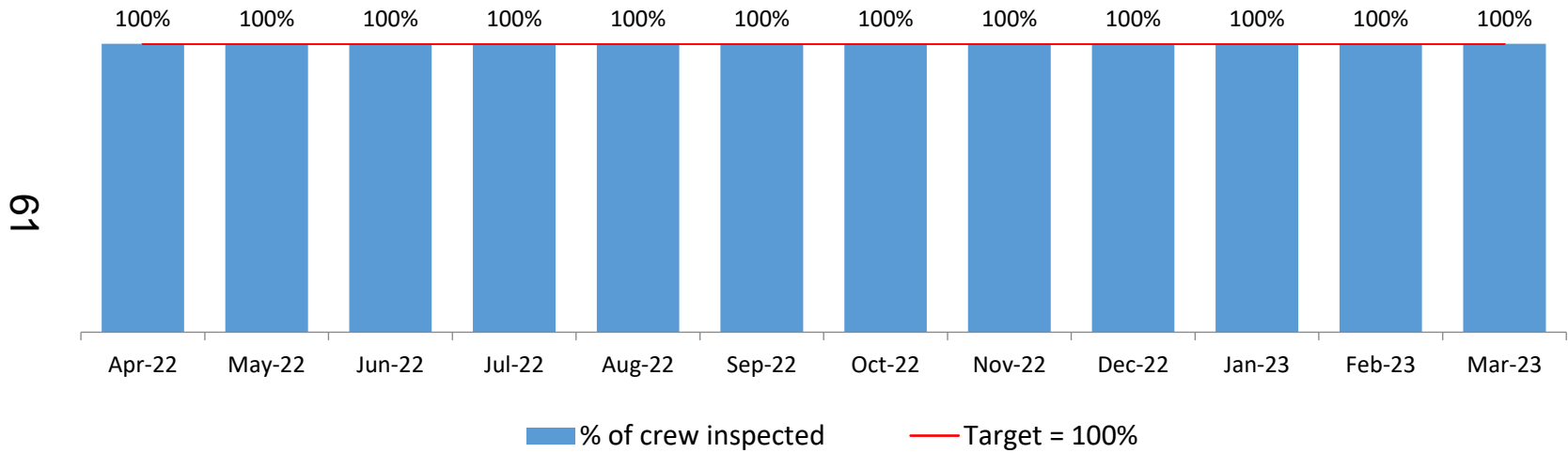
### Top 5 Safety Concerns April 2022 - March 2023



# Be Safe

## Crew Inspections

**% of Crew Inspections** carried out each month  
*Waste & Recycling & Environmental Maintenance*

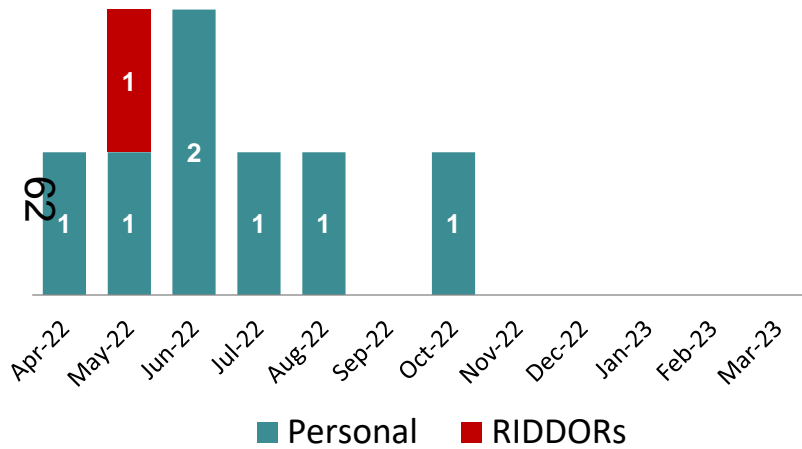




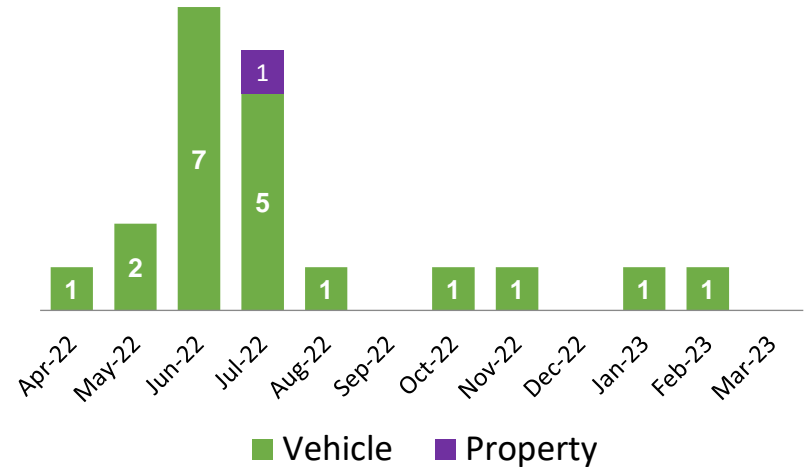
# Be Safe

## Accidents

### Personal Accidents and RIDDORs



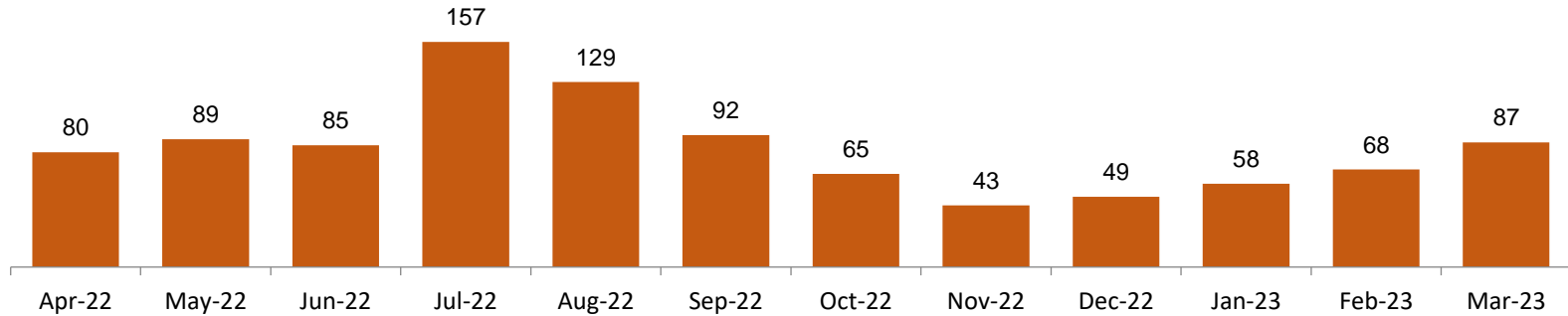
### Vehicle and Property Accidents



# Absence Tewkesbury Contract

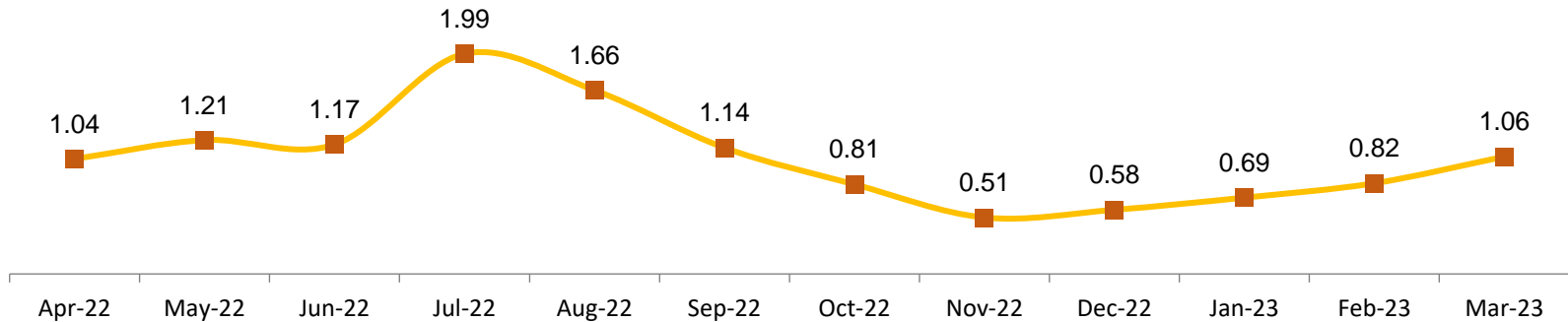


### Absence trends - Working Days lost



63

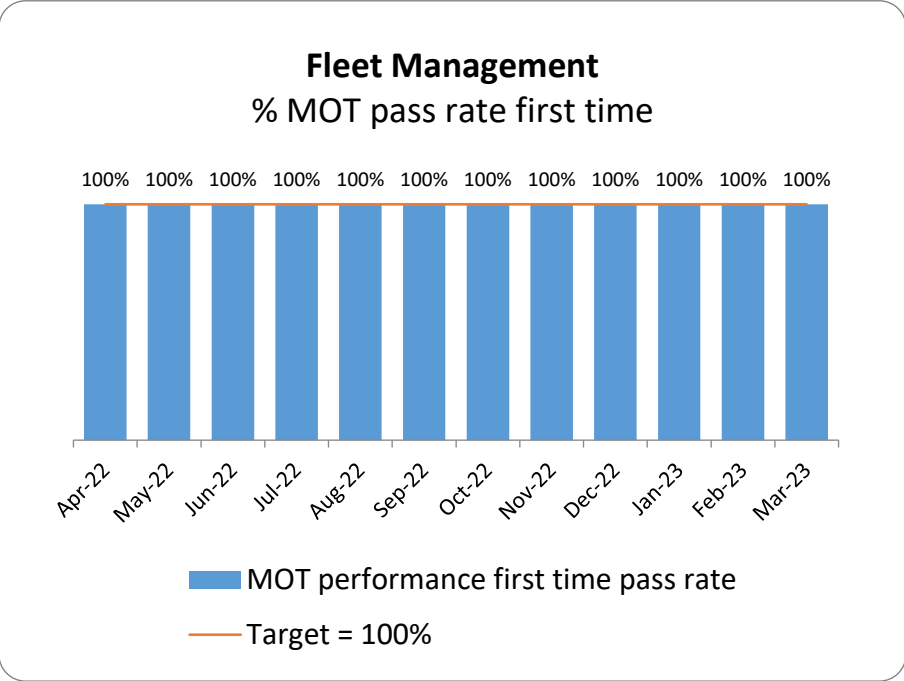
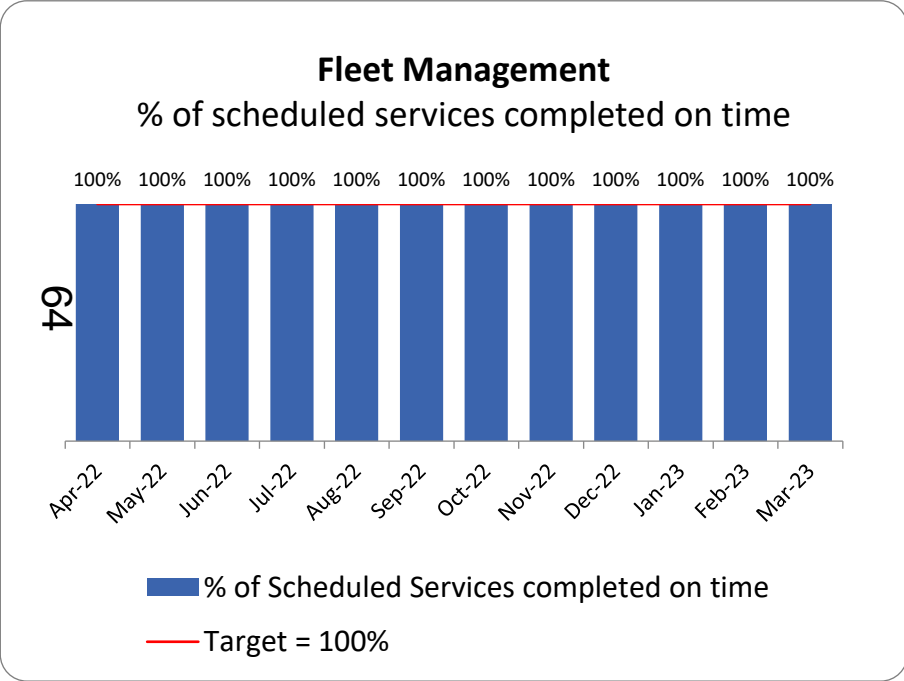
### Average number of Absence Days per full time employee per month



# Deliver Quality

## Fleet

- Traffic Commissioner / DVSA Rating for 2022 / 2023: **Green**
- Fleet Compliance Audit Score: **100%**



# Tewkesbury Projects

- Implement and move forward with in-cab technology to drive further operational efficiencies.
- Implement changes to street services - *ready to be rolled out, we are awaiting for the fleet procurement as new vehicles have been agreed to carry out our narrow Refuse collections currently being served by street cleansing.*
- Implement a sweeper schedule - *groundwork has been completed, we are awaiting confirmation of Zone areas from Tewkesbury Borough Council.*
- Fleet Procurement – ensure the correct vehicles are being purchased and specified accordingly.
- Explore potential for greater service integration with Tewkesbury to deliver operational efficiencies and improvements on collection rounds, streets and grounds services -

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	11 July 2023
<b>Subject:</b>	Annual Workforce Development Strategy Review
<b>Report of:</b>	Senior HR and OD Advisor
<b>Head of Service/Director:</b>	Director: Corporate Resources
<b>Lead Member:</b>	Lead Member for Organisational Development
<b>Number of Appendices:</b>	Three

**Executive Summary:**

In 2019, the Council approved a five year Workforce Development Strategy (2019 – 2024). This report covers the progress made in the year 2022/23, actions planned for the year 2023/24 (Appendix 1) and key performance outturn for 2022/23 (Appendix 2). The last report was in July 2022.

**Recommendation:**

**To CONSIDER the progress made against delivery of the Workforce Development Strategy.**

**Financial Implications:**

None directly arising from this report.

**Legal Implications:**

None directly arising from this report.

**Environmental and Sustainability Implications:**

None directly arising from this report.

**Resource Implications (including impact on equalities):**

None, other than Officer time to implement the action plan.

**Safeguarding Implications:**

None directly arising from this report.

**Impact on the Customer:**

None directly arising from this report.

## **1.0 INTRODUCTION**

**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 been required to respond to unforeseen needs, particularly around policy changes, remote working, wellbeing and training. 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 2022/23 actions, and the proposed actions for 2023/24 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 reduced 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 2021/22 data includes quarter one 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 CONSULTATION**

4.1 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.

#### **5.0 ASSOCIATED RISKS**

5.1 None

#### **6.0 MONITORING**

6.1 Monitoring will include a regular review of HR statistics against national landscape, ongoing reporting to ONS and COG/Leadership Team and developing data solutions for key HR processes. Progress in delivering the action plan will be reported to the Overview and Scrutiny Committee on an annual basis.

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

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

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**Background Papers:** None

**Contact Officer:** Director – Corporate Resources  
01684 272002 [graeme.simpson@teWKesbury.gov.uk](mailto:graeme.simpson@teWKesbury.gov.uk)

**Appendices:** Appendix 1 – Progress against 2022/23 Actions and Proposed Actions for 2023/24  
Appendix 2 – 2022/23 Key Performance Measures Outturn  
Appendix 3 – Gloucestershire Healthy Workplaces Award Report

# Workforce Development Strategy 2019 - 2024



## Delivery Plan Review

### Annual Delivery Plan Actions 2023/2024

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 2024.

1. Releasing Productivity			
Areas Identified	Status	Progress on 2022/2023 actions	Actions for 2023- 2024
IT and digital skills Induction Culture of continuous improvement	😊	<p>Deliver reward and ‘thank you’ systems: A number of options have been considered with the Business Transformation Team. Team and individual ‘thank yous’ and ‘shout outs’ have been incorporated as standard items into the Staff Briefing and ‘Alistair’s Update’ sessions.</p> <p>Identify IT training providers if necessary to meet needs: A new digital learning lab subscription has been purchased from the corporate training budget to allow the Business Transformation and IT &amp; Cyber teams to experiment with the latest programmes and systems to ensure that the council is up to date with the latest technologies to keep us safe and continuously improving.</p>	All actions identified in the Workforce Development Strategy have been completed
2. Digital Transformation			
Areas Identified	Status	Progress on 2022/2023 actions	Actions for 2023- 2024



<p>Recruiting and selecting for a digital environment</p> <p>Service reviews and business transformation</p> <p>Promoting digital working</p>		<p>Deliver the HR Self-Service platform for managers and staff: The MyHR system has launched this year, with all staff now completing their timesheets, requesting leave and recording sickness absence through the system.</p> <p>Launch new job description / person specification template: A new template has been launched and is in use</p> <p>Explore partnerships with others to increase exposure to digital innovation (Uni of Glos business school) and other developments in innovative thinking: This item has been partly delivered through the purchase of the digital learning lab subscription which supports digital innovation. The council will continue to explore potential partnerships in 23-24.</p>	<p>Explore partnerships with others to increase exposure to digital innovation (Uni of Glos business school) and other developments in innovative thinking</p>
<b>3. Commercialisation</b>			
Areas Identified	Status	Progress on 2022/2023 actions	Actions for 2023- 2024
<p>Recruitment</p> <p>Role responsibilities and skills</p> <p>Culture and behaviours</p> <p>Leadership and training</p>		<p>Ensure that the plans for visibility of vision, values and behaviours remain part of the post-COVID office work: The Associate Director: People, Culture &amp; Performance has an active role in the office refurbishment project where plans include raising the profile of the council's vision, values and behaviours through wall wraps and the digital screens around the office.</p> <p>Undertake further analysis of candidate information and explore new recruitment pools ie LinkedIn and working with Forces resettlement: The council is now actively using LinkedIn to promote suitable roles and has a number of new recruitment</p>	<p>Continue to ensure that vision, values and behaviours remain part of the office refurbishment project.</p> <p>Explore opportunities to work with Forces resettlement</p>

		reports available through our Eploy system. Whilst some early conversations have been had with forces resettlement, this will be explored further over the coming year.	
<b>4. Workforce Resilience</b>			
<b>Areas Identified</b>	<b>Status</b>	<b>Progress on 2022/2023 actions</b>	<b>Actions for 2023- 2024</b>
Invest further in apprenticeships Career progression Performance Management and Personal Development Succession Planning	☹️	Procure a learning and development system which helps to identify and develop talent: Significant progress has been made on this action and it is an active project under the council's Programme Board, it is expected that this will be delivered in 23-24.	Procure a learning and development system which helps to identify and develop talent
<b>5. Being a Great Place to Work</b>			
<b>Areas Identified</b>	<b>Status</b>	<b>Progress on 2022/2023 actions</b>	<b>Actions for 2023- 2024</b>
Leadership Employer brand and marketing Flexible working Health and Wellbeing Everyone's Council	☹️	Implement a salary sacrifice scheme for electric / low emission cars and for the purchase of additional annual leave: The salary sacrifice scheme for electric and low emission vehicles launched this year. We have not yet delivered the scheme for the purchase of additional annual leave but plan to do so in 23-24.  Review job evaluation processes and initial review of pay structures: A significant review of pay structures was delivered this year in our Retention and Recruitment programme. Early	Implement a salary sacrifice scheme for the purchase of additional annual leave  Review job evaluation processes. Develop an outcome based culture to support agile working  Create a library of management toolkits for managing common issues including absence management, organisational

Engagement and Involvement		<p>indications are that this work has been positively impacting on our turnover and recruitment rates. Further work on updating our job evaluation process will be delivered in 23-24.</p> <p>In addition a new Employee Assistance Programme has been procured and the council has been awarded the Enhanced Workplace Wellbeing Award.</p>	<p>change, maternity, leavers to support consistency</p> <p>Use evidence based approaches to reducing the gender pay gap</p>
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**Appendix 2 - Assessment of Council Achievement against the Key Performance Measures set out in Workforce Development Strategy (2019 – 2024)**

Key Performance Measures as Described in Workforce Development Strategy					
Key Performance Measure	What will it show	Why use it	Rate	Progress	Comment
Time to hire	Number of elapsed days from advert to issuing of contract	To maintain effectiveness of recruitment systems	63 days	☹️	<p>Average for 2021/22: 49.8 days (7.1 weeks)</p> <p>We have seen an increase in time from taken from advert to issuing contract for 2022/23. This does include a post where there was a large delay during onboarding and resulted in us withdrawing the offer of employment due the candidate needing to leave the country for an extended period of time.</p> <p>Also, during this year the Government has required a return to in person right to work checks rather than via Teams, which has also added a slight delay on some onboardings due to availability particularly those living at distance from the office. We have adapted our process to allow for conditional contracts to be issued subject to first-day verification of documents.</p> <p>These 2 scenarios make up the 4 longest time to hire candidates, and without their inclusion the figure is 52.1 days (7.4 weeks)</p> <p>Finally, in some areas we have experienced some delay in managers shortlisting following the close of</p>

					their adverts. To combat this we have created a flag in the system for the HR team where a manager has not shortlisted a week after the close of their advert so we can contact them to remind them.
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	7.7 candidates per advert 73% vacancies placed on first advert	☹️	<p><b>April 2021 – March 2022</b> 88 employment vacancies 526 applications Average 7.7 applications per post</p> <p><b>2022/23</b> 202 RTFs authorised 45 new posts 58 current / previous post holder leaving 55 contract extensions / increase in hours 42 temporary cover</p> <p>78 employment vacancies 12 advertised internally only 66 advertised externally</p> <p>Of 78 employment vacancies</p> <ul style="list-style-type: none"> <li>• 43 filled on first advert</li> <li>• 11 filled on subsequent advert</li> <li>• 5 not filled at end of year</li> <li>• 19 no longer required</li> </ul> <p>Excluding those posts which were reported as no longer required - 73% of required vacancies placed after first advert, 92% of required vacancies placed after second advert.</p>

					<p>Placed on first advert remains around the same from 2021/22 (previously 74%) but subsequent advert has improved as it was previously 83%. This figure also includes a number of hard to fill posts within our Planning and Legal departments.</p> <p>508 applications have been received across 66 vacancies (excluding agency and internal only advertisements) – which is an average of 7.7 applications per post.</p> <p>Of all 624 applications (including internal and agency):</p> <p>Gender -</p> <ul style="list-style-type: none"><li>• 348 female</li><li>• 226 male</li><li>• 6 prefer not to say</li><li>• 44 not specified</li></ul> <p>Disability -</p> <ul style="list-style-type: none"><li>• 588 None reported</li><li>• 36 disability declared</li></ul> <p>Widespread difficulties continue in the employment market for many professions and councils, which is resulting in a very competitive market. We particularly experience difficulties in successfully filling professional roles and where we are in competition with the private sector.</p>
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Absence rate	Days lost per full time equivalent (fte)	Identify cost of absence and manage overall levels	<p>9.83 days lost per fte employee 2022/23</p> <p>11.52 days lost per employee 2021/22</p>	☹️	<p>Whilst the absence rate remains higher than our internal target of 8 days, 9.83 days is a positive direction of travel and is a significant improvement on last year's rate of 11.52 days lost per employee.</p> <p>The HR &amp; OD team have been managing sickness absence processes following the updated Supporting Attendance Policy and training on the new policy has been given to all Managers to embed these changes. With the addition of sickness reporting through the digital MyHR system this enables managers to have more immediate clearer vision of sickness absence within their teams.</p> <p>Please find a breakdown below of our quarterly short term and long term absence figures for 2021/22 and 2022/23;</p>
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					<b>2021/22 stats</b>				
						<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
					<b>Total no of sick days - short</b>	172	175.6	190.6	193.5
					<b>Total no of sick days - long</b>	231	292.7	501.1	479.3
					<b>Average number of working days lost per employee</b>	2.1	2.4	3.55	3.46
					<b>2022/23 stats</b>				
						<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
					<b>Total no of sick days - short</b>	165.2	173.7	142.1	174
					<b>Total no of sick days - long</b>	362.8	355.1	237.5	287.2
					<b>Average number of working days lost per employee</b>	2.75	2.78	1.96	2.34



Causes of absence	The most common reasons for employee sickness absence	Track effectiveness of well-being programme through patterns in causes for absence	N/A	😊	<p>Top 3 reasons for 2022/23;</p> <ol style="list-style-type: none"> <li>1 - <b>Infections</b> (flu/cold/cough/throat infections)</li> <li>2 - <b>Covid</b></li> <li>3 - <b>Stomach, liver, digestion</b> (diarrhoea and vomiting)</li> </ol> <p>The top reasons for absence in the UK overall as confirmed by ONS is <b>minor illnesses</b> (coughs, colds, flu, sickness and diarrhoea), <b>other</b> (including accidents, infectious diseases, diabetes etc) and <b>musculoskeletal</b>, with <b>respiratory conditions</b> overtaking mental health conditions to become the fourth most common reason for sickness absence in 2022/23.</p> <p>The rise in days lost to colds, coughs and flu is likely due to a lower immunity to infection following multiple lockdowns and the introduction of face-to-face working through hybrid working arrangements from 2021 into 2022, alongside the impact of new</p>

					<p>'super colds' nationwide. As part of our in-house wellbeing offering we cover the cost of a flu jab annually (if not eligible via the NHS), alongside cleaning supplies at every workstation and flexible working, to minimise transfer of germs between officers.</p> <p>The recent Healthy workplace enhanced 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 staff interviews and a review of a portfolio of wellbeing evidence that there is a commitment to embedding a healthy culture across all departments of the Council.</p> <p>The fact that reasons for absence which are likely to result in longer term absences (musculoskeletal, mental ill health etc) are given less frequently is positive.</p>
Voluntary turnover	% of workforce voluntarily leaving employment in a 12 month period	To indicate satisfaction with council as an employer, manage retention rates	15.4%	☹️	<p>For 2021-22 the voluntary turnover rate for the council was 14.5%.</p> <p>Whilst we have seen an increase in the voluntary turnover rate this year to 15.4%, and the target has been missed by 2%, this is in line with a significant rise in voluntary resignations seen across industries between 2020-22.</p> <p>It is important to note that the highest turnover rates relate to Q1 and Q2 (12.2% collectively) and then there was a significant drop in turnover from Q3 (2.3%), and another significant drop in Q4 (0.9%). Some of this reduction is likely to be due to the positive impact of the Retention and Recruitment</p>

					programme including the new pay structures which were implemented in Q3 and the council is now in a much stronger position to anticipate lower voluntary turnover in 23-24.
Turnover of employees in year 1 of employment	% of leavers with 12 months service or less	To indicate satisfaction with the council as an employer and effectiveness of recruitment and induction processes, manage retention rates	1.8%	😊	<p>This is for 12 month period April 2022 to March 2023. This figure is reduced from last year (2.7%) with 4 leavers during the year with less than 1 years' service. These were resignations with one being due to relocation.</p> <p>This indicates that the council is describing jobs well through our advertising and onboarding processes and also inducting people effectively.</p>
Apprentice retention	% of apprentices securing a permanent role at the council	To indicate success of apprenticeship scheme in meeting future workforce needs	100%	😊	<p>Since 2019, 100% of apprentices have secured roles within the council. We are currently recruiting a new cohort of apprentices for Summer 2023, roles include;</p> <ul style="list-style-type: none"> <li>○ <b>Level 3 Information Communications Technology (IT)</b></li> <li>○ <b>Level 3 Business Administration (Community Services)</b></li> <li>○ <b>Level 3 Business Administration (Rotational apprentice – to be shared across multiple service areas)</b></li> <li>○ <b>Level 4 Revenues and Welfare Benefits Practitioner (Revs and Bens)</b></li> </ul>
Employee Opinion Survey – Advocacy	% of staff speaking positively of the	Overall measure of employee	78% (98% including		During this year we have successfully delivered the Employee Opinion Survey after a break during the

Question: Council as an employer	Council as an employer	engagement, manage retention rates.	neutral responses		COVID crisis where we instead concentrated on much shorter Pulse checks.
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’	72% (96% including neutral responses)		Around 60% of our staff responded, which is a reasonable response, whilst accepting that there remains a significant minority who did not respond, the feedback was extremely encouraging across the board with almost all questions yielding more positive responses in comparison to the last survey results in 2019.
Employee Opinion Survey - % of staff looking for another job in 2 years	% of staff looking to leave employment in next 2 years – and reason why	To indicate satisfaction with council as an employer and compare potential turnover with actual. Manage retention rates	25% of respondents		<p>We saw a significant majority of respondents actively prepared to speak positively about the council as an employer and as a supplier of services, and only 2% and 4% who would be critical about us as an employer and provider of services respectively.</p> <p>25% of permanently employed respondents (34 respondents) indicated that they would be likely to look for a job outside the council in the next two years, but 22 of these respondents also said that they are looking to develop their career within the council, which suggests that were the right opportunities to be available those people would be keen to stay. This underlines the importance of a greater emphasis on workforce planning and structured development going forward.</p> <p>Comments from those who were not looking to develop their career within the council (10 respondents) also tended to answer that they did not feel appreciated and recognised in their role,</p>

					felt their ideas for improvements were not encouraged. This underlines the importance of the work of the Organisational Culture group which has been looking at these areas.
Gender Pay Gap	% gap in mean and median earnings of male and female employees	To track success in addressing/reducing the gender pay gap.	13.2% mean 3.97% Median	😊	The council has continued to see a positive closing in the mean pay gap to 13.2% compared with 16% and in the median pay gap to 3.97% compared to 5% as at 31st March 2021 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 in 2021 of 15.4%.
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>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>Our HR Self Service system, MyHR has now been launched and it is anticipated that one of the future developments in the coming year will allow staff to view and update their own equalities data to ensure it stays accurate.</p> <p>In terms of key statistics, the council reports 7.5% of staff who have identified themselves as being not in the majority category of White British against a comparator of 6.9% across Gloucestershire as a whole.</p>

					Our gender split is 70/30 in favour of women, except in the top pay quartile where the balance is more even at 56/44 in favour of women.
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%	😊	<p>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 and including agile working governance and assurance as part of the onboarding process.</p> <p>The Agile Working Policy sets out the framework for agile and flexible working going forward.</p>
Workforce costs	Actual and % total workforce costs compared to budget	Ensure control of expenditure on workforce	-0.8% variance	😊	<p>For Financial year 22-23 Budget - £11,568,000 Actual - £11,658,000</p> <p>The workforce budget was slightly overspent for this year largely as a result of some key vacancies for which agency backfill was needed.</p>
External pay and benefits checks	Key roles where council pay and benefits package	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

	varies from competitors				<p>alternative attraction methods. Where necessary we have applied market supplements to pay.</p> <p>A key piece of work which has been completed this year is the Retention and Recruitment programme which involved the review of both internal and external data for all grades in the council. Changes were made to the pay structure for grades G-K from Q3 and turnover has significantly dropped in Q3 and Q4.</p> <p>Building on the work already in place on our Total Rewards programme we have now launched an electric and hybrid car salary sacrifice scheme. A scheme to purchase annual leave is planned for 23-24.</p>
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# Gloucestershire Healthy Workplace Award Report 2022

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**TEWKESBURY BOROUGH COUNCIL**

Victoria Lukins – Workplace Wellbeing Lead  
HEALTHY WORKPLACES GLOUCESTERSHIRE [WWW.HWGLOS.ORG](http://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

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	11 July 2023
<b>Subject:</b>	Financial Outturn 2022/23
<b>Report of:</b>	Associate Director: Finance
<b>Head of Service/Director:</b>	Executive Director: Resources and S151
<b>Lead Member:</b>	Lead Member for Finance and Asset Management
<b>Number of Appendices:</b>	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 report outlines an underspend against budget of £1,007k and details the reasons for this position.

**Recommendation:**

**To CONSIDER the Financial Outturn 2022/23 report**

**Financial Implications:**

As detailed within the report.

**Legal Implications:**

The authority is required to set a balance budget having given regard to the advice of its Executive Director of Resources (Section 151 Officer). Section 25 of the 2003 Local Government Act requires the Section 151 Officer to comment on the robustness of the estimates and the adequacy of reserves.

**Environmental and Sustainability Implications:**

None arising from this report.

**Resource Implications (including impact on equalities):**

None associated with the report

**Safeguarding Implications:**

None associated with the report.

**Impact on the Customer:**

None associated with the report.

**1.0 INTRODUCTION**

- 1.1** This report sets out the final outturn position for the 2022/23 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 2022/23 and explain significant variances. The report also addresses the movement on reserves.
- 1.2** 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 2023 following the audit conducted by Grant Thornton.

**2.0 GENERAL FUND REVENUE OUTTURN 2022/23**

- 2.1** In March 2023, the quarter three outturn position was reported to Executive Committee. The report confirmed an estimated year end surplus of £1.18m.
- 2.2** The final General Fund revenue outturn position for the full year can now be reported as a £1m surplus. The following table highlights the final outturn position for service provision, the net position on corporate income and expenditure and the resulting surplus.

	<b>Budget</b>	<b>Full Year Outturn</b>	<b>Full Year Variance</b>
<b><u>Services expenditure</u></b>			
Employees	£11,648,193	£11,258,850	£389,343
Premises	£613,798	£613,672	£126
Transport	£61,560	£47,867	£13,693
Supplies & Services	£2,217,742	£2,265,338	<b>-£47,596</b>
Payments to Third Parties	£6,526,985	£7,320,055	<b>-£793,070</b>
Transfer Payments - Benefits	£90,000	£195,166	<b>-£105,166</b>
Central Recharges	£29,929	<b>-£68,681</b>	£98,610
COMF Funding	£0	<b>-£7,455</b>	£7,455
COVID-19 Costs	£0	£1,587	<b>-£1,587</b>
Grants	£0	<b>-£169,363</b>	£169,363
Projects Funded Externally	£83,419	£171,814	<b>-£88,395</b>
Income	<b>-£8,147,607</b>	<b>-£9,269,461</b>	£1,121,854

<b>Services Sub Total</b>	<b>£13,124,019</b>	<b>£12,539,390</b>	<b>£764,629</b>
<b><u>Corporate expenditure</u></b>			
Treasury – Interest Received	-£439,000	-£932,561	£493,561
Treasury – Borrowing Costs	£467,000	£449,289	£17,711
Investment Properties	-£3,230,484	-£3,052,525	-£177,959
Corporate Savings Targets	-£100,000	£0	-£100,000
Core Government funding	-£1,511,086	-£1,518,000	£6,914
New Homes Bonus	-£1,633,094	-£1,633,094	£0
Business Rates	-£1,887,180	-£2,697,295	£810,115
Council Tax Surplus	-£98,009	-£97,974	-£35
Parish precept	£2,433,310	£2,433,311	-£1
Use of reserves & MRP	£119,430	£926,973	-£807,543
<b>Corporate Sub Total</b>	<b>-£5,879,113</b>	<b>-£6,121,876</b>	<b>£242,763</b>
Surplus / (deficit)			<b>£1,007,392</b>

#### Service Expenditure

**2.3** The outturn position for direct services expenditure and income shows a surplus of £765k and is mainly attributable to the major items outlined below:

- Employee costs are £389,343k 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. £233k saving in the MRF gate fee, this was due to a significant reduction in the gate fee between Q1-Q3, the fee reduced from £67 per tonne to £38 per tonne. In Q3 the fee rose to £56 per tonne and it continues to rise.
  3. £300k of gross costs, across various activities, are supported by external grant funding which is shown as part of the surplus on income.
- Housing benefit awarded was higher than expected; however, we have recovered less than anticipated. The recovery rate in year was 98%, rather than the 99% budgeted for. The budget was extremely ambitious and with new staff starting it meant the target was not quite achievable. The gave an overall adverse variance of £105k to budget.



- Projects funded externally contains the costs and income of the Joint Core Strategy, Garden Towns and Heritage Action Zone. The balances on these individual funds are transferred to or from reserves at year end. The deficit seen relate to the costs of the Garden Town. There was no additional funding received in year, therefore this balance has reduced the corresponding reserve.
  - The Council generated additional income of £1.1m. Development Management received planning fees £370k greater than budget and they also received £309k of grants. The Council received a £300k grant for modern planning software which is to be used in 2023/24. Licencing income was also above budget by £173k.
- 2.4** 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.
- 2.5** The treasury outturn for 2022/23 is a £511k gain against budget. More detail on the performance of the treasury function is shown in section 5 of the report and Appendix D.
- 2.6** With regards to commercial activity, the Council has an investment property portfolio totalling £59.9m which produced a gross rental income of £3.19m, a yield of 5%. The gross rental income was slightly down against budget expectations, circa £178k, as a result of unoccupied unit at The Chase and Tipton. All units are now fully tenanted. The commercial property reserve has been utilised to cover the shortfall in income to the general fund.
- 2.7** Business rates contributed £1m to the outturn surplus; however, due to the statutory collection fund rules, £584k has to be set aside where we overestimated the amount of s31 grant reliefs given to businesses. This has been moved to reserves. The net impact on outturn is a £448k surplus against the budget. In addition, there is a gain from the Gloucestershire Business Rates Pool of £380k.
- 2.8** Delivery of the budget in 2022/23 has required less use of reserves than envisaged at the time of setting the budget. A number of employee posts were to be funded through reserves; however, other staff savings in year meant we were able to offset the expense of these posts. As a result, these earmarked reserves can now be reallocated for other projects.
- 2.9** The outturn report for 2022/23 highlights a strong financial surplus for the Council. Savings have been generated in the delivery of our core services which have been supplemented by service and corporate income. In addition to this, external funding has been attracted for service and project specific activity. The overall net underspend of £1.18m 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 2023 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 stand at £28.42m as at the end of March 2023 and include earmarked reserves, planning obligations and the general fund working balance. Whilst £1.18m is transferred into reserves from the general fund surplus, there is an overall decrease in revenue reserves of £127k as a result of expenditure against existing earmarked reserves in year. The business rates reserve has also been reduced as there is no longer a need to hold a deficit to pay the following year.

**3.3** The general fund surplus allows the Council to support a number of existing reserves, as well as create new specific reserves to meet immediate and planned needs. Increases to existing reserves include:

- Planned contributions to the commercial property reserve, investment reserve and vehicle replacement reserve.
- Increasing the MTFs reserve to support the future financial challenges that the Council faces.
- Increasing the open space and watercourse reserve to maintain land under the responsibility of the Council.
- Pay award reserve – Given current rates of inflation, the pay claim submitted by the Unions and the impact of the projected rates for the National Living Wage, the reserve has increased by £325k.

New reserves have been set aside for the following:

- Garden Town gateway review.
- Service and employee cessation reserve.
- Place Programme Reserve – to support the development of the place planning approach.
- Policy and Performance Support – to provide temporary capacity to develop the Council's approach to performance management and ensure the Council is responding to and planning for changes in government policy.
- Upgrade of the income management system.

**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, homelessness reduction, digitilisation 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 Mayors Charity, planning obligations and business rates. With regards to the planning obligations reserve, there has been a net increase in the reserve of £1.06m giving a balance of £10.23m. The business rates reserve holds a balance of £584k, which is s31 grant owed back to the Government next year.

**3.6** Where significant movements in other reserves have occurred during the year, a note in appendix B has been included, to explain the reason for the movement. Members are asked to approve the balances on the reserves for the new financial year.

#### **4.0 CAPITAL PROGRAMME**

**4.1** The council's planned capital programme for 2022/23 was £3.03m. The breakdown of the planned expenditure was land and buildings delivery (£1.6m), replacement vehicles and equipment (£0.6m) and disabled facilities grants (£0.8m).

**4.2** The actual delivery of the capital programme totalled £2.8m.

**4.3** Total expenditure of £1.58m was reported against council land and buildings. The Ashchurch Bridge project incurred more spend in 2022-23 than anticipated (the additional spend was scheduled for the following year) however it is all fully reclaimable via a grant from Homes England. Solar panels were installed to Public Offices building. The total cost of this was £650k. £225k of this was offset by a grant and the remainder was funded by revenue. This was not in the original capital programme.

- 4.4 A total of £443k was spent during the year on vehicles and equipment. This included the purchase of a road sweeper, waste and recycling bins and the purchase of IT hardware.
- 4.5 The community grants programme shows had no expenditure in year. The balance held is £23k.
- 4.6 The Council's Disabled Facilities Grants (DFG) programme shows an underspend of £51k. 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 £800k and the total expenditure incurred was £748,642. This shortfall will be carried forward.
- 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 Council and for the sale of the land in Northway and Bishops Cleeve.
- 4.8 The summarised capital programme is shown in Appendix C together with the sources of finance used. In summary, the Council expended £2.6m on capital projects in 2022/23 utilising £162k of capital reserves, £1.9m of capital grants and £587k from revenue. Following the allocation of capital receipts, the balance on capital reserves, both receipts and grants, has increased to £2.1m as at 31 March 2023.

## 5.0 CONSULTATION

- 5.1 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.

## 6.0 ASSOCIATED RISKS

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

## 7.0 MONITORING

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

## 6.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

- 6.1 Treasury Management strategy approved at Council on 25<sup>th</sup> January 2022 and the Medium-Term Financial Strategy approved at Council in January 2023.

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**Background Papers:** Approval of Budget 2022/23 – Council February 2022

**Contact Officer:** Associate Director: Finance

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**Appendices:** Appendix A – Revenue outturn by group  
Appendix B – Earmarked reserves and carry forwards  
Appendix C – Capital Outturn 2022/23

## General Fund Outturn by Group 2022/2023

	Budget	Actual	Savings / (Deficit)	Notes
<b>Chief Executive</b>				
Employees	£275,714	£276,540	-£826	
Transport	£0	£0	£0	
Supplies & Services	£8,160	£6,251	£1,909	
Payments to Third Parties	£0	£133	-£133	
<b>TOTAL</b>	<b>£283,874</b>	<b>£282,924</b>	<b>£950</b>	
<b>Community</b>				
	Budget	Actual	Savings / (Deficit)	
Employees	£1,473,469	£1,493,024	-£19,555	
Transport	£900	£1,033	-£133	
Supplies & Services	£130,284	£140,176	-£9,892	
Payments to Third Parties	£5,675,721	£5,921,928	-£246,207	1
COMF Funding	£0	-£7,455	£7,455	
COVID-19 Costs	£0	£1,587	-£1,587	
Ringfenced Projects and Funding	£23,419	-£79,290	£102,709	2
Income	-£2,472,356	-£2,740,046	£267,690	3
<b>TOTAL</b>	<b>£4,831,437</b>	<b>£4,730,957</b>	<b>£100,480</b>	

1) Adverse variance is largely due to the following:

- Ubico's final contract sum was £137k greater than budget. Adverse variances: £152k was due to the annual pay award, £83k due to the price increase of diesel and £76k of additional vehicle hire costs (£46k was funded from reserves so only £30k was funded from the general fund). There were various savings, totalling £197k, within the following areas: tyres, supplies & services, vehicle repairs, waste tipping charges and corporate support.

- It was brought to light last year that Cheltenham Borough Council have been undercharging us for our share of the Swindon Road Depot, they have informed us that this year's running costs will be £32k which is outside of budget.

- £37k of repairs to the bulking shed floor at Swindon Road Depot.

- Emergency accommodation costs are £73k over budget by the end of this financial year, 90% of these costs have been recovered, this is shown within income.

- There is a favourable variance of £233k within the MRF gate fee. This was due to a significant reduction in the gate fee per tonne being paid during Q1-Q3, the fee dropped from £67 per tonne to £38 per tonne. In Q4 we saw the gate fee rise to £56 per tonne.

- A new provision of £150k was made at year-end for the Morrisons health & safety legal case to cover costs in relation to their appeal. A £50k provision was made for another health and safety case.

2) Ringfenced projects and funding - Homelessness Prevention, Homes for Ukraine & Domestic Abuse. £103k favourable variance is due to the following;

- We received £42k for administering the Homes for Ukraine scheme, this was for officers time and the property inspections. These costs are across various service areas within employment costs.

- £26k is due to the homelessness prevention grant funding all homelessness costs, even costs that have been budgeted.

- £35k domestic abuse grant received.

3) Increase in income is due the following:

- Licensing income exceeded budget by £173k.

- Due to the increase in emergency accommodation costs the amount recovered also increased, this generated additional income of £74k.

- Additional garden waste income of £14k.

- A large civil penalty notice was issued this year resulting in additional income of £13k.

	Budget	Actual	Savings / (Deficit)	
<b>Corporate Services</b>				
Employees	£2,531,323	£2,480,187	£51,136	4
Transport	£0	£254	-£254	
Supplies & Services	£674,122	£587,935	£86,187	5
Payments to Third Parties	£148,800	£117,015	£31,785	6
Transfer Payments - Benefits Service	£90,000	£195,165	-£105,165	7
Recharges	£0	-£98,610	£98,610	8
Income	-£578,464	-£1,050,828	£472,364	9
<b>TOTAL</b>	<b>£2,865,781</b>	<b>£2,231,118</b>	<b>£634,663</b>	

4) IT have total savings in year of £43k because the Lead Cyber Security and Network post could not be appointed to until October 2022 and one helpdesk operator post has been vacant all year.

Revenues & Benefit have a total saving of £27k on salaries. There have been a number of vacant posts throughout the financial year. Some of this has been offset with agency staff. However, all posts have now been appointed to for the new financial year.

There are currently a few vacant apprentice posts in establishment. HR are putting all vacancies out to advert in June 2023.

- 5) ICT have made considerable savings in equipment and licensing, £69k and £26k respectively. Some equipment has been purchased at a lower cost than expected and some purchasing of equipment has been transferred to the next financial year. Many of the licences are in current contracts, this has resulted in prices being stable with minimal inflationary increases, as budgeted for.
- 6) £50k of this saving relates to an awarded growth bid for Business Transformation and Programme Board. This is to be carried forward to the 2023/24 financial year. Projects approved by programme board have not required additional resource to support their delivery during 2022/23.
- 7) Awarded housing benefit is higher than expected. The recovery rate in year is 98%, rather than the 99% budgeted for. The budget was extremely ambitious and with new staff in the team it meant it was not quite achievable.
- 8) When housing the homeless in B&Bs and hotels there is a rate cap, if the council exceed this we have to fund the excess. The homelessness prevention funding is used to fund the rate over housing benefit
- 9) The Council were awarded a £300k modern planning software grant in February 2023. This is to be carried forward into 2023/24

The Council recovered £178k of housing benefit overpayments in the year. This is £86k more than anticipated.

Revenues and Benefits have received a significant amount of New Burdens grants to help fund the costs of changes in legislation and additional services. For example, we've had £16k for welfare and support changes and £14k for IT costs relating to data sharing.

Democratic Services	Budget	Actual	Savings / (Deficit)	
Employees	£303,842	£370,024	-£66,182	10
Premises	£0	£280	-£280	
Transport	£9,600	£5,640	£3,960	
Supplies & Services	£507,445	£522,034	-£14,589	
Payments to Third Parties	£34,000	£21,921	£12,079	
COVID-19 Costs	£0	£0	£0	
Income	-£2,500	-£1,141	-£1,359	
<b>TOTAL</b>	<b>£852,387</b>	<b>£918,758</b>	<b>-£66,371</b>	

- 10) The Head of Democratic Services role is being made redundant in July 2023. The costs associated with this are accounted for in 2022/23 and total £98k. This was part of a wider organisational restructure which was not budgeted for.
- However, to offset some of this a full time vacant post gives a saving of £44k and 13 hours saving in another post gives another £10k.

Development Services	Budget	Actual	Savings / (Deficit)	
Employees	£2,024,828	£2,079,563	-£54,735	11
Premises	£53,476	£48,539	£4,937	
Transport	£0	£1,239	-£1,239	
Supplies & Services	£204,329	£389,943	-£185,614	12
Payments to Third Parties	£266,795	£756,556	-£489,761	13
Projects Funded Externally	£60,000	-£119,368	£179,368	14
Income	-£1,237,048	-£2,010,193	£773,145	15
<b>TOTAL</b>	<b>£1,372,380</b>	<b>£1,146,279</b>	<b>£226,101</b>	

- 11) Adverse variance is due to;
- £15k overall salary overspend within Development Services
  - £40k labour cost in relation to Land Registry Migration project, which will be fully refunded by Land Registry

- 12) Adverse variance is largely due to the following:
- £3.5k overspend on Materials and Provisions
  - £42k overspend on computer equipment purchased for the Oracle launch and annual renewals of software
  - £123k Household Support Fund (grant received from GCC to cover this expenditure)
  - £17k overspend on advertising of vacant posts

- 13) Payments to third parties adverse variance is due to the following:

Planning appeals:

Ashchurch Bridge - £108k adverse variance relates to legal fees for the challenge to the planning decision, these costs exceed the provision.

Brook Lane Hatherley - £137k favourable variance due to the provision being released, as costs were less than expected.

Fleet Lane Twynning - £34k favourable variance due to the provision being released, as costs were less than expected.

At year-end a number of new planning appeal provisions were made:

£70k - Land East of St Margarets Drive, Alderton

£300k - Land at Newent Road, Highnam

£60k - Rudgeley House, Badgeworth

- 14) Favourable variance is due to the following:
- £99k Community Infrastructure Levy admin fee income
  - £79k Joint Core Strategy unspent partners' contributions

15) Favourable variance is due to the following:

- £80k Land Registry funding for Migration Project
  - £283k planning income,
  - £60k Neighbourhood Plan contributions
  - £87k Pre Planning Application Fees
  - £33k Biodiversity Net Gain Government Grants
  - £10k Street naming and Numbering
  - £128k Shared Prosperity Funding (Government Grant)
  - £148k Household Support Fund (Grant from GCC)
- Adverse variance mainly due to;
- £44k lower income generated by the Tourism Information Centres
  - £6k reduced income from the market operator for use of Spring Gardens car park

Finance and Asset Management	Budget	Actual	Savings / (Deficit)	
Employees	£2,323,828	£2,327,013	-£3,185	
Premises	£560,322	£564,854	-£4,532	
Transport	£48,060	£38,045	£10,015	
Supplies & Services	£574,067	£525,924	£48,143	16
Payments to Third Parties	£373,798	£367,623	£6,175	
Drainage Board Levy	£6,500	£7,837	-£1,337	
Income	-£1,385,652	-£1,355,771	-£29,881	17
<b>TOTAL</b>	<b>£2,500,923</b>	<b>£2,475,524</b>	<b>£25,399</b>	

16) Savings of £29k on merchant card charges, £7.8k on Treasury Management fees and £8.7k Annual Computer Renewals

17) Favourable variances: Car Park Income £34k, Cemeteries £21.5k, £26k of New Burdens Grants

Adverse Variances: Excess Car Park Charges £19k, Rents £75k (Depot £9.3k, Golf Club £4.3k, Homeless Properties £10k, Council Offices £51k), Leisure Centre £64k

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	£370,472	-£370,472	18
Income	£0	£0	£0	
<b>TOTAL</b>	<b>£0</b>	<b>£370,472</b>	<b>-£370,472</b>	

30) The expenditure for Garden Communities was funded from reserves.

Corporate Director	Budget	Actual	Savings / (Deficit)	
Employees	£131,685	£189,098	-£57,413	19
Supplies & Services	£515	£179	£336	
Income	£0	£0	£0	
<b>TOTAL</b>	<b>£132,200</b>	<b>£189,277</b>	<b>-£57,077</b>	

19) Redundancy costs

One Legal	Budget	Actual	Savings / (Deficit)	
Employees	£2,583,504	£2,043,401	£540,103	20
Transport	£3,000	£1,657	£1,343	
Supplies & Services	£118,820	£92,896	£25,924	21
Payments to Third Parties	£21,371	£127,042	-£105,671	22
Central Recharges	£29,929	£29,929	£0	
Income	-£2,471,587	-£2,111,482	-£360,105	23
<b>TOTAL</b>	<b>£285,037</b>	<b>£183,443</b>	<b>£101,594</b>	

20) The favourable variance of £540k related to vacant posts across One Legal throughout 2022/23:

- Principal Lawyer (Grade K),
- PPDM (Grade I),
- 3 Senior Lawyers (Grade I)
- 4 Lawyer posts (Grade H),
- 2 Paralegals (Grade D) ,
- 2 Senior Legal Assistants (Grade G),
- Admin Assistant (Grade C),
- Trainee Solicitor (Grade C),
- System Support Officer (Grade E)

Total cost of agency staff utilised in 2022/23 was £240k.

21) Saving on computer annual renewals due to charge deferral from Civica as a goodwill gesture for issues with the implementation of the system.

22) There is a £14k saving on Agency services. This line includes £120k disbursements which are not budgeted because they are cost neutral; recovered amounts are coded to the Income line.

23) Difficulties recruiting staff have had an impact on the ability to achieve the income targets as has increase in s101 work absorbing capacity. As a result, the actual income for 2022-23 was below the budget.

## Council Revenue Reserves for 22/23

Reserve	Balance 31st March 2021	Net Movement 2021/22	Balance 31st March 2022	Net Movement 2022/23	Balance 31st March 2023	Note
Asset Management Reserve	1,322,371.15	233,937.56	1,556,308.71	40,013.03	1,596,321.74	Includes planned contribution to commercial properties reserve
Borough Growth Reserve	628,290.60	0.00	628,290.60	-49,699.66	578,590.94	
Borough Regeneration Reserve	81,658.80	-40.00	81,618.80	-60,984.53	20,634.27	
Business Rates Reserve	500,000.00	-500,000.00	0.00	0.00	0.00	No longer required to manage risk
Business Support Reserve	1,004,327.85	-750,385.58	253,942.27	-165,898.13	88,044.14	
Business Transformation Reserve	999,111.43	290,300.41	1,289,411.84	250,658.63	1,540,070.47	An increase in the reserve to support digitalisation and service reviews
Carbon Reduction Reserve	404,200.00	-38,867.00	365,333.00	-155,000.00	210,333.00	
Community Support Reserve	883,574.90	8,999.79	892,574.69	115,453.44	1,008,028.13	
Council Tax Reserve	251,390.65	-598.66	250,791.99	-152,400.00	98,391.99	Remaining balance of council tax hardship funding
Development Management Reserve	485,150.00	-11,712.64	473,437.36	-74,294.86	399,142.50	
Development Policy Reserve	910,867.25	1,108,455.07	2,019,322.32	-281,021.64	1,738,300.68	An Increase in the JCS fund held on behalf of the partnership for the transport modelling work.
Elections Reserve	190,848.16	0.00	190,848.16	37,666.45	228,514.61	Reserve set aside to fund the 2023 Borough Elections
Flood Support and Protection Reserve	9,646.22	-137.20	9,509.02	0.00	9,509.02	
Garden Town Reserve	1,202,357.79	81,850.70	1,284,208.49	-913,757.33	370,451.16	
Health & Leisure Development Reserve	100,542.94	-98,653.91	1,889.03	-1,889.03	0.00	
Housing & Homeless Reserve	542,798.95	106,299.26	649,098.21	-92,464.75	556,633.46	
Information Technology Reserve	231,403.41	-64,341.62	167,061.79	-2,061.79	165,000.00	Reserve to support IT investment requirements
Insurance Reserve	60,000.00	0.00	60,000.00	-60,000.00	0.00	
Investment Reserve	350,000.00	100,000.00	450,000.00	150,000.00	600,000.00	A reserve held specifically for the revenue impact from potential land purchase
MTFS Equalisation Reserve	2,781,207.25	321,949.82	3,103,157.07	-234,823.74	2,868,333.33	MTFS reserve to meet increasing funding uncertainty
Open Spaces Reserve	737,573.65	-99,988.36	637,585.29	291,462.06	929,047.35	
Organisational Development Reserve	103,590.13	54,364.81	157,954.94	552,798.22	710,753.16	
Risk Management Reserve	260,000.00	500,000.00	760,000.00	-150,000.00	610,000.00	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	1,993,000.00	507,000.00	2,500,000.00	500,000.00	3,000,000.00	Planned contribution plus addition to monies to cover potential shortfall in funding
Waste & Recycling development Reserve	159,807.85	183,798.15	343,606.00	-131,291.00	212,315.00	Vehicle maintenance risk reserve, in-cab technology and new depot facility project.
Horsford Reserve	75,043.42	-4,179.29	70,864.13	-4,577.72	66,286.41	
Mayors Charity Reserve	5,338.42	-137.65	5,200.77	-693.66	4,507.11	
Planning Obligations Reserve	9,620,242.19	-454,139.47	9,166,102.72	1,060,855.93	10,226,958.65	Contributions from section 106 agreements.
General Fund Working Balance	800,000.00	200,000.00	1,000,000.00	0.00	1,000,000.00	
Business Rates Reserve	4,916,891.00	-3,737,285.00	1,179,606.00	-595,493.00	584,113.00	Under current collection funds rules, S31 grants received in 2022/23 are not intended to be discharged against the collection fund deficit until 2023/24, thereby inflating General Fund balances at the end of this financial year.
<b>Totals</b>	<b>31,611,234.01</b>	<b>-2,063,510.81</b>	<b>29,547,723.20</b>	<b>-127,443.08</b>	<b>29,420,280.12</b>	

## Appendix C - Capital Outturn 22/23

	Budget Profile for 2022/23	Capital Outturn 2022/23	(Over)/ Under spend	% Slippage	Financed from Capital Receipts	Financed from Capital Grants	Financed from Borrowing	Financed from Revenue	
<b>Expenditure</b>									
Council Land & Buildings	£1,648,826	933,091.75	£715,734.25	43.41%	28,926.77	904,164.98	£0.00	£0.00	Ashchurch bridge project - £450 capital budget - spent £904k; Midwinter land £600k budget - spent £29k; Asset management plan £599k budget not spent
Vehicles & Equipment	£559,021	946,297.61	-£387,276.61	-69.28%	£133,497.89	£225,343.77	£0.00	587,455.95	Solar canopy project was delayed and finalised in 2022/23 - overspend is due to the timing of this project. Delay in purchasing ground maintenance and waste vehicles (£230k) and £25k underspend on the electric charging points project (project not started in 2022/23) £150k for HSAZ not spent. Expenditure for Priors Park parking provision could not be classified by TBC as capital expenditure therefore the grant was financed from revenue reserves
Community Grants	£172,830	-	£172,830.00	100.00%	£0.00	£0.00	£0.00	£0.00	Underspend on Disabled Facility Grants - cost neutral, will be deducted from the next year's grant allocation
Housing & Business Grants	£800,000	748,641.97	£51,358.03	6.42%		748,641.97	£0.00	£0.00	
Flexible use of capital receipts	£0	£0.00	£0.00	0.00%	£0.00	£0.00	£0.00	£0.00	
<b>Total</b>	<b>£3,180,677.00</b>	<b>£2,628,031.33</b>	<b>£552,645.67</b>	<b>81%</b>	<b>162,424.66</b>	<b>1,878,150.72</b>	<b>-</b>	<b>587,455.95</b>	
<b>Income</b>									
Council Land & Buildings	£0.00	£421,949.12	£421,949.12	-					Right to buy capital receipts
Vehicles & Equipment	£0.00	£7,300.00	£7,300.00	-					Ground maintenance equipment disposal
Housing & Business Grants	£0.00	£1,287,157.04	£1,287,157.04						DFG £800k, SS4 Funding Safer Street £50k, Housing Fund Prosperity £422k, Shared Prosperity Fund £15k
<b>Total</b>	<b>£0.00</b>	<b>£1,716,406.16</b>	<b>£1,716,406.16</b>	<b>-</b>					