

29 August 2023

Committee	Executive
Date	Wednesday, 6 September 2023
Time of Meeting	2:00 pm
Venue	Tewkesbury Borough Council Offices, Severn Room

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND

Agenda

1. ANNOUNCEMENTS

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

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

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive apologies for absence and advise of any substitutions.

3. DECLARATIONS OF INTEREST

Pursuant to the adoption by the Council on 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.

	Item	Page(s)
4.	MINUTES To approve the Minutes of the meeting held on 12 July 2023.	1 - 14
5.	ITEMS FROM MEMBERS OF THE PUBLIC To receive any questions, deputations or petitions submitted under Rule of Procedure 12. <i>(The deadline for public participation submissions for this meeting is 31 August 2023)</i>	
6.	FEEDBACK FROM THE CHAIR OF THE OVERVIEW AND SCRUTINY COMMITTEE	
7.	FINANCIAL UPDATE - QUARTER ONE 2023/24 To consider the financial performance information for the first quarter of 2023/24.	15 - 30
8.	CARBON REDUCTION PROGRAMME ANNUAL REPORT To consider the progress against year three of carbon reduction action plan and to approve the year four action plan.	31 - 60
9.	CLIMATE CHANGE RESOURCES To agree the establishment of a new and permanent Climate Change Officer role within the Council plus associated operating budgets and to approve the virement of £66,276 from trade waste budgets to fund the ongoing cost of the proposal.	61 - 64
10.	IT ACCEPTABLE USE POLICY To approve the revised ICT Acceptable Use Policy, which will require all Officers and Members to sign a declaration of acceptance to ensure full compliance, and to delegate authority to the Associate Director: IT and Cyber, in consultation with the Lead Member for Corporate Governance, to make minor changes to the policy including changes to management structure, typographical changes etc.	65 - 73
11.	GLOUCESTERSHIRE RESOURCES AND WASTE STRATEGY To approve the Gloucestershire Resources and Waste Strategy.	74 - 100
12.	EXECUTIVE COMMITTEE FORWARD PLAN To consider the Committee's Forward Plan.	101 - 117
13.	SEPARATE BUSINESS The Chair will move the adoption of the following resolution: That under Section 100(A)(4) Local Government Act 1972, the public be excluded for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.	

	Item	Page(s)
14.	SEPARATE MINUTES	118 - 122
	To approve the separate Minutes of the meeting of the Committee held on 12 July 2023.	
15.	TEWKESBURY GARDEN TOWN REVIEW - PROGRESS UPDATE	123 - 141
	<i>(Exempt –Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 –Information relating to the financial or business affairs of any particular person (including the authority holding that information))</i>	
	To make a recommendation to Council regarding the Tewkesbury Garden Town Review.	

DATE OF NEXT MEETING
WEDNESDAY, 18 OCTOBER 2023
COUNCILLORS CONSTITUTING COMMITTEE

Councillors: C M Cody, C F Coleman, S R Dove, D W Gray, S Hands (Vice-Chair), D J Harwood, A Hegenbarth, M L Jordan, J R Mason, J K Smith, R J Stanley (Chair) and M G Sztymiak

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 Chairman will take reasonable steps to ensure that any request not to be recorded is complied with.

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

TEWKESBURY BOROUGH COUNCIL

**Minutes of a Meeting of the Executive Committee held at the Council Offices,
Gloucester Road, Tewkesbury on Wednesday, 12 July 2023 commencing
at 2:00 pm**

Present:

Chair	Councillor R J Stanley
Vice Chair	Councillor S Hands

and Councillors:

C M Cody, C F Coleman, D J Harwood, A Hegenbarth, M L Jordan, J R Mason, K Pervaiz
(Substitute for S R Dove), M G Sztymiak, R J E Vines (Substitute for D W Gray) and M J
Williams (Substitute for J K Smith)

also present:

Councillors C L J Carter and M Dimond-Brown

EX.12 ANNOUNCEMENTS

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

EX.13 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

13.1 Apologies for absence were received from Councillors S R Dove, D W Gray and J K Smith. Councillors K Pervaiz, R J E Vines and M J Williams would be substitutes for the meeting.

EX.14 DECLARATIONS OF INTEREST

14.1 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.

14.2 The following declarations were made:

Councillor	Application No./Item	Nature of Interest (where disclosed)	Declared Action in respect of Disclosure
C M Cody	Item 14 – Garden Town Gateway Review Findings and Next Steps.	Had been employed in a professional capacity by Cratus.	Would speak and vote.

14.3 There were no further declarations made on this occasion,

EX.15 MINUTES

- 15.1 The Minutes of the meeting held on 7 June 2023, copies of which had been circulated, were approved as a correct record and signed by the Chair.

EX.16 ITEMS FROM MEMBERS OF THE PUBLIC

- 16.1 There were no items from members of the public.

EX.17 LOCAL DEVELOPMENT SCHEME

- 17.1 The report of the Interim Planning Policy Manager, circulated at Pages No. 7-15, asked Members to recommend to Council that the Local Development Scheme for Tewkesbury Borough, attached at Appendix 1 to the report, be adopted and take immediate effect; and that authority be delegated to the Associate Director: Planning, in consultation with the Lead Member for Built Environment, to prepare the Local Development Scheme for publication, correcting any minor errors such as spelling, grammar, typographical and formatting changes that do not affect its substantive content.
- 17.2 In proposing the report recommendation, the Lead Member for Built Environment advised that all local planning authorities were required to prepare and keep up to date a Local Development Scheme (LDS). The LDS set out what development plan documents the Council was intending to prepare in the coming three year period and the proposed timetable for doing so. It was, therefore, an important way for communities and developers to keep track of progress on plan-making. As Members would be aware, local plans were vital in setting a vision for growth, co-ordinating infrastructure and protecting the environment and there were real consequences of not having an up-to-date plan under the National Planning Policy Framework. It was vitally important that the Council update, or replace, the Joint Core Strategy (JCS) as quickly as possible given that it was already overdue. She advised that Tewkesbury Borough Council already had an LDS which was adopted around 15 months ago and set out a commitment to prepare a Joint Strategic Plan with Cheltenham Borough and Gloucester City Councils to replace the Joint Core Strategy which was adopted in 2017; however, it had been recognised for some time that it was necessary to re-think the approach and resources required to replace the Joint Core Strategy – discussions over many months had recognised that the cycle of preparing strategic plans followed by district local plans, each of which was subject to independent examination by the government, was both costly and time-consuming. On that basis, the report was proposing a revised LDS setting out a new way of approaching the task with the three councils moving to collaboratively preparing a single plan containing both strategic and non-strategic policies. This would have several advantages, as set out in the report; principally, it was the most effective way of discharging the statutory duty to co-operate as well as saving time and money in terms of being able to hold a single public examination. The Lead Member indicated that she was instinctively cautious about the approach and she was sure Members would agree it was vital that policies governing approaches to development in Tewkesbury town and the borough's beautiful villages and rural areas should remain the discretion of Tewkesbury Borough Council and not get lost amongst a wider more general plan; however, that same principle was also important to Cheltenham Borough and Gloucester City Councils and she was reassured that Tewkesbury Borough Council's "sovereignty" to draw up district or locality based policies could be underwritten through a formal partnership agreement. Although it would technically be a single plan, the three authorities would only come together to reach joint agreement on strategic matters where it was necessary to do so, primarily on housing and

economic growth strategies. There was a clear understanding that no Council would seek to fetter the work of the other authorities and, for all practical purposes, there would be three plans with one examination; Tewkesbury Borough Council would also retain complete discretion for preparing any Supplementary Planning Documents and other local guidance thought necessary, as would Parish Councils with respect to preparing Neighbourhood Development Plans. The proposed LDS at Appendix 1 to the report, taken together with the next item on the Agenda concerning resources, set out a realistic and ambitious project programme for preparing a plan and it was proposed that, following confirmation of the approach, initial public consultation on growth and policy options should take place in the autumn of 2023, as set out in the document. The Lead Member was mindful of the huge uncertainties around the government's various proposed reforms to the planning system, and plan-making in particular; however, she felt that Tewkesbury Borough Council could not afford to wait and must press on without delay. She was pleased to report that the Planning Advisory Service had agreed to offer advice and support to the three councils and act as a conduit with the Department for Levelling Up, Housing and Communities as they navigated the coming months; she felt this was recognition from afar of how important joined-up planning was to the Gloucestershire area and beyond.

- 17.3 The proposal was seconded and the Chair invited questions. A Member sought clarification as to whether Cheltenham Borough and Gloucester City Councils were able to demonstrate a five year housing land supply and the Interim Planning Policy Manager advised that Cheltenham Borough Council did not and he was unsure as to Gloucester City Council's position as it was currently in the process of updating its figures; notwithstanding this, the question around housing land supply was a separate issue in terms of the report before Members. Another Member drew attention to Page No. 9, Paragraph 2.4 of the report which stated that the Strategic Local Plan (SLP) would include locally specific policies which would be locality-based policies intended to address important area/community specific issues of concern only to individual councils and he asked how that would be achieved in practice, for instance, in terms of consultation. The Interim Planning Policy Manager explained that any plan prepared would be subject to statutory consultation; if there were particular local issues that Tewkesbury Borough Council wanted included in the plan which required targeted consultation with community groups in a particular locality, it was entirely open to the authority to undertake this alongside general consultation on strategic issues – if the Council felt it was necessary to supplement the consultation for its own purposes, it would retain full discretion for doing so. The Chair indicated that, although he had previously been a Member of the Executive Committee, he had known little about the joint advisory group until he had become Leader and he had asked for broader communication going forward. He was confident this was the right approach but recognised the importance of knowledge amongst the wider Membership.
- 17.4 During the debate which ensued, a Member recognised the need for the LDS and understood the case being put forward but he remained concerned about working with Cheltenham Borough and Gloucester City Councils based on the outcome of the Joint Core Strategy in terms of Tewkesbury Borough Council's inability to maintain a five year housing land supply. He felt Tewkesbury Borough was the poor relation, despite providing the land for the other authorities, with residents continually asking why the Council did not have a five year housing land supply and the authority being unable to defend appeals resulting in housing being "dumped" on it. He could not see how this would be any better than the JCS. The Lead Member for Built Environment shared the concerns relating to the five year housing land supply but felt that the longer a decision was delayed, the worse things would get. In her view, it was vital to learn lessons from the past and she provided assurance that nobody was going into the process blind or not thinking about how to improve on the previous situation. The Chair indicated that he had

raised similar points himself and shared the view that Tewkesbury Borough had not fared well from the JCS, albeit that it had been well-intentioned at the time, taking the vast majority of development. He had spoken to Cheltenham Borough and Gloucester City Council at length to set out how Tewkesbury Borough Council wanted it to work and all three authorities needed to be satisfied with what was in the plan in order for it to go ahead; he stressed it was not the case that Tewkesbury Borough would meet the five year housing land supply for them and it came down to the duty to co-operate which would be required with or without a joint plan. In terms of a joint approach, other areas, including Stroud and Cotswold District Councils, also had a duty to co-operate with Tewkesbury Borough Council, and, as set out in the report, there were a lot of other merits. Members were right to have concerns, and they were legitimate; however, he felt the briefings that had been held so far had given an opportunity for them to put forward their concerns which had been listened to by Officers and taken on board during the process. The Member indicated that his view was very much 'Tewkesbury first' and whilst there was a duty to co-operate, there was not a duty to agree so he felt it was a question of who was able to secure the housing land supply first – all three authorities wanted to have one but Tewkesbury Borough needed its fair share. He questioned whether Tewkesbury Borough Council would stick to the timeline if the other two authorities failed to agree. The Chair indicated that the broad principle was that, by working together, the Council was able to insist on some things as part of the agreement in a way that it could not otherwise do. The Interim Planning Policy Manager confirmed that the Member was correct in saying that the duty to co-operate was not a duty to agree but, in presenting a plan, it was necessary to demonstrate to the Planning Inspectorate that there were no other options which could have been put forward to meet any unmet needs of other authorities. There were questions which Officers and Members would need to grapple with but it was better to work with the authorities with which Tewkesbury Borough was inextricably linked in terms of housing and functionality – people may live in Tewkesbury Borough but work or shop in Gloucester or Cheltenham, or vice-versa. In his view this was by far the best approach in terms of resolving difficult questions as the plan could only proceed if all three parties agreed – there was no situation whereby one of the authorities could be outvoted.

- 17.5 A Member was happy to support the proposal, primarily because he could see no alternative given the geography of the borough and the way its residents lived their lives in terms of using services etc. Notwithstanding this, his support was based on the assurance that Tewkesbury Borough Council would be an equal partner as he shared the view expressed by another Member that, historically, it had been a poor relation and he wanted all Members to be regularly updated as to how the plan was proceeding. In response, the Chief Executive advised that he was the Senior Responsible Officer for the programme which sat with Tewkesbury Borough Council and the fact that the borough had more land resource put it in a strong position. The Planning Advisory Service had suggested that, in terms of the amount of growth in the borough and management of further growth, it would be necessary to look at other options, for instance, brownfilling, rather than solely strategic allocations bolted onto existing developments. In terms of Member involvement, he indicated that, subject to the decision in relation to the next Agenda Item, the Council would be resourced to deliver a better functioning programme.
- 17.6 A Member indicated that the reality was that Tewkesbury Borough had more land, albeit a significant amount flooded, and it had a legal obligation to co-operate with other authorities. She felt that strong relationships with Cheltenham Borough and Gloucester City Councils were paramount and that it was necessary to be more creative to ensure they were using every inch of land within their own boundaries. She agreed with the points raised regarding the need for greater communication, both to Members and residents, particularly in terms of the duty to co-operate

which was often not understood. She pointed out that the Planning Policy Reference Panel meetings could be attended by any Member but this opportunity had rarely been taken up in the past. The Lead Member for Built Environment indicated that she was acutely aware of the need for good communications and pointed out that Regulation 18 would be delivered in October, should this approach be approved, which would require consultation with communities on options for a variety of sites – it would be up to Members to ensure that was carried out thoroughly. The Chair reminded Members there was a statutory requirement for the Council to have a development plan; Tewkesbury Borough Council's had been out of date since 2017 so it was vital to address this as soon as possible. A Member assumed that, once adopted, it would supersede the Tewkesbury Borough Plan which covered the period to 2031 and he raised concern that a lot of work had been done by the Planning Policy Reference Panel to ensure important policies were included, for instance, policies which ensured that the villages within the borough would remain vibrant, so he asked if those would be re-looked at and potentially removed with new ones created. The Chair indicated that his understanding was that there would be an overarching strategic plan with the Tewkesbury Borough Plan beneath it. The Interim Planning Policy Manager advised that there was an opportunity in moving to a single plan to include or update any policies which required modernisation. The Tewkesbury Borough Plan would not automatically expire but it would be up to the Council to replace the policies with new ones in order for them to continue to have materiality and weight, provided they were consistent with the National Planning Policy Framework. The Chief Executive confirmed that any discussion on local policies would be for Tewkesbury Borough Council – the SLP would be supported by three “pillars” i.e. the local plans for each authority, provided that they conformed with national policy. Similarly, in terms of the hierarchy, any Neighbourhood Development Plans would need to conform with local and national policies. The Chair pointed out that Cheltenham Borough and Gloucester City Councils may want something different to Tewkesbury Borough Council and this would give all three authorities the flexibility to be able to achieve that. The Lead Member for Built Environment explained that an agreement had been reached with Officers that, once the basic foundations had been agreed at the Council meeting later in the month, the Planning Policy Reference Panel would be resumed and that would be the correct way for Members to feed into the process, if they so wished.

17.7 Upon being put to the vote, it was

- RESOLVED:** That it be **RECOMMENDED TO COUNCIL** that:
- i) the Local Development Scheme for Tewkesbury Borough (Appendix 1) be **ADOPTED** and takes immediate effect; and
 - ii) authority be delegated to the Associate Director for Planning, in consultation with the Lead Member for the Built Environment, to prepare the Local Development Scheme for publication correcting any minor errors such as spelling, grammar, typographical and formatting changes that do not affect its substantive content.

EX.18 PLANNING PARTNERSHIP CONTRIBUTION

- 18.1 The report of the Planning Policy Manager and Associate Director: Finance, circulated at Pages No. 16-19, asked Members to agree an increased financial contribution to the new Planning Partnership in order to ensure sufficient resources were available to prepare a sound development plan for the borough. Members were asked to recommend to Council that a virement of £120,000 from the local pay review budget to the Planning Partnership base budget be approved and that the new Planning Policy Officer post (included in the 2023/24 budget as a growth item) be moved to the Planning Partnership budget (ca. £40,000).
- 18.2 In proposing the report recommendation, the Lead Member for Built Environment advised that the Planning Partnership between Gloucester City, Cheltenham Borough and Tewkesbury Borough Councils had existed since 2008/09 and, since that date, all partner councils had contributed £60,000 per annum. This had been regularly topped-up with one-off amounts due to the true cost of delivering the Joint Core Strategy. As such, this report intended to ensure accurate budgeting for the full cost of preparing a development plan for the borough. As she had mentioned in the previous Agenda Item, it was vital that plans were kept up-to-date; however, this was not easy and the replacement of the Joint Core Strategy was already overdue. In particular, all local plans were tested by a government inspector to assess whether the duty to co-operate had been complied with, especially where housing needs arising in tightly constrained urban areas needed to be met in part in adjoining rural areas; to ensure the plan was based on robust evidence including assessment of alternative strategy options; and that the plan had been subject to statutory stages of public consultation. Following a review in 2022 looking at the resources needed to produce the next joint and local plan, Deloitte LLP worked out that each district council would need to contribute £220,000 per annum going forwards. Cheltenham Borough and Gloucester City Councils had already agreed the increased budgetary contribution and Tewkesbury Borough Council needed to do the same in order to ensure the partnership continued in the future. The additional £160,000 per annum would be comprised of two parts; the new Planning Policy Officer post agreed in the 2023/24 budget would now transfer to the Joint Core Strategy budget, and the remaining £120,000 would be taken from the budget set aside to meet the outcomes of the local pay review – this review was complete and the balance of £126,425 was no longer required to fund further pay increases. Making provision for sufficient funding at this early stage in the process would ensure the programme was fully resourced and fit for purpose.
- 18.3 The proposal was seconded and the Chair invited questions. A Member queried whether consideration was given to population when determining the appropriate contribution for each authority as Tewkesbury Borough had a lower population than the other two authority areas. In response, the Chair indicated that certain elements of the preparation of the plan had a fixed cost regardless of the size of the borough, for instance, the Inspector's cost. The Chief Executive advised that a lot of the work Tewkesbury Borough Council would be jointly funding came at a reduced cost; if it was producing its own separate plan that would be more costly for geographical reasons such as the Area of Outstanding Natural Beauty, flood zones etc. – the cost of an urban plan was generally less than a rural one. There would be savings associated with a single examination as opposed to four separate ones and the cost benefit to Tewkesbury Borough Council was likely to be greater than for the other authorities regardless of population. The Executive Director: Resources and S151 explained, in terms of the discussions about the contribution, the Planning Partnership would be a true partnership with equal partners and the duty to co-operate meant that the financial contribution should be equal. The partnership had been in place for 15 years and, during that time, there had been pushback from partners about the size of Tewkesbury Borough Council's contribution with a view that it should be paying more on the basis of the Council

Tax and New Homes Bonus funding which had generally benefitted Tewkesbury Borough; however, Tewkesbury Borough Council was required to cover the considerable cost of services to those new properties so Officers had pushed back and all partners had agreed that equal funding was the best way forward.

- 18.4 A Member queried why this had been included as a separate Agenda Item given that it was intrinsically linked to the previous item and the Lead Member for Built Environment indicated that this was a different issue relating purely to the funding of the plan which should be kept separate so Members were clear what they were voting on. The Chief Executive advised that it was a discrete requirement for the Council to have a Local Development Scheme (LDS) whereas this report was about how that would be funded and the two issues needed to be considered separately, albeit they could have appeared in a different order on the Agenda. All three authorities were referring the same LDS paper to their respective Committees and all needed to reach the same agreement; had Tewkesbury Borough Council produced one report inclusive of financial resources, it could have resulted in a different decision to the other two authorities and prevented a single LDS from progressing.
- 18.5 As no Member wished to debate, the motion was taken to the vote and

RESOLVED: That it be **RECOMMENDED TO COUNCIL:**

- i. that a virement of £120,000 from the local pay review budget to the Planning Partnership base budget is approved; and
- ii. the new Planning Policy Officer post (included in the 2023-24 budget as a growth item) be moved to the Planning Partnership budget (ca. £40,000).

EX.19 COUNCIL PLAN PERFORMANCE TRACKER - QUARTER FOUR 2022/23

- 19.1 The report of the Chair of the Overview and Scrutiny Committee, circulated at Pages No. 20-82, asked Members to review and respond to the findings of the Overview and Scrutiny Committee's review of the quarter four 2022/23 performance management information.
- 19.2 The Chair of the Overview and Scrutiny Committee introduced himself and the Vice-Chair of the Committee and gave a short presentation during which he explained that the Committee's ambition was to be an effective and intelligent mirror for the Borough Council and to act as a critical friend. The Committee also recognised the breadth and depth of work faced by the Council and wished to support the Executive Committee in any way it could. The Committee also recognised the requirement for constant learning and would be working with the Director: Corporate Resources and Democratic Services to create a programme of development to assist Members in carrying out their scrutiny role. He made reference to the number of environment-associated issues which Members had picked up from the performance tracker such as the waste vehicle fleet, reduction in the recycling rate, grass cutting, the Grange Field and 'greening' in relation to the High Street Heritage Action Zone. The Committee had also noted there was very little within the Executive Committee Forward Plan to reflect the Council's recent motion declaring a climate and ecological emergency. He went on to explain that, going forward, the Committee intended to be more selective in calling for briefings on particular topics as, historically, many of the presentations would

have been relevant to the whole Membership. On that basis, some of those which had been included within the Overview and Scrutiny Committee Work Programme for 2023/24 had been removed and referred to the Director: Corporate Resources who was compiling a programme of briefings for all Members.

- 19.3 Moving to the performance tracker, the Chair of the Overview and Scrutiny Committee advised that the Committee had noted and applauded a number of positive outcomes including the solar canopy, supermarket vouchers, planning application tracker, national recognition, affordable housing, planning enforcement, freedom of information, High Street Heritage Action Zone payments, improvements to the Licensing service, visitor numbers to Tewkesbury and Winchcombe Tourist Information Centres, use of the Growth Hub and work with the Voluntary and Community Sector. In terms of finance and resources, Members had been keen to continue to monitor the Trade Waste project, particularly in terms of the timeframe for exiting the service and how it was being communicated as there were a number of associated risks which needed to be monitored. With regard to economic growth, the Committee looked forward to scrutinising the Economic Development and Tourism Strategy in September and he welcomed the Lead Member for Economic Development/Promotion attending the meeting for that item. Members had discussed the business grants scheme and, in recognition of the fact that £100,000 which had been put aside was no longer needed and had been returned to the pot, had questioned the Executive Director: Resources and S151 about uncommitted resources and the extent that money could be spent to support businesses in the borough. The Committee had also been keen to see work to attract future Tour of Britain cycle races and similar events to the borough. In terms of housing and communities, Members had raised concern about the slippage in the Joint Core Strategy timetable which had been discussed during the previous two items at today's meeting, they had also identified the need for community interaction via the Gloucestershire Rural Community Council in relation to the housing needs assessment and how that was conducted to ensure the correct information was captured – they hoped to see work between the Head of Service: Housing and the Lead Member for Housing, Health and Wellbeing to improve that. The Committee had recognised the need for relevant Members to be updated in relation to North West Cheltenham and West Cheltenham projects in particular and hoped that additional briefings could be arranged. Despite the considerable work that had been done within the Planning department over the last year to improve its processes, Members continued to have concerns that determination of non-major applications was still some way off meeting its target. It was noted that the Committee had scrutinised the Annual Workforce Strategy at its meeting the previous day and, at the same meeting, there had been a very comprehensive review of the Ubico Annual Report where Members had questioned the reasons for the disappointing outturns in relation to the amount of waste reused, recycled and composted – no historical or comparative data from other authorities had been provided but the Committee had felt it was important to flag these concerns to the Executive Committee. The Chair of the Overview and Scrutiny Committee indicated that the Committee was keen to undertake work on behalf of the Executive Committee, and the wider Council, and he asked what the Executive Committee would like from the Overview and Scrutiny Committee in terms of facilitating that. He pointed out that the Chair had historically attended the Executive Committee on a quarterly basis but he felt that may not be often enough in terms of the value which the Executive Committee was getting from the Overview and Scrutiny Committee.
- 19.4 The Chair of the Executive Committee thanked the Chair and Vice-Chair of the Overview and Scrutiny Committee for their attendance and undertook to respond in due course with the Executive Committee's thoughts in terms of its direction for the Committee. A Member indicated that he was impressed by what he had heard; he felt it was always an interesting exercise to balance overview with scrutiny and

questioned whether it was necessary to have a number of scrutiny committees as opposed to a series of ad hoc working groups. The Chair of the Overview and Scrutiny Committee welcomed the question and indicated that he was trying to get to grips with governance across the Council in terms of the number of Committees and Working Groups and how they interacted so he would take this point away to work with Officers as to whether there was a need for more than one scrutiny committee. The Chair of the Executive Committee indicated that an alternative option may be to meet more frequently and he suggested that could also be explored. Another Member asked what the Lead Members could do to assist the Overview and Scrutiny Committee and indicated that he was happy to be scrutinised by the Committee regarding his portfolio. The Chair of the Overview and Scrutiny Committee welcomed this comment and indicated that the Committee was on hand to assist when Lead Members were tackling difficult problems or needed alternative views from Members. He encouraged Lead Members to attend Overview and Scrutiny Committee meetings if there was a relevant topic on the Agenda.

- 19.5 In terms of the points raised by the Overview and Scrutiny Committee in its consideration of the performance tracker, a Member drew attention to Page No. 42 of the report and the action to deliver projects as part of the High Street Heritage Action Zone. She noted there were 48 live premises applications but only two completed grants and a further two in progress and she questioned whether there was a risk in terms of a cut off time for projects. As Lead Member for Economic Development/Promotion, the Chair acknowledged the concern that people who had applied may not obtain funding; however, he provided assurance that point had not yet been reached. The scheme was still open to new applicants and he had confidence in Officers to manage the process carefully. With regard to the Tour of Britain, as a local Ward Councillor, the Member expressed the view that an opportunity had been missed when the race had last come to the borough – a stage of the women’s race had started in Tewkesbury Town and she felt a lot more could have been done in terms of promotion so she hoped lessons would be learnt from that when it returned. The Director: Corporate Resources indicated that the Lead Member for Economic Development/Promotion would pick this up with the relevant Officer to ensure lessons learnt were deployed, if and when Tewkesbury Borough was selected to hold the next race. The Member went on to note the comment regarding the need to update relevant Members on the position with North West Cheltenham and North Cheltenham and expressed the view that this was relevant to all Members. In respect of waste services, she would like to see the Overview and Scrutiny Committee undertake a deep-dive into waste collection to establish why the figures for KPI 40 – Percentage of waste reused, recycled or composted were reducing. In relation to this, another Member queried the extent to which the Overview and Scrutiny Committee was able to question the assumptions behind each Key Performance Indicator (KPI) and pointed out that KPI 40 gave a single percentage for three entirely distinct categories which would each have their own figures. He would like the Council to review how the KPIs were defined in order for Members to gain a better understanding of what was really happening within services. In terms of the decision to cease the trade waste service, he felt this was a missed opportunity for the local authority and would like to see it revisited as a project. A Member explained that, whilst it may have worked for other authorities, provision of a trade waste service had been thoroughly explored by Tewkesbury Borough Council and did not stack up financially. Another Member questioned whether the service included recycling and the Executive Director: Resources and S151 advised that a recycling service was one of the options that had been investigated through the project. The Member pointed out that a lot of businesses did not recycle, despite wanting to, so she felt there was an opportunity which should be looked at. The Chief Executive explained that, when he had taken up his post with the authority, his recommendation had been that there was no market failure in the borough, so it would not be good use of public

money for the Council to undercut a private service – he was not saying there were no opportunities in waste but the approach the authority had been taking could not be considered as good use of public money. The Member explained that any material recycled would not be incinerated, therefore, providing that service would help businesses to reduce their carbon emissions. The Chair advised that the Member should take up this matter with the Lead Member for Clean and Green Environment outside of the meeting.

19.6 In terms of his comment regarding KPI 40, a Member proposed that, going forward, this be broken down into three separate figures for material recycled, reused and composted as Members needed to know what was happening in terms of the service being provided to residents. In response, the Chief Executive explained that there was wider involvement outside of the authority in terms of obtaining these figures - he was unsure how the reuse figure in particular would be calculated – so this would need to be considered and a report brought back to the Lead Member for Clean and Green Environment in terms of what the KPI could be. Another Member expressed the view that the KPIs used catch-all phrases rather than tangible things that could be measured and tracked and he recommended that all KPIs be revisited as part of the process of reviewing the Council Plan. The Chief Executive confirmed that he was discussing with the Leader and Deputy Leader what meaningful performance would look like for the Council, and the outcomes that it would strive to achieve through the new Council Plan, and deliverable KPIs would form an important part of that.

19.7 The Chair thanked the Chair of the Overview and Scrutiny Committee for his presentation and hoped he would feel the comments put forward had been well discussed by the Executive Committee. Accordingly, it was

RESOLVED: That the findings of the Overview and Scrutiny Committee's review of the quarter four 2022/23 performance management information be **NOTED**.

EX.20 FINANCIAL OUTTURN REPORT

20.1 The report of the Executive Director: Resources, circulated at Pages No. 83-107, highlighted the Council's financial performance for the previous year, setting out the General Fund and capital outturn positions. Members were asked to consider the General Fund outturn for 2022/23, the financing of the capital programme and the annual treasury management report and performance and to approve the transfers to and from earmarked reserves.

20.2 In introducing the report, the Associate Director: Finance advised that the final revenue outturn position for the financial year 2022/23 showed a £1m surplus. In terms of service expenditure, employee costs were £389,343 underspent, largely as a result of high staff turnover and vacancies in a number of departments. Payments to third parties included £138,000 on various planning appeals as well as additional provisions being made for planning appeals that were currently being challenged which amounted to £330,000; in addition, £140,000 of planning appeals had been funded from reserves, therefore, the total cost of planning appeals for 2022/23 was £608,000. Additional income had been generated, particularly within planning and licensing, and external grant funding was also received through the year as well as a £300,000 planning software grant to be used in the coming financial year. The treasury outturn for 2022/23 was positive due to rising interest rates and assurance was provided that the Prudential indicators were monitored regularly with no deviations during the year. In terms of the Council's commercial premises, a gross rental income of £3.19m had been produced, a yield of 5%. This was approximately £178,000 less than budget due to a vacant unit; however, all units were now fully tenanted. Business rates showed a £448,000 surplus against

budget and Tewkesbury Borough Council benefited from being in the Gloucestershire Business Rates Pool which had generated a further £380,000. A full explanation of all variances exceeding £25,000 at group subjective level was attached at Appendix A to the report which also contained an explanation of the variance on the corporate codes. A breakdown of the Council's reserves as at 31 March 2023 was attached at Appendix B to the report which included a breakdown of the previous year's reserves. Total revenue reserves stood at £28.42m which included earmarked reserves, planning obligations and the general fund working balance. Whilst the Council's planned capital programme for 2022/23 was £3.03m, £2.6m had been spent on capital projects during the year utilising £162,000 of capital reserves, £1.9m of capital grants and £587,000 from revenue. Following the allocation of capital receipts, the balance on capital reserves had increased to £2.1m as at 31 March 2023. In terms of treasury management, this was governed by the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice which the Council had adopted and included a requirement for Members to receive an annual review report after the financial year end, accordingly, a detailed treasury report was attached at Appendix D and included a summary of activity and the Key Performance Indicators (KPIs) the Council was required to report on. Table 1 summarised the Council's Capital Financing Requirement (CFR) and the usable reserves and working capital available for investment; Table 2 set out the Council's treasury management position as at 31 March 2023 and the change during the year; Tables 3a and 6 provided details of borrowing; Table 4 showed the treasury investment position; and Table 5 set out in-house performance against external funds which, at 3.46%, was slightly less than the local authority average but external funds had performed well with an average total income return of 4.19%. The Council also held £59.3m in investment properties and had generated £3.05m of investment income for the authority.

20.3 It was proposed, seconded and

RESOLVED:

1. That the General Fund outturn for 2022/23, the financing of the capital programme and the annual treasury management report and performance be **NOTED**.
2. That the transfers to and from earmarked reserves be **APPROVED**.

EX.21 USE OF MOBILE SURVEILLANCE EQUIPMENT FOR FLY-TIPPING INVESTIGATION

21.1 The report of the Head of Service: Environmental Health, circulated at Pages No. 108-112, summarised the results of the trial of mobile surveillance equipment to assist with fly-tipping enforcement and the recommendation from the Overview and Scrutiny Committee regarding its future use. Members were asked to adopt the use of mobile surveillance as a long term measure to support fly-tipping investigations and enforcement and to consider the request from the Overview and Scrutiny Committee to increase the number of cameras in use.

21.2 In proposing the report recommendation, the Lead Member for Clean and Green Environment advised that, in October 2021, the Overview and Scrutiny Committee had approved the trial of two CCTV cameras to assist with fly-tipping enforcement. This had been agreed on the basis that the Court fines the Council had been able to obtain using traditional investigative methods had been disappointing - several local authorities had achieved much higher fines, and custodial sentences, as a result of the high quality evidence produced by CCTV surveillance. The trial of two rapid deployment CCTV cameras had commenced in autumn 2022 with the

cameras installed at two locations known to be “hotspots” for fly-tipping. In accordance with legal requirements, the presence of the cameras at each location was advertised by signage. This had acted as a deterrent and resulted in a dramatic decrease in reported fly-tips in the six months following installation with one incident at location one, compared to 11 in the 12 months prior to installation, and no incidents at location two compared to three in the 12 months prior. The camera at location one had also obtained clear footage of a fly-tip incident that had taken place and was currently being investigated. The results of the trial suggested that the presence of camera and signage represented an effective deterrent to fly-tippers; furthermore, the trial demonstrated that the cameras were capable of capturing high quality evidence of fly-tipping incidents. The cameras used were overt rapid deployment cameras powered by a lithium battery; they were easy to install and could be deployed or moved at short notice. Each camera connected to a secure server hosted by Vodafone and footage could be reviewed remotely by Officers via an app. The benefit of these cameras compared to covert surveillance was that footage could be reviewed remotely without the need to be retrieved and downloaded regularly from the cameras; no material was stored on the cameras thus mitigating the data protection risk to the Council should they be lost or stolen; and there was no requirement to apply to the Court for covert surveillance approval under the Regulation of Investigatory Powers Act 2000 (RIPA). A privacy impact assessment had been completed and approved for the cameras. In March 2023, the Overview and Scrutiny Committee recommended to the Executive Committee that the Council adopt the use of mobile surveillance equipment as a long-term measure to support fly-tipping investigations and enforcement; and that consideration be given to increasing the number of cameras in use. The cost of two further cameras, hardware and data subscriptions was £6,985 which could be accommodated within the current budget.

- 21.3 The proposal was seconded and the Chair invited questions. A Member drew attention to Page No. 111, Paragraph 2.6 of the report which referred to one of the cameras being stolen during a fly-tipping incident and she asked whether it had been recovered and if it was insured. The Head of Service: Environmental Health advised that the camera had been stolen on the first night it had been installed and had not been recovered. It had not been insured at the time but the cameras were now included on the Council’s insurance schedule. It was noted that the camera had captured good evidence of the perpetrator which should assist with prosecution. The Member felt this was a good example of a quick lesson learnt and she asked how much would be saved by using the cameras in terms of the cost of clearing fly-tips. The Head of Service: Environmental Health indicated that he would need to request that information from Ubico but it was likely to be several thousand pounds each year, particularly if the fly-tips contained material such as asbestos which required specialist contractors for removal. Another Member felt it was important to also acknowledge the non-financial benefits of investing in the cameras in relation to removing the blight of fly-tips from the countryside. In his view, the more that could be done to eradicate the problem, the better. The Lead Member for Clean and Green Environment indicated that, in terms of financial savings, the fact that the cameras could capture useable evidence would mean the Council could pursue prosecution in the most cost-effective way and would be better able to secure substantial fines. A Member asked if there was any evidence of increased fly-tipping in other areas as a result of cameras and signage being erected in certain locations. The Head of Service: Environmental Health advised there was no evidence currently that fly-tips were being displaced; however, that was a risk which needed to be monitored. A Member queried if there were trackers on the cameras and the Head of Service: Environmental Health confirmed that was something which could be investigated.

21.4 Upon being put to the vote, it was

- RESOLVED:**
1. That use of mobile surveillance equipment be **ADOPTED** as a long-term measure to support fly-tipping investigations and enforcement.
 2. That the request from the Overview and Scrutiny Committee to increase the number of cameras in use be **APPROVED**.

EX.22 EXECUTIVE COMMITTEE FORWARD PLAN

22.1 Attention was drawn to the Committee's Forward Plan, circulated at Pages No. 113-124, which Members were asked to consider.

22.2 A Member indicated that she had asked, at the last meeting, for the Council's declaration of a climate and ecological emergency to be reflected in the forthcoming work of the Committee and the Chair recognised that various items had been requested for inclusion on the Forward Plan, specifically in relation to the Council motion, and he advised that an update on the carbon reduction action plan would be brought to the meeting in September. The Director: Corporate Resources explained that Members had put forward several suggestions on how the Executive Committee Forward Plan could be shaped and, following the meeting, he had looked at a number of forward plans used by other authorities concluding that they were much the same in terms of style. A column for 'Lead Member' had been added to the Forward Plan included with today's Agenda in order for Members to identify which items came within their own portfolios and it was intended to make further changes to the document prior to the September meeting of the Committee to provide a more detailed overview of each item, for the benefits of Members and residents, and to add links to background papers, where possible, as well as identifying where each item sat within the Council hierarchy, for instance, if it was within the Council Plan, a service plan or a governance issue. The Chair thanked Officers for their work to date and appreciated that Member requests were being promptly responded to.

22.3 Accordingly, it was

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

EX.23 SEPARATE BUSINESS

23.1 The Chair proposed, and it was

- RESOLVED** That, under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely discussion of exempt information as defined in Part 1 of Schedule 12A of the Act.

EX.24 SEPARATE MINUTES

24.1 The separate Minutes of the meeting held on 7 June 2023, copies of which had been circulated, were approved as a correct record and signed by the Chair.

EX.25 GARDEN TOWN GATEWAY REVIEW FINDINGS AND NEXT STEPS

(Exempt – Paragraph 2 of Part 1 of Schedule 12A of the Local Government Act 1972 – Information which is likely to reveal the identity of an individual)

- 25.1 Members considered the findings of the gateway review of the Garden Town programme, and the proposed next steps for a refreshed approach, and recommended to Council that the 17 recommendations from the gateway review report form the basis of a new approach, with greater focus on engagement with communities and robust programme management; and that the new approach be brought back to Executive Committee for approval in September, including details on how the programme would be monitored.

The meeting closed at 4:55 pm

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	6 September 2023
Subject:	Financial Update – Quarter One 2023/24
Report of:	Associate Director: Finance
Head of Service/Director:	Executive Director: Resources
Lead Member:	Lead Member for Finance and Asset Management
Number of Appendices:	Six

Executive Summary:

The budget for 2023/24 was approved by Council in February 2023 with the reserves being approved at Executive Committee in July 2023. This report is the first quarterly monitoring report of the Council's financial performance for the year.

The report highlights a projected outturn deficit, based on the quarter one position, of £54,595 on the revenue budget and details the expenditure to date against both the capital programme and the approved reserves.

Recommendation:

To CONSIDER the financial performance information for the first quarter of 2023/24.

Financial Implications:

As detailed within the report.

If the budget is in deficit at year-end, the Council will have to use reserves to fund the overspend, meaning that these resources are not available to fund other activities or future financial management of the Council's projected medium-term budgets. The council currently has a £1m General Fund balance but significant earmarked reserves.

Legal Implications:

The authority is required to set a balance budget having given regard to the advice of its Chief Finance Officer (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 provides the quarter one (Q1) monitoring position statement for the financial year 2023/24. The purpose of this report is to notify Members of any known significant variations to budgets for the current financial year, highlight any key issues, and to inform them of any action to be taken if required.

1.2 The report is prepared based on expectations as at the end of quarter one; however, the current economic conditions and financial climate are extremely volatile and have already had an impact on our financial forecasts. Further negative impacts within the financial year cannot be ruled out at this stage.

2.0 REVENUE BUDGET POSITION

2.1 The financial budget summary for Q1 shows a projected deficit of £54,595 for the full year against the approved budget. The following table highlights the forecast outturn position for service provision, the net position on corporate income and expenditure and the resulting deficit.

	Budget	Full Year Projection	Full Year Variance
<u>Services expenditure</u>			
Employees	£12,782,225	£12,256,606	£525,619
Premises	£697,810	£716,677	-£18,867
Transport	£71,479	£53,394	£18,085
Supplies & Services	£2,498,577	£2,512,188	-£13,611
Payments to Third Parties	£7,653,391	£7,558,947	£94,444
Transfer Payments - Benefits	£11,608,229	£11,608,539	-£310
Central Recharges	-£3,738	-£3,738	£0
Projects Funded Externally	£220,000	£220,234	-£234
Income	-£20,264,923	-£19,879,352	-£385,571
Services Sub Total	£15,263,050	£15,043,495	£219,555
<u>Corporate expenditure</u>			
Treasury – Interest Received	-£1,000,000	-£1,000,000	£0
Treasury – Borrowing Costs	£633,641	£633,641	£0
Investment Properties	-£3,330,500	-£3,395,723	£65,233
Corporate Savings Targets	-£208,522	£0	-£208,522
Core Government funding	-£2,022,525	-£2,022,525	£0
New Homes Bonus	-£1,240,366	-£1,240,366	£0
Business Rates	-£4,498,258	-£4,492,671	-£5,587
Council Tax Surplus	-£160,899	-£160,899	£0
Parish precept	£2,600,442	£2,600,442	£0
Use of reserves & MRP	£1,690,229	£1,690,229	£0

Corporate Sub Total	-£7,536,758	-£7,387,872	-£148,886
Transfer to reserves (externally ringfenced funding)			-£125,264
Surplus / (deficit)			-£54,595

Service Expenditure

- 2.2** The quarter one full year projection highlights a full year cost of service provision totalling £15.04m, resulting in a surplus against the approved budget of £219,555. The following paragraphs highlight the main reasons for this projected surplus. In addition, Appendix A provides detail at a service level with notes on variances over £10,000.
- 2.3** The full year projection for employees highlights a potential gross surplus of £525,619. It should, however, be noted that within the Council's corporate expenditure is a target to save £209k from employment costs across the Council. The net position is therefore a surplus against target of £317k. The majority of the overall surplus is being accrued by One Legal. This is matched off by a reduction in third party income. The national pay award has not yet been agreed for the majority of Officers, therefore we have forecast an increase of 4% for all employees which matches our budget allocation. Ubico has also forecast a pay award matching budget (5%). Any settlement in excess of these forecasts will result in an overspend but the Council has an approved reserve to cover the risk.
- 2.4** There is a projected overspend of £18,867 for premises costs. The main reason for this is due to maintenance work to be carried out at the homeless properties, some of these costs will be recovered through the rental charges.
- 2.5** A saving of £18k is expected within Transport costs which is due to reduced travel across the Council and only four pool cars being used when five were budgeted.
- 2.6** The projected outturn for Supplies & Services highlights a potential overspend of £14k. This is across stationery, postage and PDQ terminal bank charges for the car parking machines.
- 2.7** Payments to third parties highlights a projected surplus of £94,444.
- The Ubico contract is forecast to be underspent by £45k due to expected savings in employment and diesel costs of £119k, although this saving is reduced by the rental increase of Swindon Road depot of £76k.
- Emergency homeless accommodation is anticipated to be £60k over budget due to the increased demand in temporary housing, 85% of these costs will be recovered from housing benefit which is included within income.
- The Materials Recovery Facility (MRF) gate fee is expected to be £100k over budget which is due to a significant increase in the gate fee per tonne being paid, increasing from £38 per tonne to £67 per tonne.
- The third-party payment saving from the cessation of the trade waste service is estimated to be approximately £146k for 2023/24. This is supplemented by further direct employee savings at the Council but is offset by reductions in expected income. The cessation of the trade waste service is predicted to save over £100k annually in net terms from 2024/25, assuming savings from Ubico's corporate support and support services recharge. There will be no saving this year due to Ubico's budget for indirect costs already being set.

Swindon Road Depot running costs are estimated to be £115k less than budget based upon quarter 1 actual expenditure. These costs, previously borne by Cheltenham Borough Council, are in relation to the day-to-day running costs and maintenance requirements for the depot.

- 2.8** Income is expected to be below budget by £386k. This is mainly due to the cessation of the trade waste service where income is estimated to be £190k below target. Income from Tewkesbury Leisure Centre will be £78k lower than budget as a reduced management fee has been agreed. Due to vacant space in the Council Offices, rental income is predicted to be £37k down on budget. In addition, One Legal income is significantly below target, although this is offset against savings within employee. Planning fees are expected to exceed budget by £100k and recovery of emergency accommodation is estimated to be £60k greater than budget.

Corporate Expenditure

- 2.9** The expenditure associated with corporate activities as well as the financing of the Council is shown in the second section and highlights an estimated deficit of £148,886 for the financial year.
- 2.10** Treasury activities are currently in-line with budget expectations. Interest rates are continuing to rise but this will not impact our borrowing costs as the interest rate was fixed and no additional borrowing is expected. The Council may see a small gain in investment activity given current forecasts and this will be monitored and reported as the year moves forward.
- 2.11** The favourable variance within investment properties is due to a reduction in costs associated with managing our portfolio.
- 2.12** The overall projected position on retained business rates is currently in line with expectations. The valuation list was reset in 2023/24 financial year, making it more difficult to predict the level income and reliefs for businesses.
- 2.13** The Q1 report has now separately identified the external grant funding that is unlikely to be spent by year end and must be ringfenced to a particular project or service. This is estimated at £126k and, whilst it will increase our year end reserves, we do not have discretion as to where it can be spent. It is therefore excluded from our reported position.
- 2.14** Bringing together both the surplus on net service expenditure and surplus on net corporate expenditure results in an overall budget deficit projection of £55k for the year. Whilst it is disappointing to project a small deficit at the end of the first quarter, no corrective action is recommended at this stage given the small size of the deficit and the lack of certainty in our projections. The budget will continue to be monitored, with the Q2 forecast being reported in November.

3.0 CAPITAL BUDGET POSITION

- 3.1** Appendix B shows the capital budget position as at Q1. This is currently showing an underspend of £174k against the profiled budget of £419k. The capital programme estimates total expenditure for the year to be circa £1.65m. The main elements of this year's forecast include:
- Vehicle replacement programme
 - High Street Heritage Action Zone (HSHAZ)
 - Disabled Facilities Grants (DFG)

- 3.2** The Council has purchased various equipment for the office refurbishment and new tablets and mobiles for new Members, which is in-line with the capital programme.
- 3.3** The capital budget for vehicles is currently underspent due to no vehicles being purchased this quarter. It is planned that new vehicles will be acquired by the end of this financial year.

4.0 RESERVES POSITION

- 4.1** Appendix D provides a summary of the current usage of available reserves and supporting notes are provided for reserves where expenditure is high. As at 1 April 2023, these reserves stood at £17.54m which is a decrease of £587k on the previous year. The decrease reflects the fact that expenditure of reserves in 2022/23 exceeded the transfer to reserves at outturn.
- 4.2** Reserves have been set aside from previous years to fund known future costs, Council priorities and the strategic planning of the authority's operation. The information in the Appendix reflects only expenditure incurred to date and does not take account of reserves which have been committed but not yet paid or are awaiting capital financing at year end. Such expenditure will include:
- Place Programme Reserve – to support the development of the place planning approach
 - Temporary staff support for Revenues & Benefits
 - 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
- 4.3** Actual expenditure of £337,738 has been made against reserves at Q1. This mostly consists of expenditure relating to the digitalisation team, temporary posts in Revenue and Benefits and the first quarter costs of the garden town team. The full breakdown is provided in Appendix D.

5.0 KEY PERFORMANCE INDICATORS (KPIs)

- 5.1** As part of the financial management code, approved by the Audit and Governance Committee, this report now includes a number of KPI's. The reason for their inclusion is to ensure frequent and meaningful data is reported regularly and therefore allows for further scrutiny of our financial performance. This is part of a range of actions to comply with the CIPFA Financial Management Code which is designed to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability.
- 5.2** An area that we closely monitor is the Council's aged sundry debt. Service areas receive monthly reports to make them aware of aged debt and focus their attention on collecting those debts where possible. Each service area is responsible for creating their own bad debt policy and updating Finance quarterly with a progress update. Finance review and analyse aged debt annually for the year-end financial statements which allows finance to determine specific and general bad debt provisions.
- 5.3** The table in Appendix E shows the level of bad debt for each service area and the percentage that is greater than one year.

5.4 The final KPI shows the number of vacancies in each service area. This is also being reported to Leadership team on a monthly basis. Although vacant posts result in a saving against budget, they can in some circumstances have a negative impact on service delivery. The total number of vacant full time equivalents (fte) at Q1 is 42.9 out of a total workforce of 222.2fte. There are various reasons for these vacancies and management team will be working with HR and Heads of Service to help with recruitment to ensure there is minimal impact on services.

6.0 PRUDENTIAL INDICATORS

6.1 In December 2021, CIPFA published its revised Prudential Code and Treasury Management Code of Practice following concerns around the commercial activity undertaken by several local authorities and the affordability of borrowing plans.

6.2 The Code required the Prudential Indicators (which are approved as part of the Council's Treasury Management Strategy) to be reported quarterly (from semi-annually) as part of the financial updates. The Code permitted this reporting to be implemented by the 2023/24 financial year so Appendices C and F will be a recurring addition to the quarterly financial reports.

6.3 The indicators in the appendices are used to monitor our performance against the prudential indicators approved by Council prior to the start of the financial year.

7.0 CONSULTATION

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

8.0 ASSOCIATED RISKS

8.1 None

9.0 MONITORING

9.1 Budget monitoring occurs on a monthly basis and is formally reported quarterly.

10.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

10.1 Budget monitoring is on the approved annual revenue and capital budget for 2023/24 which has been prepared in line with the Medium-Term Financial Strategy

Background Papers: Treasury and Capital Management – Executive 4 January 2023
Budget 2023/24 – Executive 1 February 2023

Contact Officer: Associate Director: Finance
01684 272006 Emma.Harley@tewkesbury.gov.uk

Appendices: Appendix A – Revenue position by service
Appendix B – Capital position
Appendix C – Capital Prudential Indicators
Appendix D – Earmarked reserves update
Appendix E – KPIs
Appendix F – Treasury Management Indicator

Appendix A - Quarter 1 budget report

Chief Executive

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	285,069	346,438	(61,369)	1
Supplies & Services	9,460	8,208	1,252	
TOTAL	294,529	354,646	(60,117)	

1) Adverse variance caused by transitional arrangements for Borough Solicitor's post prior to restructure.

People Culture and Performance

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	210,488	197,488	13,000	2
Supplies & Services	62,472	61,949	523	
Payments to Third Parties	155,097	148,097	7,000	
Income	0	(500)	500	
TOTAL	428,057	407,034	21,023	

2) Savings due to vacant Associate Director: People, Culture and Performance post for 3 months.

Transformation

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £
Employees	885,128	879,879	5,249
Supplies & Services	138,747	135,600	3,147
Payments to Third Parties	67,000	67,050	(50)
Income	(2,400)	(3,000)	600
TOTAL	1,088,475	1,079,529	8,946

Executive Director of Place

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	118,997	84,544	34,453	3
Supplies & Services	90	0	90	
TOTAL	119,087	84,544	34,543	

3) Favourable variance is due to this post being vacant for the first third of the year.

Communities

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,281,531	2,258,250	23,281	4
Premises	55,710	49,075	6,635	
Transport	0	450	(450)	
Supplies & Services	255,125	259,419	(4,294)	
Payments to Third Parties	6,711,580	6,571,396	140,184	5
Ringfenced Projects and Funding	0	234	(234)	
Income	(2,834,940)	(2,659,965)	(174,975)	6
TOTAL	6,469,006	6,478,859	(9,853)	

4) Resource savings from the cessation of the trade waste service.

5) Savings include £146k from ceasing the trade waste service and £115k on running costs for the Swindon Road Depot. This is offset by high levels of spend on emergency accommodation for the homeless (85% of this is recouped through housing benefit) and an increase in the MRF gate fee from £38 to £67 per tonne in the quarter (£102k projected full year overspend)

6) The majority of this variance is the £187k loss of income from the cessation of the trade waste service.

Planning

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £
Employees	1,679,866	1,750,599	(70,733)

Transport	1,239	207	1,033	
Supplies & Services	101,857	121,437	(19,580)	8
Payments to Third Parties	257,000	279,323	(22,323)	9
Central Recharges	10,000	10,000	0	
Ringfenced Projects and Funding	220,000	220,000	0	
Income	(1,300,624)	(1,401,260)	100,636	10
TOTAL	969,338	980,306	(10,968)	

7) Additional expenditure incurred through transitional arrangements for new management structure. In addition, cost being incurred for additional staff to meet PPA requirements which is matched by additional income

8) Projected overspend due to higher than anticipated computer licence costs.

9) Anticipated Legal costs for planning appeal consultancy provided by One Legal which were not anticipated at budget setting stage.

10) Favourable variance due to higher than target income from planning fees.

Executive Director of Resources

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	126,038	133,066	(7,028)	
Supplies & Services	4,440	4,022	418	
Payments to Third Parties	80,189	80,189	0	
TOTAL	210,667	217,277	(6,610)	

Corporate Resource

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,130,920	2,062,652	68,268	11
Premises	642,100	667,603	(25,503)	12
Transport	68,240	51,760	16,480	13
Supplies & Services	857,764	871,533	(13,769)	14
Payments to Third Parties	326,225	358,493	(32,268)	15
Transfer Payments - Benefits Service	11,608,229	11,608,539	(310)	
Central Recharges	(65,000)	(65,000)	0	
Income	(13,406,042)	(13,603,305)	197,263	16
TOTAL	2,162,436	1,952,275	210,161	

11) Three vacant posts in Democratic Services are expected to make a £113k saving while extra costs in Asset Management were due to the need to cover long term sickness.

12) Asset maintenance costs are expected to exceed the budget. £18k of this variance is for expected YE expenditure to maintain the homeless properties - some of this cost will be recovered through the rental charges.

13) Predicted saving from decreased mileage claims across the council and the use of fleet cars.

14) There is a predicted year-end overspend of approx £16k across stationery, postages and PDQ terminal bank charges for the car parking machines.

15) Additional costs associated with the new Monitoring Officer role.

16) Total variance for Asset Management income is a surplus of £88k. This includes a £78k agreed reduction in the management fee paid by Tewkesbury Leisure Centre. Revenues have also received £125k to administer a new grant support scheme. A policy is currently being created.

Finance

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	1,695,781	1,695,164	617	
Supplies & Services	502,619	497,949	4,670	
Payments to Third Parties	38,050	31,876	6,174	
Income	(10,300)	(12,598)	2,298	
TOTAL	2,226,150	2,212,391	13,759	

IT and Cyber

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	485,662	476,093	9,569	
Supplies & Services	422,768	413,862	8,906	
Payments to Third Parties	8,250	8,269	(19)	
Income	0	(33)	33	
TOTAL	916,680	898,192	18,489	

One Legal

	Full Year Budget	Projected Outturn	Savings / (Deficit)	
	£	£	£	
Employees	2,882,745	2,372,433	510,312	17
Transport	2,000	978	1,022	
Supplies & Services	143,235	138,209	5,026	
Payments to Third Parties	10,000	14,253	(4,253)	
Central Recharges	51,262	51,262	0	
Income	(2,710,617)	(2,198,690)	(511,927)	18
TOTAL	378,625	378,445	180	

17) There are currently 14 vacant posts in One Legal offset by a predicted annual costs of £375k for agency staff.

18) Limited resources available to undertake additional work and increased internal demand from Partner Councils have had an impact on the ability to achieve the income targets. As a result, the actual income for 2023-24 is predicted to be below the budget as in previous years.

Appendix B - Analysis of capital budget 2023/24

	Q1 Budget Position £	Q1 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	0	0	0	0	
Vehicles	124,500	0	124,500	(100)	No expenditure in Q1 2022/23
Equipment & Furniture	57,000	56,912	88	0	Expenditure in line with budget
Community Grants	37,500	0	37,500	(100)	High Street Heritage Action Zone Programme, no capital expenditure in Q1
Housing & Business Grants	200,000	188,102	11,898	6	Expenditure for Disabled Facility Grants in line with budget
	419,000	245,014	173,986	42	

Prudential Indicators Q1 2023/24

The Authority measures and manages its capital expenditure, borrowing and commercial investments with references to the following indicators.

It is now a requirement of the CIPFA Prudential Code that these are reported on a quarterly basis.

Capital Expenditure: The Authority has undertaken and is planning capital expenditure as summarised below.

	2022/23 actual £m	2023/24 forecast £m	2024/25 budget * £m	2025/26 budget £m
General Fund services	2.78	1.65	3.82	2.27

Capital Financing Requirement: The Authority's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt.

	31.3.2023 actual £'000	31.3.2024 forecast £'000	31.3.2025 budget * £'000	31.3.2026 budget £'000
Capital investments	53,545	53,405	55,350	55,655
TOTAL CFR	53,545	53,405	55,350	55,655

Gross Debt and the Capital Financing Requirement: Statutory guidance is that debt should remain below the capital financing requirement, except in the short term. The Authority has complied and expects to continue to comply with this requirement in the medium term as is shown below.

	31.3.2023 actual £'000	31.3.2024 forecast £'000	31.3.2025 budget £'000	31.3.2026 budget £'000	Debt at 30.6.2023 £'000
Debt (incl. PFI & leases)	30,333	19,800	19,267	18,734	20,333
Capital Financing Requirement	53,545	53,405	55,350	55,655	

Debt and the Authorised Limit and Operational Boundary: The Authority is legally obliged to set an affordable borrowing limit (also termed the Authorised Limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit.

	Maximum debt Q1 2023/24 £'000	Debt at 30.6.23 £'000	2023/24 Authorised Limit £'000	2023/24 Operational Boundary £'000	Complied? Yes/No
Borrowing	30,333	20,333	50,000	40,000	Yes
Total debt	30,333	20,333	50,000	40,000	

Since the operational boundary is a management tool for in-year monitoring it is not significant if the boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

Net Income from Commercial and Service Investments to Net Revenue Stream: The Authority's income from commercial and service investments as a proportion of its net revenue stream has been and is expected to be as indicated below.

	2022/23 actual	2023/24 forecast	2024/25 budget	2025/26 budget
Total net income from service and commercial investments	3,137	3,388	3,466	3,466
Proportion of net revenue stream	26.52%	29.92%	30.19%	30%

Proportion of Financing Costs to Net Revenue Stream: Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue.

The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

	2022/23 actual	2023/24 forecast	2024/25 budget *	2025/26 budget
Financing costs (£m)	0.436	0.439	0.439	0.439
Proportion of net revenue stream	15.29%	13.98%	12.29%	12.42%

Appendix D - Revenue reserves for 2023/24

Reserve	Balance 31st March 2023	Spent in Reserve Q1	Reserve Remaining	Note
Service Reserves				
Asset Management Reserve	1,596,322	2,878	1,593,444	
Borough Growth Reserve	578,591	5,860	572,731	
Borough Regeneration Reserve	20,634	-	20,634	
Business Rates Reserve	-	-	-	
Business Support Reserve	88,044	4,373	83,671	
Business Transformation Reserve	1,540,070	118,525	1,421,546	1
Climate Change Reserve	210,333	-	216,249	
Community Support Reserve	1,008,028	25,088	982,940	
Council Tax Reserve	98,392	-	98,392	
Development Management Reserve	399,143	41,834	357,309	
Development Policy Reserve	1,738,301	-	1,738,301	
Elections Reserve	228,515	24,325	204,190	
Flood Support and Protection Reserve	9,509	-	9,509	
Garden Town Reserve	370,451	78,552	291,900	2
Health & Leisure development reserve	-	-	-	
Housing & Homeless Reserve	556,633	-	584,570	
Insurance Reserve	-	-	-	
Investment Reserve	600,000	-	600,000	
IT Reserve	165,000	12,590	152,410	
MTFS Equalisation Reserve	2,868,333	39,091	2,829,243	
Open Space & watercourse Reserve	929,047	-	929,047	
Organisational Development Reserve	710,753	18,476	692,277	
Risk Management Reserve	610,000	-	610,000	
Waste & Recycling development Reserve	3,212,315	-	3,212,315	
	17,538,415	337,738	17,200,677	

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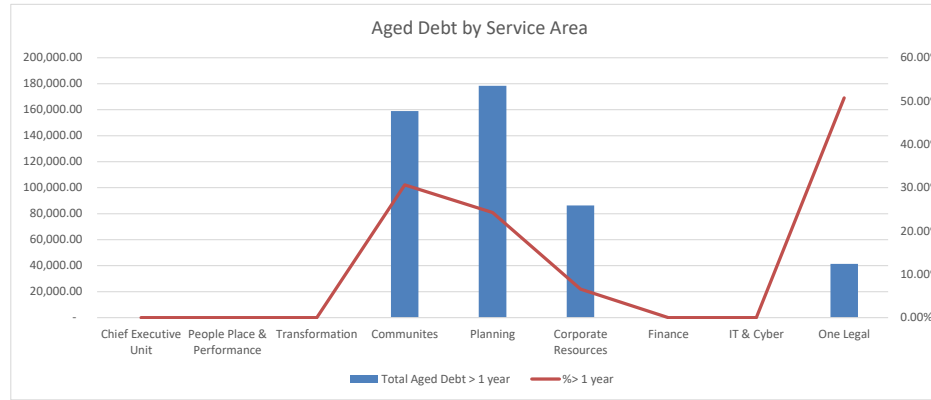
Notes

- 1 Expenditure against a combination of specific reserves including the Digitalisation team and various temporary posts in the revenues and benefits team.
- 2 Cost of Garden Town team for Q1

Appendix E - Key Performance Indicators 2023/24

Aged Debt

	Total Aged Debt	Total Aged Debt > 1 year	%> 1 year
Chief Executive Unit	2,880.00	-	0.00%
People Place & Performance	-	-	0.00%
Transformation	-	-	0.00%
Communités	518,736.13	158,982.57	30.65%
Planning	734,489.68	178,359.40	24.28%
Corporate Resources	1,307,572.85	86,280.29	6.60%
Finance	-	-	0.00%
IT & Cyber	-	-	0.00%
One Legal	81,635.00	41,417.73	50.74%



Vacancies

	FTE Vacant
Chief Executive Unit	-
People Place & Performance	6.00
Transformation	3.00
Communités	7.50
Planning	8.00
Corporate Resources	4.00
Finance	-
IT & Cyber	0.40
One Legal	14.00
Total	42.90

Treasury Management Indicators Q1 2023/24

Introduction

In February 2012 the Authority adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve, as a minimum, treasury management semi-annual and annual outturn reports.

This quarterly report provides an additional update and includes the new requirement in the 2021 Code, mandatory from 1st April 2023, of quarterly reporting of the treasury management prudential indicators. The non-treasury prudential indicators are incorporated in the Authority's normal quarterly capital monitoring report.

The Authority's treasury management strategy for 2023/24 was approved at a full Council meeting on 24 January 2023. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Authority's treasury management strategy.

Treasury Management Prudential Indicators

As required by the 2021 CIPFA Treasury Management Code, the Authority monitors and measures the following treasury management prudential indicators.

1. Liability Benchmark:

This new indicator compares the Authority's actual existing borrowing against a liability benchmark that has been calculated to show the lowest risk level of borrowing. The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. It represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level of £[X]m required to manage day-to-day cash flow.

	31.3.23 Actual	31.3.24 Forecast	31.3.25 Forecast	31.3.26 Forecast
Loans CFR	53,545	53,405	55,340	55,655
Less: Balance sheet resources	52,092	50,696	48,696	50,696
Net loans requirement	1,453	2,709	6,644	5,959
Plus: Liquidity allowance	10,000	10,000	10,000	10,000
Liability benchmark	11,453	12,709	16,644	15,959
Existing borrowing	30,333	19,800	19,267	18,734

Following on from the medium-term forecast above, the long-term liability benchmark assumes no further capital expenditure funded by borrowing.

Whilst borrowing may be above the liability benchmark, strategies involving borrowing which is significantly above the liability benchmark carry higher risk however this is all long term borrowing held with PWLB at rates significantly below the current levels (average of 2%).

2. **Maturity Structure of Borrowing:** This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

	Upper Limit	Lower Limit	30.6.23 Actual	Complied?
Under 12 months	0%	100%	0%	Yes
12 months and within 24 months	0%	100%	0%	Yes
24 months and within 5 years	0%	100%	0%	Yes
5 years and within 10 years	0%	100%	0%	Yes
10 years and above	0%	100%	100%	Yes

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

3. **Long-term Treasury Management Investments:** The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term treasury management limits are:

	2023/24	2024/25	2025/26	No fixed date
Limit on principal invested beyond year end	£16m	£14m	£12m	£10m
Actual principal invested beyond year end	£0m	£0m	£0m	£10m
Complied?	Yes	Yes	Yes	Yes

Long-term investments with no fixed maturity date include strategic pooled funds, real estate investment trusts and directly held equity but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.

Additional indicators

Liquidity: The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a monthly period, without additional borrowing

	30.6.23 Actual	2023/24 Target	Complied?
Total cash available within 1 months	£9.75m	£7m	Yes

For context, the changes in interest rates during the quarter were:

	<u>31/3/23</u>	<u>30/6/23</u>
Bank Rate	4.25%	5.00%
1-year PWLB certainty rate, maturity loans	4.78%	6.22%
5-year PWLB certainty rate, maturity loans	4.31%	5.71%
10-year PWLB certainty rate, maturity loans	4.33%	5.25%
20-year PWLB certainty rate, maturity loans	4.70%	5.36%
50-year PWLB certainty rate, maturity loans	4.41%	4.95%

The impact of a change in interest rates is calculated on the assumption that maturing loans and investment will be replaced at new market rates.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	6 September 2023
Subject:	Carbon Reduction Programme Annual Report
Report of:	Head of Service: Asset Management
Head of Service/Director:	Executive Director: Resources
Lead Member:	Lead Member for Clean and Green Environment
Number of Appendices:	2

Executive Summary:

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

Good progress has been made in the second and third years of the action plan, particularly with the construction of the solar car parking canopy at the Public Service Centre and the planned Air Source Heating installation upgrade later this year.

The appendix also includes an action plan for year four. The actions recommended build upon the progress made to date and set solid foundations for the delivery of the Council's 2030 ambition. The action plan also begins to look at the strategies required to meet targets for the waste and recycling fleet as well as rollout of electric vehicle charging points.

As always, the action plan has been prepared in acknowledgement of the resources available to pursue the ambition.

Recommendation:

- 1. To CONSIDER the progress achieved against year three of the carbon reduction action plan.**
- 2. To APPROVE the Year Four action plan.**

Financial Implications:

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

Legal Implications:

There are no legal implications arising directly from the content of the report. Officers will liaise with One Legal where necessary in the implementation of the proposals identified in the action plan.

Environmental and Sustainability Implications:

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

Resource Implications (including impact on equalities):

As detailed within action plan.

Safeguarding Implications:

None

Impact on the Customer:

Several objectives within the Year Four action plan will have direct benefits to the public, such as access to electric vehicle charge points, positive biodiversity improvements, waste reduction and opportunities for home energy efficiency.

1.0 INTRODUCTION

1.1 Tewkesbury Borough Council declared a climate emergency at a Council meeting in October 2019, which was further extended and expanded by the Council in May 2023.

The original 2019 motion as agreed is reproduced below.

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

1.2 In July 2022, the former Climate Change and Flood Risk Management Group recommended to the Executive Committee to note the Climate Change and Carbon Reduction Year Two action plan progress and agree the adoption of the Year Three action plan.

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

1.4 In May 2023, the Council passed a motion to expand this declaration to a Borough wide climate emergency and also declared a nature and ecological emergency (Appendix B).

2.0 ACTION PLAN

2.1 Following the adoption of the Climate Change and Carbon Reduction Audit and Action Plan in 2019, officers have been reviewing the overarching targets and working on the delivery of actions to advance the Council's ambition. The third year of the action plan has seen good progress made, particularly since the installation of the Solar Canopy in June 2022.

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

- The approval of funding to support our ambitions including:
 - a £200,000 delivery fund from the Borough Council's reserves.
 - Securing of external grant funding and internal funding to support the delivery of the air source heat pump at the Public Service Centre.
 - £83,000 external funding secured for electric vehicle charging points
 - £62,000 external funding for low carbon communities over 3 years
- Installation of the solar canopy supplying electricity to the Public Service Centre and Leisure Centre
- Southwest Energy Efficiency Awards – Winner of Council of the Year and highly commended as landlord of the year and commended for large-scale projects
- Certified as a Bronze Carbon Literate Organisation
- Carbon literacy training provided to 60 members of staff.
- Introduction of a Green Champion network within the organisation
- Publication of an Electric Vehicle Infrastructure Strategy.

2.3 The annual greenhouse gas emissions report, attached at Appendix A, highlights a reduction in emissions across Council services in the last calendar year. A total of 62 T/CO₂e or 3.7% has been saved against the Council's baseline. However, it is important to remember the 2019 figures were collated at the time with the best available information. During this period since establishing the baseline, significant work has been undertaken to refine the figures and include more areas of activity.

- 2.4** Appendix A also sets out the actions recommended by Officers to take forward the Council ambition over the next twelve months. The recommended Year Four action plan contains actions that cover several aspects of delivery, which have been grouped under five themes:
- Communications and Engagement.
 - Technical implementation.
 - Scoping studies and Policies and Schemes.
 - Budgets, External funding & Reporting.
 - Partnership and wider activity.
- 2.5** As can be seen in the year four action plan, a number of activities continue to build on achieving carbon neutrality by 2030 within the Council Offices and now incorporates additional activities to put in place strong foundations for the delivery of actions against the recently agreed borough wide climate and ecological emergencies. This includes securing additional funding, appointing to a new post and developing a more encompassing borough wide strategy.
- 2.6** The action plan also continues to consider the strategies that will be required to deal with our biggest emission area – the Ubico fleet of vehicles. The size of the challenge to make this service area carbon neutral, as well as future challenges on the Leisure Centre, will be significant and will take a considerable commitment and resources to resolve over the next seven years.
- 2.7** The action plan remains ambitious and requires dedicated resource to deliver the actions. Additional resources are being sought to assist in the delivery and if these are agreed and a new member of staff secured, it is considered that additional activities can be added to the action plan to support delivery of actions associated with the 2023 Council motion. These will be discussed and agreed with both the Lead Member and the Climate Change and Ecology Management Group.
- 3.0 CONSULTATION**
- 3.1** The greenhouse gas emissions report and details of the Year Three Progress and Year Four Objectives have been presented and discussed with the Climate Change and Ecology Management Group.
- 4.0 ASSOCIATED RISKS**
- 4.1** If sufficient resources to allow the delivery of the ambition are not allocated, the Council will not be able to deliver all of the points within the Council motion and will not be able to play a proactive role in anything wider than energy efficiency measures within the Council Offices.
- 5.0 MONITORING**
- 5.1** The fourth year of the plan is actively monitored by the Climate Change and Ecology Management Group through quarterly updates, whilst specific projects are also monitored by programme board along with monthly updates to the relevant Lead Members.
- 5.2** The Council also reports into and shares knowledge with the CN2030 Local Authority Officers Group as part of Climate Leadership Gloucestershire.

6.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

- 6.1** On 1 October 2019 Tewkesbury Borough Council declared a Climate Change emergency. The Council committed to become carbon neutral by 2030 by addressing Scope 1 and 2 greenhouse gas emissions for the Public Services Centre building.
- 6.2** In May 2023, the Council passed a motion to expand this declaration to a borough wide climate emergency and also declared a nature and ecological emergency.

Background Papers:	None
Contact Officer:	Head of Service: Asset Management 01684 272023 andy.noble@tewkesbury.gov.uk
Appendices:	Appendix A – Annual Emissions Report for 2022 and Carbon Reduction Programme Update Appendix B – Council Motion – May 2023

Annual greenhouse gas emissions report for 2022 and carbon reduction programme update



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Introduction

Tewkesbury Borough Council declared a climate emergency at full council on 1st October 2019 and has committed to making its offices carbon neutral by 2030.

A baselining exercise of the Council's greenhouse gas emissions was undertaken (in 2020) and a Carbon Reduction programme was established soon after.

More recently in May 2023, the Council passed a motion to expand this declaration to a Borough wide climate emergency, also declaring a nature (ecological) emergency.

Currently, there is no legal requirement for Local Authorities to report on their organisational carbon footprint, however, the Council is committed to its carbon neutral ambition and publicising its greenhouse gas emissions annually.

Part 1 of this report covers the Council's greenhouse gas emissions in 2022.

Part 2 reviews the progress of the Council's carbon reduction programme.

Part 3 presents an action plan for the year ahead.

PART 1 GREENHOUSE GAS EMISSIONS REPORTING

Organisational Boundary & Scope

For the purpose of this report, the scope of the emissions reporting is limited to the original declaration in 2019, but it is the intention that future emissions reports will be expanded to be considerate to the needs of the 2023 declaration.

The Council has committed to doing all in its power to become carbon neutral by 2030, specifically by addressing greenhouse gas emissions from operations for which it is directly responsible. This specifically includes the Council occupied areas of the Public Service Centre building.

In addition, the following organisational activities are reported on:

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

Reporting Period

This reports on the period 1st January 2022 to 31st December 2022 with comparisons to the baseline year 2019 and the last reporting year 2021.

Baseline Year

The baseline year for the Council's Greenhouse Gas reporting is from 1st January 2019 to 31st December 2019.

The baseline has been revised this year to take into consideration more accurate transport data.

Conversion Factors

The greenhouse gas emissions detailed in this report have been calculated using the 2022 UK Government GHG Conversion Factors:

[Greenhouse gas reporting: conversion factors 2022 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2022)

The Council reports on Scope 1,2 and 3 emissions.

Table 1 - Definition of Scope 1,2 and 3 emissions

Category	Description	Source
Scope 1	Direct emissions from activities owned or controlled by the Council.	Gas usage on the Council estate and vehicle fuel used.
Scope 2	Indirect emissions from purchasing electricity for Council operations.	Electricity consumption from the grid on the Council estate.
Scope 3	All other indirect emissions produced in relation to the organisational activity	The transmission and distribution of electricity Well to tank electricity and gas. Staff & councillor business travel Water usage Waste management Working from home emissions

Data Collection

Improvements to internal management systems has aided the data collection process, specifically with regard to energy consumption from most buildings and for office waste.

The accuracy of transport data has been significantly improved by having access this year to better fuel information. In previous reporting years, mileage figures were used to calculate emissions and, as a result, the Council's carbon footprint was underestimated.

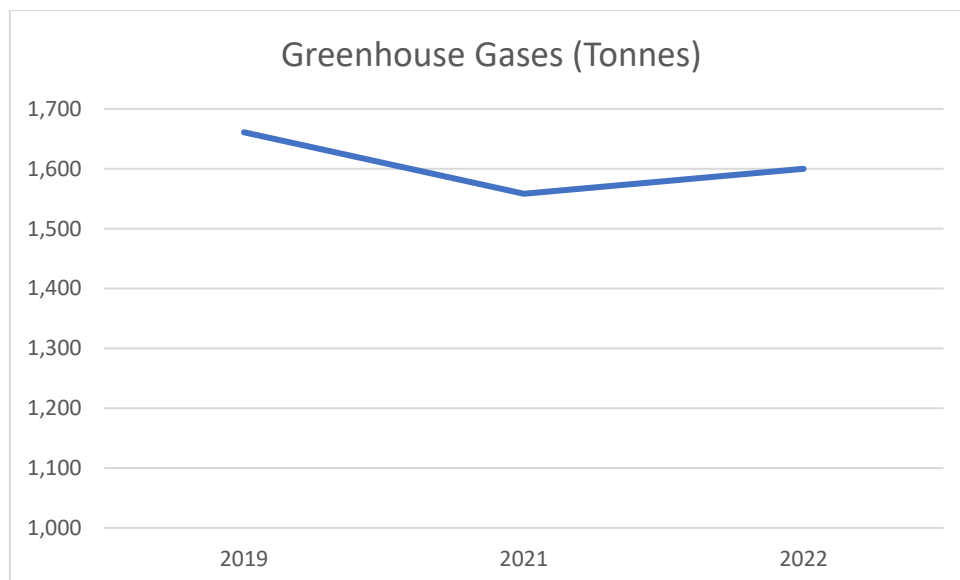
This was because the assumed greenhouse gases produced, by using the closest vehicle type in the government correlation factors, was much lower than when compared with the fuel in litres, (which is more precise as it directly links to the emissions through the combustion process).

To ensure yearly comparisons are as accurate as possible, the baseline has been reset using this new information and future years will follow this more robust methodology.

Total Emissions

Since the council's greenhouse gas tonnage baseline (revised) was established there has been a reduction of 62 tonnes. The reduction has been achieved despite factors such as the council having:

- A larger occupancy of the public service sector to consider within its carbon footprint (areas of the building occupied by other tenants are excluded).
- Increased staffing levels
- A growth in council services, which have for example led to an extra waste collection round and additional factors now included in our reporting that provide more comprehensive data.



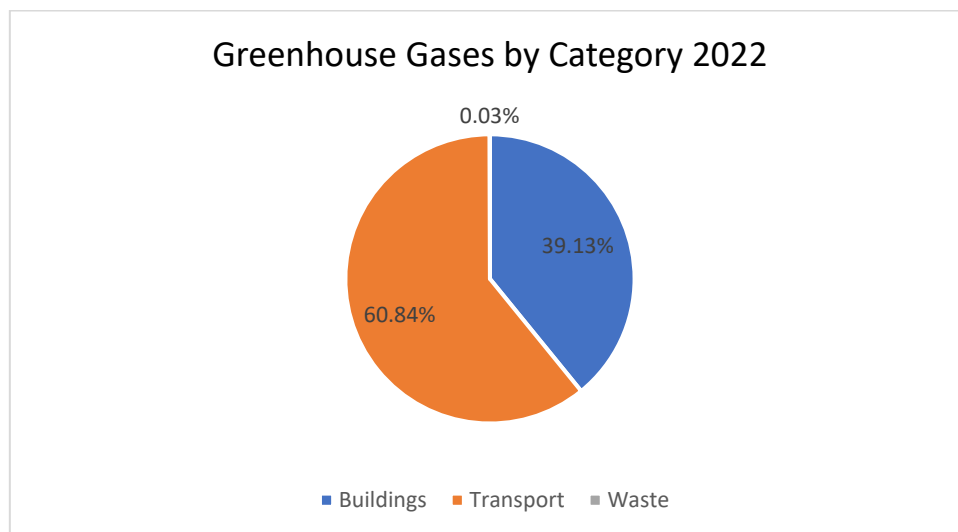
There has been an increase in the greenhouse gases reported since 2021, which is to be expected as services opened up further in 2022, following the loosening of restrictions after the Covid Pandemic. This is particularly evident at the Leisure Centre and the Roses Theatre.

Emissions By use Table

The Council's emissions (scope 1,2 & 3) can be categorised as per the table below, which show a 10.7% decrease from the 2019 baseline in building emissions, and a smaller decrease overall.

Category	2019 Emissions (T/CO2e)	2022 Emissions (T/CO2e)	% Emissions Change (-/+)
Buildings	701.0	625.9	-10.72%
Transport	960.2	973.1	1.34%
Waste	0.0	0.5	N/A
Total	1,661	1,599	-3.72%

The largest contributors to the Council's footprint in 2022 were from the fuel consumption (transport) and the operation of its buildings (specifically gas and electricity).



Buildings

The table below shows the total building energy consumption for relevant estate buildings (those considered to be used for the provision of core council services).

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

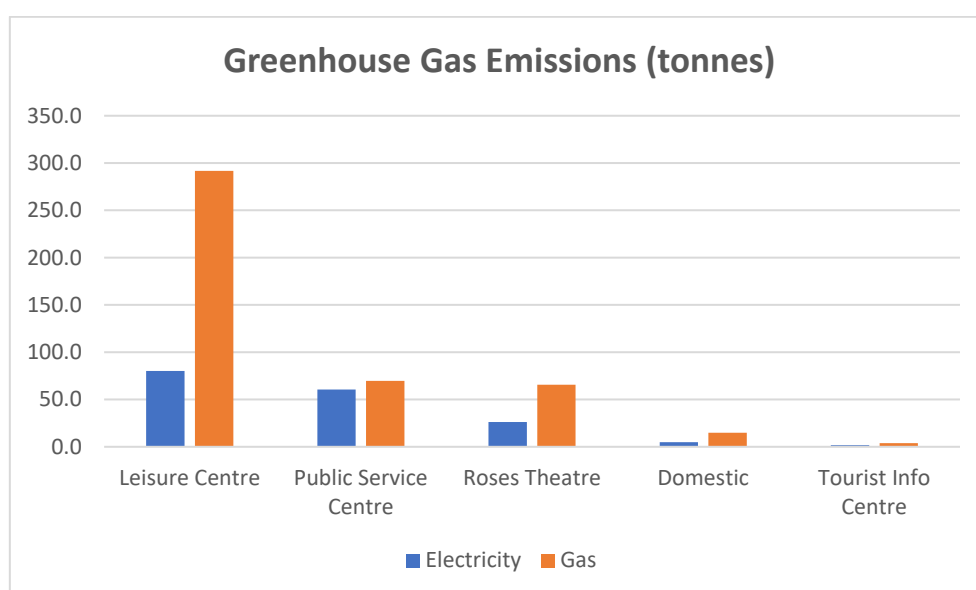
All Buildings 2022				
Fuel	kWh	T/CO ₂ e (Scope 1&2)	T/CO ₂ e (Scope 3)	T/CO ₂ e Total
Electricity	677,962	131	46	177
Gas	2,086,325	381	65	446
Water m ³		0	3	3
Total	2,764,287	512	114	626

The headline results show that in 2022 there was a 10.7% reduction in total building emissions against the 2019 baseline, which can be attributed to energy efficiency activities.

It is important to note that currently Natural Gas consumption accounts for a significant majority of our building energy consumption (75.25% in 2019 and 74.4% in 2022).

This again confirms that from a carbon neutral aspiration, actions such as changing the source of heating away from gas at the Public Service Centre will have a large impact on emissions. This should remain a priority focus of attention in relation to carbon reductions from buildings.

The table below breaks down the emissions (scope 1,2 & 3) from electricity and gas in the largest emitting buildings in 2022:



More granular analysis (building by building) of energy shows contrasting patterns in consumption. The Public Service Centre reduced electricity despite having more area under its responsibility, although gas consumption (which can be linked to weather) has increased. It is possible that hybrid working patterns, may have led to less occupancy heat gains from staff and visitors.

Public Service Centre 2019				
Fuel	kWh	T/CO _{2e} (Scope 1/2)	T/CO _{2e} (Scope 3)	T/ CO _{2e} Total
Electricity	267,828	68	16	85
Gas	282,424	52	7	59
Water (m3)	980	0	1	1
Total	550,253	120	24	144

Public Service Centre 2022				
Fuel	kWh	T/CO _{2e} (Scope 1/2)	T/CO _{2e} (Scope 3)	T/ CO _{2e} Total
Electricity	231,564	45	16	61
Gas	326,522	60	10	70
Water (m3)	1,964	0	1	1
Total	558,086	104	27	131

Rising electricity costs have been negatively impacting on the leisure sector across the UK. Tewkesbury Leisure Centre however has seen a reduction in its carbon footprint and benefits from electricity generated from the Solar Canopy.

Some of the many energy saving actions undertaken by the leisure centre include:

- Small reductions and better control of temperatures in Pool, Sauna and Reception
- Less and better use of air conditioning
- Equipment turned off earlier when not in use or in eco mode.

The carbon reporting for this year must be balanced with partial closing in early 2022 when some covid restrictions were still in place.

Tewkesbury Leisure Centre 2019				
Fuel	kWh	T/CO _{2e} (Scope 1/2)	T/CO _{2e} (Scope 3)	T/ CO _{2e} Total
Electricity	406,630	104	25	128
Gas	1,632,377	300	39	339
Water (m3)	4,026	0	4	4
Total	2,039,007	404	68	472

Tewkesbury Leisure Centre 2022				
Fuel	kWh	T/CO _{2e} (Scope 1/2)	T/CO _{2e} (Scope 3)	T/ CO _{2e} Total
Electricity	306,640	59	21	80
Gas	1,365,521	249	42	292
Water(m3)	4,087	0	2	2
Total	1,672,161	309	65	374

The Roses Theatre like the Public Service Centre has seen an increase in gas consumption and is limited by an age gas boiler system and the need for a cool auditorium in the hot summer months. Electricity usage is noticeably higher than recorded in the baseline due to a data collection error in 2019 and also higher than in 2021 (which is to be expected as the impact from Covid was still high).

The Roses Theatre 2019				
Fuel	kWh	T/CO _{2e} (Scope 1/2)	T/CO _{2e} (Scope 3)	T/ CO _{2e} Total
Electricity	11,969	3	1	4
Gas	233,897	43	6	49
Water (m3)	0	0	0	0
Total	245,866	46	6	52

The Roses Theatre 2022				
Fuel	kWh	T/CO _{2e} (Scope 1/2)	T/CO _{2e} (Scope 3)	T/ CO _{2e} Total
Electricity	85,025	18	7	25
Gas	344,006	63	11	74
Water (m3)	0	0	0	0
Total	429,031	81	17	99

Working from Home

Emissions related to staff working from home have not been incorporated this year (or included in the baseline or previous year's figures where staff having been working from home, such as during COVID).

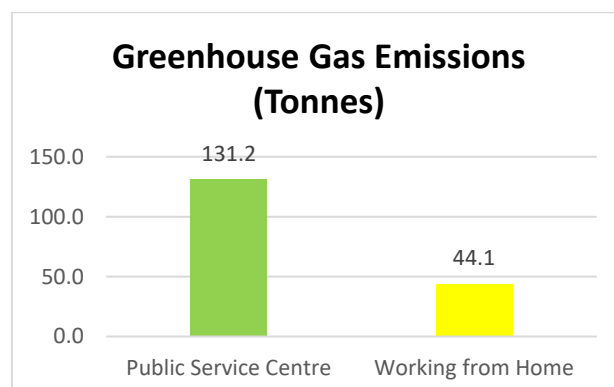
This report does however consider the impact of energy related emissions but does not have the full picture of being able to look at the resulting reduction in emissions from less commuting and so these emissions have not been included this year, in the overall emissions reporting total.

The estimated greenhouse gases produced recognises that there will be an increased level of lighting, heating and power required for equipment needed to deliver council services from staff's homes. Correlation factors are now available, while they were not available at the time of producing the 2019 Baseline.

Based on 198.6 Staff (FTE) working an average 2 days a week from home, an additional 44.1 tonnes of greenhouse gas can be attributed to the energy required to facilitate home working.

Green House Gas Emissions - Homeworking	Total Homeworking Hours	Total GHG Emissions (tonnes)	Per employee (kg)
Office Equipment & Heating	129,328	44.1	221.9

Interestingly the impact of this can be observed when comparing with the total emissions of the Public Service Centre and is equivalent to 38% of these.



However, it is important to note that we do not currently capture and measure the reduction in transport emissions from staff commuting less to the workplace as part of our reporting.

Until this is known we cannot fully understand the total impact of hybrid working and draw any conclusions about the impact of homeworking on wider greenhouse gas emissions.

Further work will be carried out during 2023/24 to establish the correct methodology for calculating the reduction in emissions for commuting and it is envisaged that both this and the emissions from homeworking will be incorporated into our data collection in the future.

Transport Emissions

Transport emissions continue to account for the largest proportion of the Council's footprint (60.8%).

The table below illustrates how this is made up.

2022 Pool Cars, Ubico & Grey Fleet: Mileage & Emissions				
Type	Mileage	Scope1	Scope 3	Total
Pool Cars	34,682	6.37	0.9	7.27
Ubico	325,832	776.7	185.2	961.9
Grey Fleet (Staff)	7,778	0.00	3.0	2.97
Grey Fleet (Councillors)	2,483	0.00	0.9	0.95
Total	370,775	783.1	190.0	973.1

Overall, Greenhouse Gas Emissions in comparison with the Baseline:

	2022	2019	% Change
Pool Cars	7.3	16.7	-56.4%
Ubico	961.9	930.9	3.3%
Grey Fleet - Staff	2.97	7.0	-57.7%
Grey Fleet – Councillors*	0.95	5.6	-83.2%
Total	973.1	960.2	1.3%

There has been a combined reduction in staff and councillor mileage and emissions as a result of increased on-line meetings and the conversion of two of the authority's pool cars to electric since 2019 (12.6 tonnes to 3.9 tonnes)

*Only the data from journeys which have been claimed by councillors are accounted for, some councillors have not submitted claims.

Waste Collection – UBICO Contract

In previous years, Waste Collection Vehicle emissions have been calculated using mileage and converted to greenhouse gases using government conversion factors.

This year we have been able to use fuel in quantities of litres instead of mileage, which provides a much more accurate calculations of emissions.

In order to use actual amounts of fuel to calculate emissions going forwards and to compare against the baseline on a like for like basis, the 2019 baseline has been adjusted using historic fuel figures providing a more accurate method of reporting.

Therefore in 2022, 961.9 tonnes of greenhouse gases can be attributed to UBICO Contract which includes Waste Collection vehicles, fuel cars and is inclusive of street sweeping and landscaping equipment. This is an increase of 30.9 tonnes from an adjusted baseline figure of 930.9 tonnes in 2019.

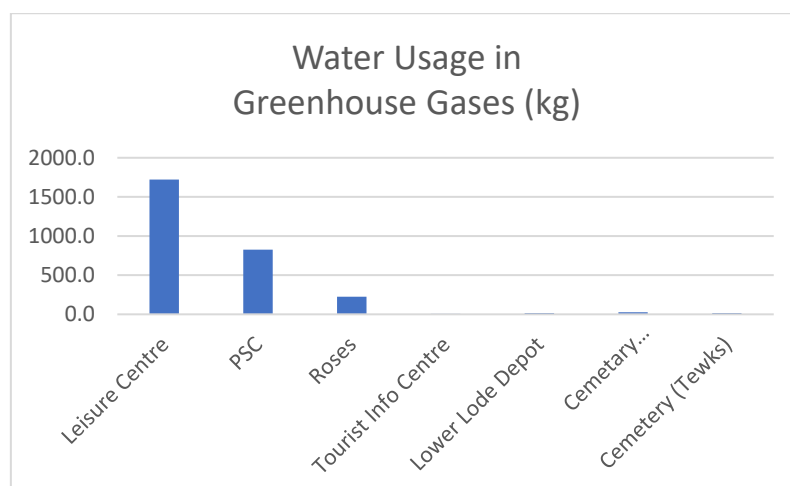
The increase in emissions can be explained by an additional collection round being undertaken since 2019 and extra mileage incurred by travelling further to the Javelin Park energy from waste plant (opened October 2019), as opposed to the transfer station in Bishop’s Cleeve.

The overall highly significant proportion of greenhouse gases contributed through transport provides focus to ensure the alternative vehicles and fuels are considered for updating the vehicle fleet. However, it is very much acknowledged that there are technology restrictions and forecasted higher financial costs to incur to undertake this transformation.

Water

Water is a hugely valuable resource, which as the local (and global) population increases, will become even more important in our daily lives and scarce in some locations.

However, it is still a very small part of the Council’s footprint with a value of 3.25 tonnes for water supply and treatment in 2022. This has decreased from 7.21 tonnes in 2019 since when there has been some water saving measures introduced on the Council’s estate, but this reduction is primarily due to the conversion factors for water supply and treatment processes now being less carbon intensive.



Office Waste

The completeness and accuracy of data for waste generated at the Public Service Centre continues to be improved. With a full year of data including non-recycling and the inclusion of skips it is not surprising that the waste reported has increased from 2021. There is no baseline data available.

Overall PSC Waste (tonnes)	2022	2021
By Weight	17.61	13.3
Greenhouse Gases	0.51	0.28

Improvements to the office waste bins and communications on how to use them is planned in 2023.

Emissions by Scope

The table below shows a direct illustration of emissions by scope based on formal greenhouse gas protocol reporting structure. This is further broken down on the following page.

Greenhouse Gas Emissions by Scope & Element		2019		2022	
Scope	Element	Emissions (T/CO ₂ e)	% of Total	Emissions (T/CO ₂ e)	% of Total
Scope 1	Gas Consumed	410.34	25.37%	380.84	23.80%
	Owned Transport	765.16	44.93%	783.07	48.95%
	SCOPE 1 TOTAL	1,175.50		1,163.91	
Scope 2	Electricity Consumed	185.60	11.61%	131.10	8.19%
	SCOPE 2 TOTAL	185.60		131.10	
Scope 3	Extraction, refinement & transportation of Scope 1 Gas	53.37	3.30%	64.88	4.06%
	Extraction, refinement & transportation of Scope 1 Transport Fuel	182.42	10.81%	186.10	11.63%
	Extraction, refinement & transportation of Scope 2 Electricity	44.27	2.74%	46.22	2.89%
	Water	7.21	0.45%	3.25	0.20%
	Business Travel (unowned vehicles)	12.66	0.79%	3.92	0.24%
	Waste	N/A	0%	0.51	0.03%
	SCOPE 3 TOTAL	299.93		304.88	
TOTAL		1,661.03	100%	1,599.89	100%

As per the table on page 2 of this report and under the Greenhouse Gas Protocol's scope 1, 2 and 3 emissions can be defined as:

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

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

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

Greenhouse Gas Emissions Summary	2022 Greenhouse Gas Emissions (CO2e) Tonnes	Revised Baseline 2019 Greenhouse Gas Emissions (CO2e) Tonnes
Scope 1		
Gas - Council Offices & Buildings	62.84	54.09
Gas - Leisure Centre	249.26	300.11
Gas - Roses	56.05	43.00
Gas - Domestic Properties	13	13
UBICO Diesel	776.69	752.03
Pool Cars Petrol	6.37	13.13
Total Scope 1	1,163.90	1,175.50
Scope 2		
Electricity - Council Offices & Buildings	48.81	68.69
Electricity - Leisure Centre	59.30	103.93
Electricity - Roses	19.33	3.06
Electricity - Domestic Properties	4	10
Total Scope 2	131.10	185.60
Scope 3		
Gas (well to tank) - Council Offices & Buildings	10.71	7.03
Gas (well to tank) - Leisure Centre	42.47	39.03
Gas (well to tank) - Roses	9.55	5.59
Gas (well to tank) - Domestic Properties	2	2
Diesel (well to tank) - UBICO	185.19	178.89
Petrol (well to tank) - Pool Cars	0.9	3.53
Electricity (T&D & WTT) - Council Offices & Buildings	17.21	16.65
Electricity (T&D & WTT) - Leisure Centre	20.90	24.55
Electricity (T&D & WTT) - Roses	6.81	0.72
Electricity (T&D & WTT) - Domestic Properties	1	2
Water Supply & Treatment	3.25	7.21
Business Travel - Staff	2.97	7.02
Business Travel - Councillors	0.95	5.64
Waste Disposal (Council Building)	0.51	
Total Scope 3	304.87	299.93
Total Scope 1,2 and 3 emissions	1,599.87	1,661.03

PART 2 Carbon Reduction Programme Year 3 (2022/23) Highlights

Below are some of the key highlights of the delivery of the Carbon Reduction Programme. Performance against the objectives in the Year 3 plan can be read in the table which follows this commentary.

Solar Canopy Completion

In the Summer of 2022, Tewkesbury Borough Council installed a 230 kWp Solar Canopy at its offices, which generates renewable electricity that can be used by both the council building and the leisure centre next door.

The power generated is expected to be equivalent to around 70% of the council's electricity demand and by using less energy from the grid and less fossil fuels, the council's greenhouse gas emissions will reduce by up to 76 tonnes a year.



Funding Approval Air Source Heating

A successful application was made to the Public Sector Decarbonisation Fund 3B and £708,282 awarded in March 2023 towards replacing the aging gas fired heating system with air source heating at the Council's public service centre. This offers the opportunity to eliminate gas emissions in the building and following on from the solar canopy installation make further huge strides to making this building carbon neutral.

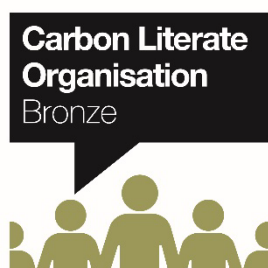
The contract for installing the air source heating is being tendered in July with the works scheduled for later in the year.

The new system will provide better control across all areas of the building with intelligent monitoring and management of energy usage. It will also have the ability to operate at different times across all areas of the building in line with service requirements and tenants needs.

Carbon Literacy Training

The council has been certified as a Bronze Carbon Literate Organisation by The Carbon Literacy Project - A UK charity dedicated to increasing awareness of climate change and carbon footprints.

To achieve this accreditation, the council was required to demonstrate that it has a robust carbon reduction programme in place, is taking positive action and is delivering carbon literacy training and support to council officers and members. To date over 60 members of staff have undertaken the training putting forward their own ideas of how to reduce their carbon footprint not only at work but in their home life too.



Green Champion Network

Following on from the carbon literacy training we have established a Green Champion Network which is made up of 12 officers from across the organisation. The network will help develop ideas and implement carbon reduction strategies and promote them to their wider teams.

Biodiversity

Working closely with Gloucestershire County Council we have planted around 500 trees and hedges during the recent planting season, supplemented by wildflowers and establishing a maintenance programme.

SouthWest Energy Efficiency Awards

Tewkesbury Borough Council received high praise and recognition at this year's Southwest Energy Efficiency Awards (May 2023)

Council / local authority of the year - Winner

Awarded in recognition of the council's commitment to energy efficiency, including the installation of its solar canopy and plans for an air source heating project at its Public Services Centre in Tewkesbury.

The award also recognised the wider participation of the council's staff, including the completion of carbon literacy training, the forming of a Green Champion network to encourage environmentally friendly behaviour, and the use of EV pool cars when officers are travelling on council business.

The Council was also highly commended in the landlord of the year and commended in the large project of the year categories.

In addition to this the Council has also been shortlisted as a finalist for Best Climate Action in the Association for Public Service Excellence (APSE) Awards 2023.

Electric Vehicle Infrastructure Strategy

The Electric Vehicle Infrastructure Strategy was approved by the Council in November 2022.

The Council's role in delivering the strategy is that of an enabler working alongside other partners to increase the coverage of public chargepoints across the Borough in an equitable way, that encourages the transition away from fossil fuel vehicles.

The immediate priorities are to install chargepoints in selected Tewkesbury & Winchcombe car parks and support Gloucestershire County Council's On-street EV chargepoints programme.

Carbon Reduction Programme Year 3 Performance Against Objectives

	Objective	End of Year 3 Progress (2022/2023)
-	<u>Communications & Engagement</u>	
1	Improve CN2030 Branding and web presence.	Climate change web pages are live on external council website with link from homepage and includes links to Carbon Reporting, CN 2030 Programme and Electric Vehicle Strategy links. Carbon Literate Organisation Bronze Logo displayed on homepage and a CN2030 logo created.
2	Staff Training – carbon literacy	Carbon Literacy Training Programme delivered with APSE provided 4 Staff Courses to date, with 61 staff participating. Bronze organisational certificate from Carbon Literacy Organisation achieved.
3	Climate Change (Service) Champions	Green Champion Network established with 12 members recruited following Carbon Literacy training. Meeting monthly since January
4	Further Low Carbon & Sustainability Support for Staff	EV Salary Sacrifice Scheme launched this year with 2 members of staff participating so far and 1 person registered on the Cycle Scheme. Staff Intranet pages improved to include car sharing database, staff marketplace with “freecycle” type opportunity. Energy saving training offered to frontline staff to provide energy advice.
5	Publicise, Celebrate and seek recognition for solar canopy and other CN2030 achievements.	Received Bronze Carbon Literacy Organisation Status (March 2023) Energy Efficiency Association Southwest Regional Awards – Winner Local Authority of the Year, Highly Commended – Landlord and Commended Large Project (Solar Canopy) Large amount of interest and positive coverage of the Solar Canopy on social media. 16,000 views of Drone footage on Twitter. Hosted 6 visits including Climate Leadership Gloucestershire and from other bordering councils, plus many email / telephone enquiries.
-	<u>Technical Implementation</u>	
6	Public Service Centre Low carbon heating	Resubmitted application for air source heating at the Public Service Centre (October 2022) and successfully awarded £708,000 Salix funding (March 2023) Install scheduled for 2023/24 subject to successful tender award.
7	Ensure Solar Arrays are fully optimised.	Monthly Solar Monitoring reports produced.
8	Further PSC Energy Efficiency improvements.	Ongoing improvements

9	Installation and utilisation of Electric Vehicle Charge Points	Electric Vehicle Strategy approved by Council (November 2022) Supporting Gloucestershire County Councils On-Street Charging Programme. Engaged with the Energy Saving Trust to understand the Council's charging needs. Preparing Tender Documents for installation of chargepoints in public car parks.
10	Conversion of remaining car fleet to electric	To carry forward into year 4
11	Agree Action Plans & Commencement of Domestic property decarbonisation.	Decarbonisation Plan agreed for a range of measures (insulation, lighting, heating) installed across the property portfolio which ensures all properties are at a level equivalent to EPC rating C or higher. Energy Efficiency Association Southwest 2023 Regional Awards – Highly Commended – Landlord.
12	Increase internal recycling rates and reduce overall waste.	Improvements made to how recycling and non-recycling data is captured and measured. Green Champions are helping to support communication messages to improve recycling and waste reduction in the council offices.
	<u>Scoping Studies and Policies & Schemes</u>	
13	Electric Vehicle Charge Point Strategy	Electric Vehicle Infrastructure Strategy approved by Council (November 2022) and published on the council website.
14	Detailed feasibility studies in support of Roses Theatre decarbonisation plans (as applicable)	Initial discussions held with the Roses Theatre and the Southwest Net Zero Hub which has led to an application submitted (April 2023) to the Salix Low Carbon Skills Fund to fund a detailed heat decarbonisation study and heating design
15	Commence planning and scoping study for Borough wide decarbonisation.	Expanded Climate Change Emergency declared by the Council (May 2023). Some work being undertaken such as Electric vehicle chargepoints, improvements on the high street through the High Street Heritage Action Zone (i.e., energy efficiency buildings, communal drinking water fountain, plastic free initiatives).
16	Develop Waste Collection Vehicle - Low Emission and Alternative Fuel Strategy	Waste Collection Vehicle, Carbon Reduction Options Report produced as part of the replacement vehicle fleet procurement process, which is due to be implemented in 2023 / 24
	<u>Budgets, External Funding & Reporting</u>	

17	Research and applications to wider funding streams (as applicable/available)	<p>Successful PSDS3B Funding air source heating application submitted October 2022, awarded £708,000 March 2023.</p> <p>Partnership working with Gloucestershire Council has accessed around 500 trees & hedge plants for Winter 2022/23 planting season.</p> <p>Application for funding for detailed low carbon heating feasibility study submitted to Salix for the Roses (April 2023) – currently being at assessment stage.</p> <p>Funding received through the UK Shared Prosperity Funding to support EV infrastructure and for Household energy efficiency support.</p> <p>Energy Saving Trust providing ongoing free support around electric vehicle infrastructure.</p> <p>Southwest Net Zero Hub free support around energy efficiency opportunities.</p>
18	Maintain and Improve Carbon Reporting Continuous Reporting.	<p>Carbon Reporting 2023 includes:</p> <p>Working from home emissions More comprehensive office waste data Waste Collection Vehicle Fuel information used, rather than mileage to provide more accurate analysis.</p>
	<u>Partnerships & Wider Activity</u>	
19	Actively support partnerships such as the Innovate to Renovate Programme and create links with areas such as Climate Change Adaption and Low Carbon Business advice.	<p>Supporting the county wide innovate to renovate programme with officer time and funding. This includes a retrofit website and zero carbon pathway portal.</p> <p>Ad-hoc low carbon advice provided to external customers such as businesses and householders. Advice also provided to colleagues around funding, training opportunities, carbon foot printing and contributing to council reports.</p> <p>Developing a low carbon communities programme alongside Stroud District Council to support and advice 50 households on energy efficiency retrofit.</p>
20	Support Tree Planting, Tree Protection and Biodiversity	<p>Partnership working with Gloucestershire Council has accessed around 500 trees & hedge plants for Winter 2022/23 planting season and maintenance programme agreed to ensure their health.</p>

PART 3 Year 4 Action Plan

August 2023 – July 2024, will be the fourth year of the Council journey to becoming carbon neutral., since establishing the baseline in 2020, and it is another opportunity to review and refresh our objectives for the year ahead, building on the progress and experiences to date.

With the Solar Canopy in place and the installation of the air source heating project planned for later in the year, these will be major steps in making the public service centre building carbon neutral which is fundamental to the Council's Climate Emergency declaration in 2019.

And indeed, ensuring that the air source heating installation, which will significantly reduce reliance on fossil fuels, is delivered successfully, will be a key element of Year 4. At the same time, it is importance to recognise that this single activity will occupy much staff time.

The Council's ongoing commitment to tackling climate change has been re-enforced by extending this declaration (May 2023) to tackling carbon emissions across the whole borough of Tewkesbury and doing all in its power to support carbon neutral aspirations by 2030, hand in hand with nature (ecology).

In the year ahead the Council will need to consider how to maximise its resources to meet this commitment, financially and in staffing. This will lead onto the development of a robust strategy and roadmap to help the council do all in its power to enable a transition towards carbon neutrality across the Borough.

Some examples of the measures that will be needed are already embedded within the Year 4 plan, including the installation of electric vehicle chargepoints as part of the transport hierarchy which addresses the 24% of overall UK greenhouse gas emissions linked to transport (Department for Transport - Transport & Environment Statistics 2022). But the strategy will need to go further encouraging active travel and public transport.

Working closely with Gloucestershire County Council, the Council will be planting more trees and supporting wildlife and biodiversity projects and collaborating with the Local Nature Partnership. We will also be involved in a partnership with Stroud District Council to help residents make energy efficiency retrofit improvement in their own properties.

The Council also has ambition to reduce the carbon footprint on its wider estate such as at the Roses Theatre and Tewkesbury Leisure Centre in addition to ongoing improvements in the Public Service Centre and the council's own domestic properties.

All staff at the council have a role to play in tackling climate change through their work and the Council will continue to invest in Carbon Literacy training and implement complementary organisational improvements in line with the recommendations from the countywide strategic partnership - Climate Leadership Gloucestershire. The Council will indeed continue to work with partners in Climate Leadership Gloucestershire to adopt good practice and show leadership.

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

The table overleaf summarises Year 4 planned activity:

Carbon Reduction Programme Objectives

Year 4 (September 2023 – August 2024)

Member with Responsibility: Cllr Sarah Hands, Lead Member for Clean and Green

Officer with Responsibility: Simon Dix, Executive Director: Resources

	Action	Success Criteria	Timetable
-	<u>Communications & Engagement</u>		
1	Continue Carbon Literacy Training	2 Staff Courses Undertaken & 1 Course for Members. Follow up support provided. Progress towards Silver organisational accreditation.	31st March 2024
2	Green Champions Network delivering savings across the Council	Green Champions reporting carbon saving across range of activities from service area	30th June 2024
3	Internal Behavioural Change - Implementation of Climate Leadership Gloucestershire Action Plan	Implement a range of internal behavioural change activities at Tewkesbury Borough Council, embedding climate change and ecological enhancement within council activities and policies.	31st March 2024
-	<u>Technical Implementation</u>		
4	Air Source Heating Implementation	Successful tender exercise and installation of Air Source Heating in the Public Service Centre	31st March 2024
5	Procurement of Waste Collection Fleet Vehicles	Implementation of Low Carbon Vehicle Procurement Strategy where budget allows	30th June 2024

6	Electric Vehicle (EV) charge points in Car Parks (and implementation of EV strategy)	Successful tender exercise and installation of Electric Vehicle Chargepoints in Public Car Parks - Phase 1	30th June 2024
7	Energy Efficiency Improvements on the Council's Estate	Further Energy Reduction Measures initiated across Council Buildings including the public service centre, the Roses Theatre and the Leisure Centre.	30th June 2024
8	Continue the conversion of Council Pool vehicles to electric	Increase the proportion of pool vehicles which are electric and increase usage.	30th June 2024
-	<u>Scoping Studies, Policies & Schemes</u>		
9	Investigate Carbon Impact of the Councils Use of Information Technology	Review of current use and develop strategy to minimise impact of IT services including equipment, software, applications and website.	30th March 2024
10	Development & Implementation of Planning Strategies to support carbon neutral ambitions	Policy Development in this area and improved officer understanding of legislation (such as Biodiversity Net Gain).	30th March 2024
11	Detailed feasibility studies in support of Roses Theatre & Leisure Centre decarbonisation plans (as applicable)	Submit applications for funding for decarbonisation of Roses & Leisure Centre, as and when opportunities arise.	30th June 2024
12	UKSPF Community Centre Grants (focussing on energy efficiency) launched	Awards granted to community organisations for energy efficiency activities utilising UK shared prosperity funding.	30 th December 2023

	<u>Budgets, External Funding & Reporting</u>		
13	Research and applications to wider funding streams	External funding opportunities identified and secured.	30th June 2024
14	Secure Additional Resources for Wider Climate Change Declaration	Budget approved	30th September 2023
15	Recruit Climate Change Officer	Climate Change Officer recruited and in post enabling more focus on ecology and biodiversity.	29th February 2024
16	Develop Strategy to deliver Wider Climate Change Declaration	Contract for strategy commissioned.	30th June 2024
17	Continued improvement to carbon reporting methodology	Confidence in accuracy of calculation and inclusion within 2023 reporting. For example, understand the reduced emissions from staff commuting for incorporation into our data analysis.	30 th June 2024
	<u>Partnerships & Wider Activity</u>		
18	Trees & Biodiversity	Continue to plant trees (minimum 100) and other biodiversity, ensuring they are maintained in health. Support the implementation of Biodiversity Net Gain Legislation and update the Tree Safety Management Policy to include a Tree Strategy to protect and enhance tree coverage.	29th February 2024
19	Low Carbon Communities Project & Retrofit Centre Partnership	Successful delivery of low carbon communities project which will provide bespoke energy efficiency advice to up to 50 households and also supporting county wide partnership work to reach a wider audience.	30th June 2024
20	Support Gloucestershire Waste Partnership's Waste Reduction and Recycling awareness campaigns.	Officer and Communications support for key waste reduction and recycling campaigns. Reducing the amount of waste disposed of at Javelin Park by adopting approaches set out in the Gloucestershire Resources and Waste Strategy 2022-25	30th June 2024

Motion to Tewkesbury Borough Council to widen the scope for our Climate Emergency to include the whole Borough, to declare a Nature (Ecological) Emergency and Support the Climate and Ecology Bill.

This motion contains two intrinsically linked urgent necessities.

In July 2019, I brought a motion to Tewkesbury Borough Council to declare a climate emergency and do all in its powers to make the Borough carbon neutral by 2030.

Tewkesbury Borough Council was the last district in Gloucestershire to declare a Climate Emergency and this finally passed on 1st October 2019, but was at the time reduced to only include tackling emissions created by the Council itself and a few other public service properties it owns within the Borough:

“The Council has committed to become carbon neutral by 2030 by addressing greenhouse gas emissions from our operations, including:

- Electricity, gas and water use in our buildings that are used to provide a public service
- The Council’s vehicle fleet
- Travel by employees and Councillors in vehicles or by public transport for Council purposes
- Office waste”

An excellent start has been made and I would like to give credit to officers who have worked incredibly hard gathering data, applying for funding and creating a carbon reduction programme. We now have the impressive solar canopy and several other initiatives, however, it is time to widen our reach to include the whole borough, we even say so on our website:

“Having looked at the Council’s own Carbon footprint the next steps will then be to support residents, businesses, community groups and other organisations to tackle greenhouse gas emissions across the Borough.”

I believe that we can do both at the same time, in fact it will be beneficial; that residents, businesses, community groups and other organisations increasingly want to be involved and will in turn support the whole borough on our collective journey to carbon neutrality. Climate Emergency UK has been working on Council Climate Plan Scorecards. The average Council is scoring 43% but, Tewkesbury is currently on just 10%. Climate Emergency UK say;

“Engagement and support from residents is essential in carrying out your Climate Action Plan. Involving a diverse range of residents from all sectors of your community from the beginning will help ensure that a wider variety of ideas are heard and that solutions to problems can be found collectively.”

Businesses also want to get involved by sharing their ideas and examples of best practice, we don’t need to be doing this alone. Widening our scope could encourage private investment and unite our Borough in achieving carbon neutrality.

Here’s another quote from TBC’s website:

“Without increased and urgent mitigation ambition in the coming years, leading to a sharp decline in greenhouse gas emissions by 2030, global warming will surpass 1.5°C in the following decades, leading to irreversible loss of the most fragile ecosystems, and crisis after crisis for the most vulnerable people and societies.” (Source: IPCC, 2018: Global Warming of 1.5°C.)”

In order to reduce the chance of runaway Global Warming and limit the effects of Climate Breakdown, it is imperative that we as species reduce our CO₂eq (carbon equivalent) emissions from their current 6.5 tonnes per year to less than 2 tonnes as soon as possible;

Carbon emissions result from both production and consumption. In Gloucestershire the consequences of no action include:

- Increased risk of flash flooding and the resulting damage to buildings, crops, farmland and infrastructure as a result of more extreme rainfall events.
- Health problems due to increased heat stress particularly for vulnerable adults and children.
- Increased costs associated with changes to crops and biodiversity.
- Higher energy costs.
- Crop failures associated with extreme heat, such as was experienced in 2018 and 2022.

The government believes that a shift to a very low carbon energy future represents the best course for the country’s economic development while lowering the risk of fuel poverty and reducing air pollution.

The second element of this motion is intrinsically linked and recognises the need for a declaration of a nature, (ecological) emergency.

This can be found on Tewkesbury Borough Council’s website:

Biodiversity

“Tree planting activity has been undertaken on the Council’s land and we are working with Gloucestershire County Council to identify further opportunities to support carbon capture through nature.”

But that’s the only mention of nature recovery, ecology or biodiversity.

Humans have already caused irreversible climate change, the impacts of which are being felt in the UK and around the world. Global temperatures have increased by 1.2°C from pre-industrial levels and the natural world has reached crisis point, with 28% of plants and animals currently threatened with extinction.

Unless we drastically change course, the world is set to exceed the Paris Agreement's safe 1.5°C limit. Pledges like the Paris Agreement and updated emissions targets are not legally binding. The gap between pledges and policies leaves the world on course for catastrophic warming of near 3%. As the 2018 report by the Intergovernmental Panel on Climate Change (IPCC) made clear, every half a degree makes a world of difference: severe climate impacts with 1.5°C of warming, such as extreme weather patterns causing flooding and heat waves, get significantly worse with 2°C. According to the IPCC, limiting heating to 1.5°C may still be possible with ambitious action from national and sub-national authorities, civil society, the private sector and local communities.

The UK is one of the most nature-depleted countries in the world and more than one in seven of our plants and animals face extinction and more than 40% are in decline. We have lost 95% of our hedgehogs. The UK needs a legally-enforceable nature target so that by 2030 nature is visibly and measurably on the path of recovery, in line with the Global Goal for Nature and the Leaders' Pledge for Nature.

Investing in wildlife gives at least a three-fold economic return. Protecting biodiversity and nature pays.

Council notes that:

Many local authorities are playing an important role in the UK taking action to achieve net zero carbon emissions, and to protect and revitalise local wildlife and natural habitats. Parliament in May 2019 declared an Environment and Climate Emergency and this Council has declared a Climate Emergency.

We further note that:

There is a Bill before Parliament - the *Climate and Ecology Bill* - which, if it becomes law, would require the UK Government to develop a strategy to address the climate-nature crisis that would ensure:

- A. that the ecological crisis is tackled shoulder to shoulder with the climate crisis, in a joined-up approach;
- B. that the Paris Agreement is enshrined into law to ensure that the UK does its fair share of the global carbon budget to limit planetary temperature rise to the safest end of the Paris Agreement (1.5°C);
- C. the Leaders' Pledge for Nature, echoed in the Montreal Agreement reached at the UN Biodiversity summit, COP15, is enshrined into law to ensure that nature loss and degradation is in reverse by 2030;
- D. that the UK takes responsibility for our entire greenhouse gas footprint (i.e. consumption emissions, plus shipping, flights and land-based transport) by accounting for all of the emissions that take place overseas to manufacture, transport, and dispose of the goods and services we import and consume;
- E. that the UK takes responsibility for our ecological footprint, so that we protect health and resilience of ecosystems along both domestic and our global supply chains;
- F. an independent, temporary 'Climate and Nature Assembly' is set-up, representative of the UK's population, to engage with the UK Parliament and UK Government to help develop the strategy.

Council therefore resolves to:

- I. Extend our current scope and declare a Borough wide "Climate and Ecological Emergency";
- II. Commit to doing all in its power to make Tewkesbury Borough carbon neutral by 2030, taking into account both production and consumption emissions;
- III. Commit to doing all in power eliminate the council's scope 3 emissions through the development of a carbon neutral procurement strategy.
- IV. Continue its Climate Action and Flood Risk Working Group;
- V. Call again upon the UK Government to provide additional powers and resources to support local and national action towards the 2030 target;
- VI. Commit again to working with partners in Gloucestershire to achieve county-wide carbon neutrality aims;

We further resolve to:

- VII. Declare a nature (ecological) emergency; recognising that the threat to continued human wellbeing from the loss of biodiversity and healthy habitats, whilst linked to the climate emergency, requires specific emergency measures for nature recovery.
- VIII. Declare our support for the Climate and Ecology Bill; inform the local media of this decision.
- IX. Write an open letter to Laurence Robertson MP, shared with our residents through local and social media, urging him to sign up to support the CE Bill; and
- X. Write to the Zero Hour, the organisers of the campaign for the CE Bill, expressing its support (councils@zerohour.uk).

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	6 September 2023
Subject:	Climate Change Resources
Report of:	Executive Director: Resources
Head of Service/Director:	Executive Director: Resources
Lead Member:	Lead Member for Clean & Green Environment
Number of Appendices:	None

Executive Summary:

In May 2023, the Council agreed to widen the scope of its climate emergency to include the wider borough and ecological emergencies. Given the significant broadening of scope and increase in ambitions, it is necessary to propose that additional resources are made available.

Currently only one post within the Council is dedicated to climate related activities and, given the plethora of activities required to meet our internal ambitions of being carbon neutral by 2030, there is not sufficient capacity to deliver the additional targets and ambitions. It is proposed that one additional permanent post is added to the establishment, together with a small operating budget, in order to drive through the principles of the May 2023 motion. The additional cost of the proposal can be met from the savings anticipated from ceasing to provide a trade waste service.

Recommendation:

- 1. To AGREE the establishment of a new and permanent Climate Change Officer role within the Council plus associated operating budgets.**
- 2. To APPROVE the virement of £66,276 from trade waste budgets to fund the ongoing cost of the proposal.**

Financial Implications:

It is estimated that the employment of a full time, permanent Climate Change Officer will cost the Council up to £56,276 including on-costs. This is equivalent to the existing Carbon Reduction Programme Officer. In addition to the new post, it is recommended that a small operating budget of £10,000 is established giving a total cost to the proposal of £66,276.

The decision to cease the delivery of the trade waste service is estimated to save the Council up to £131,000 per annum and it is therefore proposed to use some of those savings to meet the cost of providing additional climate change resources. In the short term, whilst savings are starting to be accumulated, any excess cost of employment can be met by climate change reserves in the current year. It is anticipated that a new employee may start in February 2024 and therefore costs in the current financial year are limited. The full cost will be included in the 2024/25 budget and be fully met by savings of the trade waste service.

It should be noted, however, that the redeployment of resources means that savings previously earmarked to support the likely 2024/25 budget deficit, estimated at £800,000, are no longer available and other ways of balancing the budget will need to be found.

Legal Implications:

Under the Council's Constitution, the Head of Paid Service is responsible for ensuring that a proper evaluation has taken place to determine the remuneration of a job. The Leadership Team is responsible for controlling the total numbers in the workforce and its costs. Any proposals to change the establishment list during the financial year needs to be costed and be made within the overall budget set.

The Executive Committee is responsible for agreeing procedures for virements between department, earmarked reserves, and service budget headings. Where the transfer is over £20,000 the Section 151 Officer must prepare a report to the Executive Committee setting out the reasons for the change in resource allocation.

Environmental and Sustainability Implications:

As detailed within the report, the new post will provide additional capacity to tackle the climate and ecological emergency.

Resource Implications (including impact on equalities):

The proposal will double the size of the capacity available to the Council, directly employed to tackle the climate emergency.

Safeguarding Implications:

None

Impact on the Customer:

The proposal will provide additional capacity to support our residents and businesses in their decarbonisation journeys.

1.0 INTRODUCTION

1.1 On 1 October 2019, Tewkesbury Borough Council declared a Climate Change emergency. As part of that motion, the Council agreed to:

- commit to doing all in its power to make Tewkesbury Borough Council offices carbon neutral by 2030;
- expand the remit of the existing Flood Risk Management Group to deal with climate change matters with the following delegations to the Borough Solicitor in consultation with the Group:
 - preparation of revised Terms of Reference to include an audit of the Council's current position, an action plan to achieve carbon neutrality by 2030, funding and promotion of good practice throughout the Borough including buildings that provide a public service, such as the Tewkesbury Leisure Centre; and
 - membership of the Group, taking account of its wider role;
- call upon central government to provide additional powers and resources to support local and national action towards the 2030 target;
- commit to working with partners in Gloucestershire to achieve countywide carbon neutrality aims; and
- report to Council by its meeting on 21 April 2020 at the latest with a detailed action plan for delivery.

- 1.2** On 17 May 2023 the Council approved a motion to widen the scope for our Climate Emergency to include the whole Borough, to declare a Nature (Ecological) Emergency and Support the Climate and Ecology Bill.
- 1.3** Given the breadth of activities needed to support the principles of both motions, it will be necessary to increase the capacity and resources available. The proposal in this report begins this process by suggesting a doubling of capacity from one full time equivalent to two full time equivalent officers.
- 2.0 RESOURCE PROPOSAL**
- 2.1** Following the approval of the 2019 motion, the Council approved the creation of a full time Carbon Reduction Programme Officer to lead and coordinate activities to reduce the Council's own emissions. The Council's ambition is to be carbon neutral by 2030 and there is a significant programme of activity in place to meet this aim with a number of noteworthy achievements over the last eighteen months. The Officer also takes responsibility for raising awareness and understanding of climate change across the Council's workforce, promoting our climate related activities and attracting external funding to support the delivery of key projects.
- 2.2** Whilst the Carbon Reduction Programme Officer does support some initiatives outside of the internally focussed remit, such as the Low Carbon Communities scheme which supports retrofitting existing buildings to reduce energy consumption and emissions, the scope of the programme required to meet the internal 2030 target means that there is not sufficient capacity available in this one post to also support the delivery of the new ambitions and targets.
- 2.3** It is proposed that an additional one full time equivalent post is added to the permanent establishment to provide the capacity required. The post will take the lead on our community facing climate change activities as well as nature recovery. The post will support the creation and delivery of new strategies and action plans to address the issues raised in the May 2023 motion. The role will also work with partners and stakeholders to design and deliver key projects whilst providing awareness, support and leadership to our residents and businesses. It should, of course, be remembered that climate change considerations permeate all of the activities of the Council and by creating this additional post the Council must ensure that those considerations are not just siloed in one or two individuals. The whole Council will play a role in tackling climate change with this role providing the vital coordination of those activities.
- 2.4** The current ongoing operational budget for climate change action totals £20,000 per annum, although £13,100 is allocated to support the Countywide Climate Change Coordinator and Climate Leadership Gloucestershire. This only leaves £6,900 for all other activities such as training, publicity, learning and development, partnership contributions etc. Given that the new ambitions are likely to require much more of these activities, it is suggested that the operational budget is boosted by £10,000 to provide support to Officers to discharge their duties. The use of this budget will be monitored and reviewed.
- 2.5** As detailed within the financial implications section, the Council is able to finance this proposal from within existing budgets given the cessation of the trade waste service this autumn.
- 3.0 CONSULTATION**
- 3.1** The Climate Change and Ecology Management Group has discussed the need for additional resources to support the delivery of the motion and are supportive of the request to vire funding to enable this.

4.0 ASSOCIATED RISKS

4.1 If the proposal is not approved, the Council's ability to meet its climate ambitions and targets will be severely impeded. The single post within the establishment dedicated to climate change and carbon reduction will not on its own be sufficient to deliver both the internal and external change which is required.

4.2 The use of £66,276 funding that has previously been used to support the trade waste service could be used to offset an expected budget deficit of circa £800,000. Without this, other savings may need to be identified in order to balance the budget in future years.

5.0 MONITORING

5.1 The additional capacity generated by the new post will support the delivery of the annual action plan which is approved at Executive Committee and monitored through the year by the Climate Change and Ecology Management Group.

6.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

6.1 Sustainable environment is one of the six Council Plan priorities which includes actions to deliver the Carbon Reduction Action Plan, promote a healthy and flourishing environment and responsible recycling and to preserve and enhance the natural assets and built heritage of the borough.

Background Papers: None

Contact Officer: Executive Director: Resources
01684 272005 Simon.dix@tewkesbury.gov.uk

Appendices: None

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	6 September 2023
Subject:	ICT Acceptable Use Policy
Report of:	Associate Director: IT and Cyber
Head of Service/Director:	Executive Director: Resources
Lead Member:	Lead Member for Corporate Governance
Number of Appendices:	One

Executive Summary:

The existing ICT Acceptable Use Policy was approved in April 2019 prior to the pandemic. Since that time, the Council has made significant changes to its flexible working, the software it uses and the technology that is issued. During this time, the cyber security risk to the council has changed and become more complex to manage. As such it is good practice to review the acceptable use policy to ensure it is fit for purpose and make any amends necessary to ensure the council can deliver its ICT in a safe and sustainable way.

Recommendation:

- 1. To APPROVE the revised ICT Acceptable Use Policy which will require all Officers and Members to sign a declaration of acceptance to ensure full compliance.**
- 2. To DELEGATE AUTHORITY to the Associate Director: IT and Cyber, in consultation with the Lead Member for Corporate Governance, to make minor changes to the policy including changes to management structure, typographical changes etc.**

Financial Implications:

The policy restricts access to Council data to Council-owned devices. As such, there is a need to issue a small number of additional mobile phone to Officers who are currently using their own phones for work purposes. The costs of this are approx. £4,000; these costs can be met from existing ICT budgets and reserves.

Legal Implications:

The ICT Acceptable Use Policy clearly sets out the responsibilities and obligations of users of the Council's ICT resources including their legal obligations. All ICT users will be required to confirm their acceptance of the ICT Acceptable Use Policy by signing a declaration of acceptance. This will enable the Council to take appropriate action for breaches of policy.

Environmental and Sustainability Implications:

None

Resource Implications (including impact on equalities):

None

Safeguarding Implications:

None

Impact on the Customer:

The revised policies improve the security of the Council and help protect it from attackers who might wish to disrupt the Council's services.

1.0 INTRODUCTION

- 1.1** The safe and appropriate use of technology is critical to ensuring the Council can deliver services while minimising the risks caused by the either accidental or deliberate misuse of software, computers and mobile devices.
- 1.2** The revised ICT Acceptable Use Policy reflects changes in ICT that have occurred since the last policy was approved in 2019, addresses the rise in cyber threats facing the Council and reflects new ways of working the Council has adopted.

2.0 CHANGES TO ACCEPTABLE USE POLICY

2.1 The revised policy includes the following changes:

- Only authorised equipment issued by the Council can be used to carry out Council business. Users must not use any unapproved equipment to access data or carry out Council business. This includes personal mobile phones, tablets, computers and laptops.
- A requirement to report any incidents of suspected or actual security breaches, violations of policies or procedures, or any other concerns related to the use of ICT services to the IT department immediately.
- All Council resources, including but not limited to computers, mobile devices, software, and internet access, are provided for business purposes only. It is the responsibility of all users to use Council resources solely for work-related activities and refrain from using them for personal activities, such as browsing social media, personal email, online shopping, personal business, political activities, or any other non-work-related activities.
- By default, access to ICT services and Council data (including accessing Office 365, email or Teams) is restricted to locations within the UK. Systems that bypass location detection or content control systems such as VPNs and proxies are not permitted to be used with Council equipment or data unless specifically authorised by the IT department.
- Access to email and Teams will be granted to users travelling within the EU on their corporate mobile devices (phones and tablets). The devices must be kept securely locked away and it is expected they will be used in a safe way (e.g. not in the middle of the street). This access will not be enabled by default and will need to be requested in advance to balance the security of the organisation while offering additional flexibility to respond to urgent incidents.

- To ensure the security of communication, only email addresses issued by the Council can be used for official Council business. Personal email accounts must not be used for any Council-related activities. Using personal email accounts may compromise the security and confidentiality of Council information and could violate Council policies and procedures.

3.0 CONSULTATION

3.1 Consultation on the policy documents has been undertaken with One Legal and the Council's Leadership Team.

4.0 ASSOCIATED RISKS

4.1 Misuse of ICT poses a significant risk to the Council. Failure to use ICT in accordance with the policy will significantly increase the Council's data protection risks, the risks of cyber attack and the risks of malicious activity. Each of these risks could pose a significant reputational and financial impact to the Council.

5.0 MONITORING

5.1 Policy will be monitored according to the procedures documented in the policy and in accordance with any relevant legislation.

6.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

6.1 None

Background Papers: ICT Acceptable Use Policy

Contact Officer: Associate Director: IT and Cyber
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Appendices: Appendix 1 – Revised ICT Acceptable Use Policy

ICT Acceptable Use Policy

Introduction

This policy has been produced for all individuals who directly use any of the Information and Communication Technology (ICT) resources provided by Tewkesbury Borough Council and provides guidance on the acceptable use of our ICT services.

The purpose of this ICT policy is:

- To ensure ICT is used effectively.
- To protect the council.
- To protect all users and Members.
- To help procure, support and use ICT.

Ownership

All ICT equipment, services and intellectual property stored or transmitted on our ICT infrastructure are the property of Tewkesbury Borough Council unless there is a specific agreement to the contrary. We reserve the right to monitor and access all information stored or transmitted on it in ways that are consistent with relevant legislation and guidance provided by the office of the UK Information Commissioner.

Scope

This policy applies to all permanent and temporary staff, elected members, contractors, consultants, secondees and others who have access to the council's ICT services. For the sake of simplicity those covered by the scope will be referred to as users within this policy.

Responsible use of ICT services

All users of Tewkesbury Borough Council's ICT services are expected to act responsibly and in compliance with the Council's policies, procedures, and values. This includes but is not limited to:

- Using ICT services in a lawful and professional manner, in accordance with job duties, responsibilities and all relevant legislation.
- Using only authorised equipment, provided by the council, to carry out council business. Users must not use any unapproved equipment to access data or carry out council business. This includes personal mobile phones, tablets, computers and laptops. The use of unauthorised equipment could compromise the security and integrity of the council's systems and data, and users will be held responsible for any breaches or damages resulting from their actions.
- Protecting sensitive and confidential information by adhering to appropriate security protocols.
- Not engaging in any activities that may compromise the security, integrity, or availability of the Council's ICT infrastructure.
- Using appropriate language and tone when communicating through ICT services, avoiding any offensive, harassing, or discriminatory language.
- Complying with any applicable laws, regulations, and council standards when using ICT services.
- Immediately reporting any incidents of suspected or actual security breaches, violations of policies or procedures, or any other concerns related to the use of ICT services to the IT and

Cyber team. Incidents can be reported using the service desk, calling 01684 272231 or by emailing itsupport@tewkesbury.gov.uk

- Ensure that any equipment or software provided by the Council is used in a safe manner and for the purpose it was intended. If you notice any defects or damage, please report them to the IT and Cyber team as soon as you can. This is crucial because damaged equipment might not work correctly and could pose a risk of electrical shock to users due to exposed wiring, as well as a potential fire risk from short circuits or batteries.
- Downloading, copying, possessing and distributing information or other information from the internet or through email should only be carried out with the relevant licenses, intellectual property rights or copyright.

Exception. The use of personal mobile devices to facilitate multifactor authentication (MFA) is permitted for users. Whether these are push notifications to apps or text messages that contain access codes.

Business Use of Council Resources

All council resources, including but not limited to computers, mobile devices, software, and internet access, are provided for business purposes only. It is the responsibility of all users to use council resources solely for work-related activities and refrain from using them for personal activities, such as browsing social media, personal email, online shopping, personal business, political activities, or any other non-work-related activities.

Moreover, users must not use council resources to access or store any material that is illegal, offensive, discriminatory or inappropriate in any way. The misuse of council resources in this way can lead to disciplinary, gross misconduct and legal action. See council's disciplinary process.

By using council resources solely for business purposes, employees help to ensure the security and integrity of the council's systems and data.

Working from the UK

By default, access to ICT services and council data (including accessing Office 365, email or teams) is restricted to locations within the UK.

Systems that bypass location detection or content control systems such as VPNs and proxies are not permitted to be used with council equipment or data unless specifically authorised by the IT and Cyber team.

Working from outside the UK

On request access to email and teams will be granted to users travelling within the EU on their corporate mobile devices (phones and tablets). The devices must be kept securely locked away and it is expected they will be used in a safe way (not in the middle of the street). Access must be requested at least five working days in advance to balance the security of the organisation while offering additional flexibility to respond to urgent incidents.

It should be noted that by default council issued mobile devices are blocked from data roaming and connecting to non-UK mobile networks. If this functionality is required, then it should be requested prior to travel.

Access to corporate data from non-EU countries will not be authorised.

Passwords and login information

To maintain the security of our ICT services, it is essential that all users ensure the confidentiality of their login information and passwords. All passwords must be complex and unique, and must not be shared with anyone, including colleagues or third-party contractors.

Users are responsible for keeping their login information secure. Passwords must be at least twelve characters long and contain a combination of upper and lowercase letters, numbers, and symbols. Passwords must not contain easily guessable information such as personal information, dictionary words, or sequences of numbers or letters.

Multi-factor authentication (MFA) is an additional layer of security that helps protect your accounts. It requires you to provide two or more forms of authentication before accessing your accounts, such as a password and a code sent to a mobile phone. Wherever possible, users must enable MFA for any accounts. The IT and Cyber team will support where required to facilitate this. This will greatly reduce the risk of unauthorised access to your accounts and sensitive information.

If you suspect that someone has accessed your account or if you suspect any suspicious activity, you must notify the IT and Cyber team immediately.

Sharing login information or passwords is strictly prohibited and may result in disciplinary action or legal consequences. If access to our ICT services is required by a third party, such as a contractor or consultant, separate login credentials will be provided.

Remember, strong passwords and careful management of login information is critical to protecting the security and integrity of our ICT services.

Email use

Email is a primary means of communication within the council, and as such, users are expected to use email in a professional manner that is consistent with their job duties and the Council's policies, procedures, and values.

Users must take responsibility for the content of their emails and must ensure that they do not contain any offensive, discriminatory, or defamatory language, or infringe on the intellectual property rights of others.

In addition, users must take appropriate measures to ensure the security and confidentiality of all email communications. This includes using password-protected documents to transmit sensitive or confidential information, verifying the recipient's identity before sending the email, and following any encryption protocols set out by the IT and Cyber team.

Users must also be aware that email communications are subject to disclosure following freedom of information/subject access requests. Emails can also be subject to disclosure as part of legal proceedings. Therefore, users should think carefully before sending an email and ensure that they only send information that is necessary and appropriate for the recipient.

Users are expected to manage their email accounts efficiently, including regularly reviewing and archiving old emails, deleting any spam or junk emails, and reporting any suspected phishing emails to the IT and Cyber team.

To ensure the security of communication, only email addresses issued by the council can be used for official council business. Personal email accounts must not be used for any council-related activities. Using personal email accounts may compromise the security and confidentiality of council information and could violate council policies and procedures.

MS Teams

MS Teams is a collaboration tool provided by the council to facilitate communication and collaboration among users. MS Teams should be used in a manner consistent with the objectives of the Council and its policies, procedures, and values.

MS Teams is provided to enable effective communication and collaboration among users of the Council.

MS Teams must not be used for personal or non-business-related activities.

MS Teams must be always used in a professional and appropriate manner.

Users must only use their Council-provided MS Teams account for work-related activities.

Users must communicate with each other in a professional manner when using MS Teams.

Harassment, discrimination, or other inappropriate behaviour will not be tolerated.

All communication on MS Teams is subject to the Council's monitoring policy.

Users must immediately report any suspected or actual security breaches to the IT and Cyber team. Incidents can be reported using the service desk, calling 01684 272231 or by emailing itsupport@tewkesbury.gov.uk

Users must only share information on MS Teams that is necessary for their work.

Communications on MS Teams is subject to retention and archiving policies.

Users must ensure that their communication on MS Teams is consistent with the Council's policies and procedures.

Using alternative messaging, collaboration, sharing or productivity systems

Using non-council systems for work purposes should be done with caution. Examples of these are Slack, WhatsApp, Dropbox, Google Drive or partners systems. These systems do not have the same levels of protection that council systems have built into them. Communications sent via these systems can also be subject to disclosure following freedom of information/subject access requests. Emails may also be subject to disclosure as part of legal proceedings. Prior to using any system for council business advice and specific approval must be sought from the IT and Cyber team and the Data Protection Officer (DPO).

Device responsibility

All users are responsible for the proper care and use of any corporate device assigned to them. This includes laptops, mobile phones, tablets, and any other electronic equipment provided for work purposes.

Use of assigned devices is restricted to the assigned employee and should not be lent or borrowed by any other individual.

If the assigned device is damaged or not functioning properly, users are required to report the issue to the IT and Cyber team immediately. The IT and Cyber team will assess the issue and determine whether the device can be repaired or must be replaced.

It is the user's responsibility to ensure they have the equipment needed to carry out their role. The IT and Cyber team do not have spare equipment available to lend out.

In the event of loss or theft of the assigned device, users must immediately report the incident to the IT and Cyber team and their line manager. When a device is not in use it should be securely stored away. In the offices this should be in a locker or other locked area. When stored at home, devices should be kept out of sight and preferably locked away. Devices must not be left unattended in vehicles.

Users should also ensure that they do not store any confidential or sensitive information on their assigned device without proper encryption or other security measures. All data and information stored on the device should be backed up regularly to ensure that it is not lost in the event of a device failure or loss.

Software, applications and apps

It is important to only use authorised software or apps on council devices to ensure security and confidentiality of council data. The use of unauthorised software or apps can lead to data breaches, malware infections, and other security issues.

The council maintain a list of authorised software and apps that can use on council devices. Users should not download or install any software or apps that are not on this list without prior approval from the IT and Cyber team.

In addition, users should not modify or alter any authorised software or apps without the IT and Cyber team's approval. This includes changing settings, adding plugins or extensions, or any other modifications.

If users have any questions about whether a particular software or app is authorised, they should contact the IT and Cyber team for clarification.

Acceptable use

We expect staff to use our ICT services to support the work of the Council. All use of our ICT services should be consistent with this Acceptable Use Policy.

Misuse of our ICT services may lead to disciplinary and/or legal action as set out in the Disciplinary Procedure. Gross misconduct may result in dismissal from the council.

Data protection

Monitoring or accessing personal emails is in the council's legitimate interests and is to ensure that this policy on email/messaging/online communications and internet use is being complied with and/or the security of council ICT infrastructure. Monitoring or accessing personal emails may also be carried out where it is a task vested in the authority or a task carried out in the public interest such as for the prevention and detection of crime or fraud. For further information about how the data will be used please see the council's Privacy Notice.

The officer responsible for overseeing this policy is the Associate Director: IT and Cyber.

Monitoring will normally be conducted by the council's IT and Cyber Team. The information obtained through monitoring may be shared internally, including with members of the HR team, Associate

Directors or above and IT and Cyber team if access to the data is necessary for performance of their roles. However, information would normally be shared in this way only if the council has reasonable grounds to believe that there has been a breach of the rules set out in this policy.

The information gathered through monitoring will be retained only long enough for any breach of this policy to come to light and for any investigation to be conducted. Data is normally securely destroyed in line with the council's data retention policy.

Information obtained through monitoring will not be disclosed to third parties (unless the council is under a duty to report matters to a regulatory authority or to a law enforcement agency).

Employees and Members have several rights in relation to their data, including the right to make a subject access request and the right to have data rectified or, in some circumstances, erased. You can find further details of these rights and how to exercise them in the council's data protection policy. If Employees and Members believe that the council has not complied with their data protection rights, they can complain in the first instance to the council's Data Protection Officer and if they are still dissatisfied to the Information Commissioner.

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF

[ICT security](#)

All users are obligated to immediately notify the IT and Cyber team of any security incidents and breaches.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	6 September 2023
Subject:	Gloucestershire Resources and Waste Strategy
Report of:	Head of Service: Waste and Recycling
Head of Service/Director:	Director: Communities
Lead Member:	Lead Member for Clean and Green Environment
Number of Appendices:	Two

Executive Summary:

The Gloucestershire Resources and Waste Partnership (GRWP) includes all Councils in Gloucestershire and aims to work collaboratively to reduce the tonnage of waste collected in the county, while promoting projects which reduce and reuse waste.

The partnership works to an overarching strategy, where the previous version has expired but uncertainty in government direction prevents a new full strategy being developed. To bridge the gap this interim strategy is proposed to ensure the partnership continues to have direction ahead of the waste elements of the Environment Act being fully implemented.

Recommendation:

To APPROVE the Gloucestershire Resources and Waste Strategy.

Financial Implications:

None arising directly from this report

Legal Implications:

Under the Environmental Protection Act 1990 the Council is the waste collection authority with responsibility for the collection of household waste and has a duty to comply with any directions about separation of waste given by the waste disposal authority for its area.

There are no legal implications arising directly from the content of the report. Where necessary, Officers will instruct One Legal on the implementation of the proposals outlined in the strategy.

Environmental and Sustainability Implications:

Consideration of climate impacts is a core aim of the strategy and the GRWP works closely with Climate Leadership Gloucestershire as waste is one of the areas of focus.

Resource Implications (including impact on equalities):

None arising directly from this report

Safeguarding Implications:

None arising directly from this report

Impact on the Customer:

Most customers should not see a significant difference in their waste collection as the majority of the new size bins will be going to new developments. Customers will see a difference if they need a replacement bin. The Waste team will work with the Communications team to develop a communications strategy around this, outlining the need for the changes and the benefits, making links to our commitments around carbon reduction.

1.0 INTRODUCTION

- 1.1** The Gloucestershire Resources and Waste Partnership (GRWP) is a partnership between the statutory waste functions of the county and district Councils of Gloucestershire. These are Cheltenham Borough Council, Cotswold District Council, Forest of Dean District Council, Gloucester City Council, Gloucestershire County Council and Tewkesbury Borough Council. Our waste partner Ubico also attends and inputs into the meeting of the partnership.
- 1.2** The GRWP provides countywide leadership and a framework for joint working on resources and waste related matters. GRWP members work together to optimise waste management services across the county and recognise the need for a new strategy following the expiry of the previous strategy in 2020.
- 1.3** Many changes have impacted waste services in Gloucestershire since the previous strategy was adopted in 2007, such as high levels of population growth and changes to waste composition. Despite the challenges, services across the partnership have adapted, for example increasing the recycling rate from an average of 32% in 2006/7 to over 50% in 2023/23.

2.0 INTERIM STRATEGY

- 2.1** This is a period of significant change in the waste sector, with three elements of waste legislation within the Environment Act 2020 expected to be in place by 2025/26, although this is by no means certain. Extended Producer Responsibility (EPR) will move the costs of recycling waste to the producers, but in doing so will create expectations from producers around material quality and service cost.
- 2.2** A Deposit Return Scheme (DRS) will add a fee to the purchase price of drinks cans and plastic bottles, which will be refunded when those items are returned. The impact on local government collection schemes will be a likely drop in the material volumes of plastic bottles and cans collected.
- 2.3** Consistency of collections will enforce a minimum set of items to be collected through local government collection schemes and could go further by requiring particular collection methods, such as source separated collections.
- 2.4** Against the backdrop of such significant potential change and the uncertainty of the timing of the introduction of these changes, the decision was made to opt for a short-term interim Resources and Waste Strategy. This will allow a full new strategy to be developed once the impact of new waste legislation is known.

- 2.5** The new interim strategy focuses on several areas of collaborative effort which will see continued alignment across the partnership. Key elements of this position will be treating waste as a resource to maximise its environmental and economic value and continuing to target a reduction in collected waste per household.
- 2.6** The partnership will seek to work with external organisations to further circular economy principles and will seek to reduce CO₂ from waste management services in line with net zero commitments. The latter element is led by Tewkesbury Borough Council on behalf of the partnership and reports to Climate Leadership Gloucestershire.
- 2.7** Further key targets are value for money of services and aiming for high quality recycling materials collected.
- 2.8** One practical application of the goals of reducing waste per household and providing cost effective services is the adoption of an approach where smaller bins are used for new and replacement bins. This approach avoids replacing all bins at once, which means there is no net increase in cost to the authorities as bins would already need to be provided.
- 2.9** The approach is in line with a proposal made by Friths (a specialist consultancy commissioned by the GRWP in 2020) following a countywide assessment of waste services in 2021. Evidence shows that restriction of waste capacity given to each household has a positive impact on recycling rates and encourages a reduction in the waste presented for collection.
- 2.10** The Friths report modelled several alternate collection arrangements for the Gloucestershire authorities including restricted waste capacity, weekly and kerbside sort recycling collections, three weekly waste collections and collection of additional recycling materials.
- 2.11** Several options had a significant projected increase in recycling rates and reductions in carbon emissions; however, these also came with the highest increase in overall services costs and 'cost per 1% increase in recycling performance'. Assumptions around new burdens funding available through the EPR changes could also not be guaranteed until the full detail is released.
- 2.12** The lowest relative cost for maximum impact was deemed to be keeping recycling collection schemes unchanged but restricting waste by issuing 140 litre bins for new requests, which has led to the inclusion of this measure in the interim strategy. A full move to smaller bins would reduce carbon emissions by more than an estimated 2,000 tonnes if adopted across Gloucestershire.
- 2.13** In Tewkesbury Borough, 180 litre bins are currently used as the standard bin for refuse, with 240 litre bins used for recycling. This proposed change will not impact the recycling service, but it would move the standard refuse bin size from 180 litres to 140 litres for all bin requests following adoption of the strategy.

3.0 COMMUNICATIONS

- 3.1** A communications strategy will be developed to communicate the waste strategy with residents. This will focus on the need for the proposed changes and the benefits they will bring, in particular the carbon reductions from using smaller bins.
- 3.2** This countywide strategy is a good opportunity to demonstrate climate leadership and how partnership working can maximise the benefits gained from the resources available.

4.0 CONSULTATION

4.1 A consultation exercise was run by Gloucestershire County Council to gain feedback on the interim strategy. The findings from this consultation have been incorporated in the final version of the strategy.

5.0 ASSOCIATED RISKS

5.1 Approval of the interim strategy would remove the potential risk of not having an agreed partnership strategy in place, which could lead to a lack of waste leadership and reduced co-operation at a time of industry change.

6.0 MONITORING

6.1 The strategy contains performance measures which will be reported to the GRWP at their quarterly meetings.

7.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

7.1 None

Background Papers: None

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Appendices: Appendix 1 – Interim GRWP Strategy
Appendix 2 – Friths Report

2022-25 Interim Gloucestershire Resources and Waste Strategy

Vision

“We will work together to promote resource efficiency and provide sustainable, safe and cost effective waste management in order to respond to our climate emergency, to conserve natural resources and to protect our environment.”

Engagement and Partnership Working

Joint working between partnership authorities has been at the heart of our waste management strategy for many years. We recognise that waste collection and disposal authorities must coordinate decision making, service development, communication with residents and other stakeholders, and service delivery in order to achieve the most efficient services and the best outcomes for residents. The GRWP exists in order to maintain this partnership working approach, and the revised strategy aims to emphasise its continued importance.

Avoiding or mitigating environmental impacts has remained central to our decision making, and clear commitments to addressing climate change have now also been made by the GRWP member authorities. We commit to developing a new strategy which prioritises climate action and facilitates close working with Climate Leadership Gloucestershire in support of common objectives.

There have been significant achievements to date in terms of Behaviour Change and Partnership Working, with a reduction in overall household waste being demonstrated and a continual decline in the residual waste per household since 2016. The exception to this trend was during the Covid pandemic, when household waste increased due to people staying at home. Despite these ongoing improvements there remains some way to go to meet our original 2020 recycling target of 60%. The latest published recycling rate in Gloucestershire, for 2020/21 stands at 50.8%. An analysis of waste composition in 2019 also showed a significant amount of recyclable

material still being disposed of by residents as residual waste (see figure 1). For example, only around 40% of available food waste is recycled, and significant amounts of other easily recycled materials such as paper, cardboard, cans and glass remain in residual waste. It is clear that if all residents recycled as much as they could within the existing waste services the recycling rate would be in excess of 70%. The gap between current performance and potential performance indicates that more could be done to encourage and facilitate behaviour change.



Figure 1 - Results of the 2019 residual waste composition analysis

As an interim strategy, our new objectives will deliver improvements in performance using the existing services prior to any major policy changes taking place at a national level as outlined earlier. Therefore, the GRWP will;

- Work in partnership to continuously improve waste management services within Gloucestershire.
- Consider and share plans for the development of future services with each other ahead of service changes, and broaden this engagement to include the local planning authorities
- Identify opportunities to collaborate with community organisations across Gloucestershire and develop relationships which help achieve our vision.
- Help the residents of Gloucestershire to live more sustainably by providing more information and advice that help reduce both carbon emissions and waste levels, harmonising messages and engagement methods across the county where possible.
- Continue to prioritise high impact waste, such as plastics and food, in our engagement campaigns.
- Engage with government, supply chains and other industry bodies in order to stay abreast of, and influence, continual improvement in all aspects of waste management policy.
- Regularly benchmark our performance against comparable authorities, and develop annual action plans which reflect strategic priorities to increase performance.

Maximising Resource Value

Maximising the value of materials collected within the limitations of the collection system is important in ensuring the efficient delivery of services and minimising the whole life environmental impact of materials. High levels of resource value can be gained by driving down residual waste and increasing the levels of waste prevention, reuse and recycling. Significant improvements in this respect since the previous strategy was adopted in 2008, detailing performance improvements in the objectives of 'Reduction First', 'Segregation at Source' and 'Closing the Resource Loop'.

Despite these improvements we believe that more can be done to reduce waste by employing a mix of ongoing behaviour change activities and further service development. We recognise that many of the best performing authorities have adopted measures such as smaller residual waste containers or less frequent (eg 3-weekly) residual waste collections, both of which serve to limit the amount of residual waste disposal capacity available to residents and demonstrate a clear link between residual waste bin size and the amount of residual waste collected. It is recognised that investment in vehicles and other collection infrastructure is made for up to 7 years at a time (the typical life of vehicles) and therefore such investments should be made with future potential changes in mind.

Further examples to address this challenge could include;

- The addition of further separate materials collections for recycling, such as soft plastics (eg plastic films and bags), where viable. However, collection at the kerbside might not always be possible due to high cost and end market restrictions.
- The continued encouragement of higher levels of participation in waste reduction, reuse and recycling by residents using behaviour change engagement techniques. A particular challenge in this respect is increasing the amount of food waste captured for recycling, as currently more than half of the available food waste remains in the residual waste stream.
- Emphasising the separation of recyclable materials by householders as our strategic approach to extracting the maximum amount of recycling from the residual waste stream.
- Maintaining a focus on materials quality and adapting services to respond to changing market requirements. In addition, the development of a more circular economy may require certain target materials and items to be managed in different ways.

Maximising the resource potential of the remaining residual waste remains a long-term commitment through the avoidance of landfill and continued use of the Energy from Waste facility.

We recognise that future changes to national waste policy and the growth of the circular economy will continue to drive quality standards, and our revised strategy must ensure that we respond to this and adapt as necessary. Different methods of waste collection can impact material quality in different ways (for example, higher reject rates are common with co-mingled recycling collections) and this should be considered alongside affordability and practicability.

In response to the challenge of maximising resource value, the GRWP will;

- Treat all waste as a resource and ensure that it is managed in accordance with the waste hierarchy (prioritising waste prevention) to maximise environmental, economic and social benefits.
- Continue to develop waste services that reduce residual waste per household. This includes the provision of smaller residual waste bins on a rolling replacement basis.
- Partner with organisations in order to further circular economy principles and objectives, and support the development of a local resource sector.
- Develop waste collection services which balance obtaining the highest quality of materials and value for money service delivery, maximising the upcycling of items wherever possible.
- Seek to reduce the CO₂ emissions from our waste management services and contribute to the county's net zero commitment.

Service Investment & Value for Money

Effective service development and delivery which provides both value for money and high levels of performance has been at the centre of GRWPs strategy for many years. During this time services have responded to a number of challenges in terms of adapting to market pressures, delivering continual improvement and operating under ever tighter financial constraints. It is recognised that these pressures will continue to exist, and potential new pressures arising from changes to national policy and service funding may emerge. The GRWP will continue to work closely together in order to maintain a strong collective position, and in particular will;

- Ensure waste management services are efficient, considering the overall service cost to Gloucestershire taxpayers.

- Continue to invest in waste management infrastructure to ensure that services can deliver continual improvement.
 - Ensure a sufficient number of well located transfer and treatment facilities in order to minimise waste transportation impacts.
 - Provide leadership and maintain close working relationships with the wider public sector, sharing intelligence and best practice in order to widen the scope of achievable benefits.
 - Continue to seek external funding opportunities to support our key priority of sustainable waste management.
-

Adaptation to the Future

The GRWP recognise that significant challenges lay ahead in terms of increasing environmental pressures, and each partner authority is committed to taking action on reducing carbon emissions in response to the Climate Emergency that we face. Future waste management services will be developed and delivered with this consideration at the centre of decision making, and an emphasis on carbon reduction will be maintained.

The national policy context, within which waste services are delivered, will continue to adapt to this pressure, and a number of changes are being considered which in turn will require further adaptation by the GRWP.

The government is currently developing new national policies, which are likely to see producers taking responsibility for the costs associated with the collection, recycling, treatment and disposal of certain materials, in particular food and beverage packaging. Consideration is being given to the introduction of 'Extended Producer Responsibility' (ensuring responsibility for collection costs sits with the producer) and a 'Deposit Return Scheme' for drinks containers. Whilst Extended Producer Responsibility will ensure that full collection and recycling costs will no longer be borne by the authorities, it may result in a demand for increased materials quality which in turn may influence the methods of collection. The Deposit Return Scheme is likely to result in the removal of some materials from kerbside waste streams. Both of these policies have the potential to change the way that waste is collected and handled in Gloucestershire, and it is prudent to ensure that a revised strategy is adaptable to be able to accommodate

change once the effects of these policies are better understood in the years ahead. Therefore, the GRWP will;

- Recognise that further service changes may be needed to meet future challenges and a changing policy environment. To this end we will regularly review our strategy and priorities, with a first full review of this interim strategy in 2026.
- Actively respond to legislative and policy developments and will set appropriate targets with the ambition of strengthening our position in terms of overall waste reduction and recycling performance.
- Keep abreast of advances in digital technology, alternative fuels, waste processing and treatment to improve efficiency and reduce the environmental impact of services.

Performance Improvement

The GRWP will develop annual action plans to ensure that continual improvement in performance can be achieved. These action plans will detail the steps to be taken by each partner authority, both individually and collectively, which will contribute to an overall improvement in a number of key areas. As a minimum, our key performance measures will be;

- Recycling rate. The recycling rate (which also includes reuse, composting and anaerobic digestion) has steadily climbed over a number of years although has not yet reached the original strategy target of 60%. We will maintain a target of 60% recycling, but recognise that achievement of this will require further step changes in service delivery. In the meantime, the annual action plan will aim to deliver incremental improvement towards this target, with an interim target of 55% by 2026.
 - Residual waste per household. This has been reduced significantly in recent years and, excluding 2020/21 when the effects of lockdown and home working skewed the tonnage data, continues on a downwards trend of between 10kg and 20kg per household per year. Residual waste targets will therefore be set, reducing 10kg per household per year in line with this trend.
 - Carbon emissions. Each partner authority monitors the carbon emissions associated with its activities and we will continue to do this. We will also develop a robust mechanism whereby carbon emissions are targeted for reduction and are embedded as a core aspect in decision making, for example in contract procurements or in operational delivery.
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**Gloucestershire Resources & Waste Partnership
Options Appraisal Report**

29-Aug-23

Acknowledgements:

Frith Resource Management would like to thank the essential contributions from waste management officers at each of Gloucestershire's District and Borough Councils and Gloucestershire County Council throughout these modelling phases.

Disclaimer:

Frith Resource Management Ltd (FRM) is an independent waste and resource management consultancy providing advice in accordance with the project brief. FRM has taken all reasonable care and diligence in the preparation of this report to ensure that all facts and analysis presented are as accurate as possible within the scope of the project. However, no guarantee is provided in respect of the information presented, and FRM is not responsible for decisions or actions taken on the basis of the content of this report.

Executive Summary

Gloucestershire County Council (GCC) are working in partnership with the 6 District and Borough Councils, through the recently formed Gloucestershire Resources and Waste Partnership (GRWP) to develop a new Resources and Waste Strategy.

Frith Resource Management were asked to model alternative waste collection systems for all districts from the Partnership. The options were selected to identify the cost implications and impacts on recycling performance¹ of service changes which may be required under the national Resources and Waste Strategy and will inform the development of a new Strategy for the Partnership. As per the national Resources and Waste Strategy, key service changes are anticipated to include: mandatory separate food waste collections; free garden waste collections, and; a move towards ‘consistent’ collections for all Local Authorities across England. The service implications of these policies have been included in the modelling. The options are summarised in the following table.

Option	Collection Stream	Frequency	Capacity	Comments
Option 1 <i>Restricted residual waste capacity (140L bins)</i>	Residual waste	Fortnightly	140L WHB	<ul style="list-style-type: none"> Additional materials such as small WEEE, batteries and textiles collected as per each Districts current arrangement. PTT added for FoDDC
	Dry recycling	As per current service for each Waste Collection Authority (WCA). ²		
	Food waste	Weekly	Kerbside caddy + kitchen caddy	
	Garden waste (charged)	As per current service for each WCA.		
Option 2 <i>As Option 1 plus plastic film, cartons collected as part of the dry recycling and a free garden waste collection</i>	Residual waste	Fortnightly	140L WHB	<ul style="list-style-type: none"> Additional materials such as small WEEE, batteries and textiles collected as per each Districts current arrangement. PTT added for FoDDC
	Dry recycling	As per current service for each WCA, plus plastic film and cartons.		
	Food waste	Weekly	Kerbside caddy + kitchen caddy	

¹ Recycling performance within this report refers to a combination of dry recycling and organics

² The District / Borough Councils have responsibility for collection of waste and recycling from households and the County Council is responsible for disposal

Option	Collection Stream	Frequency	Capacity	Comments
	Garden waste (uncharged)	All districts move to a free garden waste collection.		<ul style="list-style-type: none"> • Cartons added for CBC and FoDDC • Film added for all districts
Option 3 <i>Weekly kerbside recycling to areas currently providing fortnightly collections</i>	Residual waste	As per current service for each WCA.		<ul style="list-style-type: none"> • Additional materials such as small WEEE, batteries and textiles collected as per each Districts current arrangement. • PTT added for FoDDC
	Dry recycling	Weekly	As per current service for each WCA.	
	Food waste	Weekly	Kerbside caddy + kitchen caddy	
	Garden waste (charged)	As per current service for each WCA.		
Option 4 <i>Common Scenario 1 – All WCAs move to a weekly kerbside sort collection system for dry recyclables</i>	Residual waste	As per current service for each WCA.		<ul style="list-style-type: none"> • Additional materials such as small WEEE, batteries and textiles collected as per each Districts current arrangement. • PTT added for FoDDC
	Dry recycling (kerbside sort)	Weekly	2x box, 1x bag	
	Food waste	Weekly	Kerbside caddy + kitchen caddy	
	Garden waste (charged)	As per current service for each WCA.		
Option 5 <i>Common Scenario 2 – All WCAs move to a twin-stream (paper and card out) dry recycling collection including plastic film and cartons. A free garden waste collection is introduced.</i>	Residual waste	As per current service for each WCA.		<ul style="list-style-type: none"> • Additional materials such as small WEEE, batteries and textiles collected as per each Districts current arrangement. • PTT added for FoDDC • Cartons added for CBC and FoDDC • Film added for all districts
	Dry recycling (twin-stream)	Fortnightly	240L WHB 1x 50L bag / box (including plastic film and cartons)	
	Food waste	Weekly	Kerbside caddy + kitchen caddy	
	Garden waste (uncharged)	All districts move to a free garden waste collection.		

Option	Collection Stream	Frequency	Capacity	Comments
Option 6 <i>As per Option 4, plus plastic film and cartons are added to the dry recycling collection. A free garden waste collection is introduced.</i>	Residual waste	As per current service for each WCA.		<ul style="list-style-type: none"> • Additional materials such as small WEEE, batteries and textiles collected as per each Districts current arrangement. • PTT added for FoDDC • Cartons added for CBC and FoDDC • Film added for all districts
	Dry recycling (kerbside sort)	Weekly	2x box, 1x bag (including plastic film and cartons)	
	Food waste	Weekly	Kerbside caddy + kitchen caddy	
	Garden waste (uncharged)	All districts move to a free garden waste collection.		
Option 7 <i>3-weekly residual collection, plus plastic film and cartons are added to the dry recycling collection. A free garden waste collection is introduced.</i>	Residual waste	Three-weekly	240L WHB	<ul style="list-style-type: none"> • Additional materials such as small WEEE, batteries and textiles collected as per each Districts current arrangement. • PTT added for FoDDC • Cartons added for CBC and FoDDC • Film added for all districts
	Dry recycling	As per current service for each WCA, plus plastic film and cartons.		
	Food waste	Weekly	Kerbside caddy + kitchen caddy	
	Garden waste (uncharged)	All districts move to a free garden waste collection.		
Option 8 <i>As per Option 6 plus residual waste capacity is restricted and projected impacts of Government policy on Deposit / Return (DRS) and Extended Producer Responsibility (EPR) are modelled</i>	Residual waste	Fortnightly	140L WHB	<ul style="list-style-type: none"> • Additional materials such as small WEEE, batteries and textiles collected as per each Districts current arrangement. • PTT added for FoDDC • Cartons added for CBC and FoDDC • Film added for all districts
	Dry recycling (kerbside sort)	Weekly	2x box, 1x bag (including plastic film and cartons)	
	Food waste	Weekly	Kerbside caddy + kitchen caddy	
	Garden waste (uncharged)	All districts move to a free garden waste collection.		

Option	Collection Stream	Frequency	Capacity	Comments
				• Impact of DRS/EPR modelled
Option 9 <i>Alternate waste storage</i>	<i>The introduction of alternative waste and recycling collection methods (specifically underground storage) in larger new housing developments.</i>			

The options have been modelled using the Kerbside Analysis Tool (KAT) which gives comparative annualised costs for different collection systems. The summary table and graph below is a comparison of the collection cost and kerbside recycling rate results for all options (Baseline and Options 1 to 8) that would affect the County as a whole³. It should be noted that this first table is the cost of the collection operation only. Other aspects like recyclate revenue, garden waste subscription income, gate fees and disposal costs are itemised in the second table. The total net costs of the service to the Partnership (Districts and County Council) including both collection and disposal costs are shown in the following table.

ES Table 1: Modelled kerbside collection cost and performance

	Annual gross collection cost ⁴	Kerbside recycling rate ⁵	Indicative collection cost increases relative to baseline	Indicative collection cost % increase relative to baseline	Collection cost per 1% increase in kerbside recycling performance ⁶
Baseline (current service)	c. £23.7 million	54.07%	-		-
Option 1	c. £24.4 million	59.09%	c. £674,000	2.8	c. £134,000

³ Option 9 – underground storage of waste is not comparable against the other options and so is dealt with separately in the report.

⁴ There will be some variation from the actual budget costs, the KAT model is designed to compare systems on a 'like for like' basis, not account for every budget element, however they should be of a similar order to actual budget costs for these service elements, and are guided by cost data provided by the Councils

⁵ The total Council recycling rate would also include the waste flows from the Bring Banks and other household waste streams not collected via the standard kerbside collection service. Therefore, for example, if a system in this report shows a +5% uplift in 'kerbside recycling rate', it would be envisaged that this would be a lower uplift in the total Council recycling rate (e.g. it could be +3 or +4% depending on other factors within the Council).

	Annual gross collection cost ⁴	Kerbside recycling rate ⁵	Indicative collection cost increases relative to baseline	Indicative collection cost % increase relative to baseline	Collection cost per 1% increase in kerbside recycling performance ⁶
Option 2	c. £26.2 million	64.64%	c. £2.5 million	10.4%	c. £234,000
Option 3	c.£26.2 million	54.48%	c. £2.5 million	10.6%	c. £6.2 million
Option 4	c. £27.4 million	53.82%	c. £3.7 million	15.7%	n/a [decrease]
Option 5	c. £27 million	60.57%	c. £3.3 million	13.9%	c. £508,000
Option 6	c. £30.4 million	59.73%	c. £6.6 million	28.0%	c.£1.2 million
Option 7	c. £24.8 million	63.54%	c. £1.1 million	4.7%	c. £117,000
Option 8	c. £29.8 million	63.54%	c. £6 million	25.5%	c. £631,000
Option 8 sensitivity (EPR & new burden payments) ⁷	c.£11.3 million	63.54%	c. -£12.4 million [cost decrease to Partnership]	-52.0%	c.-£1.3million

All options have a greater cost in collection terms, than the baseline. Options 2, 5, 6 and 8 were modelled in-line with recommendations from the latest round of consultations on the National Resources and Waste Strategy for England, and as such incorporate the implementation of a free garden waste service and the expansion of the dry recycling collection to include plastic film and cartons. For the Forest of Dean District Council, pots, tubs and tray have been added to the recycling collection in all alternative options. Option 7 also closely follows the national policy; however Government is steering Council's away from 3 weekly residual waste collections.

Option 1 is the lowest cost alternative option (in collection terms) for the WCAs collectively, partly driven by garden waste remaining as a charged (more limited) service. This option models each WCA with a restricted residual waste collection (fortnightly 140L bin collection) which

⁷ Subject to further detail arising from the Government response to the 2nd round of public consultation on the Resources and Waste Strategy. Similar orders of magnitude of third party 'payment' into the municipal waste collection service would be anticipated in most of the other options as well, again subject to the detail and implementation of the Government measures relating to EPR, DRS and new burdens formulae.

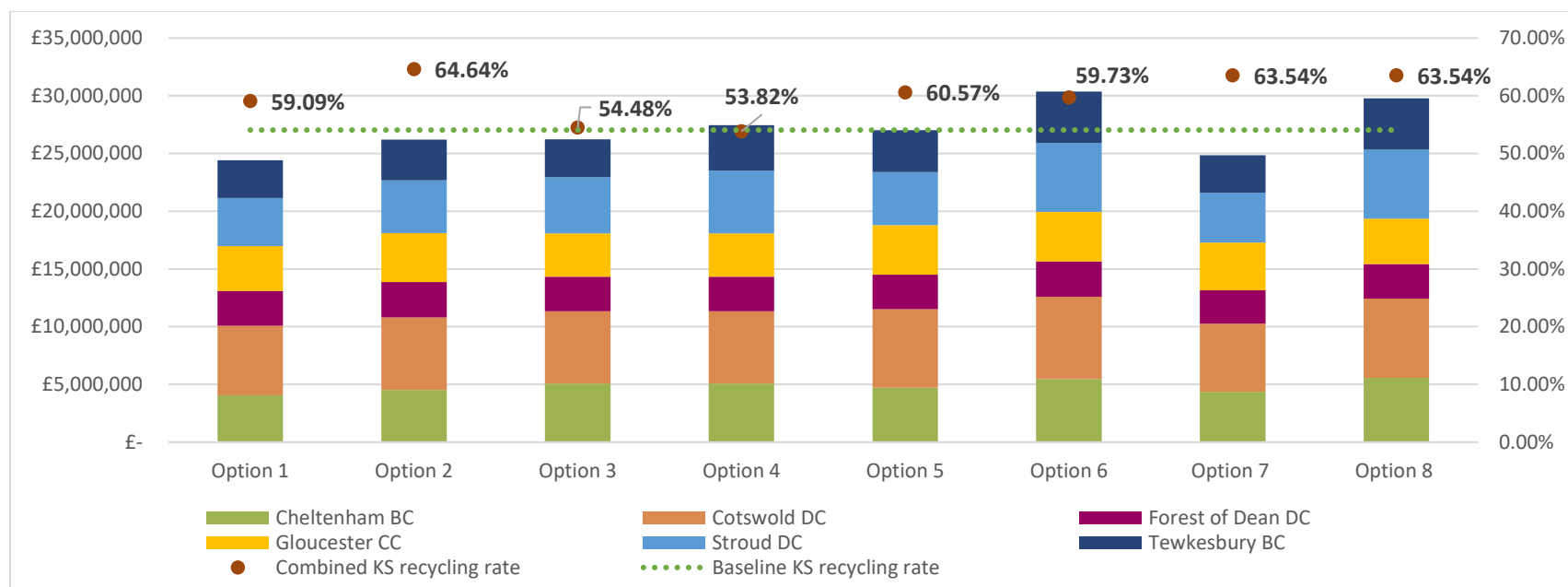
also encourages more separation for recycling. Of the options where both the additional recyclables are included, and garden waste collection is provided as a free service, Option 7 is the lowest cost option (in collection terms). This is because this option has the largest impact on residual waste collection (residual waste being collected on a three-weekly frequency). Option 2 provided the highest kerbside recycling rate for the Partnership, an increase of over 10 percentage points from the baseline, this is followed closely by options 7 and 8, all three of which have both some form of restriction on the residual waste service and have a full set of recyclables collected plus a free garden waste collection. These factors drive the high recycling performance expected.

The option with the greatest annual collection cost for the Waste Collection Authorities (collectively) is option 6, costing an additional c.£ 6.6 million per annum more than the baseline. In this scenario, additional recyclable materials are also included (cartons, plastic film, and pot tubs and trays⁸ are also added), and garden waste collections are provided free of charge. This is followed closely, in terms of cost, by option 8 at £29.8 million. Option 8 is similar to option 6, however it also models each district collecting restricted residual waste (by container size) and includes the impact from the proposed Deposit Return Scheme (DRS) and the implementation of an Extended Producer responsibility initiative (EPR). Both DRS and EPR are included within the Resources and Waste Strategy for England and the Environment Bill.

Sensitivity analysis has also been modelled on option 8 to estimate the potential costs to the Partnership should the proposals for the 'producer pays' principle of EPR and the new burdens doctrine be realised. On this basis, according to our high-level modelling, the districts gross collection costs could reduce by nearly £13m across the Partnership. The reason for this is that the producers of packaging are liable for the full cost of collection and management of the packaging component of the waste, and central Government would cover the full net costs of food and free garden waste collection and management.

⁸ Pots, tubs and trays are added to the dry recyclables collection for Forest of Dean DC in all alternative options.

ES Figure 1: Modelled kerbside collection costs and performance



All options result in an increase in kerbside recycling rate for the collection authorities as a whole⁹, with the exception of option 4. Option 4 models all WCAs moving to a weekly kerbside sort collection system. The small decrease in recycling performance is due to Stroud and Tewkesbury moving from a twin-stream and comingled collection, respectively, based on the assumption that households provided with more containers to separate into (a more complex system), results in lower capture rates. However, in the case of both Council's, the level of contamination of recyclables is modelled to be significantly improved.

This report also evaluates the collection, treatment and disposal costs of each option and is summarised for the WCAs, County and the Partnership as a whole, in the following tables. From a WCA perspective, option 4 provides the highest income from materials revenue. This is because all Councils move to a kerbside-sort system (which generates the highest dry recycling revenue and does not incur a gate fee¹⁰), and garden waste is retained as a charged service (with an annual income of £4.8 million). Of the options modelled which include free garden waste collections, option 6 provides the highest revenue for the WCAs at £6.26 million, followed closely by option 8 at £6.17 million. This suggests that

⁹ In some cases individual Councils may have increases or decreases depending on the current system configuration and that which is being modelled

¹⁰ As is the case in Stroud and Tewkesbury in the baseline, Option 1, 2, 3 and 5, as there is a gate fee for managing / sorting the comingled recycle.

although option 8 reduces the overall tonnage collected at the kerbside (from DRS in particular), a restriction of residual waste capacity could result in a similar level of revenue for the districts.

In terms of treatment and disposal costs for the County, option 8 is the most cost-effective option. This is due to a combined impact of residual waste capacity restriction and moving to a kerbside sort system. Modelling also suggests the introduction of DRS and EPR could reduce the overall residual waste arisings, decreasing the overall residual waste treatment costs.¹¹ However, when considered as a net treatment, haulage and disposal cost for the Partnership as a whole (final table), option 1 is the lowest cost option. Option 8 is the most cost-effective of the options modelling a free garden waste collection, which will be important to consider in light of the latest round of consultations on the National Resources & Waste Strategy for England.

ES Table 2: Additional costs and revenue post collection

	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option 8	Option 8 (EPR & new burden payments)
Revenues Total (Districts)	£9.4 million	£9.8 million	£5.2 million	£9.5 million	£10.8 million	£4.1 million	£6.3 million	£5.2 million	£6.2 million	£7.3 million
		<i>£435,000</i>	<i>£-4.2 million</i>	<i>£67,000</i>	<i>£1.4 million</i>	<i>£-5.3 million</i>	<i>£-3.1 million</i>	<i>£-4.3 million</i>	<i>£-3.2 million</i>	<i>£-2.1 million</i>
<i>Dry Recycling Revenue (income)</i>	<i>£657,500</i>	<i>£731,000</i>	<i>£676,000</i>	<i>£662,000</i>	<i>£2,144,000</i>	<i>£-141,000</i>	<i>£2,123,000</i>	<i>£668,000</i>	<i>£2,282,000</i>	<i>£545,000</i>
<i>Recycling credit (income)</i>	<i>£3.1 million</i>	<i>£3.4 million</i>	<i>£3.6 million</i>	<i>£3.2 million</i>	<i>£3.1 million</i>	<i>£3.5 million</i>	<i>£3.3 million</i>	<i>£3.6 million</i>	<i>£2.9 million</i>	<i>£1.0 million</i>
<i>Residual waste treatment payment incentive (income)</i>	<i>£807,000</i>	<i>£921,000</i>	<i>£979,000</i>	<i>£817,000</i>	<i>£802,000</i>	<i>£879,000</i>	<i>£859,000</i>	<i>£952,000</i>	<i>£1.0 million</i>	<i>£1.0 million</i>
<i>Garden Waste (income)</i>	<i>£4.8 million</i>	<i>£4.8 million</i>	<i>£0</i>	<i>£4.8 million</i>	<i>£4.8 million</i>	<i>£0</i>	<i>£0</i>	<i>£0</i>	<i>£0</i>	<i>£4.8 million</i>
<i>Additional sorting for films & cartons (cost)</i>	<i>£0</i>	<i>£0</i>	<i>£-57,600</i>	<i>£0</i>	<i>£0</i>	<i>£-74,400</i>	<i>£-54,100</i>	<i>£-57,400</i>	<i>£-53,100</i>	<i>£-53,100</i>
Total Treatment & Haulage (AD, Composting & Residual Waste + payments to Districts) (WDA cost)	£22 million	£20.5 million	£20.2million	£21.8 million	£21.9 million	£21.5 million	£21.7 million	£20.7 million	£19.2 million	£13.7 million
		<i>£-1.5 million</i>	<i>£-1.8 million</i>	<i>£-180,000</i>	<i>£-42,000</i>	<i>£-494,000</i>	<i>£-303,000</i>	<i>£-1.3 million</i>	<i>£-2.8 million</i>	<i>£-8.3 million</i>
<i>Net treatment, haulage and Disposal</i>	<i>£12.6 million</i>	<i>£10.7 million</i>	<i>£15 million</i>	<i>£12.4 million</i>	<i>£11.1 million</i>	<i>£17.4 million</i>	<i>£15.4 million</i>	<i>£15.6 million</i>	<i>£13 million</i>	<i>£6.4 million</i>
		<i>£-1.9 million</i>	<i>£2.4 million</i>	<i>£-245,500</i>	<i>£-1.5 million</i>	<i>£4.8 million</i>	<i>£2.85 million</i>	<i>£3 million</i>	<i>£360,000</i>	<i>£-6.2 million</i>

¹¹ This evaluation has not considered any minimum input tonnage requirements at Javelin Park EfW.

The total net costs of each option to the Partnership (including collection, treatment and disposal) are presented below. All options incur an additional cost to the baseline, with the exception of option 1 which results in a saving of c. £1.3 million in comparison to the baseline (£36.3 million). This is because option 1 results in the smallest increase in collection cost and incurs the savings associated with reduced residual waste treatment costs (and as such increased material revenue and reduced disposal costs) whilst retaining the charged garden subscription income.

ES Table 3: Total net cost to Partnership

	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option 8	Option 8 (EPR & new burden payments)
Total Net Cost to Partnership (Collection, treatment and disposal)	£36,350,000	£35,078,000	£41,257,000	£38,613,000	£38,589,000	£44,468,000	£45,846,000	£40,438,481	£42,790,000	£17,708,200
		<i>-£1,272,000</i>	<i>£4,906,500</i>	<i>£2,263,300</i>	<i>£2,239,000</i>	<i>£8,118,000</i>	<i>£9,496,000</i>	<i>£4,088,000</i>	<i>£6,407,000</i>	<i>-£18,675,000</i>

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Option 3 and option 4 result in similar additional costs to the Partnership (at c. £2.2 million increase each). This is because four of the six WCAs currently operate kerbside sort systems and there is only a minor additional cost for Cheltenham BC and Cotswold DC to move from fortnightly to weekly collections and it is only Tewkesbury and Stroud that see a change in dry recycling collection configuration in Option 4, hence the more subtle difference between these two options. Note that these tables do not include the ‘cost of change’ that would be required by some WCAs in different options, this is explored within the report. Option 4 is also the only option which slightly decreases in kerbside recycling performance below the baseline.

Overall, the total net cost to the Partnership (including collection, haulage, treatment and disposal) of moving to a weekly kerbside sort system, with free garden and an expanded dry recycling collection (option 6) results in the highest total cost of all options modelled (c. £45.8 million). This is £9.5 million above the baseline cost. This is due to the increased capex and opex required to deliver a weekly kerbside sort system, whilst also providing a kerbside collection service for garden waste to all households. Although the increased material revenue from Stroud and Tewkesbury moving to a kerbside sort system negates over £2 million of the revenues lost by removing the charged garden service, this is not outweighed by the savings for the County on treatment and haulage costs.

Option 5 (all WCAs move to a twin-stream collection) results in the 2nd highest overall net cost to the Partnership (including collection, haulage, treatment and disposal) at £44.5 million, £8.1 million over the baseline. This is due to the decreased revenue for districts from moving to a twin stream, and loss of garden waste subscription revenue not outweighing the savings on the haulage and treatment costs. Option 8 is the 3rd highest overall net cost to the Partnership at £42.8 million (an increase in total net costs of £6.5 million). Option 8 is similar to option 6 but also models a restricted residual waste collection (by container size) and the potential impacts of DRS and EPR. This option results in the 2nd highest

(joint with option 7) kerbside recycling performance. Option 7 is the lowest cost (in total Partnership costs) of the five options which include delivery of a free garden waste collection service.

The collection options have also been modelled using the WRATE tool to determine the carbon impact as kg CO₂-eq savings. The WRATE modelling represents the Life Cycle Assessment results, and so considers the impact of containers, vehicles and infrastructure as a proportion of their use and their life.¹² The results of the WRATE modelling (carbon assessment) are presented for each option below in kg CO₂-eq savings.

ES Table 4: Carbon emissions by District and the HRC service

Carbon savings (kg CO ₂ -eq)	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option 8
Cheltenham	-337,800	-1,016,500	-2,334,000	-119,700	-119,700	-997,900	-1,117,000	-1,482,100	-719,500
Cotswolds	-2,661,600	-2,861,400	-3,656,800	-2,406,900	-2,406,900	-2,870,600	-2,989,500	-2,559,900	-794,100
Forest of Dean	-1,044,400	-1,730,400	-2,451,100	-1,371,400	-1,371,400	-2,813,700	-2,089,900	-2,268,900	-1,108,027
Gloucester City	238,700	-371,100	-2,189,800	238,700	238,700	-1,362,700	-1,284,300	-1,683,500	-391,659
Stroud	-1,623,000	-1,623,00	-3,321,700	-1,356,600	-1,259,000	-3,321,700	-2,935,100	-3,000,800	-1,420,643
Tewkesbury	-70,700	-452,800	-865,300	-174,300	-362,500	-647,200	-532,600	-896,400	-128,857
County HRCs	-3,078,000	-3,078,100	-3,025,300	-3,078,100	-3,078,000	-3,025,300	-3,025,300	-3,025,300	-3,025,300
Swindon Rd HRC	-1,836,500	-1,836,500	-1,836,500	-1,836,500	-1,836,500	-1,836,500	-1,836,500	-1,836,500	-1,836,500
TOTAL	-7,810,872	-10,309,972	-16,956,519	-9,137,972	-9,228,672	-13,258,119	-14,814,919	-16,753,419	-9,424,556

¹² Figures may not add up due to rounding.

Option 2 results in the largest carbon saving of all options at 16,957 t CO₂-eq emissions. This is because option 2 has the highest recycling performance and the second lowest amount of residual waste to be processed at Javelin Park. Option 7 results in the 2nd lowest carbon performance, followed by option 5 and 6 respectively, driven by the free garden and enhanced dry recycling collections. Whilst the diversion of plastic film and cartons reduces the calorific value of the residual waste going to the Energy from waste plant, the increased food waste separation and some diversion of garden waste has the opposite effect. The removal of plastic film from the residual mix for recycling has a strong beneficial carbon balance as combustion of this material is a release of fossil carbon.

Option 8 has the lowest carbon saving of the options modelling a free garden waste collection. The impact of DRS and EPR is a driving factor in this option. A Deposit Return Scheme aims to provide a dedicated collection scheme for drinks containers (nominally plastic and glass bottles and metals cans), removing these from the kerbside collections. This reduces the total tonnage of dry recycling collection for all districts in option 8 and as such the carbon savings associated with recycling.

It should be noted that the DRS / EPR impacts have only been modelled on this option, and if the policy is implemented it would have similar effects on all options. For some authorities with Option 8 there is also a significant increase in transportation (by the need to collect more food and free garden) which has an impact of the performance of this option. This is demonstrated in the detailed carbon graphs illustrated in the accompanying 'Appendices' document. However, this option does still result in a saving of c.1,600t CO₂-eq emissions in comparison to the baseline.

Option 1 results in the highest carbon saving of those options not modelling a free garden waste collection / plastic film separation.

In preparation for the Partnership's Waste Management Strategy review, it is important to consider additional factors beyond cost and performance when assessing options for future waste management and recycling. For the purposes of this project, FRM have considered each option in turn and evaluated other indicators including public acceptability, operational flexibility, compliance to regulations and social value indicators using a traffic light system.

In terms of public acceptability, it is assumed that the baseline (business as usual) is the (equal) most widely accepted, as it requires no change to the household. Option 3 is also ranked the equal highest (green) as this requires the smallest amount of change; no change to configuration, only increased dry recycling collection frequency to weekly (no change for Forest of Dean DC and Gloucester City Council at all). As regards compliance to regulations, option 2, 6 and 8 are ranked highest (green) as they meet the requirements of the latest round of consultation on the Resources and Waste Strategy (free garden, consistent collections, food waste collection).

Option 7 has been ranked lower than 2, 6 and 8 as although it meets the requirements on free garden and food waste, the latest round of consultations document suggests that the preferred method for collection residual waste should be 'at least fortnightly' and dry recycling is retained as its current configuration. Option 5 has been ranked below option 2 and 6 as this is technically compliant against the R&WS, however this is subject to a TEEP (or equivalent) assessment. All other options are scored 'amber' as each WCA collects food, however garden waste collections are retained as a charged service and not all recyclables are collected, as per the consistent collections.

The creation (and retention) of jobs, community well-being and wider health benefits have all been considered when evaluating the social value of each option. Options 2, 5, 6 and 8 score most highly in terms of community well-being as these options provide collection for the greatest range of recyclables, enabling residents and business to contribute more. In terms of employment, all options require more staff than the baseline, with the exception of Scenario 5. However, the creation of a jobs is a trade-off for more general health impacts (e.g. air quality) as typically where those services provide a higher number of jobs this is due to more resource being required to operate the kerbside collection service (i.e. more vehicles requires more drivers and crew, however this means more transport miles are required and higher levels of air pollution).

The full results for all options is presented as follows:

ES Table 5: Full Options Appraisal

Evaluation Criteria	Baseline	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option 8	Option 8 sensitivity
	Current service	Restricted residual (140l bins)	As Option 1 plus plastic film, cartons, and free garden	Weekly kerbside recycling (no change to system)	Common Scenario 1 – All Councils move to a weekly kerbside sort	Common Scenario 2 – All Councils move to a twin-stream (fibres out), plus plastic film, cartons, & free garden	As Option 4 (weekly kerbside sort) plus plastic film, cartons & free garden	3-weekly residual collection plus plastic film, cartons and free garden	As per Option 6 plus restricted residual (fortnightly residual 140L) with DRS/EPR policy implications	As Option 8 with EPR and new burden payments applied
Total Partnership cost (Collection, Treatment and Disposal)	£36,383,000	£35,077,900	£41,256,700	£38,613,500	£38,589,200	£44,468,800	£45,846,400	£40,438,500	£42,790,000	[See note ¹³]
Total Kerbside Recycling performance (%) (KAT)	54.07%	59.09%	64.64%	54.48%	53.82%	60.57%	59.73%	63.54%	63.54%	63.54%
Environmental Benefit (WRATE carbon, tCO₂-eq) Total	-7,811	-10,310	-16,957	-9,138	-9,229	-13,258	-14,815	-16,753	-9,424	-9,424
Operational flexibility (deliverability, cost of change)										
Public acceptability										
Compliance to R&WS / TEEP										
Social Value¹⁴										
Table key	Worst performing									Best performing

¹³ Option 8 with the EPR payments and new burden sensitivity applied cannot be directly compared to the other options within this options appraisal, therefore it has not been ranked as part of this RAG assessment.

¹⁴ Wider health benefits, job creation, well-being, community benefits

The alternative options (1-8) were selected to identify the collection cost implications and impacts upon recycling performance of potential service changes, as agreed by the Partnership. Subject to Government consultation, key service changes could include mandatory separate food waste collections (already implemented by the Partnership), free garden waste collections and a move towards a 'consistent collection' approach across all Local Authorities across England.

Service changes are required to ensure Local Authorities achieve the national municipal solid waste (MSW) recycling target of 65% by 2035. To reach higher targets more investment is required, and the Government has stated a commitment to covering the additional costs to Local Authorities for both capital and operational costs from new required measures. Furthermore, Government is also intent on introducing Extended Producer Responsibility (EPR) on packaging materials, as modelled as an element of Option 8. A requirement of EPR is that the producers would be accountable for 100% of the collection / recycling / disposal cost of the packaging handled by Councils. The detail of this aspect is yet to be determined.

An overview of underground bin systems has also been provided as part of this report. Examples of Underground Recycling and Residual Waste Systems (URS) can be seen within the UK, including the London Borough of Tower Hamlets and Peterborough City Council. URS are commonly used in urban settings or for servicing communal buildings such as flats. Benefits of URS include effective space utilisation (no need to for multiple street-level containers), reduced noise pollution and odour, and the ability to be installed with sensors (to monitor fill rate) and key fob systems (to control those with access to the bins). There are high capital costs associated with URS as explored within this report, however there may be opportunities for efficiency savings (i.e. round optimisation, staffing etc). Given the level of investment required, the investment in URS is a medium to long term opportunity rather than a short-term financial gain. Furthermore, and subject to available capital funding, it is a concept that could be explored through a business case for trialling in suitable development/s with low risk in terms of installation costs in order to demonstrate the concept in Gloucestershire. Consideration of vehicle demands would be an additional factor for the business case.

Finally, the costs/savings and recycling figures estimated in this report should not be used directly to justify future changes in services. The figures in this report are indicative and provide a reasonable guide to the magnitude of changes that might be expected. They are modelled in comparison to the Partnerships estimated baseline costs, on an annualised basis. If the Partnership is minded to pursue any of the above changes, they are advised to undertake a more detailed assessment of any particular option, including detailed re-routing and asset reallocation, in order to satisfy themselves that any modelled improvements in recycling or efficiencies can be realised in practice.

EXECUTIVE COMMITTEE FORWARD PLAN

STANDING ITEMS:

- **Executive Committee Forward Plan – To consider forthcoming items.**
- **Feedback from Chair of Overview & Scrutiny Committee.**

Additions to 6 September 2023

- Carbon Reduction Programme Update
- Climate Change Action Resources
- ICT Acceptable Use and Monitoring Policy
- Gloucestershire Resources and Waste Strategy

Deletions from 6 September 2023

- Pavement Licensing Policy – moved to 2024/25 due to delay with legislation.
- **Confidential Item:** Irrecoverable Debts Write-Off Report (Quarterly) – None to report – NB this was a quarterly item on the Forward Plan but there have been none to report for some time, therefore this item will be removed from the Forward Plan and added as and when necessary.

Committee Date: 18 October 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	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. <i>(Council Plan is the strategic document which sets out the priorities of the Council)</i>	Director: Corporate Resources	Leader of the Council	Overview and Scrutiny Committee 12 September Agenda for Overview and Scrutiny on Tuesday, 12 September 2023, 4:30 pm - Tewkesbury Borough Council	No

NB – Items in bold are changes from the previous plan

Committee Date: 18 October 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
<p>Economic Development and Tourism Strategy.</p>	<p>The strategy outlines how the Council will help promote a strong and diverse local economy, support business growth, inform spatial planning strategy, support regeneration, encourage inward investment and maximise visitor numbers to the area.</p> <p><i>(Council priority)</i></p>	<p>Head of Service: Community and Economic Development</p>	<p>Lead Member for Economic Development/ Promotion</p>	<p>Previous strategy (2017-2021) approved by Executive Committee 7 June 2017</p> <p>Agenda for Executive on Wednesday, 7 June 2017, 2:00 pm - Tewkesbury Borough Council</p>	<p>Yes - moved from 1 March 2023 and 6 September 2023 as not being considered by O&S Committee until 12 September 2023.</p>

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NB – Items in bold are changes from the previous plan

Committee Date: 29 November 2023					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
103 Financial Update – Quarter Two 2023/24.	<p>Second quarterly monitoring report on the outturn position of the Council's revenue budget. The report also details the expenditure to date against both the capital programme and approved reserves.</p> <p><i>(Finance and Resources is a priority within the Council Plan 2020-24)</i></p>	Executive Director: Resources and S151	Lead Member for Finance and Asset Management	<p>2023/24 budget approved by Council 21 February 2023.</p> <p>Agenda for Council on Tuesday, 21 February 2023, 6:00 pm - Tewkesbury Borough Council</p>	No.
Taxi and Private Hire Licensing Policy.	<p>Policy which promotes and sets the standard for the safety and protection of the public; high standards of vehicle safety, ensure that the decision-making processes are transparent etc.</p> <p><i>(Key governance and service policy)</i></p>	Licensing Team Leader	Lead Member for Clean and Green Environment	<p>Review of draft revised policy for consultation by Licensing Committee on 15 June 2023.</p> <p>Agenda for Licensing on Thursday, 15 June 2023, 2:30 pm - Tewkesbury Borough Council</p>	No.

NB – Items in bold are changes from the previous plan

Committee Date: 29 November 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
<p>Street Trading Licensing Policy</p>	<p>A policy to create a trading environment in which street trading complements existing premises-based retailing activities, is sensitive to the needs and concerns of residents and provides diversity in terms of consumer choice.</p> <p><i>(Key governance and service policy)</i></p>	<p>Licensing Team Leader</p>	<p>Lead Member for Clean and Green Environment</p>	<p>Review of draft revised policy for consultation by Licensing Committee on 15 June 2023.</p> <p>Agenda for Licensing on Thursday, 15 June 2023, 2:30 pm - Tewkesbury Borough Council</p>	<p>No.</p>
<p>Asset Management Plan</p>	<p>To provide a framework which can secure the operational and financial benefits of the corporate estate.</p> <p><i>(Action within the Council Plan 2020/24)</i></p>	<p>Head of Service: Asset Management</p>	<p>Lead Member for Finance and Asset Management</p>	<p>None.</p>	<p>No.</p>

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NB – Items in bold are changes from the previous plan

Committee Date: 29 November 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
<p>Council Tax, Housing Benefit and Council Tax Support Penalty and Prosecution Policy</p>	<p>This policy sets out the Council's approach to prosecution and other sanctions in cases of fraud or misinformation in respect of Council Tax Support, Council Tax and Housing Benefit.</p> <p><i>(Service related policy)</i></p>	<p>Head of Service: Counter Fraud and Enforcement Unit</p>	<p>Lead Member for Finance and Asset Management</p>	<p>Current policy approved by Executive Committee 30 August 2017.</p> <p>Agenda for Executive on Wednesday, 30 August 2017, 2:00 pm - Tewkesbury Borough Council</p>	<p>No.</p>
<p>New Waste Depot</p>	<p>To approve the project approach and principles for a new waste depot with partner council(s).</p> <p><i>(Fundamental to service delivery)</i></p>	<p>Director: Communities</p>	<p>Lead Member for Clean and Green Environment</p>	<p>Discussed at Executive Committee/Chief Officer Group – 22 August 2023</p>	<p>No.</p>

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NB – Items in bold are changes from the previous plan

Committee Date: 29 November 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
<p>Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).</p>	<p>To consider the write-off of irrecoverable debts.</p> <p>(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)).</p>	<p>Director: Corporate Resources</p>	<p>Lead Member for Finance and Asset Management</p>		<p>No. This was a standing item on the Forward Plan but there have been none to report for some time therefore this item will be removed from the Forward Plan and added as and when necessary.</p>

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NB – Items in bold are changes from the previous plan

Committee Date: 10 January 2024					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
107 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. <i>(Council's key strategic financial plan)</i>	Executive Director: Resources and S151	Lead Member for Finance and Asset Management	MTFS 2023/24-2027/28 approved by Council 24 January 2023. Agenda for Council on Tuesday, 24 January 2023, 6:00 pm - Tewkesbury Borough Council	No.
Housing Strategy Monitoring Report (Annual).	To approve the annual action plan to deliver the priorities within the strategy. <i>(Priority within the Council Plan 2020-24)</i>	Head of Service: Housing	Lead Member for Housing Health and Wellbeing	Housing and Homelessness Strategy 2022-2026 approved by Council 12 April 2022 Agenda for Council on Tuesday, 12 April 2022, 6:00 pm - Tewkesbury Borough Council	No.

NB – Items in bold are changes from the previous plan

Committee Date: 10 January 2024

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
108 Treasury and Capital Management (Annual)	To recommend approval to Council a range of statutory required polices and strategies relating to treasury and capital management. <i>(Requirement of CIPFA Prudential Code)</i>	Executive Director: Resources and S151	Lead Member for Finance and Asset Management	Annual strategies for 2022/23 approved by Council 25 January 2022. Agenda for Council on Tuesday, 25 January 2022, 6:00 pm - Tewkesbury Borough Council	No.

NB – Items in bold are changes from the previous plan

Committee Date: 10 January 2024

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
ICT Strategy.	<p>To deliver the Council's priorities and to support day to day operational activities it is essential the Council's ICT infrastructure is as effective and secure as possible. The new strategy (2024/28) will build upon existing arrangements and identify key work streams and actions, particularly around cyber security.</p> <p><i>(Fundamental to service objectives and good corporate governance)</i></p>	Associate Director: IT and Cyber	Lead Member for Corporate Governance	<p>ICT Strategy 2020-24 approved by Executive Committee 5 February 2020.</p> <p>Agenda for Executive on Wednesday, 5 February 2020, 2:00 pm - Tewkesbury Borough Council</p>	Removed from January 2023 to go into January 2024.

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NB – Items in bold are changes from the previous plan

Committee Date: 7 February 2024

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
Budget 2024/25 (Annual).	Section 32 of the Local Government Finance Act 1992 requires a balanced budget to be set on a timely basis and resultant Council tax setting. <i>(Statutory report)</i>	Executive Director: Resources and S151.	Lead Member for Finance and Asset Management	Previous budget (2023/24) approved by Council 21 February 2023. Agenda for Council on Tuesday, 21 February 2023, 6:00 pm - Tewkesbury Borough Council NB: Transform Working Group will meet from September onwards to consider the budget formulation.	No.

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NB – Items in bold are changes from the previous plan

Committee Date: 7 February 2024

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
<p>Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).</p> <p>→ → →</p>	<p>To consider the write-off of irrecoverable debts.</p> <p>(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)).</p>	<p>Director: Corporate Resources</p>	<p>Lead Member for Finance and Asset Management</p>		<p>No. This was a standing item on the Forward Plan but there have been none to report for some time therefore this item will be removed from the Forward Plan and added as and when necessary.</p>

NB – Items in bold are changes from the previous plan

Committee Date: 20 March 2024					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
112 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. <i>(Council Plan is the strategic document which sets out the priorities of the Council)</i>	Director: Corporate Resources	Leader of the Council	None - will be presented to Overview and Scrutiny Committee on 13 February 2024.	No.
New Council Plan 2024-2029	To make a recommendation to Council which sets out the new strategic priorities and ambition for the Council. <i>(Council Plan is the strategic document which sets out the priorities of the Council)</i>	Director: Corporate Resources	Leader of the Council	None – new plan to be developed from September onwards.	No.

NB – Items in bold are changes from the previous plan

Committee Date: 20 March 2024					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
Financial Update - Quarter Three 2023/24.	<p>Third quarterly monitoring report on the outturn position of the Council's revenue budget. The report also details the expenditure to date against both the capital programme and approved reserves.</p> <p><i>(Finance and Resources is a priority within the Council Plan 2020-24)</i></p>	Executive Director: Resources and S151	Lead Member for Finance and Asset Management	<p>2023/24 budget approved by Council 21 February 2023.</p> <p>Agenda for Council on Tuesday, 21 February 2023, 6:00 pm - Tewkesbury Borough Council</p>	No.

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PENDING ITEMS

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Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
First Floor Refurbishment Project.	To approve the project.	Head of Service: Asset Management.	Lead Member for Finance and Asset Management	Moved from 6 September 2023 as this will not be delivered until the new heating system is in place.
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.

NB – Items in bold are changes from the previous plan

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
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. Agreed with the Lead Member that the Parking Strategy Review will be deferred. The review will start afresh in 2024 and will be included in the Executive Committee Forward Plan and O&S Work Programme for 2024/25.	Executive Director: Place	Lead Member for Economic Development/Promotion	Added to pending on 14 October. Deferred from 16 November until consideration by the O&S Committee and the Car Parking Working Group.

NB – Items in bold are changes from the previous plan

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
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.
Volunteering Policy.	To approve the Volunteering Policy.	Associate Director: People, Culture and Performance	Lead Member for Staff and Culture	Removed from 1 March 2023 until the new Council is in place.

NB – Items in bold are changes from the previous plan

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
Parking Strategy Review	To approve the revised Parking Strategy.	Executive Director: Place	Lead Member for Economic Development/Promotion	Agreed with Lead Member in August 2023 to defer the previous review and for a new review to be carried out in 2024/25.
Pavement Licensing Policy	To approve the policy.	Licensing Team Leader	Lead Member for Clean and Green Environment	Due to be considered in September 2023 but moved to 2024/25 due to delay with legislation.

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