

**SUBMISSION TO  
LOCAL  
GOVERNMENT  
BOUNDARY  
COMMISSION FOR  
ENGLAND**

**TEWKESBURY  
BOROUGH  
COUNCIL  
2016**

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**DRIVE**

## INTRODUCTION

The Council was notified in 2013 by the Local Government Boundary Commission for England that an electoral review of Tewkesbury Borough would be undertaken in 2014/15. Based on electoral data from 2012, 10 (45.5%) of the Council's 22 Wards had an electoral imbalance from the average for the authority in excess of 10%. Subsequently the review was deferred and commenced in 2016 and, although the situation had improved eight (36.3%) (based on the 2015 electorate) of the 22 Wards had an electoral imbalance in excess of +/- 10 with the imbalances ranging from -15-+27%.

The 2016 electorate returns the position to 10 (45.5%) of the 22 Wards having an electoral imbalance of +/-10% ranging from -17 to +26.

The first stage of the review is for the Local Government Boundary Commission for England to make a proposal regarding the future size of the Council.

## DISTRICT PROFILE

Tewkesbury Borough is one of six Districts in the County of Gloucestershire and covers an area of approximately 160 sq miles. Tewkesbury has a population of approximately 85,800 (2014)<sup>1</sup> with annual growth of 1.01% in the 10 years to 2014 which is well above the average for Gloucestershire, England and Wales.

The Borough is predominantly rural and located in the north of the county extending southwards beyond Gloucester and Cheltenham. The eastern part of the Borough lies within the Cotswold Area of Outstanding Natural Beauty. Tewkesbury is the northernmost district in the south west region.

The Borough has five main centres of population. Bishop's Cleeve, Brockworth, Churchdown and the towns of Tewkesbury and Winchcombe. There is a strong sense of community with 91% of residents expressing satisfaction with their local area as a place to live and 80% of those surveyed are satisfied with the way Tewkesbury Borough Council runs things compared with 8% dissatisfied<sup>2</sup>.

According to the Office for National Statistics (ONS) projections, the population of the Borough is set to grow to 93,400 by 2025 and 100,400 by 2037.

The number of older people aged 65 and above in Tewkesbury Borough has been growing by an average of 420 people a year between 2004 and 2013. Projections suggest that this will increase to 500 a year between 2012 and 2037. Between 2004 and 2014 the growth of the older population (aged 65 and above) in Tewkesbury Borough continued to outpace that of the younger population. In addition, the growth rate was higher than those in Gloucestershire and England and Wales<sup>3</sup>.

The proportion of Black and Minority Ethnic (BME) population in Tewkesbury Borough rose from 1.4% to 2.5% between 2001 and 2011, lower than the county and national percentages. 6.4% of the population in Tewkesbury Borough were born outside the UK. Of these, 38% were recent migrants, having arrived since 2004. ONS projections forecast that net international migration to the Borough will be 2,500 over the 25 year period of 2012-2037.

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<sup>1</sup> Mid-2004 and Mid-2014 Population Estimates, ONS

<sup>2</sup> Residents' Satisfaction Survey 2013.

<sup>3</sup> Mid-2004 and Mid-2014 Population Estimates, ONS

There are around 3,900 businesses in Tewkesbury Borough, accounting for around 14% of the county total, and growth over the last five years has been the highest in Gloucestershire. The manufacturing sector in Tewkesbury Borough accounted for the largest proportion of total employment of all the districts accounting for 23% in 2014. The diverse economy supported some 42,000 employees in 2014. The Borough has a highly skilled workforce that reflects the nature and demand of a high tech manufacturing and service base which is projected to grow. Economic forecasts predict employment in Tewkesbury Borough to increase between 2015 and 2025 to 47,900 people.

The employment rate of 16-64 year olds is 83.7%, higher than the county rate of 79.2% and the national rate of 72.7%.

Claimant unemployment is 0.9% which is below the county average of 1.0% and national rate of 1.8%.

Life expectancy is slightly higher than the county average and below the regional and national average.

16.5% of Tewkesbury Borough residents (15,523 people) reported having a long term health problem or disability, broadly in line with the county average and below the national and regional averages.

Two-thirds of the Borough is ranked within the 40% least deprived areas in England, accounting for 65% of the population. The Borough has pockets of deprivation (Prior's Park) ranked in the top 20% deprived areas nationally.

The Borough experiences crime rates much lower than the overall rates for England and Wales, south west region and Gloucestershire County. However, crime rates are higher than regional and national rates in the Wards of Tewkesbury Town with Mitton and Tewkesbury Newtown.

In 2014/15 there were 94 instances of homelessness prevention and relief in Tewkesbury Borough equates to a rate of 2.57 per 1,000 households which is lower than the national average of 9.72.

## **Tewkesbury at a Glance**

Area	160 square miles
Population (2014)	85,800
Population Density (2011)	540 per square mile
Number of Households (2011)	37,065
Average Household Size (2013)	2.35
Life Expectancy (2011)	79.6 Males / 83.5 Females
Mean Age of Population (2004)	40.69
Number of Dwellings (2013)	37,057

Source: Inform Gloucestershire

## Governance and Decision-Making

Tewkesbury Borough has 38 Councillors and 22 Wards. A profile of Councillors is shown at Appendix 1. Prior to the electoral review carried out by the Local Government Commission for England which commenced in 2001 (implemented in 2003) the Borough had 36 Councillors representing 27 Wards. Of the current 22 wards, 10 are single-Member Wards, eight are two-Member Wards and four are three-Member Wards. Elections take place every four years with the last ones taking place in 2015 with an average turnout across the Borough of 67.63%. The political composition of the Council is made up as follows:

Conservative	33
Liberal Democrat	2
Independent	2
Non-Aligned	1

The Borough is fully Parished with 41 Parish Councils, two Town Councils and seven Parish Meetings.

The Council operates a streamlined Committee system as outlined below:

### Council

The Council comprises of 38 Members and exercises a number of specific functions such as adoption of the Constitution, and any subsequent changes to it; formulation, approval and adoption of the Policy Framework and budget; agreement/amendment of the Terms of Reference for Committees; determination of matters which have been called in by the Overview and Scrutiny Committee and where the recommendation of that Committee is not accepted by the Policy Committee; consideration of Motions submitted by Councillors; consideration of recommendations from the Overview and Scrutiny Committee and Policy Committees in respect of new Policy initiatives; consideration of electoral arrangements of a Parish including any change of name; Election of the Mayor and appointment of the Deputy Mayor; Election of Leader and Appointment of Deputy Leader of the Council; adoption of a Scheme of Members Allowances; change to the name of the Borough; conferring the title of Honorary Alderman/Freeman; Confirmation of appointment of Head of Paid Service and Chief Officers; determination of delegations to Officers that do not fall within the remit of any Committee; the making, amendment, revoking, re-enacting or adoption of byelaws and promotion or opposition of the making of local legislation or personal bills; and facilitation of opportunities for voicing the concerns of the local community and adoption of a community leadership role promoting the social, economic and environmental wellbeing of the area. It also considers all other matters which, by law, are reserved to it. The Council is chaired by the Mayor and the Deputy Mayor is the Vice-Chair.

### Executive Committee

The Executive Committee comprises nine Members and its Chair and Vice-Chair are the Leader and Deputy Leader of the Council respectively. Its role includes the formulation and development of policies and strategies which comprise the Policy Framework (for adoption by the Council); the review and monitoring of the operation of the Policy Framework and recommendation to Council of proposals for new initiatives and policy developments; to devise, review, revise and determine all policies and strategies which are not within the scope of the Policy Framework; implementation of those policies, duties and responsibilities in respect of the Council's functions which are not otherwise the responsibility of the Council, or other Committees; preparation of a forward plan which comprises key decisions; monitoring of the Council's Performance Indicators and ensuring action is taken to review

and prepare action plans for improvement if necessary in respect of those key Performance Indicators that meet the Council's priorities; to provide the lead on all matters of improvement and deliver on the Council's Improvement Plan; formulation of the annual budget, including capital and revenue spending in accordance with the Council's priorities, and make recommendations to the Council on Council Tax levels; taking decisions on spending within the annual budget to ensure delivery of the Council's priorities; leading on partnership working including the joint delivery of services; leading on community leadership and consultation with stakeholders; fulfilment of the Council's responsibilities in respect of risk management; and monitoring and review of staffing and decision-making structures of the Council and recommendation of any changes to Council. Each of the Members of the Executive Committee takes on the role of a Lead Member covering specific areas as set out in Appendix 2.

### **Overview and Scrutiny Committee**

The scrutiny function of the Council is undertaken by the Overview and Scrutiny Committee which comprises 15 Members of the Council. The Committee has a formal annual work programme which is reviewed regularly. It also includes the review and scrutiny of Council policy and the monitoring of performance management data, issues of local concern and the scrutiny of other public bodies; assistance to the Council and Executive Committee in policy formulation and review; exercise of the right of call-in for reconsideration of decisions made, but not implemented by the Executive Committee; conduct research, community and other consultation in the analysis of policy issues and policy options; consider and implement mechanisms to encourage and enhance community participation in the development of policy options; fulfilment of the Council's duty in scrutinising the NHS; liaison with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working; and consideration of any matter affecting the Borough or its inhabitants. The Committee undertakes a number of service/policy reviews on an annual basis using small Working Groups to undertake research, engage with the community and partners and produce detailed recommendations.

### **Planning Committee**

The Planning Committee comprises 19 Members and it exercises all powers and duties of the Council on development control and appeals (including development briefs, where appropriate); enforcement of planning control; building preservation, listed building and conservation areas; making of tree preservation orders; hedgerow protection; control of advertisements; and footpath orders. It also makes representations/objections to applications for heavy goods operator's licences in accordance with appropriate legislation and comments on development related applications submitted by, and to, other local authorities upon which the Council is invited to comment.

### **Licensing Committee**

The Licensing Committee comprises of 15 Members and meets to determine matters relating to licensing and registration such as contentious applications, variations and revocations for scrap metal dealer licences; determination and approval of the policy for scrap metal dealer licences; exercise of the powers and duties of the Council on the licensing, consents, authorisations, permits and registrations of hackney carriages and private hire vehicles, drivers and operators, registration of door operatives on licensing premises, food premises, residential caravan sites, street trading, markets and Sunday trading, pleasure boats, street collections and house-to-house collections; hairdressers; body piercing; radioactive materials; scrap metal dealers; riding establishments; cinema and theatres; animals; and all other matters requiring a licence, consent, authorisation, permit or registration which are not either specified or delegated to a Committee or Officer of the Council. Some matters, including applications for public entertainment licences or street trading consents, or renewal or variation of existing licences or consents are delegated to

Sub-Committees of the Licensing Committee which are made up of three Members of the Licensing Committee. In respect of hackney carriages and private hire vehicles the Committee fixes a table of fares to which objections are made and, in relation to street trading, it designates streets as 'prohibited streets' in accordance with the Council's Policy.

### **Audit Committee**

The Audit Committee comprises of seven Members and its role is to consider the annual report and opinion of the Head of Corporate Services (acting as Chief Audit Executive), and a summary of internal audit activity (actual and proposed) and the level of assurance it can give over the Council's corporate governance arrangements; summaries of specific Internal Audit reports as requested; reports dealing with the management and performance of the providers of internal audit services; reports from Internal Audit on agreed recommendations not implemented within a reasonable timescale; revision and approval of the Terms of Reference of Internal Audit; consideration of the external Auditor's annual letter, relevant reports, and the report to those charged with governance; consideration of specific reports as agreed with the external Auditor; to comment on the scope and depth of external audit work and to ensure it gives value for money; liaison with the Audit Commission over the appointment of the Council's external Auditor; and to commission work from internal and external audit. It also has responsibilities regarding the Regulatory Framework including the maintenance and overview of the Council's Constitution in respect of contract procedure rules, financial regulations and codes of conduct and behaviour; review of issues referred to it by the Chief Executive or a Director, or any Council body; monitoring of the effective development and operation of risk management and corporate governance in the Council; monitoring of Council policies on 'Raising Concerns at Work' and the anti-fraud and anti-corruption strategy and the Council's complaints process; revision and monitoring of the Authority's Statement on Internal Control; consideration of the Council's arrangements for corporate governance and agreement of necessary actions to ensure compliance with best practice; and consideration of the Council's compliance with its own and other published standards and controls. In terms of accounts and governance its responsibilities include the approval of the Annual Statement of Accounts, including the Annual Governance Statement; consideration of whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements, or from the audit, that need to be brought to the attention of the Council; and consideration of the external auditor's report to those charged with governance on issues arising from the annual audit of accounts.

### **Standards Committee**

The Standards Committee comprises seven Members of the Council. In addition there are two Independent Persons and two Parish Council representatives who are co-opted, non-voting members that act in an advisory capacity. The role of the Standards Committee is to promote and maintain high standards of conduct and to assist Members to observe the Code of Conduct. It will also determine applications for dispensation, in the appropriate circumstances; prepare, monitor and review Codes and Protocols to support the Code of Conduct; and consider reports from the Monitoring Officer on the number of complaints received.

Appendix 3 sets out a diagram of the Council's democratic structure.

## Ad-Hoc Committees, Working Groups, Panels and Boards

The Council also has in place a number of ad-hoc Committees such as Employee Appointments, Appeals etc. and various Working Groups, Panels and Boards, some of which continue with their work year on year and others which are 'task and finish'.

An analysis of the time spent in meetings for 2015/16 is set out below:

<b>Name of Meeting</b>	<b>Number of Meetings</b>	<b>Time Spent</b>
Council	8	12hrs
Executive Committee	9	16hrs 50mins
Planning Committee	13	31hrs 40mins
Licensing Committee	3	1hr 15mins
Overview and Scrutiny Committee	8	14hrs 15mins
Audit Committee	4	6hrs 15mins
Standards Committee	2	1hr 35mins
<b>Working Groups, Panels, Boards</b>		
Swimming Bath Trust	3	3hrs
Licensing Sub-Committee	4	6hrs 30mins
Transform Working Group	6	14hrs 25mins
Grants Working Group	4	6hrs 30mins
Exec/CLT	6	12hrs 45mins
Horsford Trust	1	15mins
Flood Risk Management Group	4	7hrs 20mins
Planning Policy Reference Panel	8	13hrs 15mins
Leisure Facility Member Reference Group	5	3hrs
Community Infrastructure Levy Working Group	4	4hrs 25mins
J9 Area Member Reference Panel	2	3hrs 10mins
Economic Development & Tourism Strategy Review Working Group	3	5hrs 30mins
Disabled Facilities Grants Review Working Group	3	3hrs 45mins
Public Participation at Planning Committee Review Working Group	4	5hrs 55mins
Devolution Working Group	5	6hrs 30mins
Standards Working Group (Member/Officer Relations Protocol)	2	5hrs
Boundary Review Working Group	1	50mins
Spring Gardens and Oldbury Road Regeneration Member Reference Group	1	1hr 40mins
<b>Total</b>	<b>113 Meetings</b>	<b>187hrs 35mins</b>



## **Outside Bodies**

The Council appoints to a variety of Outside Bodies across the Borough as set out in Appendix 4.

## **Induction, Training and Seminars**

Members have engaged in a wide range of development as demonstrated at Appendices 5 and 6.

## **Role Descriptions**

The broad duties of the roles undertaken by Councillors, Leader of the Council, Deputy Leader of the Council, Mayor, Deputy Mayor, Committee Chairs and Lead Members are set down in the Constitution and are shown at Appendix 7.

## **Engaging with the Community**

As well as attending Parish Council Meetings within their Wards, and dealing with casework, the Council also has a Place Programme in place which is aimed at recognising and valuing the distinctive places within the Borough and providing a coordinated approach to ensure support to build self-reliant communities. Officers from within all the key services of the Council come together to share intelligence with Ward Councillors and to address key issues of specific interest facilitated by the Community Development Officer for that area. The Executive Committee Report on the 'Place Programme' is attached at Appendix 8. Community input is also provided by the Council's Citizens' Panel which is a group of around 220 residents who act as a sounding board for the Council. It is made up of a wide range of age groups with the majority between 30 and 70 years representing most of the areas of the Borough. The mix of male to female is 46% to 54% with around 10% identifying as having some sort of disability.

## **Working with Partners**

The Council has pioneered a multi-service partner approach to its activities with the development of a Public Services Centre. As well as co-location, a cultural change has been initiated to empower and develop opportunities for teams to build relationships, share information and find joined-up answers to the issues faced by communities in the Borough. Partners located at the Public Services Centre with the Council include the Police, Job Centre Plus, Children's Services, Adult Social Services and Health Services, the Citizens' Advice Bureau, Severn Vale Housing Society, the Fire and Rescue Service and Gloucestershire Rural Community Council.

## Nearest Neighbours

The comparative data in relation to the Council's nearest neighbours is shown at Appendix 9 and places the Council in the middle in terms of electorate per Councillor.

## Challenges for the Future

The Council recently refreshed its Council Plan for 2016-2020 focusing on four priority areas of Finance and Resources; Economic Development; Housing; and Customer Focused Services. A copy of the priorities and objectives, together with the achievements for 2012-16, is attached at Appendix 10. Like all Councils, Tewkesbury faces significant financial challenges and the Transform Working Group is working towards meeting these challenges in an innovative way including the introduction of a Commercialism Strategy for income generation. There are also plans to introduce a business growth hub at the Public Services Centre where businesses can meet, network, get access to important resources and secure grant funding. The Joint Core Strategy (JCS) is a partnership between Gloucester City, Cheltenham Borough and Tewkesbury Borough Councils supported by Gloucestershire County Council. The JCS will provide a coordinated strategic development plan to show how the area will develop during the period up to 2031. For Tewkesbury Borough Council, the JCS will contribute to the achievement of sustainable development and provide a plan-led approach to growth which will help ensure that new development is supported by the necessary facilities and infrastructure to make it sustainable in the long-term. These are just an example of what the future will bring.

## Conclusion

The Council's current Committee Structure was introduced in 2007 and there are no plans to change it as it has worked well in providing a mechanism for all Members to be involved whilst, at the same time, allowing an efficient and effective decision-making structure which has enabled the Council to achieve projects such as the development of a £7.5 million leisure centre. The peer review undertaken at the end of 2014 concluded that "there is a strong sense of community leadership and the Council has an ambitious growth agenda for both business and homes". It is evident that the Borough is growing beyond the national average both in terms of housing and employment. In addition, it has many challenges to face as well as having ambitious plans for the future. On that basis consideration was given to whether an increase in the number of Councillors would be sustainable, particularly as workloads were already heavy with many Councillors spending on average 20 hours a week on Council business. It was noted that heavy workloads were a barrier to people standing for election, particularly younger people and those in employment, and, if there were to be a reduction in the number of Councillors, this would increase already heavy workloads and would not be sustainable. However, it was also essential to consider the continuing challenging financial position of the Council, the fact that the Council had seen an increase in 2003 from 36 to 38 and the projected electorate for 2022 would only result in the average electorate per Councillor increasing by just over 200 electors.

Taking all these factors into consideration it is the Council's view that the number of Councillors should remain at 38.

## Ratio to Electors: Current and Projected

Ward	No. Councillors	Electorate (Dec 2016)	Electorate Ratio (Dec 2016)	Building Forecast 2016-2022)	Projected Electorate 2022	Electorate Ratio 2022
Ashchurch with Walton Cardiff	2	3,354	1,677	395	4,065	2,032
Badgeworth	1	2,288	2,288	45	2,369	2,369
Brockworth	3	6,301	2,100	1,193	8,448	2,816
Churchdown Brookfield	2	3,405	1,702	9	3,421	1,710
Churchdown St John's	3	5,286	1,762	1	5,287	1,762
Cleeve Grange	1	1,601	1,601	2	1,604	1,604
Cleeve Hill	2	3,274	1,637	4	3,281	1,640
Cleeve St Michael's	2	4,189	2,094	435	4,972	2,486
Cleeve West	2	3,503	1,751	407	4,235	2,117
Coombe Hill	2	4,104	2,052	441	4,897	2,448
Highnam with Haw Bridge	2	3,448	1,724	164	3,743	1,871
Hucclecote	1	1,958	1,958	0	1,958	1,958
Innsworth with Down Hatherley	1	1,962	1,962	0	1,962	1,962
Isbourne	1	1,684	1,684	36	1,748	1,748
Northway	2	3,808	1,904	13	3,831	1,915
Oxenton Hill	1	1,631	1,631	88	1,789	1,789
Shurdington	1	1,561	1,561	345	2,182	2,182
Tewkesbury Newtown	1	1,606	1,606	0	1,606	1,606
Tewkesbury Prior's Park	2	3,023	1,511	3	3,028	1,514
Tewkesbury Town with Mitton	2	3,865	1,932	120	4,081	2,040
Twyning	1	1,510	1,510	76	1,646	1,646
Winchcombe	3	5,680	1,893	114	5,885	1,961
<b>Total</b>	<b>38</b>	<b>69,041</b>	<b>39,540</b>	<b>3,891</b>	<b>76,038</b>	<b>43,176</b>

For the previous four years (since the start of the plan period) the monitoring of housing completions has indicated that housing delivery in Tewkesbury has been slightly above the total JCS requirement. JCS need is 495 dwellings per year or 2,475 and completions have averaged at 499 per year or 2,496. In addition, delivery is growing and has been increasing year on year - 318, 462, 573 and 630. Completions are expected to stay at this level over the next six years and few site lapses are anticipated. However a 10% reduction is added to the housing forecasts to add flexibility and to account that some sites may be delayed which may mean they are not completed or occupied within this review period. Applying a 10% reduction presents figures with decimal places - for simplicity the reduced figure has been rounded up in all cases. Based on the 2016 figures, the average electorate per household is 1.8. The property total has been reduced to take account of voids (second homes, businesses, empty properties etc.) and nursing homes. The population projection by the ONS for 2022 of 18 years to 90 years and over (electorate) is 74,690.

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## **APPENDICES**

- 1. PROFILE OF COUNCILLORS.**
- 2. LEAD MEMBERS.**
- 3. TEWKESBURY BOROUGH COMMITTEE STRUCTURE CHART.**
- 4. OUTSIDE BODIES LIST.**
- 5. TEWKESBURY BOROUGH COUNCIL MEMBERS INDUCTION PROGRAMME 2015.**
- 6. TRAINING SESSIONS 2016-17.**
- 7. MEMBER ROLES.**
- 8. EXECUTIVE COMMITTEE REPORT ON THE PLACE PROGRAMME APPROACH.**
- 9. NEAREST NEIGHBOUR INFORMATION: ELECTORATE PER COUNCILLOR – 2015.**
- 10. COUNCIL PLAN PRIORITIES, OBJECTIVES AND ACHIEVEMENTS.**

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**DRIVE**

**PROFILE OF COUNCILLORS**

Age Breakdown

16-24yrs	1
25-34yrs	--
35-44yrs	--
45-54yrs	6
55-64yrs	10
65+	21

Male

26

Female

12

Ethnicity

White / British – all 38

Health problem or disability which has lasted, or is expected to last, at least 12 months

Yes	9
No	26
Prefer not to say	3

Main Language

English - all 38

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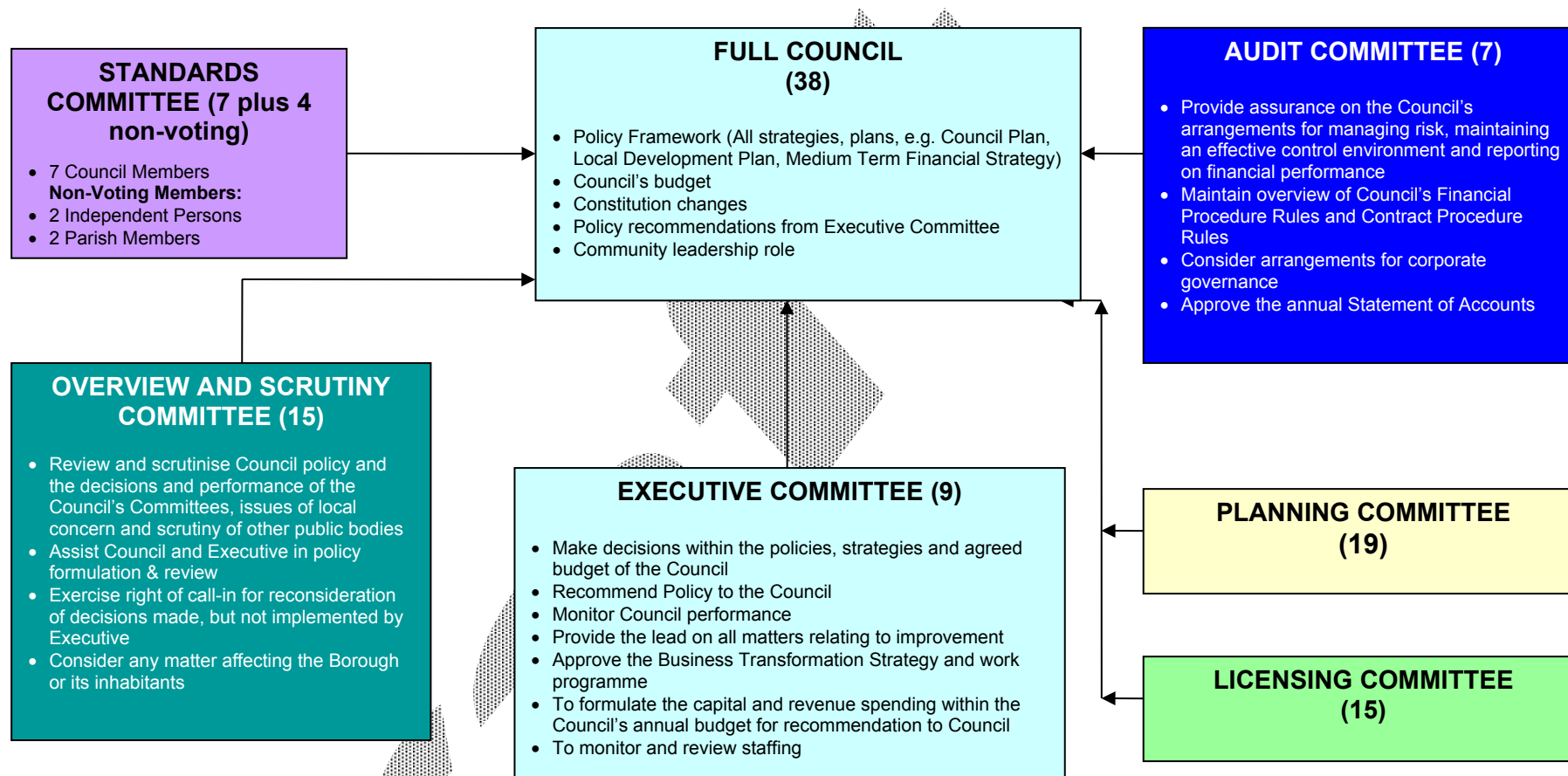
# LEAD MEMBER PORTFOLIOS

## Appendix 2

Robert Vines	Mike Dean	Elaine MacTiernan	Dave Waters	Derek Davies	Jim Mason	Kay Berry	Rob Bird	Ron Allen
Leader of the Council	Customer Focus	Organisational Development	Finance and Asset Management	Built Environment	Clean and Green Environment	Community	Economic Development/Promotion	Health and Wellbeing
<ul style="list-style-type: none"> <li>• Council Plan</li> <li>• External Relations and Communication</li> <li>• Community Leader for Emergencies</li> <li>• Corporate Governance</li> <li>• Audit</li> <li>• Risk Management</li> <li>• Democratic Service</li> <li>• One Legal</li> <li>• Business Continuity</li> <li>• Member Development</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Services Strategy</li> <li>• Customer Services</li> <li>• ICT</li> <li>• Service Commissioning</li> <li>• Customer Engagement and Access</li> <li>• Equalities</li> </ul>	<ul style="list-style-type: none"> <li>• Business Transformation</li> <li>• Performance Management</li> <li>• Organisational Development</li> <li>• Workforce Development Plan</li> <li>• Human Resources</li> <li>• Joint Staff</li> <li>• Overview and Scrutiny Process</li> <li>• Corporate Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Strategy</li> <li>• VFM and Efficiency</li> <li>• Procurement</li> <li>• Revenues</li> <li>• Investments</li> <li>• Property/Asset Management including Car Park Asset Management</li> <li>• Facilities Management</li> <li>• Housing Benefit Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Planning</li> <li>• Development Management</li> <li>• Conservation</li> <li>• Building Control</li> <li>• Strategic Housing</li> <li>• Affordable Housing</li> <li>• Gypsy and Traveller Site Provision</li> <li>• Land Charges</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Collection</li> <li>• Recycling</li> <li>• Street Cleansing</li> <li>• Grounds Maintenance</li> <li>• Environmental Health and Licensing</li> <li>• Land Drainage and Flooding Response</li> <li>• Climate Change</li> </ul>	<ul style="list-style-type: none"> <li>• Community Development</li> <li>• Community Safety</li> <li>• Community Partnerships</li> <li>• Town and Parish Council Community Support</li> <li>• Emergency Planning</li> <li>• Safeguarding Children and Adults</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Development and Promotion</li> <li>• LEP and Economic Partnerships</li> <li>• Tourism</li> <li>• Markets and Festivals</li> <li>• Car Parking Strategy and Transport</li> </ul>	<ul style="list-style-type: none"> <li>• Public Health</li> <li>• Leisure and Culture</li> <li>• Families First</li> <li>• Public Service Centre – Strategic Outcomes</li> <li>• Military Covenant</li> <li>• Operational Housing/ Homelessness</li> </ul>
Support Member - Gill Blackwell	Support Member - Heather McLain	Support Member – Julie Greening	Support Member – Ron Furolo	Support Member - Bob East	Support Member - Mark Williams	Support Member - Pearl Stokes	Support Member - Philip Surman	Support Member - Terry Spencer
<ul style="list-style-type: none"> <li>• Leadership Glos</li> <li>• LGA</li> <li>• South West Councils</li> <li>• District Councils Network</li> <li>• Glos Economic Growth Joint Committee</li> </ul>						<ul style="list-style-type: none"> <li>• Community Safety Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• GFirst/LEP (Observer)</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Wellbeing Partnerships</li> </ul>

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# TEWKESBURY BOROUGH COMMITTEE STRUCTURE



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**TEWKESBURY BOROUGH COUNCIL  
APPOINTMENT TO OUTSIDE BODIES 2016-17**

OUTSIDE BODY	NO OF SEATS	REPRESENTATIVE
2gether NHS Foundation Trust ( <i>observer</i> )	1	R E Allen
A46 Member Partnership	1	Mrs E J MacTiernan
A48 Meeting	1	D M M Davies
Ambulance Trust ( <i>observer</i> )	1	R E Allen
Cleeve Common Board of Conservators	1	R D East
Community Safety Partnership	2	Lead Member ( <i>Community</i> ) Mrs E J MacTiernan
Cotswolds AONB Conservation Board	1	M Dean
District Councils Network	1	Leader of the Council
G First/LEP (plus 1 reserve)	1 + (1)	Lead Member ( <i>Economic Development/ Promotion</i> ) Mrs E J MacTiernan
Gloucester and District Citizens' Advice Bureau	1	A J Evans
Gloucestershire Airport Consultative Committee	1	M J Williams
Gloucestershire Hospitals NHS Foundation Trust ( <i>observer</i> )	1	G J Bocking
Gloucestershire Joint Waste Committee	2	Lead Member ( <i>Clean &amp; Green Environment</i> ) Support Member ( <i>Clean &amp; Green Environment</i> )
Gloucestershire Playing Fields Association	1	D T Foyle
Leadership Gloucestershire (plus 1 reserve)	1 + (1)	Leader of the Council Deputy Leader of the Council
Local Government Association	1	Leader of the Council  <i>* should the Leader of the Council be unable to attend the Annual Local Government Association Conference in any year, authority will be delegated to the Chief Executive, in consultation with the Leader, to appoint a representative to attend.</i>
Lower Severn (2005) Internal Drainage Board	1	P W Awford

Parking and Traffic Regulations Outside London (PATROL) Adjudication Joint Committee	1 + (1)	K J Cromwell J R Mason
Prior's Park Neighbourhood Project	1	Mrs J Greening
Riverside Partnership	4	Lead Member ( <i>Built Environment</i> ) Lead Member ( <i>Economic Development/Promotion</i> ) Lead Member ( <i>Health and Wellbeing</i> ) Mrs E J MacTiernan
Roses Theatre Trust	1	Mrs A Hollaway
Safe at Home Advisory Group ( <i>formerly known as Anchor Staying Put Advisory Group</i> )	2	Mrs J E Day Mrs M A Gore
South West Councils	1 + deputy	Leader of the Council R E Allen (Deputy)
South West Councils – Employers Panel	1	D M M Davies
Tewkesbury District Twinning Association Management Committee	1	P W Awford
Tewkesbury Regeneration Partnership	3	Lead Member ( <i>Built Environment</i> ) Lead Member ( <i>Economic Development/Promotion</i> ) Lead Member ( <i>Organisational Development</i> )
Tewkesbury Road Safety Liaison Group	2	K J Cromwell M Dean
Tewkesbury Swimming Bath Trust Management Committee	10	P W Awford R A Bird K J Cromwell Mrs J E Day R Furolo Mrs J Greening A S Reece V D Smith T A Spencer P N Workman
Winchcombe Sports Hall Management Committee	1	Mrs J E Day
Winchcombe Town Trust	1	J R Mason

Severn Vale Housing Society Limited <i>(Made on a four yearly basis in line with the term of the Council)</i>	2  (1 vacancy)	D J Waters  Council agreed 28.06.16 not to fill vacancy until the implications of the housing act become clear.
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**TEWKESBURY BOROUGH COUNCIL**  
**MEMBERS INDUCTION PROGRAMME 2015**

Thursday 7 May 2015	<p>Polling Day</p> <p>Pack to be handed out/despatched after count to all successful candidates, comprising:-</p> <ul style="list-style-type: none"> <li>• Welcome letter from Chief Executive.</li> <li>• Induction Programme Details.</li> <li>• Declaration of Acceptance of Office, Personal Details Form (<i>These forms should be completed and brought with you to the Open Day on 13 May</i>)/Declaration of Interests Form.</li> <li>• Corporate Leadership Team &amp; Group Manager Summary Sheets.</li> <li>• Invitation to Mayor Making Ceremony.</li> <li>• Code of Conduct.</li> <li>• Meeting Schedule for 2015/16.</li> <li>• Organisational Structure Chart.</li> <li>• Letter and Information about a South West Councils event to be held on 19 June 2015.</li> </ul>
Wednesday 13 May 2015	<p>Open Day.</p> <p>(See attached programme)</p>
Tuesday 19 May 2015 (6.00pm)	<p><b>Mayor Making Ceremony (Annual Council).</b></p>
Tuesday 26 May 2015 (6.00 pm)	<p><b>Annual Council Meeting (Resumption) and Committee Nominations.</b></p>
Wednesday 27 May 2015 (6.00pm)	<p>An Introduction to Tewkesbury Borough Council's Local Development Framework.</p>
Thursday 28 May 2015 (3.00 pm to 5.00 pm)	<p>Scrutiny Training.</p>
Monday 1 June 2015 <b>(These sessions are</b>	<p><b>The Regulatory Functions</b></p> <p>Planning Training</p>

<p><b>repeated on Thursday 4 June)</b></p> <p><i>(Any Members that wish to sit on, or act as a reserve for, either of these Committees MUST attend this training)</i></p>	<p>10.00am-1.00pm.</p> <p>Lunch 1.00pm-2.00pm.</p> <p>Licensing Training 2.00pm-5.00pm.</p>
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<p>Tuesday 2 June 2015 (6.00pm)</p>	<p>Place Programme.</p>
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<p>Wednesday 3 June 2015 (6.00pm – 7.30pm)</p>	<p>Equalities &amp; Diversity Training/ Safeguarding.</p>
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<p>Thursday 4 June 2015</p> <p><b>(These sessions are repeated on Monday 1 June)</b></p> <p><i>(Any Members that wish to sit on, or act as a reserve for, either of these Committees MUST attend this training)</i></p>	<p><b>The Regulatory Functions</b></p> <p>Licensing Training 10.00am-1.00pm.</p> <p>Lunch 1.00pm-2.00pm.</p> <p>Planning Training 2.00pm-5.00pm.</p>
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<p>Tuesday 9 June 2015</p>	<p>Start of First Cycle of Meetings.</p>
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<p>Thursday 11 June 2015 (5.00 pm - 6.30pm)</p>	<p>Tewkesbury Borough Council Finances.</p>
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<p>Monday 15 June 2015 (1.30pm-4.30pm)</p>	<p>The Role of the Councillor:</p> <ul style="list-style-type: none"> <li>• The Councillor and the Council;</li> <li>• Why become a Councillor;</li> <li>• Getting to know your Ward;</li> <li>• The campaign trail, local issues, case work, events and</li> </ul>
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	consultation; <ul style="list-style-type: none"> <li>• Representing the community and constituents' expectations;</li> <li>• Challenges facing Councillors incl. capacity, resources, family life, employment and the press; and</li> <li>• The management and structure of the Council.</li> </ul>
Monday 22 June 2015 (5.00pm-7.00pm)	Freedom of Information Act & Data Protection.
Friday 26 June 2015 (10.00am-4.00pm approx)	Bus Trip Around The Borough.
Tuesday 30 June 2015 (4.00pm)	How a Council Meeting Works.
June 2015	Member Development Questionnaire and Assessment.

The induction training is designed to provide an overview of the requirements of being a Councillor and to enable Councillors to undertake their role effectively as soon as possible after the election.

Other training requirements will flow from the results of the above questionnaire including ICT Training, Risk Management, Communications, the role of the Lead Member and Charing Skills etc.

# OPEN DAY

Wednesday 13 May 2015

- 12.30pm Buffet Lunch.
- 1.15pm Chief Executive Welcome and Introduction to Tewkesbury Borough Council including the public service centre, the Council Plan and the Transform Programme.
- 1.45pm The Council Structure and Introductions to Corporate Leadership Team, and Democratic Services Team.
- 2.00pm – 3.30pm Visit Committee Rooms and Open Day Displays – to include ICT & Policies & Procedures.  
Individual Photographs for ID Badges.
- 3.30pm-3.45pm Tea.
- 3.45pm-5.15pm The Democratic Structure, The Constitution, Code of Conduct, Standards and Probity.

## TRAINING SESSIONS

13 May 2015	Induction Session - Open Day
27 May 2015	Induction Session - Introduction to Local Development Framework
28 May 2015	Induction Session - Scrutiny Training
1 June 2015	Induction Session - The Regulatory Functions - Planning
1 June 2015	Induction Session - The Regulatory Functions - Licensing
2 June 2015	Induction Session - Place Programme
3 June 2015	Induction Session - Equalities and Diversity Training/Safeguarding
4 June 2015	Induction Session - The Regulatory Functions - Licensing
4 June 2015	Induction Session - The Regulatory Functions - Planning
11 June 2015	Licensing Committee Training - Mop-Up
11 June 2015	Induction Session - TBC Finances
15 June 2015	Induction Session - The Role of the Cllr (South West Councils)
18 June 2015	Gypsy, Traveller and Travelling Showpeople Site Search Assessment Seminar
19 June 2015	Essential Skills for the 21st Century Cllr (South West Councils)
22 June 2015	Freedom of Information Act and Data Protection Training
26 June 2015	Bus Trip Around the Borough
30 June 2015	Devolution Seminar
27 July 2015	Child Sexual Exploitation (Glos County Council)
26 August 2015	Devolution Seminar
2 September 2015	Safeguarding Training
14 September 2015	Overview and Scrutiny - South West Councils Training
22 September 2015	Intranet Demo
22 September 2015	Induction Session - How a Council Meeting Works
7 October 2015	IT Session
27 October 2015	Planning Systems Thinking - all Member Briefing
28 October 2015	Safeguarding Training at County Hall



29 October 2015	Devolution Event at Glos County Council
4 November 2015	Tidal Lagoon Briefing
4 November 2015	Media Training - all Members (Malcolm Love)
4 and 5 November 2015	Media Training - one to one sessions (Malcolm Love)
26 January 2016	Demo of 'Achieve' System
2 February 2016	Speed and Effective Reading Session
10 February 2016	The Role of Elected Members in an Emergency Seminar
16 February 2016	S106 Agreements Briefing
17 February 2016	Budget Seminar
17 February 2016	Waste Review Seminar
2 March 2016	West Ox and Cotswold Devo Seminar
2 March 2016	Community Infrastructure Levy Seminar
4 March 2016	Flood Roadshow (at Kingsholm)
7 March 2016	LGIU Understanding Strategic Thinking
9 March 2016	Council Plan Workshop
21 March 2016	Boundary Review Seminar
22 March 2016	Chairing Skills Training (South West Councils)
19 April 2016	Tewkesbury Town Regeneration Seminar
25 May 2016	Commercial Development Workshop
29 July 2016	Google Technology Briefing
18 August 2016	Severn Vale Housing Society Briefing

## MEMBER ROLES

### BOROUGH COUNCILLORS ROLE DESCRIPTION

Key Roles – All Councillors will:-

- collectively be the ultimate policymakers and carry out the principal strategic and corporate management functions, taking a Borough wide view;
- engage with and represent their communities whose views they will bring into the Council's decision-making process;
- balance different interests identified within their Wards and represent their Wards as a whole;
- deal with individual casework and act as an advocate for constituents in resolving particular concerns or grievances;
- be involved in decision-making;
- be available to represent the Council on other bodies;
- maintain the highest standards of conduct and ethics, and show respect for fellow Councillors and Officers and the community; and
- provide community leadership.

Specifically – All Councillors will:-

- participate constructively in the good governance of the Borough, ensuring the effective running of the Council, the overriding responsibility of a Councillor is to the whole local community;
- participate in the formulation of policy and in the decision making process of the Council and to monitor and scrutinise decisions and service provision;
- develop and maintain a close working partnership with Officers of the Council to promote the Council's objectives;
- represent all members of the public within the Councillor's Ward, providing information or a contact where appropriate, to deal with correspondence and telephone calls from constituents and meet with them, if necessary, to discuss any problems or concerns;
- help Parish Councils and Parish Meetings within the Councillor's Ward to keep informed about Borough Council activities and, when invited, to discuss Ward matters with them as appropriate;
- attend meetings of the Council and relevant Committees/Sub-Committees and participate in other groups to which the Councillor is nominated;
- represent the Council on the Outside Bodies as agreed;

- keep up to date with the general aims and objectives of the Council, its policies and procedures and to read any relevant documentation and reports prior to participating in any meeting of the Council or Committees/Sub-Committees;
- participate in training for elected Members according to personal need;
- discuss Ward matters with local media as appropriate; and
- comply with the Tewkesbury Borough Council Code of Conduct for Councillors, the Council's Rules of Procedure, and to ensure that no conflict of interest occurs which might undermine the integrity of the Council.

### **LEADER OF THE COUNCIL ROLE DESCRIPTION**

1. To provide leadership to the Borough Council.
2. To Chair the meetings of the Executive Committee and ensure its overall effectiveness.
3. To lead in the development of the Borough Council's policy, strategy and budget proposals.
4. To lead in developing the Borough Council's partnerships with other organisations.
5. To provide the lead on proposals for new policies and strategies or changes to approved policies and strategies to meet changing demands.
6. To act as the principal political spokesperson for the Borough Council at local, regional and national level.
7. The Leader shall:-
  - (a) provide an overall cohesive and corporate direction for the Council;
  - (b) ensure the effectiveness of the Executive Committee as a collective decision-making body;
  - (c) ensure the Borough Council's corporate policies are communicated effectively; and
  - (d) represent the Council on countywide, regional and national bodies and events relating to, or organised by, those bodies.

### **DEPUTY LEADER OF THE COUNCIL ROLE DESCRIPTION**

To assist the Leader in his/her role as detailed above and to deputise for the Leader of the Council in all those functions.

To undertake the role of Vice-Chair on the Executive Committee.

## **CHAIR OF THE COUNCIL (THE MAYOR) ROLE DESCRIPTION**

1. To Chair the Council in a proper, fair and impartial manner and to be politically neutral in undertaking that role.
2. To preserve order in the conduct of those present.
3. To confine discussion within the scope of the meeting and reasonable limits of time.
4. To decide whether proposed Motions and amendments are in order.
5. To decide points of order and other incidental questions which require decision at the time.
6. To adjourn or suspend the meeting when circumstances justify or require that course.
7. To ensure that Council meetings are a forum for the debate of matters of concern to the local community.
8. To promote public involvement in the Council's activities.
9. To declare meeting closed when its business has been completed.
10. As Mayor to be the Civic Head of Tewkesbury Borough Council.
11. To act as Ambassador for the Council – attending ceremonial occasions and events as well as giving hospitality on all such occasions as would properly fall to the Mayor of the Borough.
12. To undertake correspondence with regard to the civic and ceremonial functions of the Borough.

## **VICE-CHAIR OF THE COUNCIL (THE DEPUTY MAYOR) ROLE DESCRIPTION**

To assist the Mayor in his/her functions as detailed above and to deputise for the Mayor in all those functions.

## **CHAIR OF EXECUTIVE COMMITTEE (LEADER OF THE COUNCIL) ROLE DESCRIPTION**

1. To Chair the meetings of the Executive Committee and ensure its overall effectiveness.
2. To ensure, through the Committee, the development of the Borough Council's policy, strategy and budget proposals to be submitted to Council.
3. To ensure, through the Committee, the development of the Borough Council's partnerships with other organisations throughout the County.
4. In undertaking the role of Chair of the Executive Committee to consider the needs of all sections of the community.
5. To act as the principal spokesperson for the Borough Council on major policy issues, at local, regional and national level.
6. To inform himself/herself as to the business and objects of the meeting.
7. To preserve order in the conduct of those present.
8. To confine discussion within the scope of the meeting.
9. To decide whether proposed Motions and amendments are in order.
10. To facilitate discussion on questions which have been moved for the consideration of the meeting.
11. To decide points of order and other incidental questions which require decision at the time.
12. To adjourn or suspend the meeting when circumstances justify or require that course.
13. To declare meeting closed when its business has been completed.

## **VICE-CHAIR OF EXECUTIVE COMMITTEE (DEPUTY LEADER OF THE COUNCIL) ROLE DESCRIPTION**

To assist the Chair in his/her functions as detailed above and to deputise for the Chair in all those functions.



## **CHAIR OF OVERVIEW AND SCRUTINY COMMITTEE ROLE DESCRIPTION**

1. To Chair the Council's Overview and Scrutiny Committee.
2. To ensure he/she is sufficiently and effectively briefed on the service and relevant corporate areas and issues pertaining to those areas.
3. To ensure effective consideration and scrutiny by the Committee of recommendations and decisions of the Executive Committee; the effectiveness of the call-in procedures and policies; the development of policies; and as appropriate, the work of external agencies impacting on the community.
4. To inform himself/herself as to the business and objects of the meeting.
5. To preserve order in the conduct of those present.
6. To confine discussion within the scope of the meeting.
7. To decide whether proposed Motions and amendments are in order.
8. To decide points of order and other incidental questions which require decision at the time.
9. To adjourn or suspend the meeting when circumstances justify or require that course.
10. To declare meeting closed when its business has been completed.
11. To ensure the effective and orderly operation of the Overview and Scrutiny Committee.
12. To ensure that an annual programme of work is established for the Committee.
13. To meet regularly with the relevant Officers to ensure the receipt of appropriate independent advice to inform effective overview and scrutiny and the functioning of the Overview and Scrutiny Committee.
14. To ensure regular contact with Councillors, community representatives and local stakeholders to inform effective overview and scrutiny of policies, strategies, budget and performance.
15. To contribute effectively to the Borough Council's scrutiny process by ensuring the questioning of relevant Senior Officers and, where appropriate, Chairmen of the Executive, Regulatory and Audit Committees and Lead Members on the development of policy and strategies and the performance against such strategies and policies.

## **VICE-CHAIR OF OVERVIEW AND SCRUTINY COMMITTEE ROLE DESCRIPTION**

To assist the Chair in his/her functions as detailed above and to deputise for the Chair in all those functions.

## **CHAIRS OF AUDIT COMMITTEE, REGULATORY COMMITTEES, STANDARDS COMMITTEE AND OTHER COUNCIL COMMITTEES/SUB-COMMITTEES**

1. To Chair the Audit Committee, Regulatory Committee (i.e. Planning Committee or Licensing Committee) Standards Committee or any other Committee (or Sub-Committee) subsequently established by the Council.
2. To ensure he/she is sufficiently and effectively briefed on the relevant corporate areas/issues relating to the work of the Committee.
3. To chair the Committee meeting and ensure its overall effectiveness.
4. To act as a principal spokesperson on behalf of the Council on the functions undertaken by the Committee and relevant issues.
5. To inform himself/herself as to the business and objects of the meeting.
6. To preserve order in the conduct of those present.
7. To confine discussion within the scope of the meeting.
8. To decide whether proposed Motions and amendments are in order.
9. To decide points of order and other incidental questions which require decision at the time.
10. To adjourn or suspend the meeting when circumstances justify or require that course.
11. To declare meeting closed when its business has been completed.
12. To ensure the effective functioning of the Committee.

## **VICE-CHAIRS OF AUDIT COMMITTEE, REGULATORY COMMITTEES, STANDARDS COMMITTEE AND OTHER COUNCIL COMMITTEES/SUB-COMMITTEES**

To assist the Chair in his/her functions as detailed above and to deputise for the Chair in all those functions

## **LEAD MEMBER ROLE DESCRIPTION**

1. To act as Lead Member for their strategic theme area at meetings of the Council and answer questions raised at the meeting on their strategic theme area.
2. To act as Lead Member for their strategic theme area at meetings of the Executive Committee.
3. To attend meetings, when requested, of the Overview and Scrutiny Committee and any of its Working Groups or Sub-Committees to give advice or answer any questions relevant to their strategic theme area.
4. To act as the Council spokesperson, attend public meetings and respond to questions from the press and public in relation to their strategic theme area.
5. To act as ambassador for their strategic theme area and attend external meetings with other bodies in relation to it.
6. To be consulted by staff when exercising delegated powers, which may be regarded as sensitive or contentious, as well as before commencement of any large scale procurement exercise, in relation to their strategic theme area.
7. To attend meetings as and when required with relevant employees to be updated on matters affecting their strategic theme area.
8. To review and monitor performance management reports on their strategic theme areas and to oversee the achievement of performance targets.

## **SUPPORT LEAD MEMBER ROLE DESCRIPTION**

To assist the Lead Member in undertaking the above role and to act in accordance with the above in the absence of the Lead Member.

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## EXECUTIVE COMMITTEE REPORT ON THE PLACE PROGRAMME APPROACH

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	13 January 2016
<b>Subject:</b>	Place Programme
<b>Report of:</b>	Rachel North, Deputy Chief Executive
<b>Corporate Lead:</b>	Rachel North, Deputy Chief Executive
<b>Lead Member:</b>	Councillor Mrs K J Berry Councillor R J E Vines
<b>Number of Appendices:</b>	One

### Executive Summary:

The Place Programme is an internal 'cultural change' project to support officers across the Council's services to better appreciate and respond to the different 'places' within the Borough and to support Elected Members in their community leadership roles. A pilot has been completed in the east area and, following an evaluation, it is proposed that the programme be rolled out across the Council. The Executive Committee is asked to endorse the approach and its implementation across the whole Borough.

### Recommendation:

**That Members ENDORSE the full implementation of the Place Programme across the Borough.**

### Reasons for Recommendation:

Given the significant challenges facing local government as a whole, and Tewkesbury Borough Council in particular, it is essential that all of the available skills and information within our workforce and from the Council's Elected Members are effectively used to maximise positive outcomes for the community. Creating and supporting additional resilience and capacity within the varied and diverse communities within Tewkesbury Borough is an essential role of the local authority as public services are reduced and communities need to be prepared to accept more responsibility. In modern local government it is increasingly important that professional and specialist officers are supported to recognise the crucial role of 'place' within their everyday work. Shifting cultural attitudes and supporting officers to better instil the variety of place within Tewkesbury Borough can be difficult but clear Elected Member support is an essential ingredient to achieving this outcome.

**Resource Implications:**

This work is being undertaken by existing staff and as such there are no additional resource requirements. As new roles are developed across the Council clear responsibilities to participate in the programme will be built into job descriptions and person specifications.

It is anticipated that the approach will save time by avoiding duplication and staff and Members working more closely and efficiently.

**Legal Implications:**

None directly relating to this report other than to mention that the Place Programme is aligned to the principles of the Localism Act 2011 which gives the public a number of rights and freedoms to enable them to make a difference within their local communities.

**Risk Management Implications:**

Not actively engaging with 'places' creates potential risks that any Council solutions developed for local issues are not properly tailored and thus more likely to fail.

**Performance Management Follow-up:**

Performance Management monitoring will include 'area' based data to enable Members to track progress against the plethora of Council objectives aligned to the three geographic areas.

**Environmental Implications:**

None directly.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1 Given the impact of financial austerity and reductions in funding across the public services it is imperative that more priority is given by public agencies to supporting individuals and communities to help themselves.
- 1.2 Tewkesbury Borough Council is well placed to deliver against this objective as the Borough is home to a range of strong, active and dynamic local community organisations and Parish and Town Councils that already take responsibility for finding their own solutions to local issues. In addition, the Council has 38 active Ward Councillors who work hard to engage with their communities and act as invaluable champions for their local neighbourhoods.
- 1.3 Different communities experience different issues and it is important that the Council actively recognises these differences and is well placed to respond to them effectively. Many of these will be geographically related, e.g. the villages along the River Severn and flood risk, while others will impact across the Borough e.g. development pressure. However in all cases the best most sustainable decisions will be taken when they are founded on good quality local intelligence.

- 1.4 The Borough Council, along with other partners within the public service family, recognises both the spread and creativity within communities across the Borough and that the quality of locally developed and owned solutions often far exceeds any public service response delivered from the 'top down'. However it is incumbent on the public agencies to take a direct responsibility to facilitate and assist this local community action, utilising the various tools we hold as the Council, for Tewkesbury Borough as a whole.
- 1.5 In this positive position it is imperative that the Borough Council works with the grain of this local capacity and ensures it is nurtured and supported for the future.
- 1.6 The Place Programme is an internal 'transformation' programme to ensure the Council's workforce is suitably informed and arranged to make the best use of this local intelligence and support community activity in its widest form.
- 1.7 Current Operational Arrangements**
- 1.7.1 Despite significant reductions in funding over the last five years the Council has maintained a dedicated Community Development Team that works to support and facilitate community action. Arranged across three geographic areas (Appendix 1), a single Community Development Officer takes responsibility for enabling and assisting local initiatives within their patch. These Officers work remotely from locations within their area, usually in Parish or Town Council offices or other locations, to maximise their engagement with local communities and build partnerships with other parts of the public sector and voluntary and community sector. The feedback from Parishes has been very positive and they welcome the opportunity to build up relationships with specific Officers.
- 1.7.2 This area split is pragmatic and reflects an attempt to chunk down from the whole Borough into more local areas and to mirror the ways other public agencies reflect the different parts of our territory. However of course within these areas are many different and distinctive villages, hamlets and neighbourhoods.
- 1.7.3 During this period the Council has also maintained a Community Grants Scheme and recently employed a Funding Officer to work with local groups to access external funding to enable community projects and initiatives.
- 1.7.4 The Community Development Team has been successful in building extremely positive working relationships with the Parish and Town Councils in their patch along with many local community groups/agencies and have developed a deeper understanding of the issues affecting the different geographical areas of the Borough. This broader appreciation of local issues has been invaluable to ensuring an effective 'can do' approach to supporting local community action.
- 1.7.5 It is important to be clear that the focus of this work is not concerned with 'doing to' our communities but very much about offering the skills, information and access to resources we have, to stand side by side with our community in this endeavour. The Council by virtue of its legal position has lots of valuable and useful information and skills to support communities to help themselves and it is important that we make these available as widely as possible to build this essential social capacity.
- 1.8 Place Programme**
- 1.8.1 In order to strengthen and deepen the reach of this work it is important that involvement and awareness is shared more widely across the various service teams of the authority.

**1.8.2** Traditional service specialisms have developed over many years and, in common with every other part of the public service, Tewkesbury Borough Council has professional teams which work within functional silos. The Council is fortunate that with its size and open plan working practice information flows between teams is relatively good but there is always room to improve. This is not to suggest that Officers do not value the different areas in which their specialist work impacts but it is relatively difficult for an Officer responsible for 'delivering x number of planning decisions / housing benefit applications' to always spot the specific context in a local neighbourhood.

**1.8.3** The following table provides a flavour of the kind of support the Council can give to enable community action.

Coordination	Between areas of the public services e.g. Highnam pilot – Gloucestershire County Council / Tewkesbury Borough Council / Highnam Parish Council coordination of street cleanings / grounds maintenance activity
Communication	Provide consistent messages / tools e.g. helping a community group set up a facebook page, providing information on relevant funding grants, or setting up forums/marketplace events.
Facilitation	Providing help to groups to make things happen e.g. Tewkesbury Nature Reserve – transfer of land from developer to community group.
Provide Support	Navigate complexity e.g. bringing in Fastershire for explanation of rollout of broadband, understanding planning process.
Share Info / Data	Intelligence can be shared e.g. providing MAIDeN statistics for an area, or Citizen Advice Bureau figures.
Connect People	Make introductions and build relationships e.g. Cleeve Big Picnic bringing local organisations and general public together.
Share Good Ideas	Provide the platform to make this easier e.g. Town and Parish Council events, Clerk's events.



Small Amounts of Funding	Matched amounts to get projects started (small grants) e.g. youth activity grants in areas that have taken on provision from the Borough Council. Other examples through the new community grant scheme include Winchcombe Skate Park, extension to Woodmancote Village Hall, and edible garden in Prior's Park.
Act as Advocates /Champions	Utilise position to lobby for change e.g. Financial Inclusion Partnership or Flooding issues.

- 1.8.4** The Place Programme is a corporate approach to recognising and valuing the distinctive places within the Borough and a coordinated way to ensure we support the building of self-reliance communities within our borders.
- 1.8.5** It is not a structural reorganisation but it is a cultural reorganisation. As such Officers in existing service teams will not be physically moved to work in different teams but there will be a virtual structure established to facilitate information sharing and coordination around our different places which will require a shift in thinking and or mind-set.
- 1.9 East Area Pilot**
- 1.9.1** In order to 'test' the approach the Place Programme has been trailed in the east area. The Community Development Officer for this area, supported by members of the Group Manager cohort, has created a framework for Officers from within all the key services of the Council to share intelligence and has facilitated Ward Councillor meetings to address key issues of specific interest to this geographic location.
- 1.9.2** In this area there is a Gloucestershire County Councillor who is not also a Tewkesbury Borough Councillor and he also attends the Member meetings.
- 1.9.3** The Councillor meetings are largely informal and range across issues that directly affect the Borough Council and those more broadly relevant within the public service family. Feedback from local Councillors who have been part of the pilot has been very positive and participation has been high.
- 1.9.4** During the pilot, quarterly meetings have taken place in the east area since March 2015, including three Officer meetings and three Member meetings. A number of key focus areas have been addressed in relation to their impact on this geography e.g. funding, broadband voucher scheme, Fastershire, planning, improving / creating cycle networks, Ublco, housing enabling, the new policing model, choice based lettings, creating a clean and green environment for residents in the east area. A log has been developed to capture community activities taking place within the area to ensure effective communication. The Members meeting is very much an opportunity for local Ward Councillors to raise issues of local importance and to gain additional information on behalf of their localities.

## **1.10 Operational Implications**

- 1.10.1** As outlined above, the Programme is focused on creating new internal arrangements to maximise the profile of 'place' within the authority overall. Using the three geographic areas within Tewkesbury Borough, the east, the north west the south, Officers from different services meet quarterly to share area specific information.
- 1.10.2** To date only the Community Development Team have actively utilised these areas to arrange their work. It is proposed that the whole authority will embrace these local areas in relation to capturing data, illustrating information and understanding communities. Over time performance management information will be presented to reflect the area profiles.
- 1.10.3** The purpose of these Officer meetings will be to create a log of key projects, initiatives and actions taking place within these communities to be shared between Officers to aid understanding and develop greater coordination of support. This log will then be enhanced with information gathered from the Member meetings.
- 1.10.4** The quarterly Member meeting will complement the above Officer arrangement to bring together the Elected Councillors within an area to share the key issues as part of a two way dialogue. It is expected that this greater level of understanding, and the analysis of key local data, will naturally develop into more area focussed priorities and a 'plan' to drive action.
- 1.10.5** The east area is already in operation and meetings scheduled for Councillors and agendas developed. The remaining two areas will be scheduled for early 2016 and Members notified accordingly. The Member meetings will usually be arranged within the patch at a convenient location.
- 1.10.6** The Place Programme is dynamic and will evolve as it becomes 'custom and practice' within the Council. There is strong interest in this approach from our partners within the Public Service Centre as all sectors within public service recognise the need to better understand local difference and enable greater community capacity.
- 1.10.7** Staff that already have an area focus from Gloucestershire Care Services are attending the internal Officer meetings and working closely with the Community Development Officers from each area in coordinating customer services. Severn Vale Housing Trust and Gloucestershire Police are also keen to engage positively and it is hoped that over time the programme will encompass the whole public service 'system' within the Borough.

## **2.0 CONCLUSION**

- 2.1** Building self-reliance across society is a necessity as funding for publicly organised services diminishes and working differently is a feature of the Council's transformational agenda. Research work carried out by INGLOV for the University of Birmingham on the '21<sup>st</sup> Century Public Servant' highlights the need for new skills in the future public service workforce. Rather than specific technical skills in one area staff will need to be expert in negotiating, identifying multiple sources of funding, navigating complexity and designing new solutions across whole systems. Central to this will be the need to be clearly rooted in the 'place' and the locality to effectively reflect the nature of the different communities served.

**2.2** To meet this emerging agenda the Place Programme aims to provide active support to Officers from across the functional services to better understand and respond to local place difference and is a key part of the Council's transformational need for cultural change. By recognising the wealth of local intelligence and knowledge held by Elected Councillors, and arranging the organisation to capture and respond in a more locally effective manner, the Council and its partners should be in a much better position to support greater community capacity and enable our communities to build resilience for the future.

### **3.0 OTHER OPTIONS CONSIDERED**

**3.1** None.

### **4.0 CONSULTATION**

**4.1** Staff have been engaged through Group Managers, wider Management Team presentations, Staff Briefings and attendance at team meetings. The Programme has been amended in response to these consultations.

**4.2** In addition, the Programme has been presented to the partners within the Public Service Centre and key organisations directly engaged to participate.

### **5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

- 5.1**
- Council Plan - Priority: to provide customer focused community support.
  - Enabling Active Communities Policy – Gloucestershire Health and Well-Being Board.

### **6.0 RELEVANT GOVERNMENT POLICIES**

**6.1** Localism Act 2011.

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

**7.1** There are no additional resources required, however, expectations to participate within the Programme will form an essential element within all new Job Descriptions as the workforce develops.

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

**8.1** The Place Programme will impact positively on the community, economy and environment through better co-ordination and focus on the community's needs.

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

**9.1** None at this stage, although projects arising through the Place Programme may impact positively on equalities and ensuring all parts of the community are listened to.

## 10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

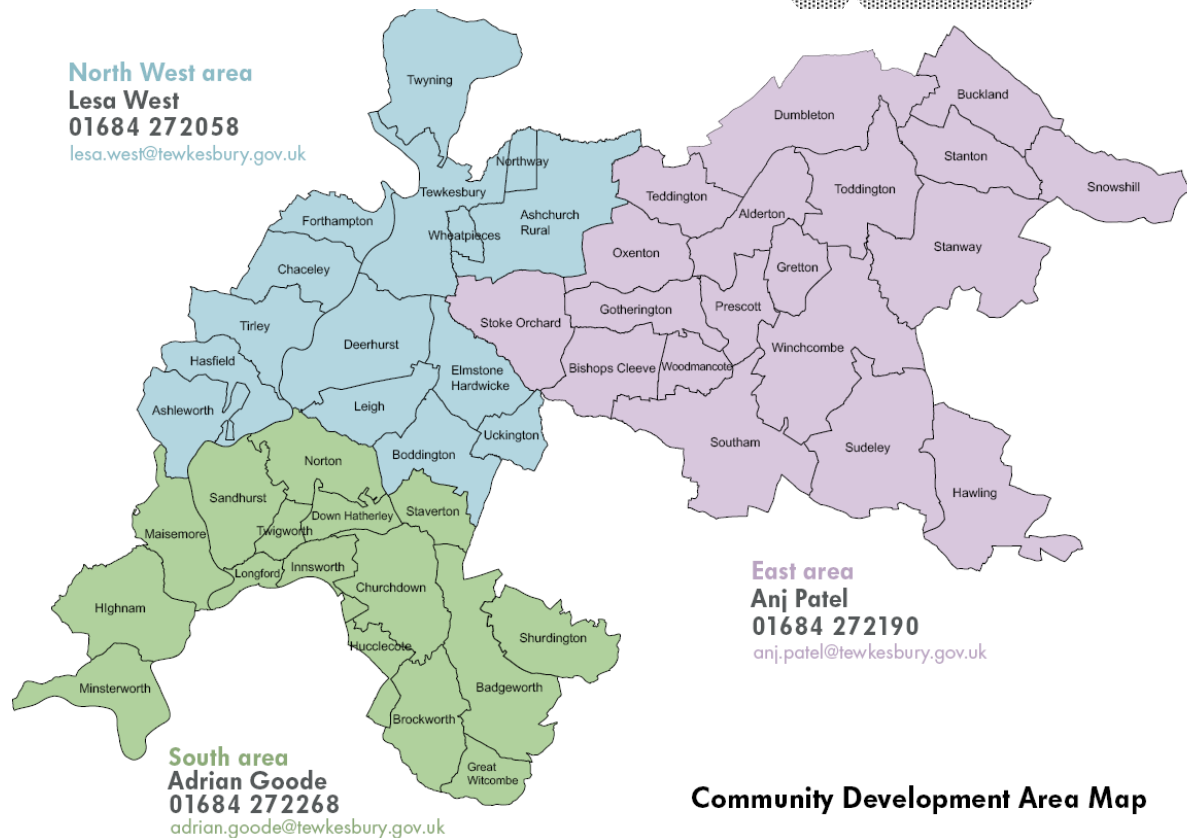
10.1 None.

**Background Papers:** None.

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**Appendices:** 1. Area Map.



**Appendix 9**

**NEAREST NEIGHBOUR INFORMATION: ELECTORATE PER  
COUNCILLOR – 2015**

<b>Authority</b>	<b>Number of Councillors</b>	<b>Electorate at 2015</b>	<b>Electorate Per Councillor</b>
Maldon	30	47,577	1,586
Stroud	51	92,306	1,810
Melton	28	37,306	1,332
Babergh	43	68,799	1,600
North Dorset	33	49,776	1,508
Test Valley	48	92,574	1,929
West Oxfordshire	49	79,908	1,631
Wychavon	45	94,594	2,102
Hambleton	28	67,773	2,420
Lichfield	47	78,315	1,666
Rushcliffe	44	85,051	1,933
Harborough	36	63,928	1,776
Rutland	26	27,523	1,059
Herefordshire	53	136,324	2,572
Mid Devon	42	58,542	1,394

<b>Authority</b>	<b>Number of Councillors</b>	<b>Electorate at 2015</b>	<b>Electorate Per Councillor</b>
Tewkesbury	38	67,087	1,765

<b>Authority</b>	<b>Number of Councillors</b>	<b>Electorate at 2016</b>	<b>Electorate Per Councillor</b>
Tewkesbury	38	69,041	1,816

<b>Authority</b>	<b>Number of Councillors</b>	<b>Projected Electorate at 2022</b>	<b>Electorate Per Councillor</b>
Tewkesbury	38	76,038	2,001

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## Appendix 10

# COUNCIL PLAN PRIORITIES, OBJECTIVES AND ACHIEVEMENTS

### Our Vision

To “make Tewkesbury Borough a place where a good quality of life is open to all”.

### Our Values

- Puts customers first.
- Is positive about working with others.
- Values our employees.

### Priorities and Objectives 2016-20

#### Finance and Resources

- Start on the path to being financially independent of the government's core grants.
- Maintain a low Council Tax.
- Investigate and take appropriate commercial opportunities.
- Use our assets to provide maximum financial return.

#### Economic Development

- Be the primary growth engine of Gloucestershire's economy.
- Identify and deliver employment land within the Borough, in accordance with the Joint Core Strategy and the Tewkesbury Borough Plan.
- Maximise the growth potential of the M5 junctions within the Borough.
- Deliver regeneration for Tewkesbury Town.

#### Housing

- Increase the supply of suitable housing across the Borough to support growth and meet the needs of our communities.
- Achieve a five year supply of land.
- Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.
- Deliver affordable homes to meet local need.

#### Customer-Focused Services

- Maintain and improve our culture of continuous service improvement.
- Develop our customer service ethos to ensure that we deliver to the needs of residents.
- Further expansion of the Public Services Centre (bring in other partners).
- Improve and expand our partnerships both public and private sector and explore opportunities to do this.
- Improve customer access to our services and service delivery through digital methods.

## Our Achievements 2012-16

### Use Resources Effectively

- During the life span of the previous plan we froze Council Tax - (Band D Council Tax of £99.36, lowest in county, fifth lowest in England).
- Through rationalisation of our office accommodation we now benefit from an income stream in the order of £160,000 per annum.
- A £1.2m office refurbishment was completed in September 2014, providing a sustainable and fit for purpose Public Services Centre building.
- Through new processes, our Revenues and Benefits team has saved approximately £120,000 and processing times for new benefit claims are now in the top quartile nationally.
- Effective from August 2013, an organisational review was undertaken which created savings in excess of £500,000.
- A very successful corporate peer challenge, undertaken by the Local Government Association in November 2014, concluded the Council 'punches above its weight' locally, regionally and nationally.

### Promote Economic Development

- We have a massive growth agenda. We secured significant funding to support this. For example, in partnership with Gloucestershire County Council, we were awarded £1.36m capacity funding to deliver some of our most important development sites.
- We have worked with partners to support nearly 900 businesses through start-ups, training and mentoring initiatives, seminars, networking events and enterprise clubs. We have also provided a £50,000 business support grant for each year of the previous Council Plan.
- We secured a flood grant of £475,000 from the Department for Business, Innovation and Skills (BIS) to support resilience.
- Working in partnership with the Forest of Dean District Council we have made a successful bid to LEADER European Rural Development Programme totalling £1.4 million.
- In 2013/14, we were winners of the Cotswold Tourism Gold Award for our Vintage and Modern Campaign.
- The proposed Joint Core Strategy supports new jobs up to 2031 and employment land.

### Improve Recycling and Care for the Environment

- We launched a self-service portal for our garden waste renewal scheme. Nearly 15,000 customers subscribe to the service.
- Flood Support Grant Scheme and Repair and Renewal Grant Scheme-following the 2014 floods we secured grant funding to support affected business and domestic premises. Over £500,000 grants were awarded.
- The council is now formally a member of the Gloucestershire Joint Waste Committee. Also, effective from 1 April 2015, the Council joined Ubico. (Ubico is a local authority owned company specialising in environmental services to the public sector).
- We refreshed the Volunteer Litter Picking Scheme which has over 150 committed volunteers. We have held a series of re-induction events, an annual thank you event, issue a six monthly newsletter and have issued new equipment.
- We have helped sustain a healthy recycling rate of 52%, which is in the top quartile nationally.



- The Flood Risk Action Plan is almost complete with over £500,000 spent on the plan.
- In early 2016 we completed the waste services review and have now started the process of procuring a new vehicle fleet.

#### Provide Customer Focused Community Support

- Developing our Public Services Centre - Job Centre Plus joined us in April 2014 the first such arrangement in the country. Severn Vale Housing, Gloucestershire Fire Brigade and Gloucestershire Rural Community Council also joined during the course of 2014.
- Our new £7.5 million leisure centre opened on 30 May 2016.
- We met our Families First three year target (to engage with 90 families by March 2015) in early 2014. Over 60 families have been 'turned around'.
- We have adopted a 'Place' approach to working with our communities, with the Borough split into three areas.
- We provide support to neighbourhood planning of which there are now 11 designated neighbourhood areas across 15 Parishes.
- We agreed ongoing support to the Citizens' Advice Bureau of £50,000 which assisted over 1,400 residents per year, providing advice on issues such as benefits, debt, employment, housing and relationships.
- We have introduced a new post of Community Funding Officer - a great opportunity to help signpost community groups to external funding sources.
- We undertook a review of our complaints framework with a new system implemented in April 2016.
- We submitted our Joint Core Strategy (JCS) to the Secretary of State in November 2014 – a significant achievement given the complexities in developing the strategy. The strategy is currently under examination by the Planning Inspectorate. The JCS is supported with the development of a Tewkesbury Borough Plan.
- Our Disabled Facility Grant Scheme supports over 100 grants per year, exceeding £600,000 per year.
- With other Gloucestershire districts we were successful in obtaining £3.2 million grant funding for The Warm and Well Central Heating Fund.
- In 2015/2016 we estimate to deliver 205 new affordable homes, the largest number delivered since 2007/08. We have exceeded our affordable homes target – the target is an average of 100 homes over a three year period. 130 were delivered in 2012/13, 155 in 2013/14 and 145 in 2014/15.