

# Public Document Pack

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**Date:** 22 February 2023

Dear Sir or Madam

**The Partnerships, Corporate Organisation and Overview Management Policy and Scrutiny Panel – Thursday, 2 March 2023, 2.00 pm – New Council Chamber**

A meeting of the Partnerships, Corporate Organisation and Overview Management Policy and Scrutiny Panel will take place as indicated above.

The agenda is set out overleaf.

Yours faithfully

Assistant Director Legal & Governance and Monitoring Officer

To: Members of the Partnerships, Corporate Organisation and Overview Management Policy and Scrutiny Panel

Councillors:

Geoffrey Richardson (Chairman), Stuart McQuillan (Vice-Chairman), Peter Bryant, Gill Bute, John Cato, James Clayton, Mark Crosby, John Ley-Morgan, Robert Payne, Terry Porter and Richard Tucker.

**This document and associated papers can be made available in a different format on request.**

## Agenda

### 1. **Public Discussion (Standing Order SSO9)**

To receive and hear any person who wishes to address the Panel on matters which affect the District and fall within the remit of the Panel. The Chairman will select the order of the matters to be heard. Members of the Panel may ask questions of the member of the public and a dialogue between the parties can be undertaken. Requests to speak must be submitted in writing to the Head of Legal and Democratic Services, or the officer mentioned at the top of this agenda letter, by noon on the day before.

### 2. **Apologies for absence and notification of substitutes**

### 3. **Declaration of Disclosable Pecuniary Interest (Standing Order 37)**

A Member must declare any disclosable pecuniary interest where it relates to any matter being considered at the meeting. A declaration of a disclosable pecuniary interest should indicate the interest and the agenda item to which it relates. A Member is not permitted to participate in this agenda item by law and should immediately leave the meeting before the start of any debate. If the Member leaves the Chamber in respect of a declaration, he or she should ensure that the Chairman is aware of this before he or she leaves to enable their exit from the meeting to be recorded in the minutes in accordance with Standing Order 37.

### 4. **Minutes** (Pages 5 - 10)

Minutes of the Panel meeting held on 10 November 2022 – to approve as a correct record.

### 5. **Matters referred by Council, the Executive, other Committees and Panels (if any)**

### 6. **The Panel's Work Plan March 2023** (Pages 11 - 16)

### 7. **The Winter Gardens Community Use** (Pages 17 - 76)

### 8. **Elections Act and North Somerset Local Elections 4 May 2023** (Pages 77 - 82)

### 9. **Domestic Abuse and VAWG Crime** (Pages 83 - 110)

### 10. **Review of Public Space Protection Orders 2023** (Pages 111 - 116)

### 11. **Update on the progress of the council's Programme Management Office, award of Levelling Up Fund (LUF), and Q3 update on Projects and Property** (Pages 117 - 128)

### 12. **Delivery of the ICT Strategy Action Plan** (Pages 129 - 142)

### 13. **NSEC shareholder update** (Pages 143 - 150)

### 14. **Accommodation Strategy** (Pages 151 - 156)

## **Exempt Items**

Should the Partnerships, Corporate Organisation and Overview Management Policy and Scrutiny Panel wish to consider a matter as an Exempt Item, the following resolution should be passed -

“(1) That the press, public, and officers not required by the Members, the Chief Executive or the Director, to remain during the exempt session, be excluded from the meeting during consideration of the following item of business on the ground that its consideration will involve the disclosure of exempt information as defined in Section 100I of the Local Government Act 1972.”

Also, if appropriate, the following resolution should be passed –

“(2) That members of the Council who are not members of the Partnerships, Corporate Organisation and Overview Management Policy and Scrutiny Panel be invited to remain.”

## **Mobile phones and other mobile devices**

All persons attending the meeting are requested to ensure that these devices are switched to silent mode. The chairman may approve an exception to this request in special circumstances.

## **Filming and recording of meetings**

The proceedings of this meeting may be recorded for broadcasting purposes.

Anyone wishing to film part or all of the proceedings may do so unless the press and public are excluded for that part of the meeting or there is good reason not to do so, as directed by the Chairman. Any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting, focusing only on those actively participating in the meeting and having regard to the wishes of any members of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chairman or the Assistant Director Legal & Governance and Monitoring Officer's representative before the start of the meeting so that all those present may be made aware that it is happening.

Members of the public may also use Facebook and Twitter or other forms of social media to report on proceedings at this meeting.

## **Emergency Evacuation Procedure**

### **On hearing the alarm – (a continuous two tone siren)**

Leave the room by the nearest exit door. Ensure that windows are closed.

Last person out to close the door.

**Do not** stop to collect personal belongings.

**Do not** use the lifts.

**Follow** the green and white exit signs and make your way to the assembly point.

**Do not** re-enter the building until authorised to do so by the Fire Authority.

**Go to Assembly Point C – Outside the offices formerly occupied by Stephen & Co**

## Minutes

of the Meeting of

# The Partnerships, Corporate Organisation and Overview Management Policy and Scrutiny Panel Thursday, 10 November 2022

New Council Chamber

Meeting Commenced: 2.00 pm

Meeting Concluded: 4.05 pm

### Councillors:

Geoffrey Richardson (Chairman)  
Stuart McQuillan (Vice-Chairman)  
Peter Bryant  
John Cato  
James Clayton  
Robert Payne  
Richard Tucker

**Apologies:** Councillors: Gill Bute, Mark Crosby, John Ley-Morgan and Terry Porter.

**Also in attendance:** Councillor Ash Cartman

**Officers in attendance:** Amy Webb, Melanie Watts, Emma Diakou, Dee Mawn, Howard Potheary, Harry Mills, Philippa Penney, Leo Taylor

### PCO Declaration of Disclosable Pecuniary Interest (Standing Order 37) 12

None.

### PCO Minutes 13

**Resolved:** that the minutes of the meeting held on 21 July 2022 be approved as a correct record.

### PCO Anti-Social Behaviour and Community Response (Agenda Item 6) 14

The Safer Communities Service Manager and the Enforcement Manager presented the report which updated the Panel on the development of the Council's response to anti-social behaviour and environmental crime enforcement and which also provided a description of the Community Response work programme and an update on progress to date.

Members sought and received clarification on the following:

- the volume of contacts from the public about anti-social behaviour and how the response was evaluated and reported. Members noted the effect of the

Community Trigger which, once activated by a member of the public, would require a review of the response and the implementation of actions arising;

- liaison with the police service;
- the level and sustainability of the service's resourcing;
- fly tipping enforcement and the current level of covert camera surveillance; and
- evaluation of the potential impacts of the cost-of-living crisis on crime and disorder.

There was some discussion about the potential use of customer satisfaction surveys to better evaluate the service response and further discussion around the Community Trigger.

**Concluded:**

- (1) that the report be received;
- (2) that Officers provide Members with an informal briefing on the Community Trigger.
- (3) that future meetings might include a police representative when appropriate; and
- (4) that officers consider the introduction of random customer satisfaction surveys.

**PCO 15 Sky Lantern Balloon Release and Firework Policy (Agenda Item 10)**

[This item was taken out of sequence.]

The Environmental Protection Service Leader presented the report which set out proposals to the above policy to include restrictions on firework displays so that those taking place on Council owned land were limited to the low noise variety only.

In discussion there was no clear consensus from Members around the proposal with some supporting the proposal and others raising concerns including the risk of unpopularity with the wider public and the inconsistency this would cause between those events on private land (that were not subject to the restriction).

Members' proposed that Parish and Town Council's should be consulted before any decision and Officers confirmed that this would take place.

**Concluded:** that the report be received and that Members' feedback be provided to officers in the form of the minutes.

**PCO 16 Executive Member Report - MTFP and Budget Monitoring (Agenda Item 7)**

The Executive Member for Finance and Corporate Services gave a presentation updating Members on the Medium Term Financial Plan (MTFP) and Budget Monitoring setting out the Council's current in-year financial position and outlining plans to mitigate the significant pressures arising in large part from the ongoing global financial crisis.

Member sought and received clarification on the following:

- the implications of the use of reserves in the plugging funding gaps;
- the importance of being 'up-front' with the public where the driver for

mitigations impacting services was inflation;

- the likelihood of Government Council Tax caps being removed; and
- the extent to which the Council was lobbying Government on the Council's forthcoming Local Government Financial Settlement.

Members noted that Chancellor of the Exchequer would be delivering the Autumn Financial Statement on 17<sup>th</sup> November, the same day as the all-Councillor Budget Scrutiny session, and there was discussion about whether this session should be deferred by a few days. It was however concluded that the event should go forward as planned as the detailed implications of the Statement as applying to individual Council financial settlements would not be reported until late December.

**Concluded:** that the report be received.

**PCO 17 Accommodation Strategy (Agenda Item 8)**

The Director of Corporate Services presented the report which provided an update on delivery of the Accommodation Strategy (approved by the Council on 23 February 2021) and an update in relation to the Accommodation Strategy Programme, the work to date and key milestones.

Members sought and received clarification on the following:

- the timescales for implementation of key objectives and
- the response from staff, whether this had changed over time and how the response was being addressed (eg had the balance between staff wanting to work at home/at work changed?)
- opportunities to demonstrate compliance with net zero strategy (eg office equipment re-use and travel plans)

There was discussion around costs with some Members concerned about the level of expenditure on new office equipment, on some proposed facilities, and the need to account for public perception. It was noted, however, that significant proportion of the expenditure was unavoidable due to regulatory standards (eg fire safety) and that there were compelling reasons for the provision of a modern working environment where people would want to work (eg retention/recruitment challenges). Members also noted there was ongoing challenge from the Executive on costs with a view to finding further savings and that the Panels Accommodation Strategy Working Group would continue to monitor, review and report back to the Panel on strategy delivery, including issues around cost and quality.

**Concluded:** that the report be received and that Members' feedback be provided to officers in the form of the minutes.

**PCO 18 North Somerset District and Parish Council Elections 4 May 2023 (Agenda Item 9)**

The Head of Democratic and Electoral Services presented the report which summarised the planning and actions undertaken to ensure the effective and efficient delivery of the forthcoming North Somerset District and Parish elections. It also noted the provisions of the Elections Act 2022 and the impact this would have for these elections.

In discussion, Members sought and received clarification on the following:

- arrangements for publicising the photo ID requirement;
- funding arrangements for additional polling staff; and
- voter registration campaign/canvassing arrangements.

**Concluded:** that the report be received.

**PCO 19 Q1 performance management update 2022-23 (Agenda Item 11)**

The Head of Business Insight, Policy and Partnerships presented the report which gave an update on progress against the organisational-wide commitments, the Key Corporate Performance Indicators (KCPIs) and the Strategic Risk Register as of end Q1. The paper also provided links to published data sets which gave additional context and/or oversight against Council performance.

Members sought and received clarification on the following:

- the significant number of strategic risk items listed as high risk after mitigating actions. Members noted that this was largely due to inflationary pressures and other associated implications of the current economic crisis.
- Implications of potential proposed MTFP cost savings on performance against Corporate Services directorate commitments (current KCPIs showing as green).

There was further discussion around the Panel considering in more detail the quarter-by-quarter implications of the current financial pressures on performance.

**Concluded:**

- (1) that the report be received and Member feedback provided to officers in the form of the minutes; and
- (2) that an informal Panel session be arranged in December to consider Q2 performance in more detail.

**PCO 20 The Panel's Work Plan (Agenda Item 12)**

Members noted the work plan which included detail of informal scrutiny work undertaken since the last panel meeting held in July 2022 and planned work going forward. The Chairman also provided further update on the work of the Panel's working groups and various informal briefings.

There are currently five working groups with another planned as follows:

ICT – Monitoring the ICT and related strategy roll outs, and the replacement of members kit;

Community Safety – Monitoring the efficacy of the Safer Stronger Communities, Violence Reduction, and Safer Streets initiatives;

Accommodation Strategy – Reviewing the project to streamline accommodation use and change working practices;

Financial Planning – Working to ensure appropriate and timely consultation of the



council's finances;  
Customer Services – Ensuring progress of improvements arising from the  
Customer Services Strategy; and  
Major Projects – Assurance that processes to control major projects are in place  
and working.

The Chair thanked the members and officers working on these groups for all their  
hard work.

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Chairman

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# Partnerships, Corporate Organisation and Overview/Management Policy and Scrutiny Panel Work programme March 2023

(to be updated following each Panel meeting)

The Panel will consider issues of significant public concern, areas of poor performance and areas where Members think the Council could provide better value for money. This is a “live” document and is subject to change as priorities or circumstances change.

**Section One – Active & Scheduled panel projects as identified in the overarching Strategic Work Plan.** Projects are ranked in priority order. Scheduled projects will commence as active projects are completed or if reprioritised as circumstances require

Topic	Reason for scrutiny	Method of scrutiny and reporting process	Timeline	Progress	Contact
ICT (including Members’ ICT)	Heightened importance given the increased reliance on ICT in supporting flexible and remote working  Modern Gov implementation  Consultation and Engagement Strategy  Current contract coming to an end	<b>Steering Group</b>  To lead on related strategy development  To identify improvements to use of Modern.Gov to maximise its functionality  Current focus: Members’ IT requirement from May 2023	Cyber/data security review meeting held 14 March 2022  Mtgs: 14/07, 21/09 and 31/10, 02/02/23	Regular steering group meetings  Topics covered: - Members IT - calendars - microphones - livestreaming - strategy tracking	Mike Riggall
Financial planning and Medium-Term Financial Plan	Review of budget development plans for 2022/2023 and beyond to 2023/24 Budget Budget engagement plan	<b>Steering Group</b> to develop forward looking engagement with financial pressures and the budget setting process	Meetings held on: 20/09 and 21/10	Regular steering group meetings as required	Amy Webb / Mel Watts

Accommodation Strategy	<p><b>Strategic Asset Management &amp; Property Plan (SAMPP):</b> a strategic framework setting core principles for the future use and management of the council's assets to enable the successful delivery of council services.</p> <p><b>Accommodation Strategy (AS):</b> a specific piece of work focused on the council's ways of working and use of office accommodation.</p> <p><b>Strategic Development Programme (SDP):</b> the preparation of a programme of investment, divestment or disposal for our potential development sites, including legal and financial advice on delivery mechanisms</p>	<p>All member engagement sessions</p> <p>Focused <b>working group</b> meetings as required</p>	<p>Programme of work throughout the longer-term development of the strategies</p> <p>Regular review of Accommodation Strategy</p> <p>07/07:workstream reviews</p> <p>20/09:workstreams and topic deep dive</p> <p>18/01/23 workstream review</p>	<p>Regular steering group meetings scheduled every 2 months to align with the Programme Board.</p> <p>POAP circulated monthly</p>	Nicola Crabtree
Major Projects / Capital Projects	<p>To implement more strategic approach to programme management.</p> <p>Agreed, this work to be picked up by proposed PCOM Major Projects working group.</p>	<p>Engagement with Project Management Office and approach to managing major projects</p>	<p>Major projects working group to be established early 2023</p>	<p>Joint session with Place held 22/07</p> <p>All Councillor briefing (PCOM-led) 06/07 prior to Council 12/07</p> <p>Major projects working group to be established</p>	Alex Fear / Alastair Shankland
Community Safety	<p>To engage with the promotion and delivery of Community Safety Projects undertaken across North Somerset</p>	<p><b>Steering Group</b> – Regular bi-monthly steering group meetings to be arranged (subject to business requirement)</p>	<p>12/09/21: updates on remit of the Safer Stronger Communities service and Safer Streets project</p>	<p>Met on 24/01/23 considered VAWG and new Environmental Protection duties</p>	Howard Potheary

**Section Two – proposed projects (listed in priority order). These must be agreed by the Panel and will be referred for discussion with Chairs and Vice Chairs as part of PCOM’s overview remit (for inclusion in the Strategic Work Plan):**

Topic	Reason for scrutiny	Proposed method of scrutiny and reporting process	Timeline	Contact
Schools academisation (linking with Major Projects WG)	Review financial implications	TBA	TBA	

**Section Three – briefings, workshops, and informal panel meetings. Outcomes may, with Chairman’s agreement, generate panel agenda items (for inclusion in S4 below) or, with panel agreement, be escalated to S2 above:**

Topic	Reason for scrutiny	Date	Outcome	Progress	Contact
PMO	PCOM-led all-Councillor briefing – to update and engage with Members on the development of the PMO service	22/07/22	Further review to be arranged when the system had had an opportunity to further bed in.	Progress to be considered at March 2 <sup>nd</sup> Panel Meeting	Alastair Shankland/ Emma Diakou
Kewstoke Primary Roofing Project	PCOM-led all Councillor meeting to engage with members in respect of the proposed Executive decision around maintenance proposals at the site	06/09/22	Recommendation that officers brief the Executive prior on issues raised prior to decision	Completed. Further work on wider issues around academisation to be considered (see section 2 above)	Sally Varley/ Jonothan Hughes
Customer Services Strategy (CSS)	Briefing to update and receive feedback from PCOM on the CCS	22/09/22	Further progress update meeting to be arranged with the Panel	Meeting arranged on 6/2/23.	Simone Woolley
Development Sites Action Plan	PCOM/Place panel briefing to update and receive feedback from Members on the Development Sites Action Plan prior to report to 8 <sup>th</sup> November Council	04/10/22	Members feedback to be taken into consideration.	Chairs of PCOM and Place to discuss next steps	Jenny Ford
Climate Emergency Action Plan	PCOM-led all Councillor briefing on the Draft Climate Emergency Action Plan prior to report to 08/09 Council	28/10/22	Members feedback to be taken into consideration.	Report to future PCOM on the Action Plan and progress	Victoria Barvenova?

Budget 2023/24 Scrutiny session	To scrutinise proposals for 2023/24 Budget.	17/11/22 01/02/23	Further scrutiny session to be arranged on 01/02/23 (to take account of Local Govt Finance Settlement)	Additional meeting arranged for 01/02/23 - financial scrutiny arrangements going forward to be picked up at future Panel meeting	Mel Watts
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**Section Four - agenda reports to the Panel meetings as agreed by the Chairman.** This section primarily provides for the rolling forward planning of agendas and a useful record of panel meeting activity. When considering reports at meetings, outcomes may include proposing a workstream, escalating it to S2 above for potential inclusion on the Strategic Forward Plan.

### PCOM 10 November 2022

Report Title	Purpose of Report	Outcome (actions)	Progress	Contact
Anti-social behaviour	To review and comment on performance	Briefing on Community trigger TBA		H. Potheary
Executive Member Report – MTFP and Budget Monitoring	To report to the Panel on key priorities and messages for Panel comment/feedback	Panel feedback provided		Cllr Cartman
Accommodation Strategy	Standing item providing update on informal PCOM working group activity	Panel Feedback provided		Nicola Crabtree
North Somerset District and Parish Council Elections 4 <sup>th</sup> May 2023	Update on the arrangements for the forthcoming elections. consideration by the Returning Officer	Report received		Philippa Penney
Review of Sky Lanterns Policy	To consider and feedback on proposed policy changes	Panel feedback provided		Dee Mawn
Q1 Performance Management Update	For review and feedback	Panel feedback provided		Emma Diakou

### PCOM 2 March 2023

Report Title	Purpose of Report	Outcome (actions)	Progress	Contact
Domestic Abuse and VAWG Crime	To review and feedback on the implementation of Council's statutory duties around tackling abuse and violence against women and girls.			Hannah Gray

Winter Gardens annual report	For review and feedback.			Lorraine Bush
Election Act Implementation and forward view for key dates in the election timetable	Update on the planning and actions undertaken to ensure the effective and efficient delivery of the forthcoming NS District and Parish Elections – for review and feedback			Nick Brain/Sam
Accommodation Strategy	Update on strategy implementation – for review and feedback			Nicola Crabtree
Domestic Abuse and VAWG Crime	To review and feedback on the implementation of Council’s statutory duties around tackling abuse and violence against women and girls.			Hannah Gray
Review of Public Space Protection Orders	To review and feedback on plans for the full review of PSPOs due to take place by 15 October 2023			Dee Mawn
Update on the progress of the PMO, award of Levelling Up Fund (LUF), and update on Projects & Property	For review and feedback			Jason Reading/Alex Fear
Delivery of the ICT Strategy Action Plan	For review and feedback			Stuart Anstead
13 NSEC shareholder update	For review and feedback			Amy Webb

### Section Five - Recommendations - Response from Executive Member

Area for investigation/ Recommendations	When were the recommendations to the Executive agreed?	Expect answer by (first panel meeting after recommendations were submitted)
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### Section Six - Progress and follow-up on implementing Panel recommendations

Panel Recommendation	Date of response	Actions – implementation progress
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### APPENDIX

Chair’s recommendations for Panel priorities (for the new administration following local elections in May 2023) set out in the Scrutiny report to Council on 21<sup>st</sup> February: **For Panel discussion/endorsement**

- Contribute to policy discussions for the procurement of energy.
- Arrange all member briefings/consultations on 2023-24 budget and Medium Term Financial Plan (MTFP).

- Ensure Customer Services improvements happen as planned.
- Ensure capital spending and major projects provide value for money.
- Ensure Climate Emergency actions are met.
- Support Community Safety initiatives.



## **North Somerset Council**

### **Report to the Partnerships and Corporate Organisation Overview Management Policy and Scrutiny Panel**

**Date of Meeting: 2 March 2023**

**Subject of Report: The Winter Gardens Community Use**

**Town or Parish: Weston Town Council**

**Officer/Member Presenting: Julia Stuckey, Weston Placemaking  
Programme Manager.**

**Key Decision: No**

**Reason: To note the Winter Gardens Annual Report and community use  
2021-2022**

#### **Recommendations**

1. That the panel considers and notes the Weston College Annual Report 2021-2022 (appendix 1) and update on the Winter Gardens continued community use.

#### **1. Summary of Report**

1.1 This covering report seeks to update elected members on the continued community use of the Winter Gardens and an update from the Community Board, which was established because of specific clauses in the Legal Transfer Agreement between North Somerset Council and Weston College in early 2016.

1.2 The Weston College annual report was received in February 2022 and is attached for elected members consideration as appendix 1.

1.3 This report also provides an update from the Winter Gardens Community Use Board which met in October 2022.

## **2. Policy**

2.1 The Councils Corporate Plan 2020/24 has several priorities that apply to the Winter Gardens iconic status within Weston-super-Mare and the commitment of the Community Board to ensure community access and usage continues to flourish.

These include:

- A thriving and sustainable place
  - a great place for people to live, work and visit
  - an attractive place for business investment and sustainable growth
- An open and enabling organisation
  - engage with and empower our communities
  - collaborate with partners to deliver the best outcomes

2.2 In particular, the Winter Gardens Community Board contributes to the following actions within the Corporate Plan:

- Flourishing arts, culture and heritage sector supporting inclusive growth and placemaking and healthier communities.
- North Somerset recognised as a key part of the regional visitor economy with places to visit across the year and throughout the day.

## **3. Details**

3.1 The Winter Gardens Community Board was established because of specific clauses within the legal transfer agreement agreed by the Council and Weston College.

The purpose of the board is to 'oversee and assist with the effective use of the property for community purposes.

3.2 The Scrutiny Panel has considered annual reports and updates from the Board for several years.

3.3 The board, which includes representatives from a range of community interests alongside the Weston Town Council, North Somerset Council and Weston College is chaired by a North Somerset resident who volunteers to support the involvement of the community in the development of the Winter Gardens.

3.4 The Officer attended the board meeting in October 2022, this is a summary of the discussion:

3.5 Weston College announced a new partnership 'The Winter Gardens Hospitality Group' with HotelBiz and The Royal Hotel in November 2022, which now runs the Winter Gardens event space.

3.6 The partnership is planning some refurbishment, and a renewed programme of events for the community and visitors. The Group now also manages the restaurants.

3.7 At the meeting, representatives of the Group suggested that 10 to 15 new jobs would be created at the site over the coming years.

3.8 A representative of the Hospitality Group has since joined the Weston Placemaking Agency events group, alongside other event organisers and venues, whose aim is to promote the town as an ideal place to visit and live.

3.9 The group discussed plans for a packed programme of events during 2023-2024 and has already hosted a regional business event, conferences, dances, concerts, dinners, weddings, etc.

3.10 They are very keen to attract more community groups and organisations to use the ballroom and have created a new website.

3.11 The Community Use board will continue to meet twice a year (April and October). Although the previous chair of 6-years has handed over the role to Mr Chris Bull (local businessman). The group thanked the previous chair for her generous voluntary work and time.

#### **4. Consultation**

4.1 The Community Use board brings together a range of stakeholders to oversee and maintain community access to the Winter Gardens.

4.2 Consultation with voluntary and community groups about best practice methods to improve community access is undertaken by board members when appropriate.

#### **5. Financial Implications**

None

#### **Costs**

Not applicable

#### **Funding**

There are no funding implications for the Council.

#### **4. Legal Powers and Implications**

Not applicable

#### **5. Climate Change and Environmental Implications**

Not applicable

#### **6. Risk Management**

6.1 Members of new Winter Gardens Hospitality Group are extremely experienced in operating event venues and restaurants. This will enable the Winter Gardens to recover from the difficult years faced by this industry during and since COVID-19.

#### **Equality Implications**

No – the purpose of the board is to work with partners and community representatives to ensure equal opportunities to access the Winter Gardens facilities

#### **7. Corporate Implications**

None

#### **8. Options Considered**

Not applicable

#### **Author:**

Julia Stuckey  
Weston Placemaking Programme Manager  
Place Directorate  
North Somerset Council

**Appendices:**

Appendix 1 Weston College Annual Report 2021-2022.

**Background Papers:**



WESTON  
COLLEGE



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# ANNUAL REPORT 2021-22

CREATING BRIGHTER FUTURES



**Animal Management  
Education Centre**

**South West  
Skills Campus**

**Construction  
Training Centre**

**West of England  
Institute of Technology  
(WEIoT)**

**Knightstone  
Campus**

**University  
Centre  
Weston**

**Winter  
Gardens**

**Lauriston  
Hotel**

Health and Active Living Skills Centre

Weston Bay

Loxton Campus



West of England IoT at GKN's Global Technology Centre

Bristol Training Institute

Bristol based facilities





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# Section 1

## WELCOME AND OVERVIEW

- > WELCOME
- > GOVERNING BODY RESPONSE
- > OVERVIEW OF THE WESTON COLLEGE GROUP
- > A CATALYST FOR REGENERATION
- > STRATEGIC PARTNERSHIP



# WELCOME

**The past academic year has proved to be one of both challenge and opportunity as we migrate from the full impact of COVID 19 on both the organisation, our staff and the learners and industries we serve. We have learnt to adapt to a very different world, to address some of the challenges of covid at the same time to shape our future.**

Within this multiplicity of change, the College has continued to demonstrate entrepreneurship, creativity and agility in order to respond to our challenges and opportunities. Our uniqueness continues to be recognised including winning Gold in the TVET championship in San Sebastian earlier in the year. We continue through our two Centres of Excellence to work locally, regionally and nationally and the acquisition of two further beacon awards confirms the connectivity and impact of our college in the fields of Further and Higher Education. Success levels in 16-19, Adult Education, Apprenticeships and Higher Education set us apart from the norm!

Our vision of 'Creating Brighter Futures' has been complemented this year by our focus on every learner achieving their potential and the 'Don't Limit Me' objective has featured in all our strategic planning. The West of England Institute of Technology has had huge impact working directly with employers; the SEND Centre of Excellence has worked nationally and won work directly with the Falkland Islands and at HE level we have seen national take up of our provision in Environmental Health. There is much to be proud of.

Change has been inevitable but the way in which learners, staff and governors have responded has been both intuitive and impactful. We continue to respond

in a proactive manner to the major societal issues including mental health, and recruitment against a background of poor investment in Further Education and our initiatives and approaches are now being utilised across the sector. We are here for our students and the whole community we serve. We cannot do this alone; our partnerships are key especially as we innovate and design an impactful set of solutions for skills. When I look at our work with the public sector, industry and central government, I am convinced of our prominence and of our impact.

This has been a very different year. A year in which we have made difficult decisions but have stood firm in our belief on inspirational teaching and learning alongside dynamic and resilient financial control. We have delivered a sensational set of outcomes with ethos and culture maintained and have also increased our geographical spread including a campus in central Bristol for future delivery.

The annual report you read is testament to the many brilliant people inside and outside our organisation who are committed to enhancing the lives of those who study and engage with us. The vitality and dedication of our staff combine with multi-faceted imperatives of academia, social development, cultural change, transformational learning and economic

sustainability to catalyse us into dynamic and innovational solutions to learning. We are Weston College – we are GIANTS in learning.

**Sir Paul Phillips, PhD; DLit; EdD**

Principal and Chief Executive

TES and FREDIE Principal of the Year





# GOVERNING BODY RESPONSE

**This report once again sets an agenda for the Weston College Group that is both dynamic and responsive to the needs of the learners, businesses, and the community. It is a year that has seen incredible results within the confines of COVID 19, and its many variants. Despite the obvious challenges the College has continued to achieve and grow. The Corporation fully endorses and recommends this report.**

The report sets out how the College has adapted and innovated to produce an exceptional set of results and how it has adapted its skills offer to meet the needs of both the Local Skills Plan (LSIP) and national skills priorities. Many of the processes that have been developed by this College are now seen as exemplars of practice and are being used throughout the FE and wider education sector.

The College's results speak for themselves, in collaboration with the Corporation who together act as the critical friend and scrutineer of strategy, finances, curriculum and ethos of the organisation. Once again, this year we have been involved in all the new initiatives e.g. the Career Excellence Hubs and this has further strengthened our partnership as a Governing Body with other key organisations that the College works with.

The FE sector continually faces unique challenges and through the leadership of our Principal and Chief Executive, Sir Paul Phillips, we have navigated a course that has enabled us to be a leading college in our delivery and associated quality. Being adaptable, agile and most importantly financially prudent, has ensured that this College is still the master of its own destiny, unique within the sector. This year has once again seen the growth of our new capital facilities, one of which is to act as the lead college for the West of England Institute of Technology (WEIoT), a key government initiative. The WEIoT is connecting a dynamic partnership of four Colleges, one University and thirteen anchor employers, to inclusively bridge the higher and emerging skills gaps for the region, including the

emergence of green skills to achieve collective progress towards Net Zero. Once again, the WEIoT led by the College is seen as an exemplar of best practice and is trailblazing in the sector. In addition, we have now established a central Bristol facility, the Bristol Training Institute for training to continue to meet localised demand, engaging with the West of England Combined Authority (WECA), and Business West Chambers of Commerce as the ERB (Employer Representative Body), as well as North Somerset Council, in order to continue to deliver outstanding industry standard training for the region.

This means that there are even more opportunities available for our learner population and, simultaneously, this College continues to win national, regional and international awards, at the same time continuing to maintain outstanding quality. Our most recent international award (GOLD for Strategic Leadership) at the World Federation of Colleges and Polytechnics Global Awards of Excellence in San Sebastian, is testament to this dramatic profile and recognition.

The 2021-22 year however called on the College to show all its adaptability and ingenuity once again. The College continues to respond to all challenges, ensuring it can deliver the full range of provision which is now predominantly face to face but where needed using innovative technology such as the Virtual Classroom for online/blended provision. The resilience and tenacity at both leadership and delivery levels is exemplary and despite everything, the College met (and in many cases exceeded), its targets.

For the year ahead, the College will continue to advance with the learner at the heart of all it achieves, whilst also recognising the need to enhance management structures. As a result, Sir Paul Phillips will now become President and Chief Executive and we will recruit a Principal (Operations) to lead on the day-to-day activities of our core business.

The Institute of Technology is already widening horizons. Our students and businesses are enhancing the local and wider economy and the work as a National SEND Centre for Excellence is inspiring. With our reputation for quality embedded with our partners, we are now a key driver in the future of our town and region, by leading skills and entrepreneurship for the wider economy. I look forward to working and continuing this amazing and exciting journey in 2022-23.

**Andrew Leighton-Price**

Chair of Governing Body



# OVERVIEW OF THE WESTON COLLEGE GROUP



A general college of further and higher education in Weston-super-Mare, delivering education and vocational training to students aged 16 and above. It is regarded as one of the top further education colleges in the UK and is the only college in the West of England to be rated 'Outstanding' by Ofsted.

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Offering more than 35 courses across a number of vocational and academic subject areas. UCW delivers courses in partnership with Bath Spa University, UWE Bristol and Hartpury University. UCW was awarded University Centre status in 2016 and continues to build upon its identity bucking the national trend of HE in FE offering high quality learning opportunities to increasing number of students.



A subsidiary company of the Weston College Group. It runs the Winter Gardens Pavilion, Lasseter's restaurant, the Green House eatery, and the Lauriston Hotel. The company was incorporated in March 2017 and has already made a significant contribution to the regeneration of Weston-super-Mare.



This provision is a top performing provider of offender and detainee learning. The service is recognised for its excellent teaching, learning and assessment; the positive outcomes it achieves for learners; and its partnership approach to business planning, which ensures that the curriculum meets learners' and employers' needs.



Is the Weston College Group's inhouse recruitment agency. It provides high calibre associates to the Group and its key services, such as Prison Education. Forward Futures is often the first step for applicants interested in beginning a career with the College, either on a cover/supply or longer assignment basis.

The logo for somax, with the word "somax" in a bold, blue, lowercase sans-serif font.

This arm of the business is a logistics training centre based at the College's Construction Training Centre in Weston-super-Mare, near Junction 21. It offers over 30 training courses and qualifications, both practical and classroom training designed to meet the needs of employers in the sector.



Licensed by the Department for Education in April 2020, as one of twelve IoTs nationally, to support local employers to develop higher level technical skills and train employees for the jobs of tomorrow. Weston College is leading a regional partnership of education providers and key employers to collaborate, design and deliver flexible, higher-level technical learning to equip people with the skills to fully participate in, and contribute to, economic growth driven by digital innovation and emerging technologies.

# A CATALYST FOR REGENERATION

**Weston College is a large £70,000,000 provider of training and skills. It makes a major contribution to regeneration in North Somerset as well as part of the West of England. Our extensive provision encompasses delivery to over 35,000 learners and key businesses – locally, regionally and nationally.**

North Somerset is a diverse area, with coastal, urban and market towns and rural villages. Generally, it is prosperous, with an increasing population, but has eight LSOAs (Lower-layer Super Output Areas) within the most deprived 10% in England, all within Weston-super-Mare. By providing high-quality education, training and support, the College encourages learners to stretch and achieve their academic, career and life aspirations. By mapping our training offering to regional employer needs and employment opportunities, we deliver the skilled workforce to support employers and local economic growth now and in the future.

## **OUR INVESTMENT STRATEGIES HAVE CONTINUED DESPITE THE CHALLENGES OF COVID 19 AND INCLUDE:**

- West of England Institute of Technology
- New centre for Early Years Education and Training
- Centres of Excellence in Mathematics and SEND
- New workshops in Construction and Engineering
- New central Bristol training facility – Bristol Training Institute

## **SUPPORTING ADULTS TO RESKILL AND UPSKILL FOR EMPLOYMENT**

The implication of COVID 19 has impacted employment sectors disproportionately leaving many adults needing to retrain, upskill or apply existing skills in new occupational roles. The adult curriculum at Weston

College is designed to be responsive and agile to the changing skills need of the region alongside supporting those impacted by COVID 19 to get back into work. In addition, we have massively invested in the Bootcamp initiatives from Central Government assisting shortages in recruitment for example in the logistics industry.

We have been working closely with key partners including the LEP, WECA, North Somerset Council, employers and Job Centre Plus to design and develop an adult curriculum that can act as a catalyst for change for adults requiring new skills and support to find and sustain employment. Sector-based work academies and bespoke training pathways for the unemployed are broadening the range of learning options for adults looking to secure employment.

Employers have worked with the College to devise sector specific programmes that include both a recognised industry qualification and a guaranteed interview at the end of the programme. 85% of learners who attended a sector-based work academy received a suitable job offer. This approach is key to enabling change in recruitment to shortage areas.

The West of England Works project funded by the Big Lottery has enabled Weston College to build and strengthen its partnerships and develop its adult community provision in the West of England area. Weston College leads the partnership that aims to engage adults and young people who are furthest away from education and employment. It has supported many young people and adults from disadvantaged

backgrounds to gain employment through a community-based support programme. Flexible and blended learning packages have been expanded to better enable adult learners to study, re-train and learn around life and work. Blended programmes in areas such as accounting, health and learning support are enabling adults who work in these to upskill through a delivery model that better fits around their job roles.

## **CENTRES OF EXCELLENCE**

Our Centres of Excellence in Maths and SEND have developed regional and national reputation for their work. The centres engage in bespoke and national training with the principal often speaking on the embedding of SEND in colleges and other training organisations.

## **WEST OF ENGLAND INSTITUTE OF TECHNOLOGY**

The West of England Institute of Technology was licenced by the Department for Education in April 2020, as one of twelve IoTs nationally, to support local employers to develop higher level technical skills and train employees for the jobs of tomorrow. Weston College is leading a regional partnership of education providers and key employers to collaborate, design and deliver flexible, higher level technical learning to equip people with the skills to fully participate in, and contribute to, economic growth driven by digital innovation and emerging technologies. The results to date place the West of England IoT in a recognised and prominent position regarding skills delivery now and in the future.





# STRATEGIC PARTNERSHIP

**Partnership working is a key focus of the Weston College Group. We work with businesses and organisations across the region and beyond to provide the skills that employers need for their future workforce.**

“ SIMIAN’s partnership with Weston College at the Construction Training Centre has enabled the delivery of specialist scaffolding and work at height training in a high-quality facility. The Centre is now firmly established a first-class provision that is meeting the skills and employment needs of businesses and learners, not only in North Somerset, but the wider South West region.

As a private training provider, we have enjoyed a close professional relationship with the Weston College team and benefited greatly from the sharing of outstanding practices through this collaboration, that we hope will continue for many more years and together celebrate continued success. Through strong leadership, uncompromising quality and forward-thinking strategies, Weston College sets an example for the whole FE Sector for collaborative working focused on meeting the needs of industry, and we are proud to be associated with them.”

**Simon Hughes**

*Managing Director, Simian*

**SIMIAN**

“ The UWE and Weston College partnership continues to go from strength to strength in delivering on our shared endeavour to have positive social and economic impact with and for our region. We combine our strengths to focus on meeting employers needs by partnering with them to equip the current and future workforce with the skills they need. We have been particularly proud of the collaboration we have forged through the work of the West of England Institute of Technology which is leading the sector in providing new routes through further and higher technical education.”

**Jo Midgley**

*Pro Vice-Chancellor,  
University of the West of England, Bristol*



“ We continue to work closely with Weston College to ensure that our residents get access to good quality education and jobs and our young people are able to pursue their aspirations. We have worked closely together on the Accelerate and North Somerset Works Together projects as part of the Community Renewal Fund to support the economic recovery of local businesses following covid and bring our residents closer to employment.”

**Jo Walker**

*Chief Executive, North Somerset Council*



“ The challenges facing the UK economy at this time have never been greater where education and skills are central to our economic recovery. This presents enormous challenges for partners, employers, and many thousands of students in North Somerset. However, Weston College continues to work tirelessly to support its community through this difficult period; they have developed and implemented new ways of working with both creativity and passion to ensure students receive the support and resources to develop, progress and achieve the success they deserve.

Through the leadership of Sir Paul Phillips and his dedicated team, the College continues to play a leading role both regionally and nationally, demonstrating why FE Colleges are such a critical partner to the UK government and its growth plans. Weston College has once again shown that with effective leadership, partnership working and targeted investment what can be achieved and ensures that the right skills and training are available to support employers, industry and provide a secure future for North Somerset and the South West region. ”

**Ian Munro**

*Area Director (South West), Association of Colleges*



“ Working with Weston College, not only on specific skills programmes in Composites and Digital but in their role as West of England Institute of Technology lead has been exceptional. They engage and inspire the region to drive for change in the provision of technical skills. ”

**Katy Riddlington**

*Director, National Composite Centre*



“ The partnerships we share with Weston College, and our involvement with University Centre Weston, are highlights to us at Bath Spa University. The outstanding work of the College, and its national recognition as an education provider of excellence, make it a privilege to work with them. The combination of business acumen and profound care for the student experience are unique in the region and a beacon for others to emulate. ”

**Sue Rigby**

*Professor of Higher Education and Vice-Chancellor, Bath Spa University*



“ Skills and training are a really important part of my role as Metro Mayor. We have a skills shortage in the West of England which is why I'm proud to work so closely with Weston College, funding projects to equip our young people to bridge that gap, improve their life chances, develop a career and help drive our amazing region forward.

The team at Weston do such great work to secure some really incredible opportunities for the talented youngsters there with some of the West of England's biggest and best companies. They are a much-needed addition to our education offer. And the young people I meet there are so clear about the skills they need, and the full-time jobs they're going to get at the end of their studies thanks to Weston - a testament to the work of Sir Paul and his brilliant team.

“I look forward to working with Weston College in the future to create even more opportunities for people ready to gain new skills and ensure the West of England is a region where all our young people leave education with the skills and attributes they need to succeed. ”

**Dan Norris**

*Metro Mayor, WECA*



# STRATEGIC PARTNERSHIP

“ Being a business partner of Weston College has proven valuable to not only our numerous business initiatives but also to our employees. We have collaborated on several successful projects across various departments and many of our staff members have furthered their educational ambitions and have received exceptional training at the College.

Our on-site Animal Management countryside classroom is truly a cutting-edge facility and an asset to both Weston College and Puxton Park. We take great pride in providing our future animal keepers, farmers, veterinarians, and veterinary technicians an environment that feeds their desire to learn and develop the skills necessary to follow their career dreams.

This year we have collaborated on an exciting new project, a Forest School Training Facility, located in the grounds of Puxton Park Estate. This location is ideal for learners to experience the multi-sensory

experience of forest school learning which can help children gain more independence and self-confidence, reduce anxiety, build resilience, and improve their communication skills.

It is a genuine privilege to work with such a forward thinking, pioneering and innovative organisation that brings so much talent and value to the South West. ”

## **Alistair Mead**

*Managing Director, Puxton Park*



“ GKN Aerospace is proud to be partnering with Weston College by having them within our Global Technology Centre. With the whole Aerospace sector committed to Net Zero 2050, this is a hugely exciting time for our industry, full of opportunities for future talent in developing the next generation of advanced technologies such as composite materials, automated manufacturing, hydrogen propulsion and additive manufacturing. Having a learning space in our world-class Centre, enabling Weston’s students to see first-hand the exciting developments taking place in Aerospace, is a great demonstration of our two organisations’ shared ambitions and commitment to support the sector with its future skills needs. This partnership between the Institute of Technology, Weston College and GKN Aerospace, is exactly the kind of collaboration needed to attract, train and inspire the Aerospace engineering workforce of the future. We look forward to continued success together. ”

## **Sameer Savani**

*Vice President GTC-UK at GKN Aerospace*



“ Throughout the 21/22 academic year, Rolls-Royce has continued to work in collaborative partnership with Weston College for the delivery of all our level 3 apprenticeships programmes. Weston are a very proactive college who are both responsive and flexible in their approach to the delivery of our programmes. The College is very forward-thinking, an example of this is the Sustainability Conference delivered in September for recently started full-time students and apprentices. This was supported by local engineering and construction companies. This conference really brought to life, in an engaging way for all parties: employers, employees and education, what an influence we can/will have in ensuring we are all operating in a sustainable way. We look forward to working with the College in 2023. ”

**Andy Davies**

*Learning Delivery Manager - Apprenticeships,  
Rolls Royce*



“ Bristol Law Society are a strategic partner of Weston College. Collaborative activity this year included our former Bristol office being transformed to become the Bristol Training Institute, the home of the West of England Institute of Technology in Bristol, to create adult training opportunities in the heart of the city. ”

**Edd Thompson**

*President, Law Society*



# Section 2

## EDUCATION PROVISION

- 16-18 CURRICULUM
- T LEVELS
- ADULT AND PART TIME PROVISION
- APPRENTICESHIPS
- SPECIAL EDUCATION NEEDS AND DISABILITIES
- LAW AND PROFESSIONAL SERVICES ACADEMY
- UNIVERSITY CENTRE WESTON
- WEST OF ENGLAND INSTITUTE OF TECHNOLOGY
- PRISON EDUCATION
- INTERNATIONAL
- FORWARD FUTURES LIMITED
- INSPIRATIONAL EVENTS AND INVESTMENTS



**The College is committed to putting employability at the heart of study programme design and delivery for young people. Learners benefit from a curriculum that develops academic and vocational knowledge as well as opportunities to apply this learning in practical and work settings. Each element of the learner’s programme is constructed and sequenced to support learners to be ‘ready to learn, ready for work and ready for life’.**

An inclusive approach to learning is supporting students to build confidence and bounce back from the disruption of COVID 19. An effective package of well-being support, catch up classes and specialist interventions have enabled most learners to be retained and achieve. Learners with high needs or an EHCP do exceptionally well enabling them to successfully progress into further, learning, training, or employment.

Support services for young people are excellent. The legacy of the pandemic has required an increasing proportion of learners to access welfare and wider well-being support. Interventions are successfully supporting young people reduce their levels of anxiety and work through the challenges and barriers that might inhibit their success. 99% of learners accessing these services are retained and successfully achieve.

The proportion of learners accessing and completing work and industry placements continues to grow and expand. The introduction of Careers Excellence Hubs has helped increase employer engagement and endorsement of programmes ensuring that they are providing learners with the industry and personal skills they need to progress in the future.

Outstanding facilities and wider learning opportunities are supporting young people to experience a curriculum that goes beyond the qualification. Examples include community-based projects in construction, NHS placements in health and the launch of the College Radio Station in the Media Department. Learners exhibit and test their skills through simulated environments, work-based projects, competitions, and enterprise initiatives.

The removal of COVID 19 restrictions has supported and enabled the curriculum to enrich learning again through visits, industry insights and events that showcase and celebrate learners’ achievements. Wherever you look across the College, young people have been engaged in learning and enrichment opportunities that are helping to make them become some of the most employable young people in the country.

The College continues to be the first choice for young people looking to study academic and technical programmes. The number of school leaver applications continues to rise. Open events that promote ‘careers not courses’ delivered in partnership with employers are helping young people and their parents/carers visualise

the career pathways and skill needs within the region. Skills maps have been introduced to support better sequencing of programme delivery helping learners to better understand what they are learning, when and for what purpose.

The curriculum continues to evolve with essential digital skills training, a reformed group tutorial model, extended diagnostic period and increased support for academic skills being planned and introduced for 2022-23. This alongside the implementation of new technical qualification such as the T Levels is enabling more learners to progress to Russell Group Universities and access alternative higher level learning options such as degree apprenticeships.

## The College is leading the way on technical reforms as one of the first colleges nationally to deliver the new T Level and Transition to T Level qualifications.

T Levels are the next generation of college based technical qualifications at Level 3 – academically as challenging as A Levels but with the more than 45 days of industry placement, they provide learners with defined pathways into higher level technical careers. Digital Design and Development was launched in September 2020 and was successfully joined in 2021-22 by pathway routes in Health, Construction and Early Years Education. The expansion of T Level routes will further broaden in 2022-23 through the introduction of pathway routes in Business Leadership and Engineering.

The College has gained national recognition for the development of its Transition to T Level programmes that utilise new flexibilities in curriculum design to better prepare learners for Level 3 learning. The College has worked in partnership with the Department for Education and the Association of Colleges (AoC) on the development of a National Technical Specification that will support the standardisation of these programmes nationally. Our innovative approach that included an employer set project alongside extra time, contextualisation, and development on core skills such as English and maths can be found within the new specification.

The College has successfully applied for capital funding to support the introduction of new facilities and resources to support T Level learning. New state-of-the-art, industry informed facilities for Early Years Education opened in September 2021 and have been followed by state-of-the-art resources for the delivery of Business Management and Accountancy pathways from September 2022.

The College plays a significant role in supporting and sharing practice across the sector. In 2021-22 it was one of only five providers to be selected as a best practice case study. A film was produced in partnership with the AoC designed to help other providers design, develop, and sequence their T Levels at both a curriculum and organisational level. In addition, the College has presented at several national conferences and been a regional T Level CPD delivery hub for the Education Training Foundation (ETF) delivering courses in pedagogy for new and experienced teachers.

New specialist equipment and technology has been rolled out with teachers being supported in its use and application. Aspects such as this along with the growing number of employers who are endorsing the T Level programmes through the Career Excellence Hubs means that learners are getting access to state-of-the-art training resources and the opportunity to showcase their talent.

The College continues to innovate and work with employers to help ensure learners get industry placements that expose them to technical work at Level 3 and above. For example, in Health the College has worked with local NHS providers to enable learners to access clinical placements in different departments such as cardiology, trauma and orthopaedics. The feedback from employers has been exceptional outlining the outstanding skills that the T Level programme has developed in these learners. Some of the feedback can be seen below:

“Student Amy aspires to be a paediatric nurse, after spending some time on the Cardiology ward. Amy has now decided that she would like to specialise in Paediatric Cardiology and has completed most of the competencies required and has been eager to shadow, ask questions and be involved with supporting patients. Amy’s mentor has said ‘She’s amazing! Very switched on and is fab!’”

“Student James’s mentor states that he is ‘amazing and confident!’ James confidently speaks to patients, supports with observations, answers call bells and has monitored food and fluid intakes. James has integrated into the team and is enthusiastic to learn and asks questions.”





# ADULT AND PART-TIME PROVISION

**The core focus of Weston College's adult provision concentrates on being the catalyst for adults in the West of England to access lifelong learning, whether this is supporting them into employment, providing access to higher level qualifications, re-training or re-entering the labour market.**

The programmes of study provide adults with the necessary skills, knowledge, and behaviours to operate effectively in life and work. We support adults to develop and achieve the next stage of their unique pathway, be that re-skilling to support a new career, up-skilling to support a promotion, or developing employability skills to successfully transition into a sustainable career.

Proudly standing at the heart of the community, we understand that some adults' circumstances and past experiences may have previously inhibited their participation and achievement in education and training. This is fundamentally why we adapt our adult provision and modes of delivery to meet all our learners' needs. As part of our continued drive to make education more accessible, we widened our community outreach programmes and successfully launched several individualised programmes to support learners with the most complex needs.

The curriculum considers and reflects the skills demanded by employers and industry, both regionally and locally. Working directly with our employer partners our adult provision provides opportunities for lifelong learning to support the aspirations of our adult learners.

Weston College will continue to be at the heart of the community both locally and regionally offering opportunities for adults to re-train, upskill or dual skill in support of employment opportunities, promotions, or pathways to Higher Education. The provisions

offered are agile, flexible, adaptable, developed in collaboration with employers (including LMI data) and Higher Education providers to optimise accessibility and career opportunities for adult learners.

The College Group continues to invest in its curriculum and resources to train adults in sectors that will support the regional economy requirements for the future. Changing demographics in the labour market and the abilities and barriers of the unemployed has meant a real change in the needs of the community. Our Business Growth Team consistently engage with employers and seek new opportunities for our adult learners both with employment opportunities and valuable insights to support effective curriculum design and delivery. In adapting to these changes, the College has developed new courses that focus on the needs of employers and the community.

Re-training courses, pre-employment provision and Skills for Jobs initiatives such as Bootcamps are part of the innovation that Weston College is undertaking in the transformation of provision offered to meet the needs of the local community - now and for the future. This year, we engaged with even more job centres, employers, referral partners and industry specific training providers. Our courses for the long-term unemployed and people with specific barriers have helped learners progress through a structured programme of learning and development while signposting them to the next stage in their personal

journey. This has enabled our adult learners to find appropriate employment including, for instance, employers that have found vacancies difficult to fill.

Provision for the unemployed continued to provide support to those suffering from the effects of the pandemic with successful outcomes including achievement rates above 91%. Positive destinations for unemployed adults in 21/22 was over 90% into further training or employment.





### **Weston College has bucked the national trend and has continued to grow its apprenticeship provision, across all ages and levels, also exceeding national benchmarks with our success rates being 7% above.**

Our enrolments were in the main driven by larger employers utilising their apprenticeship levy funds, however we have seen significant growth in our small, medium employers who were supported by the Government's 'Back for Work' incentives.

As a result of working closely with our employers to develop and grow their Apprenticeship programmes, Weston College was crowned Training Provider of the Year at Bristol and Bath Apprenticeship Awards again this year. The College has been awarded this prestigious award in 4 of the last 5 years and is an impressive achievement in this highly competitive environment. Our achievements didn't stop there - our apprentices also shone with gold and silver awards at the WorldSkills competitions.

We create bespoke apprenticeship programmes tailored to the needs of individual employers and we are seeing the development of our apprentices' knowledge, skills and behaviours culminate in outstanding end point assessment grades. Partnerships with companies such as Avon Fire and Rescue, GKN, Airbus, North Somerset Council, Thatcher's and our local employers have enabled the College to offer apprenticeships in technical and vocational occupations, which are meeting the skill requirements of local businesses. The partnership with Avon Fire and Rescue saw the launch of the new recruitment strategy for apprentice fire fighters resulting in over 45 new apprentices joining the service.

Our strategic partnership with UWE Bristol has enabled us to deliver an increased number of degree apprenticeships in engineering, digital, environmental health and healthcare, utilising both organisations' expertise in apprenticeship and degree level delivery, respectively. The increase in our degree apprenticeship portfolio has seen starts increase by over 30% for a second year running and this opportunity is gaining an interest from both learners and employers which is enabling us to widen our portfolio again to include Project Management and UX Degree in 2022/23. Whilst Degree Apprenticeships are growing in popularity, we remain equally focused on our entry level apprenticeships, with a unique Traineeship model allowing pre-apprenticeship employability and work placement leading to an Apprenticeship. Plans for a growth in our Occupational Traineeships are set for 2022/23.

New provision has been tailored to meet the needs of employers and facilitate greater access to more learners. We have worked with our employers to develop innovative and engaging delivery which maximises the opportunities through digital delivery models, including utilisation of our Virtual Classroom; the Barco WeConnet suite. This is being effectively used with the Environmental Health Practitioner Degree Apprenticeship, where over 20 councils from across the country are able to access this degree programme through a blended learning approach.

We have continued to implement management strategies to counter the impact of COVID 19, enabling our apprentices to effectively continue their learning and obtain valuable support as they re-transition into face-to-face learning. We led a College Collaboration Fund project working with two other colleges to pilot approaches to support apprentices in sectors most adversely impacted by the pandemic. The highly successful project focused on enabling apprentices to expediate their progress as well as building greater capability for apprenticeship staff and employers to support the wellbeing and mental health of apprentices at college and in the workplace.



# SPECIAL EDUCATIONAL NEEDS AND DISABILITIES

**Weston College has been recognised for its outstanding provision which continues to lead nationally through the Centre for Excellence in SEND. Proactively informing the sector, sharing good practice and developing a highly innovative and successful provision for learners. The College places enablement and personalisation at the heart of its strategic plans, creating a highly inclusive ethos and culture led by the Principal and Chief Executive, driving step change in the sector's approach to SEND.**

Learners are central to the planning and delivery process and are empowered to contribute to the strategic initiatives and wider college developments to ensure they are fully involved in the decision-making process and shaping the SEND provision for future learners.

The SEND provision continues to expand and diversify, developing new innovative practice for learners with SEND providing exceptional support in world-class facilities to over 1,300 learners. The overall outcomes for learners with SEND continues to be outstanding with exceptional results including:

- Attendance for learners with SEND meets the 90% college target
- Retaining 95% of learners with SEND and 97% with High Needs
- 86% success for learners with SEND on main programmes with 94% for High Needs and 95% with an EHCP)
- 95% of HN progressed onto positive destinations.

## SEND SUPPORTED EMPLOYMENT EXCELLENCE HUB

Following the highly successful launch of this new initiative, in line with the faulties Careers Excellence Hubs, to ensure synergy and parity in working collaboratively with learners, college staff and employers to secure sustainable employment outcomes for learners with SEND, becoming trailblazers in supported employment thus improving social inclusion, self-esteem, social mobility within the local community.

The work skills focus ensures learners are challenged to develop their skills within a real life context and are able to apply these transferable skills into practice, gaining realistic experiences to make informed choices about their progression and employment opportunities through the introduction of four innovative learning companies with the clear ethos of 'recycle, reuse, rethink'. These provide learners the opportunity to take part in a profitable social enterprise business with a central theme of sustainability and environmental awareness ensuring SEND learners are highly visible and unlocking talent in the learners safe and familiar environment.

## EMPOWER: INCLUSIVE WORKFORCE

Nationally 5.7% of people with a learning difficulty are in employment with 71% of those working part-time and there is a clear need to increase this statistic. Research identifies that they can and do want to work but are often denied the opportunity because there are many barriers to finding meaningful paid work. Therefore, the College has created a platform to support employers and stakeholders to understand and support a step-change in becoming inclusive organisations and achieving Disability Confidence status, developing their understanding of supporting a neurodiverse workforce, navigating the process of recruitment, access to work funding, job carving and effective mentoring processes. It also provide models to support employee's mental wellbeing and investment in training. This will enhance the local economy, the disability confidence of local employers and decrease the dependence on benefits and social care providers by securing paid employment for people with SEND.



## CENTRES FOR EXCELLENCE IN SEND

### THE TEAM'S WORK TO CHANGE AND CHALLENGE PERCEPTIONS HAS RESULTED IN:

- 300+ employers engaged annually in inclusive workplace IAG events etc, many featuring SEND students to inform practice and creating resources
- Engagement in collaborative partnerships e.g. 'We Work for Everyone' has ensured holistic early career conversations are in place with employers, and the triangulation of employer support funds/college funding - to remove travel/financial/personal barriers to success
- 'Digital Inclusion' and 'Assistive Technology' expertise shared with employers, as a Microsoft Showcase College - to ensure resources such as AutoNoMe, Readwrite Gold are transferable into employment
- An unprecedented level of SEND transitional support is offered for employers e.g. support periods can last from 1 month to as much as two years

### SEND DUKE OF EDINBURGH AWARD

This year 85 with SEND have taken part in either Bronze, Silver or Gold Duke of Edinburgh awards, the increase can be attributed to the need to be active and be outdoors with friends after a difficult 18-month post COVID. A total of 19 expeditions took place during the summer term, with 100% successful achievement. This incredible achievement was further uplifted by these learners being picked to support the organisation of the Queens Jubilee Walk.



# LAW AND PROFESSIONAL SERVICES ACADEMY

**The Law and Professional Services Academy is the regional centre of excellence for professional services education. The Academy provides learners with professionally accredited training in law, business, human resources, administration, management, finance, accounting, computing, IT and other professional services.**

The Academy offers classroom and work-based learning options and nationally recognised qualifications so employers can train new staff and upskill existing employees. The College supports employers throughout the process, providing expert guidance on how to fund the programmes through either the Government's Apprenticeship Levy or through Government National Skills Funding, apprenticeship funding and subsidised fees.

The Law and Professional Services Academy has enjoyed a number of notable successes this year including:

- Eleven further students achieved Level 6 Chartered Legal Executive Status after successfully completing Level 3 and Level 6 CILEx qualifications
- Learners on CILEx courses once again significantly outperform national result average pass rates in every examination:
  - *At Level 3 - 91% of exam results at Weston College were passes or above, relative to 67% nationally*
  - *At Level 6 - 84% of exam results at Weston College were passes or above, relative to 63% nationally*
- The virtual learning environment for the CILEx provision further expanded to include two further areas of law and practice - Equity and Trusts and Landlord and Tenant

- The Academy launched two brand new Chartered Institute of Personnel and Development (CIPD) courses; Level 3 Foundation Certificate in People Practice and the Level 5 Advanced Diploma in People Management, including the Level 3 and 5 HR Apprenticeships
- Accountancy courses experienced significant growth in demand for the blended learning flexible Accounting (AAT) programmes offered
- AAT Achievement rates at Level 2, 3 and 4 are once again significantly above national benchmarks.
- The expansion of the Academy provision to meet learner and employer needs has led to the introduction of new high quality media rich online/in class blended learning provision in Accountancy, HR, Law and Management, which is facilitating a more flexible blended learning approach for professionals, as an alternative when work or family commitments prevent them from being able to attend classes.

This year also saw the Law and Professional Services Academy provide outstanding ILM Management Training and Apprenticeships from Level 2 to 5 with bespoke training in response to employer needs. In response to COVID 19 a number of new online and blended learning fast track management courses have been developed and delivered to adapt and respond

agilely to the changing needs from employers to rapidly upskill their managers in relation to effectively managing hybrid teams and their performance.

- ILM Management enrolments have increased as a result, from 47 to 138 learners (194% growth) during 21/22 in response to meeting employer and learner demand. Many of these learners have accessed the training for free under the Government National Skills Fund. This training is supporting the immediate economic recovery post COVID 19, by ensuring future skills needs and gaps are met.
- Weston College are one of the only colleges in the UK who are a licensed partner and distributor of Insights Discovery Training. This commercial training has been successfully delivered on a national scale to enable managers within organisations to develop a greater self-awareness that they need to be successful at whatever they do; whether that's developing themselves, working as part of an effective team, or leading others with authenticity. Through Insights Discovery, delegates gain a common language that has wide-ranging benefits, including connecting colleagues across geographical and cultural boundaries, and providing a safe platform for feedback conversation.

## **University Centre Weston (UCW) is the higher education (HE) division of the Weston College Group and continues to develop and expand. A new three-year strategic plan articulates an ambitious future for UCW which embraces the skills agenda and looks to maximise opportunities for UCW to lead the HE in FE agenda.**

In 2021 UCW was the only college nationally to be successful with the Office for Student (OfS) short course trial. These courses are designed to enable greater access to higher level skills, flexible learning and to help students develop skills required by employers and the economy. UCW are now offering seven short courses in education and SEND enabling potential students to get a taste of degree level study and upskill those in employment.

The West of England Institute of Technology (IoT) continues to meet growth targets and bring investment in resources for UCW students in digital, health and advanced engineering. This year saw the first UCW IoT graduates from the Degree Apprenticeship in Digital Technology Solutions where all students obtained “good degrees” achieving either a 2:1 or First-Class Honours classification.

The number of students undertaking Higher, and Degree Apprenticeship continues to grow with UCW partnering with the NHS, public sector organisations such as the Ministry of Defence and companies such as Rolls-Royce and GKN Aerospace to deliver training for

their staff. A new blended approach to the delivery of the Environmental Health Practitioner Apprenticeship has also enabled local authority employees nationally to undertake a degree with UCW which is accredited by the Chartered Institute of Environmental Health.

Four new full BA (Hons) programmes have been developed in Early Years; Education, Society & Childhood; Graphic Design and SEND & Inclusive Practice with delivery from September 2022. A new Degree Apprenticeship in Digital User Experience (UX) was also approved, along with UCW’s first Higher Technical Qualifications (HTQs). These new HTQ programmes have been designed around the knowledge, skills and behaviours employers require within their workforce to meet skills gaps and support employability of students.

Student satisfaction is high, especially considering the circumstances in which the students completed their studies. UCW’s National Student Survey (NSS) results were strong, they were above the National Average in nearly all areas, including teaching on my course, learning opportunities and overall satisfaction.

There are some outstanding individual performances including a BSc (Hons) Applied Computing student winning Gold in WorldSkills Web Design Competition and another student from the same programme being awarded a fully funded scholarship for Masters in Data Science at Exeter University. In addition, five BA (Hons) Hair, Make-up and Prosthetics for Production students were appointed to the Hair and Makeup Team for the opening ceremony of the 2022 Birmingham Commonwealth Games and a BSc (Hons) Counselling Student presented her work at British Association for Counselling and Psychotherapy (BACP) Research Conference.

UCW continues to develop diverse, flexible provision to meet the needs of its strategic partners and employers, delivering a high-quality experience in excellent facilities whilst also offering outstanding support to enable all students from diverse backgrounds to progress and succeed within Higher Education.

**The West of England Institute of Technology (WEIoT) is part of the Government's expanding network of Institutes of Technology - collaborations between leading employers, Further Education colleges and universities - specialising in delivering high-quality Higher Technical Education and training in Science, Technology, Engineering and Mathematics (STEM) subjects, such as digital, advanced manufacturing and engineering, providing employers with the skilled workforce they need.**

The WEIoT is a consortium of education providers and key employers across the West of England. It is led by Weston College and includes the University of the West of England, Bath College, Gloucestershire College, and Yeovil College as well as a network of key local employers, including GKN Aerospace, Airbus, GE Aviation, Renishaw, University Hospitals Bristol and Weston NHS Trust, St Monica Trust, Jisc, iO Academy, National Composites Centre (NCC), North Somerset Council, Leonardo, Rolls Royce and Bamboo Technologies.

Collaborations between employers and industries have shaped the high-level skills courses available. From apprenticeships to degree level course, the WEIoT is armed to develop skills and drive ambition for students, who are preparing for their first step into a career, already in employment or those wishing to retrain. During the year, WEIoT completed a number of pilots for the DfE to test different modes of learning and pilot government policy.

As part of the expansion of the WEIoT offer, a 'Certificate of Future Technologies' was trialled with over 230 people completing the 50-hour course in a 5-month window of delivery.

WEIoT has also successfully worked with Business West and other key partners to deliver the pilot of the Local

Skills Improvement Plan, and the Skills Development Fund to put employer voices and skills needs in the heart of the future skills direction of the region.

As part of our capital plan, we opened the training space in the GKN Global Technology Centre in Sept 21, and in the summer of 22 we completed the redevelopment of 12 Colston Avenue to create a WEIoT training space, the Bristol Training Institute within Central Bristol. This supports the WEIoT commitment to deliver Technical Education within Bristol, and across the wider West of England region.

The WEIoT is regarded as one of the top performing institutes across the country and has delivered its commitments to the Department for Education again this year. With over 1300 students now in learning across the partnership and the expansion into other employer led initiatives, WEIoT will be providing further opportunities for employers to reskill their employees for the future the WEIoT proves that Technical Education Works.

The WEIoT continues to receive recognition nationally with the IoT being shortlisted for a Beacon Award for its work in providing real work examples and experiences to students and international recognition for the leadership of WEIoT at the World Federation of Colleges and Polytechnics, in June 2022.

WEIoT continues to be a leading light in the development of this important Government initiative that will have a positive impact on many lives within the West of England region.







## Weston College is one of the top four organisations delivering the Prison Education Framework (PEF) contract throughout the UK. A highly experienced team provides purposeful education to nine prisons across the South West, ten establishments in the South East and one new private prison in Northampton.

The estate comprises a variety of prisons including Local Remand, Training, Resettlement, Open and Female, all of which have their own specific requirements but are ultimately focused on employment or progression opportunities for learners.

The fourth year of the PEF contract continued in a “Core Plus” model due to PEF funding methodology not being feasible following and during COVID 19 restrictions. Despite many challenges throughout the year, there were significant achievements, including:

- Successful mobilisation of the delivery of the new contract in partnership with G4S at HMP Five Wells in Wellingborough, Northamptonshire
- Retaining Dynamic Purchasing System (DPS) contracts for Information, Advice and Guidance (IAG) services at HMP Bristol, Eastwood Park and Portland
- Successful transition from in cell learning back to face to face in the classroom and throughout the prisons
- A significant number of Koestler Arts entries resulting in awards for learners across the South West and South East

- Continual liaison with Senior HMPPS/MOJ key contacts and other PEF providers to ensure a joint and consultative approach to new ways of working during Covid recovery
- Continued CPD programs to support staff development and progression including English, Maths and LDD
- Neurodiversity Awareness Training for our HMPPS clients
- Maintained achievement rates above national average with significant improvement in the South East
- Continuous delivery during a time with unstable regimes due to prison staff shortages
- Sustained delivery during a national skills shortage when finding qualified and suitable staff has been challenging
- Restructure of the Quality support team to create a dynamic response to the needs of our curriculum departments in the prisons, whilst gaining support and collaborative training from the Weston College Quality team at main site
- Significant increase in supporting learners with neurodiverse needs through rapid and in-depth screening.
- Creation of a Reading Strategy in line with HMIP’s Prison Education: a review of reading education in prisons report of March 2022 and the corporate Action Plan, with the intended impact to improve reading skills of those in prison who are identified as having a low reading ability through systematic monitoring of progress
- Introduction of several initiatives including forming a relationship with ‘The Outsiders Project’ who are a company who work with unheard voices to support literacy development. Through a project is called “Paperchains” artists who are ex-offenders lead workshops, give dramaturgical advice, direct rehearsals, and develop projects through steering groups.

# INTERNATIONAL

**Following a global pandemic, it would be reasonable to assume that overseas partnerships would have stalled or ceased entirely. Contrary to this, Weston College's initial foray into the international arena has seen significant progress.**

Utilising technology to overcome vast geographical distances, our work with Jingjiang Jiangsu School, in developing a bespoke aerospace manufacturing training centre, has continued to progress on schedule.

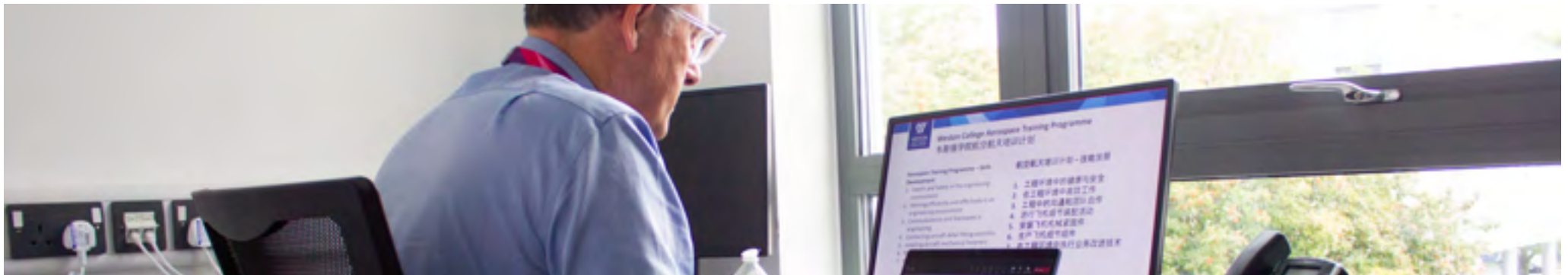
The project involves the development, implementation and ongoing quality assurance of aerospace manufacturing training, onsite at Jiangsu School. Jiangsu School will provide the highly skilled workforce required to operate an aerospace manufacturing facility for a joint venture (JV) partnership involving GKN Aerospace, AVIC International and Shanghai Aircraft Manufacturing Co. Ltd (SAMC - subsidiary of COMAC). The training of the employees for the JV facility involves the development of a range of specific skills and capabilities in manufacturing and assembling metallic and composites aircraft structure, e.g., aircraft fuselage, wings, and empennage. This is the first of its kind in the Jingjiang Jiangsu Province.

The state-of-the-art, 80,000m<sup>2</sup> facility in Jingjiang will offer COMAC, AVIC and Western customers the opportunity to access an important local supply of advanced aerostructures in the country. The JV builds on COMAC, AVIC and GKN Aerospace's proven track record in the global commercial aviation industry. Production is scheduled to begin in Q4 2023, and the workforce is expected to grow to 1,000 employees.

Our partner education organisation Jingjiang Jiangsu School are a large specialized vocational school that caters primarily to students of a similar age range to UK Further Education colleges. Jiangsu School, similar to Weston College, has an outstanding reputation through delivery of excellent outcomes for learners with employment rates, pass rates and student satisfaction rates in the high 90s year-on-year. The School boasts a national level engineering training centre with 85 practical laboratories and workshops

specialising in electrical and electronical, hydraulics and pneumatics, numerical control machining, computer networking technologies, and automobile maintenance. Aerospace manufacturing will be a new strand of activity for the school, drawing on the expertise and established educational systems currently delivered at Weston College.

To date, Weston College has supported Jingjiang Jiangsu School through developing a bespoke Aerospace Curriculum and has commenced 'train-the-trainer' CPD for their staff. Travel restrictions have led to innovative approaches to this training whereby Jingjiang Jiangsu staff have been brought into our workshops and classrooms through digital technologies to experience Weston College pedagogical approaches to aerospace training delivery.



## **As the primary onsite temporary recruitment service provider to Weston College, Forward Futures Ltd has continued to provide academic, business support and service sectors cover associates at its Weston-super-Mare campuses and more widely throughout the South West and South East under the Prison Education Framework contracts in Kent, Surrey and Sussex.**

The 2021/22 academic year has continued to create opportunities for those wishing to begin or further develop their careers in the FE and HE sector. Forward Futures is known for offering a clear pathway for applicants to secure permanent roles within the Weston College Group, with a number of high calibre associates being successful. Around 90% of Forward Futures associates who apply and interview for a Weston College permanent role are successful in their appointment. Due to the flexibility of the agency and its contract options, Forward Futures help bridge the gap between industry and the classroom, while giving applicants the chance to upskill into a teaching role within the Group.

The development of teaching, learning and assessment practice in agency staff is a continual focus in maintaining the College's excellent outcomes and improving the learner experience.

### **KEY DEVELOPMENTS**

- Improved website and wider use of social media platforms
- Blended approach to interviewing candidates with face-to face and online
- Creation of customer focused communications via iTrent
- Collaborations with HR to automate learning events for smooth on-boarding process
- Further development of an Associate SharePoint page with central location 'quick links' for an easy on-boarding process
- Partnerships with Opportunities North Somerset and Job Centre Plus to fill vacancies and lower unemployment in the local community
- Partnerships with The Jobs Fair to target South East vacancies
- Bi-monthly Recruitment Hubs in the local community
- Partnership with UCW to support the successful recruitment of Student Ambassadors and to build connections with students regarding graduate opportunities within the Weston College Group and Forward Futures

The organisation has continued to recruit industry-based associates, especially within the digital sector, construction, and engineering sectors. This has benefited the departments and students by imparting first-hand and current knowledge of the requirements and standards expected by employers in their chosen industries. There is also a continued supply of learning support assistants to the College's exemplar Faculty of Inclusive Practice. As the number of Forward Futures associates has increased, so has the number of high calibre associates securing permanent roles with the College.

# INSPIRATIONAL EVENTS AND INVESTMENTS

**While all sectors of the world's economy are affected by the coronavirus outbreak, the hotel, leisure, retail and travel industries have been hit particularly hard. Following a continued increase in the number of positive cases and the signalling of an imminent national lockdown, the Winter Gardens and the Lauriston Hotel temporarily closed in March 2020.**

Throughout the period of lockdown both facilities were used by the College and partners to support wider community requirements including being used as a lateral flow test site, vaccination clinics, and teaching and training facilities.

Since reopening the Lauriston, the facility has taken advantage of the 'staycation' boom and numbers of bookings are at a high since the College took over ownership. That said the ability to attract new staff is particularly difficult both in terms of long-term appointments and short-term cover due to exits from the industry as a result of the pandemic.

The College intends to look at new partnerships within this area to create further advancement during the 2022/23 academic year.



# Section 3

LEADING THE WAY - VALUE ADDED

- DIGITAL EDUCATION
- MENTAL HEALTH
- CAREER EXCELLENCE HUBS
- WORLDSKILLS UK INNOVATION NETWORK

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## **The landscape is changing with technological progress continuing to evolve the way we live, learn and work. Demand for new and emerging skills require increasingly flexible and responsive solutions to delivering education and training. Weston College's virtual classroom lead the way in adapting on-campus facilities to deliver high quality virtual training.**

Winning the 2021/22 AoC Beacon Award for the effective use of technology in Further Education, Weston College have since progressed a scaling up of virtual classroom installations for launch in 2022/23. New virtual classroom facilities located at each campus will enable simultaneous on-campus and online learner attendance, providing new flexibilities for learners to continue learning from the workplace.

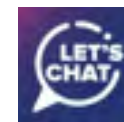
To further enhance our innovative digital education and training, Weston College has continued to invest in new and emerging technologies and resources. Immersive applications are opening new opportunities for extended reality in education, including 360-degree video environments for simulation with Virtual and fully immersive VR applications in Health with SimX. The introduction of new technologies demands a modern IT infrastructure to deliver secure, reliable, and high-quality learning and working experiences. Weston College has continued to invest in its digital estate, introducing new infrastructure upgrades and significantly increasing access to 2-in-1 laptop devices that work seamlessly across campuses. Self-issue technology has been expanded to increase on-demand access to laptops for learners, approaching nearly 600 self-issue devices. Combined with the cross-college 'Get Help With Technology' scheme, learners subject to digital poverty can access the technology they need to succeed.

Weston College's partnership with Microsoft was further strengthened in 2021 with the signing of a shared goals agreement, a statement of intent for developing future ready skills for a digital economy. As learners and staff continue to use real-world digital tools for productivity and collaborative working, new enhancements were introduced to develop higher level digital skills with the introduction of Azure Lab Services and the new Microsoft Certified Fundamentals certifications. The college's work in this area was further recognised by securing Microsoft Showcase College status for a fourth year.

The College's dedicated digital learning team continued to develop innovative and bespoke digital education, including driver simulation for HGV training and a suite of new online programmes for sustainability, employability, and personal wellbeing. New digital content for safeguarding and Prevent was tailored specifically to our college community, adding meaningful context and relevance for these key themes. The introduction of a new project-based blended learning framework underpins continued work with faculties and subject teams to extend and enhance learning with digital content and activities that are relevant, engaging and rewarding.

Weston College's multifaceted approach to digital education represents an end-to-end strategy of

investment in our infrastructure, resources, staff development and innovation process. A commitment that continues to add value by enhancing the quality and flexibility of our outstanding education and training. Throughout the 2021/22 academic year, new capabilities, resources, and approaches were introduced to position Weston College as a leader in creating the workforce of the future.



## Weston College continued to pioneer its holistic approach to mental health and wellbeing during another incredibly challenging year.

There may have been no national lockdowns, but the impact of the COVID 19 pandemic is clear to see, and the challenges faced by our community have no doubt intensified. Sir Paul Phillips continues to spearhead the College's innovative approaches, which in the summer of 2021 saw the launch of the College's new mental health and wellbeing strategy - **Wellbeing@Weston**.

Wellbeing@Weston is our own educational mental health and wellbeing innovation framework and brand that aims to optimise the health and happiness of the whole College community by placing wellbeing, connectivity and accessibility at the heart of all we do through. The strategy is designed to ensure that best practice is shaped and shared through a collaborative approach to partnership, placing real emphasis on research and inclusivity, all of which is sustained in a whole College approach that centres on the four cornerstones of Leadership, Prevention, Intervention and Partnerships.

Key achievements in the first year of Wellbeing@Weston included a whole college term under the banner 'You Matter', which raised the profile of mental health and wellbeing which included our own wellbeing festival 'WellFest'. Collaborations with the government's UK Youth Mental Health Ambassador, Dr Alex George and numerous other experts within the field, as well as the launch of our digital wellbeing portal and inaugural learner wellbeing survey that was then used to put in place targeted wellbeing packages across the college community.

In addition to the above, the College continues to work with national partners such as the Anna Freud Centre and the Association for Colleges (AoC) to ensure collaboration and community in our approach to mental health and wellbeing. We were asked to again present at the AoC Mental Health Conference, this year on the topic of behaviour and its correlation with the emotions. The SEND Centre for Excellence also delivered various webinars and conferences on mental health which continues to provide vital support to other colleges.

The College's support services continue to play a vital role in the College's work to support learners to develop their character and help them know how to keep physically and mentally healthy in addition to creating a safe, supportive and positive environment.

- Of the 2,000+ college learners who accessed welfare and pastoral support in 21/22, 99.5% completed their programme.
- The very large majority of learners (91.7%) felt the College did a great job in supporting them with their mental health.
- 99.19% learners feel safe at college.

Mental health training continued and remains an integral part of the College approach to staff development. For the 21/22 academic year, Weston College has become the first college in the country

to support staff achieve the MHFA Suicide First Aid certification in addition to having nearly 200 staff holding the MHFA. All staff that hold a MHFA certification now participate in a steering group led by the Excellence Lead in Mental Health to ensure best practice is shared and the provision continues to evolve.

In the last 12 months, Weston College continues to be recognised for its innovative approach to wellbeing and mental health support. We were proud to see our Welfare and Pastoral Support Services Manager, Mandy Lee be announced as the winner of the 'Outstanding Contribution to Student Services' award at the National Association for Managers of Student Services (NAMSS) Conference 2022. In spring 2022, the College was announced as the first education institution to have achieved the Association Accredited Learning (AAL) People, Culture and Wellbeing Quality Mark. This recognises the College as being at the forefront of employee health and wellbeing support and further validates the impact the College has in terms of developing an inclusive workforce. This was followed in the summer, by becoming the first College in the UK to be awarded the Carnegie Centre of Excellence for Mental Health in Schools 'Further Education Mental Health Award' - Gold Status, which highlighted the College using an evidence-based approach to build an emotionally-happy environment that clearly enhances student outcomes.



## After their inception and launch within curriculum at the start of the 2021-22 academic year, the fourteen Career Excellence Hubs (CEH), with their own brand and colour identity, had a significant impact on the development and outcomes of our learners.

With the intention of bringing education and industry closer together through our endorsing employers, in order to bridge the UK skills gap, this innovative approach to our study programmes ensured that learners developed the technical skills, knowledge and behaviours to thrive in their chosen careers.

Employer Trudi Parr, People and Development lead from Mollie's, spoke about what being part of the Career Excellence Hub means to them:

*"The Career Excellence Hub helps us provide additional support and structure and gives us an additional platform to reach and enrich the future lives of people joining the hospitality sector and at Mollie's. We want all our team to have a clear career pathway and for us to be able to provide the tools that enable this. Being part of the Career Excellence Hub will help us achieve our goal and promise our team the investment and support in building a longstanding career."*

Our endorsing employers also validated the curriculum offer ensuring the skills and content learners were taught met the needs of the sector. These employers provided opportunities for teaching staff to maintain their currency and update their technical skills and knowledge which ensured teaching staff remained as sector experts who inspired our learners.

Learners benefitted from the breadth of opportunities and exposure the CEH provided them which included engaging in live projects, trips and residentials, work experience and industry placements which created employment opportunities for learners. Guest lectures and masterclasses also provided learners with opportunities to learn and develop new skills. In some CEH's, employers provided mentoring and coaching to learners as they supported them through different activities and projects. Employers sat on assessment panels providing feedback to learners and ensured their technical skills were developed beyond the qualification and raised learners' aspirations. This was underpinned by the focus on WorldSkills and our 'competence to excellence' ethos and approach.

*"This year, Unique Hair are so excited that we are getting involved with the Careers Excellence Hub as an endorsing employer. This will allow us to impact the future of our industry by influencing what is taught in the curriculum, delivering master classes and offering more opportunities to learners to gain valuable experience."*

**Emma - Unique Hair**

Being part of a CEH ensured that learners were able to study and learn in state-of-the-art facilities and use equipment or resources which were validated by employers. Industry Advisory Boards and wider labour market information ensured that every CEH was meeting the needs of every CEH sector.

To evidence the impact and quality of Career Excellence Hubs, the College has created its own innovative careers audit tool that is firmly embedded into the College's own quality cycle and that triangulates key frameworks including Gatsby, the CDI framework and the College's own Career Excellence Hub charter. As a result, we proud to be able to state that Weston College scores 100% against 7/8 Gatsby Benchmarks with score of 80% on benchmark 8 and achieved national recognition in May 2022 being announced as the winner of the Association of Colleges (AoC) Beacon Award for Innovation in Careers for this approach and the College's wider careers advice strategy - **'Making Careers Everyone's Business'**.

## Weston College is proud to have been selected to be part of the WorldSkills UK Innovation Network in 2020/21, as well as being invited to become part of the WorldSkills Centre for Excellence the same year.

The College was just one of twelve institutions to join the first wave of 20 colleges selected, taking part in a national elite CPD training programme in partnership with NCFE.

The work forms part of the College's ambition to embed the WorldSkills UK ethos of teaching 'beyond the qualification' across the curriculum - designed to take learners from 'competence to excellence', increasing both their ambition and earning potential.

The programme led by the College's WorldSkills UK Lead Educator, Jenna Ratcliffe supported by the Quality Team's Libby Tavener has seen an impressive CPD cascade to over 300 teaching staff, (including prison education), and the creation of the "WorldSkills 5' educators to sustain the work - who have spent 60 hours of intensive continual professional development with the renowned WorldSkills UK High Performance Coach, Laura Leong with the following achieved:

- The new tools and practices 'of going beyond the qualification' have been integrated into the college's CPD programme and tailored so they can be mainstreamed across the college curriculum
- The core techniques of 'moving from competence to excellence' and pressure testing have been adopted as key mechanisms to raising standards

- Strong links to industry are embedded to ensure the approaches are in line with the skills employers need
- The College has now taken these approaches further, looking at how they can be used to improve the teaching of HE and exploring how they can be incorporated into their delivery of training in prisons.

As well as becoming a leading member of the WorldSkills UK/NCFE Centre of Excellence programme, the College has substantially increased the number of learners taking part in competitions (13 in 2019 to 62 in 2021), and expanded the range of curriculum areas involved, including foundation learning for 2022.

Further embedding competition skills into the curriculum, is a key strategy to continue to aim for excellence, with feedback on competition practice used to help learners recognise the skills that employers need and improve key employability skills in areas such as problem solving, resilience, confidence and teamwork.

In 2022, five Weston College/UCW learners were crowned national finalists within Digital, Hair and Beauty and Motor Vehicle with two medals secured - a GOLD medal in Web Design for UCW Applied Computing BSc student Jack Kimmins, and a SILVER medal in Automotive Technology for Motor Vehicle

Apprentice (Carbase) Luke Merchant. The College continues to actively develop competition practice, hosting both the regional Hair and Beauty WorldSkills UK qualifiers, and as the national 'Competition Organising Partner' for Web Design overseen by the College's WorldSkills UK International Training Manager Jason Hill.



# Section 4

## INTENT, IMPLEMENTATION AND IMPACT

- IMPACT ON STUDENTS
- IMPACT ON EMPLOYERS
- AWARDS
- THE YEAR IN HEADLINES
- THE YEAR IN NUMBERS
- CORPORATION DURING THE ACADEMIC YEAR
- GOVERNOR TRAINING AND DEVELOPMENT

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# 4

# IMPACT ON STUDENTS

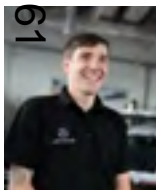


## JACOB

After completing his course at Weston College, Jacob completed his Degree in Photography at UCW and further completed his Masters at The University of Gloucestershire.

After starting a pop-up studio in his hometown of Burnham-on-Sea and working as a Creative Director for a charity, Jacob is now focused on his successful freelance photography business.

**Course studied:** Level 3 Photography BTEC



## ROB

Rob commented that completing the course with Weston opened opportunities he otherwise wouldn't have been offered, due to the close working relationships with

companies. This was how he was able to begin networking with Mercedes-Benz and has now secured a career with them.

**Course studied:** Light Vehicle Maintenance and Repair, Level 3 Diploma



## GEMMA

Gemma achieved A\* French, an A in Law and a B in Politics and is currently in France studying French at University of London Institute in Paris.

**Course studied:** A Levels student



## EMMANUEL

Emmanuel joined the British Army and after being deployed on numerous exercises, he began training with Team Bath, representing the British Army and

his home country Ghana in the men's 73 kg Judo event at the 2012 Summer Olympics. Alongside this incredible feat, Emmanuel graduated from University Centre Weston.

**“ Life is a journey; it is certainly not a sprint but a marathon. I remember trying to complete my degree at UCW while focusing on my athlete and army career. Thanks to the lovely support and scholarship from Weston I was able to realise my dreams. ”**

**Course studied:** BA (Hons) in Business Management and Sustainability



## JACK

Since completing his degree apprenticeship, Jack has taken up a role with Rolls-Royce Submarines, where he works as a mechanical engineer. An exciting role which he is enjoying, and comments that his apprenticeship has really helped prepare him for it.

**Course studied:** Nuclear Engineering Degree Apprenticeship



## BETH

Beth says that completing ILM Leadership and Management Diploma course has allowed her to secure a senior role within her team and given her the skills and knowledge to run the project team confidently.

**Course studied:** ILM Leadership and Management Diploma

# IMPACT ON EMPLOYERS

**Partnership working is a key focus of the Weston College Group. We work with businesses and organisations across the region and beyond to provide the skills that employers need for their future workforce.**

“ Weston College is an important partner for Visit Somerset, supporting businesses across Somerset and beyond. 2021/22 has been a challenging period for the visitor economy but the College has been visible and supportive, which is the exactly the spirit of our partnership – collaboration. In the past few years, we have successfully worked together to deliver projects including digital media and hosting events regarding the skills agenda, inclusivity and the importance of health and well-being. Going forward, we will collaborate to support businesses with the digital agenda. The value of this partnership is unrivalled, and the relationship is built on a foundation of partnership working and communication, with a shared agenda. ”

**John Turner**

*Chief Executive Office,  
Visit Somerset*



“ We enjoy an excellent working relationship with Weston College. The pandemic has been a hugely challenging time for many businesses and it’s clear that the team are proactively supporting employers with options regarding both skills’ development and talent retention in a tightening labour market. NatWest are proactively engaging with future talent at Weston College through our Accelerator Hubs and Entrepreneurs. The Bank is a Careers Excellence Hub partner, supporting the future workforce, and our digital team are mentoring students in the Spacebar tech hub in Weston. We look forward to developing this rewarding relationship over the next 12 months, inspiring future talent, and helping businesses across the region invest in their people so they can embrace the opportunities the new economy is presenting. ”

**Matt Hatcher**

*Director,  
Natwest Bank*



“ Weston College has been actively supporting businesses during a challenges time for employers. The College places a key focus on supporting SMEs, evidenced by its participation in the Workforce for the Future project funded by the West of England Combined Authority. Their online COVID-19 Recovery Hub provides clear guidance in one place, helpful for employers to understand the various government incentives available. We enjoy an excellent working relationship with the College, and we look forward to further collaboration in 2022 and beyond. ”

**Sam Holliday**

*Development Manager,  
Federation of Small Businesses*



“ With many people being affected by the pandemic, Seetec Pluss continues to work with partners including Weston College to offer employment support to those seeking a new job or career. Weston College are a key partner for Seetec, a responsive training provider with excellent training facilities. The team understand partnership working and we look forward to further joint working in 2023 and beyond, ensuring many people across the region receive employability training and support, transitioning into careers with local employers. ”

**Stewart Holdsworth**

*Strategic Partnerships Director,  
Seetec Pluss*

**Seetec**  
PLUSS

“ Skills and recruitment continue to be a key issue for Lloyds business customers and Weston College offers courses and apprenticeships relevant for employers, providing industry standard training facilities. By working with the team at Weston College, we have successfully delivered business events and they make it easy to work in collaboration in addressing the South West skills gaps. ”

**Chris Loach**

*Area Director, Bristol & Bath,  
Lloyds Bank*



**LLOYDS BANK**



# IMPACT ON EMPLOYERS

“ Weston College is an important and valued member of the West of England Initiative at Business West. 2021/22 has presented many challenges, but the College have responded by being visible and supportive to businesses and stakeholders in the region. The College also continues to invest in high-quality training facilities supported by the West of England Institute of Technology. Through the Government agenda to align industry with skills provision, we look forward to working with Weston College to develop our Local Skills Improvement Plan, ensuring skills provision continues to meet the needs of regional employers. ”

## James Durie

Chief Executive,  
Bristol Chamber & West of England Initiative,  
Business West



“ Weston College is an important and valued partner of Somerset Chamber of Commerce. 2021/22 has presented many challenges, but the College has responded by being visible and supportive to both the Chamber and our business membership throughout the pandemic. Skills and recruitment remain an important theme for our region to prosper in 2023 and beyond, and I’m confident that our excellent relationship with the College, which is built on a foundation of strong communication and a shared agenda, will continue to evolve for the benefit of the region. ”

## Alistair Tudor

Commercial Operations Manager,  
Somerset Chamber of Commerce



“ Wessex Water now have over 100 apprentices training with Weston College. Apprenticeships are an important part of our workforce development strategy and we have accessed a range of provision and trained construction civil engineers, to engineering maintenance and water process technicians, and we have maximised our apprenticeships levy to upskill managers. The College understands our business and vision for developing our staff, and through strong account management, we work collaboratively based on a spirit of partnership and collaboration. We look forward to developing our relationship with Weston College in 2023 and beyond. ”

## Becca Thurston

Early Careers Manager,  
Wessex Water

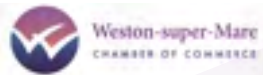




“ Weston College is a key local partner for Weston Chamber of Commerce, supporting businesses in the town to access skills advice and training programmes. We have joined forces on various initiatives during the pandemic through a spirit of communication and collaboration. The College is working with the Chamber to support a new vision for Weston through the Weston Place Agency, ensuring our local businesses thrive following the pandemic. ”

**She Shillabeer**

*President,  
Weston Chamber of Commerce*



“ As a large regional employer offering a wide range of exciting career opportunities it is fantastic to collaborate with Weston College across a number of initiatives. Weston College delivers excellent training solutions for local businesses using innovative and leading-edge facilities, with strong community outreach and skills programmes. We look forward to continuing to developing our partnership further in the future. ”

**Dave Lees**

*CEO,  
Bristol Airport*



# AWARDS

## In 21/22 the College was recognised regionally and nationally for both its leadership and its impact with students and apprentices.

It was a stellar year for Sir Paul Phillips who collected Principal of the Year from the National Centre for Diversity Annual Awards (UK FREDIE) and over the summer was awarded a Knighthood. The Knighthood was made by Her Majesty the Queen in this year's Jubilee birthday honours list in recognition of his services to education and in particular his leadership

commitment to key national educational agendas such as mental health, higher technical education and inclusive practice for which he has shown a lifelong commitment, sharing best practice as the National People Lead, for one of three Department for Education National SEND Centres for Excellence in the UK - a status awarded to the College in 2019.



Winner of international award **(GOLD for Strategic Leadership)** at the World Federation of Colleges and Polytechnics Global Awards of Excellence

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**Winner** of the AAC Awards for Engineering and Manufacturing Apprenticeship Provider of the Year



**Winner** of the Bristol and Bath Apprenticeship Training Provider of the Year



**Winner** of the Apprenticeships Campaign of the Year for FE Week and AELP AAC Apprenticeship Award Promoting



**AoC Beacon Award winner** of the Jisc Award for Effective Use of Digital Technology in Further Education



**AoC Beacon Award winner** of the Careers and Enterprise Company for Innovation in Careers and Enterprise Award.



**AoC Beacon Award finalist** of the Edge Award for Excellence in Real World Learning



**Outstanding Contribution to Student Services** award from National Association for Managers of Student Services (NAMSS) Awards - for our Welfare and Pastoral Support Services Manager, Mandy Lee



**The first education institution to** have achieved the Association Accredited Learning (AAL) People, Culture and Wellbeing Quality Mark.



**The first College in the UK** to be awarded the Carnegie Centre of Excellence for Mental Health in Schools 'Further Education Mental Health Award' - Gold Status



The hospitality and catering department were **awarded** the Outstanding Industry Partnerships award at the Professional Association of Catering Education (PACE) awards.



# THIS YEAR IN HEADLINES



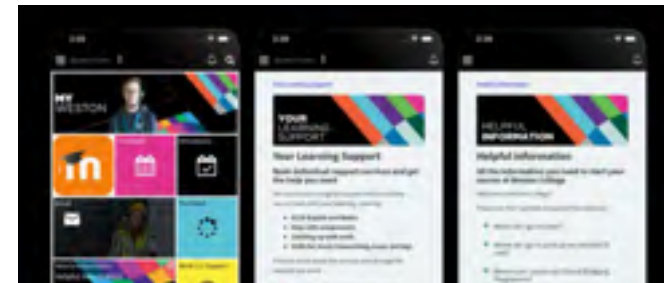
## A QUEEN'S GREEN CANOPY TREE

We were delighted to receive a special tree from The Queen's Green Canopy (QGC) "Tree of Trees" which stood tall as a message of hope, regeneration and optimism to the nation and the world as part of the Platinum Jubilee weekend celebrations.



## WESTON COLLEGE TRAIN CHINESE TEACHERS

Engineering faculty supporting the team at Jingjiang School, with the development of a range of specific skills and capabilities in manufacturing and the assembling of metallic and composite aircraft structures, e.g., aircraft fuselage, wings, and empennage.



## NEW STUDENT APP LAUNCHED

"MyWeston" is an integrated app and portal for Weston College learners which personalises communications and consolidates access to all college systems - Basically, everything students need, all in one place!



## CILEX RESULTS EXCEED NATIONAL COMPARATORS AGAIN

At Level three 91% of exam results at Weston College were passes or above relative to 67% nationally for the same units. At level six 84% of exam results at Weston College were passes or above relative to 63% nationally for the same units!



## A TOAST TO T LEVELS

Weston College celebrated the success of the first ever Digital T Level cohort with a 100% pass rate, including some highly impressive results, with Distinctions and Distinction \*'s, with one learner receiving a scholarship for his university course on the back of such fantastic grades.



## INCREDIBLE RESULTS FOR A LEVELS

A 96% pass rate was achieved; across the twenty-one different subjects delivered. The highest grades were achieved by 66% of learners.



### **INSTITUTE OF TECHNOLOGY ANNOUNCES EXPANSION PLANS TO SUPPORT BRISTOL CITY REGION**

With Bristol being one of the largest hubs for digital and professional services industries outside of London, the new centre, named as the Bristol Training Institute, will offer courses tailored to the specific needs of employers in the city region.



### **PRINCIPAL AWARDED A KNIGHTHOOD**

Sir Paul Phillips was recognised for his services to education and in particular his leadership commitment to key national educational agendas such as mental health, higher technical education and inclusive practice for which he has shown a lifelong commitment.



### **ESPORTS TEAM REACH SEMI-FINAL FOR BRITISH ESPORTS CHAMPIONSHIP**

The learners achieved a win in all their games in the lead up to Winter split. Because of their placement and results, the team was placed in Division 1.



### **WESTON COLLEGE DELIVERS SUSTAINABILITY AND SOCIAL ACTION BUSINESS BREAKFAST**

The event reflected on actions being taken by the College, in response to the Government asking the education sector to bridge the skills gaps in order to progress the key national sustainability and social action agendas.



### **COLLEGE GETS WORLD CLASS SKILLS BOOST**

Weston College is one of 12 leading institutions (colleges and Independent Training Providers) to have been selected to join the skills revolution by becoming part of WorldSkills UK's Centre of Excellence.



### **COLLEGE RETAINS CENTRE FOR EXCELLENCE IN SEND**

Weston College has been successful in continuing to lead the sector for the next three years in partnership with the Education Training Foundation, as a delivery partner on behalf of the Department for Education's Universal SEND services.

# THE YEAR IN NUMBERS

## Finance

### Income

**£33,097,000**

Funding Body Grants

**£9,125,000**

Tuition fees & contracts

**£6,660,000**

Other Grants and contracts

**£30,629,000**

Other Income

**£3,000**

Investment Income

**£69,514,000**

Total Income

### Surplus

**£218,000**

Surplus before other gains and losses

**£3,075,000**

Surplus before pension adjustments (ESFA Specific)

### Expenditure

**£43,488,000**

Staff Costs

**£92,000**

Restructuring Costs

**£22,107,000**

Other operating expenses

**£2,853,000**

Depreciation

**£756,000**

Interest & other finance costs

**£69,296,000**

Total Expenditure

## Demographics

### Students by Gender

**49.4%**

Male

**50.6%**

Female

### Students by Age

**46.3%**

Under 21

**21.1%**

21-30

**32.6%**

Over 30

### ADULTS

More than 6,507 people aged 19 or over are enrolled at the College; 1,360 on an apprenticeship and 1,077 studying higher education courses at University Centre Weston.

All numbers presented subject to external audit inspection.

### Number of enrolments (UCW)

**686**  
Full-time

**391**  
Part-time

### Number of enrolments

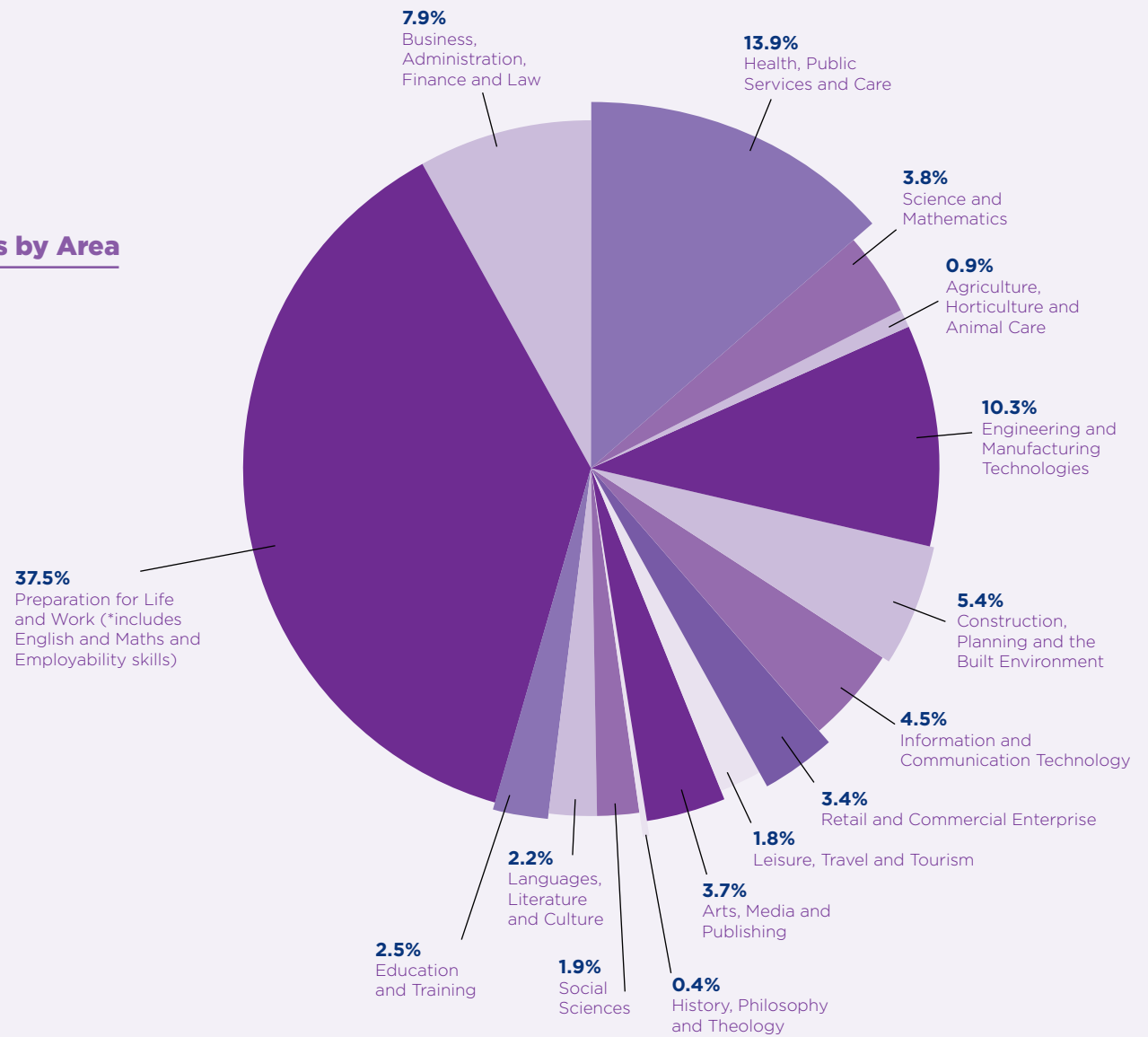
**23**  
Under 16

**9,043**  
16 to 18

**16,517**  
19 and over

**25,633**  
Total

### Enrolments by Area



# CORPORATION DURING THE ACADEMIC YEAR 2020/21

<b>Governor</b>	<b>Role</b>	<b>Background</b>
<b>Sir Paul Phillips</b>	Principal and Chief Executive	Education, Business and Finance including NLFE
<b>Andrew Leighton-Price</b>	Chair of Corporation, Chair of Remuneration Committee, Chair of PEF, Contracts and Commercial and Subsidiary Boards	Audit and Finance
<b>Jo Midgley</b>	Vice Chair of Corporation Chair of CQC Governance Committee Chair of Curriculum Committee	Higher Education
<b>Ian Porter</b>	Lead Governor for Health and Safety and Sustainability	Industry
<b>Grahame Paine</b>	Lead Governor for Safeguarding	Finance
<b>Paul Ashbee</b>	Link Governor Industry	Industry
<b>Gemma Day</b>	Link Governor for Student Governors	Commercial and HR
<b>Ann Driver</b>	Governor	Education and Governance



<b>Governor</b>	<b>Role</b>	<b>Background</b>
<b>John Turner</b>	Governor	Business
<b>Alex Nestor</b>	Governor	HR and Commercial
<b>Mark Canniford</b>	Chair of Audit Committee	Commercial
<b>Pacqui Mills</b>	Governor	Public Relations
<b>Tona Waters</b>	Staff Governor (non-academic), Chair of Search Committee	Education
<b>Maxine Park</b>	Staff Governor (Academic)	Education
<b>John Penrose</b>	Corporation Associate	Education
<b>George Reah</b>	Associate Governor	Industry
<b>David Jacobs</b>	External Advisor Audit Committee	Audit



# GUIDE TO THE ETF GOVERNANCE DEVELOPMENT PROGRAMME

# GOVERNOR TRAINING AND DEVELOPMENT

**In preparation for the government's new accountability reforms, the College has been developing its own bespoke Introduction to FE Governance CPD course, having this year been piloted by the Clerk and Vice Clerk to the Corporation – designed to increase understanding of effective governance and collective accountability**

This is part of the College's ongoing governor training and development offer, where governors will also have access to all existing College CPD that is currently made available to all College staff, as well as being offered a suite of governance modules within the Education and Training Foundation's Governance Development Programme commissioned by the Association of Colleges (AoC).

For more information click [HERE](#)

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## **INTERESTED IN BECOMING A GOVERNOR?**

If you are passionate about education and would like to know more about being a College governor, please visit the governing body webpage [HERE](#) or email the Clerk to the Corporation Jill Clarkson [jill.clarkson@weston.ac.uk](mailto:jill.clarkson@weston.ac.uk).

We are always looking for dedicated people from all walks of life that can bring a variety of skills and experience to the role, and who have the qualities to support the College in its goal to become 'outstanding'. Attributes may include:

- An understanding of, and interest in, education
- The ability to work as a member of a team
- Ability to think forward and to be pro-active
- Specific expertise, e.g. financial or audit knowledge

All new governors receive a comprehensive and welcoming induction and are supported in the first instance with their application through their contact with the Search Committee, who offer an inclusive and fair, open recruitment policy. All governors are expected to adhere to the 7 Principles of The Seven Principles of Public Life (also known as the Nolan Principles) [CLICK HERE](#) for more information.

# CONTACT US

**01934 411 411**

**[www.weston.ac.uk](http://www.weston.ac.uk)**

**[enquiries@weston.ac.uk](mailto:enquiries@weston.ac.uk)**

## **Knightstone Campus**

Knightstone Road, Weston-super-Mare,  
BS23 2AL

## **Loxton Campus**

Loxton Road, Weston-super-Mare,  
BS23 4QU

## **South West Skills Campus**

Locking Road, Weston-super-Mare,  
BS22 8NL

## **Construction Training Centre**

Locking Head Drove, Weston-super-Mare,  
BS24 7NA

## **Winter Gardens**

South Parade, Weston-super-Mare,  
BS23 1AJ

## North Somerset Council

### Report to the Partnerships and Corporate Organisation Management Overview Policy and Scrutiny Panel

**Date of Meeting: 2<sup>nd</sup> March 2023**

**Subject of Report: Elections Act and North Somerset Local Elections 4<sup>th</sup> May 2023**

**Town or Parish: All**

**Officer/Member Presenting: Samantha Usher, Electoral Services Manager**

**Key Decision: No**

**Reason:**

No decision being taken.

**Recommendations**

That the Panel receives the update on the Elections Act implementation and the arrangements for the forthcoming North Somerset local elections on Thursday 4<sup>th</sup> May 2023 and offers any observations for consideration by the Returning Officer.

**1. Summary of Report**

This report provides an update on the planning and actions undertaken to ensure the effective and efficient delivery of the forthcoming North Somerset District and Parish elections. It also notes the provisions of the Elections Act 2022, the impact this will have for these elections and the steps being taken to ensure those who are eligible are able to cast their vote at the polling station.

**2. Policy**

The delivery of the election aligns with the North Somerset Council Corporate Plan vision of openness and fairness and is reflected in the priority to achieve a council which empowers and cares about people.

**3. Details**

3.1 The next scheduled elections for North Somerset Council and the town and parish councils throughout the North Somerset area will take place on Thursday 4<sup>th</sup> May 2023.

3.2 The elections are for 50 seats across 35 wards for North Somerset Council, and for 39 parish / town councils across 68 wards.

3.3 The total eligible electorate size for North Somerset is over 166,000, with approximately 28,000 voters choosing to use a postal vote.

3.4 Preparations for the May elections continue to progress. Processes that can be undertaken ahead of the notice of election and nominations period are on track to completion - premises have been confirmed for the postal vote issue and opening, polling and count venues, staff appointments are being made, briefings have been delivered to parish councils and prospective candidates, a timetable has been agreed with our printers and the website has been updated with detailed information and resources for voters and candidates and their agents.

3.5 A reminder of the election timetable as follows showing the key dates that any potential candidates along with prospective agents will wish to be aware of:

Publication of Notice of Election	20/03/2023	
Start of Nominations	21/03/2023	
Close of Receipt of Nominations	04/04/2023	4.00pm
Delivery of Notice of Withdrawal of Candidature	04/04/2023	4.00pm
Appointment of Election Agents (District only)	04/04/2023	4.00pm
Publication of Statements of Persons Nominated	05/04/2023	4.00pm
Bulk despatch of postal votes by Royal Mail	17/04/2023	
Deadline for Registration applications	17/04/2023	Midnight
Deadline for Postal Vote & Postal Proxy applications	18/04/2023	5.00pm
Deadline for Voter Authority Certificate applications	25/04/2023	5.00pm
Deadline for ordinary Proxy Vote applications	25/04/2023	5.00pm
Deadline for appointing Poll and Count Agents	26/04/2023	
Day of Poll (7.00am to 10.00pm)	04/05/2023	
Verification of the votes (following close of poll)	04/05/2023	
Counting of the votes	05/05/2023	

3.6 Completed candidates' nomination forms must be delivered by hand to the Returning Officer at the Town Hall in Weston-super-Mare between 10am and 4pm on any weekday between Tuesday 21 March and Tuesday 4 April inclusive. Once formally submitted they cannot be returned, so the use of an informal checking process is encouraged prior to submission although this is by appointment only. Appointments can be made by emailing [candidates@n-somerset.gov.uk](mailto:candidates@n-somerset.gov.uk).

3.7 The verification of the votes will start following the close of poll as ballot boxes are delivered to the count venue. The counting of the votes will take place on Friday 5 May and will start with the district papers. It will then move on to the parish count as the day progresses. Declaration of results will be made following completion of each electoral area count.

## **Elections Act 2022**

3.8 The Elections Act 2022 was passed through Parliament on 23 April 2022 and makes changes to the UK electoral system. The Act seeks to improve the security, accessibility and transparency of elections and campaigning, and contains measures that effect elections and the way we vote. Whilst the timetable for implementing some of the measures has been delayed, two of them will be in place for the elections in May 2023.

### 3.9 **Voter identification**

Electors will have to show an approved form of photographic identification to be allowed to vote at a polling station. It is the responsibility of the Local Authority to raise awareness among electors of this new provision (albeit there has been a national campaign by the Electoral Commission). See appendix A for the steps that have been taken so far to achieve this.

Anyone who cannot provide one of the required forms of identification as set out in the legislation is able to apply for a free Voter Authority Certificate from their Electoral Registration Officer.

The online portal for applications for a Voter Authority Certificate went live on Monday 16 January and we have received about 70 applications so far (compared to the national total of approx. 15,000). A designated member of the team has been allocated the role of processing these to promote consistency and will continue to monitor volumes. Work is currently being carried out with the libraires and customer services teams to ensure processes are in place to assist those who do not have access to online to make an application.

### 3.10 **Accessibility**

Returning Officers (RO) will have a general responsibility to take all reasonable steps to support voters with disabilities. The Electoral Commission will be providing guidance on what measures ROs can look to put in place for their area. The provision for voters to be assisted by a companion will be extended to allow anyone over the age of 18 to assist.

### 3.11 **Future changes**

Although not in place for the elections next May, additional measures will come into force at various subsequent points. These include:

- A ban on political parties and campaigners from handling postal votes
- A limit on the number of postal votes a person can hand in at polling stations
- Changes to the process for applying for postal votes
- EU citizens will no longer automatically be able to register to vote, vote and stand for election
- Removal of the 15-year limit on voting rights for British citizens living overseas
- Introduction of the First Past The Post voting system for Police and Crime Commissioner elections.

## **4. Consultation**

The process for the conduct of elections is prescribed by legislation and thus not subject to consultation. The legislation is supplemented by guidance from the Electoral Commission.

## **5. Financial Implications**

Election costs at combined local elections are split between the district council and the parish councils. North Somerset Council costs will be met from the elections reserve and the parish councils will be recharged following the elections.

The additional costs being incurred as a consequence of the Elections Act will be the subject of new burdens funding provided by the Department for Levelling Up Housing and Communities, in a hybrid mix of grant funding and justification-led bids. Whether sufficient new burdens funding is provided to cover actual costs incurred remains to be seen.

## **6. Legal Powers and Implications**

The conduct of the election including the polling and count rules are governed by the Representation of the Peoples Act 1983 and subordinate regulations.

It is a legal requirement to comply with the Elections Act 2022 and subsequent secondary legislation in the form of Regulations and to ensure that the Council meets its obligation (under section 54 of the Representation of the People Act 1983) to provide sufficient resources to the Electoral Registration Officer.

## **7. Climate Change and Environmental Implications**

None

## **8. Risk Management**

The risks are that legal action may result if the legislative requirements are not met, which would result in additional costs and a loss of reputation for the Council. These risks can be mitigated by ensuring that appropriate planning and resources are put in place, in good time.

## **9. Equality Implications**

All polling stations and electoral service venues remain compliant with the relevant disability legislation. Under the Equality Act's Public Sector Equalities Duty, decision makers are required to consider the need to advance equality by encouraging participation, removing disadvantage, taking account of disabilities and meeting people's needs.

## **10. Corporate Implications**

The Council is legally required to provide the Returning Officer with sufficient resource to ensure that the election is administered effectively.

## **11. Options Considered**

There are no other options, the legislation must be complied with.

### **Author:**

Samantha Usher, Electoral Services Manager

Email: [samantha.usher@n-somerset.gov.uk](mailto:samantha.usher@n-somerset.gov.uk)

Telephone: 01275 885557

### **Appendices:**

Appendix A – voter ID local awareness campaign

### **Background Papers:**

Electoral Commission Risk Register – local elections 2023

Electoral Commission website – local elections in England

<https://www.electoralcommission.org.uk/i-am-a/candidate-or-agent/local-elections-england>

NSC website pages – *relevant pages currently in development*

Elections Act 2022 <https://www.legislation.gov.uk/ukpga/2022/37/contents/enacted>



<p>Distribution of a partner pack (including posters, wording for newsletters / websites and graphics for social media) to the following organisations:</p>	<ul style="list-style-type: none"> <li>• Parish and Town Councils</li> <li>• Housing associations</li> <li>• Libraries</li> <li>• Polling stations</li> <li>• Nursing homes</li> <li>• Community hubs</li> <li>• GP surgeries</li> <li>• Children's Centres</li> <li>• Disabled access group</li> <li>• Care leavers</li> <li>• Colleges</li> <li>• LGBTQ+ Forum</li> <li>• NS Wellbeing collective</li> <li>• NS Together</li> <li>• Healthy living centre</li> <li>• Community fridges</li> <li>• Public living rooms</li> </ul>
<p>Utilising business-as-usual tasks to communicate message to electorate</p>	<ul style="list-style-type: none"> <li>• Leaflet included in 2023 Council Tax mailout</li> <li>• Article in North Somerset Life</li> <li>• Wording on annual absent vote signature refresh mailout</li> <li>• Wording on Household Notification Letters</li> <li>• Ensuring all correspondence from Electoral Services goes out with wording relating to voter ID</li> <li>• Wording on poll cards</li> <li>• Banner on staff email signatures</li> </ul>
<p>Events</p>	<ul style="list-style-type: none"> <li>• Briefing sessions for Town / Parish Clerks and other interested parties</li> <li>• Briefing sessions for members</li> <li>• Briefing sessions for prospective candidates</li> <li>• Briefing sessions for candidates and agents</li> <li>• Raised at all NSC staff webinars</li> <li>• Briefing sessions for wider election team (including Contact Centre and election staff)</li> </ul>
<p>Digital campaigns</p>	<ul style="list-style-type: none"> <li>• NSC website updated – banner on front page closer to election day</li> <li>• Banners on the real time information screens at bus stops</li> <li>• Social media campaign headed by the comms team</li> <li>• Articles in eLife</li> </ul>

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## North Somerset Council

### REPORT TO THE COMMUNITY AND CORPORATE ORGANISATION POLICY AND SCRUTINY PANEL

**DATE OF MEETING: 2<sup>ND</sup> MARCH 2022**

**SUBJECT OF REPORT: DOMESTIC ABUSE AND VAWG CRIME**

**TOWN OR PARISH: N/A**

**OFFICER/MEMBER PRESENTING: HOWARD POTHECARY (COMMUNITY SAFETY MANAGER) & HANNAH GRAY (DOMESTIC ABUSE & VAWG LEAD)**

**KEY DECISION: NO**

### RECOMMENDATIONS

That the panel notes:

The ongoing implementation of the statutory duties set out in the Domestic Abuse Act 2021 and provide feedback on our plans for future development in tackling domestic abuse and violence against women and girls.

#### 1. SUMMARY OF REPORT

- 1.1 This report provides an opportunity for the Panel to review the work led by North Somerset Council's Safer and Stronger Communities Team in partnership with other agencies to meet the statutory requirements of the Domestic Abuse Act 2021, and on local service developments to support survivors of domestic abuse and VAWG.
- 1.2 The report provides an opportunity for the Panel to feed into the future priorities and planned actions for the development and future funding of the council's response to domestic abuse and violence against women and girls.

#### 2. POLICY

- 2.1 In April 2022 a new North Somerset Safer Communities Partnership Plan was published in which tackling Anti-Social Behaviour with a focus on key hotspot locations was highlighted as a key priority for the partnership.
- 2.2 The North Somerset Council Corporate Plan 2020-2024 identifies the following three priorities:
  - A thriving sustainable place
  - A council which empowers and cares about people

- An open and enabling organisation
- 2.3 Domestic abuse and VAWG crime impacts on each one of these. Effective partnership working to tackle crime and disorder is crucial in creating vibrant, accessible, and safe places to live and visit. Community safety work programmes contribute to a range of public health outcomes including in relation to substance misuse, domestic abuse, violent crime, and re-offending.
- 2.4 The Joint Police and Crime Plan between Avon & Somerset's Police and Crime Commissioner and North Somerset's Community Safety Partnership identifies the following four objectives which our work around domestic abuse feeds into:
- Building strong resilient communities
  - Tackling crime and improving outcomes in priority neighbourhoods
  - Supporting vulnerable victims
  - Working together effectively

### **3. DETAILS**

#### **DOMESTIC ABUSE**

- 3.1 The Domestic Abuse Act came into force on 29 April 2021. (*Home Office factsheet on the Act can be found in background papers*).
- 3.2 Statutory duties placed on local authorities by the Act include:
- Formation of a Local Strategic Partnership Board
  - A full domestic abuse needs assessment to be undertaken;
  - Domestic Abuse Strategy to be published in draft by end of October 2021
  - Safe accommodation for those experiencing domestic abuse
  - Other support for survivors and children within the safe accommodation
- 3.3 The work we are doing in response to the Domestic Abuse Act 2021 is being supported by partnership working with local agencies as well as Next Link, our commissioned specialist support service.
- 3.4 Next Link is the current provider of the North Somerset Domestic Abuse Services, taking over from Gemini in April 2020. They are commissioned to provide a range of domestic abuse services including:
- Single point of contact and helpline which receives all incoming referrals and enquiries from service users and professionals;
  - IDVA support working with high risk survivors in the community;
  - Floating Support working across North Somerset with survivors who are assessed as standard and medium risk
  - Safe House Services for women with children, single women, men and women with complex needs.
  - Children's support services working with high risk children and those living in the safe houses or in the community

- Community based Group Work interventions e.g. Freedom Programmes, Recovery tool kit, CRUSH- for young people, wellbeing support groups
- Next Link are responsible for administration and coordination of MARAC on behalf of North Somerset Council.

3.5 During the past 12 months, we have expanded the support Nextlink can offer to survivors and their children in North Somerset. This includes:

3.6 Using the DHLUC funding in relation to the Part 4 accommodation duties placed on North Somerset Council by the Domestic Abuse Act 2021. We have funded:

- Housing Specialist IDVA – to support the housing teams, local organisations with specialist advice and support.
- Flexible Funding Pot – this enables an emergency one-off non-means tested grant to survivors to for purposes such as rental deposits, emergency accommodation costs and any other reasonable item or service, which support removal of barriers to safely leaving a domestic abuse situation.
- Male Support IDVA – we are currently recruiting for a worker to support male survivors within our safe house provision.
- Specialist Play Worker – based within the refuges to support children and young people through play and other trauma-informed work.

3.7 In order to expand our reach and continue to support survivors and children in North Somerset, we have also successfully secured funding from the Ministry of Justice to create 5 new IDVA posts, which are hosted by Next Link and include:

- Senior IDVA – she works with high-risk cases and has a smaller caseload as she supports the team and the manager.
- Complex Needs IDVA - she works with complex high risk cases.
- Rural IDVA - she works with high risk and medium assess cases within the rural community of North Somerset.
- Weston General hospital IDVA – to work in Weston hospital, currently working with the IDVA team in the BRI and supporting high-risk cases with the other North Somerset IDVA staff.
- Children & Young People IDVA – supporting anyone affected by domestic abuse up to 24 years of age.

### **Violence Against Women & Girls/Wider Work**

3.7 Following the Government's publication of the new VAWG strategy in early September, North Somerset Council sought a number of funding opportunities and projects, which will allow greater understanding and response to this crime (see *background papers for further information*).

3.8 We have secured joint funding with Somerset County Council under the Safer Streets 3 and 4 initiatives. This has a focus on tackling violence against women and girls in public places as well as the night-time economy. The funding has enabled us to create a Safe Haven scheme, educational programmes in schools, mobile CCTV cameras and a targeted communications campaign to raise awareness and challenge attitudes and behaviours around VAWG.

- 3.9 North Somerset Council is working in partnership with local business owners to implement the 'Ask for Angela' scheme within all the larger entertainment venues in the County such as The Grand Pier, Tropicana and Popworld.
- 3.10 The 'Caring Dads' domestic abuse perpetrators programme has been introduced and implementation to commence shortly in North Somerset. This programme has been funded by the Violence Reduction Unit and supported by existing North Somerset Council Social Care staff.
- 3.11 North Somerset Council are about to submit a pan authority application together with Bristol City Council and South Gloucestershire Council to expand the DRIVE Partnership programme across the 3 areas. This is a high risk perpetrator programme, which will be supported heavily by partnership working with local agencies and police and offers both disruption and behaviour change programmes as part of the pilot. Further details to follow and we will be notified of the outcome of this application in April 2023.

## **Challenges**

- 3.12 One of the biggest challenges we face is sustainability. Both the Ministry of Justice and DHLUC funding streams have been confirmed to 2025. Following this, we are uncertain as to the level and types of funding that will be made available for these services. We will also be going out to re-commissioning around this time when the existing contract with Nextlink comes to an end.
- 3.13 Domestic abuse is still very under-reported as a crime. We are working in partnership with other agencies to increase public confidence in reporting and ensuring perpetrators of domestic abuse are held to account.
- 3.14 The data held on domestic abuse incidents is only part of the picture and does not always accurately represent survivors in terms of demographics or community. We are therefore working hard to ensure the voices of all survivors and children are heard in our service development.

## **Our vision going forward**

### **Funding**

- 3.15 One of our key priorities for the Domestic Abuse Act implementation is to ensure effective continued use of the funding we have received for this purpose from the Department for levelling up Housing & Communities (formerly MHCLG). This will secure and maintain funding levels in future years.
- 3.16 We will continue to meet with the Domestic Abuse Strategic Partnership Board to ensure continued success in meeting the requirements of the Domestic Abuse Act as well as seek other avenues of funding to support the work we are doing around the wider safety issues for women and girls in North Somerset.
- 3.17 Our work supporting Domestic Homicide Reviews has thankfully been minimal in recent years. However, we know cases are rising nationally and we will therefore be looking to our partner agencies to continue joint funding for this purpose to ensure we can meet our obligations in relation to DHR's going forward.

## **Staffing**

- 3.18 We have expanded the staff team supporting delivery of the domestic abuse work to include a DAHA Lead and a Project and Engagement Officer. Both these roles will support delivery of our statutory duties and will ensure survivor voice is embedded in all our service development and policy.
- 3.19 The Safer Streets 4 initiative funding includes provision for a coordinator to oversee this project and we have Project Officer currently seconded into this point on a part-time fixed term basis.

## **Improving the awareness of domestic abuse**

- 3.20 We have identified that there is a need to improve the awareness and education in relation to domestic abuse. Particularly among younger people in the County. To address this, we plan to launch a number of awareness raising campaigns to improve awareness and begin challenging attitudes within the community. This will include expanding our existing 'Healthy relationships' workshops in secondary schools to include topics such as domestic abuse and misogyny.
- 3.21 In line with Section 75 of the Domestic Abuse Act 2021 and Government's 'Tackling Domestic Abuse Plan', which specifies the need for pursuit of perpetrators who commit domestic abuse. (see background papers). We are looking to expand our focus onto those who perpetrate domestic abuse and VAWG crime and are working with Business Intelligence colleagues on the creation of a domestic abuse perpetrator dashboard. This will enable us to gather data from local agencies to develop our profiling of DA perpetrators.

## **4. CONSULTATION**

- 4.1 Consultation has taken place with key stakeholders throughout the process of creating our North Somerset Domestic Abuse Strategy 2020-2023.
- 4.2 Members have been consulted through the Community Safety Working Group and ad hoc information update meetings with Councillors and interested representatives.

## **5. FINANCIAL IMPLICATIONS**

- 5.1 There are no financial implications arising directly from this report. The activities referred to within the report are accommodated within existing approved budgets and resources.

## **6. LEGAL POWERS AND IMPLICATIONS**

Not applicable

## **7. CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS**

- 7.1 N/A

## **8. RISK MANAGEMENT**

- 8.1 There is a risk that services and support for domestic abuse survivors cannot be sustained going forward. This risk is being mitigated by the Safer Communities Team through identifying short-term and long-term funding to ensure the sustainability of local services and support.

## **9. EQUALITY IMPLICATIONS**

- 9.1 Being safe and feeling safe affect some communities disproportionately (including those with protected characteristics). For example, some members of the community are more at risk of being the victim of crime – particularly some types of crime. We are working in partnership with local agencies and directly with community representatives to ensure their experiences are considered in service design and development. Domestic abuse is complex and no two experiences are the same.

## **10. CORPORATE IMPLICATIONS**

- 10.1 This report sets out work being done to sustain and develop our response to domestic and sexual abuse as well as violence against women and girls, which contributes to corporate priorities.

## **11. OPTIONS CONSIDERED**

- 11.1 A range of options have been considered in terms of the most effective initiatives and funding sources to sustain and develop our strategic work in this area. This includes engagement with partners and stakeholders to jointly deliver our statutory duties under the Domestic Abuse Act 2021.

## **AUTHOR**

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## **APPENDICES**

### **North Somerset Domestic Abuse Strategy 2020-2023**

<https://saferstrongerns.co.uk/sites/default/files/2022-08/30852%20Domestic%20abuse%20Strategy%20ACC%200622.pdf>

**Strategic Action Plan** - <https://saferstrongerns.co.uk/sites/default/files/2022-08/DA%20Strategy%20Plan%20on%20a%20Page.pdf>

## **BACKGROUND PAPERS**

### **Government's Violence against Women & Girls Strategy**

<https://www.gov.uk/government/publications/tackling-violence-against-women-and-girls-strategy/tackling-violence-against-women-and-girls-strategy>

### **Government's Tackling Domestic Abuse Plan**

<https://www.gov.uk/government/publications/tackling-domestic-abuse-plan>

### **Domestic Abuse Act 2021 Factsheet**

<https://www.gov.uk/government/publications/domestic-abuse-bill-2020-factsheets/domestic-abuse-bill-2020-overarching-factsheet>

### **Local Joint Crime Plan for North Somerset**

<https://www.avonandsomersetplan.co.uk/wp-content/uploads/2018/07/avon-and-somerset-police-local-crime-plan-north-somerset.pdf>

### **MAVISbus Website**

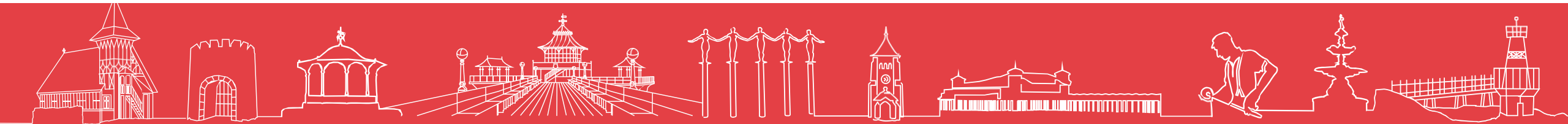
[www.saferstrongerns.co.uk/mavisbus](http://www.saferstrongerns.co.uk/mavisbus)

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# Domestic Abuse & Violence against women and girls

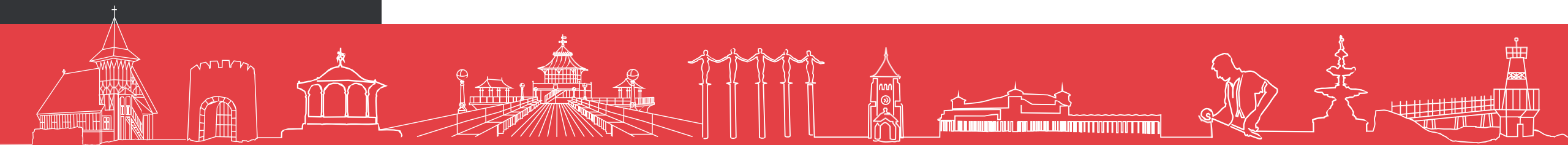
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**Hannah Gray**  
DA & VAWG Lead – North Somerset Council



The purpose of this update is to:

- Give an overview of the significant expansion and development of services and support for DA survivors and children in North Somerset over the past year.



## Key achievements

### **The new North Somerset Domestic Abuse Strategy 2020-23**

This strategy sets out the key priorities for the North Somerset Community Safety Partnership in tackling domestic abuse and outlines the areas for action over the next three years.

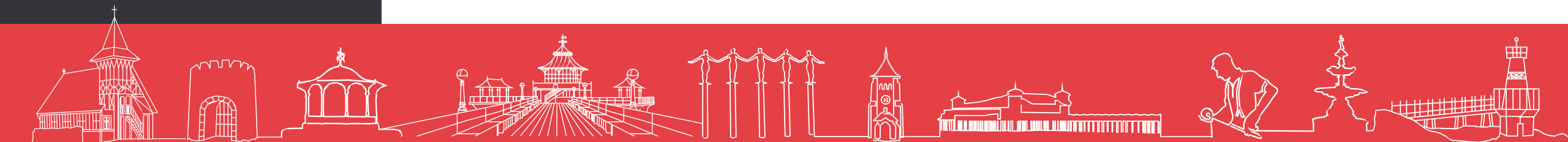
### **Domestic Abuse Act 2021 Part 4 Safe Accommodation Duties**

The Part 4 duties of the DA Act 2021 created a funding for NSC to deliver these duties and we have now been awarded our 2<sup>nd</sup> year of funding totalling £379,351 of funding for 2022-23.

The Domestic Abuse Partnership identified current gaps in provision, utilising the local needs assessment and feedback from survivors and providers and has committed to funding a range of support for survivors in NS.

### **Safer Streets Funding Rounds 3 and 4**

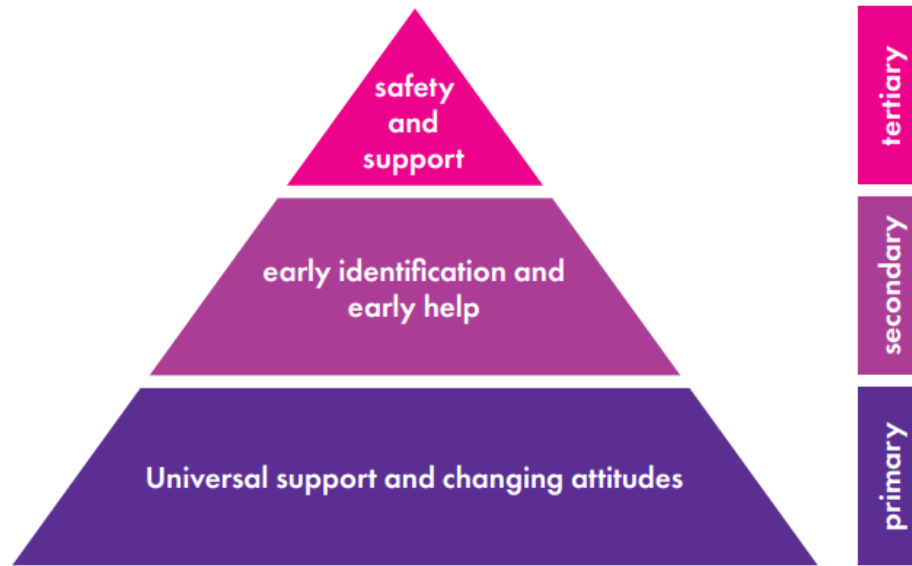
We have successfully delivered SSF3 and recently secured SSF4 funding to continue and expand our work to tackle VAWG in North Somerset.



# North Somerset Domestic Abuse Strategic Framework

Our vision – To work together to reduce the incidence of domestic abuse, ensure the safety and empowerment by those affected by it (both adults and children) and to seek to challenge the behaviour of those perpetrating it.

The North Somerset domestic abuse strategy takes a public health approach. Our **aims** are to:



## 3. Provide

Tertiary interventions provide direct support to victims with the aim of reducing the risk of domestic abuse and its impact.

## 2. Protect

Secondary interventions aim to identify domestic abuse and provide help as soon as possible so that it does not recur or escalate.

## 1. Prevent

Primary interventions – actions aimed at the whole community, regardless of their experience of domestic abuse.



## Domestic Abuse Act 2021

The Part 4 duties of the DA Act 2021 created a funding for NSC to deliver these duties and we have now been awarded our 2<sup>nd</sup> year of funding totalling £379,351 of funding for 2022-23.

The Domestic Abuse Partnership identified current gaps in provision, utilising the local needs assessment and feedback from survivors and providers and has committed to funding a range of support for survivors.

### **North Somerset Council**

*1 x Start to Finish Domestic Abuse Worker*

*DAHA Lead/Project Officer*

*DA Engagement & Project Officer*

*Sanctuary Scheme*

*Reclaim Young People Counselling*

### **Nextlink Specialist DA Support Service**

*1 x Housing IDVA*

*1 x Male Support IDVA*

*Flexible Funding Pot*

*Children & Young People Play Worker*

*Young Victim's Service Advocate*



Any  
Questions?

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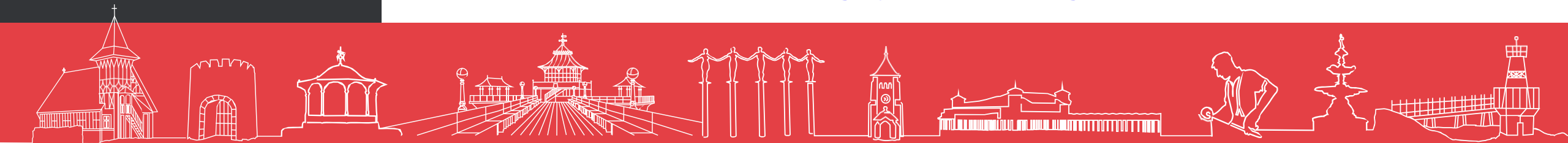
## **NEXT STEPS:**

- **Refresh Sexual Violence & Abuse Strategy**
- **DA Services Launch Event - Feb**
- **Review initial DA Act spend**
- **Link to Serious Violence Duties**
- **Perpetrator interventions**

Hannah Gray

Domestic Abuse & VAWG Lead

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“What tends to happen with domestic violence is it starts off something that you can’t necessarily recognise as domestic violence. So you just kind of think ‘okay, that just must have been weird’ and then your tolerance changes. So you might accept him, you know, like shoving you into a wall in the first six months. And then by the third year, that might be him pushing you over in the street, but that hasn’t happened straight away, it’s happened over time. So your tolerance levels have changed”

Survivor, North Somerset

“If I’d have had somewhere I could have gone in the dead of the night when I was getting beaten up, I would have done. One night, until he calmed down, because what I used to have to do is just go and hide in a bush at the street. Wait until daylight and then go home.”

Survivor, North Somerset

“I work really hard to have a successful business, but I haven’t got any money because I’ve been paying off his debts, but because he very clearly put them all in my name there was nothing I could do about it unless I went bankrupt, which I couldn’t do because I owned my own business.”

Survivor, North Somerset

# Introduction

This strategy sets out the key priorities for the North Somerset Community Safety Partnership in tackling domestic abuse and outlines the areas for action over the next three years.

Victims, survivors, their children and loved ones deserve help at the time of crisis and to be kept safe. They deserve help to cope and recover from the trauma, support from the criminal justice system to bring those responsible to justice, and action to drive this traumatic and lifechanging crime from our society.

If someone is living with domestic abuse, or has experienced it in the past, it is likely to have an impact upon their mental health and self-esteem as well as upon their physical health and safety<sup>1</sup>. If they are also isolated from friends and family and their finances and activities are being controlled; then their options to escape the abuse may be very limited. This can be particularly true if they face another barrier to accessing support, including having a disability, being older, living in a rural area, speaking English

as a second language or being part of a community, which is vulnerable to other abuse, such as Gypsies, Roma and Travellers and the LGBT community.

Women are more likely to endure repeated and severe forms of abuse including physical, emotional or psychological abuse. As a result, they are more likely to be frightened and traumatised and to suffer from long term impacts such as disability or mental ill health or to be killed than male victims of domestic abuse<sup>2</sup>.

However, a man's individual experience of domestic abuse can be as severe and traumatic as that of any woman and male victims equally require support which is tailored to their need and risk level.

In developing this strategy, partners have worked together to consider how we can secure the best outcomes, learning from experience and survivor voice, considering evidence of need and looking at national best practice to frame our plans.

<sup>1</sup> Walby & Towers, 2017, Walby & Allen, 2004

<sup>2</sup> Dobash & Dobash, 2004, Hester 2013, Myhill, 2015, Myhill 2017

Thanks to Birmingham Domestic Abuse Prevention Strategy 2018-23

## Local Strategic Context:

Domestic abuse is a cross-cutting issue; impacting upon individual's and families' health, their quality of life and their safety. Therefore, domestic abuse requires a response from a range of key agencies whose remit includes health, criminal justice, substance misuse support and social services. Work to reduce domestic abuse is carried out by many single agencies, as part of their core business, as well as through joined up actions developed via multi agency plans and strategies.

Work to address domestic abuse contributes to many multi-agency strategies in North Somerset, including the North Somerset Sustainable Community Strategy, 2008-26, North Somerset Local Safeguarding Adult Board Strategic Plan 2018 – 2021 and more recently as part of the North Somerset Housing Strategy, which is currently in draft form.

This Domestic Abuse Strategy also links into the objectives contained within the **North Somerset Council Corporate Plan**

## National Strategic Context:

In July 2021 the Home Office published its new VAWG strategy. **Strategy to End Violence Against Women and Girls** sets out the national agenda.

The strategy highlights a number of important challenges in responding to domestic abuse including the fact that prosecutions are showing a downward trend. It states that fewer cases of domestic abuse, rape and sexual assault are being charged by the Crown Prosecution Service (CPS) and progressing to court.

In 2019/20, 34% fewer domestic abuse cases were prosecuted compared to 2014/15. At the higher spectrum it also highlights the number of homicides, of which domestic homicide accounts for around a fifth of all homicides, and it is estimated that the cost of each homicide to society is £3.7 million (2021/22 prices).

In addition, the **Domestic Abuse Act 2021** received Royal Assent in April 2021. This makes a clear statement that local areas are expected to work in partnership to develop

and deliver ways to support victims of domestic abuse and to challenge those who perpetrate it. The Act is intended to improve the response to domestic abuse as follows:

- **Protect and support survivors** – to enhance the safety of survivors and children and the support they receive;
- **Transform the justice process** – to provide support to victims throughout the justice process and an effective response to perpetrators to end the cycle of abuse;
- **Improve performance** – to drive consistency and better performance in the response to domestic abuse; and
- **Promote awareness** – put domestic abuse at the top of everybody's agenda.

## Definitions

The new Domestic Abuse Act (2021) has created, for the first time, a cross-government statutory definition of domestic abuse, to ensure that domestic abuse is properly understood, considered unacceptable and actively challenged across statutory agencies and in public attitudes. The definition of domestic abuse is in two parts. The first part deals with the relationship between the abuser and the abused. The second part defines what constitutes abusive behaviour.

### Statutory Definition of abuse (Domestic Abuse Act 2021):

Behaviour of a person (“A”) towards another person (“B”) is “domestic abuse” if:

- A and B are each aged 16 or over and are personally connected to each other, and
- the behaviour is abusive.

Behaviour is “abusive” if it consists of any of the following:

- physical or sexual abuse;
- violent or threatening behaviour;
- controlling or coercive behaviour;
- economic abuse (see subsection (4));
- psychological, emotional or other abuse; and it does not matter whether the behaviour consists of a single incident or a course of conduct.

“Economic abuse” means any behaviour that has a substantial adverse effect on B’s ability to:

- acquire, use or maintain money or other property, or
- obtain goods or services.

For the purposes of this Act A’s behaviour may be behaviour “towards” B despite the fact that it consists of conduct directed at another person (for example, B’s child).

The Act considered two people are “personally connected” to each other if any of the following applies:

- they are, or have been, married to each other;
- they are, or have been, civil partners of each other;
- they have agreed to marry one another (whether or not the agreement has been terminated);
- they have entered into a civil partnership agreement (whether or not the agreement has been terminated);
- they are, or have been, in an intimate personal relationship with each other;
- they each have, or there has been a time when they each have had, a parental relationship in relation to the same child
- they are relatives.

As well as developing a definition in statute, the Act (2021) also positions children as direct victims in their own right for the first time. That means any reference within the Act to a victim of domestic abuse includes a reference to a child who:

- sees or hears, or experiences the effects of, the abuse, and
- is related to A or B.

# Local Authority Statutory Duties under the Domestic Abuse Act 2021:

The new Act includes a number of measures for Local Authorities including placing a statutory duty on Tier 1 Local Authorities to provide support to victims of domestic abuse and their children within refuges and other safe accommodation. It has created a four-part statutory framework for the delivery of support to victims of domestic abuse and their children in safe accommodation and provide clarity over governance and accountability:

- Assess the need for accommodation-based domestic abuse support for all victims in their area, including those who require cross-border support.
- Develop and publish a strategy for the provision of such support to cover their locality, having regard to the needs assessment.
- Give effect to the strategy (through commissioning/de-commissioning decisions).
- Monitor and evaluate the effectiveness of the strategy.

North Somerset Council is required to appoint a multi-agency Domestic Abuse Local Partnership Board which it will consult as it performs certain specified functions.

Within the Act there is a definition to explain what safe accommodation and support means.

**This duty does not require local authorities to provide domestic abuse victims with accommodation, it requires them to assess the need for accommodation-based support and deliver a strategy to meet this need. It therefore does not replace existing housing and homelessness duties.**

North Somerset Council, along with neighbouring local authorities, have commissioned a comprehensive Domestic Abuse Needs Assessment to understand the current support available and to identify areas of improvement as well as gaps in provision. This needs assessment has been used to inform our strategic priorities. Commissioning decisions in relation to accommodation and support will be based on evidence of local need as established through this needs assessment.

## Defining safe accommodation

Safe accommodation includes;

- Refuge accommodation
- Specialist safe accommodation
- Dispersed accommodation
- Sanctuary Schemes
- Move-on and/or second stage accommodation
- Other forms of domestic abuse emergency accommodation

Temporary accommodation such as homelessness hostels, hotels and bed and breakfast accommodation is not considered under this definition.

## Defining support

- Overall management of services within relevant accommodation
- Support with the day-to-day running of the service
- Advocacy support
- Domestic abuse prevention advice
- Specialist support for victims
- Children's support
- Housing-related support
- Advice service
- Counselling and therapy

# North Somerset Council Domestic Abuse Needs Assessment – Analysis of needs and gaps in current provision

One of the key statutory duties placed on North Somerset Council by the new Domestic Abuse Act 2021 has been to commission an independent Domestic Abuse Needs Assessment to gain a greater understanding of the level of support needs and current service provision for victims and survivors including children, in safe accommodation.

The findings from this needs assessment have been used to inform and underpin the development of this strategy to ensure we are strengthening and broadening our local offer of support.

The needs assessment was developed using a mixed methodological approach, combining national and local data with the voices of those with lived experience across North Somerset. Specifically it included;

- A document review of local policies, strategies and previous reviews (including Domestic Homicide Reviews (DHRs))
- A review of national prevalence data and localised estimates

- A review of local data from statutory, universal, voluntary and specialist services
- An online survey for victims and survivors of domestic abuse
- Interviews with victims and survivors of domestic abuse

## Recommendations included:

1. Development of a public awareness campaign focussing on improved awareness within the population around the dynamics of domestic abuse, and that non-physical violence is still abuse
2. Public awareness campaigns including information about how perpetrators will be prevented from abuse (e.g. through protective measures) to increase disclosure and help seeking as most victims note fear of the perpetrator as the biggest barrier to disclosure in North Somerset.
3. Exploration of co-located models with the commissioned service to ensure all health settings, but particularly the GP

and mental health services, are able to act as a first point of contact for victims who are most likely to disclose there.

4. Ensure domestic abuse service provision directly offers, or has established pathways with mental health services as this is the highest support need identified throughout the needs assessment.
5. Employers were a key community disclosure point for victims in North Somerset. The local DA partnership should consider an audit of how many organisations have a DA policy including training
6. North Somerset DA partnership should consider a champions network with employers across North Somerset to increase disclosure and ensure employers are aware of pathways to support.
7. The DA partnership should consider conducting a trauma informed working audit across agencies to ensure all agencies understand trauma responses and how to work with victims of domestic abuse

8. Domestic abuse services should be developed with clear pathways with the financial, debt and legal sector locally so that survivors have access to meeting their practical economic needs which was a significant support need identified.
9. Joint working with other regional Local Authorities and Avon and Somerset police to ensure target hardening and the use of protective orders such as DVPN/O's are included within local data collection dashboards. This should include the number applied for, demographics of the victim/perpetrator and support and signposting undertaken.
10. Work with housing and the specialist domestic abuse service to create spaces for victims with a disability as there are currently none available.
11. North Somerset domestic abuse partnership should review the outcomes for perpetrators after a DVPN/O has expired to track whether they return to the home or move on.
12. North Somerset domestic abuse partnership should work with probation to understand the cohort of perpetrators accessing probation services to understand the disproportionate number with a disability
13. Commissioners should work with substance use and mental health services locally to ensure pathways of support are available and skilled to work with perpetrators of domestic abuse, including knowledge of the referral pathways in to specialist services.
14. North Somerset domestic abuse partnership should continuously audit the data all services collect in relation to the age of victims and perpetrators in order to better assess the local need for the next needs assessment.
15. Review the multi agency training offer to all professionals to ensure it includes specific content around identifying and supporting older victims of domestic abuse given the slightly higher population.

**These recommendations have been incorporated in our strategic work programmes. Progress of strategic action plan will be reviewed quarterly by the North Somerset Domestic Abuse Strategic Partnership Board.**

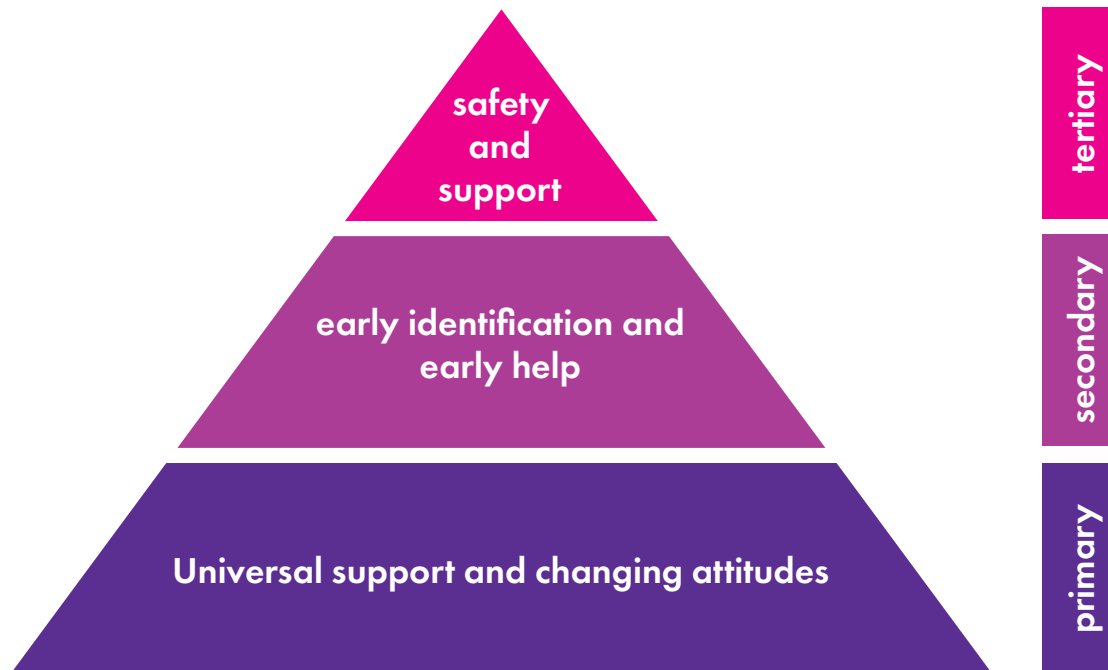


# North Somerset Domestic Abuse Strategic Framework

Our vision – To work together to reduce the incidence of domestic abuse, ensure the safety and empowerment by those affected by it (both adults and children) and to seek to challenge the behaviour of those perpetrating it.

The North Somerset domestic abuse strategy takes a public health approach. Our **aims** are to:

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## 3. Provide

Tertiary interventions provide direct support to victims with the aim of reducing the risk of domestic abuse and its impact.

## 2. Protect

Secondary interventions aim to identify domestic abuse and provide help as soon as possible so that it does not recur or escalate.

## 1. Prevent

Primary interventions – actions aimed at the whole community, regardless of their experience of domestic abuse.

# North Somerset Domestic Abuse Strategy 2020-2023 – Overview

Aims:	Objectives:	Outcomes:
<p>1. <b>Prevent</b> – Universal support and changing attitudes</p>	<ul style="list-style-type: none"> <li>● Change young people’s understanding and reduce societal acceptance of domestic abuse.</li> <li>● Awareness raising and provision of information and training to increase reporting of domestic abuse and accessing of services.</li> <li>● Challenge perpetrators’ attitudes and behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>● Survivors, children and perpetrators are identified earlier and provided with appropriate, effective level of support and intervention to break to cycle of abuse and reduce impact on their lives.</li> <li>● Communities and professionals understand what domestic abuse is, the dynamics involved and know how to appropriately respond.</li> <li>● Increased reporting of abuse crimes to police and reducing repeated incidents.</li> <li>● Domestic abuse training is available to all relevant practitioners, organisations and businesses.</li> </ul>
<p>2. <b>Protect</b> – Early identification and early help</p>	<ul style="list-style-type: none"> <li>● Identification of domestic abuse at an earlier stage and provision of support to prevent escalation or repeated abuse.</li> <li>● Multi-agency partnership working to identify risk early on and provide appropriate support.</li> <li>● Support for survivors and children to escape domestic abuse.</li> <li>● Improved support through health settings.</li> </ul>	<ul style="list-style-type: none"> <li>● Children and young people at risk of harm are identified and referred appropriately</li> <li>● Survivors have improved resources to remain safe and have their accommodation needs.</li> <li>● Support for survivors and their children provided within specialist safe accommodation.</li> <li>● Improved access to support services for survivors and their children through a variety of settings eg health, GP.</li> </ul>

**Aims:**

3. **Provide** –  
Protection from harm  
and support to recover

**Objectives:**

- Provision of high quality specialist domestic abuse support through commissioned service provider.
- Specialist support for children affected by domestic abuse within safe accommodation settings.
- Support for survivors of domestic abuse within the court system.
- Challenge abusive behaviour and hold perpetrators to account.

**Outcomes:**

- All survivors have equal access to services, which appropriately meet their needs across all levels of risk.
- Effective service evaluation and reviews of domestic homicides to ensure lessons are learned and best practice applied throughout all services and pathways.
- Survivors and their children experience improved health, resilience and quality of life.
- Survivors have increased access to justice and perpetrators are held to account through the criminal justice system.

This strategy will be reviewed and amended in line with Government guidance and policy update.

For further information please contact [Hannah.gray@n-somerset.gov.uk](mailto:Hannah.gray@n-somerset.gov.uk)

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Help is also available for people who require council information in languages other than English.

Please contact 01934 888 802



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# Domestic Abuse Strategic Delivery - Plan on a Page 2020-23



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 facebook: [Safer Stronger North Somerset](https://www.facebook.com/SaferStrongerNorthSomerset)

## The North Somerset Domestic Abuse Strategy 2020-23

This strategy sets out the key priorities for the North Somerset Community Safety Partnership in tackling domestic abuse and outlines the areas for action over the next three years.

Victims, survivors, their children and loved ones deserve help at the time of crisis and to be kept safe. They deserve help to cope and recover from the trauma, support from the criminal justice system to bring those responsible to justice, and action to drive this traumatic and lifechanging crime from our society.

In developing this strategy, partners have worked together to consider how we can secure the best outcomes, learning from experience and survivor voice, considering evidence of need and looking at national best practice to frame our plans.

## Our strategic priorities for 2020-23

- 1. Prevent – Universal Support & Changing Attitudes** Primary interventions aimed at the whole community, regardless of their experience of domestic abuse.
- 2. Protect – Early Identification & Early Help** Secondary interventions aim to identify domestic abuse and provide help as soon as possible so that it does not recur or escalate.
- 3. Provide – Protection from Harm & Support to Recover** Tertiary interventions provide direct support to victims with the aim of reducing the risk of domestic abuse and its impact.

## Our statutory duties under the Domestic Abuse Act 2021

**The Domestic Abuse Act 2021 aims to:**

- Protect and support victims** – to enhance the safety of victims and the support they receive;
- Transform the justice process** – to provide support to victims throughout the justice process and an effective response to perpetrators to end the cycle of abuse;
- Improve Performance** – to drive consistency and better performance in the response to DA and;
- Promote Awareness** – put domestic abuse at the top of everybody's agenda.

The new Act places the following statutory duties on local authorities such as North Somerset Council to appoint a multi-agency Domestic Abuse Local Partnership Board which must consult as it performs certain specified functions such as:

- Assess the need for accommodationbased domestic abuse support for all
- victims in their area, including those who require cross-border support.
- Develop and publish a strategy for the provision of such support to cover their
- locality, having regard to the needs assessment.
- Give effect to the strategy (through commissioning/de-commissioning decisions).
- Monitor and evaluate the effectiveness of the strategy.
- Report back annually to central government.

## Our key deliverables

	Q1 review	Q2 review	Q3 review	Q4 review
Change young people's understanding and reduce societal acceptance of domestic abuse.	AMBER	Select	Select	Select
Awareness raising and provision of info & training to increase reporting and access to services.	AMBER	Select	Select	Select
Challenge perpetrators' attitudes and hold them accountable for behaviour.	RED			
Identification & support for survivors & children at an earlier stage to prevent repeat/escalation.	AMBER	Select	Select	Select
Multi-agency partnership working to identify risk & provide appropriate support for all the family.	GREEN	Select	Select	Select
Improved DA support through healthcare settings.	RED	Select	Select	Select
Provision of high quality specialist DA support through commissioned provider.	GREEN	Select	Select	Select
Specialist support for survivors & children affected by DA in safe accommodation settings.	AMBER	Select	Select	Select
Access to appropriate quality advice & support for survivors of DA within the court system.	RED	Select	Select	Select

**Our Strategic Vision**  
*To work together to reduce the incidence of domestic abuse, ensure the safety and empowerment by those affected by it (both adults and children) and to seek to challenge the behaviour of those perpetrating it.*

## Our challenges and risks for 2022/23

	RAG	How will we tackle this challenge or mitigate this risk?
Part 4 DA Act Funding levels remain unconfirmed year on year	AMBER	Cross-border/joint funding. Outcome/impact measuring.
DA still largely underreported, cases are rising year on year	AMBER	Awareness-raising and joint working with Police.
Not currently identifying and providing for DA survivors from hidden communities such as disabled, LGBTQ+, BAME, Male survivors.	AMBER	Seek out local 'by and for' services' involvement in strategic partnership.

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## North Somerset Council

### Report to the Partnerships, Corporate Organisation and Overview Management Policy and Scrutiny Panel

**Date of Meeting: 02 March 2023**

**Subject of Report: Review of Public Space Protection Orders 2023**

**Town or Parish: ALL**

**Officer/Member Presenting: Dee Mawn**

**Key Decision: No**

#### **Reason:**

This paper is not considered to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the Local Authority.

#### **Recommendations**

To inform scrutiny that a full review of Public Space Protection Orders (PSPOs) is due and is required to take place by 15 Oct 2023. This paper lists the current PSPOs and makes recommendations on which PSPOs to renew and puts forward suggestions for any additions / amendments that are needed as part of the review.

#### **1. Summary of Report**

Public Space Protection Orders (PSPOs) were introduced across the district by North Somerset Council on the 20 October 2017 to deter individuals or groups of individuals committing anti-social behaviour in public places. Every three years, legislation dictates that these orders must be reviewed.

#### **2. Policy**

Attention is drawn to the following policy documents (full details of which can be found in the reference section of this report)

- The Anti-social Behaviour, Crime and Policing Act 2014: Statutory guidance for frontline professionals - provides guidance to local authorities on the steps it must take before introducing a PSPO.

The statutory guidance states that; given that the effect of Public Spaces Protection Orders is to restrict the behaviour of everybody using the public place, the close or direct involvement of elected members will help to ensure openness and accountability.

- Public Spaces Protection Orders - Guidance for Councils – Local Government Association

The LGA guidance states that close involvement of councillors and ensuring political buy-in throughout the implementation process is key. This provides political accountability for decisions taken – which is particularly important if the proposals may attract some opposition, and where insufficient member involvement may lead to challenge. Political

support is also important to ensure that sufficient resources will be made available to implement and enforce the PSPO throughout its duration.

In North Somerset the process by which PSPOs can be renewed is through consideration at scrutiny followed by formal decision at Executive.

In North Somerset the process by which Area Wide PSPOs can be created or amended is by consideration at scrutiny followed by public consultation, followed by formal decision at Executive.

In North Somerset the process by which Area Specific PSPOs can be created or amended is by consideration at scrutiny followed by public consultation, followed by decision by the Executive Member for Neighbourhoods and Community Services.

### **3. Details**

In summary it is recommended that the following PSPOs are renewed.

- 3.1 The Area Wide Order that applies to **any land to which the public is entitled or permitted to have access with or without payment**

More information on the Area Wide Order can be found here <https://www.n-somerset.gov.uk/my-services/community-safety-crime/public-space-protection-orders/area-wide-orders>

- 3.2 The Area Wide Children's Play Area Order which applies to **all enclosed children's play areas and skate parks**

More information on the Children's Play Area order can be found here <https://www.n-somerset.gov.uk/my-services/community-safety-crime/public-space-protection-orders/childrens-play-areas-skate-parks>

- 3.3 The Area Wide Council Premises Orders that cover **public libraries, the museum, council buildings, public conveniences and recycling centres**

More information on the Council building Order can be found here <https://www.n-somerset.gov.uk/my-services/community-safety-crime/public-space-protection-orders/council-premises>

More information on the Public Conveniences Order can be found here <https://www.n-somerset.gov.uk/my-services/community-safety-crime/public-space-protection-orders/public-toilets>

More information on the Museum Order can be found here <https://www.n-somerset.gov.uk/sites/default/files/2022-04/NSC-06%20-%20Public%20Museum.pdf>

- 3.4 The Area Wide Car Parks Order that covers **any off-street council managed parking areas**

More information on the car parks orders can be found here <https://www.n-somerset.gov.uk/my-services/community-safety-crime/public-space-protection-orders/car-parks>

- 3.5 The Area Wide Managed Parks Order that covers the following **parks** in North Somerset

- Ecology Park and Portbury Wharf Nature Reserve, Portishead
- Dial Hill, Clevedon



- Hazell Close, Clevedon
- Salthouse Fields, Poets Walk, Marshalls Field, Clevedon
- Trendlewood Community Park, Nailsea
- Lake Grounds, Portishead
- Ellenborough Park, Weston-super-Mare
- Walford Avenue, Weston-super-Mare
- Castlebatch, Weston-super-Mare
- Lynch Farm, Weston-super-Mare
- Worle Rec, Weston-super-Mare
- Ashcombe Park, Weston-super-Mare
- Grove Park, Weston-super-Mare
- Prince Consort Gardens, Weston-super-Mare
- Maderia Cove, Weston-super-Mare
- Clarence Park, Weston-super-Mare
- Uphill Nature Reserve, Weston-super-Mare

More information on the Managed Parks Order can be found here <https://www.n-somerset.gov.uk/my-services/community-safety-crime/public-space-protection-orders/managed-parks-open-space-orders>

3.6 The Area Wide Town Centre and Retail Areas Order that covers the following **town centres and retail areas** in North Somerset

- Weston Town Centre
- Clevedon Town Centre
- Nailsea Town Centre
- Portishead Town Centre and Lake Grounds
- North Worle Retail Park
- Worle High Street
- Yatton Precinct
- Congresbury Precinct

More information on the Town Centre and Retail Area Order can be found here <https://www.n-somerset.gov.uk/my-services/community-safety-crime/public-space-protection-orders/town-centres-retail-areas-orders>

3.7 Several Area Specific Orders in the following **towns and parishes**

Abbots Leigh, Banwell, Blagdon, Bleadon, Clevedon, Congresbury, Dundry, Hutton, Kewstoke, Locking, Long Ashton, Nailsea, Pill & Easton-in-Gordano, Portbury, Portishead, St Georges, Tickenham, Weston-super-Mare, Winford & Felton, Winscombe & Sandford, Wrington, Yatton & Claverham

More information on Area Specific orders can be found here <https://www.n-somerset.gov.uk/my-services/community-safety-crime/public-space-protection-orders/area-specific-orders>

## 4. Consultation

The following suggestions have been put forward for the creation or amendments to PSPOs for which consultation will be required.

4.1 **Dundry - Hill Road Gating Order** - A PSPO can be used to restrict access to a public right of way where the behaviour of some has been anti-social. It is recommended that we consult on the proposal to introduce a PSPO in Dundry in order to restrict access to

Hill Road where anti-social behaviour is regularly being committed. This additional order will be subject to consultation followed by Executive Member decision.

4.2 **Hutton – Springwood Recreation Grounds** – Hutton Parish Council have requested a change to the area covered by a “dogs on leads” requirement at Springwood Recreation Grounds, this change will be subject to consultation followed by Executive Member decision.

4.3 **Hutton – St Mary’s Field** – Hutton Parish Council have requested that this area and adjoining land be subject to a “No dogs” restriction. This additional PSPO will be subject to consultation followed by Executive Member decision.

4.4 **Portishead - Marina** – Further consultation is required on how to best to prevent Anti-social behaviour associated with swimming at Portishead Marina. This consultation will be followed by Executive Member decision.

4.5 **Portishead – Lockside Square** – a request has been made from residents at Lockside Square for a “dogs on leads” PSPO on the small communal grassed area at Lockside Square. This additional PSPO will be subject to consultation followed by Executive Member Decision.

4.6 **St Georges – Community Centre** – St Georges Parish Council have requested that the order at St Georges Community Centre is changed from a “no dogs” order to a “dogs on leads” order. This amendment will be subject to consultation followed by Executive Member decision.

4.7 **Weston-super-Mare – Marine Lake** – a request has been received from our Seafront and Events Team to modify the area covered by the “no dogs” order at Marine Lake so that it covers all of the lower walkway. This amendment will be subject to consultation followed by Executive Member decision.

4.8 **Wrington – Silverstreet Recreation Ground** – a request has been received from Wrington Parish Council to update a previous Dog Control Order for “dogs on leads” to a PSPO. This request will be subject to consultation followed by Executive Member decision.

4.9 **Car Parks** – a request has been made from our Parking Management Team that the Area Wide Managed Car Parks Order be amended to include a provision to keep “dogs on leads” in all our managed car parks. This request will be subject to consultation followed by Executive decision.

4.10 **Area Wide Order** – requests have been made from numerous members of the public to introduce a provision into the Area Wide Order to restrict the number of dogs that a person can walk at any one time. This request will be subject to consultation followed by Executive decision.

4.11 **Area Wide Order** – Amendment to the wording around the substance misuse provision to clarify substances and paraphernalia covered under schedule 2 section 7 and 8. This request will be subject to consultation followed by Executive decision.

## **5. Financial Implications**

There are no direct financial implications of this decision

### **Costs**

N/A

## **Funding**

N/A

## **6. Legal Powers and Implications**

PSPOs were brought in under the Anti-Social Behaviour, Crime and Policing Act in 2014. They were first introduced in North Somerset in 2017 and then renewed for a further three years in 2020. The next full review is due in October 2023.

Any new PSPOs can be challenged in the high court within a period of six weeks following introduction. North Somerset Council has not been challenged on any of the orders that have been introduced to date. We consider that it is appropriate for the renewal of PSPOs as laid out in section 3 of this report to be considered at this meeting of the Partnerships, Corporate Organisation and Overview Management Policy and Scrutiny Panel before the decision is made to renew at Executive.

Any requests for new PSPOs or amendments to existing PSPOs as laid out in section 4 of this report are subject to consultation and then decision by Executive Member or Executive as appropriate.

## **7. Climate Change and Environmental Implications**

Whilst mainly introduced to tackle anti-social behaviour issues in our communities, PSPOs do also offer considerable benefit to the environment by tackling low level environmental crime.

## **8. Risk Management**

Any proposals considered for approval, whether by Executive Member Level or at Executive meeting, will be subject to legal review and approval before coming into force, any changes to wording which substantially alters the meaning of a provision will be subject to further consultation. These measures will help to protect the authority from challenge in the high court or judicial review.

## **9. Equality Implications**

Full equality impact assessments are carried out for each and every PSPO that is introduced in North Somerset as part of the decision-making process.

## **10. Corporate Implications**

Communities can be clear on how renewals and requests for PSPOs will be handled within the Local Authority. Communities can be assured that the council will take a robust approach to enforcement of the orders. The council has recently reviewed its enforcement procedures to ensure that they reflect national guidance and support local community aspirations.

## **11. Options Considered**

The recommendation is to

- To renew all unchanged and existing Public Space Protection Orders in accordance with section 60 of the Anti-social Behaviour Crime and Policing Act 2014 as set out in Section 3.

- To undertake a public consultation on any new and amended Public Space Protection Orders in accordance with section 72 of the Anti-social Behaviour Crime and Policing Act 2014 as set out in Section 4.

Options considered would be

- To not renew all unchanged and existing Public Space Protection Orders in accordance with section 60 of the Anti-social Behaviour Crime and Policing Act 2014 as set out in Section 3. The consequences of such would mean that the orders will cease to have effect after the 15 October 2020.
- To not undertake a public consultation on any new and amended Public Space Protection Orders in accordance with section 72 of the Anti-social Behaviour Crime and Policing Act 2014. The consequences of such would mean that any new orders put forward to deter individuals or groups of individuals committing anti-social behaviour in public places could not be brought into force.

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**Appendices:**

None

**Background Papers:**

Anti-Social Behaviour Crime and Policing Act 2014

<http://www.legislation.gov.uk/ukpga/2014/12/contents/enacted>

Revised Statutory Guidance for frontline professionals

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/823316/2019-08-05\\_ASB\\_Revised\\_Statutory\\_Guidance\\_V2.2.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/823316/2019-08-05_ASB_Revised_Statutory_Guidance_V2.2.pdf)

Local Government Public Space Protection Orders Guidance for Councils

[https://www.local.gov.uk/sites/default/files/documents/10.21%20PSPO%20guidance\\_06\\_1.pdf](https://www.local.gov.uk/sites/default/files/documents/10.21%20PSPO%20guidance_06_1.pdf)

## North Somerset Council

### Report to Community and Corporate Organisation Policy and Scrutiny Panel

**Date of Meeting: 2 March 2023**

**Subject of Report: Update on the progress of the council's Programme Management Office, award of Levelling Up Fund (LUF), and Q3 update on Projects & Property**

**Town or Parish: YES**

**Officer/Member Presenting: Jason Reading, Senior Project Manager and Alex Fear, Head of Projects and Property**

**Key Decision: No**

#### **Reason:**

The value is under £500k and it does not significantly impact two or more wards

#### **Recommendations**

For members to note the updates in this report.

#### **1. Summary of Report**

This report gives updates on the following areas of work:

- The progress of the council-wide Programme Management Office
- The award and management of Levelling Up Funds
- Major projects by exception (HIF update)

#### **Programme Management Office**

The North Somerset Council Programme Management Office (PMO) has been developed to ensure programmes and projects across the council are well managed, have good governance, and are delivered to a high standard.

Phase one of the PMO (discovery phase) set out to understand existing methods of programme and project management across the organisation and identify areas for improvement. This work is now complete, with a robust PMO now in place, ready for ongoing improvement as part of phase two.

#### **Levelling Up Fund**

In January 2023, the Department of Levelling Up, Housing and Communities (DLUHC) announced a funding award of just under £20m for North Somerset. This is matched by funding of £3m from North Somerset Council (NSC) to create a programme value approaching £23m. This report provides information on the intended use of funding and the steps being undertaken to ensure good management and governance of the programme, in line with PMO requirements.

## Major projects by exception

- Banwell Bypass  
Key milestones being hit with submission of planning application (determination in March) and submission of the initial compulsory purchase order. Work being undertaken to mitigate the impact of inflation on forecast costs.
- Winterstoke Hundred Academy Extension  
Work progressing well on site, with project on programme and on budget, ready for the school to take students September 2023.

## 2. Policy

The areas of work and projects that are being delivered, and included in this report, support delivery of all three of the council's priorities:

- a thriving and sustainable place
- a council which empowers and cares about people
- an open and enabling organisation.

## 3. Details

### Programme Management Office

In March 2021 Corporate Leadership Team (CLT) approved a series of recommendations to provide direction and governance over projects within the organisation via the development and implementation of a centralised Programme Management Office (PMO). It was recognised that different areas of the business had different specialisms and so the PMO would include the following elements:

- **Corporate:** to provide a fundamentals framework for managing council-wide transformation projects, setting out the project lifecycle, providing methodology and toolkit resources. Where possible these would be aligned with IT project management.
- **Capital:** to provide an advanced framework, with additional resources / processes needed to deliver multi-million-pound projects and ensuring compliance with specific funding conditions.

A review was undertaken to understand the maturity of programme and project management across the organisation following which a series of recommendations were made for improvement. The following recommendations have since been implemented:

- To have an agreed project management methodology for use in the organisation aligned to project management best practice: A hybrid methodology has been adopted across the PMO aligned to best practice standards from the Association of Project Management. Bespoke fundamentals and advanced guidance have been developed.
- To have an agreed project management lifecycle linked to that methodology: A four-stage project management lifecycle linked to the methodology has been developed and is now in use.
- To ensure a bespoke set of templates, guidance notes and worked examples (toolkit) for each stage of the project management lifecycle. This toolkit should cover from project management fundamentals to advanced: Each stage in the lifecycle now has a bespoke project management fundamentals toolkit including tools to develop project briefs, project initiation documents, project plans, highlight reports, and closure documents. This toolkit is aligned to our Business Planning and Risk Management frameworks. Alongside this the Capital element of the PMO has

developed a set of advanced tools including complex budget management and stakeholder management.

- To develop a project management fundamentals training offer linked to the agreed methodology: A bespoke training course was developed internally to guide colleagues through the North Somerset PMO. The Project Management Fundamentals course launched in early November 2022. By April 2023, it is estimated that around 150 staff will have received Project Management Fundamentals training which is more than 10% of all staff.
- To raise awareness of this PMO throughout the organisation and encourage use of the toolkit: Following the launch of the methodology, lifecycle and toolkit a 12 week Knowledge article series 'spotlight on' was launched, this highlighted the core resources within the PMO. Bespoke training sessions for teams have been offered alongside the wider training offer. A Community of Practice (CoP) was launched in the discovery phase of the PMO and was instrumental in reviewing the methodology, lifecycle and toolkit.

In conclusion, good progress has been made against the original brief in setting up the PMO and developing the Corporate and Capital elements. The fundamentals and advance tools have been well received and continue to be used more widely, generating efficiencies. Members are kept up to date on the progress of transformation and capital projects through corporate performance and finance reporting.

Phase two will continue the positive work done to date with a wider review of advanced tools, ongoing governance and assurance, and an ongoing training programme. Recruitment has begun for resources in both the Projects and Property structure to continue to support and develop the Capital element of the PMO and within Corporate Services to continue to support and develop the fundamentals element of the PMO.

### **Levelling Up Fund Programme**

In January the Department for Levelling Up, Housing and Communities announced that NSC had been successful in a bid to the Levelling Up Fund, awarding the council £19,979,570 for a programme of works across Weston. This funding is matched by £3.04m from NSC, comprising £0.64m spend already incurred at the Sovereign Centre (backdated expenditure within the existing financial year can be included as match-funding), and £2.4m within the council's Capital Programme relating to placemaking improvements. The total programme value is £23,019,797.

The purpose of the bid is to:

- 
- Boost the visitor economy by investing in much-loved but deteriorating heritage assets to create national visitor attractions and creative hubs.
  - Reinventing and diversifying Weston town centre, supporting the creative economy, independent retailers and food & drink innovators.
  - Delivering wayfinding and quick win public realm improvements to increase footfall and spend and boost local pride in the quality of our environment

Investments will be focused on:

- Repairs & improvements to the Tropicana, particularly focusing on the outside arena area.
- Supporting the restoration of Birnbeck Pier and its buildings.
- Completing the restoration of Marine Lake.
- Refurbishing and re-purposing vacant high street units owned by the council.
- Wayfinding and public realm improvements, including improvements to Grove Park.

The bid and its projects emerged from partnerships forged through the creation of the Weston Placemaking Strategy, a ten-year vision for Weston's renewal adopted by NSC in 2020. The Strategy is overseen by the Weston Place Agency, a cross-sector collaborative partnership to drive the delivery of the programme and transformation of the town. A report to Council in July 2021 agreed the focus as the basis for Levelling Up bids.

The LUF award and expenditure have been included in annual budget reports and Capital Strategy, considered by the Executive and Council in February 2023. Figures include allowances for fees, overheads, contingency, inflation and Optimism Bias in line with specialist advice and government funding guidance:

Description	Project 1: A year-round destination (Tropicana / Birnbeck / Marine Lake)	Project 2: Reinventing the town centre (Sovereign / High Street)	Project 3: Connecting spaces (Grove Park / wayfinding)	Totals
Construction Cost (Nett)	£7,093,250	£2,703,100	£967,440	£10,763,790
OHP 10%	£709,325	£270,310	£96,744	£1,076,379
Preliminaries 15%	£1,170,386	£446,012	£159,628	£1,776,025
<b>Construction Cost (Total)</b>	<b>£8,972,961</b>	<b>£3,419,422</b>	<b>£1,223,812</b>	<b>£13,616,194</b>
Fees 18%	£1,615,133	£615,496	£220,286	£2,450,915
Contingency 10%	£1,058,809	£403,492	£144,410	£1,606,711
<b>Sub Total</b>	<b>£11,646,904</b>	<b>£4,438,409</b>	<b>£1,588,507</b>	<b>£17,673,820</b>
Inflation to 2Q 2024 @ 8%	£931,752	£355,073	£127,081	£1,413,906
Optimism Bias @ 20%	£2,515,731	£958,696	£343,118	£3,817,545
Evaluation	0.50%			£114,526
<b>Total</b>				<b>£23,019,797</b>
<b>Match funding</b>				<b>-£3,040,227</b>
<b>Total incl. match funding</b>				<b>£19,979,570</b>

Whilst the sums for contingency etc add up to a significant amount, this helps ensure that projects are deliverable and 'proofed' against unexpected increases, given the early stage of the process. The timeline for delivery is rapid, with all expenditure to have been completed by 31<sup>st</sup> March 2025; for this reason additional delegated authorities have been requested for the Section 151 Officer to be able to authorise required activity during the election period.

Steps have been taken to establish robust programme governance and management. A Programme Coordination Group and Programme Steering Group have been set up, including representatives from CLT, and will meet monthly, supported by working groups for each of the different projects. The Steering Group as the senior grouping will in turn report into the Council's capital and asset governance structures, including to members. Project/Programme documentation is being compiled, including a Programme Management Plan and updates to the Quantified Risk Assessment submitted with the bid. Reports will be



brought to the Executive and Council as part of normal financial monitoring, and it is proposed that more detailed update reports are taken to the Place Scrutiny Panel on a six-monthly basis.

In addition to the capital spend, it is important that the LUF bid achieves the wider objectives of the programme relating to tackling deprivation in Weston, specifically in South and Central Wards which include neighbourhoods within the 2% most deprived nationally. The programme will include close working with colleagues such as those from Procurement, the Economy Team and others involved in the UKSPF programme in particular to maximise the outcomes both in terms of contractual social value, and in linking into other responsibilities and activities of the council to align wherever possible in addressing issues such as unemployment and health and well-being. Partners including Weston College will also be critical here.

## **Timeline**

Funding condition, deliver deadline: March 2025

### Feb 2023:

- Inclusion in budget reports (incl. Commissioning Plan)
- Grant Funding Agreement
- Prioritised programme for delivery & costs
- Project governance set-up

### Delivery:

- Quick wins if needed for compliance: signage / shop refurb
- 2023/24: focus on Grove Park, Marine Lake, Sovereign Centre, wayfinding, high street. Early works on Trop
- 2024/25: major works at Trop & Birnbeck.

## **Banwell Bypass**

A new highway bypassing Banwell village, reducing traffic congestion, improving active travel and unlocking 7,500 homes. The project is currently at preliminary design stage.

### Headlines

- Inflationary impact on budget
- Planning application submitted
- Initial Compulsory Purchase Order submitted
- Preliminary Design complete

### Progress

- Initial compulsory purchase order (CPO) for scheme submitted (55 objections received), public inquiry anticipated summer 2023. The next few months will be spent preparing evidence in advance of this.
- Supplemental CPO required for additional 7.7 hectares of land for bat mitigation, to be determined at Full Council (21<sup>st</sup> February) and served in March, anticipated that this will be resolved through same public inquiry for initial CPO.
- Closing out final planning application comments, planning due to be determined at March Planning and Regulatory committee.
- Progress on finalising all contract documents (target cost, scope and programme) for the stage 2 contract (detailed design and build) ahead of Full Council go/no go decision in summer 2023.

- Progressing land agreements (where possible) ahead of CPO to remove objections and obtain early site access.
- Reviewing construction costs and agreeing budget solution with Homes England.

### **Winterstoke Hundred Academy Extension**

To provide a 900-place secondary school which will be ran by Cabot Learning Federation. The project is currently in the construction phase.

#### Headlines

- On programme
- On budget
- The school will be open ready for an intake of students in September 2023

#### Progress

##### Milestone Tracker

Works tendered	Complete	Oct 2020
Contractor appointed	Complete	Feb 2021
Preliminary Design	Complete	Mar 2021

Go/no go gateway                      Project progression approved

Detailed Design	Complete	Aug 2021
Start on site	Commenced	Dec 2021
Site acquisition	Complete	Oct 2022
Works practical completion	Forecast	Aug 2023

#### Recent Activities

- Cladding works are progressing well to the sports hall.
- External services to the sports hall are being pulled through.
- Plant room slab has now been cast.
- Brickwork is ongoing.
- Tape and jointing progressing well to the first floor.
- Sample room is well underway, with the intention to have a finished room by the end of the month.
- Flat roof is 85% complete to allow the installation of the Briggs and Forrester plant

See Appendix 1 for recent images.

## **4. Consultation**

Governance structures are in place for existing projects (and being set up for the LUF programme of works) to monitor progress, risk management, budget, programme and quality control. This will be enhanced and made more efficient through the PMO.

## **5. Financial Implications**

### Levelling Up Fund Programme

- Total Budget: £23m
- Risk contingency allows for forecast inflation
- Funding from Department for Levelling up, homes and communities (£20m) with NSC match funding (£3m)
- Tropicana and Birnbeck Pier to become more financially sustainable

### Banwell Bypass

- Total Budget: £65m

- Spend to date: £8.5m
- Work being undertaken to mitigate inflation impact to budget
- Funding from Homes England

Winterstoke Hundred Academy

- Total Budget: £33,857,900
- Spend to date: £20,667,571
- Forecast to be on budget
- Funding from Homes England

**6. Legal Powers and Implications**

The schemes are being delivered in accordance with the funding conditions.

**7. Climate Change and Environmental Implications**

Levelling Up Fund Programme

- Scope to be delivered to a high environmental standard and contribute to our zero carbon commitment
- A focus on pedestrian and cycle routes, including the links to new coastal routes, will encourage sustainable active transport
- Provides environmental benefits which will improve health and wellbeing through increased activity and enjoyment of the outdoors

Banwell Bypass sustainability

- The scheme will be innovative and efficient in reducing and offsetting carbon from the design and construction of the project
- The scheme will ensure the development provides the opportunity to increase biodiversity net gain by at least 10%

Winterstoke Hundred Academy Extension

- Building designed to achieve the Building Research Establishment Environmental Assessment Method (BREEAM) ‘excellent’ rating
- We’re working with Passivhaus-certified contractors, Kier, to ensure modern and sustainable methods of construction are used to help cut emissions and disruption.
- The building includes solar panels that will power the classrooms
- Bike storage areas allocated to encourage more sustainable travel to and from school.
- The project will protect local plants and wildlife too, through a biodiversity net gain of 10%.

**8. Risk Management**

Risks are scored using the council’s agreed risk management matrix and high risks included here:

Risk scoring matrix

		← Likelihood →				
		Rare	Unlikely	Possible	Likely	Almost certain
Impact	Critical	LOW/MED	MEDIUM	HIGH	HIGH	HIGH
	High	LOW	MEDIUM	MED/HIGH	HIGH	HIGH
	Medium	LOW	LOW/MED	MEDIUM	MED/HIGH	HIGH
	Low	LOW	LOW/MED	LOW/MED	MEDIUM	MEDIUM
	Negligible	LOW	LOW	LOW	LOW/MED	LOW/MED

### Programme Management Office

There is a HIGH risk that the development of the PMO is delayed due to insufficient resource across transformation and capital elements. Resource is currently being recruited and where possible existing resources re-directed to mitigate the risk.

### Levelling Up Fund Programme

Key risks re programme are granting of statutory permissions, including planning permission, building consent and licenses. The funding deadline of March 23 adds further pressure to the project with the delayed announcement of the funding award. Careful planning and early engagement is in place to mitigate the impact. Inflation continues to be a high financial risk which has been mitigated with the allocation of risk budget.

### Banwell Bypass

Inflation exceeding allowance in budget. The scheme acknowledges the financial pressures of inflation and rising construction costs that are impacting infrastructure schemes across the country. The project team are currently working with Atkins (cost consultant) to understand exactly what impact these unprecedented inflationary pressures might have on stage two costs. Homes England are working with local authorities to understand the scale of emerging budgetary pressures and to explore options for resolution within its HIF schemes.

Design solution for artesian water: need to agree a suitable design solution with Bristol Water to prevent damage (dewatering) of the aquifer. Legal undertaking signed with solicitors to progress discussions on indemnities. Hydrological modelling and groundwater monitoring underway to evidence suitable design solution.

### Winterstoke Hundred Academy Extension

There is a risk school construction will not be complete in time for NSC school requirements. This risk is mitigated through careful programme management, engaging all stakeholders and committing to a completion date. Temporary accommodation is available if required.

A further risk is that land acquisition delays from Homes England and St Modwen impact project schedule. This is mitigated by arranging licences to carry out activities early, close working with stakeholders to prioritise land transfer activities.

## **9. Equality Implications**

EIA's are carried out as part of project delivery.

## **10. Corporate Implications**

There is a commitment by the Council to deliver these projects in accordance with the funding conditions.

## **11. Options Considered**

N/A

### **Author:**

Jason Reading  
Senior Project Manager  
Place Directorate

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**Appendices:**

Appendix 1: Winterstoke Hundred Academy Extension images

**Background Papers:**

Corporate Plan: [Organisational priorities | North Somerset Council \(n-somerset.gov.uk\)](#)

Levelling up fund: [Landmark Levelling Up Fund to spark transformational change across the UK - GOV.UK \(www.gov.uk\)](#)

## Appendix 1: Winterstoke Hundred Academy Extension

**Main school building**



**Main school building from road**



## Sports Hall



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## North Somerset Council

### Report to the Partnerships, Corporate Organisation and Overview Management Policy and Scrutiny Panel

**Date of Meeting: 3 March 2023**

**Subject of Report: Delivery of the ICT Strategy Action Plan**

**Town or Parish: All**

**Officer/Member Presenting: Stuart Anstead, Head of Support Services**

**Key Decision: No**

#### **Reason:**

Whilst supporting public-facing projects such as those detailed in the Digital Strategy, the ICT Strategy is primarily inward-facing, setting the strategic direction for the development of ICT within the council.

#### **Recommendations**

That the panel notes the progress that has been made to date in delivering the actions identified in the ICT Strategy and takes the opportunity to explore areas of particular interest in more detail.

#### **1. Summary of Report**

As a strategy formally approved by the Executive, the ICT Strategy is monitored on a quarterly basis through the corporate performance monitoring framework (which is also published on the council's website) and at a frequency considered to be appropriate by the policy and scrutiny panel.

This report provides a detailed list of the commitments made in the ICT strategy and the progress being made in delivering the associated action plan.

#### **2. Policy**

The council's dependency on technology to deliver its front-line services and business transformation activities ensures that the ICT Strategy directly or indirectly impacts all of the aims and priorities shown in the Corporate Plan.

#### **3. Details**

The ICT strategy outlines the aims and ambitions of the council for the period 2021-24 and groups activities into the following themes:

- Supporting the workforce
- Maintaining security
- Server estate management
- Infrastructure management
- Devices

- Applications
- Information management
- Delivering projects

Whilst the ICT strategy has been written more at a technical level than is usual, it still recognises the primary need for the investment we make in technology to support the workforce in driving business transformation as we seek to reduce costs and improve service accessibility and delivery.

Implementation of all of the council's strategies is monitored at a high level through the Quarterly Performance Monitoring Framework. A Q3 extract from the framework of the 42 project activities arising from the ICT strategy appears in Appendix A and a summary of this is shown in the following table:

Category	Status	Projects
Project timeline	On track	19
	Minor delay	5
	Significant delay	1
	De-prioritised	6
	Completed	11
Project budget	On budget	25
	De-prioritised	6
	Completed	11
Overall project status	Red	0
	Amber	1
	Green	24
	De-prioritised	6
	Completed	11

Six of the activities outlined in the strategy have been de-prioritised for 2022/23 on account of the current resource constraints needed to be able to deliver everything in what was an ambitious programme of work. This does not mean that these activities have been dropped completely, however, where we have insufficient capacity, it is only right that we prioritise those activities that will have the greatest impact. Once we have delivered higher priority projects, we will return to those that are currently showing as having been de-prioritised. Officers are also considering whether the existing team could be supplemented from one off resources in order to accelerate delivery against the strategy and support transformation.

#### **4. Consultation**

Prior to its adoption the ICT Strategy went through a rigorous process of internal consultation involving:

- Directorate Engagement Boards
- ICT Architecture Board
- Corporate Leadership Team
- Executive Member
- PCOM scrutiny panel

It was not considered appropriate for the ICT Strategy to be subject to external consultation. Public interest in technological developments in North Somerset is primarily covered in the Digital Strategy and the public was consulted on this document.

## **5. Financial Implications**

Each of the projects arising from the strategy is subject to its own financial approval process and for each, its business case must be considered to be viable. The scope of this report however is to report on the progress of the activities which includes whether or not the individual projects are predicted to remain within their approved budgets or not and this information can be seen in the table in section 3.

### **Costs**

Not applicable to this report.

### **Funding**

Not applicable to this report.

## **6. Legal Powers and Implications**

Not applicable to this report.

## **7. Climate Change and Environmental Implications**

Some of the key activities aimed at reducing the impact on the environment have already been completed either directly as a result of specific projects commissioned from the ICT Strategy, such as turning off some infrastructure during the evening and at weekends, or indirectly as a result of other factors, such as the introduction of virtual meetings to eliminate the need to travel.

## **8. Risk Management**

Each of the projects arising from the ICT strategy is subject to its own risk management arrangements which are managed as part of the normal activities of the associated project governance board.

## **9. Equality Implications**

An Equality Impact Assessment will be conducted for each project arising from the ICT Strategy where it is considered appropriate to do so.

## **10. Corporate Implications**

As an essential enabler for the entire organisation, the ICT Strategy underpins the delivery of all services across the council.

## **11. Options Considered**

Not applicable to this report.

### **Author:**

Mike Riggall, Information and ICT Security Manager

### **Appendices:**

Appendix A – Progress of individual projects arising from the ICT Strategy

### **Background Papers:**

ICT Strategy 2021-24

<https://nsomerset.sharepoint.com/sites/the-source.authoring/Documents/ICT%20Strategy%202021-24.pdf#search=ICT%20Strategy>

## Appendix A – Detailed List of Activities Arising from the ICT Strategy

Theme	Activity	Status	Schedule at Q3	Budget at Q3	Commentary
Supporting the Workforce	Deliver IT solutions that support the new workstyles and the accommodation programme	Green	On track	On budget	We have technical solutions and business processes in use to support each of the identified workstyles. Four workstreams are supporting the accommodation programme: <ol style="list-style-type: none"> <li>1. Desk equipment configuration</li> <li>2. Desk booking system</li> <li>3. Meeting room refurbishment</li> <li>4. Castlewood decommissioning</li> </ol> 500 new monitors are currently being procured as part of early works to re-equip the Town Hall.
Supporting the Workforce	Reducing the latency experienced in real time applications such as Microsoft Teams	Completed	Completed	Completed	The version of Teams released by Microsoft that is optimised for virtual desktop environments significantly improves performance during virtual meetings and calls. Monitoring of 8x8 call quality indicates that improvements to the network have also significantly improved matters here too. Further improvements are likely to be seen when the core network upgrade project completes in June/July 23, but monitoring will continue in the meantime.
Supporting the Workforce	Giving our partners and other agencies outside of the council access to our collaboration tools	Completed	Completed	Completed	Our Microsoft 365 platform is enabled for guest access which means that external partners can participate in multi-agency teams and collaborate on NSC documents.

Theme	Activity	Status	Schedule at Q3	Budget at Q3	Commentary
Supporting the Workforce	Making mobile equipment easier to use in the field	Green	On track	On budget	Part of a service improvement plan sponsored by CLT. Many improvements have been carried out including opening up some previous restrictions on wireless networks. The new Microsoft device management suite, InTune has been implemented meaning that many applications no longer need a VPN to be running to use.
Supporting the Workforce	Improving the performance of wireless networks in the office environment, particularly for roaming	Green	On track	On budget	Improvements to the wireless network infrastructure have been completed however full benefits will not be seen until completion of the core network upgrade in June 23. Removing some restrictions on the office wireless networks has seen marked benefits for officers.
Supporting the Workforce	Providing access to information and suitable tools to highlight problems on home networks and broadband connections	Hold	De-prioritised	De-prioritised	This action has been de-prioritised for 2022/23.
Supporting the Workforce	Enabling the use of a wider range of peripherals which do not create information governance issues for example by allowing transfers of sensitive data to personal devices	Green	On track	On budget	Part of a service improvement plan sponsored by CLT. Many improvements have been carried out e.g., bluetooth headsets now in the service catalogue and we continue to react as new requests are made.

Theme	Activity	Status	Schedule at Q3	Budget at Q3	Commentary
Supporting the Workforce	Enhancing the range of training material available to officers and elected members	Green	On track	On budget	Amalgamated all training material together under the <i>Making IT Better</i> teams channel which now includes information from the <i>Smarter Working</i> team. Work continues to enhance the material available.
Applications	Establish a managed refresh programme with a rolling five-year view to allow us to budget appropriately for system replacements	Green	On track	On budget	Five year rolling review programme is in place and being managed through business-as-usual activities. The programme feeds into the overall governance process which involves CPPDB for monitoring capital spend, the new Portfolio Board and the ICT Architecture Board,
Applications	Deploy licence tracking tools to ensure that we have the optimum number of licences available for each application.	Completed	Completed	Completed	Snow has been deployed successfully. Most software is now deployed on a commercial subscription basis and as a result tools like Snow offer reduced benefits for licence tracking however software usage is also tracked by other tools such as Aternity.
Applications	Testing continuity and recovery plans for each major application in use.	Green	Minor delay – likely to be brought back into programme	On budget	This is an extremely resource-intensive activity however it is being tackled on a priority basis with critical applications being assessed first.
Information Management	Complete the work to replace the legacy extranet with an updated solution based on SharePoint Online	Completed	Completed	Completed	The legacy instance of SharePoint 2010 has been commissioned and all Extranet services have all been transitioned to SharePoint online, part of the Microsoft 365 services.
Information Management	Include the ability to create multi-agency teams in our M365 environment	Completed	Completed	Completed	Multi-agency teams are now available and being used across the authority in all directorates.

Theme	Activity	Status	Schedule at Q3	Budget at Q3	Commentary
Information Management	Migration of unstructured and semi-structured information currently held in files and folders on shared network drives into a structured Microsoft environment	Green	Minor delay – likely to be brought back into programme	On budget	Activity commenced late Q2. Business case now being written to enable mass-migration of 40TB of data held in network shared drives to SharePoint.
Information Management	Development of a knowledge management platform to allow us to extract more value from the information we hold	Hold	De-prioritised	De-prioritised	This action has been de-prioritised for 2022/23.
Information Management	Development of tools to improve the flow of information across the council and with partners whilst significantly reducing the quantity of email in use	Hold	De-prioritised	De-prioritised	This action has been de-prioritised for 2022/23.
Information Management	Deploy intelligent analysis tools to categorise and index information we need to retain and alert us to that which we should destroy.	Amber	Significant delay	On budget	Re-phased as we need to complete the migration of data into SharePoint in order to make best use of the tools identified. Anticipate this work being done in 2023/24.

Theme	Activity	Status	Schedule at Q3	Budget at Q3	Commentary
Delivering Projects	Working with our Agilisys colleagues to explore ways to increase project resources	Green	On track	On budget	Much work done in Q3 on improving the project experience with some changes being made to resources deployed by Agilisys. Two new project managers have been recruited to the client team to improve change management and engagement activities.
Delivering Projects	Creating a category of requests that can be identified during a triage process of being quick-win, easy to deliver activities that do not need to enter the project process and can be fast-tracked for rapid delivery	Green	On track	On budget	Forms part of the business-as-usual activities to identify such projects however some improvements are still needed and are being monitored by the client team.
Delivering Projects	Reviewing the project governance arrangements to improve the visibility of progress through the system, involving customers at each stage.	Green	On track	On budget	Much work done in Q3 on improving the project experience with some changes being made to resources deployed by Agilisys. Two new project managers have been recruited to the client team to improve change management activities.



Theme	Activity	Status	Schedule at Q3	Budget at Q3	Commentary
Devices	Improve the performance of the virtual desktop environment for real time applications so that we can reduce the ratio of thin client : thick client devices from 70:30 to 80:20	Green	Minor delay – likely to be brought back into programme	On budget	<p>Performance of real time applications is much improved using the technical solutions available like Powerline adapters to overcome local issues such as poor domestic wi-fi performance. Device strategy will be reviewed in the spring.</p> <p>Following an extended IT incident in October, for reliance purposes it is unlikely that we will be able to reduce the ratio to 80:20 however this does not alter the commitment to improve performance of the virtual desktop environment.</p>
Devices	Maintain the Windows 10 virtual desktop as an evergreen platform on which to work	Green	On track	On budget	Windows 10 being maintained as required as part of business-as-usual activities. Microsoft has however changed its desktop operating system strategy and released Windows 11 hence we will need a future migration project once end of support for Windows 10 is announced. This features in the five-year forward programme of investment.
Devices	Review mobile device policy in light of inter-operability developments in recent years and the introduction of new applications, particularly for elected members	Hold	De-prioritised	De-prioritised	This action has been de-prioritised for 2022/23.

Theme	Activity	Status	Schedule at Q3	Budget at Q3	Commentary
Devices	Formalise a centralised refresh programme for assets based on a realistic, real-world approach that extends device life without compromising security or performance	Green	On track	On budget	Completed for desktop devices, and for replacement of mobile phones and iPads that are out of support. Final part of the plan is to adopt a policy for the central provision of mobile equipment for new starters.
Devices	Improve the usability of mobile devices by reviewing the restrictions enforced through the mobile device management platform	Completed	Completed	Completed	Devices are now largely unlocked for use off-network for office applications. Access to back-end case management systems still requires the use of a VPN and we have an ongoing project to make the existing VPN access arrangements easier to operate.
Devices	Establish formal accessibility criteria for all ICT projects	Completed	Completed	Completed	Accessibility is a formal assessment criterion for all IT projects and sits alongside information security and data protection.
Infrastructure Management	Replacement of the existing IP telephony platform with a cloud-based service similar to that which we use successfully in our contact centres	Completed	Completed	Completed	The previous office-based Cisco telephony platform has now been decommissioned and replaced by 8x8 which supports remote working through the use of virtual telephones running on the Windows desktop. The contact centres started to use this technology prior to the pandemic.

Theme	Activity	Status	Schedule at Q3	Budget at Q3	Commentary
Infrastructure Management	Upgrade the core, distribution and access layers of our network to provide the capacity required of modern applications	Green	On track	On budget	The core network project is still awaiting delivery of equipment and is scheduled to commence installation in March. Supply chain difficulties were understood from the start and programmed in. Key elements of the access layer will be upgraded in the summer with an anticipated project completion date of July.
Infrastructure Management	Maintain our compliance with security standards including PCI DSS and PSN and add Cyber Essentials Plus	Green	On track	On budget	All compliance programmes are currently being followed as required. The first Cyber Essentials accreditation submission will be made in February. Continued accreditation represents an annual activity.
Infrastructure Management	Implement a managed post and print service using a commercial supplier to reduce costs and improve information security	Green	On track	On budget	Project with Agilisys progressing on schedule.
Infrastructure Management	Replace and simplify the remote access VPN, improving the functionality for mobile devices without sacrificing security.	Green	Minor delay – likely to be brought back into programme	On budget	Some technical issues have been experienced largely as a result on dependencies on other projects. Two factor authentication will shortly be transferred to Microsoft which will realise savings as the existing solution can be decommissioned. We continue to work towards a solution which will see automatic connection to the correct wireless network and automatic establishment of the VPN.

Theme	Activity	Status	Schedule at Q3	Budget at Q3	Commentary
Server Estate Management	Migration of the existing estate to the Microsoft Azure environment	Completed	Completed	Completed	All servers previously located in the Agilisys private cloud have now been migrated to Microsoft Azure. Completion of this project represented the first step of preparation for the IT service post-2025.
Server Estate Management	Review of assets supporting critical services and deployment of disaster recovery as a service	Green	On track	On budget	Feasibility work has been completed and we have costed solutions which will allow the objectives to be met however lack of budget to support ongoing costs may prevent us from implementing a solution except in isolated.
Server Estate Management	Improve predictive analysis of impending failure of assets	Hold	De-prioritised	De-prioritised	This action has been de-prioritised for 2022/23.
Server Estate Management	Seek supplier-hosted managed services for our major back-office applications	Hold	De-prioritised	De-prioritised	This action has been de-prioritised for 2022/23 however where systems are being refreshed, we will explore a cloud-first approach.
Server Estate Management	Realise energy savings by reducing server capacity during periods of low demand.	Completed	Completed	Completed	Servers that are not needed for 24x7 access such as testing and training environments have been set up to follow power management programmes. These are shutdown between 7pm and 7am and at weekends.

Theme	Activity	Status	Schedule at Q3	Budget at Q3	Commentary
Maintaining Security	Submit annually to external review through the PSN assurance process and whatever follows once the PSN is decommissioned	Completed	Completed	Completed	The PSN compliance process is managed through the year as part of a Security as a Service offering from Agilisys. The assessment process conducted by the Cabinet Office occurs annually which for 2023/24 will be in April.
Maintaining Security	Achieve Cyber Essentials Plus accreditation	Green	Minor delay – likely to be brought back into programme	On budget	We will achieve Cyber Essentials accreditation in 2022/23 however Essentials Plus will drop into 23/24. Redevelopment of the security policy framework has overrun by a month, and this will knock on into the Cyber Essentials work.
Maintaining Security	Enhance the training material available to the workforce and elected members and make refresher courses mandatory	Green	On track	On budget	Training material is deployed via Learning Pool and via the MetaCompliance training portal. In the latter case the material is integrated into Teams which makes it a lot easier to access for the workforce.
Maintaining Security	Continue to participate actively in local intelligence sharing groups such as SW WARP	Green	On track	On budget	This is progressed as a business-as-usual activity.
Maintaining Security	Conduct peer review of information security management system	Green	On track	On budget	Scheduled to have completed in December however this work is going to drift to the end of February.
Maintaining Security	Move towards certificate-based authentication to enhance security at the network edge	Green	On track	On budget	Project with Agilisys progressing on schedule. User acceptance testing of new laptop configuration is complete and roll-out has commenced across the organisation.

<b>Theme</b>	<b>Activity</b>	<b>Status</b>	<b>Schedule at Q3</b>	<b>Budget at Q3</b>	<b>Commentary</b>
Maintaining Security	Refine and improve cyber incident management response plans	Green	On track	On budget	A cyber incident management exercise has been set up for 20 April and will include CLT and other senior officers.

## North Somerset Council

### Report to the PCOM

**Date of Meeting: 2 March 2023**

**Subject of Report: NSEC Shareholder update**

**Town or Parish: N/A**

**Officer/Member Presenting: Councillor Ashley Cartman - Executive member for corporate services and assets**

**Key Decision: N/A**

### Reason:

Report for information and feedback

### Recommendations

That PCOM receive the NSEC shareholder update

### 1. Summary of Report

This report gives an update on North Somerset Environment Company Limited (NSEC), the Council's wholly owned subsidiary company. It is an overview by the shareholder from a governance perspective on the activities and performance of the company, which has seen a marked improvement. The Executive has appointed Cllr Ashley Cartman as its shareholder representative.

Operational aspects are covered by the client relationship with the council and subject to Place Scrutiny arrangements, so are not covered in this report.

### 2. Policy

NSEC Ltd was established to support North Somerset Council's corporate plan in the following areas:

- A thriving and sustainable place.

The Council is able to have more influence on the waste service to better ensure that it contributes to North Somerset Council's corporate plan priorities of being;

- A great place for people to live, work and visit
- Welcoming, safe and clean neighbourhoods
- To be a carbon neutral council and area by 2030

- An open and enabling organisation

NSEC Ltd contributes to North Somerset's corporate plan priorities related to innovation and efficiency which are:

- Encourage continuous improvement and innovation

- Manage our resources and invest wisely
- Provide professional, efficient and effective services
- Collaborate with partners to deliver the best outcome

NSEC Ltd operations are covered by the council's Recycling and Waste Strategy 2021-2023

### **3. Details**

#### **3.1. Background**

The Council agreed to establish its own recycling and waste Company in 2020 using a Teckal exemption to deliver North Somerset services, in order to:

- Overcome commercial viability issues within the waste market
- Enable financial flexibility to deliver efficiency and
- Have greater control over environmental issues in its net zero strategy

Whilst the company was primarily established to deliver services on behalf of the council, it would also have the flexibility to trade with third parties for a profit (within the Teckal threshold of 20%). The council will also seek to explore the delivery of other services through NSEC, where it is beneficial to do so.

#### **3.2. Governance**

##### **3.2.1. North Somerset Council Governance**

The company is governed by its articles of association and these reserve several matters for the shareholder, including but not limited to:

- Changes to company structure
- Appointment of board members
- Approving the business plan
- Major financial decisions such as loan agreements, credit facility, contracts above a certain level
- Determining directors' remuneration

The shareholder has agreed a Memorandum of Understanding with the company which determines reporting standards for key areas which cover:

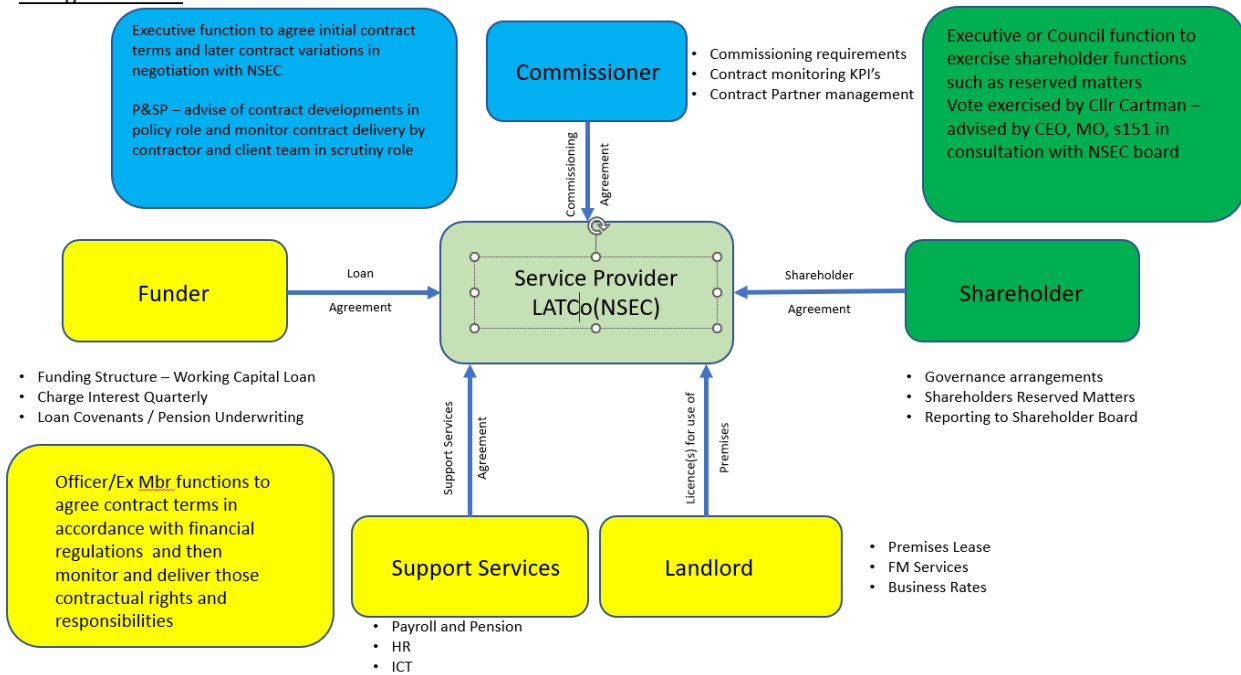
- Financial update including forecast
- Operations overview/ KPIs
- Health and Safety, environment and compliance
- Employee, workforce and trade union related matters
- Strategic risk register
- Issues of concern
- Shareholder decisions/ reserved matters

Whilst the company was in its early stages and there were numerous decisions to be taken on reserved matters, the NSEC shareholder board met every 6 weeks, approximately. Now that the company and key documents are established, meetings will be held quarterly through 2023 as standard with flexibility to arrange ad hoc meetings as required.



### 3.2.2. Governance Diagram – this report relates to the Shareholder elements depicted on the right

#### NSC governance



### 3.2.3. NSEC Company Governance





Director appointments to the board are a reserved matter for the Shareholder. The current board is made up as follows:

- Sue Turner – Non-Executive Chair of the Board
- Brian Veale – Managing Director
- Stuart Jellings – Operations Director
- Chris Butters – Non-Executive Director
- Vacant – Non-Executive Director

### 3.3. NSEC performance

#### 3.3.1. Strategic Performance Indicators

NSEC reports its operational performance to the client team on a monthly basis, including detailed breakdown against a suite of Key Performance Indicators (KPIs). The shareholder representative has agreed a number of high-level measures which will be monitored by the shareholder board on a quarterly basis, focussed on environmental impact, customer experience and finance. Performance to date is summarised overleaf:

	Base indicator	Latest performance	Direction of travel
Repeat missed collections	832 (Apr- Jun 22)	487 (Nov-Jan 23)	-41% 
Kerbside recycling rate	45.7% (2021-22)	45.2% (2022-23 to date). NSC is expected to be in the top 10 performing councils for 2022-23	-0.5% 
Recycling centre rates	60.01% (2021-22)	62.04% (2022-23 to date)	+2.03% 
Responding to complaints within 10 days	62.8% (Jan-Mar 22)	77.9% (Oct-Dec 23)	+15.1% 

### 3.3.2. Financial performance and forecast:

Throughout the year NSEC management have shared with the Council the measures they have been taking to improve efficiencies, deal with issues that were not foreseen during the process of transferring the contract from the previous operator and close the gap between the budget and forecast outturn.

£000	2021-22	2022-23
Turnover	13,162	13,781
Costs	13,501	13,593
Net profit	(339)	(188)
Variance	(2.58%)	(1.36%)

#### 3.3.2.1. 2021-22 performance

The first Statutory Accounts for NSEC cover the period from October 2020 to March 2022 and are available on Companies House and received a clean audit opinion.

The key drivers of the adverse variance of £339k (2.58%) during 2021-22 were:

- Covid pandemic and “pandemic” impact on staff availability and cost of cover and hire of smaller vehicles
- National Shortage of HGV drivers; the company inherited 10% driver vacancies and incurred agency and training costs

#### 3.3.2.2. 2022-23 performance

Monthly management accounts are prepared for the NSEC board and these are made available for the shareholder to review with detailed reporting on a quarterly basis.

The key drivers of the forecast variance of £188k (1.36%) for 2022-23 are:

- Agency costs arising from vacancies and COVID impacts early in the year
- Insurance costs greater than contract budget due to claims experience of new company – retendered 2023
- Condition of vehicle fleet leading to unplanned hire costs and repairs – minor procurement in 2023 with major procurement in 2024

### 3.4. NSEC Business Plan

NSEC has been developing its business plan 2023-2028 for approval by the shareholder. Whilst the company was primarily established to deliver services on behalf of the Council and therefore these opportunities are considered as contracts come up for procurement, it has the flexibility to trade with third parties for a profit (within the Teckal threshold of 20%).

### **3.4.1. Introducing commercial services:**

The business plan includes ambitions to trade externally which are forecast to generate additional turnover and profit for the company over the five year period to 2027-28. Surpluses will be used to offset the deficit from earlier years before a distribution of dividends to the parent Council will be considered – this is subject to agreed dividend policy.

<b>New Income Stream</b>	<b>Turnover (rounded to nearest £000)</b>	<b>Costs</b>	<b>Forecast net profit over 5 year period</b>
Driver Academy	1,879	1,719	160
Event Cleaning	308	266	42
Commercial Waste	1,966	1,772	193
Commercial Vehicle Servicing	612	551	61
Total	4,765	4,308	456

### **3.4.2. Expansion of Council services**

#### **3.4.2.1. Highways**

On 8 November 22 Council agreed to progress the highway reactive and cyclical maintenance work package via direct contract award under Teckal exemptions to North Somerset Environment Company for an initial term of 7 years commencing 1 April 2024.

The contract value is expected to be in the region of £2.2m per year and deliver a variety of benefits to the Council:

“The business case clearly shows that delivering the reactive and cyclical maintenance service through NSEC delivers the best financial value, the most social value, the best alignment to the council’s strategic priorities and helps to deliver the NSEC business plan. A full NSEC business case for expansion to include this service has also been produced and analysed in tandem with the options analysis work and has been approved by the company board and shareholder.”

Benefits to the Company will include economies of scale, back office and management efficiencies and greater use of assets and capabilities within the company. It is expected that this contract will yield £65k of overhead savings per year over the life of the contract which will be available to offset cumulative deficits. The proposal submitted by NSEC was approved by the Shareholder prior to submission to the Council.

#### **3.4.2.2. Expanding waste delivery elements**

NSEC has submitted a bid to the Authority for 2 lots of the Waste Processing contracts as of 31/01/23, the bid is currently being reviewed by the Client Officers.

The first Lot is for the 7-year contract to run the Waste Transfer Station on Aisecombe Way, currently operated by Enovert and up for renewal in April 2024. This is where NSEC already deposit the Residual (Black Bag) and Garden Waste adjacent to the existing Household Waste Recycling Centre. There are several potential synergy opportunities as NSEC would gain end to end control of the supply chain and would assist with a key Business Plan objective to increase Commercial Waste collections.

The second Lot is for the haulage, or onward forwarding, of the Residual and Garden Waste to the end destination processing facilities, currently located in Avonmouth and Cheltenham. This would sit well within the NSEC portfolio as it would be an extension of their existing HGV operations.

### 3.4.2.3. Plan to recover deficit

NSEC first year performance reflects the period of six months from the registration of the Company on 26/10/2020, through to the mobilisation of the Waste and Recycling contract on 27/03/21, in addition to the full trading year from April 21 through to March 22.

The audited accounts of NSEC for 21/22 reported a trading deficit of 339k. For the trading year 22/23 the latest forecast is that NSEC will post a further deficit of circa £188k, the total being £527k trading deficit after the first two years.

The circumstances which contributed to the losses included the impact of the COVID pandemic, HGV Driver shortage and hire fleet costs, which are all now significantly improved in the third quarter of 22/23. Whilst most of the Fleet assets sit with the accounts of North Somerset Council, a further targeted objective has been to make investment in assets directly for NSEC to improve contract delivery, which total £ 250k to date and are being depreciated over the next 5 years. NSEC has incurred no capital borrowing to date.

The plan to recover the incurred deficit involves two key initial elements over the five years of trading from April 2023 to March 2028, the first being the successful award of the Highways Cyclical and Reactive Maintenance Contract which is budgeted to deliver a surplus of £325k over the first 5 years. The second key element being the launch of commercial services as outlined in the Business Plan with a forecast surplus nett profit of £455k at the end of the first 5 years trading. Combining the two forecasts therefore includes a contingency of some £181k being over 30% of the deficit total. Our intention will be to avoid any further cost overrun within the delivery of the Waste and Recycling Contract to prevent increasing the deficit. Through effective delivery of the Business Plan and new service Contracts the Company will aim to outperform the financial forecast and reduce the amount of time taken to clear the deficit and take the Business into a profitable position by 2026-27.

Financial year	2023-24	2024-25	2025-26	2026-27	2027-28
Highways Contract Contingency	65	65	65	65	65
Business Plan Net profit	16	51	88	129	172
Total operating profit	81	197	350	544	781
Deficit/Surplus Carried forward	(527)	(446)	(248)	102	645

## 4. Consultation

N/A

## 5. Financial Implications

NSEC has not utilised any loan facilities offered by the council to support day to day operations or any other investment.

As the parent company and sole shareholder of NSEC, the council is ultimately responsible for any losses of the company. The ongoing profit and loss situation of NSEC is being closely monitored and the Council may need to consider making provision in its own accounts, if the deficit recovery plan is not successful. The accumulated losses for 2022-23 are not considered to be material to the council.

### 5.1. Costs

N/A

### 5.2. Funding

None arising from this report

## **6. Legal Powers and Implications**

Local Authority Trading Companies (LATCOs) are contracted by the parent council (or councils) to provide services back to the council(s) via a service contract. The council opted to apply the Teckal or in-house exemption when establishing NSEC which allows the contracting for services without the requirement for a procurement exercise. It is based on case law and was been codified in the Public Contracts Regulations 2015. In general, the terms of exemption require:

- the council to control the vehicle as if it were an internal department, with there being no direct private share or ownership participation in the company (this is known as the control test)
- more than 80% of the vehicle's activities to be with its 'parent' council (this is known as the function test)
- If the council decides to undertake an open procurement, the Teckal requirements do not need to be in place.

NSEC is required to comply with the Companies Act 2006 and other legislation applicable to a limited company.

## **7. Climate Change and Environmental Implications**

None arising from this report

## **8. Risk Management**

Risk Management activities are undertaken by the board of NSEC and reported to the shareholder board and to the client team. There are no specific risks arising from this report. The risks associated with the council's shareholder function are identified in Appendix 1.

## **9. Equality Implications**

None arising from this report

## **10. Corporate Implications**

As identified throughout this report

## **11. Options Considered**

N/A

### **Author:**

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### **Appendices:**

Appendix 1 – Shareholder risk register

### **Background Papers:**

Report to council on set up of NSEC 22/09/20 (Confidential)  
NSEC articles of association (available on Companies House)  
<https://n-somerset.moderngov.co.uk/documents/s3991/6.%20Committee%20Report%20NSC%20-%20Commissioning%20Plan.pdf>

Appendix 1 – Shareholder risk register

Theme	Risk	Lead officer	Inherent likelihood (where 1 is very low and 5 is very high)	Inherent impact (where 1 is very low and 5 is very high)	Inherent risk	Inherent risk treatment	Mitigating / exploiting actions	Residual likelihood (where 1 is very low and 5 is very high)	Residual impact (where 1 is very low and 5 is very high)	Residual risk	Risk treatment
Corporate governance	Lack of robust governance leading to lack of clarity on performance and decision making	Director of Corporate Services/ s151	3	5	HIGH	MITIGATE	Appointment of highly qualified and experienced executive and non-executive directors of the company Shareholder board meetings Shareholder MOU and reserved matters Company articles of association, board meetings	2	4	MED	ACCEPT
Corporate governance	Other actions taken by, or issues with a parent company or major shareholder;	Director of Corporate Services/ s151	3	5	HIGH	MITIGATE	Appointment of highly qualified and experienced executive and non-executive directors of the company Shareholder board meetings Shareholder MOU and reserved matters Company articles of association, board meetings	2	3	LOWMED	ACCEPT
Residents and communities	Reputational impact of company activities	Director of Corporate Services/ s151	4	3	MEDHIGH	MITIGATE	Appointment of highly qualified and experienced executive and non-executive directors of the company Client team monthly meetings Communications lead for NSEC feeding in to corporate team/ planning Shareholder MOU Shareholder reserved matters CEO 1-1 meetings with Chair and MD	2	2	LOWMED	ACCEPT
Finance and resources (inc. staff)	The financial position and/or credit worthiness of a parent company or major shareholder;	Director of Corporate Services/ s151	4	4	HIGH	MITIGATE	Appointment of highly qualified and experienced executive and non-executive directors of the company Financial monitoring, Company business plan development including expansion of services providing contribution to overhead costs Deficit recovery plan	3	3	MED	ACCEPT

## North Somerset Council

### Report to the Partnerships, Corporate Organisation and Overview Management Policy and Scrutiny Panel (PCOM)

**Date of meeting: 2 March 2023**

**Subject of report: Accommodation Strategy**

**Town or Parish: All**

**Officer presenting: Amy Webb, Director of Corporate Services**

**Key Decision: NO**

**Reason:**

Report is for information.

**Recommendations**

The panel is asked to note and discuss the contents of this report.

**1. Summary of report**

To provide PCOM Policy and Scrutiny Panel with an update on the Accommodation Strategy Programme.

**2. Policy**

This project supports the aims and objective within the Council's Corporate Plan, Economic Plan, Climate Emergency Plan, Medium Term Financial Plan and Capital Strategy.

**3. Background**

**Council decisions**

In February 2021, the Council agreed to:

- The adoption of the following corporate strategies:
  - Strategic Asset Management & Property Plan (SAMPP)
  - Accommodation Strategy (AS)
  - Development Strategy (DS)
- Feasibility and Business Cases proceed, in relation to the recommendations arising from these strategies
- The allocation of capital funding to progress these strategies
- To deliver in accordance with the key timelines of June 21, October 21 and March 22 and utilise the findings of the business cases to inform the Council's 5-year Capital Programme

## **Accommodation Strategy overview**

- NSC undertook an organisation-wide Office Amalgamation Programme and an ICT Transformation Programme between 2007 – 2012
- This programme improved desk ratios from 1:1 to 7:10 (based on 1200 staff = 840 workstations)
- Since this programme, overall staff numbers across NSC have reduced from c.1800 to c.1400 and this will have impacted on office space requirements
- COVID-19 has increased the amount of flexible working and there is a clear acceptance from managers and staff to maintain a flexible working model into the future

In February 2021, the Council agreed to the progression of the accommodation strategy in order to find the optimum flexible working model which takes in to account the following drivers:

- Reduced staff travel linked to our climate change ambition
- Improved work: life balance due to reduced commutes
- Improved productivity
- Opportunity to reduce our asset base in line with our Medium Term Financial Planning (MTFP)

The Council acknowledged that this work could lead to the closure of Castlewood, but this was not a primary driver.

## **Budget**

A budget of £2m was approved (capital expenditure) for the Town Hall works. Progressing the move from Castlewood will release savings of up to £1m a year from 2025, so investment needs to be made in the Town Hall building to support the plans for our new ways of working (hybrid working), to fully adopt and embed the workstyles and to unlock the value from releasing the Castlewood site.

## **4. Update / progress to date**

An update was provided to the Accommodation Strategy Scrutiny Steering Group meeting on 18 January 2023.

### **Reimagine ways of working**

- Final space requirements provided to the design team; following work to accommodate team changes
- Hybrid Policy developed, approved and launched
- Managing in a Hybrid environment – following the pilot in December 2022 to be rolled out to Managers (circa 140)
- The IT offer for equipment (colleagues and spaces) has been defined
- FM Systems (incumbent meeting room booking provider) selected as the preferred supplier for the desk booking system. The existing meeting room system will be updated to integrate with Outlook (instead of the current semi integrated system)
- Hybrid meeting support - testing has been undertaken and options for wireless projection are being investigated; a model meeting room to be set up to demonstrate this



## Invest in the Town Hall

A strategic review was undertaken to explore value engineering opportunities, including identifying any costs saving areas that did adversely impact on the design and concept. Subsequently, a strategic pause was agreed to provide the opportunity to review and playback the approach and timescale with key stakeholders and members. The key points to note are:

- The Commissioning and Procurement plan approval was delayed, resulting in an impact to the works programme
- Following approval of the Commissioning and Procurement plan, the date for the appointment of the contractor for the Town Hall works has been adjusted to June 2023
- The appointment of the contractor is now the critical path item
- It is expected that we will be in a position to start on site in September 2023
- The procurement and lead in times are currently estimated and will not be confirmed until the tender returns are received and a contractor identified
- Until the tenders are received and a contractor is appointed, there remains a risk to programme (works and moves) and costs
- These risks will be managed by the team taking cognisance of all elements affecting the construction industry
- Due to the nature of the programme there continues to be a level of unknown and external factors affecting the programme, resulting in continuous risk management which will be required until the latter stages of the project

## Timescales

The revised key milestones are set out below:

Contractor appointment	June 2023
Furniture procurement	June – September 2023
Phase 1 works (4 weeks)	*September – October 2023
Phase 2 works (4 weeks)	*October- November 2023
Phase 3 works (4 weeks)	*November – December 2023
Castlewood based staff move in (Group1)	*January 2024

\*The dates remain subject to change.

## Castlewood – redevelopment and transition and energy reduction

Approval was secured from Council in January 2023 to progress a residential led scheme based on demolition of the existing building.

It was also agreed that a Member Advisory Group would be established. The first meeting of this group is scheduled for 6 March 2023. The group will advise on the criteria for planning and the selection of a developer.

It is recognised that any changes will be a gradual process and vacant possession of Castlewood (2025) is dependent on a number of solutions being delivered by other initiatives. The team will progress the timetable for next steps and colleague consultation.

In addition, work will be accelerated to maximise any opportunities for use of the building and achieve efficiencies and to adopt new ways of working until vacant possession is achieved.

### **Touchdown locations beyond the Town Hall**

The team have been working to understand if and where there is a need for touchdown locations beyond the Town Hall and are exploring what existing sites may be options for colleagues to use and promote and publicise, as well as identifying what solutions may be needed in the future.

A survey has been developed and tested with 2 teams to understand the requirements. The team are making changes to the survey, prior to issuing it wider.

Further work is also being undertaken to replan the touchdown locations workstream once the Castlewood delivery plan is agreed. These dates will also align with the travel and parking delivery plan.

### **Travel and Parking**

The planned development of Locking Road car park triggered a workstream within the Accommodation Strategy Programme and a Working Group was established to ensure delivery of the short, medium and long-term objectives:

- Short-term: Moves to Town Hall
- Medium-term: Locking Road car park vacant possession
- Long-term: Castlewood vacant possession and touchdown locations

The draft Corporate Travel Plan 2023-28 has been developed and work on the short-term travel and parking plan (moves to the Town Hall) is being progressed.

The dates for Locking Road car park are being reviewed, therefore this may no longer be the driver for the workstream and the Corporate Travel Plan will become the new driver. Further work is underway to progress the objectives and deliverables, including engagement with HR.

## **5. Enablers, links and dependencies on other projects**

There are a number of enablers which include IT, HR (People Services), policies and premises, with links and dependencies on other projects to ensure the successful delivery of the programme (new ways of working; the works to the Town Hall and vacant possession of Castlewood), which includes identifying and agreeing suitable accommodation and provision for colleagues, tenants and partners and assets (beyond the Town Hall); requirements and solutions for storage (on and off storage) and travel and parking needs. These are captured on a master dependency log and the team will ensure these are managed.

The programme has inputted and provided requirements and guidance to other projects and will continue to align activity with other projects including the ICT improvement plan.

## **6. Consultation / Comms and Engagement**

Engagement has continued with colleagues, tenants and partners and key stakeholders and will continue to be a focus for the programme.

## **7. Financial Implications**

The current forecast is for the project to be delivered within the £2m budget. The budget costs will be updated with confirmed costs, as the programme progresses and the tender action is closed out.

The team will continue to review and seek to identify any cost saving areas which will not adversely impact on design values and concept and a cost engineering approach will be undertaken to the specification to ensure it remains within the budget envelope.

## **8. Legal Powers and Implications**

N/A

## **9. Climate Change and Environmental Implications**

The team will continue to work closely with colleagues to make sure we are joined up to support the Council's ambition to be a net zero carbon council by 2030 and are working with the Waste Team and the Sustainable Travel teams to ensure:

- The principle of repair, reuse, reduce and recycle will be used for any future, fittings and equipment (FFE)
- Any surplus furniture can be re-purposed in a way that benefits the local community
- The energy efficiency of the Town Hall is assessed and for any changes needed to be considered as part of the design and investment works

## **10. Risk Management**

The register continues to be reviewed and updated, with key risks being reported to the Programme Board. The consultant contract has been extended until the end of May 2023, to manage the identified risk in terms of resources.

## **11. Equality Implications**

An accessibility audit planned for December 2022, has been rescheduled and is expected to be completed by the end of February 2023.

## **12. Corporate Implications**

The Accommodation Strategy has been developed within the overarching priorities contained within the Corporate Plan and the emerging priorities from 2038 Local Plan.

## **13. Options Considered:**

N/A

**Author:** Amy Webb, Director of Corporate Services

**Appendices:** None

### **Background Papers:**

Accommodation Strategy – COU 168 Council 23<sup>rd</sup> February 2021

Accommodation Strategy Update – Strategic Outline Business Case: The future of Castlewood – COU 15<sup>th</sup> February 2022

Accommodation Strategy Update – Castlewood - 10<sup>th</sup> May 2022

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