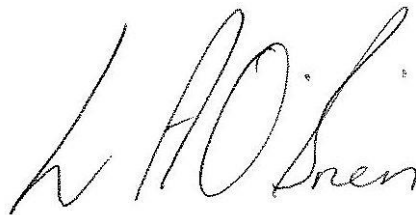


4 May 2018

Committee	Council
Date	Tuesday, 15 May 2018, reconvened from Tuesday, 8 May 2018
Time of Meeting	6:00 pm
Venue	Council Chamber

ALL MEMBERS OF THE COUNCIL ARE REQUESTED TO ATTEND



**for Sara J Freckleton
Borough Solicitor**

Agenda

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF INTEREST**

Pursuant to the adoption by the Council on 26 June 2012 of the Tewkesbury Borough Council Code of Conduct, effective from 1 July 2012, as set out in Minute No. CL.34, Members are invited to declare any interest they may have in the business set out on the Agenda to which the approved Code applies.



3. MINUTES

1 - 10

To approve the Minutes of the meeting held on 17 April 2018.

4. ANNOUNCEMENTS

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

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

2. To receive any announcements from the Chair of the Meeting and/or the Chief Executive.

5. ITEMS FROM MEMBERS OF THE PUBLIC

- a) To receive any questions, deputations or petitions submitted under Council Rule of Procedure.12.

(The deadline for public participation submissions for this meeting is 9 May 2018).

- b) To receive any petitions submitted under the Council's Petitions Scheme.

6. MEMBER QUESTIONS PROPERLY SUBMITTED IN ACCORDANCE WITH COUNCIL PROCEDURE RULES

To receive any questions submitted under Rule of Procedure 13. Any items received will be circulated on 15 May 2018.

(Any questions must be submitted in writing to Democratic Services by, not later than, 10.00am on the working day immediately preceding the date of the meeting).

7. ELECTION OF LEADER OF THE COUNCIL

To elect a Leader of the Council (who will also be the Chair of the Executive Committee) for the ensuing Municipal Year.

8. ELECTION OF DEPUTY LEADER OF THE COUNCIL

To elect a Deputy Leader of the Council (who will also be the Vice-Chair of the Executive Committee) for the ensuing Municipal Year.

9. MEMBERSHIP OF COMMITTEES, LEAD MEMBERS AND APPOINTMENT TO OUTSIDE BODIES

11 - 15

Any papers available prior to the meeting will be circulated to all Members.

1. To determine the Membership of the:
 - Executive Committee.
 - Overview and Scrutiny Committee.
 - Audit Committee.
 - Planning Committee.
 - Licensing Committee.
 - Standards Committee.
 - Ad-hoc Committees:
 - Employee Appeals Committee;
 - Employee Appointments Committee;
 - Housing Allocations and Homelessness Review Committee; and Panels and Liaison Groups as follows:
 - Gloucestershire Police and Crime Panel;
 - Shared Legal Services Joint Monitoring and Liaison Group; and
 - Shared Building Control Joint Monitoring and Liaison Group.
2. In accordance with the Constitution, to receive a report from the Leader of the Council and take any action necessary.
3. To determine:
 - a. the Outside Bodies to which the Council should make appointments and the representation on those Bodies.
 - b. To delegate authority to the Borough Solicitor, in consultation with the Leader of the Council, to nominate other Members to attend a meeting of an outside body in the event that the nominated Member or their representative is unable to attend.
4. The Council will at this stage adjourn for a brief period to allow each Committee, as set out below, to hold a formal meeting to conduct the business set out in the enclosed Agenda:
 1. Overview and Scrutiny Committee.
 2. Audit Committee.
 3. Planning Committee.
 4. Licensing Committee.
 5. Standards Committee.

10. MAYOR OF TEWKESBURY'S APPEAL FUND

To appoint three Members of the Council as Trustees of the Mayor of Tewkesbury's Appeal Fund for the ensuing Municipal Year. The Trustees for 2017/18 were:

Councillors P W Awford, J R Mason and D J Waters.

The Mayor and Chief Executive are automatically Trustees and as such Councillor Hatton cannot be one of the named Trustees for this year.

NB: The Fund is officially called the Mayor of Tewkesbury's Appeal Fund but this does of course refer to Tewkesbury Borough.

11. OVERVIEW AND SCRUTINY COMMITTEE ANNUAL REPORT 2017/18 16 - 39

To consider the Overview and Scrutiny Committee's Annual Report.

12. RECOMMENDATIONS FROM EXECUTIVE COMMITTEE

The Council is asked to consider and determine recommendations of a policy nature arising from the Executive Committee as follows:-

(a) Council Plan Update - Year Three 40 - 57

At its meeting on 25 April 2018 the Executive Committee considered the year three refresh of the Council Plan and **RECOMMENDED TO COUNCIL** that the Council Plan be **ADOPTED**, subject to the following amendments:

- 'Our priorities and objectives 2016-20' – second bullet point entitled 'Promoting and supporting economic growth' amend fifth point to read '~~Promoting~~ **Promote** the borough as a ~~visiting~~ **visitor** attraction';
- 'Our priorities and objectives 2016-20' – third bullet point entitled 'Growing and supporting communities' amend second point to read '~~Achieve~~ **Maintain** a five year supply of land';
- 'Why this is a priority – Finance and resources' – first bullet point entitled 'Seek to be financially independent of the government's core grants' amend point a) to read 'Deliver the Council's transformation programme **to deliver a balanced budget**';
- 'Why this is a priority – Growing and supporting communities' – amend second bullet point heading to read '~~Achieve~~ **Maintain** a five year supply of land';
- 'Why this is a priority – Growing and supporting communities' – amend point b) under the fourth bullet point to read 'Achieve the council's affordable homes target **by working with local housing providers**';

- 'Why this is a priority – Growing and supporting communities' – amend point d) in the fourth bullet point to read '~~Work to support the Severn Vale Housing Merger with its partners in accordance with the programme~~ **'Work with Severn Vale Housing Society, Bromford Housing Group and Merlin Housing Society in respect of their merger'**';
- 'Why this is a priority – Customer focussed services' – amend first bullet point to add '**To continue to proactively enforce against enviro-crimes including flytipping and dog fouling in accordance with the action plan'**';
- 'Why this is a priority – Customer focussed services' – amend point d) under the third bullet point – to read '~~Look at~~ **Investigate** digital methods to improve customer engagement'.

The amended version of the Council Plan including the above amendments is attached.

13. SEPARATE BUSINESS

The Chairman will move the adoption of the following resolution:

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

14. SEPARATE MINUTES

58 - 59

To approve the separate Minutes of the meeting held on 17 April 2018.

Recording of Meetings

Please be aware that the proceedings of this meeting may be recorded and this may include recording of persons seated in the public gallery or speaking at the meeting. Please notify the Democratic Services Officer if you have any objections to this practice and the Mayor will take reasonable steps to ensure that any request not to be recorded is complied with.

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

TEWKESBURY BOROUGH COUNCIL

Minutes of a Meeting of the Council held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 17 April 2018 commencing at 6:00 pm

Present:

The Worshipful the Mayor
Deputy Mayor

Councillor H A E Turbyfield
Councillor T A Spencer

and Councillors:

R E Allen, P W Awford, K J Berry, R A Bird, G F Blackwell, G J Bocking, K J Cromwell, D M M Davies, J E Day, R D East, A J Evans, J H Evetts, D T Foyle, R Furolo, P A Godwin, M A Gore, J Greening, R M Hatton, B C J Hesketh, S E Hillier-Richardson, A Hollaway, E J MacTiernan, J R Mason, H C McLain, P E Stokes, P D Surman, M G Sztymiak, R J E Vines, D J Waters and P N Workman

CL.87 APOLOGIES FOR ABSENCE

87.1 Apologies for absence were received from Councillors M Dean, R E Garnham, A S Reece, V D Smith and M J Williams.

CL.88 DECLARATIONS OF INTEREST

88.1 The Committee's attention was drawn to the Tewkesbury Borough Council Code of Conduct which was adopted by the Council on 26 June 2012 and took effect from 1 July 2012.

88.2 There were no declarations of interest made on this occasion.

CL.89 MINUTES

89.1 The Minutes of the meeting held on 20 February 2018, copies of which had been circulated, were approved as a correct record and signed by the Mayor.

CL.90 ANNOUNCEMENTS

90.1 The evacuation procedure, as set out on the Agenda, was advised to those present.

CL.91 ITEMS FROM MEMBERS OF THE PUBLIC

91.1 There were no items from members of the public on this occasion.

CL.92 MEMBER QUESTIONS PROPERLY SUBMITTED IN ACCORDANCE WITH COUNCIL PROCEDURE RULES

92.1 There were no Member questions on this occasion.

CL.93 APPOINTMENT OF CIVIC HEADS**Mayor**

93.1 Members were advised that, due to health concerns, the current Mayor-Elect had withdrawn from taking the position of Mayor and accordingly the Council was asked to appoint the Deputy Mayor-Elect for 2018/19, Councillor Ruth Hatton, as Mayor-Elect for the forthcoming Municipal Year. Upon being proposed and seconded, it was

RESOLVED That Councillor Ruth Hatton, be appointed Mayor-Elect for the ensuing Municipal Year.

Deputy Mayor

93.2 Upon being proposed and seconded, it was

RESOLVED That Councillor Gill Blackwell be appointed as Deputy Mayor-Elect for the ensuing Municipal Year.

CL.94 LEAD MEMBER PRESENTATION - LEAD MEMBER FOR BUILT ENVIRONMENT

94.1 The Mayor invited the Lead Member for Built Environment, Councillor Elaine MacTiernan, to make her presentation to the Council.

94.2 The presentation covered the following main points:

- Built Environment Portfolio – What Services Does it Cover? – a group of services mostly, but not exclusively, in Development Services – it also included a housing function (affordable housing) in Community Services. Services included: Planning – Development Management, Enforcement, Land Charges; Planning Policy – Joint Core Strategy (JCS), Tewkesbury Borough Plan (TBP) and Neighbourhood Development Plans (NDPs); Building Control – shared with Cheltenham Borough Council; and Strategic Affordable Housing – mostly through the JCS.
- Who's Who in the Team – Head of Development Services – Annette Roberts; Development Services Manager – Paul Skelton; Planning Policy Manager – Matthew Barker; Building Control Manager – Ian Smith (shared with Cheltenham Borough Council); and Economic and Community Development Manager (including Tourism) – Andy Sanders. Total number of 50 full-time equivalent staff.
- Built Environment Quiz –
 - How many planning applications does the Council receive each year? 1,300.
 - How much income does the Development Management team bring into the Council on average per annum? £1,300,000.
 - What percentage of determined applications are approved? 90%.
 - How many registered Neighbourhood Development Plan areas are there in the Borough? 14.
 - How many houses were completed in the Borough last year? 728.

- Development Management Process – case officers consider the issues associated with the application. They weigh the application merits, benefits and policy position against the comments in support of, and opposed to, the development – they then make a recommendation and decision. Planners did not just follow process or interpret a procedure they had to use skill and experience to negotiate complex interrelated issues to get the maximum benefit for the community.
- Creating a Place from a Plan – the strategic allocations in the JCS were Twigworth/Innsworth, South Churchdown, Brockworth, North West Cheltenham, West Cheltenham and Ashchurch = 10,900 houses and 112 hectares of employment land.
- Requires Significant Investment in Infrastructure – the team is involved in preparing bids for funding: £4.53 million towards A40 improvements to help deliver strategic growth; £8.1 million towards a bridge to unlock capacity for development at Ashchurch; and capacity funding for Ashchurch and the JCS.
- Bringing these Sites Forward – Creating a Place – the portfolio is crucial to the delivery of growth; it is not just about making planning documents and processing planning applications but also about creating a place that everyone was proud to be part of making; it was about involving communities through consultation in developing the TBP and helping them with NDPs; and it was about the Community Development Team being the connection between the Council and Parishes helping to negotiate S106 Agreements and, in the future, Community Infrastructure Levy (CIL).
- Not Just about Ensuring Enough Homes for People but Land for Jobs Too – Innsworth and Twigworth = indicative housing up to 2031 - 2,295 / hectares of employment land up to 2031 – 9.1; South Churchdown = indicative housing up to 2031 – 1,100 / hectares of employment land up to 2031 – 17.4; North Brockworth = indicative housing up to 2031 – 1,500 / hectares of employment land up to 2031 – 3; North West Cheltenham = indicative housing up to 2031 – 4,285 / hectares of employment land up to 2031 – 23.4; Ashchurch = indicative housing up to 2031 – N/A / hectares of employment land up to 2031 – 14.3; Winneycroft = indicative housing up to 2031 - 620 / hectares of employment land up to 2031 – N/A; West Cheltenham = indicative housing up to 2031 – 1,100 / hectares of employment land up to 2031 – 45. Tewkesbury Borough will also identify around 40 hectares of employment land to meet needs.
- Affordable Housing 2017/18 – Head of Community Services – Pete Tonge; and Housing Services Manager – Paula Baker. The Council Plan target of delivering 150 affordable properties in Tewkesbury Borough was met in quarter three of 2017/18 with the total delivery due to approach 200 properties for the year – the target for 2018/19 had been increased to 180. 2017/18 had seen new affordable housing providers deliver and/or begin to manage properties in Tewkesbury Borough: Gloucester City Homes had sites in Highnam, Witcombe and some coming soon in Twyning; Two Rivers had properties in Churchdown and Wheatpieces, Tewkesbury; and Heylo Housing had acquired properties in Bishop's Cleeve and Cooper's Edge, Brockworth. Progress has been made for delivery of rural housing in Tewkesbury Borough with sites at Minsterworth and Norton on track to be delivered during 2018/19. Work through the Gloucestershire Rural Housing Partnership would continue to identify opportunities to develop affordable rural housing.

- Affordable Housing Quiz:
 - What is the average house price in the Borough? £275,000.
 - What is the average income in the Borough? £26,243.
 - What is the ratio of house price to income in Tewkesbury? 10.5.
- On That Basis – average income of £26,343 (gross), or approximately £19,700 (net), gives a monthly figure of £2,200 (gross) or approximately £1,700 (net) – average monthly rental in the Borough is £730 per month so 40% of income is spent on rent; added to the other bills people have to pay life becomes a struggle for many.
- Vision Statement – “Tewkesbury Borough...a place where a good quality of life is open to all” - can the Council make sure there is enough land for homes and jobs that allow all sectors of the community to have the opportunity to live and work in the Borough; can the Council increase its target for building affordable homes and make them truly affordable; and can the Council protect the built and natural environment along with the assets that made the Borough special.

94.3

The Mayor thanked the Lead Member for her informative presentation and invited Member questions. A number of Members expressed concern about the affordability of homes in the Borough. One felt the cost of land needed to be considered carefully; particularly when the Council was selling its own land, as often it was the fact that land was expensive that made affordable homes unviable. In addition, there was concern that the Council needed to find a way to promote low cost housing. In response, the Lead Member indicated that, unfortunately, the amount of land sold by the Council was fairly insignificant compared to that sold by private landowners and the Council had no control over the cost of that land. Another Member suggested that self-build could be a way for people to be able to afford their own homes and he felt this should be encouraged. In response, the Head of Development Services confirmed that the JCS policy asked for 40% affordable housing on all developments – this was often challenged by developers but nonetheless was what was asked for. Going forward it was intended to look at affordability issues through the review of the JCS and the production of the Borough Plan to try and bring affordable homes forward quicker. In terms of self-build, the Member was advised that the Council had approved a site for four homes between Greet and Tewkesbury and, in addition, there was a self-build register. The Council had also been considering the use of modular housing and a number of Officers and Members had visited factories which produced steel and wooden framed modular homes; these types of homes were faster and cheaper to build and it was felt this was likely to be the future of housebuilding, particularly in terms of affordable homes. A Member indicated that he shared the concerns of the Lead Member about the social housing and affordable rent systems which saw young people struggling with higher rents but not being eligible for housing allowance. He felt a happy medium needed to be found, possibly with the capping of rents so as not to cause hardship. In offering some clarification about rents, a representative from Severn Vale Housing Society explained that they were set using a ‘rent formula’; to build affordable housing capital grant support was needed through Homes England and that organisation determined what the first rent would be and whether the rents went up or down and when. This meant the only way a Housing Association could decide its own rents was by building affordable housing that did not fit the Homes England criteria; however, that had a higher cost so there was also a need to find a way of bringing the costs of building down.

94.4 Referring to the decline in apprenticeships in the building industry, a Member explained that, in some places, S106 Agreements insisted that construction companies employed local people and apprentices – this meant more local people were employed and badly needed apprentices were able to learn a trade. She felt this approach should be considered within Tewkesbury Borough. In terms of modular housing, a Member questioned how buildings of that type would be viewed by Planning Officers. In response, the Head of Development Services explained that each application was considered on its own merits regardless of the materials used to build it - first and foremost it was about context and design.

94.5 Accordingly, it was

RESOLVED That the Lead Member presentation be **NOTED**.

CL.95 RECOMMENDATIONS FROM EXECUTIVE COMMITTEE

Public Space Protection Order - Dog Fouling

95.1 At its meeting on 14 March 2018, the Executive Committee had considered the implementation of a Public Spaces Protection Order under S.59 of the Anti-Social Behaviour, Crime and Policing Act 2014 as well as the introduction of Fixed Penalty Notice fines for all controls contained in the Order. The Executive Committee had recommended that a Public Spaces Protection Order be implemented under S.59 of the Anti-Social Behaviour, Crime and Policing Act 2014; and that Fixed Penalty Notice fines of £100 be introduced for all controls contained in the Public Spaces Protection Order.

95.2 The report which was considered by the Executive Committee had been circulated with the Agenda for the current meeting at Pages No. 17-26.

95.3 The recommendation from the Executive Committee was proposed by the Chair of the Committee and seconded by the Lead Member for Clean and Green Environment.

95.4 During the discussion which ensued, clarification was requested on whether dog fouling would be the subject of the Order when it took place in the countryside and, in response, the Head of Community Services confirmed that the Order would apply to all public open land in the Borough. Another Member questioned how this would work when it was a field with a public right of way across it and whether the Order would apply only to the path. The Head of Community Services indicated that he would have to investigate the issue and respond following the meeting. In terms of enforcement, and the training of staff, the Head of Community Services explained that a number of Officers were currently trained in issuing Fixed Penalty Notices and were already doing that for other offences. It was intended that this would be rolled out to other Officers who were not currently trained. In response to a query regarding safety, the Head of Community Services explained that Officers were able to carry out dynamic risk assessments before approaching members of the public to ensure it was safe to do so. There would be a number of different campaigns throughout the year - e.g. flytipping, litter, dog fouling - and the Council's resources would be particularly focussed on those areas at that time; Officers would, of course, still be able to address other issues at those times should the need arise. Members of the public were also encouraged to report particular issues/culprits if they were aware of them.

95.5 One Member expressed particular concern about the number of complaints he received with regard to dog bins being full; he questioned how the Council could fine people for not clearing up after their dogs when often they had nowhere to put the waste. In response, a number of Members suggested that people should be encouraged to report bins that were full and they would then be emptied. In addition, it should be remembered that litter bins could also be used for dog waste. The Head of Community Services confirmed that there would be an educational campaign following the implementation of the Order and this would include the fact that it was an offence not to have the means to clear up after a dog, as well as not to actually clear up the waste, and also that litter bins could be used for dog waste.

95.6 Accordingly, it was

RESOLVED

1. That a Public Spaces Protection Order be implemented under S.59 of the Anti-Social Behaviour, Crime and Policing Act 2014, as set out at Appendix A to the report.
2. That Fixed Penalty Notice fines of £100 be introduced for all controls contained in the Public Spaces Protection Order.

CL.96 TWYNING NEIGHBOURHOOD DEVELOPMENT PLAN

96.1 The report of the Planning Policy Manager, circulated at Pages No. 27-98, explained that the Twynning Neighbourhood Development Plan had been the subject of a referendum in the local area and the Council was now asked to resolve that the Plan be made part of the Development Plan for Tewkesbury Borough; and to delegate to the Head of Development Services, in agreement with the Parish Council acting as the Qualifying Body, the correction of any minor errors such as spelling, grammar, typographical errors that did not affect the substantive content of the Plan.

96.2 The Lead Member for Built Environment indicated that this was a good Plan that had received the required majority in favour at referendum and she proposed that the recommendations, as set out in the report, be approved. Upon being seconded and voted upon, it was

RESOLVED

1. That the Twynning Neighbourhood Development Plan be made part of the Development Plan for Tewkesbury Borough.
2. That authority be delegated to Head of Development Services, in agreement with the Parish Council acting as the Qualifying Body, to correct any minor errors such as spelling, grammar, typographical or formatting errors that do not affect the substantive content of the plan.

CL.97 SEVERN VALE HOUSING MERGER

97.1 The report of the Chief Executive, circulated at Pages No. 99-109, set out the implications of Severn Vale Housing Society's proposal to merge with two other housing providers and recommended a way forward for the Council. Members were asked to formally approve the merger with the Bromford/Merlin Group, subject to the approval of the merger by the Severn Vale Housing Society Board, and the satisfactory completion, prior to the merger being completed, of an agreement(s) in respect of all matters of retained interest to the Council; to formally advise Severn Vale Housing Society that, on completion of the matters referred to (or upon the coming into effect of the Social Housing (Influence of Local Authorities) (England) Regulations 2017), the Council will agree to give up its shareholder role and Board representation nomination rights; and to delegate authority to the Chief Executive, in consultation with the Leader, Deputy Leader

and Lead Members for Built Environment and Health and Wellbeing, to complete all necessary documentation and agreements to implement the resolutions.

97.2 The Chief Executive advised that Members had previously received a presentation from Severn Vale Housing Society and Bromford Housing in respect of the merger. In summary, the Severn Vale Housing Society Board had looked at all of the options and had felt that collaboration with another housing provider would improve both its strategic capacity and neighbourhoods for the people of the Borough; having looked at potential partners it was proposed to move forward with Bromford and Merlin under the Bromford 'banner'. The report also addressed the issues concerning the relationship between Tewkesbury Borough Council and Severn Vale Housing Society in respect of the loss of the Council's representative on the Board. The new organisation had indicated that it was committed to developing more affordable housing in the Borough, and also working with JCS partners, which was great news. The issues regarding the stock transfer were quite technical in nature as it was a complicated legal agreement but this would be comprehensively addressed before any agreements were signed.

97.3 Upon being proposed and seconded, it was

RESOLVED

1. That the Council formally approves the merger of Severn Vale Housing Society with Bromford/Merlin Group subject to:
 - a) the approval of the merger by the Severn Vale Housing Society Board; and
 - b) the satisfactory completion, prior to the merger being completed, of an agreement(s) in respect of all matters of retained interest to the Council.
2. That Severn Vale Housing Society formally be advised that, on completion of the matters referred to in recommendation 1 (or upon the coming into effect of the Social Housing (Influence of Local Authorities) (England) Regulations 2017), the Council will agree to give up its shareholder role and Board representation nomination rights.
3. That authority be delegated to the Chief Executive, in consultation with the Leader, Deputy Leader and Lead Members for Built Environment and Health and Wellbeing, to complete all necessary documentation and agreements to implement the above-mentioned resolutions.

97.4 The Mayor thanked the representatives from Severn Vale Housing Society for attending the meeting and for the comprehensive briefing provided to Members.

CL.98 LEADER OF THE COUNCIL - STATE OF THE BOROUGH PRESENTATION

98.1 The Mayor invited the Leader of the Council, Councillor Dave Waters, to make his 'State of the Borough' presentation to the Council.

98.2 The presentation covered the following main points:

- Introduction – 2017/18 had been a successful year and had marked the end of the second year of the Council Plan; the next couple of years would continue to be exciting although the challenge remained to deliver services that cost less but provided the same level of support for customers; Tewkesbury Borough was an ambitious Council which punched above its weight and would carry on driving its transform programme to ensure it continued to have efficient and effective services and it would continue to

be a Council to be proud of.

- Finances and Resources - this year the Council had acquired a further three commercial property investments, which brought its total investment to £31.1 million (for five properties), and was generating a net return of £1.15 million - a further £12 million investment had been agreed in additional properties; the top floor of the Public Service Centre had been refurbished, of which one third had been let by Commscope - overall income received from Public Services Centre partners for rental purposes was £184,000. The Leader thanked the Officers, and the Transform Working Group, for its work in producing the Medium Term Financial Strategy which was a significant piece of work - he felt it demonstrated the good working relationship between Members and Officers. It should also be recognised there were significant asset-related projects which would be delivered across the lifetime of the Council Plan which included Spring Gardens and the MAFF site - through positive Member and Officer joint working he felt sure those projects would come to fruition.
- Economic Development – in June 2017 the Council had launched a new Economic Development and Tourism Strategy 2017-21 to support its ambition to be the primary growth engine of Gloucestershire - this showed the real value of Overview and Scrutiny Committee as it was an Overview and Scrutiny Working Group that had worked with Officers to develop the Strategy; £465,000 of funding had been secured to bring a Business Growth Hub into the Public Services Centre - this was an exciting project and Tewkesbury Borough Council would be the first local authority in the country to host a Growth Hub within its building - the hub would open in September; the Council had continued to work with neighbouring authorities and key stakeholders to promote the local and strategic national benefit of an improved Junction 9 and was also working with Gloucestershire County Council, and other partners, to secure funding to improve Junction 10 to benefit the delivery of key sites and wider accessibility. In addition, the Community Funding Officer had supported over 100 community groups throughout the year to apply for funding - this took the total funds granted to over £1 million since July 2015.
- Housing – after all the hard work of Officers and Members over a significant period of time, it was pleasing to see all three Councils adopt the Joint Core Strategy; the Council continued to provide support to Town and Parish Councils with the development of Neighbourhood Plans and 18 Parishes were preparing 14 plans of which three had been adopted. By quarter three the Council had exceeded its 2017/18 target of delivering 150 affordable homes. In addition, the first year of the Housing and Homelessness Strategy had now concluded and the Executive Committee had approved the year two action plan. The Leader also advised that the Housing Team was in line to receive a Bronze award following submission of an application for ‘Challenge One’ of the Gold Standard.
- Customer-Focused Services – the £2.3 million refurbishment of the Public Services Centre was underway - this was a real transformational project and would ensure the Council maximised the operational capability of the building to deliver services to meet the needs of its residents. The Council had a commitment to maintain and improve a culture of continuous service improvement - one of its key front line services was Development Services and there was an ambition to make this service as efficient, effective and economical as possible - an action plan to deliver that was being considered later on the Agenda. The main phase of the Revenue and Benefits restructure was complete with a new management structure in place and, early in 2018/19, a similar review was taking place in relation to

Community Services. The garden waste service had been a significant project running for the whole financial year and had delivered the transition of all customers moving to one renewal date along with the implementation of a sticker licence. To date, over 14,000 customers had subscribed with 72% doing so online which was a positive contribution to the Council's digital agenda. A range of the Council's self-serve online forms had been improved to give a better customer experience including: business grant applications, community support requests, job applications, food business applications and missed bin forms. This was supported with new payment channels for customers which sought to make it as easy as possible to make payments. The Council continued to support the Citizens' Advice Bureau with a grant of £53,000 and this had helped to support over 1,000 residents. 2017/18 had seen an increased recycling rate of 56% - an excellent improvement on 2016/17 which was 54% - and the Council had cracked down on enviro-crimes issuing more than 20 fixed penalty notices and making six successful prosecutions throughout the year. New policies had been approved such as the Public Spaces Protection Order (dog fouling) and Fixed Penalty Notices. The Leader thanked the Overview and Scrutiny Committee for its continued challenge of how the Council dealt with enviro-crimes which had resulted in the development of a refreshed enviro-crime action plan.

- Moving Forward – the Council had an exciting and challenging time ahead – with constant pressure to do more with less. The third year of the Council Plan continued to have big ambitions with many projects nearing fruition throughout the coming year e.g. completion of the Public Services Centre refurbishment, implementation of the Growth Hub and delivery of key strategies such as the JCS and the Economic Development and Tourism Strategy. Infrastructure, skills and housing delivery remained important issues for the Borough and the adoption of the JCS had been vital for shaping its future. Projects were now being prepared to ensure the Borough's infrastructure was meeting the needs and maximising the growth opportunities Tewkesbury Borough's strategic location provided. The Council remained committed to its ethos of 'better for customers, better for business' and a key element of this was its commitment to the digital agenda. Looking forward, key projects would come to the fore such as paperless billing for Council Tax and business rates, a corporate digital platform, interactive planning maps and roll out of Office 365.

98.3 The Mayor thanked the Lead Member for his informative presentation and it was

RESOLVED That the Leader's 'State of the Borough' presentation be **NOTED**.

CL.99 SEPARATE BUSINESS

99.1 The Chair proposed, and it was

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

CL.100 SEPARATE RECOMMENDATIONS FROM EXECUTIVE COMMITTEE

Review of Development Services

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

- 100.1 At its meeting on 14 March 2018, the Executive Committee had considered the outcomes of the review of Development Services and made a recommendation to Council regarding the service restructure proposals and associated action plan. Members considered the information provided and agreed the amended review document and restructure which had been submitted along with the associated action plan.

The meeting closed at 7:40 pm



4 May 2018

Committee	Overview and Scrutiny
Date	Tuesday, 15 May 2018
Time of Meeting	Not before 6:15 pm
Venue	Council Chamber

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND

for Sara J Freckleton
Borough Solicitor

Agenda

1. ELECTION OF CHAIR

To elect a Chair for the ensuing Municipal Year.

2. APPOINTMENT OF VICE-CHAIR

To appoint a Vice-Chair for the ensuing Municipal Year.

3. NOMINATION TO GLOUCESTERSHIRE HEALTH AND CARE OVERVIEW AND SCRUTINY COMMITTEE

To appoint one representative and one reserve to sit on the Gloucestershire Health and Care Overview and Scrutiny Committee for the ensuing Municipal Year.

4. NOMINATION TO GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE

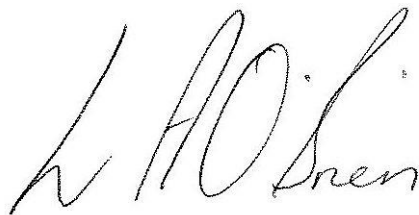
To appoint one representative and one reserve to sit on the Gloucestershire Economic Growth Scrutiny Committee for the ensuing Municipal Year.



4 May 2018

Committee	Audit
Date	Tuesday, 15 May 2018
Time of Meeting	Not before 6:15 pm
Venue	Council Chamber

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND



**for Sara J Freckleton
Borough Solicitor**

Agenda

1. ELECTION OF CHAIR

To elect a Chair for the ensuing Municipal Year.

2. APPOINTMENT OF VICE-CHAIR

To appoint a Vice-Chair for the ensuing Municipal Year.



4 May 2018

Committee	Planning
Date	Tuesday, 15 May 2018
Time of Meeting	Not before 6:15 pm
Venue	Council Chamber

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND



**for Sara J Freckleton
Borough Solicitor**

Agenda

1. ELECTION OF CHAIR

To elect a Chair for the ensuing Municipal Year.

2. APPOINTMENT OF VICE-CHAIR

To appoint a Vice-Chair for the ensuing Municipal Year.

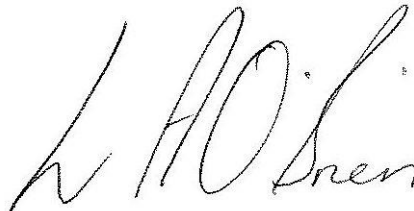
3. TIMING OF MEETINGS

To consider the timing of future meetings following a request made at the last Planning Committee.

4 May 2018

Committee	Licensing
Date	Tuesday, 15 May 2018
Time of Meeting	Not before 6:15 pm
Venue	Council Chamber

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND



**for Sara J Freckleton
Borough Solicitor**

Agenda

1. ELECTION OF CHAIR

To elect a Chair for the ensuing Municipal Year.

2. APPOINTMENT OF VICE-CHAIR

To appoint a Vice-Chair for the ensuing Municipal Year.

4 May 2018

Committee	Standards Committee
Date	Tuesday, 15 May 2018
Time of Meeting	Not before 6:15 pm
Venue	Council Chamber

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND



**for Sara J Freckleton
Borough Solicitor**

Agenda

1. ELECTION OF CHAIR

To elect a Chair for the ensuing Municipal Year.

2. APPOINTMENT OF VICE-CHAIR

To appoint a Vice-Chair for the ensuing Municipal Year.



TEWKESBURY BOROUGH COUNCIL

Report to:	Council
Date of Meeting:	15 May 2018
Subject:	Annual Overview and Scrutiny Report 2017/18
Report of:	Graeme Simpson, Head of Corporate Services
Corporate Lead:	Mike Dawson, Chief Executive
Lead Member:	Lead Member for Organisational Development
Number of Appendices:	One

Executive Summary:

The role of the Overview and Scrutiny Committee is to ensure that the Council's work is transparent, that it is held accountable for its decision-making, and that the needs of the community are considered. Reporting the work of the Overview and Scrutiny Committee through an annual report provides an opportunity for both the Council and the public to view the work of the Committee. The draft report was considered and approved by the Overview and Scrutiny Committee on 1 May 2018.

Recommendation:

To consider the contents of the Overview and Scrutiny Annual Report 2017/18.

Reasons for Recommendation:

It is important to ensure that the activities of the Overview and Scrutiny Committee are promoted both internally and publicly to reinforce transparency and accountability in the democratic process. It is also a requirement of the Council's Constitution that the Overview and Scrutiny Committee must report annually to the Council on its workings.

Resource Implications:

None.

Legal Implications:

None.

Risk Management Implications:

None.

Performance Management Follow-up:

Annual review of the work of the Committee provides transparency and accountability and helps the Overview and Scrutiny Committee prepare its work programme. The Committee's work programme is a standard agenda item for consideration each Committee meeting.

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

1.1 The Overview and Scrutiny function must deliver the work required of it as set out in the Council's Constitution. The Committee has a formal work programme for the year and it ensures the volume of work does not compromise the depth of examination required, does not duplicate the work of other Committees and adds value.

2.0 OVERVIEW AND SCRUTINY COMMITTEE ANNUAL REPORT

2.1 Not only is it a requirement of the Council's Constitution to report the activities of the Committee on an annual basis but it is good practice. The annual report demonstrates the broad coverage of activities the Committee has scrutinised and reviewed during the year. This coverage has been undertaken through a combination of the following:

- progress reports from Officers on the delivery of key strategies and policies;
- quarterly performance management reporting;
- Working Groups to review specific areas of interest;
- presentations from Officers and external organisations; and
- review of new strategies, policies or plans.

2.2 Particular attention should be drawn to the work of the Committee in scrutinising the events and subsequent lessons to be learnt from the water outage incident in December 2017. This had a significant impact on communities within the Tewkesbury area. The scrutiny work itself was undertaken by the whole Committee, was detailed in its nature and received both face to face and written feedback from those affected. This culminated in a public hearing that was attended by all agencies involved within the emergency response.

2.3 Overall, the activity of the Committee underlines the value it contributes to the Council's policy and assurance framework. As always, officers will work closely with the Committee during 2018/19 to continue to maximise its value. The 2017/18 annual report can be found in Appendix 1. The report was considered and approved by the Overview and Scrutiny Committee at its meeting held on 1 May 2018.

3.0 OTHER OPTIONS CONSIDERED

3.1 None.

4.0 CONSULTATION

4.1 None.

- 5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 5.1 None.
- 6.0 RELEVANT GOVERNMENT POLICIES**
- 6.1 None.
- 7.0 RESOURCE IMPLICATIONS (Human/Property)**
- 7.1 None.
- 8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 8.1 None.
- 9.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 9.1 None.
- 10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 10.1 None.

Background Papers: None.

Contact Officer: Graeme Simpson, Head of Corporate Services.
Tel: 01684 272002 Email: graeme.simpson@teWKesbury.gov.uk

Appendices: 1 – Overview and Scrutiny Committee Annual Report 2017/18



Overview and Scrutiny committee annual report 2017-18

April 2018

Message from the chair of Overview and Scrutiny committee, Councillor Phil Awford



I am pleased to present the annual report of Tewkesbury Borough Council's Overview and Scrutiny Committee for 2017-18. I have chaired the committee since May 2015, supported by Councillor Ron Allen as vice chair, and by a very able and committed group of councillors.

This has been another good year for the Overview and Scrutiny Committee with a variety of topics examined. The committee has once again been at the heart of the council's decision making process acting as a critical friend to the Executive Committee helping shape and inform council decisions, providing support to key areas and facilitating the delivery of new strategies- such as the Economic development and tourism strategy.

The committee review of the water supply outage is reaching a conclusion. This is a high profile piece of work, undertaken by all members of the committee. The incident in December 2017 had a significant impact upon residents and businesses, with around 10,000 people in the Tewkesbury area affected. The culmination of the work, is a public hearing on 24 April where the committee will ask questions of all agencies involved in the incident, particularly Severn Trent Water authority. The outcome will be for the committee to receive a future report and action plan that highlights the lessons to be learnt

from the incident, to help lessen the impact should a water supply issue occur again.

We continue to monitor the process of important activities such as formal complaints, Ubico performance, flood risk management, enviro-crimes and more.

The committee also continues to receive on a quarterly basis a wealth of performance information on the delivery of the Council Plan (2016-2020).

To build up our knowledge and understanding of how our partners help deliver our priorities the committee also received presentations from key bodies such as Gloucestershire County Council's Public Health and Citizen's Advice Bureau.

Looking ahead, there is a great opportunity for Overview and Scrutiny to support the council through its future challenges and I am positive the committee will add even greater value through the work it carries out to help our communities.

I would like to take this opportunity to thank all the committee members for their contributions and continued support.

Best wishes,

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The role of overview and scrutiny

The role of Overview and Scrutiny is an important one in the council's governance structure, in providing challenge and driving improvement. It is often referred to as the "critical friend" of the council and can hold a magnifying glass over any area of the council's activities.

Tewkesbury Borough Council has a single overarching Overview and Scrutiny Committee that examines all areas of the council's business.

The Overview and Scrutiny Committee has a number of roles within the council. These include:

- Holding the Executive Committee to account by thoroughly scrutinising their decisions to ensure that the council continues to provide the best services possible for our residents.
- As part of this role, the committee has the power to 'call-in' decisions made by the Executive Committee and request that they consider them again, taking into account the issues raised by the committee. Alternatively, the committee can ask Full Council to review or scrutinise the decision or ask Full Council to decide whether or not to recommend the decision be

reconsidered. There have been no call-ins made this year.

- Acting as a 'critical friend' to the Executive Committee by reviewing council policies and strategy, making recommendations where appropriate.
- Overview of work areas or topics of interest to the committee and members of the council - including feedback from the Gloucestershire Police and Crime Panel and the Gloucestershire County Council Health and Care Overview and Scrutiny Committee.
- Performance and financial monitoring, to ensure services are being delivered effectively.
- Commissioning reviews of services that impact on the council or on the lives of Tewkesbury Borough residents.
- Complaints - on an annual basis a report is received summarising customer complaints and the Local Government Ombudsman. This helps to identify trends and potential opportunities to learn from the complaints made.
- Setting up task and finish groups to focus on specific reviews and recommend ways to improve existing practices within the council. A flow chart on how to consider potential scrutiny reviews can be found at Appendix A (page 10).

Overview and scrutiny activity during 2017-18

Scrutiny reviews of policy and strategy

Review of Economic Development and Tourism Strategy

2 May 2017

Following a review by an Overview and scrutiny working group, a new Economic development and tourism strategy was adopted by Executive committee on 7 June 2017. A report highlighted the intensive work carried out by the working group. An employment land review, economic and business survey carried out by Bruton Knowles was commissioned by the group and proved fundamental in the development of the strategy. With economic development being one of the council's main priorities in the Council Plan, the new strategy provides the primary focus and direction for the work and activities of Tewkesbury Borough Council, to achieve these objectives.

Tewkesbury Borough Council Waste and recycling collection services policy and procedures.

17 October 2017

Head of Community Services presented the new waste and recycling collection services [policy](#) to the committee. The policy set out the standards that could be expected from the

Council as a waste and recycling collection service including the frequency of collections, how to present waste and recycling for collection. Members recommended the policy to be adopted by the Executive committee and it subsequently was on 22 November 2017.

Presentations made to overview and scrutiny

Citizens' Advice Bureau (CAB) and financial inclusion

13 June 2017

The bureau manager gave an annual presentation to the committee giving a brief overview with case studies of the work CAB carried out to help support the borough's residents. The council granted the bureau £53k.

Head of Revenues and Benefits provided an update on the financial inclusion. Key points of the presentation included background information, demographic composition, the Financial Inclusion Group, Key tasks during 2016/17, job fair and developing tasks 2017/18 which included Universal Credit. Members raised concerns over the welfare of vulnerable people and the need to ensure this vulnerability is adequately managed and supported.

More details can be found [here](#)

Public Health for Gloucestershire County Council

18 July 2017

Director of Public Health for Gloucestershire County Council presented a two year report covering periods 2014/15 and 2015/16. The report contained a snapshot of health and wellbeing in the county. The report identified Gloucestershire as being predominantly healthy and wealthy with a good quality of life and above average life expectancy. Case studies were provided to show how the public health grants received had supported people in Gloucestershire.

More details can be found [here](#).

Development Services review

18 July 2017

Following on from the planning review in 2016 the Head of Development Services gave an update on the current planning service review. The presentation highlighted three main strands; Planning Advice Service (PAS) data capture, procedure review and customer service improvement. This has now culminated in a formal review and action plan approved by Council on 17 April 2018.

More details can be found [here](#).

Gloucestershire Families First update

9 January 2018

The committee has received a number of reports on the progress of the scheme since it commenced in 2012. An update on the work undertaken was given and it was reiterated how successful the programme had been within the borough. One of the reasons being the number of agencies working together within the Public Services Centre. The committee agreed to remove the updates from the Overview and scrutiny work programme, as work being carried out by the scheme is now 'business as usual'.

More details can be found [here](#).

Aston project and Gloucestershire Great Expectations

9 January 2018

The committee received an informative presentation from the Aston Project Co-ordinator.

The project identifies vulnerable children at risk of causing anti-social behavior. The presentation raised key points on the Aston project and the next stage; Great Expectations. These included background information, caseloads, volunteers, referral process, Great Expectation programme and childhood experiences having an effect on people growing up.

24 More details can be found [here](#).

Overview and scrutiny working groups

Tewkesbury Borough News working group

A working group reviewed [Tewkesbury Borough News](#) following the feedback from a member communications workshop. The high profile communication tool for the Council, generated lots of discussion around costs, quality, regularity of production and format. The working group looked at three options; to retain Tewkesbury Borough News in its current format, change to a magazine format and reduce circulation, or, to stop producing Tewkesbury Borough News. It was agreed to be in a magazine format and produced twice a year instead of three. This made an annual saving of £4,066. A report will be brought in February 2019 to provide feedback on the new format.

Outcome of the review can be found [here](#).

Review of Water supply outage

In December 2017 10,000 homes were left without water and numerous businesses effected in the run-up to Christmas, along with two other outages earlier in the year affecting parts of the borough. The scale of the incident was large and national coverage hit the media. Due to the significance of the incident and the impact on our community, the community overview and scrutiny set up a working group to [review the water supply outage](#). The culmination of this work, is a public hearing on 24 April when the committee will ask questions of all agencies involved in the incident, particularly Severn Trent Water Authority. The outcome will be for the committee to receive a report and action plan that highlights the lessons to be learnt from the incident, to help lessen the impact should a water supply outage occur again.

Other general areas of review

Performance management (quarterly report)

The committee has an important role in scrutinising the delivery of the council's priorities. To achieve this, on a quarterly basis, the committee received a Council Plan Performance Tracker. This provides a wealth of information in relation to the overall progress of the Council Plan's actions. The committee reviews and scrutinizes the information including missed target dates, progression of key projects and outcomes, and where appropriate, refer for a response or action from the Executive Committee. During the year, the committee has consistently challenged areas such as planning performance, level of environmental crimes and sickness absence. An absence management workshop was undertaken to members on 28 February 2018, providing members an overview of how sickness is managed in accordance with the council's absence management policy.

Review of Ubico (12 month update)

20 May 2017, 5 September 2017 and 20 March 2018

The council's waste and recycling, street clearing and ground maintenance services have a direct impact upon our communities. Delivered by Ubico, a local authority management company, the performance of Ubico has regularly been challenged during the

year. Members were concerned that aspects of the contract were not being delivered effectively. This has resulted in improved monitoring of the contract and improved working practice by Ubico.

The most recent review can be found [here](#).

Review of communications strategy (12 month update)

2 May 2017

Members were updated with the progress of the action plan for year three of the [communications strategy](#). It provides the framework to promote and protect the reputation of the council. Being the final year of the strategy, the committee received an overview of the whole action plan for 2014-16 where the majority of the actions had been completed. A new communications strategy for 2017-2019 was approved at Executive Committee in June 2017.

Flood risk management (12 month update)

20 March 2018

The Flood Risk Management Group (FRMG) oversees delivery of the council's flood risk management projects and contributes to the future development of flood risk management policies. Their work is reported to the Overview and Scrutiny Committee.

Various works have been carried out during 2017-18 which included maintenance works to banks and watercourses running through council owned land. The action plan also included a schedule of proposed works for 2018-19, live capital projects and existing schemes.

Review of complaints (12 month update)

5 September 2017

Complaints are an important indicator as to how well the council is performing. Following a new complaints framework going live in April 2016 it was agreed a report would be brought to Overview and scrutiny committee on an annual basis. A report was brought to the committee on [5 September 2017](#). This included a breakdown of how many complaints were received and type by service along with any resulting improvements. The report also included details of those investigated by the Local Government Ombudsman.

Customer care strategy (annual review)

2 May 2017

Members were given an update to consider the progress made in relation to the actions contained within the [Customer Care Strategy and action plan](#). Both had been developed by an overview and scrutiny committee workshop in January 2016. Customer Focus is a council priority and the Customer Care Strategy details how we plan to deliver our customer care and outlines the council's commitments we make to our customers.

Review of Enviro-crimes (six monthly update)

2 May 2017 & 17 October 2017

The committee received reports on [2 May 2017](#) and [17 October 2017](#) on the current level of enviro-crimes, proposed action plan requested by the committee and the approach to tackling enviro-crimes within the borough. Members were given an update on fly tipping and details of a fixed penalty policy for environmental offences. This policy enables officers to issue fixed penalty notices for a range of offences including fly tipping and littering. This was approved at Executive Committee on 11 October 2017. Continued review of enviro crimes has resulted in a proactive approach such as a new Public Space Protection Order-Dog fouling, approved by Council on 17 April 2018.

Disabled Facilities Grants (DFG) review monitoring report (six monthly update)

2 May 2017 & 28 November 2017

An update to the committee was given on 2 May 2017 and 28 November 2017 on the progress against the recommendations arising from the DFG review in 2016. Members were advised the outstanding recommendations were intrinsically connected to the funding and delivery of DFG's which was under review by both central government and the Gloucestershire Clinical Commissioning Group.

Gloucestershire Joint Waste Committee (GJWC) 2017/18 Business and action plan update

17 October 2017

Members were updated on the progress made in relation to the [Gloucestershire Joint Waste Committee action plan for 2017/18](#). Actions were noted by the committee and key achievements were highlighted such as; reviewing bulky waste, creating a new waste policy and procedures, reviewing garden waste and the procurement of a materials recycling facility.

More details can be found [here](#).

Housing, renewal and homelessness strategy review monitoring report

17 October 2017

The committee was involved in the development of the strategy which was approved by the Council in January 2017. A report was provided giving an update on the progress made against the action plan over the last nine months. The housing services Manager highlighted areas where there has been significant changes such as the impact of Universal Credit and the peer review conducted by Department for Communities and Local Government in July 2017.

More details can be found [here](#).

Planning enforcement plan

9 January 2018

The National Planning Policy Framework advised all local planning authorities should consider publishing a local enforcement plan setting out how they would monitor the implementation of planning permissions, investigate alleged cases of unauthorised development and take action where it was appropriate to do so. Head of Development Services presented the new [Planning Enforcement Plan](#) to the committee. Members raised questions on timescales for implementation, resources and how the plan would progress. As a result, amendments to the plan were made prior to consideration by Executive Committee in January 2018.

Community safety partnership update

6 February 2018

The local [Community Safety Partnership](#) is subject to a countywide review. As a result the committee was updated on the status of the review. Given that committee safety is important to our communities the committee are keen to see this review concluded and to consider recommendations on the new arrangements. As a result this will be brought back to committee.

Annual review of the effectiveness of the council's involvement in the Gloucestershire health and care overview and scrutiny committee

6 February 2018

As a member of the Gloucestershire Health and Care Overview and Scrutiny Committee, members felt it was important that Tewkesbury Borough Council continued to be represented on the committee. Members authorised officers to make the payment of £2,500 as its contribution to the Gloucestershire Health and Care Overview and Scrutiny Committee.

Gloucestershire County Council updates

The committee receives regular updates from Gloucestershire Health and Care Overview and Scrutiny Committee, and the Gloucestershire Police and Crime Panel. These updates provide the committee with information on any issues arising and where the council can act as advocates for both community safety and for health and well-being.

For further details on both, Gloucestershire Health and Care Overview and Scrutiny Committee and Gloucestershire Police and Crime Panel see links below to Gloucestershire County Council's website:

- [Health and Care Overview and Scrutiny Committee](#)
- [Police and Crime Panel](#)

Looking forward

The committee has an exciting work programme for the forthcoming year. The review of water supply outage and the hard work of the working group will come to its end in the early part of 2018-19.

Other works scheduled in the committee's work programme include the reviews of key strategies and policies such as the Customer care strategy, Economic Development and Tourism strategy. On-going scrutiny of key performance areas such as the Council Plan, enviro crimes and Ubico. The programme is flexible so any new areas for review can be added. The 2018-19 work programme can be found in Appendix B (page 11).

The committee also looks forward to challenging its effectiveness and ensuring it continues to play an important role in help deliver successful outcomes for both the council and its communities. A national review of overview and scrutiny has been undertaken and recommendations from this will be considered to see if they can be applied to the workings of the committee.

Members of the Overview and scrutiny Committee 2017-18



Chair
Councillor Phil Awford



Vice Chair
Councillor Ron Allen



Councillor Graham
Bocking



Councillor Kevin
Cromwell



Councillor Janet
Day



Councillor David
Foyle



Councillor Pauline
Godwin



Councillor Ruth
Hatton



Councillor Heather
McLain



Councillor Terence
Spencer



Councillor Pearl
Stokes



Councillor Philip
Surman



Councillor Mike
Sztymiak

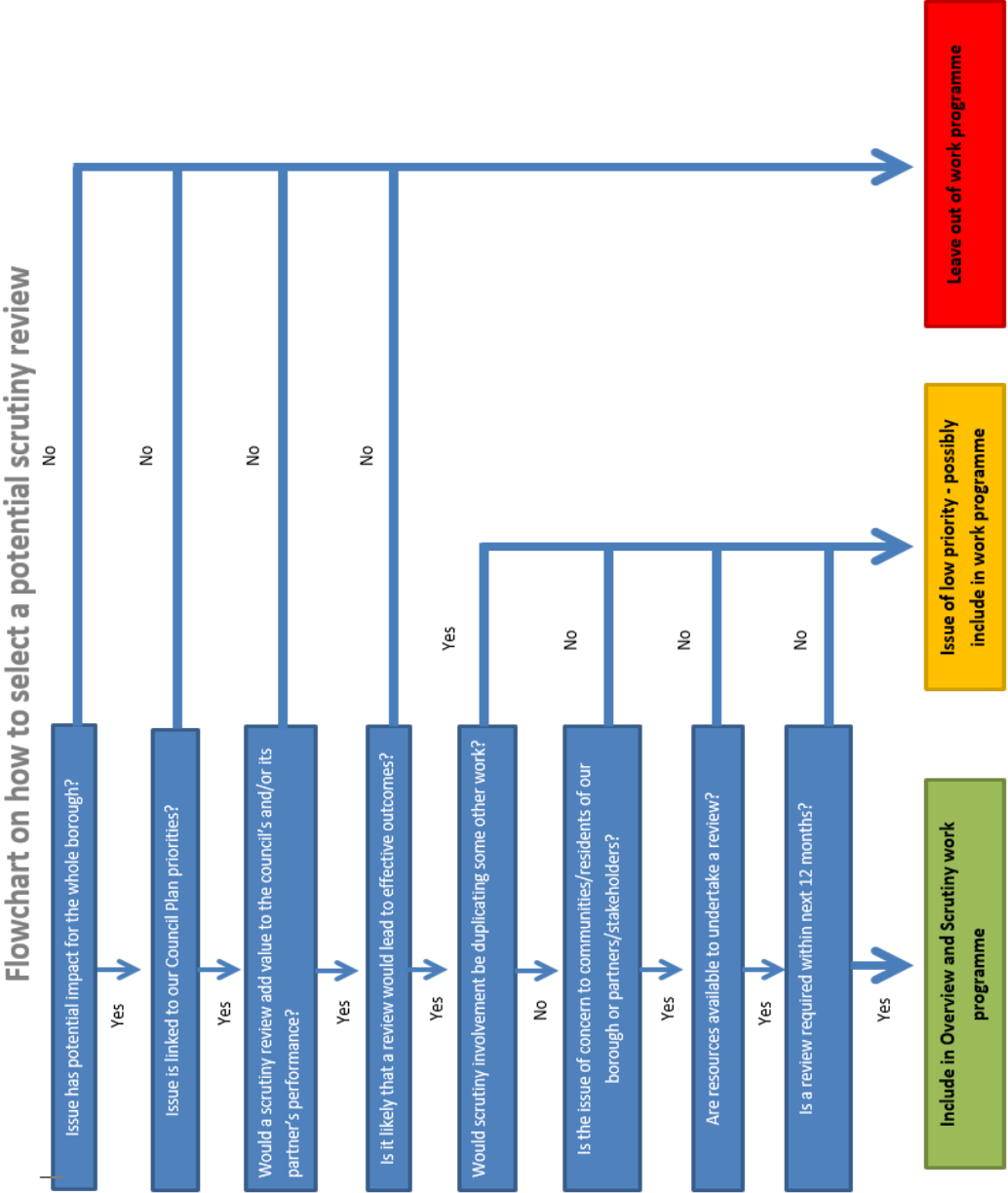


Councillor Harry
Turbyfield



Councillor Mark
Williams

Appendix A- How to select a potential Scrutiny review



Appendix B- 2018-19 workplan

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19

REGULAR ITEMS:

- Executive Committee Forward Plan
- Overview and Scrutiny Committee Work Programme 2018/19



Committee Date: 12 June 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Citizens' Advice Bureau Presentation.	Annual update on CAB activity in the borough.	Andy Sanders, Economic and Community Development Manager.	No.
Economic Development and Tourism Strategy.	To consider the progress made against the Economic Development and Tourism Strategy Action Plan.	Andy Sanders, Economic and Community Development Manager.	No.
Enviro-Crime Report.	To consider the annual Enviro-Crime report.	Peter Tonge, Head of Corporate Services.	Yes – Deferred from 1 May 2018 in order to provide a report with the full 2017/18 data.
Review of Communications Strategy.	To consider the progress made against the actions within the Communications Strategy.	Graeme Simpson, Head of Corporate Services.	No.
Performance Management – Quarter 4 and Full Year 2017/18.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson, Head of Corporate Services.	No.

NB – Changes from previous work programme highlighted in bold

Committee Date: 12 June 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Corporate Policies and Strategies.	For potential review by the Overview and Scrutiny Committee during 2018/19.	Graeme Simpson, Head of Corporate Services.	No.
Gloucestershire Health and Care Overview and Scrutiny Committee Update.	To receive an update from the Council's representative on matters considered at the last meeting (8 May 2018).	N/A	No.

Committee Date: 17 July 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Annual Ubico Report.	To receive the annual report from Ubico.	Peter Tonge, Head of Community Services.	No - Agreed by the Overview and Scrutiny Committee at its meeting on 2 May 2017.
Scrutiny Review of Water Supply Outage Report.	To approve the Scrutiny Review of Water Supply Outage Report and to recommend it to Council for adoption.	Peter Tonge, Head of Community Services.	No.
Community Safety Partnership Update.	To consider the report on local arrangements for community safety.	Peter Tonge, Head of Community Services.	No - Agreed by Overview and Scrutiny Committee at its meeting on 6 February 2018.
Gloucestershire Health and Care Overview and Scrutiny Committee Update.	To receive an update from the Council's representative on matters considered at the last meeting (10 July 2018).	N/A	No.
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council's representative on matters considered at the last meeting (13 July 2018).	N/A	No.

Committee Date: 4 September 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 1 2018/19.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson, Head of Corporate Services.	No.
Complaints Report.	Annual update to provide assurance that complaints are managed effectively.	Graeme Simpson, Head of Corporate Services.	No.

Committee Date: 16 October 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Update from Joint Waste Team.	To receive an update from the Joint Waste Team on the business plan.	Peter Tonge, Head of Community Services.	No.
Development Services Review Update.	To consider progress against the Development Services Review Action Plan.	Annette Roberts, Head of Development Services.	No.
Housing Strategy Monitoring Report.	To consider – six month update.	Paula Baker, Housing Services Manager.	No.
Gloucestershire Health and Care Overview and Scrutiny Committee Update.	To receive an update from the Council's representative on matters considered at the last meeting (11 September 2018).	N/A	No.
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council's representative on matters considered at the last meeting (14 September 2018).	N/A	No.

Committee Date: 27 November 2018			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 2 2018/19.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson, Head of Corporate Services.	No.
Gloucestershire Health and Care Overview and Scrutiny Committee Update.	To receive an update from the Council's representative on matters considered at the last meeting (13 November 2018).	N/A	No.
Gloucestershire Police and Crime Panel Update.	To receive an update from the Council's representative on matters considered at the last meeting (16 November 2018).	N/A	No.

Committee Date: 8 January 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Enviro-Crimes Update.	To consider the six month update in respect of Enviro-Crimes.	Peter Tonge, Head of Community Services.	No.
Ubico Report.	To receive a six month update from Ubico.	Peter Tonge, Head of Community Services.	No.

Committee Date: 12 February 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Tewkesbury Borough News Review.	To review the implementation of the recommendations arising from the Tewkesbury Borough News Review and how the arrangements had worked over the initial 12 month period.	Clare Evans, Corporate Services Manager.	No.
Annual review of the effectiveness of the Council's involvement in the Gloucestershire Health, Community and Care Overview and Scrutiny Committee.	In order to authorise payment of the Council's contribution to the running costs for the forthcoming year.	Graeme Simpson, Head of Corporate Services.	No.

Committee Date: 12 March 2019			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Report – Quarter 3 2018/19.	To review and scrutinise the performance management information and, where appropriate, to require response or action from the Executive Committee.	Graeme Simpson, Head of Corporate Services.	No.
Flood Risk Management Group Report.	To receive an annual report on the progress against the Flood Risk Management Action Plan.	Annette Roberts, Head of Development Services.	No.

Committee Date: 9 April 2019				
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required	
Overview and Scrutiny Committee Work Programme 2019/20.	To approve the Overview and Scrutiny Committee Work Programme for the forthcoming year.	Graeme Simpson, Head of Corporate Services.	No.	
Annual Overview and Scrutiny Report 2018/19.	To approve the annual report as required by the Council's Constitution to ensure that the activities of the Overview and Scrutiny Committee are promoted both internally and publicly to reinforce transparency and accountability in the democratic process.	Graeme Simpson, Head of Corporate Services.	No.	
Housing Strategy Monitoring Report.	To consider – six month update.	Paula Baker, Housing Services Manager.	No.	
Customer Care Strategy.	To consider - annual update.	Clare Evans, Corporate Services Manager.	No.	

PENDING ITEMS

Agenda Item	Overview of Agenda Item
Gloucestershire Joint Waste Committee	<p>Updates to be brought to the Committee in respect of:</p> <ul style="list-style-type: none"> - the future work programme which would be developed with the Gloucestershire Joint Waste Committee in autumn 2017, and - in the longer term, review of the Gloucestershire Waste Strategy. <p>Agreed by the Overview and Scrutiny Committee at its meeting on 17 October 2017.</p>
Risk Management Strategy Review	<p>Agreed by the Overview and Scrutiny Committee at its meeting on 14 June 2016. Risk Management training is being arranged for all Members late May/early June and, in line with the Terms of Reference, the Strategy will go to Audit Committee in July and on to the Executive Committee.</p>
Absence Management Policy Review	<p>Agreed by the Overview and Scrutiny Committee at its meeting on 14 June 2016. – An O&S Workshop was held on 28 February 2018.</p>
Review of Workforce Development Strategy	<p>Review by O&S Workshop – agreed by Overview and Scrutiny Committee at its meeting on 13 June 2017.</p>
Review of Corporate Enforcement Policy	<p>Review by O&S Workshop – agreed by Overview and Scrutiny Committee at its meeting on 13 June 2017.</p>
Review of Planning Enforcement Plan	<p>Review effectiveness of the Plan once it has been in operation for 12 months – agreed by Overview and Scrutiny Committee at its meeting on 9 January 2018.</p>
Gloucestershire Healthwatch	<p>Representatives to be invited to give an update on the new arrangements and how this impacts upon the borough.</p>
Disabled Facilities Grants Review Monitoring Report	<p>June 2019 – To consider the annual update – agreed by Overview and Scrutiny Committee at its meeting on 1 May 2018.</p>

NB – Changes from previous work programme highlighted in bold

Graeme Simpson
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TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	25 April 2018
Subject:	Council Plan Year 3 (2016-20)
Report of:	Graeme Simpson, Head of Corporate Services
Corporate Lead:	Mike Dawson, Chief Executive
Lead Member:	Leader of the Council
Number of Appendices:	One

Executive Summary:

The Council Plan is a key strategic document which establishes an overarching vision for the Borough and sets out in broad terms the priorities, objectives and actions that the Council will focus upon to work towards the vision. The current plan (2016-20) was approved by Council on 19 April 2016. The plan is reviewed on an annual basis and where appropriate updated. The Council plan 2016-20 (Year Three) is attached at Appendix 1.

Recommendation:

Subject to any amendments from the Executive Committee, the Council Plan refresh is RECOMMENDED TO COUNCIL for adoption.

Reasons for Recommendation:

To ensure the plan remains a live document, actions need to be reviewed on an annual basis and refreshed where appropriate.

Resource Implications:

None arising directly from this report.

Legal Implications:

None arising directly from this report.

Risk Management Implications:

If the Council does not have an up to date Council Plan then it cannot demonstrate that priorities are being achieved.

Performance Management Follow-up:

Delivery of the Council plan actions are monitored though a Performance Tracker which is reported to Overview and Scrutiny Committee on a quarterly basis. The outcome of the Overview and Scrutiny Committee is reported to Executive Committee by the Chair of Overview and Scrutiny.

Environmental Implications:

None arising directly from this report.

1.0 INTRODUCTION/BACKGROUND

1.1 The Council Plan is a key strategic document which establishes an overarching vision for the Borough and sets out in broad terms the priorities, objectives and actions that the Council will focus upon to work towards the vision. The plan (2016-20) contains four priority themes supported by a number of key objectives and actions. The plan is reviewed annually and where appropriate updated. The refresh ensures the plan is a 'live' document. The draft plan (Year 3) is attached in Appendix 1.

2.0 THE COUNCIL PLAN 2016-20 (Year 3)

2.1 It is proposed the vision, values and priority themes remain substantially unchanged. The vision for the Borough is 'a place where a good quality of life is open to all'. The plan also sets out the values which we will hold as we work to deliver the vision. We are a Council which puts customers first, is positive about working with others and which values its employees.

2.2 The plan re-affirms the four priority themes that were established at its inception, though two have been slightly reworded to reflect the broader remit and relevance of the priority area. The priorities are:

- Finances and Resources;
- Promoting and Supporting Economic Growth (replacing Economic Development);
- Growing and Supporting Communities (replacing Housing);
- Customer-Focused Services.

Each of the four priorities is supported by a series of key objectives and actions which will focus activity on delivery of the priorities. Similar to the priority themes, a small number of the objectives have been reworded so they adequately support the wider remit of the renamed priority themes.

2.3 The actions can be either of an operational or strategic nature and are updated where appropriate to reflect progress made during the course of the previous year. For example, a number of supporting actions have been removed as they were delivered in year two e.g. new garden waste system, implementation of a fees and charges strategy. Actions which are not subject to change, tend to be those that are of a more strategic nature and are likely to be implemented in the medium to long term. For example, the regeneration of Spring Gardens and those actions relating to future growth and infrastructure of the Borough.

2.4 The plan reflects the feedback received from Lead Members at a recent Corporate Leadership Team/Executive Committee away day. The priorities and supporting objectives and actions ensure the Council retains its ambition and is one that is seen to 'punch above its weight'. The rewording of the two priority themes and supporting objectives, helps reinforce the ambition to be the economic engine for Gloucestershire's growth and helping new communities to form and existing communities to receive the benefit of growth.

3.0 MONITORING PROGRESS

3.1 A performance tracker is in place to monitor delivery of the Council Plan actions and this is reported to Overview and Scrutiny Committee on a quarterly basis. Outcomes of the Overview and Scrutiny Committee review are then reported to Executive Committee.

4.0 PROMOTING THE COUNCIL PLAN

4.1 The prime audience for the Council Plan are the Council's Members, staff and key partners. The updated plan will be available on the Council's website, intranet and in hard copy format on request. Easy print and summary versions will also be available. The plan will be published in the media and through Borough News. Poster versions will also be available for use internally.

5.0 OTHER OPTIONS CONSIDERED

5.1 None.

6.0 CONSULTATION

6.1 Corporate Management Team, Operational Managers and Lead Members.

7.0 RELEVANT COUNCIL POLICIES/STRATEGIES

7.1 There are a number of key strategies that support delivery of Council plan priorities. For example digital strategy, housing and homelessness strategy, economic development and tourism strategy, etc.

8.0 RELEVANT GOVERNMENT POLICIES

8.1 A wide range of government policies underpin actions within the priority themes.

9.0 RESOURCE IMPLICATIONS (Human/Property)

9.1 No direct resource implications.

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

10.1 The Council Plan seeks to ensure economic, social and environmental sustainability.

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

11.1 The Council Plan seeks to ensure value for money and equitable service provision.

12.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

12.1 Council plan (2016-2020) approved 19 April 2016.

Background Papers: None

Contact Officer: Graeme Simpson, Head of Corporate Service Tel: 01684 272002
Email: graeme.simpson@teWKesbury.gov.uk

Appendices: 1 – Council Plan refresh (2016-2020) Year 3



Tewkesbury Borough



Council Plan 2016-20

Year 3: 2018



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Foreword

We have made great progress during the second year of our Council Plan 2016-2020. This year we have made some changes to our priorities and objectives in order to continue to drive forward our vision:

"Tewkesbury Borough, a place where a good quality of life is open to all"

To deliver this vision and provide a focus for our Council Plan, our four priorities are:

- Finance and resources
- Promoting and supporting economic growth
- Growing and supporting communities
- Customer focused services

We have changed our economic development priority to reflect our ambitions to drive economic growth and to become the primary economic engine for Gloucestershire's growth. We have also changed our housing priority to reflect our commitment to support our communities - encouraging new communities to establish and develop and supporting existing communities to thrive.

The next two years will continue to be exciting and challenging. We are an ambitious council, punching above our weight with the services we are delivering, while facing unprecedented financial pressure. We will carry on driving our 'transform' programme forward to ensure we continue to have efficient and effective services that we are proud of.

Since we launched this plan two years ago, we have continued with our commercial approach to generating income. We will keep investigating commercial opportunities so that we can continue providing excellent value for money whilst meeting our customers' needs. Our council tax remains one of the lowest in the country and has been for many years, so we are experts in doing more for less.

We are focused on our priorities and will continue to use our resources effectively to improve the quality of life for our communities. We pride ourselves on being agile and flexible, despite the financial challenges and will maintain our essential role in developing our sense of 'place'.

We will continue to transform our business to meet the challenges we face and in everything we do, we will be a council that is 'better for customers, better for business'.

This plan highlights many achievements under each of our priorities and we will continue with our progress throughout this year.

In summary, the future for Tewkesbury Borough is about encouraging growth in our economy and housing together with infrastructure delivery to support this. We want to build successful communities and provide services which offer high quality and value and these have formed our actions in this year's plan.

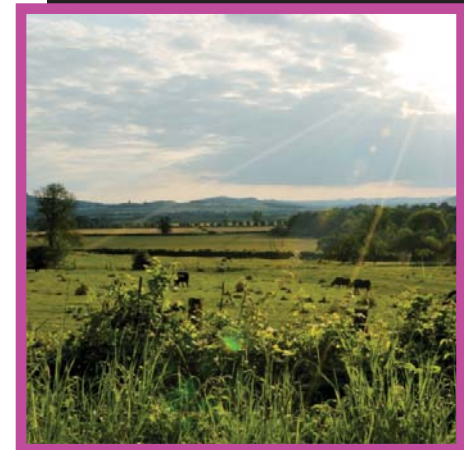


Councillor Dave Waters,
Leader of the Council and
Councillor Robert Bird,
Deputy Leader of the Council



Tewkesbury Borough

Our borough is predominantly rural and located in the north of the county extending southwards beyond Gloucester and Cheltenham. The eastern part of the borough lies within the Cotswold AONB. Our population is roughly 86,890 made up of 40,808 households spread across 160 square miles. It has an excellent location at the heart of the M5 corridor.



Despite its apparent rural character, the borough includes a wide range of economic activity ranging from large multinationals to micro businesses. The borough is an established centre for high quality manufacturing and home to some world class high tech aero engineering firms. The diverse and contrasting range of settlements provides a high quality environment in which to live and this, combined with its excellent strategic location, makes it an ideal area for economic and business growth.



A snapshot of Tewkesbury Borough

- The borough has a population of around 88,518, with ONS projections of 96,931 by 2028 and 106,773 by 2039.
- Projections suggest the number of people aged 65 and above will increase from 19,531 in 2016 to 31,881 in 2039, an increase of 62%. This compares to a projected increase of 16.0% for the 0-19 year old population and 6.0% for the 20-64 year old population.
- The proportion of Black and Minority Ethnicity (BME) population rose from 1.4% to 2.5% between 2001 and 2011 (lower than the county and national %). “White Other” population has more than doubled between 2001 and 2015, from 940 to 2,106
- The borough has a highly skilled workforce that reflects the nature and demand of a high technology manufacturing and service base which is projected to grow.
- The borough remains an established centre for manufacturing and this represents 21.3% of overall employment in Tewkesbury Borough.
- The current employment rate of 16-64 year olds is 74.8% which is slightly higher than the national rate of 74.4% and lower than the county rate of 80.5%.
- Claimant unemployment is 0.9% which is below the county average of 1.1% and the national rate of 2.1%.
- Life expectancy at birth is 80.8 years for males and 84.7 years for females which is slightly higher than the county average and significantly higher than the national average
- 16.5% of residents reported having a long term health problem or disability, broadly in line with the county average and below the regional and national average.
- Two thirds of the borough are ranked within the 40% least deprived areas in England, accounting for 65% of the population. The borough has small pockets of deprivation ranked in the top 20% deprived areas nationally.
- Tewkesbury is the 4th most deprived area out of the six districts in Gloucestershire. The borough has the greatest proportion of population (53%) in Gloucestershire living in the least deprived 20% of LSOAs in England for Crime and Disorder.
- The borough experience crime rates much lower to the overall rates for England and Wales, South West region and Gloucestershire County.



Our vision and values 2016-20

Our vision is to make:

"Tewkesbury Borough, a place where a good quality of life is open to all."

Our values

Everything we do is aimed at delivering our vision but the way we deliver services is equally important to us. We are an ambitious council punching above its weight, and we have therefore adopted a set of values which we apply across all of our activities. We are a council which:

- ✓ **Puts customers first**
We will put the needs of our customers at the heart of what we do and listen to what they say, treating people fairly and without bias.
- ✓ **Is positive about working with others**
We recognise we cannot achieve our vision by working alone. We will continue to develop productive working relationships with other organisations and our communities, including the voluntary sector, town and parish councils and neighbourhood groups to achieve common goals.
- ✓ **Values our employees**
We will support, praise and invest in our workforce to develop our organisation.

Supporting our values we also have an ethos that whatever we do will be 'better for customers, better for business'.



Our priorities and objectives 2016-20

● **Finances and resources**

- Seek to be financially independent of the government's core grants.
- Maintain a low council tax.
- Investigate and take appropriate commercial opportunities.
- Use our assets to provide maximum financial return.

● **Promoting and supporting economic growth**

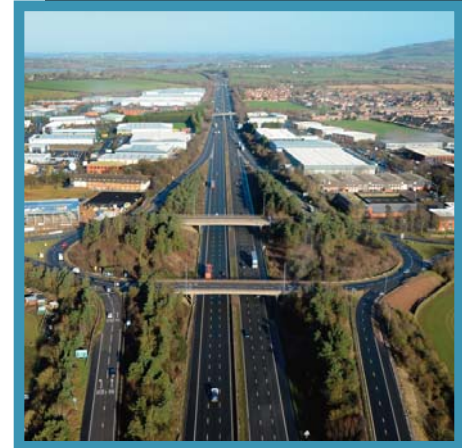
- Deliver our strategic plans.
- Deliver employment land.
- Maximise the growth potential of the M5 junctions.
- Deliver regeneration for Tewkesbury town.
- Promote the borough as a visitor attraction.

● **Growing and supporting communities**

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

● **Customer-focused services**

- Maintain and improve our culture of continuous service improvement.
- Further expansion of the Public Services Centre.
- To improve customer access to our services and service delivery through digital methods.



Why this is a priority

The council has to manage with less money whilst demands on its services and costs increase so it is important we focus on delivering services that maximise value for money, sustainability and efficiency. We need to maximise and invest in commercial activities.

To deliver this priority our objectives and actions are:

- **Seek to be financially independent of the government's core grants.**
 - a) Deliver the council's transformation programme to deliver a balanced budget.
 - b) Maximise retention around business rates.
 - c) Work to reduce the council's deficits, outlined in the Medium Term Financial Strategy.
- **Maintain a low council tax.**
 - a) Produce a Medium Term Financial Strategy which ensures that council tax remains in the lowest quartile nationally.
- **Investigate and take appropriate commercial opportunities.**
 - a) Deliver the aims and objectives of the commercial property investment strategy.
 - b) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.
 - c) Explore opportunities to increase commercial activity in all services.
- **Use our assets to provide maximum financial return.**
 - a) Explore options for the regeneration of Spring Gardens.
 - b) Explore options for the Ministry of Agriculture, Food and Fisheries (MAFF) site.
 - c) Deliver the council's asset management plan.



Why this is a priority

The council has ambitious plans to make Tewkesbury Borough the primary growth engine for Gloucestershire's economy. The borough occupies a strategic location and we want the local economy to thrive and prosper and to provide jobs that people want. The future of the borough will be focused on the delivery of employment land and housing together with infrastructure and skills. Attracting new investment, as well as retaining and strengthening existing businesses, will ensure the future prosperity of the borough.

To deliver this priority our objectives and actions are:

- **Deliver our strategic plans.**
 - a) Deliver the Economic Development and Tourism Strategy.
 - b) Launch a business growth hub in the Public Services Centre.
 - c) Conduct a retail study in partnership with Cheltenham Borough Council and Gloucester City Council.
 - d) Work with the Local Enterprise Partnership and other partners to contribute to the Local Industrial Strategy.
- **Deliver employment land.**
 - a) Deliver employment land through the Joint Core Strategy and Tewkesbury Borough Plan.
- **Maximise the growth potential of the M5 junctions.**
 - a) Produce a concept masterplan for the Junction 9 area.
 - b) Work with partners to secure transport infrastructure improvements around the borough, including the all-ways Junction 10, Junction 9 and A46 improvements.
- **Deliver regeneration for Tewkesbury town.**
 - a) Develop a supplementary planning document for Tewkesbury town.
 - b) Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury.
- **Promote the borough as a visitor attraction.**
 - a) Explore with partners – including the Battlefield Society – the potential to increase the heritage offer at the Battlefield site.
 - b) Develop a programme to work with existing tourism attractions within the borough to promote historic heritage.
 - c) Review the tourism resources to maximise the tourist provision in the borough.

Promoting and supporting economic growth



Why this is a priority

We recognise how important it is for residents to feel part of their communities. It is important we ensure residents have access to enough good quality, affordable housing that can make a real difference to their lives. Not only is housing important for the health and well-being of residents it is also an important part of building and maintaining strong communities and supporting the economic prosperity of the borough.

To deliver this priority our objectives and actions are:

- **Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.**
 - a) Work with partners to ensure the delivery of housing growth through the Joint Core Strategy (JCS) and undertake the required reviews to meet JCS housing shortfalls.
 - b) Develop the Tewkesbury Borough Plan.
 - c) Support Neighbourhood Development Plans where communities bring them forward.
 - d) Develop housing growth plans associated with the Junction 9 masterplan.
 - e) With partners, explore options for the provision of modular and innovative housing to meet housing needs.
- **Maintain a five year supply of land.**
 - a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.
 - b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.
- **Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.**
 - a) Monitor annually the delivery of homes within the borough.
 - b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.
 - c) Produce a business case for improvements to the A40 at Longford, including improvements to Longford roundabout.
 - d) Deliver short-term access improvements to the infrastructure around the Ashchurch Housing Zone.
 - e) To produce a Place Development Strategy.
- **Deliver affordable homes to meet local need.**
 - a) Implement effective actions to meet the needs of homelessness legislation.
 - b) Achieve the council's affordable homes target by working with local housing providers.
 - c) Work in partnership to deliver the council's housing and homeless strategy.
 - d) Work with Severn Vale Housing Society, Bromford Housing Group and Merlin Housing Society in respect of their merger.
 - e) Develop a programme to work with landlords to ensure residents have a supply of rented properties to meet their needs.

Growing and supporting communities



Why this is a priority

One of our core values is to put the needs of our customers at the heart of what we do and listen to what they say. We want to provide the best possible service to all of our customers, particularly in terms of resolving queries at the first point of contact. Digital technology is changing our customers' expectations and we want them to be able to access our services when and where they need it. We will work with our partners to make access to all of our services easier.

To deliver this priority our objectives and actions are:

- **Maintain and improve our culture of continuous service improvement.**
 - a) Deliver improvements through the review of Development Services action plan to create an efficient, effective and economical service.
 - b) Deliver improvements through the review of Community Services to create an efficient, effective and economical service.
 - c) Implement the One Legal business review and associated case management system replacement.
 - d) To continue to proactively enforce against enviro-crimes including fly-tipping and dog fouling in accordance with the action plan.

- **Further expansion of the Public Services Centre.**
 - a) Deliver the Public Services Centre refurbishment project.
 - b) Seek tenants for the remainder of the top floor and other spaces.
 - c) Develop a programme to create partnerships within Public Service Centre.

- **To improve customer access to our services and service delivery through digital methods.**
 - a) Explore options to provide online public access to interactive planning policy information maps.
 - b) Introduce the option for paperless billing for council tax and business rates.
 - c) Explore options and deliver a corporate-wide customer relationship management (CRM) system.
 - d) Investigate digital methods to improve customer engagement.



Keeping our performance on track

Good performance management is when an organisation knows it is doing the right things well. To monitor how well we are performing, our performance management framework includes a council plan performance tracker. The tracker monitors the progress in delivering the actions which support each priority theme. Progress is reported on a quarterly basis to our Overview and Scrutiny Committee. Supporting the tracker is a set of key performance indicators and a financial summary analysis. The findings from the Overview and Scrutiny Committee review are personally reported by the chair of committee to the council's Executive Committee.

Our performance management framework is supported with effective decision making and where appropriate the consideration of risk, when delivering our objectives. Both of these are key elements of our overall governance framework. To ensure our arrangements are as robust as possible, we will in the course of the year review the whole of the council's constitution and our risk management framework. Delivery of these are reported through an Annual Governance Statement monitoring report that is presented at the council's Audit Committee. Alongside this, we will implement a Member training programme, so as to maximise the value of our Members.

We look forward to reporting our success factors over the span of the Council Plan (2016-2020) which builds upon the success of our previous plan.

Should you require any further information about the Council Plan, please contact:

Graeme Simpson, Head of Corporate Services

phone: 01684 272002 email: graeme.simpson@teWKesbury.gov.uk



Our achievements 2017-2018

These include;



Finances and resources

- Commercial property investments have been made throughout the year which total nearly £14m generating an income of £1.15m per year.
- The top floor of the Public Services Centre (PSC) has been refurbished and a tenant occupies a third of this space. Overall rental income from all PSC partners is £184k.
- We have produced a Medium Term Financial Strategy which has ensured our council tax remains one of the lowest in the country.
- We have funded the £83,000 improvements to the facilities at the children's playground at the Vineyards in Tewkesbury.



Economic development

- The new Economic Development and Tourism Strategy 2017-2021 was launched in June 2017 and supports our ambition to be the primary growth engine of Gloucestershire.
- £465k of funding was secured from the Local Enterprise Partnership (LEP) to bring a business Growth Hub into the Public Services Centre.
- 19 projects have been approved under the Leader project totalling a value of £515k across Tewkesbury Borough and the Forest of Dean district.
- Over 100 community groups have been supported throughout the year to apply for over £1million worth of funds since July 2015.
- We continue to work with neighbouring authorities for improvements to Junction 9 and 10 of the M5.



Our achievements 2017-2018

✓ Housing

- The Joint Core Strategy was adopted in December 2017 by all three councils (Tewkesbury and Cheltenham Borough and Gloucester City).
- Continued support is provided to town and parish councils for the development of neighbourhood plans – 18 parishes are preparing plans and three have been adopted.
- We have exceeded our target figure of 150 affordable homes delivered in 2017/18.
- The authority is in line to receive a bronze award for Challenge One of the Gold Standard.



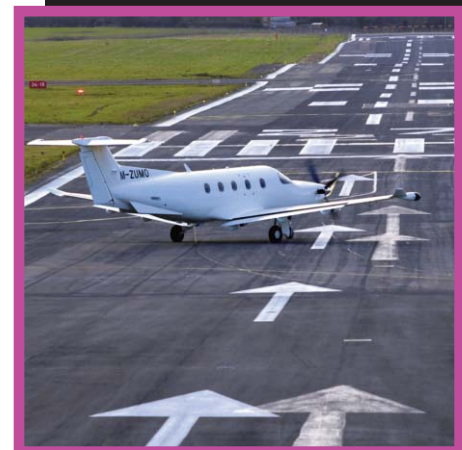
✓ Customer-focussed services

- The refurbishment works to the ground floor have commenced and are due to be completed by the end of August 2018.
- More than 20 fixed penalty notices have been issued to tackle enviro-crimes along with six successful prosecutions throughout the year.
- Following a review our garden waste service has been rebranded as a garden waste club and over 15,000 customers have been contacted to purchase stickers. To date over 14,000 customers have renewed their subscription with 72% doing so online.
- A range of our self-serve forms online have been improved to give a better customer experience including business grant applications, food business applications and the missed bin form.
- We have successfully migrated to Microsoft 365 to help with our business continuity.
- We continue to provide a £53,000 grant to the Citizens Advice Bureau who supported over 1000 members of our community in the last year.
- Our recycling and compost rate continues to improve and is 56% for 2017/18.



Photo index

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page 5	M5 junction 9 River at Tewkesbury Brockworth
page 6	Ashchurch Station
page 7	Gloucestershire Airport, Staverton Innsworth Technology Park
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page 11	Gloucestershire airport B2B business meeting Gloucestershire airport
page 12	Dog fouling campaign Recycling centre New housing development Stoke Orchard
page 13	Vineyard Street, Winchcombe Gloucestershire Airport



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