

1 November 2023

Committee	Executive
Date	Thursday, 9 November 2023
Time of Meeting	10:30 am
Venue	Tewkesbury Borough Council Offices, Severn Room

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND

Agenda

1. ANNOUNCEMENTS

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

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

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive apologies for absence and advise of any substitutions.

3. DECLARATIONS OF INTEREST

Pursuant to the adoption by the Council on 24 January 2023 of the Tewkesbury Borough Council Code of Conduct, effective from 1 February 2023, as set out in Minute No. CL.72, Members are invited to declare any interest they may have in the business set out on the Agenda to which the approved Code applies.

	Item	Page(s)
4.	MINUTES To approve the Minutes of the meeting held on 6 September 2023.	1 - 13
5.	ITEMS FROM MEMBERS OF THE PUBLIC To receive any questions, deputations or petitions submitted under Rule of Procedure 12. <i>(The deadline for public participation submissions for this meeting is 3 November 2023)</i>	
6.	COUNCIL PLAN PERFORMANCE TRACKER QUARTER ONE 2023/24 To receive and respond to findings of the Overview and Scrutiny Committee's review of the quarter one performance management information.	14 - 75
7.	FEEDBACK FROM CHAIR OF AUDIT AND GOVERNANCE COMMITTEE To receive feedback from the Chair of the Audit and Governance Committee on matters discussed at the last meeting.	
8.	CHELTENHAM, GLOUCESTER AND TEWKESBURY STRATEGIC AND LOCAL PLAN PUBLIC CONSULTATION (REGULATION 18) To recommend to Council that the Strategic and Local Plan Consultation Document be approved for consultation under Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012 and that authority be delegated to the Associate Director: Planning, in consultation with the Lead Member for Built Environment, to prepare diagrams illustrating the general location of development options for inclusion in the consultation document, and to make any other necessary minor amendments, corrections and additions to the document prior to publication for consultation.	76 - 122
9.	TEWKESBURY INTERIM HOUSING POSITION STATEMENT To recommend to Council that the Interim Housing Position Statement be approved and published to explain the Council's approach to decision-making on planning applications involving the provision of housing and that authority be delegated to the Associate Director: Planning, in consultation with the Lead Member for Built Environment, to make any necessary minor amendments and corrections to the document prior to publication.	123 - 135
10.	EXECUTIVE COMMITTEE FORWARD PLAN To consider the Committee's Forward Plan.	136 - 151

11. SEPARATE BUSINESS

The Chair will move the adoption of the following resolution:

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

12. SEPARATE MINUTES

152 - 157

To approve the separate Minutes of the meeting held on 6 September 2023.

DATE OF NEXT MEETING**WEDNESDAY, 29 NOVEMBER 2023****COUNCILLORS CONSTITUTING COMMITTEE**

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

Substitution Arrangements

The Council has a substitution procedure and any substitutions will be announced at the beginning of the meeting.

Recording of Meetings

In accordance with the Openness of Local Government Bodies Regulations 2014, please be aware that the proceedings of this meeting may be recorded and this may include recording of persons seated in the public gallery or speaking at the meeting. Please notify the Democratic Services Officer if you have any objections to this practice and the Chairman will take reasonable steps to ensure that any request not to be recorded is complied with.

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

TEWKESBURY BOROUGH COUNCIL

**Minutes of a Meeting of the Executive Committee held at the Council Offices,
Gloucester Road, Tewkesbury on Wednesday, 6 September 2023 commencing at
2:00 pm**

Present:

Chair	Councillor R J Stanley
Vice Chair	Councillor S Hands

and Councillors:

C M Cody, C F Coleman, S R Dove, D W Gray, D J Harwood, A Hegenbarth, M L Jordan,
J R Mason, J K Smith and M G Sztymiak

also present:

Councillor M Dimond-Brown

EX.26 ANNOUNCEMENTS

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

EX.27 DECLARATIONS OF INTEREST

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

27.2 There were no declarations made on this occasion.

EX.28 MINUTES

28.1 The Minutes of the meeting held on 12 July 2023, copies of which had been circulated, were approved as a correct record and signed by the Chair.

EX.29 ITEMS FROM MEMBERS OF THE PUBLIC

29.1 There were no items from members of the public.

EX.30 FEEDBACK FROM THE CHAIR OF THE OVERVIEW AND SCRUTINY COMMITTEE

30.1 The Chair of the Overview and Scrutiny gave a short presentation, circulated separately, which provided an overview of the matters discussed at the Overview and Scrutiny Committee meeting on 11 July 2023.

- 30.2 With regard to the Ubico annual report, a Member asked whether the high number of requests for food waste bins was because people were being encouraged to remove food waste from residual waste bins. The Chair of the Overview and Scrutiny Committee indicated that the reasons for the requests were not known which was why the Depot Services Working Group would be asked to look at this in more detail. The Director: Corporate Resources advised that one of the reasons for the increase was that they were not substantial enough and were easily broken; there had been additional questions around how they were procured which was one of the reasons it had been pushed back to the Depot Services Working Group. With regard to in-cab technology, a Member asked how the public would be informed of this and whether it would assist with cross-boundary working. In terms of food waste bin requests, he would be cautious of telling residents they could not have bins given that they were being encouraged to recycle. In terms of the waste vehicle fleet, he found it difficult to imagine a residual waste collection vehicle being run on electricity whilst it was required to travel down the motorway twice a day but electric vehicles could be introduced gradually. In response, the Lead Member for Clean and Green Environment confirmed that cross-boundary collections were being considered along with the possibility of sharing vehicles between Ubico partners. She was keen to move towards using electric waste vehicles but recognised this was not something which could be done in one go, both for cost and technology reasons. She provided assurance that several options were being explored for the future including hydrogen and refurbishing some of the existing vehicles to avoid having to buy new diesel ones straight away – this would be considered in more detail by the Depot Services Working Group. In terms of in-cab technology, the Director: Communities advised that this would go live in October and the Chair of the Overview and Scrutiny Committee confirmed that the Overview and Scrutiny Committee had been assured that communications would be put out alongside the soft launch so that residents would understand its benefits. The Chief Executive agreed with the need to look at how to operate more efficiently in terms of cross-border working but it would be necessary to ensure that appropriate agreements were in place with the other partners who all had different contracts and waste collection arrangements. If Ubico owned the vehicle fleet rather than the individual Councils, it may be financially beneficial in terms of purchasing and deploying electric and hydrogen vehicles in urban areas. A number of questions were raised regarding requests for new bins and whether these were recorded and the Associate Director: Transformation advised that Customer Services did log requests as and when they were received; if a reason was provided by the customer this would be logged. The Chair of the Overview and Scrutiny Committee indicated that the Committee wanted to understand whether this was happening or not; it aimed to be a data-driven Committee which was why the Depot Services Working Group would be asked to take an in-depth look which could be used to formulate a set of recommendations for presentation to the Executive Committee in due course.
- 30.3 With regard to the Workforce Development Strategy, a Member indicated that he was in favour of addressing the gender imbalance at the top management level and expressed the view that the Council needed to be representative of the whole borough. He questioned whether the gender balance had been considered during the recruitment to posts within the new structure. The Chair indicated that the gender balance had been taken into account; however, ultimately appointments had been made based on the most suitable candidates for the posts. The wider question was why there had been less female applicants or why women were not being supported in the way they should be – it was important to ensure that all staff in the organisation, particularly women, were supported so they could progress into roles and were able to fulfil their ambitions. He hoped this was something which could be addressed over time. The Chief Executive confirmed that as much as possible had been done to provide a balanced shortlist of candidates – there was an issue in that a lot of the service areas covered by the posts being recruited to

had historically been considered as male bastions e.g. planning and waste. Unitary authorities did not tend to have the same problems due to the wider range of services covered. He pointed out that there was more balance at the Associate Director level with several staff being promoted internally. Members would be aware that the authority had also lost two long serving female members of staff from senior positions who had helped to maintain the gender balance for a long period of time; the new Associate Director: People, Culture and Performance would look to ensure this issue was addressed going forward. Another Member expressed the view that diversity in general was a problem for the county as a whole with the majority of the top jobs in organisations being occupied by people of similar skin colours or backgrounds – this was remarkable as it did not reflect the make-up of the county. He acknowledged this was a very complex issue which was not easy to address. The Chair of the Overview and Scrutiny Committee agreed this was an important societal point and suggested there may be things which others were doing which the Council could learn from; he was sure there were things that could be done, even by a small authority. Another Member shared these concerns but felt that recruitment to posts needed to be driven first and foremost by ability and the authority could not be seen to be discriminating against anyone. A Member indicated that she had Chaired the Executive Director: Place Employee Appointment Committee and Members of that Committee were aware of the gender balance within the organisation from the outset but they had been fair to all candidates and there had been no favouritism in any respect.

30.4 The Chair thanked the Chair of the Overview and Scrutiny Committee for attending and it was

RESOLVED: That feedback from the Chair of the Overview and Scrutiny Committee be **NOTED**.

EX.31 FINANCIAL UPDATE - QUARTER ONE 2023/24

31.1 The report of Associate Director: Finance, circulated at Pages No. 15-30, set out the financial update for quarter one of 2023/24 which Members were asked to consider.

31.2 The Lead Member for Finance and Asset Management indicated there was a lot of detail contained within the report and he intended to give a general overview of some of the key elements. The overall position on the revenue budget position was a £55,000 deficit, as outlined at Paragraph 2.1 of the report, and he clarified this was showing the position for year end as opposed to the current actual situation. The deficit was not a target the authority was aiming for when originally setting the budget, but he was of the view that this was a reasonable position to be in considering the many pressures affecting services including the ongoing struggle to recruit in key areas of the Council e.g. Planning and One Legal resulting in high agency costs as highlighted in the vacancy Key Performance Indicators (KPIs) within Appendix E to the report. The agency costs were approximately £50,000 more than was budgeted for; and as outlined at Paragraph 2.8 of the report, income had been reduced due to the decision to cease the trade waste service, along with some expected reductions in other areas; it was noted that this decision had been taken after the budget was set. The report was based on expectations as at quarter 1; however, with a volatile economy further negative impacts could not be ruled out. As an example, a significant issue was that the Council had budgeted for a 4% allowance for the staffing pay award for this year but, until it was settled, this remained one of the biggest risks to the budget. Notwithstanding this, there was a reserve set aside in-year to cover any settlement in excess of the budgeted figure. The Lead Member was aware that the report had been presented differently than in previous years in order to give a more accurate picture of the financial situation, so some Members may have queries about the

format. The capital budget, attached at Appendix B to the report, and the reserves position, attached at Appendix D to the report, showed that spending was in line within the approved budgets. The local KPIs, attached at Appendix E to the report, had been included to add further context to the financial performance and a new requirement from the revised Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential and Treasury Codes meant the Council must report its prudential indicators to the Executive Committee on a quarterly, rather than six-monthly, basis from this financial year, as set out at Appendices C and F to the report.

- 31.3 A Member drew attention to Paragraph 2.6 of the report which stated that the projected outturn for supplies and services highlighted a potential overspend of £14,000 and she sought confirmation that ways to reduce that were being considered. The Associate Director: Finance advised that Officers were looking into ways to reduce stationery and departments such as Revenues and Benefits were moving to email letters where possible. One of the main costs was the charges associated with people paying digitally for car parking. The Associate Director: Transformation advised that 85% of garden waste customers had signed up to receive electronic billing and there was a drive for the Business Transformation Team to roll out automation across more services. The Member pointed out that not everyone was able to access email so it would be necessary to find ways to support those people as well. In response, the Associate Director: Transformation explained that pay points were available in the local communities so if people were not able to go online they could use the facilities in their communities - cash and cheque payments were the most expensive transactions for the Council. The more customers who accessed services online, the more Officer time would be freed up to help those who could not.
- 31.4 With regard to corporate expenditure, a Member drew attention to Paragraph 2.9 of the report which stated there was an estimated deficit of £148,886 for the financial year, and Paragraphs 2.13 and 3.1 of the report, which showed that some money had not been spent and she asked what that was and why. The Associate Director: Finance drew attention to the table at Paragraph 2.1 of the report and indicated there had been a reduction in relation to investment properties. In addition, there was a savings target of £208,000 in relation to employment costs which was included every year for staff turnover and to assist with the budget. In terms of external grant funding, this had been reported differently in the past which had inflated the figures so it was now included as a separate line to reflect that it was externally ringfenced funding for a particular project or service and there was no discretion as to how it could be spent. The capital budget position was underspent as vehicles had not been purchased in this quarter; however, it was planned they would be acquired by the end of the financial year. This was very strictly controlled and if any additional funding was required it would need to be approved by Council. A Member noted from Appendix A to the report that there were 14 vacant posts in One Legal and sought clarification as to whether those costs were shared between all partners. The Associate Director: Finance confirmed this was the total cost between all four authorities.
- 31.5 A Member drew attention to Paragraph 2.7 of the report which highlighted that the Materials Recovery Facility (MRF) was due to be over budget by £100,000 as a result of a significant increase in the gate fee per tonne and he asked whether that could have been predicted and what the gate fee was based on. The Director: Communities advised it was down to the market and, like the majority of current forecasts, it was unpredictable due to inflation etc. The Member sought clarification as to the savings which would be made from the cessation of the trade waste service and confirmation was provided that £100,000 would be saved annually assuming Ubico delivered all of the expected savings. The Associate Director: Finance advised that this saving would be made in 2024/25; there would be a small deficit this year due to overheads. With regard to Paragraph 2.11 of the

report, a Member noted there was reduction in costs associated with managing the investment property portfolio and asked what that related to and how money had been saved. The Executive Director: Resources explained that this related to management of an industrial complex in Tipton; since it had been bought by Alex Eagle it had been managed on the Council's behalf and the authority now benefited from service charges on the estate. In response to a further query regarding the property portfolio balance, Members were advised that the position as it stood was largely in line with estimates; it was expected to see a variance as the year went on but it was hoped that would be a positive one. A Member asked whether there had been any changes to the figures in relation to central government funding and New Homes Bonus and the Executive Director: Resources advised that the figures were correct for this year but they were unknown for next year.

31.6 Accordingly, it was

RESOLVED: That the financial performance information for the first quarter of 2023/24 be **NOTED**.

EX.32 CARBON REDUCTION PROGRAMME ANNUAL REPORT

32.1 The report of the Head of Service: Asset Management, circulated at Pages No, 31-60, sought to update Members on the progress achieved against year three of the carbon reduction action plan and asked the Committee to approve the recommended year four action plan.

32.2 The Lead Member for Clean and Green Environment advised that, following the declaration of a climate emergency in October 2019, Officers and Members of the Climate Change and Flood Risk Management Group undertook a baseline audit of the Council's carbon consumption. The report, along with an overarching action plan, was presented to Council in June 2020 and was now in its third year. Following a further motion to Council in May 2023 which had extended the declaration boroughwide and expanded it to include the ecological emergency, Officers had been working on additional reporting to incorporate the new motion into the plan; this had included looking further at baseline data. One outcome was that some data had initially been misreported. In some areas, including the Roses Theatre, this had meant that the numbers were lower than hoped but, by making sure the baseline was accurate throughout, Members could look forward to future annual reports producing accurate and positive figures. Whilst the current report showed that small savings had been made regarding the Council's carbon footprint, it was important to remember this was a transitional stage due to the new climate change motion and the return to 'normal' following the COVID pandemic. Several achievements from the third year plan were highlighted in the report including over £140,000 in external funding for areas such as electric vehicle charging points, the installation of the solar canopy and grant funding for an air source heat pump, along with winning awards such as Council of the year in the Southwest Energy Efficiency Awards. Moving forward, the fourth year of the plan would be monitored by the Climate Change and Ecology Management Group with specific projects also monitored by the Programme Board and relevant Lead Members.

32.3 A Member noted that Page No. 44 of the report highlighted an important point in that it would not be easy to work out the carbon footprint from remote working; for instance, some people who worked from home would also have a partner or spouse working from home and therefore the heating and lights would already be on which would be completely different for someone living alone, some people would be happy to wear lots of layers rather than putting their heating on, there would be different size homes which would be insulated differently etc. She

expressed the view that more technology could be used in the Public Services Centre, such as solar chargers for laptops and telephones which were inexpensive but would contribute to carbon savings and she asked if that could be considered. She had asked for the report to reflect the fact that not all Councillors claimed mileage for travel and she questioned how many did claim. The Carbon Reduction Programme Officer felt the point about working from home and how that was calculated was a valid one and a lot of assumptions had been made in relation to that. There had been greater transition to hybrid working this year and that needed to be reflected but it had not been possible to take account the reduction in commuting miles – this was something Officers would look to do going forward along with additional technology. He undertook to provide the percentage of Councillors who claimed mileage following the meeting. A Member suggested it might be an option for Members to submit their mileage without making a claim; he did not claim mileage and was happy for his carbon footprint to be logged. The Executive Director: Resources confirmed that Officers could look at current records and explore the introduction of a system to capture mileage which was not claimed for.

- 32.4 With regard to planting trees, a Member asked if a record was kept of how many died as she was aware that a lot were failing – it was not about the amount which were planted but how many stayed alive. She pointed out that Oak trees captured more carbon when they were mature so it was also necessary to consider the type of trees being planted. Another Member recognised that the Director: Communities and his team had done a lot of work on tree planting and green spaces and he understood that two trees were planted for every one that died; however, he accepted that the size and age of trees was important in terms of carbon reduction - losing a 100 year old tree and replacing it with two saplings was not like for like. The Head of Service: Asset Management advised that it was intended to bring forward a tree planting policy which would cover the management of the trees and place emphasis on community responsibility in terms of making them assets of value, with reference to canopy cover rather than a number of trees. The authority worked closely with Parish Councils, some of which had very good policies regarding the planting of trees, and joint working would be a key part of the policy which would be brought to the Council, hopefully within the current financial year.
- 32.5 A Member welcomed the funding for electric vehicle charging points and noted that Page No. 57 of the report set a target date of 30 June 2024; he asked if there was a reason the money was not being spent until then. The Head of Service: Asset Management advised that the Council would need to go out to the market for providers but there was a lot to get to grips with prior to that, for instance, the location of the charging points was governed by the District Network Operators and, whilst Officers might have an idea of where charging points should be located, there may be restrictions to prevent that. Market research was currently being undertaken with a view to installation taking place in March 2024; if it could be done more quickly then it would be.
- 35.6 It was proposed, seconded and

RESOLVED:

1. That the progress achieved against year three of the carbon reduction action plan be **NOTED**.
2. That the Year Four action plan be **APPROVED**.

EX.33 CLIMATE CHANGE RESOURCES

- 33.1 The report of the Executive Director: Resources, circulated at Pages No. 61-64, set out a proposal for additional resources to deliver the Council's climate change ambitions and targets following approval of a motion in May 2023 to widen the scope of the declaration of a climate emergency to include the whole borough and to declare an ecological emergency and support the Climate and Ecology Bill. Members were asked to agree the establishment of a new and permanent Climate Change Officer role within the Council, plus associated operating budgets, and to approve the virement of £66,276 from trade waste budgets to fund the ongoing cost of the proposal.
- 33.2 The Lead Member for Clean and Green Environment advised that, following the motion in May 2023 to extend the climate emergency boroughwide and to include an ecological emergency, it had become clear that it was necessary to expand resources in terms of dedicated Officer time. The Council currently employed one full time Carbon Reduction Programme Officer and it was proposed that an additional permanent Climate Change Officer post be established within the Council in order to provide the capacity needed to take on the work created by the widening of the climate and ecological emergency beyond the Council's own buildings.
- 33.3 The Executive Director: Resources explained that the recommendation included a virement of £66,276 from the trade waste budget, the majority of which would cover the cost of the new Officer; the post would need to go through the job evaluation process but it was anticipated it would be at a similar level to the existing Carbon Reduction Programme Officer post. Part of the budget supporting the post would be used to support issues arising from Climate Leadership Gloucestershire and the work which needed to be done across the county to achieve its ambitions – a small pot of money to help support Tewkesbury Borough Council's contribution to that was essential going forward. Fortunately, there was ongoing funding in the financial year from the cessation of the trade waste service which could be vired across rather than requesting new resource. Subject to the Committee's approval, it was anticipated that the new Officer could be in post by February 2024.
- 33.4 A Member was supportive of this recommendation given the enormous amount of work that needed to be done and it was only realistic to ensure the right resources were in place. He felt that having someone who was deeply engaged in how to approach the development of the Garden Town was very important in terms of green spaces and ecology etc; however, the danger was that the new Officer would be expected to do everything and care needed to be taken in identifying the right person for the job. In his view, part of the role should be around how the authority applied for funding - there was a lot of money available for the Council to access with the right resource to identify sources and make applications. Another Member expressed the view that community engagement and education were two areas which were currently lacking in the Carbon Reduction Action Plan and hoped to see these included going forward. The Executive Director: Resources agreed with these points and advised that the Carbon Reduction Action Plan could be reviewed when resources were in place to see what else could be added and Officers would work with the Lead Member and the Climate Change and Ecology Management Group to address the most important issues for the new role.

33.5 It was proposed, seconded and

RESOLVED:

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

EX.34 IT ACCEPTABLE USE POLICY

34.1 The report of the Associate Director: IT and Cyber, circulated at Pages No. 65-73, attached, at Appendix 1, a revised ICT Acceptable Use Policy. The Committee was asked to approve the revised policy, which would require all Officers and Members to sign a declaration of acceptance to ensure full compliance, and to delegate authority to the Associate Director: IT and Cyber, in consultation with the Lead Member for Corporate Governance, to make minor changes to the policy including changes to management structure, typographical changes etc.

34.2 The Lead Member for Corporate Governance advised that the current ICT Acceptable Use Policy was written in April 2019 and much had changed since that time in terms of the way ICT was used in the authority and the nature of work which now included remote and hybrid working. Since the publication of the report, he had been able to discuss some of the content further with the Monitoring Officer and was suggesting a minor change to Page No. 72 in relation to the Data Protection section to clarify what was meant by personal email. He confirmed that the policy would be relevant to Members as well as Officers; however, there was a distinction between the two as, although Members must be led by the Council rules and procedures, it was unclear what would happen if a Member did not sign the declaration of acceptance given that they still needed to be able to carry out their responsibilities as best as possible. Notwithstanding this, he appreciated that the Council needed to have control and it was proposed that all Members sign the declaration as standard. It would remain a living document in terms of how ICT was used and would be kept under review.

34.3 A Member raised concern that access to Council data would be restricted to Council-owned devices which would mean that Members could only use their iPads to access emails etc; other authorities used web-based applications and he would like to see Tewkesbury Borough Council being more forward thinking. He questioned whether use would continue to be restricted to iPads if a web-based solution was introduced. In response, the Associate Director: ICT and Cyber explained that the reason that access was restricted to Council-owned devices was in order to understand the security status of every device and know where the Council data was. One of the major risks to the organisation was phishing emails and restricting access to Council-owned devices guaranteed security which could not be said for personal devices. He recognised that other authorities had different approaches but Tewkesbury Borough Council was a small authority with an ICT team of eight. The Member understood that Cheltenham Borough Council used a web-based system, as did other district authorities, and he suggested that two step authentication may help to overcome some of the concerns. He felt that education was needed for Members in relation to phishing emails and, whilst he understood that the safest way was to keep access locked down, he did not think that was practical in terms of Officers and Members operating effectively. As a dual-hatted Member, he had a tablet issued by Gloucestershire County Council and one issued by Tewkesbury Borough Council, a personal phone and a work phone – he was able to access County Council emails on his personal phone. The Lead Member

for Corporate Governance advised that the revised policy reflected the current position and was perfectly workable; should the Council decided to operate in a different way, the policy would need to be amended to reflect the new way of working.

- 34.4 The Chair indicated that he had spoken to a number of Members on this matter and, from his perspective, safety and protection of residents' data should be paramount and there were examples locally of what could happen when this went wrong. There may be further conversations to be had about how Members could be better supported in terms of equipment or cloud-based solutions etc. He acknowledged the challenges faced by dual-hatted Members and those working full-time etc. and acknowledged that it was difficult to view certain documents, such as financial spreadsheets or planning applications, on the small screen of an iPad so suggested that discussions may be needed in that regard but this did not impact the policy at this stage. The Associate Director: ICT and Cyber welcomed this suggestion and advised that the intention of the policy was to establish the here and now to ensure the authority and its data was as safe as possible. If the Council was subject to a significant cyber-attack, which was one of the biggest risks to the organisation from a General Data Protection Regulation (GDPR) point of view, it was essential to know where the Council's data was and what devices it was on.
- 34.5 A Member indicated that she fully supported the revised policy but felt there were some issues. She was contacted by residents on her personal phone and had to tell them to call her on another number so that she was using a Council issued device which was not practical; she was no longer able to access Facebook on her Council phone which was necessary as she used social media for information. The Business Transformation Team was looking at options for a case management system for Councillors but that was some way off and she expressed the view that Members needed laptops at the very least in order to be able to properly look at documents. The Associate Director: ICT and Cyber advised that the policy did not intend to stop access to social media on Council owned devices for Members and he was happy for that to be installed onto those devices if they wished – if Members wanted to use any applications on their devices, provided they were for their role as a Councillor, the ICT team would be pleased to assist and he encouraged Members to take advice from the team on specific circumstances. He recognised that Members and Officers needed to have the technology to be able to do their jobs; however, he pointed out that across the organisation there were people who used technology a lot and others who barely used it so it would be remiss to issue the same kit to everyone when some only used their phone. The policy did not prevent looking at alternative ICT provision but he stressed that one of the requirements of GDPR was to understand where data was at all times. A Member expressed the view that this was an important policy but it was impossible to cover all scenarios; safety and security was paramount and if Members were in doubt about anything they should ask the ICT team.

34.6 It was proposed, seconded and

RESOLVED:

1. That the revised ICT Acceptable Use Policy which will require all Officers and Members to sign a declaration of acceptance to ensure full compliance be **APPROVED**, subject to an amendment to the section relating to Data Protection to add an additional sentence as follows: "Monitoring or accessing personal emails is in the council's legitimate interests and is to ensure that this policy on email/messaging/online communications and internet use is being complied with and/or the security of council ICT infrastructure. Monitoring or accessing personal emails may also be carried out where it is a task vested in the authority or a task carried out in the public interest such as for the prevention and detection of crime or fraud. For further information about how the data will be used please see the council's Privacy Notice. ***With respect to this policy, personal email is any email sent or received using the council's systems or equipment.***"
2. That authority be delegated to the Associate Director: IT and Cyber, in consultation with the lead Member for Corporate Governance, to make minor changes to the policy including changes to management structure, typographical changes etc.

EX.35 GLOUCESTERSHIRE RESOURCES AND WASTE STRATEGY

35.1 The report of the Head of Service: Waste and Recycling, circulated at Pages No. 74-100, attached, at Appendix 1, a revised interim waste strategy for the county. Members were asked to approve the Gloucestershire Resources and Waste Strategy.

35.2 The Lead Member for Clean and Green Environment advised that the draft Gloucestershire Resources and Waste Strategy has been developed by the Gloucestershire Resources and Waste Partnership (GRWP) which was a partnership of all of the local authorities in the county. The previous strategy, which was adopted in 2007 and ran to 2020, had now expired and the proposed draft strategy was an interim strategy, running from 2022 – 2025, due to uncertainty from the current government on the future of waste services; it was hoped that by 2025 there may be some clarity on whether Tewkesbury Borough Council, and some of its partners across the county, would need to change the way they managed their services. The interim strategy set out the GRWPs objectives and timescales for those and included things like: working together to improve waste services, running engagement campaigns to increase the take up of the food waste service and increase the level of plastics recycled, and reducing carbon by reducing waste and increasing recycling. One of the commitments made in the strategy was to "continue to develop waste services that reduce residual waste per household. This includes the provision of smaller residual waste bins on a rolling replacement basis." Currently Tewkesbury Borough Council used 180 litre bins; some councils in the county used larger bins and others used smaller ones. If Tewkesbury Borough Council was to make this commitment it would mean moving to a 140 litre bin; if that was to happen, it would be done gradually - replacing all bins in one go would cost in the region of £1m – but it

would be possible to use 140 litre bins for all new developments and replacement bins which would have no direct cost and evidence showed it would increase recycling. She clarified that Members were not being asked to make a decision on this today but she felt it helped to demonstrate the direction of travel. Subject to the Committee's approval, Officers would start work on the local waste policy and procedures based on the GRWP strategy.

- 35.3 A Member asked whether he was correct in saying that a smaller residual waste bin should result in increased recycling. The Director: Communities drew attention to the Frith Resource Management Options Appraisal Report, attached at Appendix 2 to the report, which included a summary of the different waste collection systems for the districts within the GRWP. In order to reduce waste and carbon it was recommended that smaller bins be provided. The Member asked if there was potential for an increase in fly-tipping if the authority moved to smaller bins and he was advised that the biggest risk would be greater contamination of recycling; the majority of people were unlikely to turn to fly-tipping. Another Member wholeheartedly supported the strategy and was pleased to see authorities across the county working together. He also supported the introduction of smaller bins and suggested they should not be branded with the Tewkesbury Borough Council logo so they could be used across the partnership. He felt that the biggest risk to Tewkesbury Borough was misuse of blue bins as people tended to throw everything into them and a discussion was needed about whether it was necessary to improve the recycling offer. In response, the Director: Communities advised that the rejection rate at the Materials Recovery Facility (MRF) was 5% which was good; recycling was generally good quality and residents tended to do the right thing. He explained that the Council would need to cover the cost of any changes to its waste collections at this point whereas if changes were imposed by the government, the government would pick up the cost. The Member asked if there were any additional services which could be brought online at this stage to increase recycling, for instance, blue bags, and the Lead Member for Clean and Green Environment confirmed that Tewkesbury Borough Council recycled the same materials as other authorities in the county, including cardboard, albeit it was comingled in the blue bin. The Member indicated that his wider point was that there should be consistency across the county and, whilst he recognised it would be a fundamental change for an authority with this geography, he felt Tewkesbury Borough looked odd as the service was so different from others – he was keen to see cross-boundary working and that would be very difficult if it continued to operate differently to its neighbours. Another Member shared this view and indicated that the reality was that it was much better to separate materials on site. She had a number of questions regarding the bins including why they were not stickered when they were used incorrectly and whether it would be possible to sell any surplus 180 litre bins to Gloucester City Council if they were looking to downsize. In terms of Page No. 80 of the report, the Member expressed the view that language such as 'Reduction First', 'Segregation at Source' and 'Closing the Resource Loop' was clunky – 'Reduce, Reuse, Recycle' was better. With regard to Page No. 81 of the report, she asked that it be noted that the Energy from Waste facility, i.e. incineration, produced toxic particles as she felt it was misleading to the public. In relation to Page No. 90 of the report, she indicated that she would support a move to three weekly residual waste collections and felt that would be a real possibility if people were more educated in terms of recycling and with the introduction of Extended Producer Responsibility etc. The Director: Communities reminded Members that no decision was being taken regarding bins today. He had taken on board all of the points raised and would feed those back to the GRWP. If Members approved the GRWP strategy, it would allow Officers to commence work on Tewkesbury Borough Council's own waste policy and Members may want to debate waste collection methodology at that point. A Member suggested it would be beneficial to set up a Member Working Group to discuss this in more detail and the Director: Communities advised that was

interlinked with both the Depot Services Working Group and Climate Change and Ecology Management Group so it would need a broader conversation outside of the meeting to establish the best way forward.

35.4 It was proposed, seconded and

RESOLVED: That the Gloucestershire Resources and Waste Strategy be **APPROVED**.

EX.36 EXECUTIVE COMMITTEE FORWARD PLAN

36.1 Attention was drawn to the Executive Committee's Forward Plan, circulated at Pages No. 101-117, which Members were asked to consider.

36.2 The Chair advised that the Economic Development and Tourism Strategy would be deferred from the meeting on 18 October 2023 in order to ensure that it was aligned with the County Council strategy and the new Council Plan.

36.3 Accordingly, it was

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

EX.37 SEPARATE BUSINESS

37.1 The Chair proposed, and it was

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

EX.38 SEPARATE MINUTES

38.1 The separate Minutes of the meeting held on 12 July 2023, copies of which had been circulated, were approved as a correct record and signed by the Chair.

EX.39 TEWKESBURY GARDEN TOWN REVIEW - PROGRESS UPDATE

(Exempt – Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information))

- 39.1 It was recommended to Council that progress against the 17 recommendations from the gateway review report, in particular the new approaches to engagement with communities and robust programme management be noted; that the new governance arrangements, including revised programme monitoring and reporting designed to improve visibility and transparency be approved, subject to amendments to Page No. 135, Paragraph 4.1 - Membership of the Tewkesbury Garden Town Assurance Board to be updated to include three Members from the Members Engagement Forum, Page No. 136, Paragraph 4.3.1 – Reference to the Programme Board to be changed to the Project Board and Page No. 136, Paragraph 4.6.1 – Members Engagement Forum to meet once a month for the first six months following which meeting frequency would be reviewed by the Tewkesbury Garden Town Assurance Board; and that it be agreed that the Council, as promoter, explores opportunities with developers and landowners within the Garden Town area to align their proposals for development with the developing vision and aspirations for Tewkesbury Garden Town.

The meeting closed at 5:40 pm

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	9 November 2023
Subject:	Council Plan Performance Tracker 2023/24 (Qtr1)
Report of:	Chair of Overview and Scrutiny Committee
Head of Service/Director:	Director: Corporate Services
Lead Member:	Leader of the Council
Number of Appendices:	1

Executive Summary:

At Overview and Scrutiny Committee held on 12 September 2023, consideration was given to the quarter one performance management information for 2023/24. The observations made by the Committee can be found below in Paragraph 2.1. The supporting documents presented at the Committee can be found at Appendix 1.

Recommendation:

To receive and respond to the findings of the Overview and Scrutiny Committee's review of the 2023/24 quarter one performance management information.

Financial Implications:

Though the report does not directly impact upon these implications, Finance and Resources is one of the Council's six priorities within the Council Plan. Financial performance monitoring also provides all stakeholders with a good oversight on the Council's financial position.

Legal Implications:

None directly associated with this report.

Environmental and Sustainability Implications:

Though the report does not directly impact upon these implications, Sustainable Environment is one of the Council's six priorities within the Council Plan.

Resource Implications (including impact on equalities):

None directly associated with this report.

Safeguarding Implications:

None directly associated with this report.

Impact on the Customer:

Though the report does not directly impact upon our customers, Customer First is one of the Council's six priorities within the Council Plan. Performance monitoring also provides our customers and residents with a good oversight on the progress being made in delivering the Council Plan priorities, objectives and actions.

1.0 INTRODUCTION

1.1 A new Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities - finance and resources, economic growth, housing and communities and customer first - plus the approval of two new priorities - garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and, where appropriate, they are refreshed. The refreshed plan was adopted by Council on 26 July 2022.

1.2 Key financial information is also reported so Members have a rounded view of overall performance. This includes the revenue budget summary statement, capital monitoring statement and the reserves position summary.

2.0 QUESTIONS RAISED AT OVERVIEW AND SCRUTINY COMMITTEE HELD ON 12 SEPTEMBER 2023

2.1

Questions raised by Overview and Scrutiny Committee	Response from Officers
Performance tracker- priority: Finance and Resources	
Page No. 57 – Objective 2 – Action a) Ensure our Council Tax remains in the lowest quartile nationally – A Member questioned whether being in the lowest quartile had any correlation to the quality of services that could be provided by the Council.	The Executive Director: Resources advised that this was a target set by the previous Council and the authority had the eighth lowest Council Tax in the country at £40 below the lowest quartile threshold. Work had not yet commenced in relation to the setting of Council Tax for 2024/25; this was due to be approved in February along with the budget. Output would be greater with a higher Council Tax therefore services currently operated from a lower cost base – this could either be seen as being value for money, or that services could be better, depending on the individual viewpoint.

<p>Page No. 58 – Objective 4 – Action a) Implement and deliver a project plan for the closure of the trade waste service – A Member asked what the environmental impact would be in terms of people disposing of waste in other ways.</p>	<p>The Director: Communities advised that, whilst there was always a risk that people would choose not to do the right thing, he did not believe that businesses that would ordinarily operate in the correct way would start flytipping as a result of the cessation of the trade waste service; however, the Environmental Health team would be monitoring the situation and he provided assurance that robust action was taken in relation to flytipping.</p>
<p>Performance tracker priority: Economic Growth</p>	
<p>Page No. 59 – Objective 2 – Action b) Work with partners to secure transport infrastructure improvements for the all-ways Junction 10 – A Member noted that the commentary stated that Gloucestershire County Council would continue to work closely with National Highways so that the construction of this much-needed improvement scheme worked for all users and he asked for clarification on the interface with Gloucestershire County Council on the issue of a transport route.</p>	<p>The Associate Director: Garden Towns advised that a bid had been made to the government for funding and they were now moving to the Development Consent Order. There would be slightly different involvement as a more formal partner in the process with a direct link for the Council to comment but there was a very structured plan in place.</p>
<p>Performance tracker priority: Housing and Communities</p>	
<p>Page No. 68 – Objective 3 – Action a) Adopt a revised charging schedule for the Community Infrastructure Levy – A Member asked whether this action could be delivered within the revised timeframe.</p>	<p>The Associate Director: Planning advised that a significant amount of work was now underway including an internal audit to ensure money was correctly allocated and to check the systems used to track that – it was anticipated this would be reported to the Audit and Governance Committee at the end of November. There was a broader piece of work to be done around identifying priorities for the use and spending of CIL and establishing governance arrangements and it was anticipated that a timeline for those elements would be available for the Audit and Governance Committee meeting.</p> <p>The Chair indicated that a briefing in relation to CIL was being arranged as part of the Member Induction Programme so there would be an opportunity to ask more questions at that session.</p>

Performance tracker KPI'S- priority: Housing and Communities

<p>Page No. 70 – KPI 11 – Total number of homeless relief cases held at the end of the quarter – A Member noted there was an increase compared to quarter one of the previous year but that only made sense if there had been a known increase in homelessness – there may be many more people in real difficulty than had been acknowledged in which case the increase was not necessarily negative and could be a positive.</p>	<p>The Head of Service: Housing felt it was difficult to say whether it was positive or negative overall and he stressed that the Council did not set a target. This was only a snapshot of cases based on those who had approached the Council for assistance and did not represent all of the people in need which could not be measured. There had been an increase in the number of cases being dealt with by the Housing team and there were fewer resources and options for resolving these issues. The Director: Communities indicated that the KPIs needed to be reviewed for the new Council Plan. There was a lot of hidden homelessness, e.g. sofa surfers, so it was virtually impossible to obtain an accurate figure at any one time as the situation was constantly changing. In general terms, the Housing team was certainly busier so people were struggling more and that was a trend across the county. The Chair indicated that he had been approached by the Leader of the Council about how the Overview and Scrutiny Committee could assist with gaining a better understanding of how the Council was supporting the cost of living crisis and, if the Committee took on that work, Members could look at data which they felt would be helpful in order to gain a more accurate picture of how effective the Council was being and identify what required greater attention.</p>
<p>Pages No. 71 and 72 – KPI 15 and KPI 16 – Total new affordable housing properties delivered by tenure type and new affordable housing properties delivered on JCS sites by type – A Member asked whether a percentage could be included going forward rather than just numbers.</p>	<p>The Head of Service: Housing advised that the numbers were taken from the returns from registered providers. He undertook to discuss this with Planning Policy Officers to establish whether percentages could be provided going forward.</p>
<p>Page No. 73 – KPI 19 – Percentage of major planning applications overturned at appeal – A Member asked how this could be improved and what caused timescale agreement issues on older cases, some of which seemed to go on for a significant period of time.</p>	<p>The Associate Director: Planning advised that he had inherited responsibility for the Development Management review, part of which was about the efficiency and effectiveness of the planning function. A number of agency staff and contractors had been brought in to address the backlog of planning applications and there was a downward trajectory in the figures he had been provided with during his first weeks in the role. The government had announced backlog funding and skills capacity funding</p>

last month and a bid had been submitted on behalf of the Council; if successful, the authority could be awarded up to £100,000 of Department of Levelling Up, Housing and Communities (DLUHC) funding which could be targeted to address the backlog. As well as working on the backlog, there were new applications coming in which needed to be determined within a certain timeframe so there was a lot to be done - he hoped, in time, to be able to give robust and more precise answers to such questions.

In terms of the older cases and timescale agreement issues, he was not sure of all the reasons for Tewkesbury Borough Council's backlog but generally it was a combination of factors including technical information not arriving early enough in the process to allow a decision to be made, Officer workload and the sheer amount of applications or delays with Section 106 Agreements which may be down to Tewkesbury Borough Council or Gloucestershire County Council. There was work to be done to look into the historic over time applications and understand what could be done to clear them. The Member raised concern that these cases skewed the figures and the Associate Director: Planning confirmed that was the case which was why a targeted piece of work was needed to understand the reasons – some would be easier to clear and some would continue to take longer to determine than Officers would like.

In response to a query as to whether there were any financial implications and if there was a level of tolerance, the Associate Director: Planning explained that this particular KPI was derived from a national performance indicator set by government and Councils which fell below the threshold ran the risk of being put into special measures whereby the government could take back responsibility for making certain planning decisions. With regard to financial implications, there would always be a cost of defending an appeal whether that was successful or not and the Inspector could award costs against the Council if it was seen to have acted unreasonably. In terms of the threshold performance tracking downwards, there were numerous other major planning appeals still to be heard and the Council had lost another major appeal the previous day; in his view, this was an area where the authority was potentially

	<p>vulnerable. The Executive Director: Resources advised that, in 2022/23, the Council had spent £600,000 on appeals which had far exceeded the £60,000 budget with excess costs having to be paid from reserves – this was concerning to him and his financial colleagues.</p> <p>A Member indicated that she had raised concern regarding the number of planning applications yet to be determined and had asked for a list of all of those applications over the threshold which the government would expect within the legislation in order to get an indication of the extent of the problem. Another Member sought clarification of the threshold, and how close the authority was to exceeding that, and the Associate Director: Planning explained that the government set rolling periods for the threshold for special measures which meant it was a moveable feast depending on the start and end dates.</p> <p>Following a brief debate regarding how to take this matter forward, and in acknowledging that this issue was due to be discussed by the Leader and Deputy Leader with the Chief Officers Group at a meeting the following day, it was agreed that the Chair would write to the Leader of the Council to inform him of today's discussion and the concerns raised and to offer the Committee's support to help address the problem.</p>
Performance tracker KPI priority: Customer First	
<p>Page No. 84 – KPI 38 – Percentage of formal complaints answered on time – A Member asked whether there was any information on how satisfied people were with the response they received and if any work was being done in terms of the services they fell into and identification of common issues.</p>	<p>The Director: Corporate Resources confirmed that the Overview and Scrutiny Committee received an annual report which provided a breakdown of complaints by service area and type and that was due to be considered at the meeting in October.</p>

Performance Tracker priority: Sustainable Environment	
Page No. 88 – Objective 1 – Action d) Appoint an additional Climate Change Officer to help support the declaration of a borough-wide climate emergency - A Member asked for more information on the Green Champions in terms of what they had achieved and how they could be utilised to help to deliver the Council's ambitions.	The Executive Director: Resources advised that the Green Champions had been established as a result of the Carbon Literacy Training which had been completed by more than 60 Officers. They comprised volunteers who represented their service areas and were helping to take forward some of the projects. The Chair felt it would be beneficial for the Green Champions to attend a future meeting of the Committee at an appropriate time.
Page No. 90 – Objective 2 – Action c) Carry out a review of the litter pickers scheme – A Member questioned why this did not have a smiley face.	The Director: Communities explained that there were no concerns around the litter pickers scheme itself but this action was about reviewing how the scheme was administered and that had not progressed as quickly as anticipated. The main issue was the amount of data and the need to ensure that records were accurate and up to date.
Performance tracker KPI priority: Sustainable Environment	
Page No. 93 – KPI 39 – Number of reported envirocrimes – A Member asked whether anything could be done to address the increase.	The Director: Communities advised that this KPI needed to be reviewed as it currently did not give any information regarding the performance of the team.
Page No. 94 – KPI 40 – Percentage of waste reused, recycled or composted – A Member pointed out that the Ubico report which had been considered at the last meeting of the Committee had stated that the target was 60% and she asked why Tewkesbury Borough Council's target was below that at 52%.	The Director: Communities advised that 60% was a national target for 2035. Whilst the Council's target was 52%, it was working to 60% as a long term goal overall. There would be changes to the percentage achieved throughout the year, for instance, there tended to be an increase during the summer when the weather was better. Another Member asked how the figure was calculated for material that was reused and the Director: Communities advised that this information was collected by Gloucestershire County Council. He undertook to find out how this was measured and provide a response by email.
Page No. 94 – KPI 41 – Residual household waste collected per property in kilograms – A Member asked why the target was to increase residual waste.	The Director: Communities indicated this was an error which needed to be addressed as it was intended to reduce residual waste.

3.0 CONSULTATION

3.1 None.

4.0 ASSOCIATED RISKS

4.1 There are no associated risks in relation to the report itself. A number of actions within the council plan are included within the council's corporate risk register. For example, financial sustainability, climate change, delivery of the garden town.

5.0 MONITORING

5.1 Progress on delivery of Council Plan actions is monitored on a quarterly basis by Overview and Scrutiny Committee.

6.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

6.1 Council Plan 2020-2024 approved by Council on 26 July 2022

Background Papers: None.

Contact Officer: Director: Corporate Resources
Tel: 01684 272002 email: Graeme.simpson@teWKesbury.gov.uk

Appendices: Appendix 1 – Overview and Scrutiny Committee report of Performance Information Q1 2023/2024.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	12 September 2023
Subject:	Council Plan Performance Tracker - Quarter one 2022/23
Report of:	Director: Corporate Resources
Head of Service/Director:	Director: Corporate Resources
Lead Member:	Leader of the Council
Number of Appendices:	1

Executive Summary:

The Council Plan (2020-24) was approved by Council on 28 January 2020 and is now in its last year. Progress in delivering the objectives and actions within the plan is reported through a Performance Tracker document (Appendix 1). The tracker is a combined document which also reports upon a set of Key Performance Indicators (KPIs).

Supporting the tracker is a suite of key financial reports and overall helps give a rounded view of performance information. Attached is the revenue budget summary statement (Appendix 2), capital monitoring statement (Appendix 3) and the reserves position summary (Appendix 4).

This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.

Recommendation:

To scrutinise the performance management information and, where appropriate, require action or response from the Executive Committee.

Financial Implications:

Though the report does not directly impact upon these implications, Finance and Resources is a priority within the current Council Plan.

Legal Implications:

None directly associated with this report.

Environmental and Sustainability Implications:

Though the report does not directly impact upon these implications, sustainable environment is a priority within the current Council Plan.

Resource Implications (including impact on equalities):

None directly associated with this report.
Safeguarding Implications: None directly associated with this report.
Impact on the Customer: Performance monitoring provides our residents with a good oversight on the progress being made in delivering the Council Plan priorities, objectives and actions.

1.0	INTRODUCTION
1.1	The Council Plan (2020-24) was approved by Council on 28 January 2020 and is now in its last year. Progress in delivering the objectives and actions within the plan is reported through a Performance Tracker document (Appendix 1). The tracker is a combined document which also reports upon a set of Key Performance Indicators (KPIs).
1.2	Key financial information is also reported so members have a rounded view of overall performance information. Attached is the revenue budget summary statement (Appendix 2), capital monitoring statement (Appendix 3), the reserves position summary (Appendix 4).
2.0	PERFORMANCE TRACKER
2.1	Each of the priority themes within the Council Plan is supported by a number of objectives and actions. The tracker document has been developed to provide a transparent summary on delivery and in a format that is easy to understand.
2.2	<p>For monitoring the progress of the actions within the performance tracker, the following symbols are used:</p> <p>😊 – action progressing well</p> <p>😐 – the action has some issues or delay but there is no significant slippage in the delivery of the action</p> <p>😞 – significant risk to not achieving the action or there has been significant slippage in the timetable or performance is below target</p> <p>Grey – project has not yet commenced</p> <p>✓ – action complete or annual target achieved</p> <p>For monitoring of key performance indicators, the following symbols are used:</p> <p>↑ - PI is showing improved performance on previous year</p> <p>↔ - PI is on par with previous year performance</p> <p>↓ - PI is showing performance is not as good as previous year</p>
2.3	This report presents the first quarter of the performance tracker. Key successful activities achieved to bring to Members' attention include:

	<ul style="list-style-type: none"> • A revised timetable for the preparation of a single Strategic and Local Plan (SLP) as an alternative to the Joint Strategic Plan approach was resolved at Council in July 2023. • LDA Design was awarded contract to help develop a Tewkesbury Town Centre Masterplan and Design Code, which will set out a vision and priorities for Tewkesbury town centre for the next 10-15 years. • Supported 42 Voluntary and Community Sector groups with in depth 1-1 support and advice, a further 10-20 organisations were supported with general queries. • Great progress is being made on the in-cab technology project with a soft launch due to take place in October. This project will help the waste and recycling crew report issues in real-time helping increase customer satisfaction and help crew staff work safely and efficiently. • A review on the Section 106 process has commenced, the review will look at the monitoring system, policy towards collection and the governance processes. • The new corporate website went live on 21 August, enhancing accessibility, more user-friendly design, and significant improvement to the search facility. • Received £300,000 of funding through the DLUHC Open Digital Planning fund to implement PlanX product which aims to help residents understand when planning permission is required and what information needs to be submitted for an application to be valid. • In June 2023, Council approved the project to introduce webcasting for council meetings. • A gateway review of the Tewkesbury Garden Town programme has concluded which includes a commitment to increased community engagement – the new approach to delivering the programme will be presented to Council in September for endorsement. • £708,000 external funding has been secured and council agreed to a new air source heating systems to help with our carbon reduction objective. Work starts on site in September. • 14 grants were awarded in Q1 through the new Community Health and Wellbeing Fund which will support biodiversity projects such as community gardens. 						
2.4	<p>Due to the complex nature of the actions being delivered, inevitably some may not progress as smoothly or quickly as envisaged. Actions with either a ☹️ or 😊 are highlighted below:</p> <table border="1" data-bbox="312 1594 1458 2060"> <thead> <tr> <th data-bbox="312 1594 849 1662">Action</th> <th data-bbox="849 1594 1458 1662">Status and reason for status</th> </tr> </thead> <tbody> <tr> <td data-bbox="312 1662 849 1917"> Adopt a revised charging schedule for the Community Infrastructure Levy (CIL) (Page no. 13) </td> <td data-bbox="849 1662 1458 1917"> ☹️ The target date has been slightly amended from January 2025 to April 2025, to take into consideration the delays that occurred with reviewing the findings from the PPR work on the alternative charging schedules. </td> </tr> <tr> <td data-bbox="312 1917 849 2060"> Carry out a full review of the Licensing service. (Pages 22) </td> <td data-bbox="849 1917 1458 2060"> ☹️ The target date has been amended from September 2023 to April 2024. This is due to the resources required from the </td> </tr> </tbody> </table>	Action	Status and reason for status	Adopt a revised charging schedule for the Community Infrastructure Levy (CIL) (Page no. 13)	☹️ The target date has been slightly amended from January 2025 to April 2025, to take into consideration the delays that occurred with reviewing the findings from the PPR work on the alternative charging schedules.	Carry out a full review of the Licensing service. (Pages 22)	☹️ The target date has been amended from September 2023 to April 2024 . This is due to the resources required from the
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		Business Transformation Team to complete the in-cab technology project.					
	Carry out a review of our litter pickers' scheme. (page no. 36)	☹️ The target date has been amended from August 2023 to September 2023 . Work has progressed and the volunteer litter pickers privacy notice, as well as data processing consent statements, have been reviewed and updated. The EH team are continuing to undertake a data cleanse of the schemes registration information to ensure that records are accurate and up to date. A new database for capturing this information has been established.					
2.5	It is inevitable that not everything can be delivered at once. Any actions which have yet to commence are 'greyed out' in the tracker with indicative dates for commencement stated.						
3.0	KEY PERFORMANCE INDICATORS (KPIs)						
3.1	The set of Key Performance Indicators (KPIs) are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of quarter one (June 2023).						
3.2	Of the 24 indicators with targets, their status as at the end of quarter one for 2023/24 is:						
	<table border="1"> <thead> <tr> <th>☺️ (on target)</th> <th>☹️ (below target but confident annual target will be achieved)</th> <th>⊗ (below target)</th> </tr> </thead> <tbody> <tr> <td>17</td> <td>6</td> <td>1</td> </tr> </tbody> </table>	☺️ (on target)	☹️ (below target but confident annual target will be achieved)	⊗ (below target)	17	6	1
☺️ (on target)	☹️ (below target but confident annual target will be achieved)	⊗ (below target)					
17	6	1					
	In terms of the direction of travel i.e. performance compared to last year, for all indicators the status is:						
	<table border="1"> <thead> <tr> <th>↑ (better performance than last year)</th> <th>↓ (not as good as last year)</th> <th>↔️ (on par with previous year performance)</th> </tr> </thead> <tbody> <tr> <td>19</td> <td>11</td> <td>1</td> </tr> </tbody> </table>	↑ (better performance than last year)	↓ (not as good as last year)	↔️ (on par with previous year performance)	19	11	1
↑ (better performance than last year)	↓ (not as good as last year)	↔️ (on par with previous year performance)					
19	11	1					
3.3	KPIs where the direction of travel is down and/ or KPI is ☹️ are highlighted below:						
	<table border="1"> <thead> <tr> <th>KPI No.</th> <th>KPI description</th> <th>Reason for ☹️ or ↓</th> </tr> </thead> <tbody> <tr> <td>11</td> <td>Total number of homeless relief cases held at the end of the quarter. (Page No. 15)</td> <td>↓ The number of homeless relief cases held at the end of Q1 was 56 - this is an increase when compared to Q1 last year which was 39. If the figures remain this level each quarter, cumulatively it will not be as good as the outturn of last year, which was 152.</td> </tr> </tbody> </table>	KPI No.	KPI description	Reason for ☹️ or ↓	11	Total number of homeless relief cases held at the end of the quarter. (Page No. 15)	↓ The number of homeless relief cases held at the end of Q1 was 56 - this is an increase when compared to Q1 last year which was 39. If the figures remain this level each quarter, cumulatively it will not be as good as the outturn of last year, which was 152.
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12	Total number of homeless applications with main duty accepted held at end of the quarter. (Page No. 16)	↓ The number of homeless applications with a main duty accepted at the end of Q1 was 25. Similar to the above KPI if the figure continues the performance of last year's outturn (86 applications) will be exceeded.
17	Percentage of 'major' applications determined within 13 weeks or 16 weeks where an EIA is required, or alternative period agreed with the applicant. (Page No. 17)	↓ Whilst the national threshold of 60% for this KPI has been achieved, we are below the outturn of last year which is 64.86%. The target has also not been met but it is hoped this will improve throughout the year.
19	Percentage of 'major' planning applications overturned at appeal. (Page No. 18)	↓ Performance this quarter is not as good as last years outturn of 7.5%. This KPI is measured over a two-year period nationally with data only available online until March 2022. Based on Q1 alone, taking into the decisions made decision made in Q1 the this will increase this to 9.3%.
21	Enforcement - Investigate category A* cases within 24 hours (without prompt action, material risk of further harm which could be reduced by early intervention. (Page No. 19)	↓ The total figure for Q1 was 50% of cases were investigated within the timescale, this is below the outturn of 100% for 2022/23. Note: 1 of 2 cases so not a significant number.
30	Average number of days to process new housing benefit claims. (Page No. 27)	↓ There has been an increase in the number of days from 7.4 days to 14.03 days, this is due to the level of resource. Three positions are being recruited which will help reduce this throughout the year. Performance is still positive when compared nationally.
34	Average number of sick days per full time equivalent. (Page No. 28)	↓ Q1 figure of 2.3 days whilst low, if on projection throughout the year the outturn from last year of 9.84 and target of 8 days may not be achieved.
35	Average voluntary staff turnover. (Page No. 29)	↓ Q1 (3.1%) has seen an increase in the voluntary turnover rate when compared to Q4 which was 0.9% as a result of recent management restructure. This is in line with a significant rise in voluntary resignations seen across industries.

	39	Number of reported enviro crimes. (Page No. 39)	<p>↓☹️ The overall figure of enviro-crimes reported in Q1 is 305, when compared to Q1 (237) in 2022/24 this is an increase. If figures continue at this rate throughout the year the target of 1000 and outturn from last year (1,076) will not be achieved.</p>	
3.4	<p>Key successful KPIs to bring to Members' attention include:</p> <ul style="list-style-type: none"> • KPI 1- Employment rate (85.6%) for Tewkesbury borough is above the national rate of 78.4%. (Page 7) • KPI 15 – 84 new affordable housing properties have been delivered by tenure type in Q1, an increase when compared to Q1 in 2022/23 (59). (Page 16) • KPI 22 and 24 - Improvement in investigating planning enforcement B and D continue to reach 100% performance in Q1. (Page 20 and 21) • KPI 36 - Food established hygiene ratings remains good – 2.2% have a rating of two or below which is beneath the 5% target. (Page No. 29) • KPI 37- 150 Freedom of Information requests were received of these 95% were answered on time. (Page 29) • KPI 38- a significant improvement of the number of formal complaints (97%) answered on time during Q1 compared to the outturn of the year of 70%. (Page 30) • KPI 40- 54.1% of waste was reused, recycled or composted this is above our local target of 52% and the outturn of last year of 51.06%. (Page 40) 			
4.0	FINANCIAL SUMMARY - REVENUE POSITION			
4.1.	<p>The financial budget summary for Q1 shows a projected deficit of £54,595 for the full year against the approved budget.</p> <p>The following table highlights the forecast outturn position for service provision, the net position on corporate income and expenditure and the resulting deficit.</p>			
		Budget	Full Year Projection	Full Year Variance
<u>Services expenditure</u>				
Employees		£12,782,225	£12,256,606	£525,619
Premises		£697,810	£716,677	-£18,867
Transport		£71,479	£53,394	£18,085
Supplies & Services		£2,498,577	£2,512,188	-£13,611
Payments to Third Parties		£7,653,391	£7,558,947	£94,444
Transfer Payments - Benefits		£11,608,229	£11,608,539	-£310
Central Recharges		-£3,738	-£3,738	£0
Projects Funded Externally		£220,000	£220,234	-£234
Income		-£20,264,923	-£19,879,352	-£385,571
Services Sub Total		£15,263,050	£15,043,495	£219,555
<u>Corporate expenditure</u>				
Treasury – Interest Received		-£1,000,000	-£1,000,000	£0
Treasury – Borrowing Costs		£633,641	£633,641	£0
Investment Properties		-£3,330,500	-£3,395,723	£65,233

	Corporate Savings Targets	-£208,522	£0	-£208,522
	Core Government funding	-£2,022,525	-£2,022,525	£0
	New Homes Bonus	-£1,240,366	-£1,240,366	£0
	Business Rates	-£4,498,258	-£4,492,671	-£5,587
	Council Tax Surplus	-£160,899	-£160,899	£0
	Parish precept	£2,600,442	£2,600,442	£0
	Use of reserves & MRP	£1,690,229	£1,690,229	£0
	Corporate Sub Total	-£7,536,758	-£7,387,872	-£148,886
	Transfer to reserves (externally ringfenced funding)			-£125,264
	Surplus / (deficit)			-£54,595
4.2.	<u>Service Expenditure</u> The quarter one full year projection highlights a full year cost of service provision totalling £15.04m, resulting in a surplus against the approved budget of £219,555. The following paragraphs highlight the main reasons for this projected surplus. In addition, appendix 2 provides detail at a service level with notes on variances over £10,000.			
4.2.1.	The full year projection for employees highlights a potential gross surplus of £525,619. It should however be noted that within the council's corporate expenditure is a target to save £209k from employment costs across the Council. The net position is therefore a surplus against target of £317k. The majority of the overall surplus is being accrued by One Legal. This is matched off by a reduction in third party income. The national pay award has not yet been agreed for the majority of officers and therefore we have forecast an increase of 4% for all employees which matches our budget allocation. Ubico have also forecast a pay award matching budget (5%). Any settlement in excess of these forecasts will result in an overspend but the Council has an approved reserve to cover the risk.			
4.2.2.	There is a projected overspend of £18,867 for premises costs. The main reason for this is due to maintenance work to be carried out at the homeless properties, some of these costs will be recovered through the rental charges.			
4.2.3.	A saving of £18k is expected within Transport costs which is due to reduced travel across the Council and only 4 pool cars being used when 5 were budgeted.			
4.2.4.	The projected outturn for Supplies & Services highlights a potential overspend of £14k. This is across stationery, postage and PDQ terminal bank charges for the car parking machines.			
4.2.5.	Payments to third parties highlights a projected surplus of £94,444. The Ubico contract is forecast to be underspent by £45k due to expected savings in employment and diesel costs of £119k, although this saving is reduced by the rental increase of Swindon Road depot of £76k. Emergency homeless accommodation is anticipated to be £60k over budget due to the increased demand in temporary housing, 85% of these costs will be recovered from housing benefit which is included within income.			

	<p>The MRF gate fee is expected to be £100k over budget which is due to a significant increase in the gate fee per tonne being paid, increasing from £38 per tonne to £67 per tonne.</p> <p>The third party payment saving from the cessation of the trade waste service is estimated to be approximately £146k for 2023/24. This is supplemented by further direct employee savings at the Council but is offset by reductions in expected income. The cessation of the trade waste service is predicted to save over £100k annually in net terms from 2024/25, assuming savings from Ubico's corporate support and support services recharge. There will be no saving this year due to Ubico's budget for indirect costs already being set.</p> <p>Swindon Road Depot running costs are estimated to be £115k less than budget based upon quarter 1 actual expenditure. These costs were previously borne by Cheltenham, are in relation to the day-to-day running costs and maintenance requirements for the depot.</p>
4.2.6.	<p>Income is expected to be below budget by £386k. This is mainly due to the cessation of the trade waste service where income is estimated to be £190k below target. Income from Tewkesbury Leisure Centre will be £78k lower than budget as a reduced management fee has been agreed. Due to vacant space in the council offices, rental income is predicted to be £37k down on budget. In addition, One Legal income is significantly below target, although this is offset against savings within employee.</p> <p>Planning fees are expected to exceed budget by £100k and recovery of emergency accommodation is estimated to be £60k greater than budget.</p>
4.3.	<p><u>Corporate Expenditure</u></p> <p>The expenditure associated with corporate activities as well as the financing of the Council is shown in the second section and highlights an estimated deficit of £148,886 for the financial year.</p>
4.3.1.	<p>Treasury activities are currently in-line with budget expectations. Interest rates are continuing to rise but this will not impact our borrowing costs as the interest rate was fixed and no additional borrowing is expected. The council may see a small gain in investment activity given current forecasts and this will be monitored and reported as the year moves forward.</p>
4.3.2.	<p>The favourable variance within investment properties is due to a reduction in costs associated with managing our portfolio.</p>
4.3.3.	<p>The overall projected position on retained business rates is currently in line with expectations. The valuation list was reset in 2023/24 financial year, making it more difficult to predict the level income and reliefs for businesses.</p>
4.3.4.	<p>The Q1 report has now separately identified the external grant funding that is unlikely to be spent by year end and must be ringfenced to a particular project or service. This is estimated at £126k and whilst it will increase our year end reserves, we do not have discretion as to where it can be spent. It is therefore excluded from our reported position.</p>
4.3.5.	<p>Bringing together both the surplus on net service expenditure and surplus on net corporate expenditure results in an overall budget deficit projection of £55k for the year. Whilst it is disappointing to project a small deficit at the end of the first quarter, no corrective action is recommended at this stage given the small size of the deficit and the</p>

	lack of certainty in our projections. The budget will continue to be monitored, with the Q2 forecast being reported in November.
4.4.	CAPITAL BUDGET POSITION
4.4.1.	<p>Appendix 3 shows the capital budget position as at Q1. This is currently showing an underspend of £174k against the profiled budget of £419k.</p> <p>The capital programme estimates total expenditure for the year to be circa £1.65m. The main elements of this year's forecast include:</p> <ul style="list-style-type: none"> • Vehicle replacement programme • High street heritage action zone • Disabled Facilities Grants (DFG)
4.4.2.	The council have purchased various equipment for the office refurbishment and new tablets and mobiles for new members, which is in-line with the capital programme.
4.4.3.	The capital budget for vehicles is currently underspent due to no vehicles being purchased this quarter. It is planned that new vehicles will be acquired by the end of this financial year.
4.5.	RESERVES POSITION
4.5.1.	Appendix 4 provides a summary of the current usage of available reserves and supporting notes are provided for reserves where expenditure is high. As at the 1st April 2023, these reserves stood at £17.54m which is a decrease of £587k on the previous year. The decrease reflects the fact that expenditure of reserves in 2022/23 exceeded the transfer to reserves at outturn.
4.5.2.	<p>Reserves have been set aside from previous years to fund known future costs, council priorities and the strategic planning of the authority's operation. The information in the appendix reflects only expenditure incurred to date and does not take account of reserves which have been committed but not yet paid or are awaiting capital financing at year end. Such expenditure will include:</p> <ul style="list-style-type: none"> • Place Programme Reserve – to support the development of the place planning approach • temporary staff support for Revenues & Benefits • Policy and Performance Support – to provide temporary capacity to develop the Council's approach to performance management and ensure the council is responding to and planning for changes in government policy • Upgrade of the income management system
4.5.3.	Actual expenditure of £337,738 has been made against reserves at Q1. This mostly consists of expenditure relating to the digitalisation team, temporary posts in Revenue and Benefits and the first quarter costs of the garden town team. The full breakdown is provided in appendix 4.
5.0	CONSULTATION
5.1	None.
6.0	ASSOCIATED RISKS





6.1	There are no associated risks in relation to the report itself. A number of actions within the performance tracker are included within the Council's Corporate Risk Register. For example, financial sustainability, climate change, delivery of the Garden Town.
7.0	MONITORING
7.1	Progress on delivery of actions is monitored on a quarterly basis by the Overview and Scrutiny Committee. Budget monitoring occurs on a monthly basis and is formally reported quarterly.
8.0	RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES
8.1	Council Plan 2020-2024 approved by Council on 26 July 2022 Budget monitoring is on the approved annual revenue and capital budget for 2023/24 which has been prepared in line with the Medium Term Financial Strategy

Background Papers: None.

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Associate Director: Finance (appendix 2-4)
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Appendices: Appendix 1 - Council Plan Performance Tracker Qtr 1 2023/24
Appendix 2 - Revenue Budget
Appendix 3 - Capital Budget
Appendix 4 - Reserves

Council Plan tracker actions/ KPI progress key:		KPI direction of travel key:	
	Action progressing well/ PI on or above target	↑	PI is showing improved performance on previous year
	Action has some issues/ delay but not significant slippage/ PI below target but likely to achieve end of year target	↔	PI is on par with previous year performance
	Significant risk to not achieving the action or there has been significant slippage in the timetable, or performance is below target/ PI significantly below target and unlikely to achieve target	↓	PI is showing performance is not as good as previous year
	Project has not yet commenced/ date not available or required to report		
	Tracker action is complete or annual target achieved		


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PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. To ensure the council remains financially secure in the long term.				
a) Produce a Medium- Term Financial Strategy (MTFS) that recognises the impact of funding reform and delivers a balanced approach to meeting funding gaps.	Target date: January 2024	Associate Director Finance and Deputy S151 Lead Member for Finance and Asset Management		Work has not yet commenced on the MTFS. It will be produced by the end of the calendar year and taken to Executive Committee in January 2024.



PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Maintain a low council tax.				
a) Ensure our council tax remains in the lowest quartile nationally.	Target date: February 2024	Associate Director Finance and Deputy S151 Lead Member for Finance and Asset Management		Work has not yet commenced. The budget and council tax for 2024/25 will be approved in February 2024.
Objective 3. Maintain our assets to maximise financial returns.				
a) Update the council's asset management plan.	Target date: March 2022 June 2022 March 2023 January 2024 November 2023 (Target date was reported to O&S committee in September 2023)	Head of service-Asset Management Lead Member for Finance and Asset Management		Work has commenced early on this project, and it is now expected to be presented to Executive Committee for approval in November 2023. This is a Strategic Asset Management Plan that will be the lead document for the development of the planned maintenance programme.
b) Approve a new planned maintenance programme.	Target date: June 2022 March 2023 November 2023	Head of service-Asset Management Lead Member for Finance and Asset Management		Planned maintenance programmes will be completed with the key buildings and assets first, for example the Public Service Centre, and will be updated annually. These plans will include details of the 5-year maintenance items and projected major items of expenditure, for example roofs and windows. These

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	May 2024 (New target date reported to O&S committee in September 2023)			will be presented to transform working group on an ongoing basis to ensure they meet the Strategic Asset Management Plan objectives.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Deliver the council's commercial strategy.				
a) Implement and deliver a project plan for the closure of the trade waste service.	Target date: November 2023	Head of Service-Waste and recycling Lead Member for Clean and Green Environment		A decision to exit from the trade waste service was approved by the Executive Committee in March 2023. A letter advising customers that the service will cease will start to be sent week-commencing 28 August 2023. The letter will also advise customers of their obligations and include a link to the Environment Agency website to find a registered waste carrier for their future needs.

PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver our strategic plans and economic development plans.				
a) Develop and launch the new Economic Development and Tourism Strategy	Target date: January 2023 September 2023 November 2023	Head of Service-Community and Economic Development		It is prudent to consider the emerging Gloucestershire County Council strategy to understand how it might inform the council's own strategy. The County strategy is currently out to consultation. Early work has commenced on the framework of the council's own strategy in the meantime.

	(Revised date reported to O&S committee in September 2023).	Lead Member for Economic Development/Promotion		
PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Deliver employment land and infrastructure to facilitate economic growth.				
a) Deliver employment land through allocating land in the Strategic and Local Plan (SLP).	Target date: Autumn 2019 Spring 2020 Winter 2020 Summer 2021 Spring 2023 October 2023 (preferred options consultation) (New timetable resolved by Council in July 2023 but new target dates reported to O&S Committee in September 2023)	Associate Director Planning Lead Member for the Built Environment		The approach to strategic plan-making has been the subject of fundamental review jointly with Cheltenham and Gloucester Councils. As a result, Council resolved on 25 July 2023 to adopt a timetable for the preparation of a single Strategic and Local Plan (SLP) as an alternative to the Joint Strategic Plan (JSP) approach. This will include employment land allocations. The following aligned timetable across Cheltenham, Gloucester and Tewkesbury was agreed: <ul style="list-style-type: none"> • Issues and Options Consultation – October 2023 • Preferred Options Consultation – March 2025 • Pre-submission Consultation – January 2026 • Submission to Secretary of State – April 2026 • Examination – TBC • Adoption – TBC
b) Work with partners to secure transport infrastructure improvements for	Target date: September 2024	Associate Director of Garden Towns		<u>All-ways Junction 10</u> Gloucestershire County Council (GCC) has been awarded £249m to deliver an all-ways J10. This project includes a link road to the West Cheltenham development site and a park and ride interchange.

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<p>the all-ways Junction 10.</p>		<p>Lead Member for the Built Environment</p>		<p>All updates, including progress of the scheme, plus a copy of the Public Consultation report, are provided on the scheme webpages - M5 Junction 10 Improvements Scheme - Highways (goucestershire.gov.uk)</p> <p>Next steps involve the preparation of an application to the Planning Inspectorate for a permission to build, known as a Development Consent Order (DCO), required due to the scheme’s status as a Nationally Significant Infrastructure Project (NSIP).</p> <p>GCC will also continue to work closely with National Highways so that the construction of this much-needed improvement scheme works for all users. It is currently anticipated that, subject to planning consent, work on the improvements will start in 2024 and be completed in late 2025.</p>
<p>PRIORITY: ECONOMIC GROWTH</p>				
<p>Actions</p>	<p>Target date</p>	<p>Reporting Officer/Group</p>	<p>Progress to date</p>	<p>Comment</p>
<p>Objective 3. Deliver borough regeneration schemes.</p>				
<p>a) Develop a Tewkesbury Town Centre Masterplan and Design Code.</p>	<p>Target date: March 2024</p>	<p>Head of Service-Community and Economic Development Lead Member for Economic Development/Promotion</p>	<p></p>	<p>Work has commenced on developing a Masterplan and Design Code. This will set out a vision and a set of delivery priorities for Tewkesbury town centre for the next 10-15 years. Contract has been tendered and awarded to LDA Design. Work on creating the document started in August 2023 with completion by the end of the financial year.</p>

PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	
Objective 4. Promote the borough as an attractive place to live and visit.				
a) Work with Cotswold Tourism and Visit Gloucestershire to promote the borough.	Target date: March 2024	Head of Service-Community and Economic Development Lead Member for Economic Development/Promotion		Work of Cotswold Tourism, a key partner of the council, includes: <ul style="list-style-type: none"> • Despite the abysmal weather, July was another solid month for Cotswolds.com with 149,183 users – up 3% on last year • Nationally, VisitBritain have revised their 2023 inbound tourism forecast on the back of a stronger recovery, driven by the USA market. Visits overall to the UK this year are now forecast to be 37.5 million, that's 92% of 2019 levels. Inbound visitor spend is £30.9 billion, up 9% on 2019 levels • In addition, after an application process, the Government has confirmed that a new Local Visitor Economy Partnership (LVEP) can be created for the Cotswold Tourism area, including Tewkesbury Borough.

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Key performance indicators for priority: ECONOMIC GROWTH											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service


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1	Employment rate 16-64 year olds.	73.6%		85.6%						85.6% relates to 46,800 people within the borough. This is above the national rate of 78.4% (Source ONS Apr 2022 – march 2023 current figures)	Lead Member for Economic Development/Promotion Head of Service-Community and Economic Development
2	Claimant unemployment rate.	2.0%		2.0%						May 2023 figure of 2.0% relates to 1,140 people within the borough. This figure is below the county rate of 2.3% and UK rate of 3.7%.	Lead Member for Economic Development/Promotion Head of Service-Community and Economic Development
3	Number of business births.	415 (2021 figure)								These are the current ONS figures for Business Births and Death Rates.	Lead Member for Economic Development/Promotion
4	Number of business deaths	395 (2021 figure)								Business births have increased with 415 new businesses in 2021. The number of business deaths have increased on last year to 395. These figures are released annually.	Head of Service-Community and Economic Development
Key performance indicators for priority: ECONOMIC GROWTH											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service


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5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	18,954	15,000	6,068					↑	😊	This quarter has seen an increase in overall visitors compared to the same period in 2022 (5,756), although the number of overseas visitors to Tewkesbury have yet to return to pre covid levels	Lead Member for Economic Development/Promotion Head of Service-Community and Economic Development
6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	12,872	10,000	5,457					↑	😊	Like Tewkesbury, Winchcombe TIC has also seen an increase in visitors during Q1 compared to same period last year (4,815). The increase in Winchcombe has seen a 33% increase in overseas visitors mainly from the USA and Asia.	Lead Member for Economic Development/Promotion Head of Service-Community and Economic Development
Key performance indicators for priority: ECONOMIC GROWTH												
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service	
7	Number of visitors entering the Growth Hub	864	700	204				↑	😊	The upward trend in visitor number continues. The figures include utilising meeting space, co-working, workshops and accessing business support.	Lead Member for Economic Development/Promotion Head of Service-Community and Economic Development	
8	Number of workshops/events delivered through	63	50	20				↑	😊	20 events were delivered in Quarter 1. Event topics included: marketing, social media, branding,	Lead Member for Economic Development/Promotion	

	Tewkesbury Growth Hub								photography and video, growth planning, pitching social enterprise and charity for investment.	Head of Service-Community and Economic Development
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PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver the housing needs of our communities				
a) Work with partners to undertake the required review of the SLP.	Target date: Autumn 2019 Spring 2020 Winter 2020 Summer 202 Spring 2023 October 2023 (preferred options consultation) (New timetable resolved by Council in July 2023 but new target dates reported to O&S Committee in September 2023)	Associate Director Planning Lead Member for the Built Environment		The approach to strategic plan-making has been the subject of fundamental review jointly with Cheltenham and Gloucester Councils. As a result, Council resolved on 25 July 2023 to adopt a timetable for the preparation of a single Strategic and Local Plan (SLP) as an alternative to the Joint Strategic Plan approach. This will include strategic and non-strategic land allocations for housing. The following aligned timetable across Cheltenham, Gloucester and Tewkesbury was agreed: <ul style="list-style-type: none"> • Issues and Options Consultation – October 2023 • Preferred Options Consultation – March 2025 • Pre-submission Consultation – January 2026 • Submission to Secretary of State – April 2026 • Examination – TBC • Adoption - TBC


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b) Increase the temporary housing accommodation supply.	Target date: March 2024	Head of Service-Housing Lead Member for Housing, Health and Wellbeing		Rough Sleeper Initiative funding has been secured across the County to establish a network of Housing First/ Housing Led properties, two of three for Tewkesbury have been allocated with two different providers. These will focus on more complex cases. A new provider has conducted a scoping exercise to deliver a range of options for new provision. The proposed scheme will be considered to assess if it will meet requirements and will be financially viable. Further options will be explored with Registered Provider partners and jointly commissioned provision across the County.
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PRIORITY: HOUSING AND COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 2. Ensure development plans provide for the five-year land supply requirement.

a) Ensure adequate land is allocated within the SLP.	Target date: Autumn 2019 Spring 2020 Winter 2020 Summer 2021 Spring 2023 October 2023 (preferred options consultation) (New timetable resolved by Council in July 2023 but new target dates reported to O&S)	Associate Director Planning Lead Member for the Built Environment		The approach to strategic plan-making has been the subject of fundamental review jointly with Cheltenham and Gloucester Councils. As a result, Council resolved on 25 July 2023 to adopt a timetable for the preparation of a single Strategic and Local Plan (SLP) as an alternative to the Joint Strategic Plan approach. This will make allocations sufficient to ensure an ongoing housing land supply. The following aligned timetable across Cheltenham, Gloucester and Tewkesbury was agreed: <ul style="list-style-type: none"> • Issues and Options Consultation – October 2023 • Preferred Options Consultation – March 2025 • Pre-submission Consultation – January 2026 • Submission to Secretary of State – April 2026
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	Committee in September 2023)			<ul style="list-style-type: none"> • Examination – TBC • Adoption – TBC
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.				
a) Work with partners, infrastructure providers and developers, to progress the delivery of key sites.	Target date: March 2024	Associate Director Planning Lead Member for the Built Environment		<u>Innsworth</u> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 751 dwellings to date. • A full application for 99 dwellings has been submitted within the strategic allocation but outside of the allowed appeal sites and is pending. No target committee date yet. <u>Twigworth</u> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 720 dwellings to date. • Reserved matters approval has also been granted for key infrastructure including the erection of a local centre. • An outline permission by appeal decision for up to 160 dwellings has been allowed. A reserved matters application was submitted in June 2023 and is subject to a PPA agreement. Officers are working towards taking the application to planning committee in October 2023 <u>South Churchdown</u>


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			<ul style="list-style-type: none"> • Development is underway with reserved matters application granted for 465 dwellings as a first phase of development within this allocation. The development is progressing on site with over 240 completions. • An application for the second phase of the South Churchdown Strategic Allocation for 145 dwellings has been submitted and is being considered by officers prior to referral to committee for determination. <p><u>Brockworth</u></p> <ul style="list-style-type: none"> • Development is underway with reserved matters applications approved for 600 dwellings and key infrastructure. • Permission was refused for 47 dwellings at the strategic allocation but outside the 'Perrybrook' application site. Appeal allowed May 2023. • Reserved Matters application for phases 4 & 6 of Perrybrook (22/00251/APP) Phase 4 delivering 226 dwellings and phase 6 delivering 209 dwellings (435 total) has been approved by Planning Committee. • Reserved matters application for Phase 7 was reported to Planning Committee in July and was delegated for approval. <p><u>North West Cheltenham</u></p> <p>An outline application has been submitted. Officers continue to work with the developers on transport issues to progress the planning application. Additional transport modelling has now been completed and additional work has been necessary to ensure the proposals align with the J10 Development Consent Order (DCO) proposal that will be submitted imminently.</p> <p>Amended details have been submitted which are being consulted upon. It is anticipated that the application will go to planning committee from Autumn 2023.</p> <p><u>West Cheltenham</u></p>
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				<ul style="list-style-type: none"> 22/01107/OUT – West Cheltenham Strategic Allocation. Outline planning application validated for land within the northwest part of the allocation in November 2022 for residential development of up to 1,100 dwelling comprising a mixture of market and affordable housing, which could include retirement/extra care accommodation, a flexible mixed use area with a community hub, a primary school and children’s nursery and sports pitches. No target committee date yet.
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.				
b) Adopt a revised charging schedule for the Community Infrastructure Levy (CIL)	Target date: January 2024 January 2025 April 2025 (Revised date reported to O&S committee in September 2023)	Associate Director Planning Lead Member for the Built Environment		Evidence base work and additional work looking at potential income of alternative charging schedules by Porter Planning Economics (PPE) is complete. Following a slight delay, due to new management and elections taking place, the three heads of services from the three SLP authorities are now reviewing the findings from the PPE work, this will also include engaging with the Planning Policy Reference Group (PPRG). Following this the aim will be to seek approval from Executive Committee, in March 2024, to go out for a six-week consultation on the revised charging schedule. If approved, by all three councils, the consultation will aim to take place in May 2024. It is noted, that both Cheltenham and Gloucester will have local elections during May 2024 and so the current timeframe is dependent on this and to factor any potential delays the overall project delivery has been amended from January 2025 to April 2025. This additional time will allow for the

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				remaining work to take place following the consultation eg. Examination, adoption and implement the charging schedule.
c) Work with the Voluntary and Community Sector (VCS) to access funding to deliver improved community facilities.	Target date: March 2024	Head of Service-Community and Economic Development Lead Member for the Community		<p>In quarter 1, 42 VCS groups were supported with in-depth/1-1 support and advice. A further 10-20 organisations were supported with general queries. Due to changes after the Local Election, there were delays in making awards in payments from the Community Health and Wellbeing Fund. However, we had 27 applications in quarter 1.</p> <p>In addition, support for improved community facilities within the Borough is included within the UK Shared Prosperity and Rural Prosperity plans.</p> <p>A workshop with Severn Trent Community Fund took place in June 2023. Further workshops took place in July 2023 with Crowfund 360 and VCS Networking Group.</p>

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Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service

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9	Total number of active applications on the housing register at the end of the quarter.	1757 1 bed single= 698 1 bed couple= 141 2 bed= 485 3 bed= 321 4 bed= 90 5 bed= 19 6 bed= 2 7 bed= 1		1646 1 bed single= 666 1 bed couple= 127 2 bed= 454 3 bed= 303 4 bed= 79 5 bed= 14 6 bed= 2 7 bed= 1						The breakdown of bands is: Emergency – 53 Gold – 82 Silver – 575 Bronze – 936 Total – 1646	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing
10	Total number of new homeless applications opened during quarter.	664		204					↑	This will include 100 Triage (advice only), 44 Prevention and 46 Relief cases newly approaching for assistance.	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing
11	Total number of homeless relief cases held at the end of the quarter.	152		56					↓	This is the total number of homeless applications held at the Relief Duty stage usually when the applicant has had to leave their previous accommodation.	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing

Key performance indicators for priority: HOUSING AND COMMUNITIES

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KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service										
12	Total number of homeless applications with main duty accepted held at end of the quarter.	86		25				↓		This is the total number of cases that we have a Main Duty to following a full homelessness application process.	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing										
13	Total number of homeless prevention cases held at the end of the quarter.	179		64				↑		This is the total number of homeless applications held at the Prevention Duty stage while still in the accommodation they are threatened with homelessness from.	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing										
14	Numbers in Temporary Accommodation at the end of the quarter.	93		20				↑		Total numbers of households in temporary accommodation including hotel, B&B & our temporary houses.	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing										
15	Total New Affordable Housing properties delivered by tenure type.	280		84				↑		A total of 84 properties were delivered in Q1 2023/24, the breakdown is as follows: <table border="1" style="margin-left: 20px;"> <thead> <tr> <th></th> <th>Q1</th> </tr> </thead> <tbody> <tr> <td>Social rent</td> <td>8</td> </tr> <tr> <td>Affordable rent</td> <td>31</td> </tr> <tr> <td>Affordable home ownership</td> <td>45</td> </tr> <tr> <td>Total</td> <td>84</td> </tr> </tbody> </table>		Q1	Social rent	8	Affordable rent	31	Affordable home ownership	45	Total	84	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing
	Q1																				
Social rent	8																				
Affordable rent	31																				
Affordable home ownership	45																				
Total	84																				

Key performance indicators for priority: HOUSING AND COMMUNITIES																					
KPI no.	KPI description	Outturn 2022-2023	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service										
16	New Affordable Housing properties delivered on JCS sites by tenure type.	157		66				↑		A total of 66 properties were delivered in Q1. The breakdown is as follows: <table border="1" data-bbox="1608 448 1895 699"> <thead> <tr> <th></th> <th>Q1</th> </tr> </thead> <tbody> <tr> <td>Social rent</td> <td>0</td> </tr> <tr> <td>Affordable rent</td> <td>27</td> </tr> <tr> <td>Affordable home ownership</td> <td>39</td> </tr> <tr> <td>Total</td> <td>66</td> </tr> </tbody> </table>		Q1	Social rent	0	Affordable rent	27	Affordable home ownership	39	Total	66	Lead Member for Housing, Health and Wellbeing/ Head of Service-Housing
	Q1																				
Social rent	0																				
Affordable rent	27																				
Affordable home ownership	39																				
Total	66																				

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Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2022-2023	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
17	Percentage of 'major' applications determined within 13 weeks or 16 weeks where an EIA is required, or alternative period agreed with the applicant.	64.86%	80%	62.50%				↓	🟡	The national threshold for this KPI is 60% measured over a two-year rolling period, we are currently achieving 69%. For Q1, 5 out of 8 decisions were issued within target timescales. The 3 decisions not issued within target timescales were older cases where an extension of time could not be agreed.	Lead Member Built Environment/ Associate Director-Planning

18	Percentage of 'non-major' applications determined within 8 weeks or alternative period agreed with the applicant.	77.27%	80%	86.67%					↑	😊	The national threshold for this KPI is 70% measured over a two-year rolling period, we are currently achieving 78%. For Q1, 169 out of 195 decisions were issued within target timescales. This is a significant achievement for the team.	Lead Member Built Environment/ Associate Director-Planning
Key performance indicators for priority: HOUSING AND COMMUNITIES												
KPI no.	KPI description	Outturn 2022-2023	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service	
19	Percentage of 'major' planning applications overturned at appeal.	7.5%	10%	8 Decided 2 Appeals allowed				↓	😐	The national threshold for this KPI is 10% measured over a two-year period. The current assessment period available is to the end of March 2022 where we were at 7.5% based on 67 major decisions and 5 allowed at appeal. The figures reported show the number of major decisions made during each quarter and the number of appeal decisions received during that quarter, which were allowed. For Q1, 8 major decisions were made, 2 major appeals were allowed during this period. Of the two allowed appeals reported, one relates to a non-determination appeal whereby planning committee were minded to refuse in line with the officer report. The	Lead Member Built Environment/ Associate Director-Planning	

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										other application was refused at planning committee contrary to officer recommendation.	
20	Percentage of 'non-major-planning overturned at appeal.	0.7%	10%	195 Decided 3 Appeals Allowed				↑	😊	The national threshold for this KPI is 10% measured over a two-year period. The current assessment period available is to the end of March 2022 where we were at 0.7% based on 1609 decisions and 12 allowed at appeal. For Q1 2022/23, 195 non-major decisions were issued and 3 appeals allowed, two of which were refusals made under delegated powers and one related to a non-determination appeal.	Lead Member Built Environment/ Associate Director-Planning
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2022-2023	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
21	Enforcement - Investigate category A* cases within 24 hours (without prompt action, material risk of further harm which could be reduced by early intervention).	100%	90%	50%				↓	😐	There were two category A cases received. Due to a delay with initial registration, one case did not achieve the 24 hour timescale target. However, once the case was allocated, the initial investigations were carried out the same day. <i>*Category A- Development causing, or likely to cause, irreparable harm or damage.</i>	Lead Member Built Environment/ Associate Director-Planning



22	Investigate category B* cases within five working days (development causing, or likely to cause, irreparable harm or damage).	100%	90%	100%				↑	😊	7 category B cases were received. All were investigated within the target timescale. <i>*Category B- Unless prompt action is taken, there is a material risk of further harm being caused which could be reduced or prevented by early intervention.</i>	Lead Member Built Environment/ Associate Director-Planning
23	Investigate category C* cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity).	92.86%	80%	85.71%				↓	😊	14 cases were received, 12 were investigated within 10 working days and the 80% target has been exceeded. <i>*Category C- unless action is taken, there is a risk of material harm to the environment or undue harm to residential amenity.</i>	Lead Member Built Environment/ Associate Director-Planning



Key performance indicators for priority: HOUSING AND COMMUNITIES

KPI no.	KPI description	Outturn 2022-2023	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
24	Investigate category D* cases within 15 working days (breaches causing limited material	100%	70%	100%				↑	😊	24 cases were reported in Q1, and all were reviewed within 15 working days. <i>*Category D- breaches of planning control causing limited material disturbance to local residents or harm to the environment, which do</i>	Lead Member Built Environment/ Associate Director-Planning




disturbance to local residents or to the environment).										<i>not come with any of the higher categories, and where a delay would not prejudice the council's ability to resolve the matter.</i>
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PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain our culture of continuous service improvement.				
a) Continue to improve the proactive homelessness prevention programme.	Target date: March 2024	Head of service- Housing Lead Member for Housing, Health and Wellbeing		<p>Work between Business Transformation Team (BTT) and Housing is complete with web pages ready to transfer to new web site as part of wider project.</p> <p>A new role focuses on rough sleepers but also aims to prevent breakdown of family relationships, provide support to remain in tenancies and access and maintain supported housing options. The role has been successful in linking between agencies and customers and provided extra support for rough sleepers and those in accommodation settings.</p> <p>The Housing Advice team have had sessions to hear from agencies and customers with lived experience of situations requiring support such as domestic abuse. The sessions will help the team remain customer-focussed and enable the customers experience to guide improvements to the service.</p>
b) Carry out a full review of the licensing services.	Target date: April 2021 Sept 2021, Nov 2021 May 2022	Head of service- Environmental Health		<p>The review has four work streams: governance, finance, HR and digital transformation. The target date has been pushed back from September to March 2024 due to Business Transformation Team moving their resources to complete the in-cab technology project. Once this is complete the licensing sections will be the next area BTT complete.</p>

	<p>Dec-2022 Jan-2023 June-2023 Sept-2023 April 2024 (New revised date reported to O&S September 2023)</p>	<p>Lead Member for Clean and Green Environment</p>		<p>Despite the online form and online register work, all streams of the project are progressing very well with most of the project milestones being achieved. This has led to a number of policies being revised, additional training, schedule of fees and charges, review of systems and more.</p>
PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain our culture of continuous service improvement.				
<p>c) In partnership with Ubico deliver the in-cab technology project.</p>	<p>Target date: January 2024</p>	<p>Head of Service-Waste and Recycling Lead Member for Clean and Green Environment</p>		<p>The in-cab technology project (Alloy) is underway and making good progress. The aim is to have a soft go live by October 2023 with a hard go live date of December 2023.</p>
<p>d) Review the Section 106 process.</p>	<p>Target date: March 2024</p>	<p>Associate Director Planning Lead Member for the Built Environment</p>		<p>To ensure we continually improve our services we are carrying out a review on the councils Section 106 process. This will include three main areas which are:</p> <ul style="list-style-type: none"> Review systems for administering, monitoring and reporting s106 monies. A completion date of September 2023. Review and implement policy towards collection of s106. Review and implement governance and s106 spend.
PRIORITY: CUSTOMER FIRST				

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Actions	Target date	Reporting Line	Progress to date	Comment
Objective 2. Develop online services to achieve 'digital by preference, access for all'.				
a) Deliver the new corporate website.	Target date: April 2022, June 2022 December 2022 April 2023 July 2023 (revised date reported to committee in March 2023) 21 August 2023	Associate Director-Transformation Lead Member for Customer Focus		The website was launched on 21 August – with a new look, significant search function improvement (with visitors able to drill their search to very specific things such as individual planning applications). A demo of the site has been presented to Transform Working Group, Leadership Team and services. A supporting communications plan has been developed for the launch of the site. We will be engaging with our Citizens' Panel to gather feedback, as well as including feedback options on the site itself.
b) Deliver an improved planning application validation experience for customers.	Target date: March 2024	Associate Director-Transformation Lead Member for Customer Focus		DLUHC Open Digital Planning funding of £300,000 has been received to implement the 'PlanX' product. This aims to help residents understand when planning permission is required and what information needs to be submitted for the application to be valid. The project team are currently going through the procurement process for the PlanX software.
c) Explore options for a new system to improve the way we manage interactions with our customers from multiple	Target date: March 2024	Associate Director-Transformation Lead Member for Customer Focus		Work is progressing on the business case for a contact centre system. This will integrate with our digital platform Liberty Create to provide a full overview of customer contact whether they have contacted us online, through email or via live chat or social media.

contact channels.				
d) Introduce webcasting for council meetings.	Target date: Go live: July 2024	Associate Director: IT and Cyber security. Lead Member for Customer Focus		Following approval from Council in June 2023, a project team has been established to set up the key work streams and milestones. Engagement with all relevant stakeholders, including Members will be pivotal to successful delivery of the project. The aim is to have in place a specification for November 2023, tender in December 2023 and award the contract by the end of January 2024.

Key performance indicators for priority: CUSTOMER FIRST

KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service								
25	Total enquiries logged by the Area Information Centre (AIC).	116		21						The AIC visitor numbers remain very low in line with the trend seen since covid, where customers likely realised the ease of interacting with us online. Figures per AIC can be seen below, Q1 2022/23 figures are in brackets: <table border="1" data-bbox="1512 1050 1854 1241"> <tr> <td></td> <td>Q1 2023/24</td> </tr> <tr> <td>Winchcombe</td> <td>14 (29)</td> </tr> <tr> <td>Churchdown</td> <td>7 (0)</td> </tr> <tr> <td>Total</td> <td>21</td> </tr> </table>		Q1 2023/24	Winchcombe	14 (29)	Churchdown	7 (0)	Total	21	Lead Member Customer Focus/ Associate Director-Transformation
	Q1 2023/24																		
Winchcombe	14 (29)																		
Churchdown	7 (0)																		
Total	21																		
26	Total number of people assisted within the borough by Citizens	1,801		532						<ul style="list-style-type: none"> For Q1, 532 clients have raised 1,028 issues. The top 5 issues raised: Benefits 477 issues (46.4%) Debt- 96 issues (9.3%) 	Lead Member Community Development / Head of service-Community								

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	Advice Bureau (CAB).									<ul style="list-style-type: none"> Utilities- 93 issues (9%) Housing- 92 issues (8.9%) Employment- 64 issues (6.2%) <p>The top five wards for heaviest demand were:</p> <ul style="list-style-type: none"> Brockworth East- 117 issues from 35 clients Tewkesbury South- 85 issues from 32 clients Brockworth West- 107 issues from 28 clients Innsworth- 79 issues from 25 clients. Cleeve St Michael's- 93 issues from 24 clients 	and Economic Development
27	Financial gain to clients resulting from CAB advice	£1,309,641.		£233,320						During Q1 clients have benefitted from £233,320 of financial gains and helped clients to write off debts of £65,818.	Lead Member Community Development / Head of service- Community and Economic Development
28	Community groups assisted with funding advice	198		42						In Q1 42 groups were assisted with 1-1 in depth advice, a further 10-20 groups were given general query advice.	Lead Member Community Development / Head of service- Community and Economic Development

Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service

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29	Benefits caseload: a) Housing Benefit (HB) b) Council Tax Reduction (CTR)	2018 4799		1999 4727						<p>Housing Benefit claims continue to reduce, new changes to UC will see this figure reduce further once Tax Credit cases migrate to UC.</p> <p>CTR claims again have started to reduce slightly, however these fluctuate throughout the year</p> <p>Pension age 1792 Working age 2935</p>	Lead Member Finance and Asset Management/ Head of service-Revenue and benefits
30	Average number of days to process new Housing benefit claims.	7.4	15	14.03				↓	😊	<p>There has been an increase in the number of days to process due to the level of resource, we are currently recruiting for 3 positions within the benefits section and hope that this will reduce as we progress through the year.</p> <p>We are still within our target days.</p>	Lead Member Finance and Asset Management/ Head of service-Revenue and benefits
31	Average number of days to process change in circumstances to housing benefit claims.	10.6	4	7.7				↑	😐	<p>Whilst we are still above the team target of 4 days, we have reduced the days to process from the final figures for Q4 at the end of last year.</p> <p>The level of resource and incoming work has been difficult to manage and we are currently recruiting for 3 additional members of the benefit team to assist with bringing this figure below our target again.</p>	Lead Member Finance and Asset Management/ Head of service-Revenue and benefits

Key performance indicators for priority: CUSTOMER FIRST

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KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
32	Percentage of council tax collected	98.7%	98%	29.9%				↑	😊	End of Q1 collection is on course for annual targets to be met.	Lead Member Finance and Asset Management/ Head of service- Revenue and benefits
33	Percentage of NNDR collected	98.9%	98%	33.8%				↑	😊	End of Q1 collection is on course for annual targets to be met.	Lead Member Finance and Asset Management/ Head of service- Revenue and benefits
34	Average number of sick days per full time equivalent	9.84	8.0	2.3 days				↓	😐	In Q1, 450 days were lost to sickness absence, in comparison with 461.2 days during Q4 2022/23. This comprised 97 short term days – 0.49 av. days per employee (174 in Q4) and 353 long term days – 1.80 av. days per employee (287.2 in Q4). The annual target is 8 days absence per full time equivalent. A projection based on the Q1 outturn would equate to just over 9 days per full time equivalent. This would be a slight improvement on last year's figure of 9.84.	Lead Member Organisational Development/ Associate Director- People, Culture and Performance

Key performance indicators for priority: CUSTOMER FIRST

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KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
35	Average voluntary staff turnover.	15.4%	13.4%	3.1%				↓	😐	<p>The target outturn of 13.4% is based on the latest median figure identified by the LGA for the Local Government workforce. For 2022-23 the voluntary turnover rate for the council was 15.4%.</p> <p>Whilst we have seen an increase in the voluntary turnover rate in Q1 from Q4 which was 0.9%, this is in line with a significant rise in voluntary resignations seen across industries between 2020-23, as well as a couple of retirements in line with the recent management restructure.</p>	Lead Member Organisational Development/ Associate Director- People, Culture and Performance
36	Food establishment hygiene ratings.	2.1%	5% With a food hygiene rating Under three	2.2%				↑	😊	There are currently 763 registered food businesses with Tewkesbury Borough. Of these 17 (2.2%) have a food hygiene rating score of 2 or below.	Lead Member Clean and Green Environment/ Head of service- Environmental Health
37	Percentage of Freedom of information (FOI) requests answered on time.	91%	92%	95%				↑	😊	150 requests were received in Q1 – 142 were responded to within the 20 working days deadline. Total received for 2022/23= 507 of these 461 (91%) were responded to within the timescale.	Lead Member Customer Focus/ Head of Service- Audit and Governance

Key performance indicators for priority: CUSTOMER FIRST

KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
38	Percentage of formal complaints answered on time.	70%	90%	97%				↑	😊	36 formal complaints were received in Q1. 35 of these (97%) were answered within the 20 working days. Total received for 2022/23= 110 of these 7 were withdrawn and 72 (70%) were responded to within the timescale. This is above both the outturn of last year figure (70%) and the target (90%) set for this year.	Lead Member Customer Focus/ Head of Service- Audit and Governance


PRIORITY: GARDEN COMMUNITIES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
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Objective 1. Delivery of Tewkesbury Garden Town



a) Support the garden town planning status through the SLP site assessment process.	<p>Target date: Autumn 2019 Spring 2020 Winter 2020 Summer 2021 Spring 2023</p> <p>Target date: October 2023 (preferred options consultation) (New timetable)</p>	<p>Associate Director- Garden towns</p> <p>Lead Member Built Environment</p>	😊	<p>The approach to joint strategic plan-making has been the subject of fundamental review with Cheltenham and Gloucester Councils. As a result, Council resolved on 25 July 2023 to adopt a timetable for the preparation of a single Strategic and Local Plan (SLP) as an alternative to the Joint Strategic Plan approach.</p> <p>The Garden Town will form one of the strategic development options to meet future housing and economic needs, to be tested through evidence base collection and public consultation.</p> <p>The following aligned timetable across Cheltenham, Gloucester and Tewkesbury was agreed:</p> <ul style="list-style-type: none"> • Issues and Options Consultation – October 2023 • Preferred Options Consultation – March 2025
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	resolved by Council in July 2023 but new target dates reported to O&S Committee in September 2023)			<ul style="list-style-type: none"> • Pre-submission Consultation – January 2026 • Submission to Secretary of State – April 2026 • Examination – TBC • Adoption - TBC
b) Work with partners to progress the business case for the Junction 9 and A46 improvements.	Target date: March 2024 for finalisation of business case <u>by GCC</u>	Associate Director- Garden towns Lead Member Built Environment		<p>Note this project is led by Gloucestershire County Council (GCC). Work continues with our partners (GCC, Department of Transport, Homes England and National Highways), to develop the outline business case work. On completion/ agreement of the outline business case a consultation will take place on the preferred route options.</p> <p>Gloucestershire County Council (GCC) was planning to undertake a non-statutory public consultation for the M5 Junction 9 and A46 (Ashchurch) Transport Scheme this autumn.</p> <p>As part of good practice in scheme development external advice was sought, which highlighted that further work should be undertaken before going out to public consultation. Following this external advice, GCC have now decided to undertake this additional work, to further review and shortlist scheme options. This work will be carried out with National Highways’ support. The non-statutory public consultation will now take place once the additional analysis has been completed, which could take 9 months, with public consultation taking place in late 2023 at the earliest (dates to be confirmed).</p> <p>This exercise is a key part of the ongoing development of the business case which will lead to the identification of the preferred route option, in due course.</p> <p>Further information including FAQs available at - M5 Junction 9 and A46 (Ashchurch) Transport Scheme - Highways (gloucestershire.gov.uk)</p>



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PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Delivery of Tewkesbury Garden Town				
c) Use the recommendations from the Tewkesbury Garden Town Gateway Review to develop a new approach for the delivery of the garden town.	Target date: December 2023	Associate Director- Garden towns Lead Member Built Environment		A working group is preparing a high-level plan and then a more detailed delivery plan will be developed thereafter. The plan will be presented at Executive in September 2023 and then Council.
d) Produce an integrated stakeholder and community engagement strategy for the delivery of the garden town.	Target date: December 2023	Associate Director- Garden towns Lead Member Built Environment		A working group is preparing a strategy and then a more detailed delivery plan will be developed thereafter. The consultants, Cratus, have been commissioned to support this work.
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Delivery of Golden Valley Garden village.				



<p>a) Work with partners to deliver the first phase of The Golden Valley Development.</p>	<p>Target date: March 2024</p>	<p>Associate Director- Garden towns Lead Member Built Environment</p>		<p>TBC continues to work closely with Cheltenham Borough Council (CBC) and landowners with supporting delivery of the first phase of the Golden Valley Development.</p> <p>The first outline planning application has been submitted for the West of Cheltenham (planning reference 22/01107/OUT). This has been submitted by St Modwen who are bringing forward the STW land within the allocation.</p> <p>St Modwen are currently responding to consultation responses received to date and timescales for determination are to be agreed with the applicant. (see also comment under Housing and Communities: Objective 3a)</p> <p>More details relating to the Golden Valley Development can be found on the website - The Golden Valley Development (goldenvalleyuk.com)</p>
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PRIORITY: SUSTAINABLE ENVIRONMENT

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<p>Objective 1. Deliver the carbon reduction action plan</p>				
<p>a) In conjunction with the Climate Change and Ecology Management Group, develop and deliver the year four carbon reduction action plan.</p>	<p>Target date: September 2024</p>	<p>Head of Service-Asset Management Lead Member for Clean and Green Environment</p>		<p>Year 4 plan has been prepared for agreement by Executive in September 2023, following consultation with the Climate Change and Ecology Management group.</p> <p>The plan incorporates the new members motion approved at Council in to widen the scope to our Climate Emergency to include the whole Borough, to declare a Nature (Ecological) emergency and support the climate and ecology Bill.</p>
<p>b) Source and secure funding opportunities to support the delivery</p>	<p>Target date: End of March 2024</p>	<p>Head of Service-Asset Management</p>		<p>£708K has been secured through Salix, to help deliver the new heating system.</p>

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<p>of our carbon reduction programme.</p>		<p>Lead Member for Clean and Green Environment</p>		<p>Further funding is being applied for the installation of the car park charging points. This will be carried out by various funders including ORCS (On-Street residential charging scheme) and DEFRA.</p> <p>Public Sector Decarbonisation Scheme (PSDS) funding will also be applied for to help reduce the carbon emissions at the Roses Theatre. This will include a feasibility assessment to see what can be achieved.</p> <p>All these are applications that will be carried out throughout the year, plus others where appropriate.</p>
<p>c) Install a new, air sourced, heating system at the Public Services Centre.</p>	<p>Target date: End of March 2024</p>	<p>Head of Service-Asset Management Lead Member for Clean and Green Environment</p>		<p>In July 2023, Council agreed to a new air source heating system as the current gas fired boilers are out of date and by changing them it will have a positive outcome within our carbon reduction objective. External funding from Salix of £708K has been secured and additional funding shortfall agreed at Council. Tender has been issued with the aim to award contract in September 2023. The preferred contractor to complete by March 2024.</p>
<p>d) Appoint an additional Climate Change Officer to help support the declaration of a Borough-wide climate emergency.</p>	<p>Target date: April 2024</p>	<p>Head of Service-Asset Management Lead Member for Clean and Green Environment</p>		<p>A report will be presented to Executive Committee in September 2023 to request an additional officer.</p>



e) Install publicly accessible Electric Vehicle (EV) charging points in our car parks.	Target date: End of March 2024	Head of Service-Asset Management Lead Member for Clean and Green Environment		As part of the works to support the council Electric Vehicle Infrastructure Strategy, approved at Executive Committee in November 2022, soft market testing has commenced. With replies due by the end of August 2023. Following this, and in consultation with the Energy Saving Trust a tender specification will be developed for tendering in December 2023.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Promote a healthy and flourishing environment in the borough.				
a) Establish policies to ensure the delivery of healthy and sustainable communities.	Target date: March 2024 (ongoing as action is across a number of plans)	All Management Lead Member for Clean and Green Environment		Throughout the year this action has seen several policies and other work be carried out, all to help deliver healthy and sustainable communities this has included: <ul style="list-style-type: none"> • Draft Electric Vehicle Charging Point strategy was approved at Executive Committee in November. • Public Space Protection Order • An Economic Needs Assessment to help inform the Economic and Tourism Strategy • The support in creating 31 Warm spaces across the borough. A survey of the warm spaces has shown the value of this initiative, particularly as a social venue and many will continue with this in mind. Further funding will shortly be available to communities. • A Health and Wellbeing small grant scheme has also been created and is proving popular.
b) Promote a healthier lifestyle through	Target date:	Head of Service-Community and		Active Gloucestershire has initiated:

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<p>working with Active Gloucestershire through the 'we can move' programme.</p>	<p>March 2024</p>	<p>Economic Development Lead member of Housing, Health and Wellbeing/ Lead member of Community.</p>		<ul style="list-style-type: none"> • Walk leader training. • Diversity and Inclusion Action Plan • Developing a skills plan to understand where funding most required. <p>Further details of the programme can be found on the website : www.wecanmove.net</p>
<p>c) Carry out a review of our litter pickers' scheme.</p>	<p>Target date: September 2021 June 2022 Jan 2023 August 2023 December 2023</p>	<p>Head of Service-Environmental Health Lead Member for Clean and Green Environment</p>	<p></p>	<p>Work has progressed and the volunteer litter pickers privacy notice, as well as data processing consent statements, have been reviewed and updated. The EH team are continuing to undertake a data cleanse of the schemes registration information to ensure that records are accurate and up to date. A new database for capturing this information has been established.</p>
<p>d) Work with the Integrated Locality Partnership (ILP) to build community resilience within the borough and reduce health inequalities.</p>	<p>Target date: March 2024</p>	<p>Head of Service-Community and Economic Development Lead member of Housing, Health and Wellbeing</p>	<p></p>	<p>The ILP has highlighted new key priorities around addressing health inequalities – focussing on assisting the economically inactive, young people’s mental wellbeing and housing. The ILP is setting up working groups to take this work forward.</p> <p>The ILP also awarded funds towards Young Gloucestershire to enable extended opening at their Hub - to provide a safe space for young people in Tewkesbury over the summer holidays, following the incident at Tewkesbury School.</p>
<p>PRIORITY: SUSTAINABLE ENVIRONMENT</p>				
<p>Actions</p>	<p>Target date</p>	<p>Responsible Officer/Group</p>	<p>Progress to date</p>	<p>Comment</p>

Objective 2. Promote a healthy and flourishing environment in the borough.				
e) Support community led biodiversity projects across the borough.	Target date: March 2024	Head of Service- Community and Economic Development Lead Member for Community		The council are offering a new Community Health and Wellbeing Fund which will support community biodiversity projects. 14 grants have been awarded in Q1. Many community organisations offering projects that support biodiversity such as community gardens are being supported by the community funding officer and the community development team. Additionally, UKSPF and REPF schemes will offer opportunity for further development of community led bio-diversity projects across the council.
f) Introduce mechanisms to implement Bio-Diversity Net Gain through planning developments.	Target date: November 2023	Associate Director Planning Lead Member for the Built Environment		In order to introduce mechanisms to implement Bio-Diversity Net Gain (BNG) through Planning developments, various workstreams will be carried out these include: <ul style="list-style-type: none"> • Publish interim guidance on BNG for applicants (Sept 2023) • Secure professional ecological resource (Nov 2023) • Review DM requirements and procedures for BNG (Nov 2023) • Explore options for off-site BNG (ongoing) •
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Promote responsible recycling across the borough.				

a) Working with Gloucestershire Waste and Resources Partnership to improve our recycling figures and reduce waste.	Target date: March 2024	Head of Service- Waste and Recycling Lead Member for Clean and Green Environment		A new Resources and Waste Strategy is due to go to the Executive Committee for approval in September 2023, this will outline the priorities for waste and recycling across the county.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Preserve and enhance the natural assets and built heritage of our borough.				
a) To deliver projects as part of the Tewkesbury High Street Heritage Action Zone (HSHAZ), including Shop Front Scheme, Upper Floors Scheme and Traditional Skills.	Target date: March 2024	Head of Service- Community and Economic Development Lead Member for Economic Development/ Promotion		Because of the number of applications, HSHAZ has secured agreement from Historic England to devote a larger proportion of the HSHAZ budget to grants. <u>Shop front and upper floor grant schemes:</u> <ul style="list-style-type: none"> • 4 grants completed – value £51,850 • 17 further grant offers made – value £272,371 • Further 4 applications received for the next grants’ panel and another 5 or so expected by the time the scheme applications close (early September 2023, to allow all the works to be completed before the end of the HSHAZ in March 2024). • There is still more demand for this kind of support. <u>Traditional Skills:</u> <ul style="list-style-type: none"> • Events being planned and tendered for later in the year. <u>Public Realm Projects</u> <ul style="list-style-type: none"> ○ Work has started on designing upgrades for Post Office Lane, Smith’s Lane, Warders Alley

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										<ul style="list-style-type: none"> and the creation of a pocket park in High Street at Bishop's Walk. ○ Wayfinding and signage tender to be published in August 2023. ○ Completed projects: repairs to Back of Avon Wall; drinking water fountain installed; new riverside railings at St. Mary's Lane and Prior's Court; town centre deep clean completed.
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Key performance indicators for priority: SUSTAINABLE ENVIRONMENT

KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service																
39	Number of reported enviro crimes	1,076	1000	305				↓	☹️	<p>A breakdown for Q1 is as follows (Q1 2022/23 figures are in brackets):</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> </tr> </thead> <tbody> <tr> <td>Fly tipping</td> <td>179 (140)</td> </tr> <tr> <td>Littering</td> <td>1 (3)</td> </tr> <tr> <td>Dog fouling</td> <td>2 (2)</td> </tr> <tr> <td>Abandoned vehicles</td> <td>33 (12)</td> </tr> <tr> <td>Noise</td> <td>71 (65)</td> </tr> <tr> <td>Bonfire</td> <td>19 (15)</td> </tr> <tr> <td>Total</td> <td>305 (237)</td> </tr> </tbody> </table> <p>When comparing Q1 in 2022/23 which was 237, there has been an increase in the number of reported enviro-crimes across various areas e.g. fly tipping and abandoned vehicles.</p>		Q1	Fly tipping	179 (140)	Littering	1 (3)	Dog fouling	2 (2)	Abandoned vehicles	33 (12)	Noise	71 (65)	Bonfire	19 (15)	Total	305 (237)	Lead Member Clean and Green Environment/ Head of Service- Environmental Health
	Q1																										
Fly tipping	179 (140)																										
Littering	1 (3)																										
Dog fouling	2 (2)																										
Abandoned vehicles	33 (12)																										
Noise	71 (65)																										
Bonfire	19 (15)																										
Total	305 (237)																										

Key performance indicators for priority: SUSTAINABLE ENVIRONMENT

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KPI no.	KPI description	Outturn 2022-23	Target 2023-24	Outturn Q1 2023-24	Outturn Q2 2023-24	Outturn Q3 2023-24	Outturn Q4 2023-24	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
40	Percentage of waste reused, recycled or composted.	51.06%	52%	54.1%				↑	😊	The Q1 figure is on course to meet the full year target.	Lead Member Clean and Green Environment / Head of Service-Waste and Recycling
41	Residual household waste collected per property in kgs.	402Kg	430Kg	102Kg				↔	😊	The Q1 figure is in line with figures for the same point in 2022-23 and on course to meet the full year target.	Lead Member Clean and Green Environment / Head of Service-Waste and Recycling

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Appendix 2 - Quarter 1 budget report

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

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

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

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

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

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

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

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

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

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

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

Planning	Full Year Budget	Projected Outturn	Savings / (Deficit)	
	£	£	£	
Employees	1,679,866	1,750,599	(70,733)	7
Transport	1,239	207	1,033	
Supplies & Services	101,857	121,437	(19,580)	8
Payments to Third Parties	257,000	279,323	(22,323)	9
Central Recharges	10,000	10,000	0	

Ringfenced Projects and Funding	220,000	220,000	0
Income	(1,300,624)	(1,401,260)	100,636 10
TOTAL	969,338	980,306	(10,968)

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

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

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

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

Executive Director of Resources

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

Corporate Resource

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

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

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

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

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

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

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

Finance

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

IT and Cyber

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

One Legal

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,882,745	2,372,433	510,312	17

Transport	2,000	978	1,022	
Supplies & Services	143,235	138,209	5,026	
Payments to Third Parties	10,000	14,253	(4,253)	
Central Recharges	51,262	51,262	0	
Income	(2,710,617)	(2,198,690)	(511,927)	18
TOTAL	378,625	378,445	180	

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

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

Appendix 3 - Analysis of capital budget 2023/24

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

Appendix 4 - Revenue reserves for 2023/24

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

Notes

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

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	9 November 2023
Subject:	Cheltenham, Gloucester and Tewkesbury Strategic and Local Plan – Public Consultation (Regulation 18)
Report of:	Interim Planning Policy Manager
Head of Service/Director:	Associate Director: Planning
Lead Member:	Lead Member for Built Environment
Number of Appendices:	1

Executive Summary:

In July 2023, Cheltenham, Gloucester and Tewkesbury Councils resolved to work together to prepare a single Strategic and Local Plan (SLP). This will replace the existing Joint Core Strategy (JCS) and district local plans. At this formative stage in the process, the task is to undertake public consultation on broad spatial options and policy issues in line with Regulation 18 of the relevant legislation. The statutory purpose of the consultation is to ask people what they think the Plan should contain and help inform emerging priorities. No policy or site allocation proposals are therefore being put forward at this stage. That will follow at a subsequent step in the Regulation 18 process in early 2025.

In summary, the consultation document contains a draft Vision and Strategic Objectives and poses a number of questions around options for addressing climate change and nature recovery, the amount and location of future housing and economic development, Gypsy and Traveller Accommodation, retail and town centres and infrastructure.

It is being proposed to publish the document and invite comment from our various communities, the development industry, infrastructure/service providers and others with an interest in growth for a period of not less than eight weeks commencing in December 2023. This will allow for the consultation spanning the Christmas period.

Recommendation:

That it be RECOMMENDED TO COUNCIL:

- 1. That the Strategic and Local Plan Consultation Document (Appendix 1) be approved for consultation under Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012.**
- 2. That authority be delegated to the Associate Director: Planning, in consultation with the Lead Member for Built Environment, to prepare diagrams illustrating the general location of development options for inclusion in the consultation document, and to make any other necessary minor amendments, corrections and additions to the document prior to publication for consultation.**

Financial Implications:

A budget of £220k per year per district council (Cheltenham, Gloucester and Tewkesbury) was agreed earlier in the year after work was commissioned to evaluate the resources needed to produce the next strategic and local plan. Consultation activities are included within this overall budget.

Legal Implications:

In preparing a local plan, under regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012, a local planning authority must notify:

- consultation bodies that may have an interest in the subject of the proposed local plan/as the local planning authority considers appropriate; and
- such residents and other persons carrying on business in the local planning authority's area which it considers appropriate to invite representations

of the subject matter of the local plan which it proposes to prepare and invite them to make representations about what a local plan with that subject ought to contain.

The local planning authority must take into account any representations made to them in response to those invitations and may carry out more than one Regulation 18 consultation in preparing a local plan. There is no minimum period for consultation at this stage of the plan making process, as opposed to the Pre-Submission stage which requires a minimum of 6 weeks.

Under section 19(3) of the Planning and Compulsory Purchase Act 2004 in preparing the local plan the authority must also comply with their statement of community involvement.

Environmental and Sustainability Implications:

The SLP will be a plan to meet development needs in a way which achieves sustainable development, including addressing the causes of climate change, mitigating its effects and promoting nature recovery. The SLP will also include policies to safeguard against other environmental effects of development. All local plans are required to be informed throughout their preparation by a Sustainability Appraisal (SA) incorporating Strategic Environmental Assessment. A draft SA report has been prepared to inform this Regulation 18 stage, including evaluating the likely sustainability effects of the draft vision, objectives, and spatial options.

The emerging Plan is also required to be accompanied by a Habitats Regulations Assessment (HRA) to ensure adverse impacts on international habitats sites are avoided or, where this is not possible, effectively mitigated. A draft HRA has similarly been prepared to inform this Regulation 18 stage.

Both documents will be available to view online. This is an iterative process and future versions will inform decision making on the emerging Plan as the SLP progresses.

Resource Implications (including impact on equalities):

The SLP is being progressed by Officers across the Planning Policy teams in Cheltenham, Gloucester and Tewkesbury and resourced in part by an agreed joint budget. At later stages, the emerging SLP will be accompanied by Equalities and Health Impact Assessments

Safeguarding Implications:

None

Impact on the Customer:

Public consultation will be designed in a way which will most effectively include Tewkesbury's communities in line with the adopted Statement of Community Involvement.

1.0 INTRODUCTION

- 1.1** In July 2023, Tewkesbury Borough Council approved a Local Development Scheme (LDS) for the preparation of a new Cheltenham, Gloucester and Tewkesbury Strategic and Local Plan (SLP). Around the same time, Cheltenham Borough Council and Gloucester City Council approved a similar LDS, supporting the progression of the SLP.
- 1.2** The SLP will set out the strategic development strategy; development requirements (for example new homes and jobs); cross-boundary strategic and other policies where there is value in a consistent approach; and 'locality policies', which address issues and opportunities of only local significance.
- 1.3** Once adopted, the SLP will supersede the adopted Joint Core Strategy (JCS), Tewkesbury Borough Plan, the district plans for Cheltenham Borough and Gloucester City Councils and any saved policies, in their entirety.
- 1.4** The purpose of this report is to seek approval from Council to hold the first full consultation on the emerging SLP.

2.0 REGULATION 18 CONSULTATION

- 2.1** At this early stage, the purpose of the consultation is to:
- Introduce the concept of the SLP, the timeframe it should cover and explore the issues the SLP should seek to address.
 - Present and consult on a draft Vision and draft Strategic Objectives, drawing on existing plans and council priorities, strategies and commitments.
 - Explore what will constitute a 'strategic matter' where a single cross-authority policy approach is necessary or desirable, and what are local matters relevant to individual councils or localities only.
 - Consider how the SLP can deliver the legal requirement to adapt and mitigate the implications of climate change, and testing how the statutory development plan can be used to drive action.
 - Consider how much development, such as new homes, retail, employment and infrastructure the SLP should plan for.
 - Consider the alternative options for meeting development needs in ways that deliver genuinely sustainable development, drawing on an updated understanding of the capacity of the main urban areas to accommodate development on brownfield and other sites. To this end, six growth 'scenarios' are identified in the draft document.
- 2.2** At this formative stage in the process, the statutory purpose of a Regulation 18 consultation is to ask people what they think the Plan should contain and help inform emerging priorities. Accordingly, the consultation document relies on emerging evidence, some of which is new and some updating on that of the JCS. Evidence preparation is an ongoing workstream and will be informed by the findings of the Regulation 18 consultation.

- 2.3** Once approved by all three SLP authorities, consultation will commence. This will be undertaken in accordance with each council's adopted Statement of Community Involvement (SCI). Tewkesbury Borough Council adopted a new SCI in March 2022. The consultation will be framed around a series of key questions, supported by events and consultation methods appropriate to the scope of the consultation. It is being proposed to publish the document and invite comment from our various communities, the development industry, infrastructure/service providers and others with an interest in growth for a period of not less than 8 weeks commencing in December 2023. Whilst consultations typically run for a 6 week period, the extended deadline would take into account the intervening Christmas period.
- 2.4** The consultation document will be accompanied by an emerging evidence base. This will include the Housing and Economic Land Availability Assessment (HELAA) which Government requires local planning authorities to maintain. The HELAA is a preliminary assessment, including mapping, of individual sites which have been submitted to the Council for consideration as development options. The consultation document itself will include various diagrams derived from the HELAA, illustrating broadly the various potential development locations being promoted to the councils which would be associated with each of the six growth scenarios. The graphic design work in drawing up these diagrams is currently underway and will be shared with members prior to the consultation launch. It is important to note, however, that the inclusion of land on any accompanying maps or diagrams does not mean it is to be regarded as suitable or even available for development; nor that it will be supported by the local planning authorities. Decisions on preferred options for any sites and locations will only emerge at later stages in the plan-making process (as set out below).
- 2.5** The adopted LDS identifies the intended programme for the preparation of the SLP. Following the consultation which is being proposed in this report, focus will turn to the preparation of a Draft Preferred Options SLP which will include a draft strategy, site allocations and policies. It is scheduled to be published for consultation in early 2025 (also under Regulation 18). To support that stage, it will be necessary to have undertaken a comprehensive body of evidence to justify the Plan and demonstrate its deliverability, including for example detailed transport modelling, an assessment of different site alternatives, and a new assessment of the need for new homes and employment land.
- 2.6** This will be followed by Publication of the Pre-Submission draft SLP (under Regulation 19) in early 2026, followed by Submission to the Secretary of State for independent examination.

3.0 CONSULTATION

- 3.1** Planning Policy Reference Panel.

4.0 ASSOCIATED RISKS

- 4.1** The main risk at this stage relates to the Government's proposal for reform to the planning system, some details of which may emerge during the consultation period. However, the scope of the consultation and the questions that are asked will be relevant regardless of any proposed changes to the planning system.
- 4.2** As part of the consultation events will be held at external venues. Risk assessments will be undertaken to ensure the safety of staff and the community.

5.0 MONITORING

5.1 The outcome of the proposed consultation will be used to frame the preparation of a draft Plan in line with the LDS and the statutory procedures.

6.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

6.1 Council Plan – all priorities and objectives relating to place.

Background Papers: Local Development Scheme and various evidence base.

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Appendices: Appendix 1. Draft Cheltenham, Gloucester and Tewkesbury Strategic and Local Plan Consultation Document (Regulation 18)

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Cheltenham, Gloucester and Tewkesbury

Strategic and Local Plan

**Issues and Options Consultation
(Spatial options and key policy areas)
October 2023**

Version Control: Council Draft Version 30 October 2023

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About this Consultation

The Cheltenham, Gloucester and Tewkesbury area is home to around 350,000 people, roughly 180,000 of whom are either working or looking for work. The population of the area is growing; it is forecast that an additional 23,000 families will form and make the area their home over the next 20 years. Our area is also an attractive and desirable place for people to move to for lifestyle reasons. The area's strategic location on major road and rail corridors is also expected to assist in continued economic growth with some forecasts projecting a further 36,000 jobs could be created across Gloucestershire by 2041.

The population of the area is also ageing, partly because generally people are healthier and living longer, and younger people often move out of the area.

We have very significant demands and pressures. For example:

- Housing is becoming increasingly unaffordable for people – both to rent and to buy with challenges and concerns around security of tenure. It is widely acknowledged that the nation is facing a housing crisis. In large part, this is due to a shortage in the number of new homes being built and the right type of housing to rent that is affordable or being able to buy at a price they can afford.
- The children of today will soon be grown up, looking for jobs and starting families of their own, without necessarily wanting to move away from their roots. They will need somewhere to live, work and send their own children to school in a way that is affordable. In June 2023 the Office for National Statistics reported that the average UK house price was £288,000, well beyond the reach of many.
- The affordability of rural housing is a particular challenge with recent analysis by the National Housing Foundation reporting that social housing waiting lists grew by 31% in the three-year period up to 2022, compared with a 3% increase in urban areas.
- People in their middle years may be looking forward to a well-earned retirement and will expect to be able to live in homes and neighbourhoods which are suitable for their long-term needs.
- Older people may well need secure, supported forms of accommodation, whilst retaining as much independence as possible.
- People will rightly expect health, transport, education, retail and other essential services and facilities to be of a decent standard and at an affordable level and for services and facilities to keep pace with growth.
- Business leaders see our outstanding environment with easy access to a skilled workforce and good road and rail connections, and want to locate in the area to invest in businesses and job creation in the area.
- Meanwhile, the agricultural sector continues to diversify in the face of acute structural and climate changes, whilst tourism and recreational demand has surged in many areas of the countryside, alongside other new opportunities for the rural economy.
- In addition to the challenges posed by a growing/ageing population and a prosperous economy, other issues to think about are:
- Accessibility and Transport: From a global to a local level, people need to have lower carbon choices available to them including how they travel to access jobs, schools, healthcare, shops and other services, and how they source energy to heat their homes and workplaces.

- Air Quality: New development may exacerbate air pollution issues. The main sources of air pollution come from road emissions with consequential adverse impacts on health and wellbeing.
- Biodiversity and Geodiversity: The conservation of biological and geological diversity (including a reversal of the current trend of biodiversity loss) and the protection and monitoring of endangered and vulnerable species and habitats. The government has introduced a mandatory requirement for 10% Biodiversity Net Gain (BNG) for all developments. There is a need to enhance water quality in watercourses in part to help improve the ecological status of rivers.
- Climate Change: People are concerned by the threats posed by climate change – for example through increased flooding and, extremes of weather and risks to food security. There is a need to increase low-carbon and renewable energy generation and usage. There is a need to increase the quality and quantity of green infrastructure to provide different benefits including improved carbon storage, urban cooling, natural flood resilience/flood water storage. Green infrastructure can provide a more attractive public realm to encourage active travel, as well as providing movement corridors for wildlife.
- Economy: With digital technology and changing social expectations, we are now shopping, working, travelling and spending leisure time in different ways to the past. This is shaping our town centres, employment patterns and how goods are delivered, how we interact and receive services and making us need to rethink how services and infrastructure will need to be planned for.
- Historic Environment: There is a need to protect and enhance heritage assets.
- Landscape and Townscape: There is a need to ensure that certain areas of particular importance are protected, which includes the Cotswold Area of Outstanding Natural Beauty (AONB), Sites of Special Scientific Interest (SSSI), Cotswold Beechwoods Special Area of Conservation (SAC), and Local Green Space. There are also more sensitive areas within townscapes that will need to be protected and enhanced.
- Natural resources: New development on greenfield land would be likely to result in irreversible loss of soil including the Best and Most Versatile agricultural land. New development and increased population would be likely to place pressure on water resources. There is a need to consider the potential impact on water quality.
- Population and Health: There will be increased pressure on health facilities. There are health inequalities, particularly in Gloucester City. There are various pockets of deprivation. There is also social isolation and loneliness amongst the wider population. It is important to support strong, vibrant and healthy communities.

Plan-making is central to delivering change. By way of example, this can be seen through the progress of the Golden Valley Development. Starting from a strategic allocation in the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy in 2017, this scheme is now progressing on its planning journey to create a vibrant, pioneering Garden Community integrating hi-tech business, residential and leisure uses, and creating a destination of global significance. By understanding our economy and facilitating the jobs and skills for local people, we can build a resilient and sustainable long-term strategy for growth.

We should also be mindful that the population and development pressures will materialise whether we plan for it or not. But the cost of failing to prepare a plan would result in great uncertainty as to where and how development would take place. It would lead to unplanned development which

would not occur in tandem with co-ordinated new infrastructure and would not enable a co-ordinated approach to climate change mitigation and nature recovery.

We must respond now by making long-term decisions over how our area should look and feel in the future. We need a plan. This consultation marks an important early step in preparing a Strategic and Local Plan – or “SLP”. The SLP will apply to the whole area covering Cheltenham, Gloucester and Tewkesbury and will address the issues outlined above. The councils need your help in drawing up that Plan.

What is a Strategic and Local Plan and why do we need one?

Once agreed, the SLP will set out a vision for at least 15 – 20 years for our part of Gloucestershire to address exactly the sorts of complex growth needs described above. It’s about making decisions now for a future which will give everyone the best possible chance to live healthy and prosperous lives in whatever way they may choose. It’s equally important that we do this in ways which will not prevent future generations from also doing so.

The three councils are working together to draw up the Plan because, although we are separate councils with our own unique identities, the issues we are trying to address (things like housing needs, employment, environmental and climate change action), and the policies that will be needed to solve them, do not fit neatly to administrative boundaries. These are shared questions which will require shared answers.

Thinking about individual experiences, we may live in one area but go to work in another or we may spend leisure time in one area but access school or health services in another. Our Plan needs to recognise the complex ways in which people live their day-to-day lives.

So, we are working together to make sure we are being as effective as we can in making sure the needs of the existing population as well as the growth needs of future generations are met.

1. Introduction and context

- 1.1 Since 2008, Cheltenham, Gloucester and Tewkesbury councils have worked together to produce a strategic plan covering their three areas. This resulted in the adoption of the Joint Core Strategy (JCS) in 2017, which provided a strategy for how the three areas would develop.
- 1.2 Major changes have happened since then including the effects of a global pandemic. that has touched our lives in many ways. As councils we have recognised climate change and ecological emergencies and understand that we have an active role to play in managing change that has these principles at its heart.
- 1.3 The three authorities have sought to influence national planning policy, including through responding to government consultations and lobbying by Councillors. Through the journey of the plan making route of the SLP, we anticipate change, but it is important that we make progress and build a plan that is flexible and able to adapt.

What's happened so far?

- 1.4 In the summer of 2023, the three councils agreed to produce a single plan rather than separate plans. The new approach to plan-making for the three local authorities was agreed through an update to their Local Development Schemes in July 2023. The new plan will be called the Cheltenham, Gloucester and Tewkesbury Strategic and Local Plan (SLP). Gloucestershire County Council has also joined the SLP as a partner.
- 1.5 The councils have worked with other councils in Gloucestershire to produce evidence to support the emerging plan. This includes information on how many new homes and jobs might be required in our area, and a review of issues and opportunities in our city and town centres.
- 1.6 Much more evidence gathering is either underway or will be produced later, including for example a new strategic flood risk assessment and a review of the Green Belt. More information is available on our website (insert website link).

What is the purpose of this consultation?

- 1.7 Now that the new approach to plan-making has been agreed by Cheltenham, Gloucester and Tewkesbury councils, we want to present what work has been completed so far and engage with you on some key matters to help further develop the principles and priorities. These are:
- a) What should the Vision be for the SLP? (i.e., what will the area be like as a place to live by the end of the plan period?)
 - b) What Strategic Objectives are necessary to deliver the Vision?
 - c) What are the strategic, cross-boundary issues and opportunities where a shared policy approach is necessary or desirable?
 - d) What are the local issues and opportunities that each council should address in its own section?
 - e) How much development is needed and are there any priority locations for growth?

- f) Are there areas where growth should not take place or where it would be unsustainable?
- g) How could development be delivered in a way that meets the Vision?
- h) How should the plan respond to climate change and ecological emergency?
- i) How should the plan ensure that Cheltenham, Gloucester and Tewkesbury thrive for our residents, businesses and visitors?

1.8 At the end of each section there are a set of questions that we'd like to explore.

Responding to the consultation

1.9 This focused consultation will last for XXXXXXXX weeks between XXXXXXXX and XXXXXXXX. Comments should be received by 11.59pm on XXXXXXXX.

1.10 To raise awareness and encourage feedback, some events have been organised where officers will be on hand to answer questions. Full details, along with details of how to respond to the consultation are available on the SLP website.

1.11 The councils will review all comments that are made and will summarise the main issues. These will be used to help shape the next stage of the SLP.

Working with other councils and stakeholders

1.12 Councils have a duty to engage with other local authorities and stakeholders in seeking to address strategic, cross-boundary planning matters. The Gloucestershire district councils and county council have formalised this in preparing an agreement to a 'Gloucestershire Statement of Common Ground' (SoCG). This includes 37 agreements on different issues such as climate change, the delivery of development needs, flood risk and transport and has been approved by all the councils.

1.13 At this early stage in the SLP process, conversations are ongoing on the various strategic planning matters and will continue as the plan progresses.

Sustainability Appraisal (incorporating Strategic Environmental Assessment) and Habitats Regulations Assessment

1.14 The SLP will be a plan to meet development needs in a way which achieves sustainable development, including addressing the causes of climate change, mitigating its effects and promoting nature recovery. The SLP will also include policies to safeguard against other environmental effects of development. All local plans are required to be informed throughout their preparation by a Sustainability Appraisal (SA) incorporating Strategic Environmental Assessment. A draft SA report has been prepared to inform this Regulation 18 stage, including evaluating the likely sustainability effects of the draft vision, objectives, and spatial options.

1.15 The emerging Plan is also required to be accompanied by a Habitats Regulations Assessment (HRA) to ensure adverse impacts on international habitats sites are avoided or, where this is not possible, effectively mitigated. A draft HRA has similarly been prepared to inform this Regulation 18 stage.

1.16 Both documents are available to view on-line. This is an iterative process and future versions will inform decision making on the emerging Plan as the SLP progresses.

Planning reform

- 1.17 At the time this consultation is being undertaken, the Government is progressing various changes to the planning system. If implemented, these will lead to significant change and will impact the way Plans are prepared, what they look like and how long they take to prepare.
- 1.18 However, at this stage of the process, the councils are exploring broad issues with the community and stakeholders, such as the plan timeframe, what it should address, how much development is needed and how could that be delivered sustainably. This should be relevant to the plan, regardless of the system within which it is prepared.
- 1.19 The councils are very aware that plans take a long time to prepare and there are many benefits of having an up to date, adopted plan. With that in mind, the councils are keen to progress the preparation of the SLP as quickly as possible. Key milestones are set out in the approved Local Development Schemes.

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2. Strategic and Local Plan

2.1 The SLP will be a new plan that will cover the areas of Cheltenham Borough Council, Gloucester City Council and Tewkesbury Borough Council. The area covered by the SLP is shown in the map below:

Map showing area covered by the SLP:

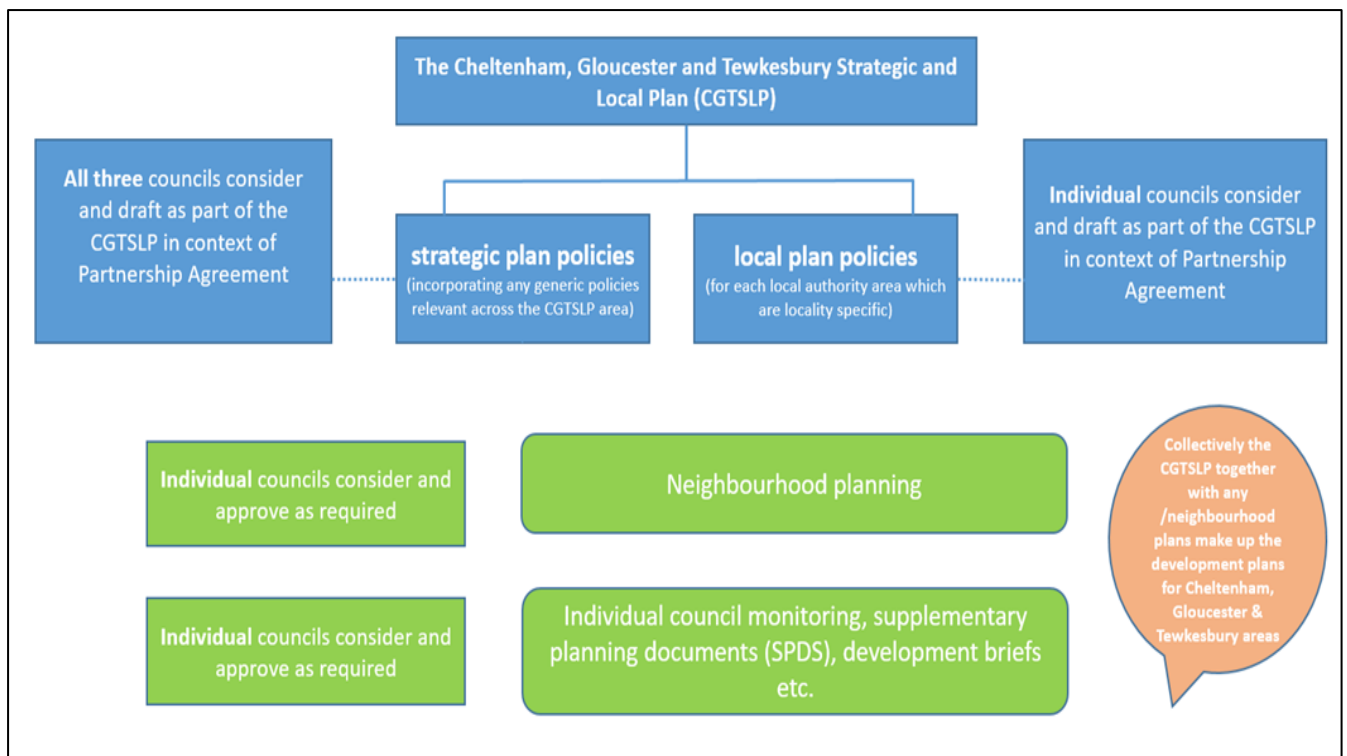
Insert map showing extent of SLP area

2.2 It will be a document containing policies which are used in making decisions on planning applications. It will:

- Set a clear vision, strategy and policies for how the area will grow, providing clarity for what development will and will not be acceptable.
- Set out requirements for the delivery of new homes, jobs and infrastructure to meet the needs of the community and the local economy in a way that is sustainable and addresses our commitments to climate change.
- Provide a strategic framework for Neighbourhood Plans, which can be developed by communities.

2.3 Taken together, the SLP, along with Neighbourhood Plans (which are approved by local communities through a referendum process), the Waste Local Plan and Minerals Local Plan (both prepared by Gloucestershire County Council), form the statutory 'Development Plan' for our area. The development plan comprises a number of different documents that set out planning policies, which are used to decide whether to approve planning applications and to seek to ensure that the right type of development takes place. The proposed structure of the SLP is shown below.

Diagram showing the structure of the Cheltenham, Gloucester and Tewkesbury Strategic and Local Plan



- 2.4 It is intended that the SLP will provide strategic policies that cover the entirety of the council areas. The National Planning Policy Framework (NPPF) defines, at paragraph 20, what strategic policies should cover:

‘Strategic policies should set out an overall strategy for the pattern, scale and design quality of places, and make sufficient provision for:

- (a) housing (including affordable housing), employment, retail, leisure and other commercial development;*
- (b) infrastructure for transport, telecommunications, security, waste management, water supply, wastewater, flood risk and coastal change management, and the provision of minerals and energy (including heat);*
- (c) community facilities (such as health, education and cultural infrastructure; and*
- (d) conservation and enhancement of the natural, built and historic environment, including landscapes and green infrastructure, and planning measures to address climate change and adaptation.’*

- 2.5 Strategic policies should look ahead at least 15 years from when a council adopts the plan but can look further ahead for larger scale developments to take into account timescales for the development(s). They should not go into detailed issues. The SLP will then include separate sections that cover each local authority area only, providing ‘locality policies’ that address issues and opportunities specific to that area.
- 2.6 The approach taken in the currently adopted plans for Gloucester and Cheltenham councils is that the JCS provided all of the strategic policies, and the district plans provided locality policies. The Tewkesbury Borough Plan took a slightly different approach in providing both strategic and locality policies.

- 2.7 The SLP is an opportunity to reconsider what issues are of strategic cross-boundary importance where a single overarching policy approach is necessary or desirable. Equally, what is a local matter that is just relevant to one of the councils and should be a locality policy. This will remove repetition and duplication and help with the useability of the Plan.
- 2.8 It is also necessary to consider what time frame the SLP should cover. As discussed above, the Government requires a plan to cover a period of at least 15 years from the point of adoption. Where the plan includes larger sites that will take longer to develop, the vision and policies can cover a long period of at least 15 years.
- 2.9 At this early stage, preferred development sites have not been identified. However, sites promoted to the councils to date including by landowners, agents and the wider community are presented. It should be emphasised that this consultation does not seek to allocate sites but presents them as part of the wider evidence base. Some sites are big enough to justify a longer period if they were to be chosen. However, the longer the timeframe of the plan, the greater the need for development and infrastructure that will need to be addressed in the plan.
- 2.10 The current timetable for the SLP is for submission to the Secretary of State in April 2026. The Secretary of State will then appoint an independent Planning Inspector who will then examine the SLP. On this basis, the SLP would need to plan up to at least 2041. Finally, once adopted, it is intended that the SLP will replace all policies in the JCS and district plans. It will then be necessary to review the SLP every five years.
- 2.11 It is also important to consider what the SLP will not cover. With plan making in the past, we have often extensively duplicated elements of planning policy that are set out in the NPPF and Planning Practice Guidance (PPG). This can increase complexity and at times be confusing for users of the development plan. Therefore, we will aim for the SLP to be focussed, remove duplication, and provide appropriate signposting.
- 2.12 As you review the following summaries of key issues and questions, we ask you to be focussed and succinct in your responses. This will aid drawing together the consultation response report as quickly as possible and will assist in identifying the main issues raised.

Questions

- 1. How far into the future should the Strategic and Local Plan cover?**
- 2. Are there any strategic policy topics, not identified above (paragraph 2.4), which should also be considered?**
- 3. What local policy topics are unique to only a council area, neighbourhood or community?**

3. Draft Vision and Strategic Objectives

- 3.1 The SLP needs to provide a positive Vision for the development of the area; a framework for addressing housing needs and other economic, social and environmental priorities; and a platform for local people to shape their surroundings (NPPF, paragraph 15).
- 3.2 The Vision should be supported by Strategic Objectives, which set out the key ways that it will be delivered. The Vision and Strategic Objectives provide the foundation on which the plan's strategy and policies are then based. Visions should be bold and ambitious, but realistic, and set the approach for at least the next 15 years.
- 3.3 The adopted JCS and district plans provide the most recent Vision and Strategic Objectives for our area. These drew on the priorities of the councils and national planning policy at that time. Since this time however, the councils have reviewed and updated their priorities, for example through the preparation of new corporate strategies and plans. The Government's expectations and priorities for local plans has already changed, with the publication of a new NPPF. As a result, there are a number of key planning issues which the SLP will need to address, and which will shape the Vision and Strategic Objectives. The key issues are:
- a) The need to address the causes and mitigate the effects of climate change.
 - b) The need to promote nature recovery.
 - c) Recognising and addressing the implications of an ageing population and improving health opportunities alongside creating opportunities for our young people to want to stay in our area rather than needing to look outside of the SLP area due to a lack of opportunities.
 - d) Ensuring the right amount of land for homes and employment is identified to meet needs throughout the duration of the Plan's period.
 - e) Ensuring that people can access the right types and sizes of homes at an affordable price, including those with specialist housing needs such as travellers and people with disabilities.
 - f) Ensuring new homes and jobs are provided in locations where services and facilities, including community facilities, can be accessed by a choice of means of transport, including public transport, walking and cycling.
 - g) Providing the right types of employment land to meet the needs of modern urban and rural business and as a vehicle for inward investment.
 - h) Putting placemaking at the heart of development and securing high quality design and respecting the character of our existing communities and the surrounding landscape.
 - i) Managing town, city and other centres in a way which responds to changing shopping and leisure habits, including in the rural area.
 - j) Identifying and facilitating the infrastructure, including (but not limited to) education; transport, e.g. mass rapid transit routes; health; e.g. GP surgeries; green infrastructure, and digital infrastructure, that are needed to support growth and our communities.
 - k) Ensuring the SLP's proposals are viable and deliverable.
- 3.4 Considering these issues, a review of the existing Vision and Strategic Objectives has been undertaken and a new draft provided below for comment. Many of the elements of the existing Vision and Strategic Objectives remain valid. For example, the need to deliver the

right amount and type of new homes and jobs and ensuring that developments occur in sustainable locations.

- 3.5 However, some elements need updating or there is a need to reflect a new or stronger priority. This includes for example the need to address the implications of climate change, with each council making strong commitments that require delivery over the coming years and importantly, through the SLP.

Draft Vision

By 2041, and beyond for larger scale developments, the Cheltenham, Gloucester and Tewkesbury area will have harnessed the opportunities of green growth to create thriving, beautiful, energy efficient, resilient and healthy places. Growth will have afforded the highest possible quality of life for all in a manner which achieves carbon reductions and addresses the causes and effects of climate change.

Investment in training, skills and development will have attracted and retained a younger workforce and provided new premises and flexible workspaces to support a flourishing circular economy in both urban and rural areas. Inward investment, innovation and growth in key sectors including, amongst others, cyber and digital-tech, food/agri-tech, advanced engineering and tourism will have been fostered.

People's housing needs will have been met through the provision of sustainable, high-quality market, affordable and other specialist homes set in beautiful, safe places and conforming to sustainable standards of design and construction. The focus will have been on making best possible use of brownfield sites in built up areas and large-scale, comprehensively planned new development to ensure our valuable green spaces and highest quality farmland are preserved. The vital role of the area's city centre, town centres and high streets will have been improved through careful management of development and land uses.

Growth in sustainable locations will have enabled the provision of healthy, accessible and walkable neighbourhoods, the promotion of active travel and sustainable travel, and provision of new transport systems that work for local people.

Growth will have been supported by the provision of a range of essential digital, transport, community and other infrastructure. Equally, alongside conserving the area's special landscapes and its attractiveness as a place to visit, a network of interconnected green spaces and waterways will have secured a high-quality environment for people and nature. Together with necessary retention and management of existing sports and leisure facilities, this will have unlocked opportunities for healthy lifestyles, inclusive access to sport and recreation, active flood risk management and improvements to biodiversity.

The area's thriving cultural offer will have flourished, and its rich diversity of heritage assets preserved through carefully considered developments and enhancements.

Draft Strategic Objectives

Meeting the challenges of climate change

- 1. Ensure that growth contributes to decarbonisation through reduced reliance on fossil fuels and achievement of biodiversity net gain; and the delivery of zero and low carbon development that is resilient and adaptable to climate change incorporating measures to aid urban cooling and biodiversity such as green walls and tree planting.**
- 2. Ensuring growth takes place in sustainable locations that minimise the need to travel and provide genuine sustainable transport and active travel options.**
- 3. Making the most effective use of previously developed land, including higher density development in city and town centres and other locations well served by public transport.**
- 4. Ensure development effectively integrates with existing development, and/or is a self-contained development that provides shops, services, facilities through walking, cycling or public transport.**
- 5. Delivers low and zero carbon energy development, making the most effective use of renewable energy opportunities, both in new developments and off-site energy generation.**
- 6. Ensure development is located in areas that are not liable to flooding, considering the implications of climate change, making effective use of sustainable drainage systems and natural flood management techniques. Ensure that existing infrastructure is adequately protected from the threat of flooding, and that existing flood defences are protected and enhanced.**
- 7. Ensure development incorporates measures to reduce waste.**
- 8. Ensure people can make carbon friendly choices at home by providing easy to use cycle storage, covered space to dry washing outside, space to grow food and compost.**

Building strong, competitive and sustainable urban and rural economies

- 1. Providing the right conditions and sufficient land in the right locations to support existing and new businesses and deliver the 'green growth'.**
- 2. Improve the area's economic resilience, supporting a highly skilled workforce, skills and educational development attainment. Providing the right environment for business start-ups, entrepreneurship, and the improvement and expansion of education and training facilities to develop the skills employers need.**
- 3. Supporting the needs of agricultural businesses, encouraging farm diversification, the development of small rural business units, the conversion of existing buildings for rural business use, appropriate expansion of existing businesses.**
- 4. Supporting effective home working through provision of housing with adequate space and services.**
- 5. Developing the area's role as a tourist destination, building on the unique and varied cultural offer that already exists.**
- 6. Ensuring access to high speed, reliable full-fibre broadband connectivity in both urban and rural areas.**

Ensuring strong and vibrant city and town centres

- 1. Ensuring a network of city and town centres that meet the needs of communities, including supporting cultural uses and events, and that are able to respond and evolve as the role and function of centres changes.***
- 2. Support the provision of a wide range of different uses appropriate to city and town centres, including new homes, to create activity at different times of the day and build an active city and town centre community.***
- 3. To draw on the uniqueness of the different centres in planning for their future.***

Delivering a wide choice of homes that meet the needs of our communities

- 1. Delivering sufficient new homes in the right places to meet the needs of our communities, including market and affordable, specialist homes (e.g. older persons), Gypsy, Travellers and Travelling Showpeople and those wishing to build their own homes (self and custom build homes).***
- 2. Delivering housing of the right size, type and tenure to create mixed and balanced communities, in sustainable locations and with good access to shops, services and facilities.***

Delivering well designed, beautiful and safe places

- 1. Supporting the creation of high quality, beautiful and sustainable buildings and places through good design.***
- 2. Ensuring that new development is integrated well with existing communities and providing well-located infrastructure which meets the needs of communities;***
- 3. Creating a strong sense of place through high quality and inclusive design that respects and enhances local distinctiveness.***

Prioritising sustainable transport and active travel

- 1. Reducing the need to travel by creating real options for healthy, accessible and walkable neighbourhoods where key services are available without the need to use motorised transport;***
- 2. Promoting the use of sustainable travel modes by improving existing and providing new frequent public transport links and safe walking and cycling routes in all new developments;***
- 3. Reducing reliance on the private vehicle by improving access to services in rural and urban areas through new development, improved integrated transport links and supporting local and community led transport initiatives in the Local Transport Plan;***
- 4. Creating a genuine choice between different modes of transport by integrating new development with existing networks and enhancing these wherever possible.***

Making as much use as possible of brownfield land and conserving and enhancing the natural and historic environments

- 1. Protecting and enhancing the area's unique historic and cultural environment, archaeological heritage and geological assets whilst enabling appropriate development that facilitates the cross-cutting objectives of sustainable development;***

2. ***Conserving, managing and enhancing the area's unique natural environment and biodiversity, including its waterways, Sites of Special Scientific Interest (SSSI), the Cotswolds National Landscape, and areas of landscape and biodiversity importance, and maximising the opportunities to use land to manage flood water;***
3. ***Ensuring developments support green infrastructure and improve existing green infrastructure within urban and rural areas to provide movement corridors for people and wildlife.***

Promoting healthy and resilient communities

1. ***Delivering new developments that are supported by the necessary social and community infrastructure, including schools, open space, playing fields, community facilities and green and blue infrastructure and promote community cohesion.***
2. ***Supporting and safeguarding village shops that serve the everyday needs of local communities.***
3. ***Delivering new developments that are fully integrated into the green infrastructure network to allow people access to nature and green spaces to maximise wellbeing and active travel opportunities.***
4. ***Ensure new developments create high quality living environments and prioritise health and mental wellbeing.***
5. ***Ensure that all homes have useable functioning amenity space that allows residents the opportunity to live, work and relax outside.***

Questions

4. **Do you agree with the draft Vision?**
 - a. **If not, what changes would you like to see?**
5. **Do you agree with the draft Strategic Objectives?**
 - a. **If not, what changes would you like to see?**

4. Planning for climate change and nature recovery

- 4.1 The SLP will need to support the transition to a low carbon future and help to shape places in ways that contribute to radical reductions in greenhouse gas emissions, minimise vulnerability and improve resilience. It will also need to respond to a significant decline in biodiversity over many decades and protect important habits and support nature to recover.
- 4.2 The proposed Vision and Objectives set out that the SLP should meet the challenges of climate change, deliver green growth, prioritise sustainable and active travel, making as much use of brownfield land, ensuring nature recovery, and promoting healthy and resilient communities.
- 4.3 This would mean ensuring:
- Development is located in the most sustainable locations.
 - New homes and buildings are of high quality, low and zero carbon, and energy efficient whilst creating and storing their own energy.
 - Providing secure and local energy supplies; making the places people live and work rich in wildlife and close to valuable natural spaces.
 - Making it easier for people to move around in healthy ways to access services close to their homes without relying heavily on the private car.
 - Protecting people and infrastructure from flooding.
 - Encouraging the reuse of existing resources, including the conversion of existing buildings.
 - Supporting renewable and low carbon energy and associated infrastructure.
 - Supporting measures to promote conservation, restoration and enhancement of priority habitats, protect and support the recovery of priority species, and support biodiversity improvements.

Issues

- 4.4 Scientists have widely reported that the UK's first 40°C day, in summer 2022, was the clearest indication yet that climate change has arrived in England. The Government advisory body, The Climate Change Committee has noted increases in heat related deaths and the disruption to infrastructure climate change is causing in the UK, and that its impacts will intensify in coming decades.
- 4.5 The UK Government and each of the SLP councils have declared a climate change emergency. In the face of this emergency, the councils have committed to become net zero (achieving a balance between the carbon emitted into the atmosphere, and the carbon removed from it) by 2045 at the latest. There are clear objectives and national targets in place to limit global temperature rise to 1.5. The UK has legally pledged to reduce economy-wide greenhouse gas emissions by at least 68% by 2030, and a 78% decrease in all emissions by 2035.
- 4.6 There is also a recognition that there has been a significant decline in living organisms over many decades, including animals, insects, plants, bacteria and fungi. The 'State of Nature' report from 2019 suggests there has been a 13% decline in the abundance of wildlife in the UK since the 1970s. It is essential that this decline is reversed, and measures are put in place to address this.

- 4.7 Certain habitats are also protected by law, for example Special Areas of Conservation (SAC), Special Protection Areas (SPA) and sites designated under the Ramsar Convention (Ramsar sites). They are protected by law because of their international importance. This includes, amongst others, the Cotswold Beechwoods SAC (located in Stroud District Council's area) and the Severn Estuary SPA and Ramsar site (located in the Forest of Dean District Council's area).

Policy framework

- 4.6 Local planning authorities are bound by a legal duty, to ensure that, taken as whole, planning policies contribute to the mitigation of, and adaptation to, climate change. The NPPF similarly requires a proactive approach to mitigating and adapting to climate change. It states that new development should be planned for in ways that help to reduce greenhouse gas emissions and provide a positive strategy for renewable and low carbon energy and heat.
- 4.7 It further requires that *“all plans should promote a sustainable pattern of development that seeks to: meet the development needs of their area; align growth and infrastructure; improve the environment; mitigate climate change (including by making effective use of land in urban areas) and adapt to its effects.”*
- 4.8 We know that climate change is bringing wetter winters and hotter, drier summers. It is important that the growth required to support our increasing population does not harm to the climate or the natural environment.
- 4.9 In terms of biodiversity, the Environment Act 2021 introduced a mandatory requirement for 10% 'Biodiversity Net Gain' (BNG), which comes into force in January 2024. This means that through development, the natural environment will be left in a measurably better state than it was beforehand. If possible, this should happen on-site.
- 4.10 The NPPF requires Plans to identify, map and safeguard components of local wildlife-rich habitats and wider ecological networks. Local plans should promote the conservation, restoration and enhancement of priority habitats, ecological networks and the protection and recovery of priority species. Plans should also identify and pursue opportunities for securing BNG.
- 4.11 It will be necessary to assess the likely impact on internationally protected sites, arising from growth, e.g. through more people living nearby, and worsening air quality. Emerging evidence will be kept up to date on the councils' websites.

The role of a local plan

- 4.12 In line with the NPPF, the SLP will need to take a proactive approach to mitigating and adapting to climate change, and supporting nature protection and recovery in a way that creates better and more equitable lives for the people of Gloucestershire. There are many areas where plan making can take action. These can be summarised as:
- Built environment – buildings, streets and hard landscaping such as public squares and car parks. The places where we live, work, access shops and services, what those places look like, where they are located, and how they function and are heated and cooled.

- Natural environment – Landscaping, open spaces, gardens, trees, woodland, hedgerows, plants and animals and their habitats, soil, ponds, streams, rivers and canals, and the flood plain.
- Movement – how we get around between places by supporting delivery of public transport, pedestrian and cycle links.
- Renewable energy – energy from sources that do not deplete (such as the sun, wind, geothermal, tidal) to heat, cool and run the built environment without creating harm to the natural environment.

4.13 The table below outlines some of the policy actions within each of the above categories that we might consider through the SLP.

Climate Change			
Built Environment	Natural Environment	Movement	Renewable Energy
Energy efficient homes, practical homes, the right location, layout, density, amenity space, design, materials, waste, allotments, air pollution, reuse, retrofit schemes, heating and cooling, insulation.	Flooding, sustainable urban drainage, green infrastructure, biodiversity (plants and animals), protecting soil, beautiful places, shading, sustainable urban drainage, agricultural land and food security, open space, management of waste and pollution, creation of carbon sinks through tree planting and wetland creation.	Sustainable transport, active travel, choice, proximity of jobs, shops and services, low emission vehicles, e-bikes, cycling and walking.	Homes and businesses generating their own power, making the most of wind and solar opportunities, air source heat pumps, ground source heat pumps, phasing out gas, decentralised, combined district heating.

4.14 While the focus of this element of the consultation is to engage people on the ways in which the SLP can respond to climate change, consultants working on behalf of the councils have prepared a Phase 1 Renewable Energy Study. This looks at locations across the SLP area that could be suitable for different forms of renewable energy, such as wind and solar. The study can be accessed via the SLP website. The Phase 2 study will focus on opportunities, including those that could be delivered through site allocations.

4.14 For nature recovery, there is an opportunity for the SLP to consider going beyond the minimum 10% improvement in biodiversity required by the Environment Act. However, this would be an additional cost to developers, and it is important to be mindful of viability, which is a challenge in some parts of the SLP area.

4.15 Where BNG is to be delivered offsite, the councils would like this to happen in a coordinated way that benefits the SLP areas and Gloucestershire more widely. The councils would like to

explore, through this consultation, if there are any site opportunities for BNG that the councils should consider.

- 4.16 With internationally protected sites, as discussed earlier it will be necessary for the SLP to assess the likely impact on those sites resulting from development, and to ensure that negative impacts are mitigated. The approach taken at present for most developments where there would be an impact, is for either the impact to be addressed on-site, or for a payment to mitigate elsewhere. That payment is used to:
- a) Provide measures on site (for example this could be a warden, new signs or paths), and
 - b) Deliver alternative sites, known as 'Suitable Alternative Natural Greenspace' (SANG), that are attractive to use and provide a genuine alternative for people to use, reducing pressure on the protected site.
- 4.17 To support this consultation, independent consultants have prepared a Habitats Regulations Assessment, which is available to view on-line.
- 4.18 Through this consultation, the councils would like to explore whether there are sites that should be considered as opportunities for environmental purposes through the SLP. This includes wildlife / biodiversity net gain and SANG, as well as recreation, flood risk mitigation, cooling and shading, carbon storage and food production.

Questions

6. In what ways do you consider the Strategic and Local Plan can most effectively address the impacts of climate change?
7. What measures and standards should the Strategic and Local Plan introduce in respect of the:
 - a. Construction and operation of new buildings?
 - b. Retention and reuse of existing buildings?
8. Should the Strategic and Local Plan require more than the mandatory minimum 10% Biodiversity Net Gain through development?
9. Are you aware of any land that could be identified for environmental purposes, such as wildlife / biodiversity net gain, recreation, flood risk mitigation, cooling and shading, carbon storage and food production?
10. Which key services and facilities do you think are most important to be provided within easy reach of developments?
11. Should we allocate sites in the SLP specifically for renewable energy generation or storage?
 - a. If so, what forms of renewable energy would be appropriate and in which locations?

5. Planning for community and business

- 5.1 A key part of good planning is ensuring that those who live in the area now as well as those who may live in the area in the future have a home that meets their needs. Whether that be an older household wishing to downsize; a young professional wishing to move out of their parents' home; or a growing family needing more space.
- 5.2 The planning system has a key role in addressing housing pressures and particularly the affordability of housing. This chapter explores what the housing policies in the SLP could look like to help to deliver the right homes in the places where they are needed.

New homes

What type of new homes might be needed?

- 5.3 It is important to understand the types, sizes and tenures of homes that will be required to meet the wide range of different groups in the community.
- 5.4 The NPPF makes it clear that the housing needs of those who require affordable housing, families with children, older people, students, people with disabilities, service families, travellers, people who rent their homes and people wishing to commission or build their own homes should be catered for in local plans. However, this is not an exhaustive list. For example, some people express an interest for community-led housing, including co-housing, and other innovative forms of housing such as tiny homes.
- 5.5 The existing Local Housing Needs Assessment (2020) provides a snapshot of evidence in relation to the range of housing needs in our area. The councils will be updating this evidence. In the meantime, we would like to hear your views as to what forms of accommodation you think we should plan for in the SLP.

Affordable housing

- 5.6 Housing is becoming increasingly unaffordable for people – both to rent and to buy with challenges and concerns around security of tenure. It is widely acknowledged that the nation is facing significant housing challenges. This includes a lack of affordable homes and rents that are increasingly unaffordable.
- 5.7 The children of today will soon be grown up, looking for jobs and starting families of their own, without necessarily wanting to move away from their roots. They will need somewhere to live, work and send their own children to school in a way that is affordable. In June 2023 the Office for National Statistics reported that the average UK house price was £288,000, well beyond the reach of many.
- 5.8 The affordability of rural housing is a particular challenge with recent analysis by the National Housing Foundation reporting that social housing waiting lists grew by 31% in the three-year period up to 2022, compared with a 3% increase in urban areas.

Housing for older and disabled people

- 5.9 The SLP will need to ensure that the needs for housing for older and disabled people are addressed. The PPG sets out advice on the different types of specialist housing designed to meet the diverse needs of older people, which can include:
- Age-restricted general market housing.
 - Retirement living or sheltered housing.
 - Extra care housing or housing-with-care.
 - Residential care homes and nursing homes.
- 5.10 Other models of housing delivery include co-housing, including for seniors, which are created and run by residents, based on the intention to live with groups of people with similar needs and desires.
- 5.11 The SLP will similarly need to consider the need for accessible and adaptable housing to enable disabled people to live more independently and safely, with greater choice and control over their lives.

Student accommodation

- 5.12 Within our area there are three further education establishments: the University of Gloucestershire, the University of the West of England and Gloucestershire Royal Hospital. Outside of the area, but in close proximity, is Hartpury University and College. There have been recent investments, for example the conversion of the former Debenhams building in Gloucester City Centre as a new campus for the University of Gloucestershire. This is due to open in September 2024 and once fully open, will provide brand new teaching facilities for 4,500 students. To support the growing student population there have also been significant new student accommodation developments, including Pitville student village in Cheltenham and Blackfriars in Gloucester.
- 5.13 Through the SLP, it's important to support the delivery of new student accommodation to meet the needs of the growing universities and further education establishments. However, this form of accommodation tends to be used by students in their first year, with private sector housing used for later years. This can cause problems with the loss of family housing to student lets and issues arising from the loss of character of an area.

Traveller communities

- 5.14 The accommodation needs for Gypsies, traveller and boat dwellers is an area where specific evidence is required under Government policies, and so this is addressed in the section below.

How many new homes?

- 5.15 In deciding how much housing will be needed, the Government provides local planning authorities with a starting point based on a formula known as the 'standard method'. This uses various inputs to determine a minimum average annual need figure for new homes, including average population (household) growth and the affordability of housing in the council area. It is updated periodically to reflect changes.
- 5.16 The most recent evidence produced collectively by the Gloucestershire councils was set out in the Gloucestershire Local Housing Needs Assessment, which was published in 2020. In

respect of annual housing needs, this reflected the standard method figure applicable at the time. The current figures based on the standard method are set out in the table below.

Table showing current annual local housing need for each Council (based on standard method).

Council area	Annual need for new homes	20 year need for new homes
Cheltenham Borough	547	10,940
Gloucester City	681	13,620
Tewkesbury Borough	557	11,140
Total	1,785	35,700

- 5.17 The NPPF makes clear that alternative approaches to the standard method in deciding the number of homes needed may be adopted where there are exceptional circumstances to do so, and where this would also reflect current and future demographic trends and market signals.
- 5.18 The councils therefore need to consider whether there is any such exceptional justification for calculating local housing needs using a method other than the standard method, which may result in a need for more, or fewer, homes than set out in the table above. An example may be where an area has such significant plans for economic growth that it would attract more people to its area, requiring more homes. Although our current evidence exploring economic growth forecasts and their relationship to the need for new homes have concluded there is currently no justification for amending the needs figures, this evidence is required to be kept under review.
- 5.19 It is important to note, however, that the housing need figure is only the first step in deciding how many homes should actually be planned for – this is known as the “housing requirement”. The housing requirement will need to be determined on the basis of an understanding of individual site constraints and opportunities.
- 5.20 It is important to note that the sites identified in the JCS, district plans and other sites with planning permission will deliver new homes in the new timeframe for the plan (the JCS and district plans covering up to 2031). This includes large sites that have planning permission and are delivering new homes at Twigworth, Innsworth, Brockworth and Churchdown. A large number of homes required are therefore already accounted for.

Questions

- 12. Should the Strategic and Local Plan use the local annual housing need calculation from the Standard Method?**
 - a. If no, please set out what you consider the councils should use instead.**
- 13. Are there any constraints or other reasons why the number of houses to be actually planned for in the Strategic and Local Plan should differ from calculated needs?**
- 14. Are there any specific types, sizes or tenures of housing that the SLP should require for particular groups in the community?**
 - a. If so, please explain further.**

Traveller Communities

- 5.21 Councils need to assess the need for new homes for all communities, including traveller communities. This includes Gypsies, Roma, Travellers, Travelling Showpeople and boat dwellers. The Gloucestershire councils have recently completed a new assessment of the need for traveller sites in Gloucestershire and the results are set out below. Full details are available in the Gloucestershire Gypsy, Traveller and Travelling Showpeople Accommodation Assessment.

Table showing the need for Travelling Showpeople plots.

Travelling Showpeople need					
Council area	2021 - 26	2026 - 31	2031 - 36	2023 - 41	Total
Cheltenham Borough	0	0	0	0	0
Gloucester City	14	4	5	5	28
Tewkesbury Borough	10	3	3	4	20
Total	24	8	8	9	48

Table showing the need for Gypsy/Travellers pitches.

Gypsy and Traveller need					
Council area	2021 - 26	2026 - 31	2031 - 36	2023 - 41	Total
Cheltenham Borough	6	1	1	1	9
Gloucester City	28	2	3	3	36
Tewkesbury Borough	29	21	22	24	96
Total	63	24	26	28	141

Table showing the need for Boat Dwellers.

Boat dwellers need					
	2021 - 26	2026 - 31	2031 - 36	2023 - 41	Total
Gloucestershire	50	1	1	1	53

- 5.22 There is also the need to consider the needs of traveller communities travelling through the area, that need somewhere to stop overnight or perhaps for a few days. These could be formal 'transit' sites, or more informal approaches where suitable land is identified.
- 5.23 At this stage we are considering how we can meet the needs of the traveller community. Between 22nd August and 6th October 2023, a 'call for sites' was held by councils across Gloucestershire. This is where any person or organisation can submit a site, which will then be assessed to see if it is suitable and could be delivered for the community. As part of this process, the councils notified many public bodies and other organisations, and met directly with some, to encourage the submission of as many sites as possible.
- 5.24 In total, this process resulted in XX sites being submitted and these are currently being assessed. A background document, setting out the methodology, process and results is available to download from the SLP website.
- 5.25 This isn't the end of the process. The councils are always happy to receive any sites for further consideration outside a formal 'call for sites', including through this consultation. Detail of how to submit a site is provided on the SLP website, or feel free to get in touch with one of the councils to discuss further.
- 5.26 The 'call for sites' has resulted in sufficient sites being submitted to meet the needs for permanent moorings for the boat dweller community. However, for other traveller communities there is still a need for more sites. We therefore need to think about other opportunities that could be available.
- 5.27 At the time of writing, we are considering whether certain existing sites could be used more effectively i.e. can more pitches or plots be accommodated on them. Another option is to require pitches and plots as part of large (strategic) allocations in the SLP, as part of a wider mix of development, including bricks and mortar housing, offices and industrial buildings. This has been used successfully elsewhere in the country.
- 5.28 We would like to explore through this consultation your views on these options and whether there are any other options to delivering for the traveller community that should be considered.
- 5.29 In identifying sites for the traveller community in the SLP, we need to make sure they meet the needs of the different communities and are in the right location. We'd like to explore this further through this consultation.

Questions

- 15. Should sites for traveller communities be provided as part of large developments for housing and/or employment?**
- 16. Are there any other ways that sites for traveller communities could be met in our area?**
- 17. What site characteristics and locations would be most suitable for different traveller communities?**

Jobs and the economy

- 5.30 One of the roles of the SLP will be to establish the right level of employment growth and ensure that the right type of employment land is provided in the right sorts of locations for business wishing to invest, expand and adapt.
- 5.31 The need for ‘employment land’ includes offices, industrial estates, warehousing and distribution. Unlike the need for new homes, the Government doesn’t give councils a starting point. To explore the existing state of the economy of the area and how it may grow in the future, the councils in Gloucestershire worked together on a ‘Gloucestershire Economic Needs Assessment’ (DLP Planning, August 2020), which provided a high-level assessment of the Gloucestershire economy. The Gloucestershire Economic Needs Assessment looked at different economic forecasts and provided an indicative range of employment needs for different types of employment.

Table showing Employment Land Needs by Local Authority, 2021-2041

	Use Class B1a/b* (Offices and Research and development)		Use Class B1c (Light industry) / B2 (general industry) / B8 (Storage and Distribution) *	
Source	Labour Supply Growth (hectares)	Labour Demand Growth 1 (hectares)	Labour Supply Growth (hectares)	Labour Demand Growth 1 (hectares)
Cheltenham	22.9	26.2	15.4	17.6
Gloucester	31.1	33.7	19.2	19.9
Tewkesbury	20.7	23.0	63.1	75.5
JCS Area (Cheltenham, Gloucester and Tewkesbury)	74.7	82.9	97.7	113.0

*All buildings fall under a Planning Use Class. As there have been changes to the different types of Use Classes, this will need to be considered through any new evidence.

- 5.32 The labour demand scenarios consider the level of land needed to support the level of employment growth, which is based on different job forecasts in different sectors. The labour supply scenarios are based on population growth. This is historically used to estimate the level of employment land needed.
- 5.33 It is acknowledged that the evidence in the Gloucestershire Economic Needs Assessment was prepared at a time when the implications of Brexit and Covid-19 were not fully known, and therefore the intention is that this evidence will be reviewed to inform subsequent stages of the SLP. There will also be a need to take account of changing working practices, particularly since Covid-19 with a greater move towards home working or hybrid working as well as changes in logistics associated with increased on-line shopping, whilst recognising that there will still be a need for business premises of the right quality in the right locations.

Any evidence will need to take account of ‘market signals’, which includes what changes in skills are likely to be needed; how many people will be there to take up jobs; does the existing employment land that is available meet the needs of existing businesses or people looking to set up businesses in the area.

- 5.34 It will also be important to ensure that rural communities are also able to capitalise on the potential for economic growth. Whilst agriculture remains important, the rural economy is increasingly diversifying. Tourism and recreation have grown strongly, particularly in response to the Covid pandemic. Equally, however, the composition of urban and rural economies has become more closely aligned over time and there may be opportunities for sectors such as manufacturing, technological, creative and other commercial employment in the countryside.
- 5.35 The emerging Gloucestershire Economic Strategy being produced by Gloucestershire County Council and the GFirst Local Enterprise Partnership (LEP) is due for approval in early 2024. The Strategy will include an updated long-term vision for the county that will focus on creating improved employment opportunities within the context of achieving the county’s climate change commitments as it transitions to a low carbon economy.
- 5.36 The emerging Strategy identifies four key propositions to support delivery of the vision.
1. Sustainable Growth which supports a strategic approach to planning and delivery of new housing and employment sites to ensure that new growth proposals are at a sufficient in scale to support carbon net-zero targets while ensuring that all supporting infrastructure is financially viable, so it is delivered in the right place and at the right time.
 2. Inward Investment which builds on supporting Gloucestershire’s reputation as a welcoming and supportive environment for businesses from the UK and abroad to invest, fostering innovation, creating jobs, and promoting prosperity across the county.
 3. Skills and Employment which seeks to ensure that every resident has the opportunity to grow their skills and make the most of job opportunities in a diverse and flourishing economy.
 4. Business Support which provides an offer to enable businesses of all sizes and types to innovate, create jobs, and positively contribute to the transition to a low carbon economy.
- 5.37 The SLP will help to deliver the vision in the emerging Economic Strategy, including green growth. Currently, the M5 corridor is a magnet for employment growth, as acknowledged in the Local Transport Plan. This is because businesses, their supply chains, workers and consumers collectively depend upon a good quality highway network to move goods, delivery services and travel to work and other service facilities. However, the Local Transport Plan also acknowledges that the M5 motorway junctions are subject to significant demand which result in congestion, delay and at times safety concerns as a result of mainline queuing. It therefore concludes that the continued functioning of the M5 as a reliable and fast link providing regional connectivity can only be ensured with a transport strategy that will also see a significant shift in demand from the M5 to the Birmingham to Bristol rail link that runs in parallel to the M5. The same is true for the City Region’s east-west connectivity provided by the A40 which is also paralleled by a rail line.
- 5.38 There will be various exciting developments taking shape over the coming years, including the National Innovation Centre in Cheltenham capitalising on the presence of GCHQ

(Government Communications Headquarters), as part of the Golden Valley development. Cheltenham has recently been recognised as an innovation hotspot (Centre for Cities, September 2023, Innovation hotspots, Clustering the New Economy), which is essentially where firms cluster together in terms of sharing infrastructure and access to workers. The SLP will need to consider how best to facilitate the environment for businesses, positioning our city, town and other centres in a way that embraces growth, flexibility, change and innovation.

- 5.39 In Gloucester City, longstanding regeneration opportunities are coming to fruition with the development of the Forum, which will provide a new digital and technology campus with space for approximately 1,000 jobs, 131-bedroom hotel, new homes, leisure and retail. The University of Gloucestershire are also developing a new city centre campus which will provide teaching facilities for 4,500 students.
- 5.40 Tewkesbury Borough is an established investment location with a diverse range of economic sectors including advanced manufacturing and engineering, construction, transport, technology, financial services and creative industries. Tourism is also a particularly important industry.

Questions

- 18. What economic and regeneration needs should the Strategic and Local Plan address in supporting businesses to invest, expand and adapt?**
- 19. How should the Strategic and Local Plan best seek to accommodate employment needs and provide an environment that is attractive to inward investment?**
- 20. How should the Strategic and Local Plan support and encourage rural employment?**

Retail and town centres

- 5.41 Our city and town centres, as well as smaller village, farm, and neighbourhood shops, are really important. In addition to providing local access to shops, services and facilities, they often form the focus within communities, providing the opportunity for interaction between people, and a source of local employment.
- 5.42 Within our area, there are a wide range of different retail centres that perform different but equally important roles. Within the JCS, there is a hierarchy of city and town centres. This identifies Cheltenham Town Centre and Gloucester City Centre as main centres that offer a wide range of different things, and that have a wide catchment area, acting as sub-regional centres, with people living in areas such as the Forest of Dean, the Cotswolds, Tewkesbury Borough and Stroud Borough using them on a regular basis for shopping, leisure and services.
- 5.43 There are many smaller town centres that provide an important role in supporting the needs of local people and a wide rural area, i.e., Tewkesbury, Winchcombe and Bishops Cleeve.

These tend to offer limited range of food stores, clothing and essential services such as a post office.

- 5.44 Below this, there are smaller centres still that have a much more community/neighbourhood focus, referred to as either 'local centres', district centres', or 'neighbourhood centres'. These tend to provide a small number of shops, services and facilities that meet people's day-to-day needs, usually including a food shop plus maybe a post office, takeaways, pub and community hall.
- 5.45 Over the past few years, most centres have undergone significant change and challenge. The way people shop and use city and town centres has shifted away from shopping, which had always been the main reason to. People now look for shopping experiences and good quality and varied hospitality. Increasingly, people shop online or use retail parks.
- 5.46 There is now a need to rethink the role of our city and town centres and establish a long-term strategy that allows them to be flexible, adapt, evolve and thrive. Given their historic nature we need a strategy that enables flexible adaptation, while being respectful of conservation.
- 5.47 To help the councils consider how best to plan for our city, town and village centres, independent consultants prepared a Retail Study. It assessed the 'health' of centres at a point in time and considers strategy and policy options to ensure they remain important and respond to the needs of the community and visitors. Alongside this, an assessment looked at future economic forecasts to understand if it's likely to be necessary to plan for more retail units over the lifetime of the plan.
- 5.48 For the main three city and town centres in our area, the 'health check' is summarised below; however, in responding to the questions, we invite comments on any centre in the area. It is important to note that this assessment was completed in 2019 and since then changes will have occurred. It is likely the assessment will be updated through the preparation of the SLP.

Gloucester City Centre

- a) Factors such as a reduction in 'turnover' and an increase in vacancies suggest a city centre that is vulnerable and at risk from increased competition elsewhere (for example out of centre retail parks). Proposals for retail development outside of the traditional city centre should be carefully assessed.
- b) The delivery of Kings Quarter regeneration / the Forum, refurbishment/redevelopment of Kings Walk Shopping Centre, and redevelopment of the former Debenhams building for a University of Gloucestershire campus are all important in improving the quality of offer and bringing more people into the city centre.
- c) The quality and choice of shops was considered good, but with a need for better quality retail units. Planning strategy and policies should support refurbishment, redevelopment and reconfiguration of existing shops and units, and focus on a smaller area.
- d) Policies should seek complementarity between the traditional city centre and the Docks/Gloucester Quays.

- e) Since the study was completed Gloucester City Council has been proactive in working with stakeholders and partners in driving forward regeneration and has recently adopted a new City Centre Vision, which is now moving to the delivery stage.

Cheltenham Town Centre

- a) Cheltenham has the strongest town centre in the area, with the highest number of shops and services (and higher than the national average). When last assessed, vacancies were low.
- b) Since then, Cheltenham Borough Council has been proactive in putting a vacant units action plan in place and is working alongside the Cheltenham BID, landlords and agents to have collective responsibility to drive change.
- c) There is a small need for food shopping to provide for the need of the community over the period of the plan and this should be directed to the town centre which lacks a decent sized food store.

Tewkesbury Town Centre

- a) Plays an important role for residents of the town, the wider rural area and tourists. The mix of shops, services and facilities is broadly comparable to other similar towns, but with a growing number of vacancies at the time the study was undertaken.
- b) The key future challenge for Tewkesbury will be to create and maintain its own distinctive role and for it to adapt and meet the needs of the local community and visitors.
- c) Healings Mill and Spring Gardens offer opportunities to improve the offer of the town.

5.49 In terms of future needs, the assessment concludes that there is very little need to plan for additional retail up to 2041. In fact, there is forecast to be an oversupply in some areas. The exceptions are a small amount of need for food shops in Cheltenham and Bishops Cleeve, and small-scale provision to support new communities at larger developments through local / neighbourhood shopping centres.

5.50 Outside of the main city and town centres, village and farm shops, community facilities, such as village halls and public houses and local services are essential to support communities in meeting every day needs. There is a role for planning policies to protect these important community facilities and support their diversification.

Questions

- 21. How could the Strategic and Local Plan best enable change and encourage investment to support our city and town centres to adapt, evolve and thrive?**
- 22. How can the Strategic and Local Plan protect and encourage essential shops, services and facilities in villages and rural areas?**

Infrastructure

5.51 The NPPF as well as Planning Practice Guidance sets out that Plans should set out the policy requirements for the contributions expected from different types of development and where necessary, from different sites. In particular, this should set out the policy

requirements for the level and types of affordable housing and for supporting infrastructure, including (but not limited to) education, transport, health, green and blue infrastructure, and digital infrastructure. Policies of the Plan should also seek to ensure the timely provision of the infrastructure required to support the level of development proposed.

- 5.52 There are a number of key issues that are affecting the delivery of sites and their associated infrastructure. The delivery of greenfield sites may raise viability issues due to the need for new infrastructure to develop sites, or environmental constraints such as flood risk which will need to be mitigated. However, brownfield (sometimes described as Previously Developed Land) sites may pose their own viability challenges.
- 5.53 Further evidence will be produced to help better understand these viability issues and deliver the infrastructure needed to support sites. There will be a need to balance the delivery of physical infrastructure against the requirements of other policy considerations such as the delivery of affordable housing and green infrastructure. The timing of infrastructure delivery in association with new development will need to be carefully considered and identifying funding for infrastructure will be critical. An Infrastructure Delivery Plan (IDP), which identifies the types of infrastructure needed as well as costings, will be produced alongside the SLP, as will an assessment to ensure it is affordable (called a Viability Assessment).
- 5.54 New homes and employment will need to be supported by new infrastructure for example, schools, roads, public transport, health services, and recreation provision. This will need to be funded through central and local government funding streams and contributions from developers.
- 5.55 In some cases, it may be necessary to safeguard routes for longer term infrastructure projects. Safeguarded is a technical term for an established part of the planning system that aims to protect infrastructure projects, such as public transport, highways or other infrastructure such as pipelines, from conflicting developments. Safeguarded areas include land that will need to be identified as being likely to be needed for such projects.

Questions

- 23. What types of infrastructure do you consider are most critical to be delivered alongside new development?**
- 24. Given their size, if strategic scale new settlements were to form a part of the Strategic and Local Plan, what accompanying infrastructure would be necessary?**
- 25. What key services and facilities do you consider most important in deciding if a rural settlement is a suitable location for new homes and other forms of development?**
- 26. Should the Strategic and Local Plan safeguard sites or routes for longer term infrastructure projects?**

6. Planning for sustainable development

6.1 The SLP is required to plan positively for the development needs of the area, including new homes, employment, commercial uses and for traveller communities. At this early stage in the process the councils have various sources of evidence to draw on as a starting point. This evidence will be updated, and new evidence produced to support the Plan, such as updated flood risk assessments. The councils also need to consider whether there are any alternatives approaches that should be considered.

6.2 Through this consultation the councils are considering different approaches to how development needs could be delivered in a way that meets the draft Vision and Strategic Objectives.

The Existing Strategy

6.3 The existing approach to delivering growth is set out in the adopted JCS. It guides the location of new development based on a 'settlement hierarchy'. The key urban areas of Cheltenham and Gloucester are identified as the focus for new development where housing and employment needs can be provided close to where they are needed and where occupiers of new development can benefit from the existing and enhanced sustainable transport network.

6.4 Given that there is only limited land for development within Cheltenham and Gloucester, the strategy also relied on urban extensions to their built-up areas, mostly on land within Tewkesbury Borough Council's area.

6.5 Tewkesbury town itself plays a lesser role for new housing and economic development due to its small size. In turn, a network of Rural Service Centres (Winchcombe and Bishop's Cleeve) and a number of smaller Service Villages provide for needs within the rural area.

6.6 In preparing the SLP, we need to consider afresh what the development strategy should be in the future, and whether it ought to continue to be based on the settlement hierarchy described above.

6.7 We have done this through the identification of six distinct scenarios, commonly known as 'spatial options'. They have been considered in isolation, the aim being to test the implications of each option and understand their 'pros' and 'cons'. To help with this, we have mapped all the site opportunities currently being promoted to the councils for development, to understand the geographical spread. This, along with our ongoing evidence review, engagement with stakeholders and the findings of this consultation will be used to build up a preferred approach, which will be introduced at the next stage of consultation.

6.8 None of these scenarios would, on their own, deliver sustainable development; the final strategy will be a combination of different elements.

6.9 It is essential to note that no policy or site allocations are being put forward at this stage of the plan-making process. Information contained in the accompanying evidence base includes Housing and Economic Land Availability Assessments (HELAA), which Government requires councils to produce. The HELAA is a broad preliminary assessment, including mapping, of the individual sites which have been submitted to the councils for consideration as development options. The various diagrams in this consultation document are taken from

the HELAA. They illustrate diagrammatically the various sites and locations that are currently being promoted to the councils, which would be associated with each of the six growth scenarios, as set out earlier. **It is important to note that the inclusion of land on any accompanying maps or diagrams does not mean that the land is suitable for development, or that the land is necessarily available for development, or even that it will be supported by any of the councils. Furthermore, any such maps or diagrams do not have any planning status. Any allocations of land will be made at a later stage of the SLP process.**

The scenarios

- 6.10 The six different development scenarios tested at this stage are:
1. Urban concentration
 2. Urban extensions
 3. Urban extensions, avoiding the Green Belt
 4. New strategic settlements
 5. Rural dispersal
 6. Sustainable transport
- 6.11 As a starting point for all the scenarios, we have included all currently known site opportunities in the urban areas (also known as 'baseline capacity'). Full details of this are available on the website. This is because it's important to ensure that all brownfield sites, and those in urban areas are identified in the first instance, before then considering other options, including those on undeveloped land (i.e., green field).
- 6.12 The section below summarises the main conclusions of the assessment, including the pros and cons.
- 6.13 Through this consultation, we would like your feedback on the different options, the assessments we have undertaken, and whether there are any other scenarios you think we should consider. This consultation is also a further opportunity for additional site opportunities to be submitted for the councils to consider. This includes all forms of development, including housing, employment/industrial, retail/ commercial, and that for traveller communities. Details of how to submit a site are available on the website.
- 6.14 It's also an opportunity for those who have already submitted a site to the councils to provide any new or updated information they may have to help the councils consider the opportunity fully.

Scenario 1 Urban concentration

- 6.15 This option would involve much more intense development than would traditionally be expected on urban sites in Gloucester and Cheltenham, particularly on previously developed land. This would include substantial increases in densities; higher buildings even in more sensitive areas such as Conservation Areas; conversions or rebuilding of retail or other town centre properties into housing or mixed-use schemes.
- 6.16 This differs from the baseline position. This means that the number of homes that could fit on the land would be pushed as high as possible.

Insert diagram

Pros	Cons
<ul style="list-style-type: none"> • More people living in and using shops, services and facilities in the main city and town centres. • Bringing more life and vitality to the city and town centres, including at night. • Concentrated development in urban areas, supporting use of bus and rail, walking, cycling and car clubs. • Supports maximum use of 'previously developed land' and urban regeneration. • Protects the existing Green Belt and minimises the loss of greenfield sites and higher quality agricultural land. 	<ul style="list-style-type: none"> • On its own, along with baseline capacity, would not deliver sufficient new homes and jobs. • Would only provide for a limited range of housing types, sizes and tenures (based on higher density schemes). • Could lead to loss of some existing employment and commercial space to housing. • Increased journey lengths as housing and economic growth diverted to alternative locations outside of the SLP area. • Likely harm to the setting and significance of important heritage assets and character of the urban area. • Limited opportunity to deliver climate change mitigation measures, strategic and community infrastructure. • Potential strain on existing social and community infrastructure, such as schools and health facilities.

Scenario 2: Urban extensions

- 6.17 This option would mean seeking to deliver development as urban extensions to the key urban areas of Cheltenham and Gloucester and could include sites which fall within the designated Green Belt. The development strategy of the JCS focused on such extensions as a means of meeting some of the housing needs of Gloucester and Cheltenham. In addition, several areas of land were removed from the Green Belt and “safeguarded” for longer term development needs.
- 6.18 Urban extensions may be one of the most effective ways of supporting high quality public transport infrastructure such as the Mass Rapid Transit scheme proposed in Gloucestershire County Council’s Local Transport Plan.
- 6.19 Nevertheless, it will need to be demonstrated through the SLP if new urban extensions, including the previously ‘safeguarded’ sites, should form part of the preferred development strategy for our area.
- 6.20 As with all options, this includes the urban capacity of Gloucester and Cheltenham as a starting point.

Insert diagram.

Pros	Cons
<ul style="list-style-type: none"> • Likely range of available sites may enable housing and economic needs to be met in full. • Development can be delivered close to where the need arises, reducing the likelihood of unnecessary travel into and out of the area. • Provides the opportunity for a wide range of housing types, sizes, and tenures to meet local need. • Urban extensions to existing urban areas would increase the catchment population to shops, services and facilities in city and town centres, access to employment opportunities, and existing/improved public transport, walking, and cycling (depending on location). • Would provide opportunity to be supported by high quality public transport infrastructure such as Mass Rapid Transit. • Opportunity to enable sites to be comprehensively planned to incorporate social, economic and environmental infrastructure, e.g. everyday shops and services and open spaces. 	<ul style="list-style-type: none"> • Loss of some Green Belt land and potentially reducing the gap between Gloucester, Cheltenham, and Bishops Cleeve. • Loss of greenfield land. • Potential loss of higher quality agricultural land for food production.

Scenario 3: Urban extensions, avoiding the Green Belt

- 6.21 This option means seeking to deliver development as urban extensions to the main settlements in the area but avoiding the Green Belt. This scenario has been identified because the government attaches great importance to Green Belt and the NPPF makes clear that its boundaries should only be altered where exceptional circumstances to do so are fully evidenced and justified through a Local Plan. For this reason, the role of the Green Belt in planning for long-term growth is subject of much national debate.
- 6.22 Given the existing Green Belt is concentrated around Gloucester and Cheltenham, and between Cheltenham and Bishops Cleeve, it is appropriate to explore, as part of this consultation, the merits and consequences of a strategy which would support urban extensions to the main urban areas but excluding designated Green Belt land.
- 6.23 The inclusion of this scenario is not to say that Green Belt considerations are of any greater significance than protected areas such as the Area of Outstanding Natural Beauty, or Sites of Special Scientific Interest. However, such designations have statutory protection whereas Green Belt land is, as a matter of national policy, designated as a means of managing urban growth, rather than providing environmental protection. This scenario would include land which was previously removed from the Green Belt in the JCS and 'safeguarded' to meet longer term needs.
- 6.24 As with all options, this includes the urban capacity of Gloucester and Cheltenham as a starting point.

Insert diagram

Pros	Cons
<ul style="list-style-type: none"> • Protects the existing Green Belt, limits the loss of green field sites and higher quality agricultural land. • Some benefits from an increased catchment population to shops, services and facilities in city and town centres, access to employment opportunities, and existing/improved public transport, walking and cycling, due to constraint on development and less sustainable locations. • Would provide opportunity to be supported by high quality public transport infrastructure such as Mass Rapid Transit. • Some opportunity to enable sites to be comprehensively planned to incorporate social, economic and environmental infrastructure, e.g. everyday shops and services and open spaces 	<ul style="list-style-type: none"> • On its own, along with baseline capacity, would not deliver sufficient new homes and jobs. Would only provide for a limited range of housing types, sizes and tenures (based on higher density schemes). • Increased journey lengths as housing and economic growth diverted to alternative locations outside of the SLP area. • Loss of greenfield land • Potential loss of higher quality agricultural land for food production.

Scenario 4: New strategic settlement

- 6.25 This option means seeking to deliver development through one or more comprehensive, master-planned new settlements, of a minimum of around 4,000 new homes with supporting infrastructure. Currently, three such potential locations have been identified based on information submitted on behalf of landowners/promoters. The locations are around Boddington on land to the south of the A4109 between the A38 and M5 corridors. A further potential option is presented straddling the boundary of Tewkesbury Borough and the Forest of Dean between Churcham and Highnam in the south west of the SLP area. The third option lies to the east of the M5 at Ashchurch on the edge of the built-up area of Tewkesbury.
- 6.26 The latter option – the Tewkesbury Garden Town – was awarded Garden Town status by the Government in 2019. In this context, Tewkesbury Borough Council is currently establishing a programme to work with local people and landowners/developers to plan for a large sustainable new settlement consisting of a wide mix of homes together with the supporting infrastructure required such as schools, health, transport, green infrastructure and other community facilities. Gloucestershire County Council and National Highways are also, as the relevant local highway authorities, drawing up detailed proposals for major improvements to Junction 9 (M5). This would both address existing recognised pressures on the strategic road network as well as potentially provide the additional road capacity necessary to support the development of the proposed Garden Town. The overall planning merits of the proposed Tewkesbury Garden Town will be assessed formally through this SLP process alongside other development options being promoted by others as part of the overall development strategy for the Cheltenham – Tewkesbury – Gloucester area.
- 6.27 As with all options, this includes the urban capacity of Gloucester and Cheltenham as a starting point.

Insert diagram

Pros	Con
<ul style="list-style-type: none"> • Dependent on location, could reduce the need to build on the designated Green Belt (except at Boddington). • Would concentrate development in the rural area whereas otherwise would be a larger number of scattered sites. • Would enable provision of a wide choice of housing sizes, types and tenures, and a choice of types of employment space. • Once delivery is underway, could provide greater certainty over long-term supply of housing. • Opportunity to enable sites to be comprehensively planned to incorporate social, economic and environmental infrastructure, e.g., 	<ul style="list-style-type: none"> • Would result in the loss of greenfield land. • Could potentially lead to loss of higher quality agricultural land. • Unlikely to provide for all of the new homes and jobs needed resulting in worsening housing unaffordability and constrained economic growth. • May not provide homes and jobs where they may be needed close to urban and rural settlements. • Would require longer lead-in times before homes and employment spaces are built given the amount of work needed to prepare masterplans and co-ordinate the provision of transport and community infrastructure.

<p>everyday shops and services and open spaces.</p> <ul style="list-style-type: none"> • Could enable provision of accessible local/district centres and everyday facilities and services such as schools, libraries and health facilities; provide extensive climate change mitigation measures; on-site biodiversity net gain; green spaces; flood water management; allotments; large scale renewable energy and community buildings. • Dependent upon location, could provide or enhance bus/rail services, support car clubs, and promote active travel by walking and cycling. 	<ul style="list-style-type: none"> • Dependent on location, may not support the vitality and viability of larger city and town centres. • Investment in rural shops, services and facilities would not be supported.
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Scenario 5: Rural dispersal

- 6.28 This option means distributing growth widely across the rural area by encouraging development at many existing settlements and potentially other rural locations (such as redundant industrial sites or farm complexes). This would mean the smallest of hamlets and villages could contribute to meeting overall development needs, even where they are not currently recognised in the JCS settlement hierarchy as Rural Service Centres or Service Villages.
- 6.29 As with all options, this includes the urban capacity of Gloucester and Cheltenham as a starting point.

Insert diagram

Pros	Cons
<ul style="list-style-type: none"> • Could support the re-use of redundant rural sites and buildings. • Would be likely to safeguard the Green Belt. • Could provide significant potential for supporting thriving and vital rural communities by supporting shops, services and facilities, and rural employment. • Would provide many choices for people to live and work in the countryside where they may have family or employment ties. • Would make significant contribution to providing affordable housing in rural areas. 	<ul style="list-style-type: none"> • Would likely harm the character and setting of existing settlements and surrounding countryside. • Unlikely to provide for the full amount of new homes and jobs needed, resulting in worsening housing affordability, and constrained economic growth. • Increased journey lengths likely as housing and economic growth diverted to alternative locations outside of the SLP area. • May not provide for a full range of housing sizes, types and tenures as a result of dispersing development thinly. • May not provide a suitable range of locations and types of employment space. • Unlikely to enable sites to be comprehensively planned to incorporate social, economic and environmental infrastructure, e.g. everyday shops and services and open spaces. • Unlikely to support existing or new public transport, leading to greater dependency on the private car and road congestion, particularly for travel to larger built-up areas. • Could lead to conflict between new homes, jobs and agriculture as a result of rural densification. • Would potentially add to pressure on existing rural services, facilities and other community infrastructure.

Scenario 6: Sustainable transport scenario

- 6.30 This option means delivering development in locations along existing and potential high frequency public transport, walking and cycling routes. It draws on the broad objectives of Gloucestershire County Council as the body responsible for managing road and public transport networks. The Local Transport Plan in particular, promotes sustainable travel. Development under this scenario would need to be integrated in, or linked to, the Gloucestershire cycle spine and the proposed Gloucestershire Mass Rapid Transport system, which is a longer-term aspiration. Furthermore, all the local authorities in Gloucestershire have agreed a Statement of Shared Intent to in principle to reduce carbon emissions from transport in line with science-based targets to achieve net zero ambitions by 2050.
- 6.31 Adopting a sustainable transport strategy as part of the SLP would therefore mean prioritising new sites for housing and economic development in locations which would maximise people’s choice to travel by means other than the car to access services, facilities and jobs. This would also tend to reduce the need to travel at all and would help reduce carbon emissions.
- 6.32 As with all options, this includes the urban capacity within Gloucester and Cheltenham as a starting point.

Insert diagram

Pros	Cons
<ul style="list-style-type: none"> • A pattern of growth which would provide optimum accessibility by sustainable transport and active travel, making a significant contribution to creating a more sustainable Gloucestershire and mitigating the effects of climate change. • Development close to main existing settlements would provide opportunities for accessing larger shops, services and facilities and jobs by connecting with existing and enhanced sustainable transport networks and the opportunity for active travel. • Would enable a significant proportion of, or all, housing and employment needs to be met close to where they arise, reducing the likelihood of unnecessary travel into and out of the JSP area. • Could provide a wide range of housing sizes, types and tenures; and a choice of employment space. • Strategic scale development in locations along mass transit routes 	<ul style="list-style-type: none"> • Would result in the loss of designated Green Belt between Cheltenham, Gloucester and Bishops Cleeve, green field sites and potentially higher quality agricultural land available for food production. • Could result in the coalescence of Cheltenham and Gloucester in particular. • Growth of Gloucestershire Airport could be a constraint on development between Cheltenham and Gloucester; and conversely limit options for future growth at the airport. • Could divert growth and investment, including transport infrastructure, away from the rural area. • Would not generally meet the needs of the rural economy or provide development in locations served by strategic road infrastructure.

<p>would support the vitality and viability of city and town centres and enable clusters of employment growth close to large built-up areas.</p> <ul style="list-style-type: none"> • Would support the development of brownfield sites within and adjoining large settlements. • Opportunity to enable sites to be comprehensively planned to incorporate social, economic and environmental infrastructure, e.g. everyday shops and services and open spaces. 	
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Questions

27. Are there any additional development scenarios that should be considered?
 - a. If yes, please describe what they are.
28. Are the pros and cons identified for the six development scenarios a fair and accurate assessment?
 - a. If not, which one(s) and what are your reasons?
29. Which of the development scenarios, or combination of them, do you consider the most appropriate for the Strategic and Local Plan?
30. Are there any places not currently identified in the rural settlement hierarchy, which could/should be included?

7. Conclusions and next steps

- 7.1 This consultation is the first step in the preparation of the SLP and is intended to ask a broad range of questions to help understand what the Plan should cover. The feedback provided through this consultation will be reviewed and used to shape the draft plan.
- 7.2 However, this consultation is an opportunity for stakeholders and the community to express any other issues, concerns or opportunities that do not easily fit within any of the key questions set in this consultation document.

Questions

31. Is there anything else you would like to raise – has anything been missed, or are there any general comments you would like to make?

- 7.3 The next full consultation is programmed for early 2025. This is intended to be a draft plan, which will include a preferred strategy, proposed site allocations and draft policies.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive
Date of Meeting:	9 November 2023
Subject:	Tewkesbury Interim Housing Position Statement
Report of:	Interim Planning Policy Manager
Head of Service/Director:	Associate Director: Planning
Lead Member:	Lead Member for Built Environment
Number of Appendices:	1

Executive Summary:

The Borough Council is currently unable to demonstrate a five-year housing land supply as required by the National Planning Policy Framework. Consequently, a presumption in favour of granting planning permissions involving the provision of housing (with certain exceptions) is engaged. This is commonly referred to as the 'tilted balance'. Nevertheless, adopted Development Plan policies in Tewkesbury Borough remain the starting point for decision-making. The proposed Interim Housing Position Statement would provide informal guidance in clarifying the Council's approach to decision-making for applicants and the community. Specifically, the document would outline the types of locations and housing schemes which are most likely to be considered acceptable in redressing the five-year housing supply shortfall; and also to set out other actions that the local planning authority and others can take in expediting suitable housing proposals. Although no public consultation is necessary, a briefing for Town and Parish Councils has been arranged, and a summary of any views expressed will be given to Council.

Recommendation:

To RECOMMEND TO COUNCIL:

- 1. That the Interim Housing Position Statement be approved and published to explain the Council's approach to decision-making on planning applications involving the provision of housing.**
- 2. That authority be delegated to the Associate Director: Planning, in consultation with the Lead Member for Built Environment, to make any necessary minor amendments and corrections to the document prior to publication.**

Financial Implications:

There are no direct financial implications resulting from this report.

Legal Implications:

Pursuant to section 70(2) of the Town and Country Planning Act 1990 and section 38(6) of the Planning and Compulsory Purchase Act 2004 decisions on planning applications must be made in accordance with the development plan unless material considerations indicate otherwise.

The National Planning Policy Framework (NPPF) represents government planning policy and is a material consideration that must be taken into account, but does not change the statutory status of the development plan as the starting point for decision making.

The National Planning Policy Guidance states that if decision takers choose not to follow the National Planning Policy Framework, where it is a material consideration, clear and convincing reasons for doing so are needed.

NPPF includes at paragraph 11 a presumption in favour of development and this provides pursuant to paragraph 11(d) that where a local planning authority cannot demonstrate a five year supply of deliverable housing permission is to be granted unless:

- i) the application of policies in the NPPF that protect areas or assets of particular importance provides a clear reason for refusing the development proposed; or
- ii) any adverse impacts of doing so would significantly and demonstrably outweigh the benefits, when assessed against the policies in the NPPF taken as a whole.

A Footnote to 11(d)(i) sets out a closed list of the policies as being referred there as those in the NPPF (rather than those in development plans) relating to particular matters which include habitats sites, Green Belt, Areas of Outstanding Natural Beauty, irreplaceable habitats, designated heritage assets and areas at risk of flooding. Therefore, in each case where such policies are relevant to a proposal they will need to be considered as to whether they indicate there being a clear reason for refusal.

Further the NPPF at paragraph 14 provides that where particular criteria applies, it is to be taken that the adverse impact of allowing development involving the provision of housing that conflicts with a neighbourhood development plan is likely to significantly and demonstrably outweigh the benefits.

The Interim Housing Position Statement will not be a policy document and will not be able to pre-empt any determination of planning applications, but seeks to set out proactive approach in providing informal guidance as regards the exercises to be undertaken in the determination of planning applications whilst the Council cannot demonstrate a five year policy.

Environmental and Sustainability Implications:

The Interim Housing Position Statement would assist in operating the presumption in favour of granting sustainable housing development proposals in a manner which best safeguards environmental and sustainability interests.

Resource Implications (including impact on equalities):

None directly arising from this report.

Safeguarding Implications:

None

Impact on the Customer:

The Interim Housing Position Statement is intended to be a helpful document clarifying for both applicants and the community, the local planning authority's approach to decision-making on planning applications for housing.

1.0 INTRODUCTION

- 1.1** Members will know that the National Planning Policy Framework (NPPF) requires local planning authorities to identify and update annually a supply of specific deliverable sites sufficient to provide a minimum of five years' worth of housing.
- 1.2** Tewkesbury Borough Council recently published its annual Five-Year Housing Land Supply Statement for the monitoring period 1 April 2023 – 31 March 2028¹. This confirmed that, as at 31 March 2023, it could demonstrate 3.24 years' supply (including a 5% buffer).
- 1.3** As a consequence of the shortfall, the NPPF introduces a presumption that planning permissions for development involving the provision of housing should be granted (except where there are clear reasons for refusal to protect certain areas or assets of particular importance). This 'presumption' is commonly referred to as the 'tilted balance' in deciding planning applications.
- 1.4** The NPPF does not require local planning authorities to undertake any specific measures such as preparing an action plan in response to a shortfall in five year housing land supply. Nonetheless, it is essential that the Council restores a satisfactory housing supply position as quickly as possible. Accordingly, an Interim Housing Position Statement (IHPS) has been prepared to set out informal guidance on how this can be most effectively achieved.

2.0 PURPOSE OF THE INTERIM HOUSING POSITION STATEMENT

- 2.1** The purposes of the IHPS are principally to acknowledge the significant shortfall in housing land supply in Tewkesbury Borough and explain what actions the Council will take in ensuring this is redressed. The IHPS is essentially a statement of intent designed to inform both applicants and communities in setting out:
- the sorts of locations and types of housing proposal which are likely to accrue most weight in operating the tilted balance; and
 - the actions the Council will take, or encourage others to take, as part of its development management process.
- 2.2** It should be noted that the triggering of the tilted balance does not alter the statutory basis for deciding proposals for housing. Planning law requires all applications to be determined in accordance with the development plan unless material considerations indicate otherwise. In this context, the Development Plan for Tewkesbury Borough comprises the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy 2011 – 2031 (the JCS), the Tewkesbury Borough Plan 2011 - 2031 and the 'made' Neighbourhood Plans throughout the Borough.
- 2.3** However, where it is concluded that an individual proposal for housing does not accord with the Development Plan as a whole, the local planning authority is required to go on to assess whether there are any material considerations that indicate that the proposal should be granted. The NPPF is a material consideration and provides that in cases where a five year supply of deliverable housing cannot be demonstrated that (subject to certain exemptions) permission is to be granted unless any adverse effects of doing so would "significantly and demonstrably" outweigh the benefits when assessed against the policies in the NPPF taken as a whole. As such, the NPPF's tilted balance will be a material consideration to be taken into account (along with any other material considerations relevant to the case) in deciding whether or not to grant planning permission.

¹ [TBC-Five-Year-Supply-Statement-Oct-2023-FINAL.pdf \(tewkesbury.gov.uk\)](#)

- 2.4** In this context, and as noted above, the IHPS would provide informal guidance on the circumstances in which the benefits of housing are likely to carry most weight in operating the tilted balance; and hence where the benefits are less likely to be outweighed by adverse impacts of development.
- 2.5** In summary, such circumstances might include where sites are of a size, type and location where housing would be 'deliverable' and provide housing without delay. It may also include cases where the development would represent sustainable development by providing good quality housing in the right locations having regard to the Development Plan and the NPPF. Amongst other considerations, this could consist of appropriately designed schemes which relate well to existing settlements, facilitate sustainable travel, involve a suitable size, mix and type of dwellings, respect landscape character and avoid environmental harm.
- 2.6** In this way, it is considered the IHPS would assist in supporting genuinely sustainable development and ensure a consistent approach to decision-making under the tilted balance.
- 2.7** The draft IHPS also proposes a number of actions which, where appropriate, could expedite the development management and development processes. These include encouraging early engagement between applicants and communities, imposing non-standard planning conditions requiring earlier commencement of development and streamlining s106 and validation procedures.

3.0 CONSULTATION

- 3.1** The draft IHPS is intended to serve as informal guidance relating to existing planning policy, and public consultation is not therefore necessary. A briefing for Town and Parish Councils has been arranged, and a summary of any views expressed will be given to Council.

4.0 ASSOCIATED RISKS

- 4.1** Failing to approach decision-making in an effective and consistent way would be likely to perpetuate a shortfall in housing land supply. This would lead to a prolonged period of uncertainty with more housing proposals being decided at appeal, the attendant costs and risks of seeing housing development granted contrary to adopted local planning policies.

5.0 MONITORING

- 5.1** It is proposed that the IHPS be subject to periodic monitoring at least annually, in order to assess its effectiveness and inform any necessary review.

6.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

- 6.1**
- Council Plan – all priorities and objectives relating to sustainable development and place.
 - Gloucester, Cheltenham and Tewkesbury Joint Core Strategy 2011 – 2031
 - Tewkesbury Borough Plan 2011 - 2031
 - 'Made' Neighbourhood Plans throughout the Borough.

Background Papers: None

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Appendices: Appendix 1. Draft Interim Housing Position Statement

Tewkesbury Borough Council
Draft Interim Housing Position Statement
November 2023

DRAFT



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DRAFT

1. Summary, Background and Purpose of this Interim Housing Position Statement

- 1.1. Tewkesbury Borough Council confirmed, in its latest Annual Five Year Housing Land Supply Statement (1st April 2023-based)¹, that it is not currently able to show a five years' worth of housing, as required by paragraph 74 of the National Planning Policy Framework (NPPF)².
- 1.2. The consequence of this is set out in paragraph 11 of the NPPF and described in more detail below. In summary, it means that (with certain exceptions) planning applications involving the provision of housing should be granted permission unless any adverse impacts of doing so would "significantly and demonstrably" outweigh the benefits. This approach is commonly referred to as the "tilted balance".
- 1.3. This does not mean that local planning policies are irrelevant. They remain the statutory starting point for assessing the merits of individual planning applications. All development, whether approved under the tilted balance or otherwise, should provide "sustainable development". As such, all new housing should, for example, be of a high standard, accessible and of a scale and nature appropriate to its location. It should also be acceptable taking into account the amenity of occupiers of neighbouring properties and all other wider environmental, social and economic planning considerations. These are all matters assessed in accordance with relevant local planning policies and the NPPF.
- 1.4. Accordingly, in applying the tilted balance to proposals that conflict with the Development Plan as a whole, relevant local planning policies (including in 'made' neighbourhood plans) will be used together with the NPPF as the basis to judge the degree to which any adverse impacts resulting from the development would outweigh the benefits.
- 1.5. Although no specific formal actions are required other than the application of the tilted balance, the Council recognises the pressing need to re-establish a satisfactory housing supply position. This Interim Housing Position Statement sets out the actions the Council will take in seeking to address this need.

This Interim Housing Position Statement is not planning policy. Instead, it acknowledges the current housing land supply shortfall and is a statement of intent, for communities and applicants, setting out the actions the Council will take to support the provision of appropriate forms housing and restore a five year housing land supply. This includes:

1. Outlining the sort of locations and types of proposal for housing which are most likely to be viewed favourably in operating the tilted balance; and
2. Describing the actions the Council will take, or encourage others to take, as part of its development management process.

¹ [TBC-Five-Year-Supply-Statement-Oct-2023-FINAL.pdf \(tewkesbury.gov.uk\)](#)

² [National Planning Policy Framework \(publishing.service.gov.uk\)](#)

2. Local Planning Policy Context

- 2.1. The National Planning Policy Framework (NPPF) (September 2023) is a material consideration in making planning decisions. The NPPF makes it clear that plans and decisions should apply a presumption in favour of sustainable development. For decision-taking this means:
- Approving development proposals that accord with an up-to-date development plan without delay; or
 - Where there are no relevant development plan policies, or the policies which are most important for determining the application are out-of-date (which includes for applications involving the provision of housing where a local planning authority cannot demonstrate a five year supply of deliverable housing sites), granting permission unless:
 - The application of policies in the Framework that protect areas or assets of particular importance provides a clear reason for refusing the development proposed; or
 - Any adverse impacts of doing so would significantly and demonstrably outweigh the benefits, when assessed against the policies in the Framework as a whole.
- 2.2. This does not alter the fact that planning law requires that applications for planning permission must be determined in accordance with the development plan unless material considerations indicate otherwise. In this context, the Development Plan for Tewkesbury Borough comprises the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy 2011 – 2031 (the JCS)³, the Tewkesbury Borough Plan 2011 - 2031⁴ and the ‘made’ Neighbourhood Plans within the Borough.
- 2.3. Current made Neighbourhood Plans are as follows:
- [Alderton neighbourhood development plan](#)
 - [Churchdown and Innsworth neighbourhood plan](#)
 - [Down Hatherley, Norton and Twigworth neighbourhood development plan](#)
 - [Gotherington neighbourhood development plan](#)
 - [Highnam neighbourhood development plan](#)
 - [Twynning neighbourhood development plan](#)
 - [Winchcombe and Sudeley neighbourhood development plan](#)
 - [Aschurch Rural neighbourhood development plan](#)
 - [The Leigh neighbourhood development plan](#)
 - [Woodmancote neighbourhood plan](#)
- 2.4. The intention is for the Council to be able to guide development to appropriate and sustainable locations using this document to assist in the consideration and assessment of planning applications. It seeks to ensure that housing proposals submitted in advance of the emerging Local Plan⁵ are assessed in a consistent manner against national policy and guidance, with the aim of determining that the most appropriate development comes forward in the most suitable locations.

³ [Gloucester, Cheltenham and Tewkesbury Joint Core Strategy 2011 - 2031](#)

⁴ [Tewkesbury Borough Plan 2011 - 2031](#)

⁵ Emerging Cheltenham, Gloucester and Tewkesbury Strategic and Local Plan

3. Approach to decision making – Types and Location of Housing

- 3.1. As noted above, with certain exceptions, the tilted balance will be applied where it has been concluded by the Local Planning Authority that an individual proposal does not accord as a whole with the Development Plan. In such cases, the NPPF requirement to assess whether any adverse effects significantly and demonstrably outweigh the benefits becomes a material consideration to apply before making a decision.
- 3.2. In general, applications will be more likely to be granted planning permission in the following circumstances:

... Where they are “deliverable”

- 3.3. An essential element in boosting housing land supply is to enable developments that are “deliverable”. The NPPF definition of a deliverable site is one which is available now, offer a suitable location for development now, and be achievable with a realistic prospect that housing will be delivered on the site within 5 years.
- 3.4. Applications can demonstrate that proposed development is “deliverable” as part of the submitted documents. Deliverable sites will be those that are not, for example, dependent upon provision of significant off-site infrastructure which would prevent them from delivering completed dwellings within 5 years. Evidence of the site deliverability can also be demonstrated where all the land required to deliver the proposed housing is in the applicant’s control.
- 3.5. Applicants can also evidence that they intend to develop sites promptly following the grant of permission so that proposals will begin to be delivered within a short period and deliver housing (for example through the submission of a draft phasing plan).
- 3.6. Applications for full planning permission, rather than outline consent, are more likely to lead to the early delivery of housing. For larger schemes, hybrid applications (part full and part outline) may also demonstrate a greater commitment to delivery. In cases where outline planning applications are made, the submission of a parameter plan showing housing mix and layout would assist in providing greater certainty over how housing might be delivered in a timely manner.

... Where they represent good quality housing in the right locations

- 3.7. The adopted local planning policies define settlement boundaries to focus growth within the most sustainable settlements and protect the intrinsic character and beauty of the countryside. As the Council is unable to demonstrate a five year supply of deliverable housing sites and, pending the adoption of a new Strategic and Local Plan, it is acknowledged that the settlement boundaries in themselves will not determine whether housing development is acceptable. In these circumstances, good quality housing and appropriate locations are therefore likely to consist of:
1. Those which are suitably located in relation to existing sustainable settlements, with access to the facilities and services that are generally likely to be required by new residents by

suitable vehicular, pedestrian and cycling links, including new and upgraded routes. Current planning policies within the JCS Core Strategy and the Tewkesbury Borough Local Plan set out the settlement hierarchy which identify the most sustainable settlements and will inform consideration of any housing proposal.

2. Schemes where the scale of development proposed is appropriate having regard to the settlement's location in the hierarchy and the range of facilities which would make it a sustainable location.
 3. Development which would be of a high standard of design quality and accord with all of the urban design, architectural design and sustainable design principles identified in local and national policies and respecting the existing settlement pattern and characteristics.
 4. Proposals which consider the best and most efficient use of the land, whilst responding to the existing character and distinctiveness of the settlement and surrounding area; and schemes which avoid low density or piecemeal development, including the artificial subdivision of larger land parcels.
 5. Proposals which would not result in unacceptable harm to areas designated for their landscape or ecological value, or the character of the surrounding countryside. Applicants would be advised to have regard to the Council's most up to date landscape sensitivity study.
 6. Proposals which would not have an unacceptable impact on the highway safety, or severe residual impacts on the highway network, and would provide for safe and convenient pedestrian and cycle access to key community facilities and services within the settlement or nearby settlement.
 7. Development which would be located in areas at lowest risk of flooding.
 8. Proposals which avoid inappropriate development in the Green Belt which is, by definition, harmful.
 9. Proposals for development that would not be likely to result in the loss or deterioration of irreplaceable habitats such as ancient woodland and veteran trees.
 10. Proposals which would be deliverable and viable, having regard to the provision of necessary on-site infrastructure, including affordable housing, green infrastructure, biodiversity net gain and other requirements; and those which would not be dependent upon delivery of significant enabling off-site infrastructure that would hold back early delivery of housing contributing to the five year land supply.
 11. Proposals include provision of an appropriate mix of housing to meet local needs including affordable housing in line with Council policies and national guidance and local housing needs evidence, currently set out in the [Gloucestershire Local Housing Needs Assessment \(2020\)](#).
 12. Schemes which demonstrate high standards of sustainable construction to address carbon reduction and climate change. This could include evidence relating to water supply, efficiency and disposal in line with the Water Framework Directive.
- 3.8. The above points do not set out a comprehensive list of planning considerations or a full range of relevant national and local planning policy and practice that will be applied when assessing and determining planning applications for residential development. The final planning assessment and the balancing of all considerations will need to be applied in the decision-making process on a case-by-case basis. This IHPS should be read alongside all relevant local and national policy and guidance.

4. Approach to decision-making- Development Management Procedures

Planning applications for housing

- 4.1. Planning applications for housing which would be acceptable and likely to make an important contribution to housing land supply will be identified at an early stage in the application process, with a focus on achieving timely decisions.

Early Engagement

- 4.2. In bringing forward future applications the Council would encourage applicants to undertake early and meaningful engagement with the local community and relevant stakeholders regarding their proposals for development. In particular, the Council would encourage early and direct engagement with relevant town and parish councils with a view to understanding and where appropriate responding to their priorities prior to submission of a planning application.
- 4.3. Preapplication process – the Council would also proactively encourage the early submission of pre-application proposals seeking to flush out, at an early stage, the key issues for consideration and concerns relating to any application proposal. The Council will seek to do this in a collaborative way, accepting that the absence of any detailed input of key consultees may give rise to a “subject to” comment in any advice that is provided.
- 4.4. Planning Performance Agreements (PPAs) – the Council has experience of delivering development proposals by early engagement through Planning Performance Agreement arrangements. This is a bespoke way of entering into early dialogue on emerging proposals, leading through to application submission and determination, and ultimately condition discharge on successful schemes. The Council can provide more certainty of timescales through managing the PPA process and being able to dedicate resources to those projects. The Council would encourage early conversations with Development Management Team to decide whether PPA is an appropriate route for a potential project.

Speeding up delivery following decision

- 4.5. The Council will seek to condition any planning permission to commence within 2 years from date of grant of planning permission to maximise the likelihood of delivery of housing in the short term. Where outline permission is granted, the Council will take a similar approach in reducing the implementation period to ensure expedient carrying out of development.
- 4.6. There will also be a change to recommendations in committee reports where permission is delegated subject to the completion of a S106 agreement. This will include a resolution that if the S106 is not concluded within 12 weeks of the resolution to permit, officers will have delegated authority to refuse the application. This will ensure that permissions are delivered in a timely manner, assisting in the reduction of the lead in time for completions to take place on sites.

A review of S106 procedures

- 4.7. Where positive pre-application advice has been provided, resulting in the identification of required planning obligations, the submission of a draft legal agreement with the planning application will be encouraged. This should enable the agreement to be ready for signature on the point of decision-making.
- 4.8. In parallel with this, the Council is working towards the production of a standard S106/Unilateral Undertaking template to assist and speed up this process.

Wider Review of the Validation Checklist

- 4.9. The Development Management team will be reviewing and updating the Validation Checklist to set out the submission package required to support valid planning applications made to the Council. Developers complying with the provisions of current and updated guidance will assist in reducing validation times. The updated Validation Checklist is scheduled to be in place by March 2024.

5. Future Review of this Statement

- 5.1. Monitoring and review of this statement will take place periodically, and no later than 12 months following adoption. Such reviews will establish if the shortfall for housing has been reduced and assess the overall effectiveness of this IHPS.

EXECUTIVE COMMITTEE FORWARD PLAN

STANDING ITEMS:

- Executive Committee Forward Plan – To consider forthcoming items.
- Feedback from Chair of Overview & Scrutiny Committee.
- Feedback from Chair of Audit & Governance Committee – following Audit & Governance Committee meetings.

Additions to 9 November 2023

- Cheltenham, Gloucester and Tewkesbury Strategic and Local Plan Public Consultation (Regulation 18)
- Tewkesbury Interim Housing Position Statement

Deletions from 9 November 2023

- Economic Development and Tourism Strategy – deferred pending the outcome of Gloucestershire County Council’s strategy.

Committee Date: 29 November 2023

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

NB – Items in bold are changes from the previous plan

Agenda Item 10

Committee Date: 29 November 2023					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
137 Taxi and Private Hire Licensing Policy.	Policy which promotes and sets the standard for the safety and protection of the public; high standards of vehicle safety, ensure that the decision-making processes are transparent etc. <i>(Key governance and service policy)</i>	Licensing Team Leader	Lead Member for Clean and Green Environment	Review of draft revised policy for consultation by Licensing Committee on 15 June 2023. Agenda for Licensing on Thursday, 15 June 2023, 2:30 pm - Tewkesbury Borough Council	No.
Street Trading Licensing Policy	A policy to create a trading environment in which street trading complements existing premises-based retailing activities, is sensitive to the needs and concerns of residents and provides diversity in terms of consumer choice. <i>(Key governance and service policy)</i>	Licensing Team Leader	Lead Member for Clean and Green Environment	Review of draft revised policy for consultation by Licensing Committee on 15 June 2023. Agenda for Licensing on Thursday, 15 June 2023, 2:30 pm - Tewkesbury Borough Council	No.

NB – Items in bold are changes from the previous plan

Committee Date: 29 November 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
Asset Management Plan	To provide a framework which can secure the operational and financial benefits of the corporate estate. <i>(Action within the Council Plan 2020/24)</i>	Head of Service: Asset Management	Lead Member for Finance and Asset Management	None.	No.
Council Tax, Housing Benefit and Council Tax Support Penalty and Prosecution Policy	This policy sets out the Council's approach to prosecution and other sanctions in cases of fraud or misinformation in respect of Council Tax Support, Council Tax and Housing Benefit. <i>(Service related policy)</i>	Head of Service: Counter Fraud and Enforcement Unit	Lead Member for Finance and Asset Management	Current policy approved by Executive Committee 30 August 2017. Agenda for Executive on Wednesday, 30 August 2017, 2:00 pm - Tewkesbury Borough Council	No.

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NB – Items in bold are changes from the previous plan

Committee Date: 29 November 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
Council Tax, Business Rates and Housing Benefits Overpayments Debt Recovery Policy	To approve the policy. <i>(Service related policy)</i>	Head of Service: Revenues and Benefits	Lead Member for Finance and Asset Management	None.	No - moved from pending items.
Discretionary Support Policy	To approve the policy. <i>(Service related policy)</i>	Head of Service: Revenues and Benefits	Lead Member for Finance and Asset Management	None.	No.
New Waste Depot	To approve the project approach and principles for a new waste depot with partner council(s). <i>(Fundamental to service delivery)</i>	Director: Communities	Lead Member for Clean and Green Environment	Discussed at Executive Committee/Chief Officer Group – 22 August 2023	No. – Delayed due to a key member of staff from one of the partner Councils moving jobs – awaiting notification of a lead Officer for that Council to be able to start to develop a high level project plan. Moved to pending items until timescales are clear.

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NB – Items in bold are changes from the previous plan

Committee Date: 29 November 2023					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
Confidential Item: Irrecoverable Debts Write-Off Report	To approve the write-off of irrecoverable debts.	Head of Service: Revenues and Benefits	Lead Member for Finance and Asset Management	None.	No.

Committee Date: 10 January 2024					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
141 Medium Term Financial Strategy (Annual).	To recommend to Council the adoption of the five-year MTFS which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period. <i>(Council's key strategic financial plan)</i>	Executive Director: Resources and S151	Lead Member for Finance and Asset Management	MTFS 2023/24-2027/28 approved by Council 24 January 2023. Agenda for Council on Tuesday, 24 January 2023, 6:00 pm - Tewkesbury Borough Council	No.
Housing Strategy Monitoring Report (Annual).	To approve the annual action plan to deliver the priorities within the strategy. <i>(Priority within the Council Plan 2020-24)</i>	Head of Service: Housing	Lead Member for Housing Health and Wellbeing	Housing and Homelessness Strategy 2022-2026 approved by Council 12 April 2022 Agenda for Council on Tuesday, 12 April 2022, 6:00 pm - Tewkesbury Borough Council	No.

NB – Items in bold are changes from the previous plan

Committee Date: 10 January 2024

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

NB – Items in bold are changes from the previous plan

Committee Date: 10 January 2024

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

NB – Items in bold are changes from the previous plan

Committee Date: 7 February 2024

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
Budget 2024/25 (Annual). 144	Section 32 of the Local Government Finance Act 1992 requires a balanced budget to be set on a timely basis and resultant Council tax setting. <i>(Statutory report)</i>	Executive Director: Resources and S151.	Lead Member for Finance and Asset Management	Previous budget (2023/24) approved by Council 21 February 2023. Agenda for Council on Tuesday, 21 February 2023, 6:00 pm - Tewkesbury Borough Council NB: Transform Working Group will meet from September onwards to consider the budget formulation.	No.

NB – Items in bold are changes from the previous plan

Committee Date: 20 March 2024					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
145 Council Plan Performance Tracker – Quarter Three 2023/24.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management information. <i>(Council Plan is the strategic document which sets out the priorities of the Council)</i>	Director: Corporate Resources	Leader of the Council	None - will be presented to Overview and Scrutiny Committee on 13 February 2024.	No.
New Council Plan 2024-2029	To make a recommendation to Council which sets out the new strategic priorities and ambition for the Council. <i>(Council Plan is the strategic document which sets out the priorities of the Council)</i>	Director: Corporate Resources	Leader of the Council	None – new plan to be developed from September onwards.	No.

NB – Items in bold are changes from the previous plan

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

NB – Items in bold are changes from the previous plan

PENDING ITEMS

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Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
First Floor Refurbishment Project.	To approve the project.	Head of Service: Asset Management.	Lead Member for Finance and Asset Management	Moved from 6 September 2023 as this will not be delivered until the new heating system is in place.
CIL Review of Charging Schedule(s) with the new 'draft' Charging Schedule submitted for approval to go out to formal public consultation.	To consider and make a recommendation to Council.	Associate Director: Planning	Lead Member for Built Environment	January 2022. JSP partners to undertake the review at the same time.
Capital Funding for Additional Waste Vehicle.	To receive a report following exploration of the mechanism for requesting additional capital funding for an additional waste vehicle, and for adding the provision of a new waste collection depot to the Infrastructure List to enable Community Infrastructure Levy funding to be used.	Head of Service: Waste and Recycling	Lead Member for Clean and Green Environment	Request by Overview and Scrutiny Committee April 2022. – Covered by new vehicle procurement so no longer needed.

NB – Items in bold are changes from the previous plan

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Council Tax, Business Rates and Housing Benefits Overpayments Debt Recovery Policy	To approve the Council Tax, Business Rates and Housing Benefits Overpayments Debt Recovery Policy.	Director: Corporate Resources	Lead Member for Finance and Asset Management	21 June 2022 – Moved to 29 November 2023
Equalities and Diversity Policy.	To approve the Equalities and Diversity Policy.	Associate Director: People, Culture and Performance	Lead Member for Staff and Culture	Removed from 5 October 2022 and added to pending on 21 September 2022.
To approve the 'Health in All Policies' policy.	To approve a policy to better consider the Council's approach to health and wellbeing in the community.	Director: Communities.	Lead Member for Housing, Health and Wellbeing	Removed from 1 February 2023 until the policy has been considered by Management Team.
Volunteering Policy.	To approve the Volunteering Policy.	Associate Director: People, Culture and Performance	Lead Member for Staff and Culture	Removed from 1 March 2023 until the new Council is in place.

NB – Items in bold are changes from the previous plan

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
<p>Economic Development and Tourism Strategy.</p>	<p>The strategy outlines how the Council will help promote a strong and diverse local economy, support business growth, inform spatial planning strategy, support regeneration, encourage inward investment and maximise visitor numbers to the area.</p> <p><i>(Council priority)</i></p>	<p>Head of Service: Community and Economic Development</p>	<p>Lead Member for Economic Development/Promotion</p>	<p>Deferred from October 2023 pending the outcome of Gloucestershire County Council's strategy.</p>

NB – Items in bold are changes from the previous plan

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
New Waste Depot	To approve the project approach and principles for a new waste depot with partner council(s). <i>(Fundamental to service delivery)</i>	Director: Communities	Lead Member for Clean and Green Environment	Yes – due to be considered at the meeting on 29 November 2023. Delayed due to a key member of staff from one of the partner Councils moving jobs – awaiting notification of a lead Officer for that Council to be able to start to develop a high level project plan. Moved to pending items until timescales are clear.

NB – Items in bold are changes from the previous plan

ITEMS FOR 2024/25

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Has agenda item previously been deferred? Details and date of deferment required
Parking Strategy Review	To approve the revised Parking Strategy.	Executive Director: Place	Lead Member for Economic Development/Promotion	Agreed with Lead Member in August 2023 to defer the previous review and for a new review to be carried out in 2024/25.
Pavement Licensing Policy	To approve the policy.	Licensing Team Leader	Lead Member for Clean and Green Environment	Due to be considered in September 2023 but moved to 2024/25 due to delay with legislation.

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NB – Items in bold are changes from the previous plan

Document is Restricted