

Tewkesbury Borough



Council Plan 2016-20

Year 4: 2019



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Foreword

We are now entering the final year of our Council Plan 2016 - 2020. Last year was a really busy one for the council and we made great progress in many of our plan's actions. This year, our priorities and objectives remain the same with updated actions to be achieved in order to drive forward our vision:

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

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

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

The third year of our plan saw some fantastic achievements, including maximising the use of our Public Services Centre, developing a concept masterplan for Ashchurch and Junction 9, appointing regeneration experts for the development of Spring Gardens and far exceeding our target for the delivery of affordable homes.

But we are not a council to rest on our laurels, and on top of the excellent achievements we have made so far, we will continue to push really hard during this final year of the Council Plan to deliver even more transformational projects. We will keep using the pressures we face to force us to think differently about how we shape and deliver our services.

This next year will be an exciting and challenging one for Tewkesbury Borough Council. We will continue to deliver excellent customer-focused services in the face of increasing financial pressure. Our council tax remains one of the lowest in the country and has been for many years – we really are experts in doing more for less.

This will be an opportunistic time for our local businesses too – the successful launch of our business growth hub in our Public Services Centre means we can now offer targeted support to local businesses of all types, from pre-start to existing companies and organisations looking to grow.

Over the lifetime of this plan we have continued to become less risk averse and have moved forward with our commercial approach to generate income. We have now introduced a new Commercial Strategy – a high level document which will help drive forward further commercial opportunities so we can provide excellent value-for-money while still meeting customers' needs.

Our Council Plan recognises that there is more of a role for councils than just operational service delivery. The future for Tewkesbury Borough is based around wider issues such as infrastructure, communities and housing delivery – you will see these issues feature as priorities and actions within the plan.

You will also see (on pages 11 and 12) that we have made lots of achievements under each of our priorities throughout the last year and we will continue to drive this progress forward throughout the coming year.



Top: Councillor Rob Bird
Leader of the Council
Bottom: Councillor Jim Mason
Deputy Leader of the Council

Tewkesbury Borough

Our borough is predominantly rural and located in the north of the county extending southwards beyond Gloucester and Cheltenham. The eastern part of the borough lies within the Cotswold AONB. Our population is roughly 90,332 made up of 41,000 households spread across 160 square miles. It has an excellent location at the heart of the M5 corridor.



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



A snapshot of Tewkesbury Borough

- The borough has a population of around 90,332, with ONS projections of 99,700 by 2028 and 106,100 by 2039.
- Projections suggest the number of people aged 65 and above will increase from 19,500 in 2016 to 31,700 in 2039, an increase of 63%. This compares to a projected increase of 12% for the 0-19 year old population and 5% for the 20-64 year old population.
- The proportion of Black and Minority Ethnicity (BME) population rose from 1.4% to 2.5% between 2001 and 2011 (lower than the county and national %). "White Other" population has more than doubled between 2001 and 2015, from 940 to 2,106.
- The borough has a highly skilled workforce that reflects the nature and demand of a high technology manufacturing and service base, which is projected to grow.
- The borough remains an established centre for manufacturing and this represents 23.2% of overall employment in Tewkesbury Borough.
- The current employment rate of 16-64 year olds is 84.7%, which is higher than the national rate of 75% and the county rate of 82.1%
- Claimant unemployment is 1.3%, which is below the county average of 1.5% and the national rate of 2.2%.
- Life expectancy at birth is 80.8 years for males and 84.7 years for females, which is slightly higher than the county average and significantly higher than the national average.
- 16.5% of residents reported having a long term health problem or disability, broadly in line with the county average and below the regional and national average.
- Two thirds of the borough are ranked within the 40% least deprived areas in England, accounting for 65% of the population. The borough has small pockets of deprivation ranked in the top 20% deprived areas nationally.
- The borough experiences crime rates much lower than the overall rates for England and Wales, south west region and Gloucestershire county.



Our vision and values

2016-20

Our vision is to make:

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

Our values

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

✓ Puts customers first

We will put the needs of our customers at the heart of what we do and listen to what they say, treating people fairly and without bias.

✓ Is positive about working with others

We recognise we cannot achieve our vision by working alone. We will continue to develop productive working relationships with other organisations and our communities, including the voluntary sector, town and parish councils and neighbourhood groups to achieve common goals.

✓ Values our employees

We will support, praise and invest in our workforce to develop our organisation.

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



Our priorities and objectives 2016-20

● Finances and resources

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

● Promoting and supporting economic growth

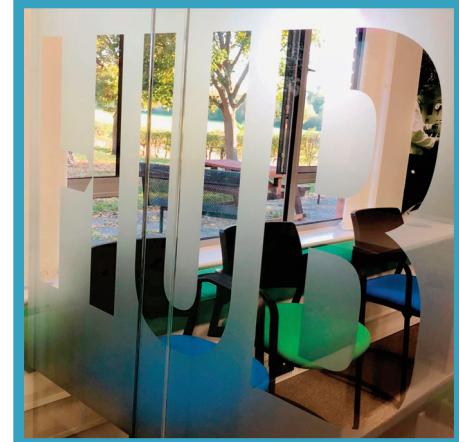
- Deliver our strategic plans.
- Deliver employment land.
- Maximise the growth potential of the M5 junctions.
- Deliver regeneration for Tewkesbury town.
- Promote the borough as a visitor attraction.

● Growing and supporting communities

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

● Customer-focused services

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

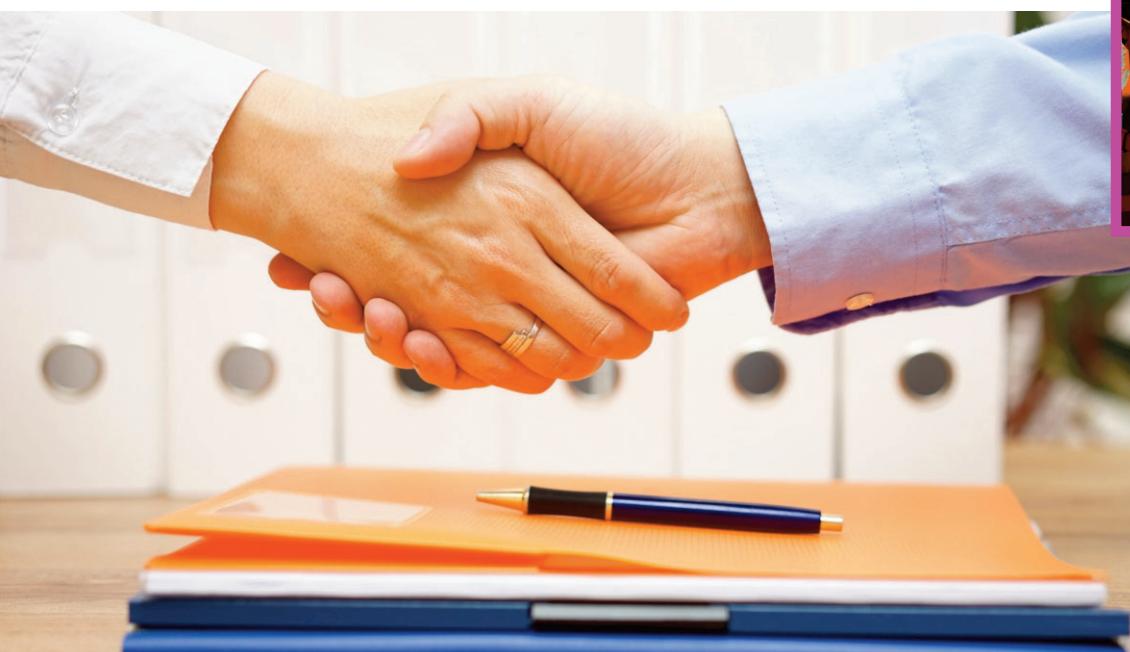


Why this is a priority

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

To deliver this priority, our objectives and actions are:

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



Promoting and supporting economic growth

Why this is a priority

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

To deliver this priority, our objectives and actions are:

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



Growing and supporting

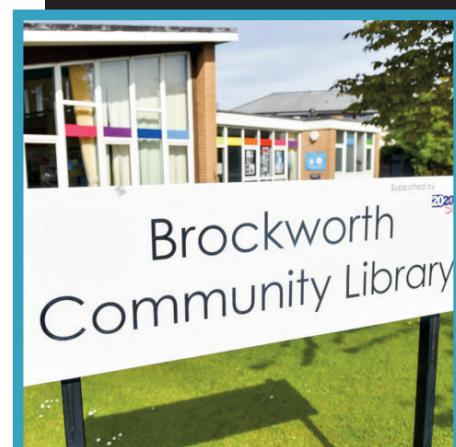
communities

Why this is a priority

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

To deliver this priority, our objectives and actions are:

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



Why this is a priority

One of our core values is to put the needs of our customers at the heart of what we do and listen to what they say. We want to provide the best possible service to all of our customers, particularly in terms of resolving queries at the first point of contact.

Digital technology is changing our customers' expectations and we want them to be able to access our services when and where they need it. We will work with our partners to make access to all of our services easier.

To deliver this priority, our objectives and actions are:

- **Maintain and improve our culture of continuous service improvement.**
 - a) ~~Deliver improvements through the review of Development Services action plan to create an efficient, effective and economical service.~~
 - b) ~~Deliver improvements through the review of Community Services to create an efficient, effective and economical service.~~
 - a) Implement the One Legal business review and associated case management system replacement.
 - b) To continue to proactively enforce against enviro-crimes including fly-tipping and dog fouling in accordance with the action plan.
 - c) **Deliver our Place Approach.**
 - d) **Review our Advice and Information Centres (AICs)**
- **Further expansion of the Public Services Centre. Maximise partnership working within the Public Services Centre.**
 - a) ~~Deliver the Public Services Centre refurbishment project.~~
 - b) ~~Seek tenants for the remainder of the top floor and other spaces.~~
 - a) Develop a programme to create partnerships within Public Service Centre.
 - b) **To work with health and well-being partners to support the development of a Local Integrated Health Partnership.**
- **To improve customer access to our services and service delivery through digital methods.**
 - a) Explore options to provide online public access to interactive planning policy information maps.
 - b) Introduce the option for paperless billing for council tax and business rates.
 - c) ~~Explore options and deliver a corporate-wide customer relationship management (CRM) system.~~
 - c) **Explore options for a corporate-wide customer relationship management (CRM) system.**
 - d) Investigate digital methods to improve customer engagement.
 - e) **Review our corporate website.**



Keeping our performance on track

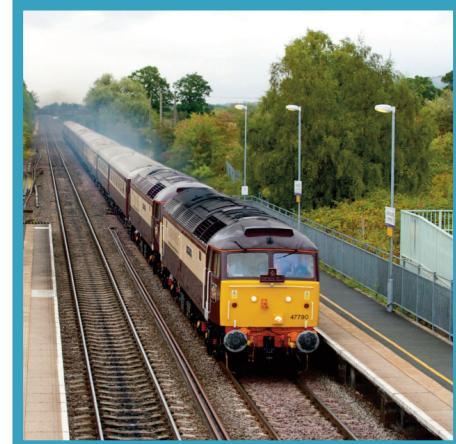
Good performance management is when an organisation knows it is doing the right things well. To monitor how well we are performing, our performance management framework includes a council plan performance tracker. The tracker monitors the progress in delivering the actions which support each priority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

Our performance management framework is supported with effective decision making and where appropriate the consideration of risk, when delivering our objectives. Both of these are key elements of our overall governance framework. To ensure our arrangements are as robust as possible during the course of the year we have undertaken a full review of the council's constitution and have refreshed our risk management framework.

We look forward to reporting our success factors over the final year of the Council Plan (2016-2020).

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

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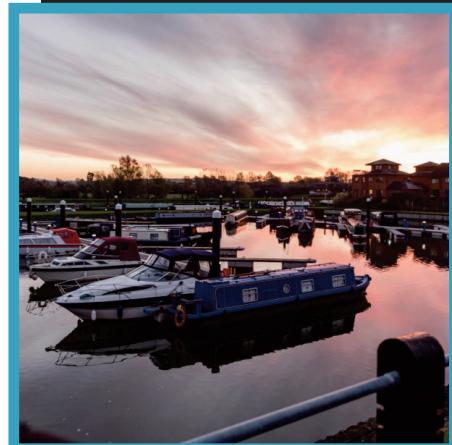
Our achievements 2018-2019

These include;



Finances and resources

- Commercial property investments have been made throughout the year. Our property portfolio of £39.5m is generating an annual gross income of £2.4m.
- We have produced a Medium Term Financial Strategy which has ensured our council tax remains one of the lowest in the country (we are the fifth lowest nationally).
- The Public Services Centre (PSC) refurbishment is complete including a modern and spacious reception area.
- The top floor of the PSC is now fully occupied. Overall rental income from all PSC partners is £270k per annum.
- MACE Group Ltd, development advisor, were successfully appointed to explore the options for redevelopment of the Tewkesbury area including the Spring Gardens car park.
- Approval of a new commercialisation strategy which will explore new income generation initiatives and efficiency savings.



Promoting and supporting economic growth

- We are the first council nationally to incorporate a business Growth Hub within our main council building.
- 30 projects have been approved under the Leader project scheme totalling a value of over £755k across Tewkesbury Borough and the Forest of Dean district.
- We held a successful business event promoting the Economic Development team and the Growth Hub that saw over 100 businesses attend.
- Over 140 community groups have been supported throughout the year to apply for over £1.8million worth of funds since July 2015.
- Concept masterplan for Junction 9 of the M5 has been approved for consultation.



Our achievements 2018-2019



Growing and supporting communities

- Continued support is provided to town and parish councils for the development of neighbourhood plans- 16 parishes are preparing plans and five have been adopted.
- Preferred Options for the Tewkesbury Borough Plan was approved by Council in September and has been subject to consultation.
- Supported Severn Vale Housing Society in respect of their merger with Bromford Housing Group and Merlin Housing Society.
- Joint Core Strategy (JCS) initial Issues and Options consultation was completed in January 2018.
- We have exceeded our target figure of 200 affordable homes delivered in 2018/19.
- We have successfully implemented a new database to manage the new Homelessness Reduction Act Legislation which was brought into force at the beginning of 2018/19.
- Community Infrastructure Levy (CIL) was adopted by Council in October 2018.



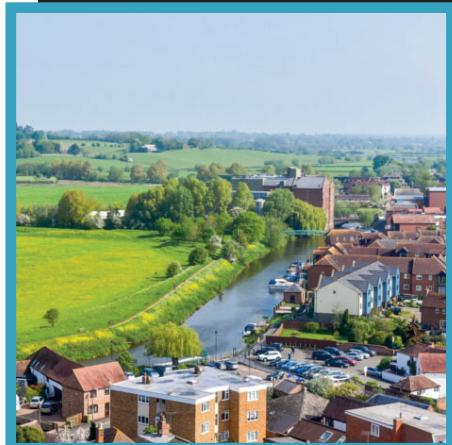
Customer-focussed services

- We continue to provide a £53,000 grant to the Citizen Advice Bureau who supported over 1200 members of our community in the last year.
- The borough maintains a good level of recycling with an average rate of 55% for 2018/19.
- The garden waste club has continued to be a success with over 17,100 sticker licenses being sold. Of which 70% renewed their subscriptions online. Generating an income of nearly £800k.
- Our residents are now able to pay for a variety of services via Paypoint - making paying for bills more accessible for all.
- We have developed new websites on behalf of key partners – Joint Core Strategy, Building Control and Tewkesbury Town Regeneration Partnership.
- We have restructured our community services team to enable them to support business and have undergone a review to improve their service offer.



Photo index

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