

APPENDIX 1 - DEVELOPMENT SERVICES ACTION PLAN

Ref.	Recommendation / Action	Responsible Officer	Target Date	Status	Progress to Date
A – MANAGEMENT AND STUCTURE					
A.1	Implement structural changes to the Development Services service including all necessary consultations with staff.	Head of Development Services / Development Services Management Team	June 2018	✓	Following Council approval in April 2018, the structural changes to Development Services, including all necessary consultations with staff, have been carried out. This includes: implementing the partnership with Gloucester City Council; the appointment of the Technical Planning Manager (in June); and the appointment of the Business Transformation Manager (in August). The Growth and Enterprise Manager was appointed in May and the Hub Navigator in June.
A.2	Investigate further the opportunity for sharing/trading specialist services within the team – e.g. Urban Design, Conservation and Landscape.	Head of Development Services / Development Services Management Team	December 2018	✓	Tewkesbury Borough Council's Urban Design Officer is undertaking work for Gloucester City Council on a regular basis. Whilst we were appointing our Conservation Officer, Conservation Officer services from Gloucester City Council were employed to ensure the continuity of services. Officers are now exploring the possibility of a joint landscape offer with other local authorities in Gloucestershire.

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A – MANAGEMENT AND STUCTURE					
A.3	<p>Devise and implement the Competency framework</p> <p>Importance of enabling managers to manage and team leaders to supervise and coach.</p> <p>i) Draft competency framework</p> <p>ii) Present to management team & HR team</p>	Head of Development Services	October 2018	✓	The competency framework has been drafted and is being piloted in the teams through the Personal and Professional Development (PPD) discussions. This allows the PPD meetings to focus on actions and training opportunities relevant to the officer role.
A.4	Prepare a Training Plan following the Personal and Professional Development (PPD) process and competency framework.	<p>Head of Development Services /</p> <p>Technical Planning Manager /</p> <p>Planning Policy Manager /</p> <p>Economic and Community Development Manager</p>	November 2018	☺	<p>This is underway and will be completed post Personal and Professional Development (PPD) roll out in 2018.</p> <p>This action has been superseded by a corporate roll out of training required. Development Services requirements arising from PPDs will be fed into this.</p>

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A.5	Set out management meetings with structured agendas and action plan reporting.	Head of Development Services / Technical Planning Manager / Business Transformation Manager	March 2018	✓	<p>The Joint Planning Partnership Management Team meetings take place on a monthly basis. Full Development Services meetings take place every quarter. Development Services Management team meetings are diarised monthly.</p> <p>Action implemented, albeit later than anticipated due to officers not being in post until August 2018.</p>

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A – MANAGEMENT AND STUCTURE					
A.6	<p>Maximise digital opportunity – project plan</p> <p>i) New ways of working</p> <p>ii) Identification of opportunities</p> <p>iii) Consideration of options</p>	<p>Head of Development Services /</p> <p>Technical Planning Manager /</p> <p>Business Transformation Manager</p>	December 2018	✓	<p>First Meeting with IT Manager, Business Transformation Manager and Head of Development Services took place in September 2018.</p> <p>Phase 1 comprises a number of projects that are being implemented to maximise the use of existing software for planning application and enforcement case management, customer tracking of planning applications and website improvements to enable customers to self-serve for information.</p> <p>– Phase 2 will be linked to the Digital Methods review and the business case for further automation of work and reduction in the use of paper..</p>

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A – MANAGEMENT AND STUCTURE					
A.7	Devise detailed Key Performance Indicators (KPI)	Head of Development Services / Technical Planning Manager / Business Transformation Manager	October 2018 March 2019	✓	Detailed KPI's were approved by O and S in January 2019 and will be implemented in April 2019.

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B – DEVELOPMENT MANAGEMENT ACTIONS					
B.1	Ensure procedures in place to implement structure:	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Team Leaders			Detailed actions set out below.
	i) Ensure Senior Officers have skills and expertise to make robust recommendations.		March 2018 March 2019	☹	Procedure manual being prepared to reflect practices and processes of both Councils. This is an ongoing project as practices, processes and procedures are currently being reviewed
	ii) Improve consistency and empowerment through development of a policy and procedures manual.		March 2018		To be deleted as covered in B.1 i) above
	iii) Ensure delegated sign-off procedures in place to allow for decisions to be signed off by team leaders (significant majors by exception) and some householders by senior officers		October 2018	✓	Sub-delegation letters issued.

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	iv) Implement sign off procedures to allow greater level of sign off for Team Leaders		May 2018		To be deleted as covered in B.1 iii) above.
	v) Training Plans for each officer with clearly laid out expectations		June 2018		To be deleted as covered in A.4 above.
	vi) Performance manage the speed and quality of decision making.		March 2018 October 2018	✓	National KPIs are monitored together with appeal decisions which are communicated to the team. Further KPI's approved to monitor speed and quality. Suite of management reports being presented to Planning Management Team on a regular basis.
	vii) Reporting and performance check through management teams on a weekly basis (Team leader led).		March 2018 October 2018	✓	Team leaders are having regular meetings with their teams. A suite of management reports have been developed to ensure team leaders have the necessary information to manage their teams.
	viii) Regular check on applications that are close to deadline decision– automated reminders.		March 2018	✓	Idox system utilised to ensure that applications which are about to expire are flagged to officer and team leader.

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	ix) Production of info sheet on key stats and details of new applications submitted and appeals lodged determined etc.		March 2018 October 2018	✓	A Planning key statistics sheet has been produced, first publication sent to Members in October 2018). Further key issues sheet to be prepared in April 2019.
	x) Process of all out-of-time applications – cull/return/determine – backlog reduced by October 2018 and monitored by Development Management /Management Team.		October 2018	✓	Management Team focus session in October on all out of time applications. Data already collected in terms of scale of the issue and officers are working to reduce the backlog. The list will be sent round every month for monitoring.
B.2	Prepare quarterly report to monitor number and type of complaints – reduce number of complaints	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Team Leaders	October 2018	✓	Quarterly reporting of corporate complaints and the issues that are raised are discussed at Development Management Team meetings

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B.3	<p>Devise set of KPIs for DM service Set out benchmark report and impacts of any changes on the service — KPIs</p> <p>— End to end time of planning applications</p> <p>Time to validation etc</p>	<p>Head of Development Services /</p> <p>Technical Planning Manager /</p> <p>Business Transformation Manager /</p> <p>Team Leaders</p>	June 2018		To be deleted as covered in A.7 above.
B.4	<p>Deliver agents' forums</p> <ul style="list-style-type: none"> - Hold inaugural meeting - Hold workshop session 	<p>Head of Development Services /</p> <p>Technical Planning Manager /</p> <p>Business Transformation Manager</p>	<p>January 2018</p> <p>June 2018</p>	✓	<p>A developers' forum was held in January 2018 in Tewkesbury. The Head of Development Services has led on a countywide 'Removing Barriers to Development' group which culminated in a workshop style session in May 2018 which was well attended by all local authorities in the county, Gloucestershire County Council, agents and developers. This led to a detailed action plan on countywide initiatives, many of which dovetail with the work we are doing in Tewkesbury. Further forums will be held to take this work forward; potential to hold a joint forum with Tewkesbury and Gloucester agents in the near future. Potential for a Countywide forum is being</p>

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					discussed under the auspices of the 'Removing Barriers to Development' group.
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B.5	Information Officer to send weekly sheets of performance targets etc. to each officer.	Information Officer	Feb 2018	✓	The Information Officer now sends each officer their key info statistics and has set up a system for each officer to better understand their workload and priorities through better information.
B.6	Develop customer charter / planning charter with service delivery commitments (following workshop).	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Team Leaders	December 2018	✓	Further to the Barriers to Development work the 'Gloucestershire Planning and Development Charter' has been endorsed by the Gloucestershire Economic Growth Committee in March 2019.

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B.7	Review the scheme of delegation (development management functions)	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Team Leaders	October 2018		Action to be deleted as being undertaken as part of a wider corporate review of the scheme of delegation.
B.8	Update validation checklist in line with JCS Investigate portal link to validation – ‘what is needed to submit an application’ app	Head of Development Services / Development Manager / Team leaders	October 2018 December 2018	✓	Revised validation checklists published January 2019 and includes links to the Planning Portal.

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B – DEVELOPMENT MANAGEMENT ACTIONS					
B.9	<p>Ensure commitment from internal and external consultees</p> <ul style="list-style-type: none"> - Seek improvement commitments on speed of return of consultations. 	<p>Head of Development Services /</p> <p>Technical Planning Manager /</p> <p>Business Transformation Manager /</p> <p>Team leaders</p>	<p>June 2018</p> <p>December 2018</p>	☹	Ongoing work to ensure that external consultees provide timely comments.
B.10	<p>Check all legal agreements – monthly planning legal liaison meeting to check progress on cases in consultation with One Legal relating to live cases</p> <ul style="list-style-type: none"> i) Benchmark position June 2018. 	<p>Head of Development Services /</p> <p>Technical Planning Manager /</p> <p>Business Transformation Manager</p>	June 2018	✓	Monthly meetings are taking place, the position has been benchmarked and an action plan is being implemented.

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B.11	Prepare framework/protocol for undertaking Planning Performance Agreements and publicise.	Head of Development Services / Technical Planning Manager / Business Transformation Manager	October 2018	✓	A Protocol and template for Tewkesbury has been prepared and is currently being piloted on a scheme.
B.12	Review whether to propose Local Development Orders (LDO's) for areas where no permitted development rights.	Head of Development Services / Technical Planning Manager / Business Transformation Manager	October 2018 March 2020	☹	Changes to the fee regulations now require a fee for applications resulting from the removal of permitted development rights which reduces the potential benefits of LDO's. Action to be suspended for a year to enable a cost/benefit analysis to be undertaken.

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B – DEVELOPMENT MANAGEMENT ACTIONS					
B.13	Review process of agreeing Section 106 spend i) Workshop S106 review of process and monitoring of spend and process of agreeing spend	Head of Development Services / Technical Planning Manager / Business Transformation Manager	July 2018	✓	The Executive Committee approved a new process for administering and approving Section 106 spending in July 2018.
	ii) Create and publicise s106 templates & standard clauses – web accessible	Head of Development Services / Technical Planning Manager / Business Transformation Manager	July 2018 March 2020	☹	This is also an action in the LEP “Barriers to Development” Action Plan for Gloucestershire. Therefore it is recommended that the timetable be aligned with the Barriers Action Plan.

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B.14	Prepare Enforcement Plan	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Enforcement Officer	June 2018	✓	The Planning Enforcement Plan was adopted by the Executive Committee at the beginning of July 2018.
B.15	Ensure more user-friendly enforcement information is available for Members on planning web via Idox - Survey of all Members' information <ul style="list-style-type: none"> • requirements • Action • Training 	Head of Development Services / Senior Planning and Enforcement Officer Technical Planning Manager	April 2018 October 2019	☹	This action has been delayed due to vacancies in the Planning Enforcement Team and the focus of the team has been on progressing the backlog of high profile enforcement cases. This action will be progressed when the new Senior Planning and Enforcement Officer starts in May 2019. A questionnaire will be sent to Members to ascertain what information would be helpful. The revised target date is October 2019.

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B.16	Maximise digital opportunity <ul style="list-style-type: none"> – Uniform as the main file and point of all contact – Back scan all files in PSC and index – Planning on line to maximise self-service – one-click on polygon to gain info on policy, constraints and planning history 	Head of Development Services / Technical Planning Manager / Business Transformation Manager	Project Plan June 2018	✓	A project plan is in place. Progress to date is being monitored however there has been a delay in implementing some of the actions although it is anticipated that a contract for the scanning and indexing of files will be let in the Summer of 2019.
B.17	Review “duty” service <ul style="list-style-type: none"> ii) Plan and rota iii) Increased service train hub ambassadors – ensure hub-ready 	Head of Development Services / Technical Planning Manager / Business Transformation Manager	June 2018	✓	The planning team is piloting the hub-ready service with the Growth Hub.

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B.18	Implement Development Team approach link to Planning Performance Agreement and Place Strategy 'From Plan to Place'– pilot on scheme.	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Team Leaders	June 2018	✓	Planning Performance Agreements are in place and require a development team approach.
B.19	Ensure business friendly approach to development. Designate senior planning officer as a Business Champion – first contact for business in relation to planning issues.	Head of Development Services / Technical Planning Manager / Business Transformation Manager	May 2018	✓	Hub ambassadors appointed and operating in the Growth Hub.

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B.20	Manage five key officer-led workstreams <ul style="list-style-type: none"> i) Validation ii) Consultation Responses iii) Communication with customers iv) Pre-app speed and consistency v) Communication and understanding of planning process 	Head of Development Services / Technical Planning Manager / Business Transformation Manager / Development Management officers	June 2018	✓	Key officers have been nominated to lead these workstreams and the outcomes will feed into the procedures manual.
B.21	Improve clarity of “who’s who” and what is happening at Planning Committee: <ul style="list-style-type: none"> – Explanatory pamphlet – Introduction from the Chair – Recap of decision made (to the public gallery) 	Head of Development Services / Technical Planning Manager / Business Transformation Manager	December 2018	✓	Explanatory pamphlet for Planning Committee published for the December 2018 Committee.

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B.22	Member training — Devise training schedule — Deliver training	Head of Development Services / Technical Planning Manager / Business Transformation Manager	April 2018	☹	A corporate induction and training programme is being prepared for the new Council in May 2019 and will include the Planning requirements. This action will therefore be deleted from the Development Services action plan.

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C – PLANNING POLICY					
C.1	Refresh Statement of Community Involvement to respond to development agenda, to reflect development team approach to aid in community engagement and 'Place Development Strategy – 'From Plan to Place'.	Planning Policy Manager / Development Services Management Team	June 2018 March 2019	☹	This has stalled due to the focus of the work on the Joint Core Strategy and the Tewkesbury Borough Plan. However work is now progressing following the appointment of an officer to undertake this work.
C.2	Produce Supplementary Planning Documents (SPDs) to help deliver development agenda i) Program of SPD roll out project plan.	Planning Policy Manager / Development Services Management Team	June 2019	✓	SPD on Flood Management has been adopted alongside the preparation of the SPD on Tewkesbury Town. Future roll out of SPDs will be undertaken following the next stages of the Tewkesbury Borough Plan.
	ii) Produce supplementary planning document to support introduction of JCS and Community Infrastructure Levy (CIL) which set out relationship between CIL and Section 106 (and Section 278 of the Highways Act) and approach to non –plan compliant schemes.		June 2018 June 2019	☹	Following implementation of Community Infrastructure Levy an SPD/Guidance note can be produced to show the relationship with CIL/S106/S278. This will be prepared in line with the discussions on the Countywide Developers Guide.

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C – PLANNING POLICY					
C.3	Implement policy maps online and link to constraints and planning history files and validation requirements.	Planning Policy Manager	July 2018 December 2018 June 2019	☹	This action is linked to the production of the Tewkesbury Borough Plan. Now the plan- is at its next substantial stage, the maps associated with it can be subject to this project. A meeting between the Policy manager and the IT Manager has provided a way forward to secure the mapping within current software capabilities.
C.4	Prepare conservation technical advice notes – produce project plan.	Planning Policy Manager/ New conservation specialist	February 2019 June 2019	☹	Planning Policy Manager and conservation specialist will prepare advice notes. Delayed due to work on the Borough Plan.
C.5	Review Conservation Strategy and produce project plan for implementation- CA appraisals and local list.	Planning Policy Manager	March 2019	☹	Conservation Strategy in place and plan for conservation appraisals project plan produced.
C.6	Prepare analysis of specialist knowledge required to help support policy development and consider resources required to deliver.	Planning Policy Manager	June 2018 December 2018	✓	Undertaken as part of the Joint Core Strategy work.

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D – ECONOMIC DEVELOPMENT					
D.1	Coordinate all economic development activities bringing together planning, economic development and the Growth Hub to deliver the operational plan.	Economic Development Manager / Growth and Enterprise Manager	June 2018	✓	The Growth and Enterprise Manager has been appointed and the hub and the Economic Development service are working collaboratively together. The planning team are piloting the hub-ready service with the growth hub.
D.2	Ensure coordination of business needs and activity through business-friendly plan with action plan.	Economic Development Manager / Growth and Enterprise Manager / Development Services Management Team	June 2018	✓	A Growth Hub operational plan has been produced with structures and engagement for each service area. The planning team and the Environmental Health team are testing and piloting structured sessions with businesses. The plan allows for surgery sessions where businesses can come and have specific specialist contact with officers.

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E – The Growth Hub					
E.1	Produce gannt chart and delivery plan for implementation of hub - produce project plan	Growth & Enterprise Manager	March 2018	✓	Project plan with key actions developed to implement the build and operation of the hub
E.2	Ensure all Heads of Service are engaged and manage engagement and commitments <ul style="list-style-type: none"> i) Establish Operational Group ii) Commitment through Hub Operational Group iii) Workshop iv) Action Plan 	Growth and Enterprise Manager	April 2018	✓	The operational plan to deliver the hub through the frontline services has been prepared, a number of key workshops have been held which identified business opportunities for services within the Council which has led to an operational business plan (flow chart) for each service area. This is in line with the requirements of the Local Enterprise Partnership.
E.3	Create commitment with each service area. Operational agreements.	Growth and Enterprise Manager	April 2018	✓	Commitment from each of the service areas has been forthcoming and pilots of service models with Growth Hub customers have been delivered in roll out phase.

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E – The Growth Hub					
E.4	Maximise external opportunities of service help (business to business) and monitor.	Growth and Enterprise Manager	June 2018 ongoing	✓	The Growth and Enterprise Manager has sourced a number of key businesses to advocate the Growth Hub in Tewkesbury Public Services Centre.

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F - Sports Development and Healthy Living					
F.1	Introduce Implications of decision on healthy lifestyles on report templates	Community & Economic Development Manager	April 2018		Review of the report template is an action in the Democratic Services action plan for 2018/19, to be completed in March 2019. Action to be deleted from the Development Services Action Plan.
F.2	Implement Gloucestershire Moves in the Borough and associated delivery plan within wider health framework.	Community & Economic Development Manager	April 2018	✓	Policies within the emerging review of the Joint Core Strategy and the Tewkesbury Borough Plan seek to ensure that the principles of the wider health framework objectives are being prepared. A workshop was held with Active Gloucestershire and a draft action plan developed based on priorities in the borough. Regular meetings with Active Gloucestershire scheduled and joint priorities agreed.

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G – COMMUNITY DEVELOPMENT					
G.1	Hold Operational Managers and Heads of Service workshop on the place approach and prepare timely action plan and roll out	Community & Economic Development Manager	June 2018 May 2019	☹	Prior to holding a session with Heads of Service and Operational Managers a session with the Lead Members for Health and Wellbeing and Community was held to scope the next stages in moving forward with the place approach. All Member seminar held in January 2019 which set out the way forward for Place.. This approach is now being implemented. The Place approach ties into the Locality Partnership in engaging partners.
G.2	Ensure Place Development Officers integrated into Development Team approach	Community & Economic Development Manager	June 2018	✓	The Place Officers are involved in significant pre-app discussions, in early scoping of Section 106 discussions and with the implementation of Community Infrastructure Levy.
G.3	Ensure that Place Development Officers have support from all HOS and operation managers to deliver tasks required. Hold regular Place meetings with Ops Managers	Community & Economic Development Manager / All Operational Managers	June 2018 June 2019	☹	This will flow from G.1 above.

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G – COMMUNITY DEVELOPMENT					
G.4	<p>Hold Member session on MAIDen Place priorities workshop.</p> <p>Roll out Place meetings across three areas.</p>	Community & Economic Development Manager	June 2019	☹	<p>Information was gathered from Maiden and will help shape the discussions with key Members on the place approach (see G.1 above). MAIDeN to provide training in the next quarter.</p> <p>Priorities being discussed with key partners including Gloucestershire Association of Town and Parish Councils, Gloucestershire Rural Community Council and Voluntary Community Sector Alliance.</p>

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H – Tourism					
H.1	Discuss tourism role with Members and partners.	Community & Economic Development Manager	May 2018 June 2019	☹	Officers have had conversations with key partners in terms of delivery of the tourism role. Current uncertainty over funding of tourism and the models and governance to be employed in Tourism services nationally will be required to be built into any future decisions on the role, scope and scale of the future of the tourism service.
H.2	Action and implementation of Tewkesbury 2021 proposals from Tewkesbury Borough Council and maintain contact reporting to Members .	Community & Economic Development Manager	March 2018	✓	The Community and Economic Development Manager is the main contact on the Tewkesbury 2021 project and updates Members when appropriate.
H.3	Augmented reality project – Horizon project – Battlefield project plan to be prepared.	Community & Economic Development Manager / Deputy Chief Executive	March 2018	☹	A number of key lines of information have been prepared in connection with this project, in terms of discussions with Bristol University regarding the augmented reality project and visits to other projects around the UK. A meeting has been held in March 2019 with key partners including the Battlefield Society to look at how the

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					Borough Council can support the Battlefield.
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STATUS KEY

😊	Action is progressing well and on target to achieve completion date/within agreed budget (if applicable) etc.
😐	Action has some issues or delays but is likely to achieve completion date/within agreed budget (if applicable) etc.
😞	Significant risk to not achieving the action or there has been significant slippage in the timetable.
✓	Action is complete.
	Action not yet commenced. (may not yet be programmed for action)