

23 August 2021

Committee	Executive
Date	Wednesday, 1 September 2021
Time of Meeting	2:00 pm
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 26 June 2012 of the Tewkesbury Borough Council Code of Conduct, effective from 1 July 2012, as set out in Minute No. CL.34, Members are invited to declare any interest they may have in the business set out on the Agenda to which the approved Code applies.



	Item	Page(s)
4.	MINUTES To approve the Minutes of the meeting held on 7 July 2021.	1 - 9
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 25 August 2021)</i>	
6.	EXECUTIVE COMMITTEE FORWARD PLAN To consider the Committee's Forward Plan.	10 - 17
7.	FINANCIAL UPDATE - QUARTER ONE 2021/22 To consider the quarterly budget position.	18 - 28
8.	COUNCIL PLAN 2020-2024 (YEAR 2) REFRESH AND COVID-19 CORPORATE RECOVERY PLAN REFRESH To recommend to Council the adoption of the of the Council Plan and COVID-19 Recovery Plan refresh.	29 - 67
9.	PROCEEDS OF CRIME AND ANTI-MONEY LAUNDERING POLICY To approve the Proceeds of Crime and Anti-Money Laundering Policy.	68 - 78
10.	USE OF THE INTERNET AND SOCIAL MEDIA IN INVESTIGATIONS AND ENFORCEMENT POLICY To approve the Use of the Internet and Social Media in Investigations and Enforcement Policy.	79 - 86
11.	TEWKESBURY BOROUGH HERITAGE STRATEGY To approve the draft Heritage Strategy for consultation purposes.	87 - 104
12.	SUPPLEMENTARY PLANNING DOCUMENT - SHOPFRONTS, SHUTTERS AND SIGNAGE: DESIGN GUIDANCE FOR TEWKESBURY To consider the Supplementary Planning Document - Shopfronts, Shutters and Signage: Design Guidance for Tewkesbury and recommend it for the purposes of public consultation.	105 - 120

DATE OF NEXT MEETING

WEDNESDAY, 6 OCTOBER 2021

COUNCILLORS CONSTITUTING COMMITTEE

Councillors: R A Bird (Chair), G F Blackwell, M Dean, M A Gore, D J Harwood, E J MacTiernan, J R Mason (Vice-Chair), C Softley, R J Stanley, M G Sztymiak and R J E Vines

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, 7 July 2021 commencing at
2:00 pm**

Present:

Chair
Vice Chair

Councillor R A Bird
Councillor J R Mason

and Councillors:

G F Blackwell, M Dean, M A Gore, D J Harwood, E J MacTiernan, R J Stanley, M G Sztymiak
and R J E Vines

also present:

Councillor K J Cromwell

EX.14 ANNOUNCEMENTS

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

EX.15 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

15.1 Apologies for absence were received from Councillor C Softley. There were no substitutions for the meeting.

EX.16 DECLARATIONS OF INTEREST

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

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

EX.17 MINUTES

17.1 The Minutes of the meeting held on 2 June 2021, copies of which had been circulated, were approved as a correct record and signed by the Chair.

EX.18 ITEMS FROM MEMBERS OF THE PUBLIC

18.1 There were no items from members of the public.

EX.19 EXECUTIVE COMMITTEE FORWARD PLAN

- 19.1 Attention was drawn to the Committee's Forward Plan, circulated at Pages No. 8-16. Members were asked to consider the Plan.
- 19.2 The Head of Corporate Services advised that the Plan was quite well populated as a result of the policies and strategies report that had recently been considered by the Overview and Scrutiny Committee.
- 19.3 Accordingly, it was

RESOLVED: That the Committee's Forward Plan be **NOTED**.

EX.20 COUNCIL PLAN PERFORMANCE TRACKER AND COVID-19 RECOVERY TRACKER - QUARTER FOUR 2020/21

- 20.1 The report of the Chair of the Overview and Scrutiny Committee, circulated at Pages No. 17-116, asked Members to review and, if appropriate, take action on the observations of the Overview and Scrutiny Committee following its review of the Quarter Four 2020/21 Council Plan performance tracker and COVID-19 recovery tracker information.
- 20.2 Attention was drawn to the observations made by the Overview and Scrutiny Committee, attached at Appendix 1 to the report, and the Council Plan performance tracker, attached to the report at Appendix 2. The COVID-19 corporate recovery plan performance tracker was attached to the report at Appendix 3.
- 20.3 The Chair of the Overview and Scrutiny Committee explained that this had been the Committee's final review of year one of the Council Plan 2020-2024 and the new COVID-19 recovery plan. Similar to the position in previous quarters, the national picture regarding COVID-19 could change very quickly. When presenting the report to the Overview and Scrutiny Committee, the Head of Corporate Services had demonstrated that, despite the ongoing response and recovery to COVID-19, there had been some notable successes during the quarter - those were highlighted within Paragraph 2.3 of the performance report and included: the new long term lease of Cleeve Hill Golf Club; the new in-house management of the five homeless properties; implementation of the new digital platform; and the new bulky waste service. Likewise, successful actions within the recovery plan included: the successful re-opening of Tewkesbury Leisure Centre and Tewkesbury Tourist Information Centre; the ongoing support to communities and businesses within the Borough; the development of a draft bid with the Department for Works and Pensions to offer a Youth Hub Service, hosted within the Growth Hub; and the implementation of a new Materials Recovery Facility (MRF) - those were detailed in Paragraph 4.2 of the report. The conclusion of the Committee had been generally positive with it being recognised there was still a significant challenge to recover from COVID-19 and that certain actions may not progress as quickly as possible or, as detailed in the report, some had been deferred. Importantly, it should not be forgotten that the core services, which residents depended upon, had been delivered from the outset of the pandemic and throughout. In terms of questions raised by the Committee, the key issues included: the planning service review; trade waste; 2021 celebrations; the Borough Plan; absence management; and enviro-crimes – particularly fly-tipping. There was particular concern about the planning service review and Members had been keen that, once an action plan had been developed and approved, the Overview and Scrutiny Committee should have an active role in monitoring its delivery. As Chair of the Overview and Scrutiny Committee, he was specifically asking the Executive Committee to

consider that request. The Committee had noted that other planning service reviews had not actually seen any outcomes and delivering improvement was now a critical issue as the key performance indicators relating to the processing of planning applications and the undertaking of enforcement investigations all showed a negative direction of travel compared to the previous year. In response, the Head of Development Services had advised that she was keen to engage with the Business Transformation Team to address the systems and processes. The Development Management Team had given a commitment to work with the Business Transformation Team which should be able to help with the addition of things like an application tracker - this would record when an application was received, when it was validated and who the case officer was – which should ensure applicants were kept up to date. The monitoring of the action plan would be delegated to the Overview and Scrutiny Committee and that would be dealt with in the report on the review to Executive Committee. In terms of the Borough Plan, clarification had been sought as to the steps that needed to be taken to reach the adoption stage of the plan. The Head of Development Services had advised the next step was receipt of the examination in public findings and a letter was expected from the Inspector shortly - this would set out whether the Council needed to do further work, for example if the plan needed to be modified in any way, and any modifications would have to be presented to the Council for approval for consultation. In respect of fly-tipping, the Head of Community Services had confirmed that, during the year, there had been a significant increase in the number of fly-tips - this was not due to increased awareness on how to report incidents but was a direct result of the increase in actual incidents. The capacity to proactively enforce those was impacted by a combination of resources being deployed to the COVID-19 response and the Courts being closed. A positive comment from one Member of the Committee was that, despite the numbers, in his experience the actual clearance of the fly-tipping was undertaken promptly.

- 20.4 A Member referred to the redevelopment of Spring Gardens and the fact that the project had been deferred “until resources were available”. There was now a derelict site where Cascades had been demolished and she felt like the centre of Tewkesbury was being left behind in comparison to the Garden Town. In response, the Head of Finance and Asset Management explained that the next step in the project was estimated to cost in the region of £450,000 which, when the budget was set, was not achievable for the Council. The original intention was for the project to be put on hold for two years to get past COVID-19 and into a time when there may be more commercial certainty going forward. At the moment, Officers were looking at the potential for a levelling up fund bid and, in the meantime, there were discussions ongoing with Mace Group Ltd so the work done to date was not lost - Officers would try and bring the project forward earlier if possible. The Member expressed fear that the project would be on the backburner for a number of years and Tewkesbury Town would suffer in the meantime. In terms of the money being spent on the Garden Town versus the money required for the Spring Gardens and Oldbury Road Regeneration project, the Chair advised that it was the intention of Members to ensure something productive was done but a number of elements had conspired to hold the project up. In terms of funding, the difference was that the Spring Gardens Project required funding by the Council; whereas, the Garden Town was funded by a government provision. The Head of Finance and Asset Management confirmed that Tewkesbury Borough Council was in tier three for the levelling-up funding so it would have to put some of its own funding in and Officers were working to see how that could be taken forward.
- 20.5 Referring to the review of the planning service, a Member advised that the need for new systems and processes was well known and some areas had already been identified. Meanwhile, the team of committed Officers had been battling through the COVID-19 pandemic, working from home, isolation and illness and she felt that needed to be made clear as the planning team had been working really hard.

Another Member welcomed the review and hoped Members could feed into it as many people had suggestions as well as frustrations to share. In response, the Head of Development Services advised the action plan and actions contained therein would ensure discussions could take place to identify anything that had been missed. She was fully aware of the issues faced by the public and Members so she hoped everything would be covered. The action plan would contain short, medium and long term actions and would be shared and consulted upon. In respect of timescales, it was not possible to provide any at this time but there would be targets within the action plan. In response to a query, the Committee was advised that the report from the planning service review would be considered by the Transform Working Group in due course but would not be made public, however, the action plan would be in the public domain and would be considered by Committee.

- 20.6 Referring to litter picking, a Member advised that the activity was not allowed to take place on roads with a speed limit higher than 30mph for safety reasons. The Overview and Scrutiny Committee Chair confirmed that the Committee had been made aware of that as well as being advised of the costs and processes needed to close a lane on a busy bypass. It had been suggested that people should be encouraged not to drop litter via a campaign and signs on the road.
- 20.7 A Member referred to an article he had read recently which had stated that people felt service levels within the service-led industries had deteriorated due to COVID-19 and he expressed the view that, from 19 July, the public would expect all services the Council offered to be 'back to normal' and the authority needed to be ready for that. Having considered the report and responses received, it was

RESOLVED: That the Council Plan Performance Tracker and COVID-19 Recovery Tracker - Quarter Four 2020/21 be **NOTED**.

EX.21 FINANCIAL OUTFURN REPORT (INCLUDING CAPITAL FINANCING AND EARMARKED RESERVES)

- 21.1 The report of the Head of Finance and Asset Management, circulated at Pages No. 117-142, had been amended following publication of the Agenda and the amended report had been circulated around the table. Members were asked to consider the report and note the General Fund outturn for 2020/21, the financing of the capital programme and the Annual Treasury Management Report and performance and to approve the transfers to and from earmarked reserves.
- 21.2 The Head of Finance and Asset Management explained that the accounting treatments had been wrong for some of the COVID-19 related funding and had therefore required amendment. In addition, the government compensation had changed which had also been amended. The government error had generated an additional £82,000 to put into the Medium Term Financial Strategy reserve. The outturn position would be a good boost to the Council's reserves but only in terms of the one-off position meaning those funding streams would not be there again going forward. In addition, a lot of the monies were grant related and therefore set aside for specific uses so there was very little scope to allocate funding. The Council still had financial challenges which were yet to be clarified by the government so it was proposed that the funding would be set aside to mitigate those risks; when the Council did gain clarity it may not be able to change that position but the reserves were proposed as prudent until clarity was gained. Members felt the Committee was kept well-informed via the Transform Working Group and he felt confident to propose the recommendation, as set out on the amended report, which was seconded. In response to a query regarding Member training for finance purposes, the Head of Finance and Asset Management explained that he had been looking for external trainers to support the session and

was aiming to set something up for early autumn.

21.3 Accordingly, it was

- RESOLVED:**
1. That the General Fund outturn for 2020/21, the financing of the Capital Programme and the Annual Treasury Management Report and performance be **NOTED**.
 2. That the transfers to and from earmarked reserves be **APPROVED**.

EX.22 CARBON REDUCTION ACTION PLAN

22.1 The report of the Head of Finance and Asset Management, circulated at Pages No. 143-161, asked Members to note the progress achieved in year one of the action plan; approve the recommended year two action plan; and recommend to Council the inclusion of a permanent Carbon Reduction Programme Officer post within the ongoing base budget of the Council at an estimated cost of £40,600 from April 2022.

22.2 In July 2020, the Council had approved an initial baseline report and associated action plan. In the last six months, a lot of good progress had been made in moving forward some of the actions – those were set out within the report with the targets. Appendix A to the report highlighted the achievements in the first year of the action plan which included: submitting an application and gaining agreement for external funding to support the feasibility study and delivery of a replacement heating system at the Council Offices; significant work to establish energy diaries for all Council operational buildings which provided a baseline of energy usage and carbon consumption and a means of monitoring those issues in the medium term; survey work at the Roses Theatre and the Council's domestic properties; consultation with Human Resources to approve a cycle salary sacrifice scheme; and a range of smaller achievements, including the appointment of a countywide Climate Change Coordinator and the works required in the car parks. In terms of monitoring, data had been gathered for the Offices which showed a saving in the last 12 months in carbon emissions due to Officers working from home; however, the amount of gas usage had increased as less heat had been generated by people. Overall, 26 tonnes of carbon had been saved during the period. Data was still being collected from other properties, the grey fleet and the Ubico fleet.

22.3 In terms of the second year of the programme, a balanced set of actions were proposed and had been grouped under four themes of: communications and engagement; technical implementation; scoping studies, policies and schemes; and budgets and external funding and included actions such as furthering the carbon reduction agenda and raising wider awareness; continuing to source further funding opportunities; update of policies; and delivery of projects to save carbon emissions. The Officer report included a recommendation for a post to support the project. The Council had appointed a part-time Low Carbon Consultant and his work had been supported to date by the Asset Manager and Head of Finance and Asset Management but the potential for the project was huge, as was the amount of work, so it was not sustainable for a part-time post. The Lead Member for Clean and Green Environment was supportive of the recommendation and he hoped the Committee would agree the recommendation to Council. The Lead Member advised that the achievements the Council had made so far were exceptional but it had to be recognised that the Head of Finance and Asset Management could not sustain the amount of work he had been doing and there was a need for a dedicated Officer to help drive the way forward to carbon neutrality. A Member agreed and advised that this had been an excellent report for the first year and that

to go forward into the second year, and meet the challenging action plan, an additional resource was required – this would also provide the opportunity to encourage public buy-in and behavioural changes.

22.4 In response to a query about the pool vehicles, the Head of Finance and Asset Management explained that, during the COVID-19 pandemic, the cars had not been required so all but two vehicles had been returned, one of those that remained was electric, as the Council continued its recovery more pool cars would be brought back in and it was possible that the whole fleet could be electrified in the near future. At the moment the Council did not offer a salary sacrifice scheme to help staff purchase all electric vehicles but this was something which was being discussed.

22.5 A Member thanked Officers for the phenomenal work that had been achieved and questioned whether it should be formally recognised that the Council was now aiming for more than agreed within the original motion. There followed a discussion about the original motion and it was generally felt that there were wider intentions in the motion even though the first focus was on the Council Offices building. The Head of Finance and Asset Management agreed that the focus was on the Offices but Officers were also looking at other buildings in the Council's ownership, as well as the leisure centre, and then the strategy would be revised with the wider Council activities included in the focus. Members agreed that the Council needed to lead by example with its own properties, including the installation of charging points within car parks, and it would then be able to ask the public to change their behaviour. Another Member expressed concern about the continued installation of gas central heating in properties. In response, she was advised that there was a law being introduced from 2025 which meant gas central heating could not be installed in new build properties. The Council would need to take a phased approach after that to look at changing old installations – this was not something that could be achieved overnight. Another Member indicated that current building regulations did not allow the Council to force builders not to install gas central heating; however, the Garden Town principles and Joint Core Strategy (JCS) review both had a 'green' agenda which was helpful to a certain extent.

22.6 A number of Members were keen that the Council should not declare a target of becoming zero carbon across the whole Borough until it knew it was achievable. The Head of Finance and Asset Management agreed with that view, particularly given that not all actions would be totally within the gift of the Council to achieve. He felt there would, in time, be a need to agree a new overall target but this was something Members needed to be fully informed about prior to making a decision. The Members agreed and felt there were some authorities who would require all homes to retrospectively be fitted with different heating systems in order to meet their targets and this did not seem possible.

22.7 Accordingly, it was

- RESOLVED:**
1. That the progress achieved in year one of the action plan be **NOTED**.
 2. That the recommended year 2 action plan be **APPROVED**.
 3. That it be **RECOMMENDED TO COUNCIL** that, from April 2022, a permanent Carbon Reduction Programme Officer post be included within the ongoing base budget of the Council at an estimated cost of £40,600.

EX.23 A417 MISSING LINK

- 23.1 The report of the Head of Development Services, circulated at Pages No. 162-167, provided an update on the A417 Missing Link Development Consent Order process which was being promoted by Highways England and would be submitted to the Secretary of State imminently for independent examination. As part of that process, the local planning authorities would be asked to enter into a Statement of Common Ground with Highways England - which would set out the areas of agreement and disagreement relating to a range of issues including technical and procedural - and a Local Impact Report which provided the opportunity for the relevant local authorities to give details of the likely impact of the proposed development on an authority's area. Members were asked to note the update on the A417 Missing Link Development Consent Order process and to delegate authority to the Head of Development Services, in consultation with the Leader of the Council and the Lead Member for Built Environment, to agree the Statement of Common Ground and Local Impact Report with Highways England.
- 23.2 The Head of Development Services explained that the Missing Link proposals had been ongoing for several years and Highways England had now submitted a scheme to the Planning Inspectorate for consideration. As part of the proposals fell within Tewkesbury Borough, as well as Cotswold District and Gloucestershire County Council, the Statement of Common Ground would be between each of those authorities. The extent of the Statement of Common Ground and the Local Impact Report would be updated regularly which was the reason a delegation to the Head of Development Services would be required. Atkins had been representing Tewkesbury Borough and Cotswold District Councils in the negotiations with Highways England and there had already been some agreement which was good news. The meetings were taking place regularly and the negotiations had been fairly positive.
- 23.3 A Member noted that part of the Missing Link fell within his Ward and had been an ongoing discussion since at least 1999; since then there had been a lot of plans, ideas and discussions and he hoped this time the proposals were closer to a resolution than ever before.
- 23.4 Upon being proposed and seconded, it was

RESOLVED:

1. That the update on the A417 Missing Link Development Consent Order process be **NOTED**.
2. That authority be delegated to the Head of Development Services, in consultation with the Leader of the Council and the Lead Member for Built Environment, to agree the Statement of Common Ground and the Local Impact Report for the scheme with Highways England.

EX.24 INITIAL PROPOSALS FOR NEW PARLIAMENTARY CONSTITUENCY BOUNDARIES IN THE SOUTH WEST REGION

- 24.1 The report of the Head of Democratic Services, circulated at Pages No. 168-179, advised Members of the Boundary Commission's initial proposals for new Parliamentary constituencies in the Gloucestershire and Wiltshire Sub-Region. The Committee was asked to consider what, if any, representation it may wish to make on the proposals.
- 24.2 The Borough Solicitor explained that the Boundary Commission for England was currently conducting a review of Parliamentary constituency boundaries on the basis of the rules most recently updated by Parliament in 2020. Those rules required that constituencies must have no fewer than 69,724 electors and no more than 77,062; however, the Commission may also take into account any special

geographical considerations including, in particular, the size, shape and accessibility of a constituency; local government boundaries which existed, or were prospective on 1 December 2020; boundaries of existing constituencies; any local ties which would be broken by changes in constituencies; and the inconveniences associated with such changes. The consultation on the changes was being undertaken over a period of eight weeks until 2 August 2021, the Commission was then required to publish all the responses received on the initial proposals which then marked the start of a six-week secondary consultation period planned to take place in early 2022. There would also be public hearings in each region where representations could be made directly to an Assistant Commissioner. The representations from each consultation period would be analysed and the Commission would decide whether changes should be made to the initial proposals. The final report would be submitted to the Speaker of the House of Commons by 1 July 2023. Gloucestershire's electorate of 483,442 resulted in a mathematical entitlement of 6.59 constituencies which was too large for six whole constituencies and too small for seven; the Commission therefore proposed a pairing with Wiltshire to create a sub-region.

- 24.3 Members were advised that the existing Tewkesbury constituency was above the permitted electorate range and the Commission's proposal for changes to the Cheltenham and Gloucester constituencies would further increase the electorate size for Tewkesbury by including one more Ward from Cheltenham and two additional Wards from Gloucester City. To bring the Tewkesbury constituency within the permitted electorate range, the Commission proposed the transfer of seven Tewkesbury Borough Wards from the existing Tewkesbury constituency, including: Winchcombe, Isbourne, Badgeworth, Brockworth East, Brockworth West, Churchdown Brookfield with Hucclecote and Shurdington to form the proposed Cotswolds constituency.
- 24.4 There were some thoughts from an Officer perspective contained within the report which Members could use to help frame the Council's response should they so wish, essentially, there were concerns about the complexity of the proposed Tewkesbury constituency in terms of administration which was also very confusing for the electorate to understand in terms of the reasons they were receiving voting paperwork from local authorities which they did not fall under for day-to-day services and the payment of Council Tax. It was also difficult to see how the proposals fit with the Council's growth agenda and would result in the Borough being represented by three different MPs. It was felt clear that the overriding factor from the government perspective was the size of the electorate as, in terms of connectivity and community identity, it was difficult to see any affinity between areas like Brockworth to the Cotswolds and areas such as Springbank to Tewkesbury.
- 24.5 During the discussion which ensued, a Member expressed the view that it was important for the Council to submit its views given the consequences for it as an authority. It had a duty to provide services for ordinary people and he felt simplicity was best in that regard and confusion was inevitable when boundaries were moved around, especially given the situation was already reasonably complex. He advised that the areas where Tewkesbury was negatively impacted were in terms of the management of elections, as mentioned in the report, as people were confused about why Tewkesbury Borough Council was contacting them when it was not their usual authority; Tewkesbury Borough's ability as a district to communicate effectively with government as it already had two MPs and the proposals added an additional MP; and the fact that it was a bureaucratic exercise in equalising all numbers in the different constituencies when ordinary people in their communities and where they related to should be the overriding consideration. In a few years there would need to be another equalisation of numbers due to the amount of growth planned for the Borough and the Member felt there should be an acknowledgement that Cheltenham and Gloucester needed

to be larger than other areas to stop the situation of passing different areas around within different boundaries.

24.6 Another Member agreed that common boundaries made the system much easier and the numbers game being played was not helpful to residents. He felt it would be no good to make changes to maps as every action would have a reaction so he agreed with the comments made in the report and those made by Members and felt they should form the Council's response. A Member agreed with that and also suggested that the proposed changes to constituencies could lead to voters being less engaged because they did not see how their area linked to their constituency i.e. Ashchurch in the Cotswolds constituency. Another Member advised that she could not understand how areas could be split between constituencies in the way suggested in Churchdown as that would cause an exceptionally complicated situation for residents.

24.7 Accordingly, it was proposed, seconded and

RESOLVED: That the Council's response to the Boundary Commission's proposals for the new Parliamentary constituencies in the Gloucestershire and Wiltshire Sub-Region be delegated to the Borough Solicitor based on the comments in Paragraph 5.1 of the report and the additional views expressed by the Committee.

EX.25 SEPARATE BUSINESS

25.1 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.26 SEPARATE MINUTES

26.1 The separate Minutes of the meeting held on 2 June 2021, copies of which had been circulated, were approved as a correct record and signed by the Chair.

The meeting closed at 3:50 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2021/22

REGULAR ITEM:

- **Forward Plan – To note the forthcoming items.**

Additions to 1 September 2021

- Council Plan 2020-2024 (Year 2) refresh and Covid-19 Corporate Recovery Plan Refresh.

Deletions from 1 September 2021

- Confidential Item: Debt Write Offs – not required this month.

Committee Date: 6 October 2021

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter One 2021/22.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter one performance management and recovery information.	Head of Corporate Services.	No.
Fixed Penalty Policy and fine levels for environmental offences.	To approve the Fixed Penalty Policy and the fine levels for environmental offences.	Head of Community Services.	No.
Homeseeker Plus Policy.	To approve the Homeseeker Plus Policy for the countywide housing register.	Head of Community Services.	No.
Council Tax Reduction Scheme and Council Tax Discounts 2022/23.	To approve the Council Tax Reduction Scheme and Council Tax Discounts 2022/23.	Head of Corporate Services.	No.

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Agenda Item 6

Committee Date: 17 November 2021			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter Two 2020/21.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Absence Management Policy	To approve the Absence Management Policy.	Head of Corporate Services.	No.
Redundancy and Redeployment policy	To approve the Policy.	Head of Corporate Services.	No
Allocations Policy	To approve the Policy.	Head of Corporate Services.	No.
Tree Safety Management Policy.	To approve the Policy.	Head of Finance and Asset Management.	No.
Environmental Health Enforcement Policy.	To approve the Environmental Health Enforcement Policy.	Head of Community Services.	No.
Planning Service Review Action Plan.	To consider the Planning Service Review Action Plan.	Head of Development Services.	No.
Infrastructure Funding Statement 2021.	To recommend to Council approval for publication.	Head of Development Services.	No.
Community Infrastructure Levy Review – New Draft Charging Schedule.	To recommend to Council approval for consultation.	Head of Development Services.	No.

Committee Date: 17 November 2021

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.

(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).

Committee Date: 5 January 2022

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
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.	Head of Finance and Asset Management.	No.
Housing Strategy Monitoring Report (Annual).	To approve the Housing Strategy Monitoring Report.	Housing Services Manager.	No.
Treasury and Capital Management (Annual) (Policies including Capital Strategy, Investment Strategy, Minimum Revenue Provisions and Flexible use of Capital receipts).	To approve and recommend approval to Council, a range of statutorily required policies and strategies relating to treasury and capital management.	Head of Finance and Asset Management.	No.
Social Media Policy and Guidelines.	To approve the Social Media Policy and Guidelines.	Head of Corporate Services.	No.
Discretionary Rate Relief Policy.	To consider the Discretionary Rate Relief Policy.	Head of Corporate Services.	No.
Procurement Strategy.	To approve the Procurement Strategy.	Head of Finance and Asset Management.	No.
Sandbag Policy.	To approve the Sandbag Policy.	Head of Community Services.	No.

13

Committee Date: 2 February 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Budget 2022/23 (Annual).	To recommend a budget for 2022/23 to the Council.	Head of Finance and Asset Management.	No.
Financial Update - Quarter Three 2021/22.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Two 2021/22.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter two performance management and recovery information.	Head of Corporate Services.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

Committee Date: 2 March 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Digital Strategy.	To approve the Digital Strategy.	Head of Corporate Services.	No.
Asset Management Strategy.	To approve the Asset Management Strategy.	Head of Finance and Asset Management.	No.
Housing Strategy.	To recommend the Housing Strategy to Council for approval.	Head of Community Services.	No.
Action for Affordable Warmth 2013-18.	To consider and approve.	Head of Community Services.	No.
Tewkesbury Borough Council domestic waste and recycling collection services policy and procedures.	To consider and approve.	Head of Community Services.	No.
Equalities and Diversity Policy.	To approve the Equalities and Diversity Policy.	Head of Corporate Services.	Moved from September meeting to enable a bid for consultant funding to undertake work on equalities.

Committee Date: 30 March 2022

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Three 2021/22.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management and recovery information.	Head of Corporate Services.	No.
Council Plan 2020/24 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	Head of Corporate Services.	No.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2021/22.	Head of Corporate Services.	No.
Car Parking Strategy.	To approve the Car Parking Strategy.	Head of Development Services.	No.
Economic Development and Tourism Strategy.	To approve the Strategy.	Head of Development Services.	No.

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PENDING ITEMS

Agenda Item	Overview of Agenda Item	Date Item Added to Pending
Spring Gardens Regeneration Phase 1a report.	To agree the recommendation of the preferred option for the regeneration of Spring Gardens.	4 September 2019
Parking Strategy Review.	To consider the recommendations from the Overview and Scrutiny Committee.	6 January 2020
Parking Strategy Review.	To consider the statutory responses to the Parking Strategy Review.	6 January 2020
Council Plan 2020/24 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	3 February 2021
Managing Contractors Safely Policy.	To approve the Policy.	26 July 2021

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TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	1 September 2021
Subject:	Financial Update – Quarter One Performance Report
Report of:	Head of Finance and Asset Management
Corporate Lead:	Head of Finance and Asset Management
Lead Member:	Lead Member for Finance and Asset Management
Number of Appendices:	Three

Executive Summary:

The budget for 2021/22 was approved by Council in February 2021 with the reserves being approved at Executive Committee in July 2021. This report is the first quarterly monitoring report of the Council's financial performance for the year.

The report highlights a projected outturn surplus, based on the quarter one position, of £22,382 on the revenue budget and details the expenditure to date against both the capital programme and the approved reserves.

Recommendation:

To consider the financial performance information for the first quarter 2021/22.

Reasons for Recommendation:

The Executive Committee is responsible for recommending the budget to Council and for the management and delivery of the approved budget during the financial year.

The quarterly financial report is to notify Members of any known significant variations to budgets for the current financial year, highlight any key issues, and to inform Members of any corrective action to be taken if required.

Resource Implications:

As detailed within the report.

If the budget is in deficit at year-end, then the Council will have to use reserves to fund the overspend, meaning that these resources are not available to fund other activities or future financial management of the Council's projected medium term budgets. The Council currently has a £800,000 General Fund balance but significant earmarked reserves.

Legal Implications:

None associated with the report.

Risk Management Implications:

A financial deficit will result in the utilisation of the limited financial reserves held by the Council. The financial performance of the Council is monitored on a monthly basis and reported to Members quarterly. Active management of the budget takes place to reduce the projected deficit whilst maintaining delivery of services.

Performance Management Follow-up:

Budgets will continue to be monitored on a regular basis by budget holders supported by finance. Quarterly monitoring reports will be presented to Members with the outturn position reported to the Committee in July 2022.

Environmental Implications:

None arising from this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1** This report provides the quarter one (Q1) monitoring position statement for the financial year 2021/22. The purpose of this report is to notify Members of any known significant variations to budgets for the current financial year, highlight any key issues, and to inform Members of any action to be taken if required.
- 1.2** There continues to be significant disruption to the base budget of the Council as a result of the pandemic. COVID expenditure, income reductions and grant funding are reflected in the general fund position and supplemented by the increased level of expenditure going through reserves, much of which is COVID related. These added factors to financial position continue to be shown and highlighted within this report.

2.0 REVENUE BUDGET POSITION

- 2.1** The financial budget summary for Q1 shows a projected surplus of £22,382 for the full year against the approved budget. Whilst there are numerous moving parts within the base budget reflecting both service delivery and COVID response, the net forecast position is in line with budget estimates for the year.

Whilst there are early indications that income streams are improving and there is potential for increased government support, given the report is based on performance in only the first three months of the year, a prudent position is taken with regards to full year estimates.

The following table highlights the forecast outturn position for service provision, the net position on corporate income and expenditure and the resulting surplus.

	Budget	Full Year Projection	Full Year Variance
<u>Services expenditure</u>			
Employees	£11,009,171	£10,631,663	£377,508
Premises	£590,411	£592,495	-£2,084
Transport	£55,270	£49,617	£5,653
Supplies & Services	£2,083,206	£2,088,946	-£5,740
Payments to Third Parties	£6,524,630	£6,599,635	-£75,005
Transfer Payments - Benefits Service	£13,544,132	£13,544,132	£0
Central Recharges	£29,929	£29,929	£0
COVID-19 Costs	£0	£415,094	-£415,094
Income	-£21,419,831	-£20,685,417	-£734,414
Services Sub Total	£12,416,918	£13,266,095	-£849,177
<u>Corporate expenditure</u>			
Treasury – Interest Received	-£345,000	-£345,000	£0
Treasury – Borrowing Costs	£480,000	£465,000	£15,000
Investment Properties	-£3,176,343	-£3,124,587	-£51,756
Corporate Savings Targets	-£155,000	£0	-£155,000
Core Government funding	-£1,013,409	-£1,608,336	£594,927
New Homes Bonus	-£2,508,861	-£2,508,861	£0
Business rates	£2,672,870	£2,418,711	£254,159
Council Tax Surplus	-£24,833	-£24,833	£0
Council Tax precept	-£4,579,735	-£4,579,735	£0
Use of reserves & MRP	-£3,766,607	-£3,980,836	£214,229
Corporate Sub Total	-£12,416,918	-£13,236,720	£871,559
Surplus / (deficit)			£22,382

2.2 Service Expenditure

The quarter one full year projection highlights a full year cost of service provision totalling £13.266 million, resulting in a deficit against the approved budget of £849,177. The following paragraphs highlight the main reasons for this projected deficit. In addition, Appendix A provides detail at a service level with notes on variances over £10,000.

2.3 The full year projection for employees highlights a potential gross surplus of £377,508. It should however be noted that within the Council's corporate expenditure is a target to save £155,000 from employment costs across the Council. The net position is therefore a surplus against target of £222,508. Savings have accrued across a number of service areas including Corporate, Development and One Legal but also with senior management following the decision in June to delete the post of Deputy Chief Executive. This saving is offset to some degree this year by the cost of recruitment to a new Head of One Legal.

2.4 Payments to third parties highlights a small projected overspend of £75,005. This includes additional costs relating to an increased amount of burials at our cemeteries, the cost of a Domestic Homicide Review and a forecast overspend on the Ubico contract sum in relation to extra payment being made in order to attract and retain drivers for our services. A national shortage of drivers, estimated to be around 70,000, has resulted in an impact on many forms of business with local authority waste collection services not immune to this impact. There have been a growing number of examples where authorities have had to suspend collections as a result of driver shortage. To help mitigate the problem on the Tewkesbury contract, an increased market supplement has been agreed, whilst driver training for loaders continues. The rest of the contract sum is on target.

- 2.5** Tewkesbury services continue to see a financial impact from the COVID pandemic with a full year cost estimated at £415,094. The costs include the continued work of the business cell, additional costs for the provision of our waste and recycling services and the continued support to Tewkesbury Leisure Centre. These costs will be met from the additional COVID grant funding provided by the Government and new burdens funding for the business cell work – see Paragraphs 2.9 and 2.11.
- 2.6** Income in many areas of Council activity has recovered well from the impact of coronavirus with a number of income streams either back on budget or delivering a small surplus. Some areas however continue to be affected by the COVID pandemic with reductions in income levels in our car parks during the first quarter, an expectation that the Tewkesbury Leisure Centre contract fee will not be provided during the year and current vacancies for our office units within the Council Offices. In addition, One Legal income remains below target although this is offset to an extent by the savings on employee costs.
- 2.7** Corporate Expenditure
The expenditure associated with corporate activities as well as the financing of the Council is shown in the second section and highlights an estimated surplus of £871,559 for the financial year.
- 2.8** Treasury activities are largely expected to be in line with budget predictions although a small saving on borrowing costs could be achieved. Our commercial property portfolio is currently predicting a small deficit on the year as a result of the expected temporary void at one office unit and the inducements offered to secure leases at our Clevedon units. This deficit could be offset by rental income for Unit 5 at our Tipton site where interested parties are currently agreeing heads of terms for a long term lease. Should the commercial property account remain in deficit for the full year, the Council will utilise the commercial property reserve to cover the void and lease costs resulting in no impact on the base budget position - see Paragraph 2.11.
- 2.9** Core government funding is showing a significant surplus as a result of the additional COVID general fund grant of £424,927. In addition to this, the Council will also receive additional new burdens funding for its continuing administration of business grants and it will also be able to claim compensation for losses on its sales, fee and charges as a result of COVID for the first quarter of the year. The level of new burdens funding is not yet known and the calculation of the compensation claim has yet to take place. A prudent estimate of £100,000 for new burdens and £70,000 for the compensation claim has been included within the projection. It is hoped that by the second quarter report, exact figures will be known for both elements.
- 2.10** Our anticipated retention of business rates income shows a gain of approximately £¼ million from the original budget, compiled in December 2020. At the time of compilation, the outlook for the economy and businesses was very uncertain as a result of the impact of COVID and we adopted a prudent view, following national guidelines, for likely levels of business rates in 2021/22. The first quarter has highlighted businesses in Tewkesbury Borough to be doing significantly better than these estimates with, for example, the level of empty properties being considerably lower than forecast.
- 2.11** The income line 'Use of Reserves & MRP' highlights the intended level of reserves being brought into the general fund during the year less the cost of the repayment of borrowing – the Minimum Revenue Provision. Outside of the budgeted transfer from reserves, expenditure being financed by reserves is usually allocated directly to reserves and shown separately in section 4 of the report. However, some expenditure is recorded in the general fund and so additional funding is brought in to match off that expenditure. In this case, the additional reserve use relates to new burdens funding already received for business grant administration and the use of the commercial property reserve to cover any deficit on that account.

2.12 Overall, the first quarter projection for the full financial year shows an anticipated surplus of £22,382. As the country continues to recover from the pandemic, we hope that income streams continue the upward trend, the business environment remains positive and we gain clarity on the additional funding due from central government.

3.0 CAPITAL BUDGET POSITION

3.1 Appendix B shows the capital budget position as at Q1. This is currently showing an underspend of £78,233 against the profiled budget of £286,658.

3.2 The capital programme estimates total expenditure for the year to be circa £3.9 million. This is much reduced on previous years as a result of the end of the acquisition phase of the commercial investment property strategy. The main elements of this year's forecast include:

- Ashchurch bridge.
- Vehicle replacement.
- The replacement of the heating system at the Council offices.
- Disabled Facilities Grants (DFG).

3.3 As can be seen from Appendix B, the first three capital projects have yet to incur any expenditure, or in the case of vehicle acquisition only minor expenditure, but the DFG scheme is ahead of the profiled budget and has incurred an overspend. All expenditure on DFG's is covered by grant funding provided by the County Council and so no cost of this scheme is borne by the Borough Council.

4.0 RESERVES POSITION

4.1 Appendix C provides a summary of the current usage of available reserves. Supporting notes are provided for reserves where expenditure is high, or the expenditure is of note.

4.2 Reserves have been set aside from previous years to fund known future costs and the strategic planning of the authority's operation. This year's reserves have been boosted by both grant funding related to COVID and also the release of provisions from the retained business rates scheme. The information in the appendix does not take account of reserves which have been committed, but not yet paid.

4.3 Whilst the Q1 position shows that there remains a significant balance on the reserves, the expectation is that the balances will be spent in the future. Finance has asked for updates from all departments about their plans to ensure that earmarked reserves are either used for their intended purpose or released back to the general fund.

5.0 CONSULTATION

5.1 Budget holders have been consulted about the budget outturn for their service areas. The feedback has been incorporated in the report to explain differences between budgets and actual income and expenditure.

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

6.1 Budget monitoring is on the approved annual revenue and capital budget for 2021/22 which has been prepared in line with the Medium Term Financial Strategy

7.0 RELEVANT GOVERNMENT POLICIES

7.1 None.

8.0 RESOURCE IMPLICATIONS (Human/Property)

8.1 None.

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

9.1 None.

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

10.1 None.

11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

11.1 None.

Background Papers: None.

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Appendices: A – Revenue position by service.

B – Capital position.

C – Earmarked reserves update.

Appendix A - Quarter 1 budget report

Chief Executive

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	262,751	239,099	23,652	1
Premises	0	0	0	
Transport	0	0	0	
Supplies & Services	8,160	8,160	0	
Payments to Third Parties	0	0	0	
COVID-19 Costs	0	0	0	
Income	0	0	0	
TOTAL	270,911	247,259	23,652	

1) The saving on Employee costs is as a result of the Chief Executive no longer paying into the pension scheme.

Community Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	1,318,594	1,321,418	(2,824)	
Premises	0	0	0	
Transport	900	900	0	
Supplies & Services	132,479	132,887	(408)	
Payments to Third Parties	5,540,704	5,624,080	(83,376)	2
COVID-19 Costs	0	75,899	(75,899)	3
Ringfenced Projects and Funding	0	0	0	
Income	(2,318,096)	(2,357,007)	38,911	4
TOTAL	4,674,581	4,798,177	(123,596)	

2) The adverse variance of £83k is due to the following:

Ubico have informed us that due to the driver shortage, from September they will need to increase the drivers hourly rate by a market supplement, this equates to £58k this financial year. The net position of the other aspects of the contract sum is forecast to be on target. £35k to be spent on Domestic Homicide which is offset against the £35k grant we have received, which is included in income below. We have seen a reduction in the MRF gate fee in Q1 which we expect for the foreseeable, this is due to transferring the MRF gate contract to the new provider. There has been a reduction in waste rejection, which in turn has reduced costs by £40k. We also received a £20k credit note from Suez relating to 20/21, which was unforeseen.

3) Breakdown of COVID expenditure:

Ubico costs for extra PPE, staffing, sick pay, cleaning materials etc..expected to be £50k by the end of the financial year
£20k - Environmental Health Manager's resource on COVID related matters.

4) Domestic Homicide grant of £35k not within base budget

Received £24k more trade waste income than budgeted

Reduced income expected of £15k from recovering homeless costs

Corporate Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,185,920	2,139,269	46,651	5
Transport	0	0	0	
Supplies & Services	603,481	644,742	(41,261)	5
Payments to Third Parties	172,800	172,994	(194)	
Transfer Payments - Benefits Service	13,544,132	13,544,132	0	
COVID-19 Costs	0	162,473	(162,473)	6
Income	(14,032,426)	(14,090,848)	58,422	7
TOTAL	2,473,907	2,572,761	(98,854)	

5) The employees underspend and supplies and services overspend are mainly attributed to the financing of the new digital platform. This is funded from the Business Administration post which has not been refilled.

6) The Covid-19 costs mainly relate to the backfill of staff within the Revenues and Benefits team as members of this team remain deployed within the Business Cell. This cost is offset by a new burdens funding received from the Government to administer business grants

7) The Covid-19 income this relates to additional government funding for Revenues and Benefits related schemes.

Democratic Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	278,230	253,856	24,374	8
Transport	9,600	10,281	(681)	
Supplies & Services	452,785	464,687	(11,902)	9
Payments to Third Parties	37,100	39,836	(2,736)	
COVID-19 Costs	0	0	0	
Income	(3,000)	(7,354)	4,354	
TOTAL	774,715	761,306	13,409	

8) Favourable variance is due to the following:

£43k saving due to the vacancy of Electoral Registration Officer post, not expecting to recruit this year.

£11k of overtime not included in budget

9) Equipment purchased for the Police Crime Commissioner Elections

Deputy Chief Executive

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	125,845	0	125,845	10
Transport	200	0	200	
Supplies & Services	2,400	0	2,400	
Payments to Third Parties	0	150	(150)	
TOTAL	128,445	150	128,295	

10) The vacant deputy chief executive post will not to be filled as per the Council report in June.

Development Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,027,431	1,994,898	32,533	11
Premises	43,320	43,135	185	
Transport	0	309.75	(310)	
Supplies & Services	204,885	184,893	19,992	12
Payments to Third Parties	333,795	304,732	29,063	13
COVID-19 Costs	0	0	0	
Income	(1,391,122)	(1,331,876)	(59,246)	14
TOTAL	1,218,309	1,196,092	22,217	

11) The employee variance relates mostly to planning policy, where a senior policy post has been vacant. The post is now appointed to and will be filled from August. The total saving for 4 months is £10k. Moreover, the policy manager is contracted to work 7 hours less a week than budgeted for. This will result in a saving of £9k. A temporary senior planning officer has recently been recruited to the team to support the work of the team. The remaining salary savings within Development is the Tourism post. The post is expected to be appointed to over the next few months. The total saving in year would be £8k.

12) Tourist Information Centres have been closed during the summer months. Historically, this is one of the busiest periods for sales. Therefore, it's unlikely that additional stock will need to be purchased for resale during the year. Also, the Growth Hub is more likely to offer online events at little or no costs and so this will result in a small saving when compared to hosting live events.

13) The Tourist Information centres would usually purchase tickets for resale. Due to COVID, large events have still not gone ahead, so the tickets have not been purchased. However, this does also give a negative variance on the income budget. A further saving is being made on land searches being recharged to us from Gloucestershire County Council.

14) Planning income is strong in Q1 and we expect to be at least on target by year end. A £250k application was received from the MOD in Q1. However, pre-app income is down on budget in Q1. This is difficult to predict but we've assumed the trend will continue to be prudent, resulting in an overall estimated shortfall of £20k. There is also a high court decision due on speculative development sites. The Tourist Information Centres will have a likely shortfall of £37k against budget, due to closure in their busiest period.

Finance and Asset Management

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,408,348	2,419,610	(11,262)	15
Premises	547,091	549,360	(2,269)	
Transport	35,870	34,857	1,013	
Supplies & Services	563,688	547,185	16,503	16
Payments to Third Parties	399,511	416,451	(16,940)	17
Drainage Board Levy	6,500	7,172	(672)	
COVID-19 Costs	0	176,722	(176,722)	18
Income	(1,410,435)	(1,048,342)	(362,093)	19
TOTAL	2,550,573	3,103,014	(552,441)	

15) COVID-19 support from central Government is funding an additional post in the Assets team.

16) PDQ charges expected to make saving of £18K

17) Increased costs relating to cemeteries, but this is in line with additional income.

18) Reduced estimate of £150k to support the leisure centre which we hope will reduce further in Q2. £27k attributed to additional staffing as some staff are still deployed fully to the COVID-19 response.

19) Car Park Income expected to be reduced by approximately £153k. The Council Offices has vacant office space costing £62k of lost income subject to new tenants being found. £160k of income from the Leisure Centre will not be paid as they have an income deficit. There is an expected increase of £50k in cemetery income.

One Legal

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,276,597	2,129,377	147,220	20
Transport	8,700	3,270	5,430	
Supplies & Services	115,313	106,383	8,930	
Payments to Third Parties	34,220	34,220	0	
Central Recharges	29,929	29,929	0	
Income	(2,221,101)	(1,828,163)	(392,938)	21
TOTAL	243,658	475,016	(231,358)	

20) A number of vacant post in One Legal contributing to the surplus. This is offset by an estimated cost of £80,000 for the new Director of One Legal post, which Tewkesbury have agreed to finance until year end as per the Council report in June.

21) Actual income for Q1 is below the budgeted figures and the income projected for the remainder of the year is based on those figures and historical data from the previous 2 financial years.

It is too soon to predict the effects of the Cadence Innova review and the impact of the implemented staffing changes on the One Legal income. These estimates will be regularly reviewed as we continue to closely monitor the One Legal budget.

Borough Solicitor

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	125,455	134,137	(8,682)	
Supplies & Services	15	9	6	
Income	(43,651)	(21,826)	(21,826)	22
TOTAL	81,819	112,320	(30,501)	

22) Loss of contribution from Cheltenham Brough Council for monitoring Officer services after 1st October 2021

Appendix B - Analysis of capital budget 2021/22

	Q1 Budget Position £	Q1 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	0	0	0	0	No expenditure expected in Q1
Vehicles	131,658	34,428	97,230	0	Additional food waste vehicle expected within this year
Equipment	30,000	5,000	25,000	83	More expenditure expected in Q2
Capital Investment Fund	0	0	0	0	No budget in 2021/22
Community Grants	0	0	0	0	No expenditure expected in Q1
Housing & Business Grants	125,000	168,997	(43,997)	(35)	More Disabled Facilities Grants paid out in the first quarter than expected.
	286,658	208,425	78,233	27	

Appendix C - Revenue reserves for 2021/22

Reserve	Balance 31st March 2021	Spent in Reserve Q1	Reserve Remaining	Note
Service Reserves				
Asset Management Reserve	1,322,371	8,269	1,314,103	
Borough Growth Reserve	628,291		628,291	
Borough Regeneration Reserve	81,659		81,659	
Business Rates Reserve	500,000		500,000	
Business Support Reserve	1,004,328	2,496	1,001,832	
Business Transformation Reserve	999,111	105,017	894,094	3
Climate Change Reserve	404,200	18,308	385,892	
Community Support Reserve	883,575	91,726	791,849	4
Council Tax Reserve	251,391		251,391	1
Development Management Reserve	485,150	- 32,000	517,150	2
Development Policy Reserve	910,867	- 1,000	911,867	2
Elections Reserve	190,848		190,848	
Flood Support and Protection Reserve	9,646		9,646	
Garden Communities Reserve	1,202,358	50,234	1,152,124	6
Health & Leisure development reserve	100,543		100,543	
Housing & Homeless Reserve	542,799	24,134	518,665	
Insurance Reserve	60,000		60,000	
Investment Reserve	350,000		350,000	
IT Reserve	231,403	8,247	223,157	
MTFS Equalisation Reserve	2,781,207		2,781,207	
Open Space & watercourse Reserve	737,574	- 12	737,585	2
Organisational Development Reserve	103,590	110	103,480	
Risk Management Reserve	260,000		260,000	
Waste & Recycling development Reserve	2,152,808	12,308	2,140,500	5
	16,193,719	287,837	15,905,882	

Notes

- 1 Council Tax reserve relates to residual hardship monies and compensation of losses. Both are central Government support for COVID.
- 2 Negative amounts relate to accruals from 19/20 still awaiting invoices.
- 3 Expenditure against a combination of specific reserves including the One legal service review, the Digitisation team and the appointment of a business rates intelligence officer
- 4 Predominantly Covid compliance but also includes Tewkesbury 2021 grant
- 5 Installation of WEEE cages on recycling vehicles
- 6 Salary costs of Garden Town team

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	1 September 2021
Subject:	Council Plan (2020-2024) Annual Refresh and Corporate Covid-19 Recovery Plan Refresh
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Member:	Leader of the Council
Number of Appendices:	Two

Executive Summary:

The Council Plan is a key strategic document which establishes an overarching vision for the borough and sets out, in broad terms, the priorities, objectives and actions that the Council will focus upon to work towards the vision. The current plan (2020-2024) was approved by Council on 28 January 2020. To ensure the plan is a live document, it is reviewed on an annual basis and where appropriate updated. The proposed 2020-2024 (Year 2) plan is attached at Appendix 1.

Given the unprecedented challenge and impact on the Council's services and its residents, communities and business by the Coronavirus pandemic a Corporate COVID-19 Recovery Plan was approved by Executive Committee on 5 August 2020. This plan was developed around the principles, framework and governance arrangements adopted in relation to the 2020–2024 Council Plan. Similar to the Council Plan, to keep the Recovery Plan a live document, the proposed refresh is attached at Appendix 2.

It is the intention at the next annual review, which will be in March 2022 any outstanding actions from the COVID-19 Recovery Plan will be transitioned back into the Council Plan thereby reverting back to one strategic document. The Council Plan and its actions will still acknowledge the longer term recovery challenges presented by the pandemic.

Recommendation:

Subject to any amendments from the Executive Committee

- a) the Council Plan refresh is **RECOMMENDED TO COUNCIL** for adoption.
- b) the COVID-19 Corporate Recovery Plan refresh is **RECOMMENDED TO COUNCIL** for adoption.

Reasons for Recommendation:

To ensure the plans remain live documents, actions need to be reviewed on an annual basis and refreshed where appropriate.

<p>Resource Implications:</p> <p>None arising directly from this report.</p>
<p>Legal Implications:</p> <p>None arising directly from this report.</p>
<p>Risk Management Implications:</p> <p>If the Council does not have an up-to-date Council Plan, then it cannot demonstrate that priorities are being achieved.</p>
<p>Performance Management Follow-up:</p> <p>Delivery of the Council Plan and Recovery Plan actions are monitored through a Performance Tracker which is reported to Overview and Scrutiny Committee on a quarterly basis.</p>
<p>Environmental Implications:</p> <p>None arising directly from this report.</p>

1.0 INTRODUCTION

1.1 The Council Plan is a key strategic document, which establishes an overarching vision for the borough. It sets out, in broad terms, the priorities, objectives and actions that the Council will focus upon to work towards the vision.

The current plan (2020-2024) was approved by Council on 28 January 2020. To ensure the plan is a live document, it is reviewed on an annual basis and, where appropriate, updated.

The proposed 2020-2024 (Year 2) plan is attached at Appendix 1.

1.2 The COVID-19 pandemic had a significant impact on the Council's services and its residents, communities and businesses. Reflecting this, a corporate COVID-19 recovery plan was approved by Executive Committee on 5 August 2020.

This plan was developed around the principles, framework and governance arrangements adopted in relation to the 2020–2024 Council Plan. In line with the approach to the Council Plan, to keep the Recovery Plan a live document, the proposed refresh is attached at Appendix 2.

1.3 It is the intention at the next annual review, which will be in March 2022, that any outstanding actions from the COVID-19 Recovery Plan will be transitioned into the Council Plan - thereby reverting back to one strategic document.

The Council Plan and its actions will still acknowledge the longer term recovery challenges presented by the pandemic.

2.0 COUNCIL PLAN 2020-2024

2.1 In terms of the plan's overall vision and values, these remain unchanged.

The vision for the borough is *'A place where a good quality of life is open to all'*.

The values continue to reflect the fact that we are a Council, which:

- Puts customers first.
- Is positive about working with others.
- Values its employees.

2.2 The plan re-affirms the Council's six priority themes. The priorities are:

- Finance and resources
- Economic growth
- Housing and communities
- Customer first
- Garden communities
- Sustainable environment

Each of the priorities is supported by a series of key objectives. Underneath each objective are supporting actions to be delivered during the year.

2.3 The main purpose of the annual refresh is to review the Council Plan actions under each of the priority objectives and establish the status of each one.

As part of this, there may be a range of outcomes, for example:

An action may have been delivered during the year and therefore can be removed from the plan.

- New actions may have emerged to support the delivery of the priority.
- An action may need to be amended to reflect the changing nature of the action.
- An action may need to be removed as it is no longer relevant or has been deferred.

Live examples of these in the Council Plan refresh include:

- *'In source the management of our homeless property portfolio' (under Finance and resources priority theme)* has been removed as this action has been successfully delivered.
- *'a full review of the bulky waste service* (under Customer First) has been amended to *'Continue to build on the early success of our new bulky waste service'* to reflect that a review has been completed and a whole new service offering introduced. We now want to build on that over the next twelve months.
- *'bring forward the development of Spring Gardens' (under Economic Growth)* has been removed as the project is currently deferred – this will be brought back into the plan if the situation changes.
- There are a range of new actions, including *'deliver the planning service improvement plan' (under Customer First)*, and *'Deliver the Public Services Centre's low-carbon heating and solar PV systems' (under Sustainable Environment)* to *'Develop a fit-for-purpose four-year Housing Strategy' (under Housing and communities)*

3.0 COVID-19 CORPORATE RECOVERY PLAN

3.1 The Recovery Plan was developed and approved to demonstrate how the Council responded in the early stages of the pandemic and to provide the direction of travel for the borough's recovery.

The plan was developed around the six priority themes within the Council Plan. The refreshed document builds on upon the first plan and, in line with the approach used to refresh the Council Plan, actions have been removed, amended or added dependent upon the progress or changing nature of the actions.

Live examples of these in the refreshed Recovery Plan include:

- *'Set up the new Business Transformation Team and shape the year one priorities' (under Customer First) has been removed as the team is up and running.*
- *'Agree and monitor the Tewkesbury Leisure Centre recovery plan in partnership with Places Leisure' (under Finance and Resources) has been amended to 'In partnership with Places Leisure build on the early success of the Tewkesbury Leisure Centre recovery plan' to reflect an agreed recovery plan is in place and early recovery is positive.*
- *'Support the revitalisation of the high streets and retail centres across the borough, including delivery of the Tewkesbury Heritage Action Zone programme, to help drive economic recovery' (under Economic Growth) has been transitioned into the Council Plan during this refresh.*
- *An addition of a small number of new actions such as 'develop and deliver the Welcome Back Fund action plan' (under Economic Growth) to 'promote a healthier lifestyle through working with active Gloucestershire through the 'we can move' programme (under Sustainable Environment).*

3.2 As outlined in the introduction of this report, it will be the intention to transition the Recovery Plan back into the main Council Plan as part of March 2022's refresh.

Importantly, this will not dilute the Council's approach to recovery. There will continue to be a thread related to COVID-19 in future Council Plan refreshes. There are many actions within the Council Plan (particularly around the formulation of new key strategies for priority areas such as Economic Development and Tourism, Housing and Digital Transformation) which will recognise and reflect the impact that the pandemic had on the Council, our residents, communities and our businesses.

4.0 MONITORING PROGRESS

4.1 As with previous Council Plans and as implemented for the Recovery Plan, the Council will continue to use the established Performance Tracker document, which monitors delivery of the actions.

The Performance Tracker is reported to Overview and Scrutiny Committee on a quarterly basis. Outcomes of the Overview and Scrutiny Committee review are then reported to Executive Committee by the Chair of the Overview and Scrutiny Committee. As detailed above, to ensure plans remain 'live' and relevant, an annual refresh is undertaken.

5.0 OTHER OPTIONS CONSIDERED

5.1 None.

6.0 CONSULTATION

6.1 Heads of Service and Operational Managers have been pivotal in putting forward new actions.

7.0 RELEVANT COUNCIL POLICIES/STRATEGIES

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

8.0 RELEVANT GOVERNMENT POLICIES

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

9.0 RESOURCE IMPLICATIONS (Human/Property)

9.1 No direct resource implications.

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

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

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

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

12.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

12.1 Council Plan (2021-2024)- approved by Council 28 January 2020.

Covid-19 Corporate Recovery Plan - approved by Executive Committee 5 August 2020.

Background Papers: None

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Email: graeme.simpson@tewkesbury.gov.uk

Appendices: 1 – Draft Council plan (2020-2024) Year 2 refresh.
2 – Draft COVID-19 Corporate Recovery Plan refresh.



Tewkesbury Borough Council Plan

Year 2: 2021

2020-24

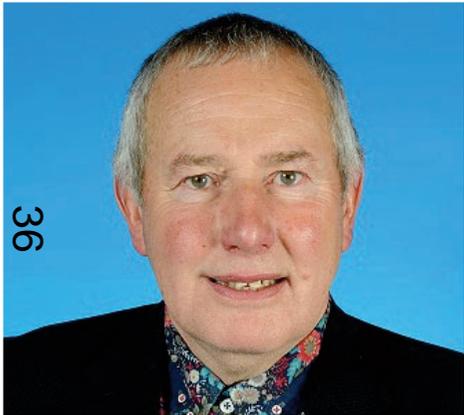


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Councillor Rob Bird, Leader of the Council



Councillor Jim Mason, Deputy Leader of the Council

“Tewkesbury
Borough, a place
where a **good
quality of life** is
open to all”

Foreword

We are pleased to introduce the annual refresh of our Council Plan 2020 to 2024 (Year Two). This document is a statement of intent 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 focus we have established six priorities:

- Finances and resources
- Economic growth
- Housing and communities
- Customer first
- Garden communities
- Sustainable environment

Following a year of unprecedented challenge, we are working hard to support our borough to recover from the Covid-19 pandemic - providing help that will enable residents, communities and businesses to prosper again. Our Covid-19 Recovery Plan, which sits alongside our Council Plan, gives us a focus on improvement for the future, and the flexibility to adapt as things change.

Despite the challenges of the pandemic, we have successfully continued to implement the priorities we agreed in this Council Plan. Our ambition to ensure that we deliver for the future, with housing for young people and generations to come, sustainable and thriving communities, a prosperous local economy, a sustainable environment and cost-effective services designed around the customer, has been pursued with enthusiasm and drive.

In March 2020 a Local Government Association Peer Challenge of Tewkesbury Borough Council provided a very encouraging report on our performance, indicating clear

areas of strength, and setting out some valuable advice about how we can improve to deliver on our ambition. We will ensure that we pursue the subsequent action plan carefully, to help achieve the objectives we have set.

We continue to embrace our belief that there is more of a role for councils than just operational service delivery. The future for Tewkesbury Borough is solid infrastructure, innovative skills, timely housing delivery and cohesive communities.

Our commitment to delivering a garden town for Tewkesbury at Ashchurch and being a key partner in the Golden Valley Development at West Cheltenham reflects our desire to deliver sustainable, well designed and vibrant communities where people can live, work and raise families. Our borough has an abundance of beautiful, natural assets and our commitment to prioritise a sustainable environment will help us enhance and protect our landscape and support our climate emergency declaration.

The focus and commitment of the council's staff, councillors and partners will enable us to overcome the challenges ahead and make our vision and priorities a reality. We work extremely well with others and have taken radical steps to bring together our public sector partners to share our building and our vision for our communities.

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

You will see that we have already made a number of achievements in our first year (2020-2021) under each of our priority themes, and these can be found on pages 14-16.



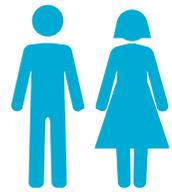
Tewkesbury Borough

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 95,015 made up of 42,878 households spread across 160 square miles. It has an excellent location at the heart of the M5 corridor.

Although apparently rural in character, our borough includes a wide range of economic activity - from large multinationals to micro businesses. We are 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. Combined with its excellent strategic location, it makes an ideal area for economic and business growth.



Our Borough



POPULATION
95,015

51.2% female

48.8% male



15.2%
population
INCREASE
2009 - 2019

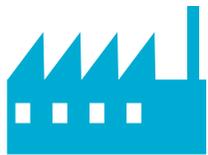
38



2.5% BLACK,
ASIAN and MIXED
ETHNICITY (ONS 2011)



81.6%
EMPLOYMENT
rate



20.8%
employed in
MANUFACTURING



55.4%
of borough are
WORKING AGE



327,600
Number of visitors
staying in the
BOROUGH



LIFE
expectancy
83 years



37.45
CRIME rate per
1000 population



Rated **261**
in the social
DEPRIVATION index
out of 317 (1 being most deprived)



£135m
VISITORS
spend in the borough



3.1%
Unemployment
CLAIMANT
rate (June 2021)



42,878
HOUSEHOLDS
in the borough



4,390
active BUSINESSES

More about us...



860
FOOD BUSINESSES
registered



Responded to
577 FREEDOM OF
INFORMATION requests



Employ
220
STAFF



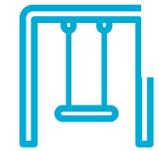
Carried out
127 TREE
ASSESSMENTS
which is 70% of the land
with trees in our ownership



Dealt with over
111k
CALLS
to key services



1352
PLANNING
APPLICATIONS
considered



Carried out
856
PLAYGROUND
INSPECTIONS



Carried out over
4 million
BIN COLLECTIONS



Paid
3367
INVOICES
during the year



2,437
HOUSING
benefit claims



19,000
GARDEN
WASTE customers



We have
38
COUNCILLORS



500+
Volunteer LITTER
...PICKERS



18,620
tonnes of WASTE was
RECYCLED or
COMPOSTED



Considered
144 FORMAL
COMPLAINTS



Received
1.3m
PAGE VIEWS by 385,389
visitors through our WEBSITE



£96,612
AWARDED in
COMMUNITY
grants



1,835
active
HOUSING
register applicants



Responded to
2185
ENVIRO-CRIMES



Dealt with
7411 applications
for CHANGE of CIRCUMSTANCES
for benefits customers



“Everything we do is aimed at **delivering our vision** but the way we deliver services is equally important to us”

Our vision and values 2020-2024

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 2020-24

Finance and resources

- To ensure the council remains financially secure in the long term
- Maintain a low council tax
- Maintain our assets to maximise financial returns
- Deliver the council's commercial strategy

Economic growth

- Deliver our strategic and economic development plans
- Deliver employment land and infrastructure to facilitate economic growth
- Deliver borough regeneration schemes
- Promote the borough as an attractive place to live and visit

Housing and communities

- Deliver the housing needs of our communities
- Ensure development plans provide for the five year land supply requirement
- Support infrastructure and facilities delivery to enable sustainable communities

Customer first

- Maintain our culture of continuous service improvement
- Develop online services to achieve 'digital by preference, access for all'

Garden communities

- Delivery of Tewkesbury Garden Town
- Delivery of Golden Valley Garden Community

Sustainable environment

- Deliver the climate emergency action plan
- Promote a healthy and flourishing environment in the borough
- Promote responsible recycling across the borough
- Preserve and enhance the natural assets and built heritage of our borough





“The council has to manage with less money whilst demands on our services increase”

Finance and resources

The local government financial climate means we have no choice but to manage with less money from central government while the demand on our services and costs increase. We therefore need to ensure that every pound spent by the council is spent efficiently and achieves the maximum possible benefit whilst also seeking to generate additional income to support our front line services. We are also proud of our council tax setting history, and maintaining our place as one of the lowest charging councils in the country is an integral part of our financial strategies. The council is determined to meet our financial challenges whilst continuing to provide value for money for our residents and businesses.

To deliver this priority, our objectives and actions are:

To ensure the council remains financially secure in the long term

- a) Introducing and complying with the Chartered Institute of Public Finance and Accountancy's (CIPFA) new Financial Management Code.
- b) ~~To maximise the return and balance the risk of our treasury investments.~~
- b) Produce a Medium Term Financial Strategy that recognises the impact of funding reform and, delivers a balanced approach to meeting funding gaps.

Maintain a low council tax

- a) ~~Produce a Medium Term Financial Strategy, which ensures council tax remains low for our residents.~~
- a) Ensure our council tax remains in the lowest quartile nationally.

Maintain our assets to maximise financial returns

- a) Update the council's asset management plan.
- b) Approve a new planned maintenance programme.
- e) ~~Review our property portfolio to ensure ongoing benefits to our communities.~~
- c) Ensure that voids within our commercial property portfolio are re-let at the earliest opportunity

Deliver the council's commercial strategy

- a) ~~Develop a business case to ensure our trade waste service operates more commercially.~~
- a) Deliver the approved trade waste business case to make the service commercially viable.
- b) ~~In source the management of our homeless property portfolio.~~
- b) Ensure that the Ubico resource made available as a result of the bulky waste review is redeployed.
- c) Deliver the One Legal service review and action plan.



“The borough occupies a **strategic location** and we want the local economy to thrive”

Economic growth

Tewkesbury Borough is THE place to do business and this mindset is embedded in everything we do. Reflective of this mindset is our commitment to deliver employment land and housing, together with the right infrastructure and skills. Attracting new investment, as well as retaining and strengthening existing businesses, will help us to ensure the future prosperity of our borough.

To deliver this priority, our objectives and actions are:

Deliver our strategic plans and economic development plans

- a) ~~Deliver the final year of the Economic Development and Tourism Strategy.~~
- a) To deliver an economic assessment of businesses within Tewkesbury Borough.
- b) ~~Deliver growth hub services in the Public Services Centre.~~
 - b) Deliver 50 workshops/events through the Tewkesbury Growth Hub.
- c) Work with the Local Enterprise Partnership and other partners to deliver the Local Industrial Strategy.

Deliver employment land and infrastructure to facilitate economic growth

- a) Deliver employment land through allocating land in the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).
- b) ~~Work with partners to secure transport infrastructure improvements around the borough, including the all-ways Junction 10, Junction 9 and the A46 improvements.~~
- b) Work with partners to secure transport infrastructure improvements for the all-ways Junction 10

- e) ~~Support the delivery of the County’s Local Transport Plan.~~
- c) Publish the Infrastructure Funding Statement.

Deliver borough regeneration schemes

- a) ~~Work with partners to deliver the Heritage Action Zone (HAZ).~~
- a) Increase community engagement through delivery of a range of community initiatives and events for the Tewkesbury High Street Heritage Action Zone.
- b) ~~Bring forward plans for the redevelopment of Spring Gardens.~~
- b) Introduce a shop-front grant scheme through the Tewkesbury High Street Heritage Action Zone.

Promote the borough as an attractive place to live and visit

- a) ~~Work with Cotswold Tourism to promote the area.~~
- a) Work with Cotswold Tourism to increase digital marketing to promote the borough.
- b) ~~Promote, through the HAZ, the heritage offer of Tewkesbury through the cultural consortium.~~
- b) Celebrate with partners the significance of 2021 for Tewkesbury.



“We recognise how important it is for residents to feel part of their communities”

Housing and communities

Our borough was recognised as the fastest growing district outside of London (ONS 2019) and without doubt, our ambition for growth is unprecedented for a borough of our size. We are committed to punching above our weight and creating a ‘sustainable place’ to meet the needs of our growing population.

To deliver this priority, our objectives and actions are:

Deliver the housing needs of our communities

- a) Work with partners to undertake the required review of the JCS.
- b) Finalise and adopt the Tewkesbury Borough Plan.
- e) ~~Develop a work programme with landlords to ensure residents have a supply of rented properties to meet their needs.~~
- c) Developing a fit for purpose four-year housing strategy.
- d) Carry out housing needs assessments to deliver affordable housing in rural areas.

Ensure development plans provide for the five year land supply 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.
- e) ~~Annually monitor the delivery of homes within the borough.~~

Support infrastructure and facilities delivery to enable sustainable communities

- a) Work with partners, infrastructure providers and developers, to progress the delivery of key sites.
- b) ~~Through the development process, work with communities to deliver the Community Infrastructure Levy (CIL) and Section 106.~~
- b) Provide training to parish councils on Community Infrastructure Levy (CIL) monies.
- c) Support community groups to access funding to deliver improved community facilities.





“We want to provide the **best possible service** to all of our customers”

Customer first

We simply would not exist without our customers, and we aim to provide a really positive council experience no matter how we are contacted. It's really important our services are accessible to all and our new digital platform is transforming the way our customers can interact with us online. It's also helping to free up our customer advisor's time so that they can deal with our customers who need to use the more traditional methods of contacting us.

To deliver this priority, our objectives and actions are:

Maintain our culture of continuous service improvement.

- a) Continue to improve the proactive homelessness prevention programme.
- b) ~~Continue to build on the success of our garden waste club.~~
- b) Continue to build on the early success of our new bulky waste service.
- c) Deliver the planning service improvement plan.
- d) ~~Deliver the council's Communications Strategy Action Plan.~~
- e) Establish the new business transformation team to support service improvements.

Develop online services to achieve 'digital by preference, access for all'

- a) ~~Develop and implement a corporate digital platform.~~
- a) Carry out a review of our corporate website.
- b) Implement an online offering for the licensing service.
- e) A full review of the bulky waste service including the online bookings.

- c) Implement a digital solution to improve internal HR processes.
- d) Explore the opportunity for an online offering for our cemeteries function.



Garden communities

We will work with Homes England and other partners to develop plans for the garden town communities at Ashchurch in Tewkesbury and Cyber Central in Cheltenham. These garden communities reflect our commitment to delivering sustainable, well-designed and vibrant communities where people can live, work and raise families. Improving transport links, education provision and green infrastructure, such as new parks and cycle routes will all play a big role in the development of these new communities.

To deliver this priority, our objectives and actions are:

Delivery of Tewkesbury Garden Town

- a) Formally establish the garden town planning status through the JCS.
- b) Establish a governance structure and ways of working with key stakeholders.
- b) Prepare a design guide and sustainability strategy.
- e) Prepare a masterplan that sets out the key principles, quality development and infrastructure requirements.
- c) Deliver the planning and design phase of the Ashchurch and Northway Bridge Over Rail.
- e) Deliver the first phase of the 'bridge project', in line with the funding requirements.
- d) Work with partners to progress the business case for the J9 and A46 improvements.

Delivery of Golden Valley Garden Community

- a) Produce a Supplementary Planning Document (SPD) for west Cheltenham Cyber Park in collaboration with Cheltenham Borough Council.
- a) Work with Cheltenham Borough Council and landowners towards the submission of a planning application in accordance with the Golden Valley Supplementary Planning Document.
- b) Prepare a land assembly programme to aid in the delivery of the Garden Village.



“Deliver a masterplan that sets out the key principles and quality development expected”





“Deliver the **climate emergency** action plan”

Sustainable environment

We recognise that it is important that we carefully manage our carbon footprint and support our recent climate change declaration. Our borough is full of natural assets and built heritage, and we are committed to preserving and enhancing these. We also know that reducing waste and increasing recycling is key to helping our environment flourish, and we will work with our residents to promote responsible waste and recycling habits.

To deliver this priority, our objectives and actions are

Deliver the climate emergency action plan

- a) ~~Review and update our plans in relation to environmental sustainability and carbon management, taking account of the latest evidence and national policy.~~
- a) Deliver the Public Services Centre’s low-carbon heating and solar PV systems.
- b) ~~Seek to reduce waste and emissions across our own estate, assets and activities, and use natural resources more efficiently.~~
- b) Embed our carbon reduction objectives within council services and raise awareness of our programme across staff, communities and partners.
- e) ~~Work with Gloucestershire County Council and other partners to help local residents and businesses take action to reduce their own carbon footprint, and to make better use of resources.~~
- c) Source and secure funding opportunities to support the delivery of our carbon reduction programme.

Promote a healthy and flourishing environment in the borough

- a) Establish planning policies to ensure the delivery of healthy and sustainable communities.
- b) ~~Improve bio-diversity across the borough and educate communities on its benefits.~~
- b) Support community-led bio-diversity projects across the borough.
- e) ~~Work with volunteers across the borough, and help communities to maintain our "place".~~
- c) Carry out a review of our litter pickers’ scheme.

Promote responsible recycling across the borough

- a) Take a robust approach towards fly-tipping and other enviro-crimes.
- b) ~~Working with the Gloucestershire Waste and Resources Partnership to encourage recycling and reduce plastic waste.~~
- b) Work with the Gloucestershire Waste and Resources Partnership to improve our recycling figures and reduce waste.
- c) Introduce a small Waste Electrical and Electronic Equipment (WEEE) scheme across the borough

Preserve and enhance the natural assets and built heritage of our borough

- a) ~~Work with the local nature partnership on the natural capital asset mapping.~~
- a) Utilise the high street heritage action zone funding to implement a programme of projects that contribute towards regeneration and enhancement of the town’s historic environment
- b) ~~Publish the heritage strategy to set out the actions to protect our built environment.~~
- b) Adopt a Shopfront Design Guide (SPD) to provide guidance on shopfronts to ensure they contribute to a quality urban and historic environment.
- c) Establish and publish a local list of non-designated heritage assets in the borough



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.

Supporting our performance management framework and delivery of this Council Plan are other key governance processes such as our:

- Risk management framework
- Project management framework
- Communications strategy
- Transformation programme
- Digital and ICT strategies

Collectively, the above provides a good oversight on what we are delivering and alert us to when we need to take remedial action.

We look forward to reporting our Council Plan success and as always the plan will be refreshed annually to ensure it remains a live document.

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

Graeme Simpson, Head of Corporate Services
email: graeme.simpson@tewkesbury.gov.uk





Our achievements 2020-21 (year one)

Finance and resources

- Our investment portfolio continues to perform very well – our return income is significantly higher than the local council average.
 - The purchase of a Volvo garage in Crawley brought our total investment in commercial property to £60m. The portfolio generates around £3.43m (5.73%) gross rental resulting in just under £2m benefit to the council.
 - Avoiding the potential closure of Cleeve Hill Golf Club due to financial unviability, we agreed and signed a new long-term lease with a tenant who will transform the facilities, offering locals, visitors and golfers a really exciting place to visit.
 - With effect from 1 April 2022, we extended the contract with Ubico (provision of waste, recycling, street cleaning and grounds maintenance services) for another five years.
 - Effective leadership, embracing digital change, engaged staff with a 'can do' attitude and a good understanding of its place was just some of the positive feedback we received.
- Tewkesbury Culture has been successful in its bid to historic England for up to £80,000 to cover multiple projects for the next three years entitled 'Rise up Tewkesbury Culture'.
 - The Growth Hub delivered over 100 events throughout the year to help support businesses with social media, video promotion, branding, developing eco-businesses and social enterprise.
 - The examination into our Tewkesbury Borough Local Plan took place – with adoption expected early next year.
 - We provided £25,000 of funding to support the Tewkesbury 2021 celebrations.
 - Gloucestershire County Council was awarded £219m for the delivery of an all-ways Junction 10 on the M5. We continue to work with Cheltenham Borough Council in meeting the funding contract conditions and preparations for the project.

Economic growth

- We will shortly start to deliver the Heritage Action Zone project for Tewkesbury. This is an exciting three-year programme and includes activities such as a grant scheme for improving shop fronts, and the setting up a culture consortium made up of 12 local community groups. The consortium, called Tewkesbury Culture, is aimed at promoting Tewkesbury's fantastic culture.



Our achievements 2020-21 (year one)

Housing and communities

- We agreed a Local Development Scheme which sets out the timetable for a review of our Joint Core Strategy (which sets out the overall housing and employment land requirements for our area).
- The first stages of the Housing Needs Assessment were carried out by Gloucestershire Rural Community Council (GRCC). These surveys focus on Community Led Housing (CLH) within rural areas where people and communities play a leading role in addressing their own housing needs.
- The new Community Infrastructure Levy (CIL) has seen multiple parish councils receive CIL payments collectively totaling in excess of £192k.
- We now manage five homeless properties in-house - resulting in £18,000 of savings.
- We supported 276 community groups with funding advice, including creating funding plans, reviewing funding applications and linking with other groups and projects in the area.
- We donated 21 surplus laptops to Gloucestershire Voluntary Community Sector Alliance and IT Schools for Africa.
- We supported the Office for National Statistics (ONS) with promoting the Census 2021 with its first digital survey. Our borough's response rate exceeded expectations and 97 per cent of households completed the survey across England and Wales.
- The borough's population was rated one of the top five fastest growing districts outside of London (2020 ONS).

Customer first

- Our garden waste club continues to go from strength-to-strength and we are on target to meet our £990,000 budget target with more than 85 per cent of our 19,000 customers renewing online.
- Our new communications strategy was approved, which will help us to ensure we're continuing to engage effectively with our customers and promoting the work we do.
- We launched a new Business Transformation Team, which has already implemented a new digital platform providing our customers with a more improved online experience and delivering efficiency savings.
- We launched a new bulky waste service, with customers being able to make a booking online for the first time. The changes include a new contractor running the service and now at least 75 per cent of items are recycled or reused. The new service also introduced a more commercial pricing structure, a reduction in wait times from six weeks to one week, automated customer communications and improved back-office processes. We are on target to make £90,000 savings in the first year.
- A new Customer Care Strategy was approved, which includes a refreshed set of customer care standards – clearly setting out what our customers can expect from us in our approach to customer care.
- We responded to 577 Freedom of Information requests.
- We remain one of the top performing councils in relation to the low number of formal complaints we receive, with 144 received last year.
- We continue to provide a grant of £52,000 to the Citizens' Advice Bureau, helping them to provide support to over 1500 members of the community. Throughout 2020/21, residents using the service have benefitted from nearly £1.8m of financial gains.

Our achievements 2020-21 (year one)

Garden communities

- The Tewkesbury Garden Town has been awarded £2.4m funding by the Ministry of Housing, Communities and Local Government (MHCLG).
- We established a governance structure for our Tewkesbury Garden Town to ensure this major programme is delivered in the best possible way.
- The Tewkesbury Garden Town concept masterplan is in its final stages and will be submitted as supporting evidence for the Joint Core Strategy review later in the year.
- A crucial part of the supporting infrastructure, a bridge over the railway at Ashchurch and Northway, was permitted planning permission.
- Work is now starting on the next stage of the programme, finalising detailed design and assembling the land required, ahead of commencing the procurement of a contractor in Spring 2022.
- We continue to be actively engaged in both the A46 Partnership and Midlands Connect to promote the development opportunities at the Garden Town.
- A Supplementary Planning Document (SPD) for West Cheltenham Cyber Park- known as the Golden Valley development - was adopted by Council on 28 July 2020.

Sustainable environment

- Following the declaration of a Climate Change Emergency, we approved a 'climate change and carbon reduction action plan' with the aim of becoming carbon neutral by 2030.
- Supporting our carbon reduction action plan, and using £284,000 of funding from Public Sector Decarbonisation Scheme, we made a decision to replace our council offices heating system with an air-to-air system. This project is set to achieve a 78% reduction in the carbon usage for the heating of the building.
- Our waste and recycling contractor Ubico has increased awareness on the impact of contaminated recycling bins. Work has included carrying out additional checks and providing an information sticker explaining why a bin hasn't been emptied, and this work has been supported by a social media campaign.
- We worked with Gloucestershire Local Nature Partnership to map our natural capital assets. The goal is to help guide land-use and planning decisions, to identify opportunities for investment in the enhancement of natural capital in the county, and provide a tool for delivering positive benefits for people, wildlife and the economy.
- We have worked with partners across the county to promote a 'Be Clear on Plastics' campaign to encourage residents to reduce, reuse and recycle plastics.
- Our draft heritage strategy, which focuses on the conservation and enjoyment of our historic environment, is now being used to support the examination in public for our local plan.





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Tewkesbury Borough Corporate Recovery Plan

Covid -19

2021



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Councillor Rob Bird, Leader of the Council



Mike Dawson, Chief Executive

“We recognise that we need to put our **residents and businesses at the very heart** of our recovery plan”

Foreword

Since March 2020, Covid-19 has impacted the council and its services significantly and this local picture is replicated across the globe. Since the onset of the pandemic we have been overwhelmed by the dedication shown by our members and employees in the response to this pandemic. The commitment to supporting and protecting our borough from this virus has been nothing short of fantastic - we have seen amazing flexibility, initiative and dedication in all aspects of service delivery and community support. The response from our communities has been admirable too - thanks to the help of volunteers and community groups, we have been able to offer vital support to all of our vulnerable residents across the borough.

Our Covid-19 Recovery Plan, approved in August 2020 gives us a focus on improvement for the future, and the flexibility to adapt as things change. The plan outlines how we responded to the crisis and, in more detail, what we need to do to recover from it. None of this has been done or will be done solely by ourselves - throughout this pandemic we have worked closely with a wide network across Gloucestershire to help limit the impact of the virus and support our residents in every community.

Our elected councillors, of all political groups, have played a really important role in their wards by supporting vulnerable residents and voluntary groups, as well as working closely with officers to make difficult decisions and ensure what we are doing protects our residents and makes our borough safe.

The pandemic has reshaped how we operate. It has forced us into becoming a much more flexible and agile organisation - utilising partnerships, technology and creativity in a way that we have never done before. We have already achieved a great deal, including fantastic support

given to our business community through the administration and payment of business grants as well as the general support and advice from our unique Growth Hub. We have also supported the safe re-opening of our high streets and set up our new Business Transformation Team to support service improvements across the council – all achieved in a ‘virtual’ world.

We recognise that we need to put our residents and businesses at the very heart of our recovery plan, which is why we used our Council Plan priorities to shape it. It is the intention that when we next refresh the plan, in March 2022, we will transition the longer term recovery actions into our main Council Plan thereby working again to one strategic document.



“The council’s response to Covid-19 has been unprecedented”

The council's response to Covid-19

The council’s response to Covid-19 has been unprecedented. We have had to adapt and respond to a fast-moving emergency in a way that we have never had to do before. Whilst the Covid-19 pandemic has created some unprecedented challenges, the council has been well placed to respond. These include (but is not an exhaustive list):

- Our unique Growth Hub, set up in 2018 has provided the foundation for our business support during the pandemic through its excellent network of business intelligence.
- Our excellent relationship with Places Leisure has seen early success in the recovery of the Tewkesbury Leisure Centre, which is incredibly important for our business and for community activity and health.
- The sharing of our building – the Public Service Centre - with the police, Department for Work and Pensions (DWP) and county council’s Children’s and Adult Services has enabled a multi-agency approach to addressing many of the complexities arising from the pandemic.
- Our strategic growth plans, particularly our Joint Core Strategy in partnership with Cheltenham Borough Council and Gloucester City Council, were well-developed before the pandemic, and now provide a solid foundation to help kick start economic recovery.
- Organisational changes were made, which saw many members of our staff redeployed to other services. Staff are our greatest asset and the ‘can do’ culture we have saw staff adapt quickly and work tirelessly to overcome these challenges as well as continue to provide essential services to our residents and businesses.

- Our achievement pre-Covid in attaining accreditation to the ‘Workforce Wellbeing Charter’ meant we already had in place the building blocks such as a mental health plan to support our organisational resilience.
- Our excellent financial management framework supported by our technically strong finance team (as recognised by the Local Government Association peer challenge team) enabled the quality of financial monitoring and reporting to be maintained despite the added complexities of the financial landscape.
- Our ICT Strategy, approved pre-Covid, gave us the direction of travel to implement the necessary technology to support the organisation, particularly through remote working. Exemplifying our ‘can do’ attitude, it meant swathes of the strategy being delivered in a few months.
- Although re-deployed for the first few months, our new Business Transformation Team was up and running in September and has already achieved notable successes. This includes the implementation of a new digital platform, a new complaints framework, a new Freedom of Information request portal, project led the delivery of our new bulky waste system and taken our garden waste income to nearly £1m.

A snapshot of the impact of Covid-19 is shown on the next page.

Covid-19: How we supported our residents

over **£408k** PAID through the council tax **HARDSHIP FUND**

over **1000** SOCIAL MEDIA posts

additional **1859** COUNCIL TAX REDUCTION applications received

over **24%** increase in **RESIDUAL WASTE** per household

average of **10** TONNES per month **FOOD WASTE** increase

£73,000 TEST and TRACE self isolation payments paid to **146** applicants

Covid-19: How we supported our community

over **£104k** paid out to over **125** COMMUNITY GROUPS

£180,000 additional **LEISURE CENTRE** funding

over **80** WARNINGS issued to businesses relating to non-compliance to **COVID GUIDANCE**

566 COMMUNITY HELP HUB requests received

6 FIXED PENALTY notices ISSUED to **BUSINESSES**

over **670** ENQUIRIES responded to by the Environmental Health team since **JULY 2020**

Covid-19: How we supported our businesses

105 virtual help and support **WEBINARS** for **BUSINESSES** through the **GROWTH HUB**

5384 SUPPORT and **ADVICE** visits to businesses by **ENVIRONMENTAL** health team

over **30m** paid in **BUSINESS GRANTS**

£21m awarded through **BUSINESS RATE RELIEF** and expanded retail/nursery discount

1230 **BUSINESSES CONTACTED** via email or letter by the **ENVIRONMENTAL** health team

780 **VISITS** to **BUSINESSES** by our Environmental Health team

Covid-19: How we maintained good governance

over **40,200** **VISITS** to the Covid-19 **MICROSITE**

81 **VIRTUAL COMMITTEES** and member working groups delivered

527 Management **TEAM ACTIONS**

82 information **BULLETINS** for councillors and parish councils

over **70** **FREEDOM** of **INFORMATION** requests relating to **covid-19** received

6082 **SUPPORT TICKETS** dealt with by **ICT TEAM**



“Our recovery plan will **need to reflect** the national approach”

Our plan to rebuild

Recovery plans will be created at national, regional and local levels and it is really important we recognise this interconnectedness, together with the role of working with our wide network of partners, so that we achieve a joined-up approach to our recovery.

Locally, our Corporate Recovery Plan will need to reflect the national approach of setting out the short, medium and long-term support needed to address the challenges associated with Covid-19. We will be doing this by considering the need to refocus, recover and rebuild communities, businesses and the voluntary sector.

- ✓ **Refocus:** reflects the short-term analysis of the implications of Covid-19. We will work closely with partners to understand how and what resources they need to be refocused and where opportunities to collaborate on emerging recovery plans can help us gain a better understanding of what recovery looks like.
- ✓ **Recover:** reflects the medium-term, primarily focusing on the creation of a recovery plan, that sets out the strategy and actions that will support businesses, communities and voluntary groups, allowing them to survive, stabilise and adapt to the challenges of Covid-19.
- ✓ **Rebuild:** reflects the longer-term measures required to allow businesses, communities and voluntary groups to rebuild and develop resilience to a post Covid-19 environment.

Our Recovery Plan details key actions, these will be monitored through the Corporate Recovery Plan performance tracker. As described in the foreword we will transition more medium and long term actions into our Council Plan at its next refresh.





“The council is determined to meet its financial challenges”

Finance and resources

The pandemic has had a huge impact on our finances. Albeit, the General Fund outturn for 2020/21 is positive, for example due to government funding to relieve expenditure pressures as a result of Covid, new burdens funding for administering the various Covid related grant schemes and compensation received from government for loss of income streams. This places the council in a good position, with significant one-offs available to meet service requirements and mitigate risk in a number of areas. However, it must be stressed that this good financial outturn does not mean that our ongoing budget pressures have eased. There remains much uncertainty around government plans for funding and our Medium Term Financial Strategy still shows a substantial ongoing deficit over the next five years.

To deliver this priority we will:

Refocus

- ~~a) Continue to work with partners to ensure adequate measures are in place on our high streets to enable social distancing.~~
- a) Continue to monitor the financial impacts of Covid-19 and revise the Medium-Term Financial Strategy in light of those impacts.
- ~~e) Produce a new six monthly internal audit plan and review the whole suite of internal audit recommendations to determine if recommendations remain relevant and timescales for implementation remain feasible.~~
- b) Ensure the effective recovery of the internal audit function.

Recover

- ~~a) Agree and monitor the Tewkesbury Leisure Centre recovery plan in partnership with Places Leisure.~~
- a) In partnership with Places Leisure build on the early success of the Tewkesbury Leisure Centre recovery plan.

- ~~b) Ensure adequate measures are in place and government guidance is adhered to for those staff that need to return to the Public Service Centre offices, whilst exploring the future demand for space in light of new ways of working.~~
- b) Continue to monitor the safety of our working environment now that restrictions have been lifted and moving forward utilise our office space effectively.
- e) Produce a revised 2020/2021 budget.

Rebuild

- ~~a) Revise the Medium Term Financial Strategy (MTFS) in light of additional financial pressures arising from Covid-19.~~
- a) Maximise the use of business intelligence within the council to ensure the accuracy of the rating list and help businesses build resilience.
- b) Work with businesses and residents and seek to rebuild council tax and business rate collection rates.



“Tewkesbury
Borough
remains the
place to do
business”

Economic growth

Tewkesbury Borough remains the place to do business - and a focus for our recovery plan will be to utilise our Growth Hub so our current businesses, and businesses wanting to locate within our borough, are given the opportunity to thrive. We will work hard to promote our borough and its assets to visitors, to help support the future prosperity of the local tourism industry.

In addition, part of our economic growth recovery will focus on our role as an employer, and how we can look to work collectively with other councils, businesses and the voluntary and community sector, to support retraining, reskilling and placement opportunities/employment in light of the redundancies and decline in some sectors as a result of the Covid-19 pandemic.

To deliver this priority we will:

Refocus

- a) Review the Economic Development and Tourism Strategy to identify any actions required to respond to Covid-19.
- a) Develop a new four-year Economic Development and Tourism strategy that includes a focus upon the economic recovery of the borough.
- b) Undertake an economic impact assessment and analysis to understand the needs of local businesses.
- e) Work with our partners at Cotswold Tourism to understand when and how to safely encourage visitors back to the borough.
- b) Work with our partners at Cotswold Tourism to promote the borough as a safe destination to visit.
- d) Work closely with partners, businesses and groups to enable the safe and successful reopening of high streets and retail centres.

Recover

- a) Work with our partners to engage with businesses to create tailored business support solutions through Tewkesbury Growth Hub, as a single point of contact to support business recovery – helping businesses to recover, innovate and thrive.
- a) Continue to support businesses through the Tewkesbury Growth Hub to aid their economic recovery.

- b) Deliver sector specific advice and events, helping support local supply chains.
- e) Work with partners to support employment and skills initiatives targeted at those affected by unemployment
- b) Develop a bid to host a Department of Work and Pensions Youth Hub within the Tewkesbury Growth Hub.

Rebuild

- a) Launch grant and support packages focused on innovation and growth, linking grants and Growth Hub advice.
- a) Launch the new Tewkesbury Borough Council Business Grants scheme.
- b) Support the revitalisation of the high streets and retail centres across the borough, including delivery of the Tewkesbury Heritage Action Zone programme, to help drive economic recovery.
- e) Work with partners to identify funding opportunities and support key infrastructure projects.
- d) Promote Tewkesbury Borough as an excellent location for business and investment.
- b) Develop and deliver the Welcome Back Fund action plan.



“We recognise the pressure the pandemic has brought to our communities”

Housing and communities

We recognise the pressure the pandemic has brought to our communities and we will continue to work closely with partners to help ease this strain whilst also harnessing the skills our communities have to offer. We have focused our recovery plan to show our commitment to supporting those with a housing need whilst providing much needed support to our wider communities.

To deliver this priority we will:

Refocus

- a) ~~Refocus the council's Place Approach to reflect the issues within our communities arising from Covid-19.~~
- a) Continue to support our communities with issues arising from Covid-19.
- b) ~~Assess the additional demand on those using the housing service, taking into consideration the county-wide rough sleeper initiative.~~
- b) Assess the additional demand on the housing service.
- c) Work with landlords and tenants to assess the potential demand ~~once restrictions are lifted.~~ now that restrictions have been lifted.

Recover

- a) ~~Support our communities to become more resilient and harness community spirit.~~
- a) Work with the integrated locality partnership to build community resilience within the borough.
- b) ~~Respond to localised outbreaks of Covid-19 quickly and effectively and in conjunction with the Gloucestershire County Council's Local Outbreak Management Plan.~~
- b) Continue to deliver the Covid-19 community grant scheme.

Rebuild

- a) ~~Recognise and harness our relationship with the voluntary and community sector to support the building of resilient communities.~~
- a) Deliver a series of online training seminars to support the Voluntary and Community Sector (VCS).
- b) ~~Build on the Local Housing Needs Assessment and start developing the Tewkesbury Borough Housing Strategy for 2021 onwards.~~
- e) ~~Consider future working arrangements within new communities to ensure there are adequate local businesses and self-employment hubs.~~





“We want to make it as easy as possible for our customers to contact and engage with us”

Customer first

It is more important than ever that we provide a positive customer experience by providing excellent quality services that are easily accessible. We are pushing forward with our digital services - transforming how our residents can access our services online - and this in turn is helping our teams be freed up to help support our more vulnerable residents over the phone or face-to-face. As part of our response to the pandemic, our new Business Transformation Team is up and running and already making significant improvements to service delivery and customer engagement. To deliver this priority we will:

Refocus

- a) Review the effectiveness and efficiency of the Environmental Health service, including an assessment of additional demand and available resources.
- b) Develop a new customer care strategy.
- c) Continue to review the operational effectiveness of our return to the office and the opportunities provided through agile working.
- d) Review the communication strategy in light of new ways of working and remote meeting technologies.

Recover

- a) Explore options for alternative ways for customer engagement e.g. housing applicants.
- b) Support the safe re-opening of buildings that provide a council service.
- a) Continue to monitor the safety of our buildings now that restrictions have been lifted.
- e) Set up the new Business Transformation Team and shape the year one priorities.

Rebuild

- a) Review the corporate website and Covid-19 microsite.
- a) Review the future of the Covid-19 microsite.
- b) Re-instate and Deliver the council tax and business rates e-billing project.
- e) For the benefit of customers, exploit the opportunities provided through agile working.



Garden communities

The garden community programmes reflect our commitment to delivering sustainable, well-designed and vibrant communities where people can live, work and raise families. Whilst the pandemic has caused minor delays our programme of work remains unchanged. We will continue to work with Homes England and other partners to develop plans for the Tewkesbury Garden Town and the Golden Valley garden community in Cheltenham. We are committed to improving transport links, education provision and green infrastructure, such as new parks and cycle routes which will play a big role in the development of these communities.

We have adapted the way in which we get messages and information to residents, after the events planned had to be cancelled. Our website - tewkesburygardentown.co.uk - is complete with all the information that is publicly available on the Ashchurch bridge project which will unlock land for the Garden Town. It includes the drawings, proposed location, and background information that would have been provided at the events.

To deliver this priority we will:

Refocus

- e) ~~Work with partners at Cheltenham to speed up delivery of the garden village site.~~
- a) Explore opportunities to enhance new digital jobs and training with the Local Enterprise Partnership (LEP) and partners at Cyber Central.

Recover

- e) ~~Seek further government funding with our partners to support sustained delivery of the garden community programmes.~~
- a) Actively seek capital funding with our partners to support the programme.

Rebuild

- e) ~~Work with partners to seek resolutions to infrastructure requirements around Junction 9 and Junction 10.~~
- a) Work with partners to maximise sustainable development and low carbon technologies as part of the Garden Communities programme.



“We will continue to work with Homes England and partners to deliver our garden communities”





“We recognise the ongoing importance of managing our carbon footprint”

Sustainable environment

Globally, the lockdown period of the pandemic has highlighted the impact people have on the environment. Moving forward, we recognise the ongoing importance of managing our carbon footprint and supporting our climate change declaration. The council has delivered the first year of its carbon reduction action plan and has a number of ambitious targets within year two to reduce its emissions. Our Garden Town programmes provide good opportunities to explore low carbon technologies. We also know that minimising waste and increasing recycling is key to helping our environment flourish, and we will work with our residents to promote responsible recycling habits.

To deliver this priority we will:

Refocus

- ~~a) Exploit the opportunities provided through agile working to enhance or accelerate carbon reduction and climate change initiatives.~~
- a) Harness the benefits of changes to working practices in order to ensure our reduced carbon footprint continues.
- ~~b) Work with our businesses and communities to support cleaner and greener living and working.~~
- b) Work with partners to promote climate change and carbon reduction awareness and activities across our communities and businesses in the run up to the United Nations Climate Change Conference in November.

Recover

- a) Increase awareness in the effects of recycling contamination.
- b) Work with our communities to reduce waste to minimise the impact on our environment.
- c) Agree funding for and appoint a new Carbon Reduction officer to support the council's climate emergency declaration and the delivery of its action plans.

Rebuild

- ~~a) Support the deployment of the carbon reduction action plan.~~
- a) Commence planning and scoping study for implications of, and opportunities for, Borough wide decarbonisation.
- ~~b) Work on the Mixed Recycling Facility (MRF) contracted services procurement.~~
- ~~e) Build on our communities' connections with green space, walking and cycling to encourage healthy, sustainable living and appreciation of biodiversity.~~
- b) Promote a healthier lifestyle through working with Active Gloucestershire through the 'we can move' programme.



Governance and performance management

Our 2020-2024 Council Plan sets out our priorities for the next four years.

The Corporate Recovery Plan has been aligned with our Council Plan priorities and objectives and at the next refresh in March 2022 we will transition any longer-term recovery actions back into our Council Plan. To monitor progress in delivering our recovery plan, for 2021/22 we will continue with our 'Corporate Recovery Plan performance tracker' document. The tracker details each individual action, a feasible implementation date, accountable officer, a status column plus a comments column to provide an overview on delivery. This is a proven monitoring tool as the same methodology is used to monitor delivery of our Council Plan actions.

Similar to the Council Plan performance tracker the recovery tracker will be presented and scrutinised by the council's Overview and Scrutiny Committee on a quarterly basis. As there are synergies between both tracker documents, these will be reported alongside each other. The findings from the review of Overview and Scrutiny Committee are personally reported by the chair of the committee to the council's Executive Committee and remedial action taken when appropriate.

All members will play a really important role as the recovery process develops, particularly in terms of community support and community contact. Members have been instrumental in terms of helping to develop strong links with many businesses and voluntary and community groups

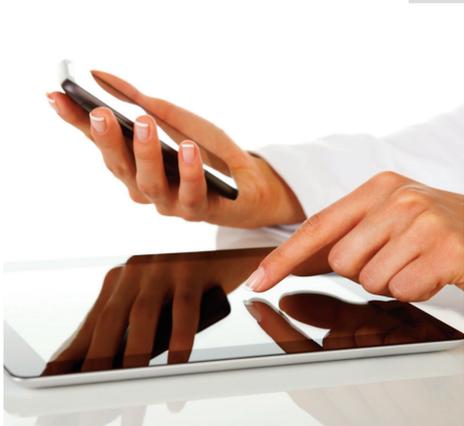
during the pandemic. We need to capture this community spirit and use it to help in the recovery phases, together with the local knowledge that members have. By utilising our Council Plan priorities for the Recovery Plan framework, Executive Committee members will have a lead role in the recovery process as it relates to their portfolio.

Whilst Covid-19 has and continues to present us with a significant challenge, we are hopeful that now restrictions have been lifted we can work to the 'new norm'. If we experience a worse-case scenario where restrictions are re-instigated, we have proven over the last 18 months that we can continue to provide effective core services to our communities whilst delivering any Covid related activity. Lessons we have learnt over the period will also be invaluable. Our Recovery Plan needs to be dynamic and flexible, and actions may need to change, if we need to return to 'response' mode at any point in the future.

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

Graeme Simpson, Head of Corporate Services

Email: corporateservices@teWKesbury.gov.uk





Our achievements since March 2020

Covid-19 response – in addition to the Covid-19 infographics on page three.

- Our business grants team continues to work extremely hard to support local businesses gain access to government covid-19 support grants. Over 6,000 individual payments have been made resulting in excess of £30m being paid out since March 2020.
- Recognising the volume and complexity of the information being issued by the government relating to the pandemic, we built and maintained a Covid-19 microsite so it was easier to access and digest.
- Working with Places Leisure, we've supported the reopening of Tewkesbury Leisure Centre in line with covid-19 safety requirements.
- Supporting our commitment to ensuring our services are provided to our residents, business and communities, we have put in measures to ensure staff feel safe returning to the Public Services Centre while also supporting the benefits that come with remote working.
- We have worked with Cotswold Tourism through social media, campaign work and our website to promote the borough as a place to visit when it is safe to do so.
- Our Growth Hub has supported businesses throughout the pandemic – including around 100 webinars to more than 360 attendees. Topics included online marketing, video development, social media and goal setting.
- A bid has been developed to provide a Youth Hub service hosted within Tewkesbury Growth Hub, which will provide advice and information for young people.
- Supporting the reopening of the high streets and retail centres across the borough, we have delivered a range of promotion activity funded by the Reopening High Street Safely Fund. Initiatives included posters and floor stickers in town centres, footfall counts and social media campaign work.
- Supporting the Clinically Extremely Vulnerable residents in our borough, we worked with community groups to provide a winter grant scheme. This helped 556 vulnerable families struggling to pay for food, essential supplies and fuel costs.
- We provided active support to the countywide response and recovery to homelessness.



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TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	1 September 2021
Subject:	Proceeds of Crime and Anti-Money Laundering Policy
Report of:	Counter Fraud Unit Manager
Corporate Lead:	Head of Finance and Asset Management
Lead Member:	Lead Member for Corporate Governance
Number of Appendices:	One

Executive Summary:

To present the Executive Committee with an updated Proceeds of Crime and Anti-Money Laundering Policy for approval.

The Policy has been updated in accordance with legislative changes and sets out the Council's obligations.

Recommendation:

- 1. That the Proceeds of Crime and Anti-Money Laundering Policy, as attached at Appendix 1, be APPROVED.**
- 2. That authority be delegated to the Head of Finance and Asset Management, in consultation with the Counter Fraud Unit Manager, One Legal and the Lead Member for Corporate Governance, to approve future minor amendments to the policy.**

Reasons for Recommendation:

To introduce an updated Proceeds of Crime and Anti-Money Laundering Policy to reflect key legislation and Council responsibilities.

Resource Implications:

The adoption and approval of this Policy will support the Council's objectives in reducing crime and financial loss.

Legal Implications:

The Proceeds of Crime and Money Laundering Policy sets out the statutory requirements that the authority must consider and adhere to when undertaking relevant activities.

Risk Management Implications:

The Proceeds of Crime and Money Laundering Policy mitigates the risk that the Council will fail to fulfil its legal obligations.

Performance Management Follow-up:

Not applicable.

Environmental Implications:

Not applicable.

1.0 INTRODUCTION/BACKGROUND

1.1 The Executive Committee is provided with the Proceeds of Crime and Anti-Money Laundering Policy which has been updated to reflect key legislation and Council responsibilities.

2.0 PROCEEDS OF CRIME AND ANTI-MONEY LAUNDERING POLICY

2.1 The Proceeds of Crime and Anti-Money Laundering Policy defines a best practice approach to dealing with money laundering obligations and suspicious activity reports.

2.2 Proceeds of Crime and Money Laundering legislation govern the responsibilities of individuals and organisations.

2.3 The Policy and the related Officers Procedural Guidance addresses the way in which the Council, its employees and its Members can formally discharge these obligations.

2.4 The nominated Money Laundering Reporting Officer is the Officer appointed under Section 151 of the Local Government Act 1972, in the case of the Council, this is the Head of Finance and Asset Management.

2.5 The Officer's Guidance Notes that derive from this policy is a working document available to members of staff and outlines when and how to report suspicious activity, when to refuse cash payments and outlines the requirements relating to customer due diligence.

3.0 OTHER OPTIONS CONSIDERED

3.1 None.

4.0 CONSULTATION

4.1 The Policy was subject to consultation with Operational Managers, the Corporate Governance Group, Management Team and One Legal.

4.2 The Audit and Governance Committee considered and endorsed the Policy in July 2021.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 None.

6.0 RELEVANT GOVERNMENT POLICIES

6.1 None.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 Council staff with financial responsibilities will be made aware of the Policy and Guidance Notes.

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

8.1 None.

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

9.1 None.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None.

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Appendices: 1 – Proceeds of Crime and Anti-Money Laundering Policy.

Proceeds of Crime and Anti-Money Laundering Policy

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Proceeds of Crime and Anti-Money Laundering Policy

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Proceeds of Crime and Anti-Money Laundering Policy

1. INTRODUCTION

- 1.1 The legislation in respect of Money Laundering is set out in the following:
- Proceeds of Crime Act 2002 as amended by the Crime and Courts Act 2013 and the Serious Crime Act 2015;
 - The Money Laundering, Terrorist Financing and Transfer of Funds (Information on the Payer) Regulations 2017 and The Money Laundering and Terrorist Financing (Amendment) Regulations 2019;
 - The Terrorism Act 2000 as amended by the Anti-Terrorism, Crime and Security Act 2001, the Terrorism Act 2006 and the Terrorism Act 2000 and Proceeds of Crime Act 2002 (Amendment) Regulations 2007.
- 1.2 The combined legislation is referred to in this Policy as ‘the money laundering legislation’.
- 1.3 There have been significant changes to the money laundering legislation which have broadened the definition of money laundering and increased the range of activities caught by the statutory framework. As a result, the obligations now impact on certain areas of Council business and require Councils to establish internal procedures to prevent the use of their services for money laundering.
- 1.4 Money laundering may be defined as the process whereby the origin of dishonest and or illegally obtained money is concealed so that it appears to come from a legitimate source.

2. POLICY STATEMENT

- 2.1 The Council will do all it can to:
- Prevent, wherever possible, the organisation, its employees and Members being exposed to money laundering;
 - Identify the potential areas where money laundering may occur and take appropriate action to minimise the risk; and
 - Comply with all legal and regulatory requirements, especially with regard to the reporting of actual or suspected cases.
- 2.2 Every employee (see 3.1 and 3.2 below) and elected Member has a personal responsibility to be vigilant.

3. SCOPE OF THE POLICY

- 3.1 This Policy applies to all officers (including external appointments, contractors and seconded staff) and elected Members of the Council. The Policy sets out the procedures which must be followed to enable the Council to comply with its legal obligations.
- 3.2 The Policy specifically covers employees of contractors and other public authorities delivering a service on behalf of the Council, for example Ubico. The term “officer” or “staff” includes employees of the contractor / other authority.

Proceeds of Crime and Anti-Money Laundering Policy

- 3.3 Failure to comply with the procedures set out in this Policy may lead to disciplinary action being taken in accordance with existing Council policies in addition to any criminal prosecution which may ensue.
- 3.4 This policy should be read in conjunction with the Whistle-Blowing Policy and the Counter Fraud and Anti-Corruption Policy.

4. PURPOSE

- 4.1 The Council has a duty to ensure it complies with its obligations under the legislation but it is acknowledged that it is a low risk area. Criminal sanctions may be imposed for breaches of the legislation.
- 4.2 The purpose of this Policy is to make officers and members aware of the money laundering legislation; their responsibilities regarding the legislation; and the consequences of non-compliance with this Policy.
- 4.3 Any officer or Member of the Council could be subject to the provisions of the money laundering legislation if they suspect money laundering and either fail to report their concerns or become involved in any actions to process the suspicious transaction. This Policy sets out how any concerns should be raised.

5. WHAT IS MONEY LAUNDERING?

- 5.1 Under the Proceeds of Crime Act 2002 (POCA), money laundering means:
- Concealing, disguising, converting, transferring criminal property or removing it from the UK (section 327 of Proceeds of Crime Act [POCA]). This covers hiding an item or its source, removing serial numbers, or changing an item for something else (e.g. unexplained large cash payment claimed to be from death of relative or lottery win, a person using illegally earned money to buy a house or piece of land); or
 - Entering into or becoming concerned in an arrangement which you know or suspect facilitates the acquisition, retention, use or control of criminal property by or on behalf of another person (section 328 of POCA). This is actual involvement in helping to cover up an act (e.g. a housing officer becoming suspicious that a tenant on benefits is buying valuable items when they are on limited income and failing to report this); or
 - Acquiring, using or possessing criminal property (section 329 of POCA). Accepting stolen items knowingly or knowingly taking advantage of them or accepting items paid for by the proceeds of crime. This might involve paying significantly less than the value of an item with the suspicion or knowledge that it may be stolen; or
 - Becoming concerned in an arrangement facilitating concealment, removal from the jurisdiction, transfer to nominees or any other retention or control of terrorism property (section 18 of the Terrorism Act 2000). This is about hiding income or other items which are being used to fund or carry out terrorist activities.

Proceeds of Crime and Anti-Money Laundering Policy

- 5.2 Criminal property is defined in Section 340 (3) of POCA as “property”¹ that is or represents the person’s benefit from illegal actions in whole or part and the person knows or suspects that it is the proceeds of a criminal act.

6. THE COUNCIL’S OBLIGATIONS

- 6.1 Organisations conducting “relevant business” under the legislation must:

- Appoint a Money Laundering Reporting Officer (MLRO) to receive disclosures from employees of money laundering activity (their own or anyone else’s);
- Implement a procedure to enable the reporting of suspicions of money laundering;
- Maintain client identification procedures in certain circumstances; and
- Maintain records.

- 6.2 Some of the Council’s business is “relevant” for the purposes of the legislation, including the accountancy and audit services carried out by Financial Services and the financial, company and property transactions undertaken by Legal Services.

7. THE MONEY LAUNDERING REPORTING OFFICER (MLRO)

- 7.1 The officer nominated to receive disclosures about money laundering activity is the Officer appointed under section 151 of the Local Government Act 1972.

8. DISCLOSURE PROCEDURE

- 8.1 Where it becomes known or is suspected, that money laundering is taking/has taken place or there is concern by an officer that involvement in a matter may amount to a prohibited act under the legislation (see definition in 5 above), it must be disclosed immediately. Disclosure must be within hours of the information becoming known. Failure to disclose may lead to prosecution.

- 8.2 The disclosure should be made to the MLRO initially verbally (in person or by telephone). The report must include as much detail as possible, for example:

- Full details of the people involved (including the officer making the report) e.g. full name, date of birth, address, company names, directorships, phone numbers etc.
- Full details of the nature of their involvement.
- The types of money laundering activity involved. The MLRO can help identify this.

¹ Defined by Section 340 (9) of POCA – “Property is all property wherever situated and includes:

- (a) Money;
- (b) All forms of property, real or personal, heritable or moveable;
- (c) Things in action and other intangible or incorporeal property.”

Proceeds of Crime and Anti-Money Laundering Policy

- The dates of such activities, including whether the transactions have happened, are ongoing or are imminent.
 - Where the transactions took place.
 - How they were undertaken.
 - The (likely) amount of money/ assets.
- 8.3 If there is concern that involvement in the transaction would amount to a prohibited act under sections 327-329 of POCA (see section 5 above for details), then consent will be needed from the National Crime Agency (NCA), via the MLRO, to take any further part in the transaction. It must therefore be made clear in the report whether there are any deadlines for giving such consent e.g. a completion date or court deadline.
- 8.4 The MLRO must be given all available information to help them decide whether there are reasonable grounds for knowledge or suspicion of money laundering, and to enable them to prepare a report to the NCA, if required.
- 8.5 Following the initial contact, the officer reporting the money laundering activity should then promptly complete the "Report to Money Laundering Reporting Officer" (See Guidance Notes) and attach copies of any supporting documentation.
- 8.6 Once reported to the MLRO the officer that made the report must follow any directions given and must not make any enquiries into the reported event. The MLRO will, if appropriate, refer the matter to the NCA who will undertake any necessary investigations. Officers will be required to co-operate fully with those investigating the matter.
- 8.7 It is imperative that nothing is said to the person suspected of money laundering; this would constitute "tipping off" which carries a maximum penalty of 5 years imprisonment and an unlimited fine.
- 8.8 All disclosure reports including those made to the NCA must be kept securely for a minimum of five years.

9. CONSIDERATION OF THE DISCLOSURE BY THE MLRO

- 9.1 On receiving a disclosure report, the MLRO must note the date of receipt on his/her section of the report and acknowledge receipt of it. He/she should also advise the officer, who made the report, of the timescale within which he/she expects to respond.
- 9.2 The MLRO will consider the report and any other available internal information he/she thinks relevant, such as:
- Reviewing other transaction patterns and volumes;
 - The length of any business relationship involved;
 - The number of any one-off transactions and linked one-off transactions;
 - Any identification evidence held.
- 9.3 The MLRO will undertake such other enquiries as they think appropriate to ensure they take all available information into account in deciding whether to report the incident to the NCA. The MLRO may also need to discuss the report with the officer that submitted it.

Proceeds of Crime and Anti-Money Laundering Policy

- 9.4 Once the MLRO has evaluated the disclosure report and any other relevant information, they must make a timely decision whether:
- There is actual or suspected money laundering taking place; or
 - There are reasonable grounds to know or suspect this; and
 - Whether they need consent from the NCA for a particular transaction to proceed.
- 9.5 Where the MLRO decides to refer a case to the NCA, they should do this promptly and on their standard report form (see Guidance Notes).
- 9.6 Where consent is required from the NCA for a transaction to proceed, then the transaction(s) in question must not proceed until the NCA has specifically given consent, or there is deemed consent because the relevant time limit has expired without objection from the NCA.
- 9.7 Where the MLRO suspects money laundering but has a reasonable excuse for nondisclosure, then the MLRO must note the report accordingly; consent can then be granted immediately for any ongoing or imminent transactions to proceed.
- 9.8 In cases where legal professional privilege may apply, the MLRO must liaise with the legal adviser to decide whether there is a reasonable excuse for not reporting the matter to the NCA.
- 9.9 Where the MLRO concludes that there are no reasonable grounds to suspect money laundering they must mark this on the report accordingly and authorise the transaction to go ahead.
- 9.10 The MLRO is criminally liable if they know or suspect, or have reasonable grounds to do so on the basis of a disclosure made to them, that money laundering is happening and they do not disclose this promptly to the NCA.
- 9.11 All disclosure reports referred to the MLRO and reports made by the MLRO to the NCA must be retained by the MLRO in a confidential file kept for that purpose, for a minimum of five years.

10. CLIENT IDENTIFICATION PROCEDURE

- 10.1 Where the Council is carrying out relevant business (examples of relevant business may be defined for this Council as, legal services, investments, cash handling and accountancy services) and:
- a) Forms an ongoing business relationship with a client; or
 - b) Undertakes a one-off transaction involving payment by or to the client of €10,000 (or equivalent) or more; or
 - c) Undertakes a series of linked one-off transactions involving a total payment by or to the client(s) of €10,000 (or equivalent) or more; or
 - d) It is known or suspected that a one-off transaction or a number of them involves money laundering; then this Client Identification Procedure must be followed before any business is undertaken.

Proceeds of Crime and Anti-Money Laundering Policy

- 10.2 In the above circumstances staff in the applicable department must obtain satisfactory evidence of the identity of the prospective client as soon as practicable after instructions are received. This applies to existing clients, where such information has not been obtained, as well as new clients (see Customer Due Diligence process outlined in Guidance Notes).
- 10.3 The evidence should be retained for at least five years from the end of the business relationship or one-off transaction.
- 10.4 If satisfactory evidence is not obtained at the outset then the business relationship or one-off transaction cannot proceed. If there is an unjustifiable delay in obtaining evidence of identity or the where the client is deliberately not providing evidence a disclosure will have to be made.

11. RECORD KEEPING

- 11.1 Staff within the areas of the Council conducting relevant business must maintain records of:
- Client identification evidence obtained and;
 - Details of all relevant business transactions carried out for clients.
- 11.2 As a minimum the records must provide an audit trail to aid any subsequent investigation, for example, distinguishing the client and the relevant transaction and recording in what form any funds were received or paid.
- 11.3 In all cases evidence should be retained for at least five years from the end of the business relationship or transaction(s). This is so that they may be used as evidence in any subsequent investigation.

12. GUIDANCE & TRAINING

- 12.1 In support of this policy the Council will make staff aware of the requirements and obligations placed on the Council and on themselves as individuals by the legislation and give training to those most likely to encounter money laundering.
- 12.2 As a minimum they should be made aware of the relevant legislation and their responsibilities.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	1 September 2021
Subject:	Use of the Internet and Social Media in Investigations and Enforcement Policy
Report of:	Counter Fraud Unit Manager
Corporate Lead:	Head of Finance and Asset Management
Lead Member:	Lead Member for Corporate Governance
Number of Appendices:	One

Executive Summary:

To present the Executive Committee with an updated and revised Use of the Internet and Social Media in Investigations and Enforcement Policy.

Recommendation:

1. **That the Use of the Internet and Social Media in Investigations and Enforcement Policy, as attached at Appendix 1, be APPROVED.**
2. **That authority be delegated to the Borough Solicitor, in consultation with the Counter Fraud Unit Manager and the Lead Member for Corporate Governance, to approve future minor amendments to the policy.**

Reasons for Recommendation:

To introduce an updated Use of the Internet and Social Media in Investigations and Enforcement Policy to reflect the Investigatory Powers Commissioner's Office (IPCO) guidance and recommendations as outlined within the recent Inspection Report.

Resource Implications:

The adoption and approval of this Policy will support the Council's objectives in reducing crime and financial loss.

Legal Implications:

The Council is required to ensure that it complies with the Regulation of Investigatory Powers Act 2000 (RIPA), the Investigatory Powers Act 2016 (IPO) and any other relevant/statutory legislation regarding investigations. Any authorisations for directed/covert surveillance or the acquisition of communications data undertaken should be authorised by the appropriate Officer and recorded in the Central Register.

Risk Management Implications:

The RIPA and IPA Policies demonstrate the Council's consideration of necessity, proportionality and public interest when deciding on surveillance activity or the decision to obtain personal communication data. The application of the policies and procedures, to govern surveillance and the obtaining of personal communications data, minimises the risk that an individual's human rights will be breached. Furthermore, it protects the Council from allegations of the same.

Performance Management Follow-up:

Not applicable.

Environmental Implications:

Not applicable.

1.0 INTRODUCTION/BACKGROUND

1.1 The Counter Fraud Unit was tasked with reviewing and developing the Council's policy and procedures on accessing the internet and social media for investigations and enforcement purposes.

2.0 USE OF THE INTERNET AND SOCIAL MEDIA IN INVESTIGATIONS AND ENFORCEMENT POLICY

2.1 Whilst there has been a general decline in the use of covert surveillance activity, Councils have come under increased scrutiny in this area by Investigatory Powers Commissioner's Office (IPCO) during inspections and there are a number of recommendations in their annual reports, procedures and guidance.

2.2 IPCO confirms that, where inspections reveal activity - particularly with regard to intelligence gathering through the use of the internet and social media - evidence should demonstrate that consideration has been given to whether the activity could be considered surveillance and the appropriate authorisation sought.

2.3 Existing arrangements have been reviewed and the policy for ensuring compliance has been developed, attached at Appendix 1. The policy is generic and broad to ensure that the integrity of investigations and methods of detection are not revealed.

2.4 The procedure that derives from this policy is a confidential document available to members of staff involved in investigation work only who are authorised to undertake research and investigation using open source internet applications (as investigative tools) or other civil or criminal enforcement and recovery work.

3.0 OTHER OPTIONS CONSIDERED

3.1 None.

4.0 CONSULTATION

4.1 The Policy was subject to consultation with Operational Managers, the Corporate Governance Group, Management Team and One Legal.

4.2 The Audit and Governance Committee considered and endorsed the Policy in July 2021.

- 5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 5.1 Regulation of Investigatory Powers Act 2000 (Surveillance and CHIS) Policy.
- 6.0 RELEVANT GOVERNMENT POLICIES**
- 6.1 None.
- 7.0 RESOURCE IMPLICATIONS (Human/Property)**
- 7.1 Council staff with enforcement responsibilities will be made aware of the policy.
- 8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 8.1 None.
- 9.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 9.1 The application of the RIPA and IPA Policies, to govern surveillance and the obtaining of personal communications data, ensures that there is less risk that an individual's human rights will be breached. Furthermore, it protects the Council from allegations of the same.
- 10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 10.1 None.

Background Papers: Report to Executive Committee, November 2020.

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Appendices: 1 – Use of the Internet and Social Media in Investigations and Enforcement Policy.

Use of the Internet and Social Media for Investigations and Enforcement Policy

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1. INTRODUCTION

- 1.1 Online open source research is widely regarded as the collection, evaluation and analysis of material from online sources available to the public, whether by payment or otherwise, to use as intelligence and evidence.
- 1.2 The use of online open source Internet and Social Media research is a method of obtaining information to assist the Council with its regulatory and enforcement functions. It can also assist with service delivery issues. However, the use of the Internet and Social Media is constantly evolving and with it the risks, particularly regarding breaches of privacy under Article 8 of the Human Rights Act (HRA) 1998 and other operational risks.
- 1.3 The Council is a Public Authority in law under the HRA, and as such, the staff of the Authority must always work within this legislation. This applies to research on the Internet.
- 1.4 Researching, recording, storing, and using open source information regarding a person or group of people must be both necessary and proportionate and take account of the level of intrusion against any person. The activity may also require authorisation and approval by a Magistrate under the Regulation of Investigatory Powers Act (RIPA) 2000. To ensure that any resultant interference with a person's Article 8 Right (respect for private and family life) is lawful, the material must be retained and processed in accordance with the principles of the General Data Protection Regulation (GDPR) 2016 and Data Protection legislation.

2. SCOPE OF POLICY

- 2.1 This Policy and associated Procedure establishes the Council's approach to ensuring that all online research and investigations are conducted lawfully and ethically to reduce risk. It provides guidance to all staff within the Council, about legislative framework and implications associated with online Internet and Social Media research, when engaged in their official capacity. It will also ensure that the activity undertaken, and any evidence obtained, will withstand scrutiny.
- 2.2 This Policy takes account of the HRA, RIPA, Criminal Procedures and Investigations Act (CPIA) 1996, Data Protection legislation and regulations and National Police Chiefs Council (NPCC) Guidance on Open Source Investigation/Research.
- 2.3 This Policy and associated Procedure will be followed at all times and should be read, where required, with the RIPA Codes of Practice and any other legislation and relevant policies mentioned in this document. Should there be any queries advice can be sought from the RIPA Coordinator within the Counter Fraud Unit.
- 2.4 This Policy should not be exempt from disclosure under the Freedom of Information Act 2000.

3. RISK

- 3.1 Staff must be aware that any activity carried out using the Internet leaves a trace or footprint which can identify the device used, and, in some circumstances, the individual carrying out the activity. This may pose a legal and reputational risk to the Council if they are challenged by the subject of the research for breaching Article 8.1 of the HRA which states “Everyone has the right to respect for his private and family life, his home and his correspondence”.
- 3.2 Article 8.2 states “There shall be no interference by a public authority with the exercise of this right except such as is in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the economic well-being of the country, for the prevention of disorder or crime, for the protection of health or morals or for the protection of the rights and freedoms of others”. It is therefore important that the Council can demonstrate that such activity was necessary and proportionate.
- 3.3 Monitoring of an individual’s social media or other open source information on a repeated or continuous basis could constitute surveillance by a Public Authority and fall with the realms of RIPA.
- 3.4 Breach of an individual’s rights under the HRA leaves the Council open to claims for financial compensation and the consequential reputational damage.
- 3.5 Failure to implement and follow a policy could risk compromising the integrity of evidence and any associated investigation.

4. NECESSITY / JUSTIFICATION

- 4.1 To justify the intrusion and interference with an individual’s privacy there must be a clear and lawful reason for the activity. Therefore the necessity for the research such as the criminal conduct that it is aimed to prevent or detect must be identified and clearly described. This should be documented with clear objectives. Should the research fall within RIPA activity, the RIPA authorisation will deal with the criteria for it to be lawful intrusion.

5. PROPORTIONALITY

- 5.1 Proportionality involves balancing the level of intrusion of the research on the subject and other innocent third parties who might be affected by it (collateral intrusion) against the need for the activity in operational terms.
- 5.2 The Officer must consider and document the benefit to carrying out the activity and how the benefit will outweigh the intrusion.
- 5.3 The activity will not be proportionate if it is excessive in the circumstances of the case or if the information which is sought could reasonably be obtained by other less intrusive means.
- 5.4 All such activity should be carefully managed to meet the objective in question and must not be arbitrary or unfair.

6. PRIVATE INFORMATION

- 6.1 Private information is defined in the RIPA Codes of Practice and states it “includes any information relating to a person’s private or family life. Private information should be taken generally to include any aspect of a person’s private or personal relationship with others, including family and professional or business relationships.”
- 6.2 Prior to, and during, any research Staff must take into account the privacy issues of any person associated with the research.
- 6.3 There are three broad categories of private information applicable here:
- 6.4 Category 1 - Viewing publically available postings or websites where the person viewing does not have to register a profile, answer a question, or enter any significant correspondence in order to view. For example, a typical trader’s website.
- 6.5 Category 2 - Viewing postings on social networks where the viewer has had to register a profile but otherwise there is no other restriction on access. This would include Facebook where there is no need to be accepted as a “friend” to view. For example a trader has a “shop window” on Facebook advertising a business and products.
- 6.6. Category 3 - Viewing postings on social networks which require a “friend” or similar status to view.

7. REVIEWING THE ACTIVITY

- 7.1 During the course of conducting the Internet open source research, the nature of the online activity may evolve. It is important that Staff continually assess and review their activity to ensure it remains lawful and compliant. Where it evolves into RIPA activity, the RIPA procedure should be followed. If in doubt, Staff should seek advice from the RIPA Coordinator within the Counter Fraud Unit.

8. USE OF MATERIAL

- 8.1 The material obtained from conducting open source Internet and Social Media research may be used as intelligence or evidence.
- 8.2 Any material gathered from the Internet during the course of a criminal investigation must be retained in compliance with the Criminal Procedure and Investigations Act (CPIA) Codes of Practice and all material stored in line with the General Data Protection Regulations (GDPR) data retention policies.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	1 September 2021
Subject:	Tewkesbury Borough Heritage Strategy
Report of:	Planning Policy Manager
Corporate Lead:	Head of Development Services
Lead Member:	Lead Member for Built Environment
Number of Appendices:	One

Executive Summary:

Tewkesbury Borough Heritage Strategy sets out the general heritage considerations within the borough along with the statutory duties and obligations of Tewkesbury Borough Council as a planning authority regarding heritage. The Strategy also includes an analysis of heritage protection within the Borough as well as an Action Plan showing how the aims and objectives of the Strategy will be implemented.

The Strategy will underpin strategic policy and enable Tewkesbury Borough Council to achieve its objectives for the protection and enhancement of the historic environment as set out in the Joint Core Strategy and the emerging Tewkesbury Borough Plan.

Recommendation:

- 1. To APPROVE the draft Document for consultation: Tewkesbury Borough Heritage Strategy.**
- 2. To delegate authority to the Head of Development Services, to make any necessary minor amendments to the draft document as considered appropriate prior to consultation.**

Reasons for Recommendation:

To consult on the draft Heritage Strategy in accordance with the The Town and Country Planning (Local Planning) (England) Regulations 2012.

Resource Implications:

Resource implication on officer time to conduct the consultation, review responses and make amendments as appropriate.

Legal Implications:

The preparation of a Heritage Strategy is not a statutory requirement, but is a decision for each local planning authority based upon demands for further information to assist in the delivery of sustainable development. In this case the Government's advisors on heritage, Historic England, have required this authority to produce a Heritage Strategy as evidence to underpin policies within the emerging local plan.

Risk Management Implications:

There is no statutory requirement to prepare a Heritage Strategy. However, as a matter of good practice, central government encourages all planning authorities to produce a Heritage Strategy.

Performance Management Follow-up:

Subject to the approval of the final Heritage Strategy the effectiveness of the Strategy and the actions and guidance contained within will be monitored by the Conservation Specialist.

Environmental Implications:

The draft Heritage Strategy contains further detail and advice in relation to the emerging Joint Core Strategy and Tewkesbury Borough Plan policies on design and quality of the environment.

1.0 INTRODUCTION/BACKGROUND

- 1.1** Tewkesbury Borough has a wide diversity of heritage assets, which reflect its rich history. This not only fosters a sense of identity, character and local distinctiveness but also attracts visitors and economic opportunities. It is therefore appropriate that heritage within the borough is managed strategically for the benefit of the community and for the economy. Notwithstanding this, Tewkesbury Borough Council also has a number of statutory obligations to protect heritage and manage change appropriately within the historic environment through the planning system.
- 1.2** It is intended that the Strategy provides a strategic and clear approach to conserving and enhancing Tewkesbury Borough's rich cultural heritage. In regard to plan making, central government encourages all planning authorities to produce a Heritage Strategy.
- 1.3** The Heritage Strategy identifies the range of heritage assets present within the Borough including; Listed Buildings, Conservation Areas, Registered Battlefields, Registered Parks and Gardens and Scheduled Monuments.
- 1.4** The Heritage Strategy provides an assessment of the Borough's Heritage Assets and a SWOT analysis. This information informs an 'Action Plan' with recommendations to ensure that any future policies and approaches to the Borough's heritage are based on a clear understanding of the place, its significance and its value. The aim of the Heritage Strategy is therefore to enable Tewkesbury Borough Council to achieve its objectives for the protection and enhancement of the historic environment as set out in the Joint Core Strategy and the emerging Tewkesbury Borough Plan.
- 1.5** The Strategy has been prepared and is in accordance with policies in the Development Plan (JCS and Local Plan).

2.0 NEXT STEPS

- 2.1** Further to Member approval, the draft Strategy will be published for a six week consultation period over Autumn 2021. Following the consultation, responses will be collated and any appropriate amendments made to the Strategy. The Strategy will then be put forward to the Council for final approval.

3.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 3.1 Tewkesbury Borough Local Plan to 2011.
Joint Core Strategy.
Emerging Tewkesbury Borough Plan (2011-2031).

4.0 RELEVANT GOVERNMENT POLICIES

- 4.1 National Planning Policy Framework.
National Planning Practice Guidance.

5.0 RESOURCE IMPLICATIONS (Human/Property)

- 5.1 Resource implication on officer time to conduct the consultation, review responses and make any amendments as appropriate.

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

- 6.1 Preparation of the Tewkesbury Borough Heritage Strategy provides an opportunity to manage the historic environment in a manner that promotes tourism and trade to the Borough and maintains traditional craft skills materials and techniques which are long lasting and contribute positively to a low carbon future. Communities often have strong links with the cultural heritage and history of the Borough and benefit from an attractive and characterful environment which encourages stability and wellbeing in the population.

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

- 7.1 None.

8.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

- 8.1 None.

Background: None.
Contact Officer: Conservation Specialist
Appendices: 1 – Tewkesbury Borough Heritage Strategy.

Tewkesbury Borough Council Heritage Strategy



August 2021

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1.0 Introduction to the strategy

Purpose of the Heritage Strategy

- 1.1 Tewkesbury Borough has a diversity of heritage assets that is derived from its rich cultural history. The unique aspects of the Borough's heritage provide its distinctiveness and local character and includes the nationally important collection of surviving timber framed merchant's houses in Tewkesbury town and the town's historic relationship with the battle that took place in 1471. The town of Winchcombe and its surrounding villages all reflect the distinctive style of the Cotswold vernacular and the town is historically associated with Sudeley Castle, which has played an important role in England's history for over 1000 years. There are over 1500 listed buildings in the Borough along with 6 historic parks and gardens, 44 scheduled ancient monuments and 14 conservation areas.
- 1.2 In recognition of this rich cultural heritage, the purpose of this Heritage Strategy is to provide an evaluation of the Borough's assets and set out the Council's intentions for managing appropriate change within the historic environment, whilst conserving and enhancing the Borough's Heritage Assets so that they can be enjoyed by both present and future generations to come.
- 1.3 This document further contains recommendations to ensure that any future policies and approaches to the Borough's heritage are based on a clear understanding of the place, its significance, and its value. The Heritage Strategy therefore enables Tewkesbury Borough Council to achieve its objectives for the protection and enhancement of the historic environment as set out in the Joint Core Strategy and the emerging Tewkesbury Borough Plan.

Planning Context

- 1.4 Planning shapes the places where people live and work and the country, we live in. It plays a key role in supporting the Government's wider social, environmental, and economic objectives and for sustainable communities. Importantly, it also sets out the planning policy and guidance for the historic environment

National Planning Policy Context

- 1.5 The Government's planning policy is set out the National Planning Policy Framework (NPPF). Section 16 of the NPPF, 'Conserving and enhancing the historic environment' sets out the Government's specific policies relating to heritage assets and the historic environment, stating that heritage assets are an irreplaceable resource and should be conserved in a manner appropriate to their significance. It provides that local plans should set out a positive strategy for the conservation and enjoyment of the historic environment and provides guidance on the designation of conservation areas, the maintenance of a historic environment record and the importance of an evidence base. Furthermore, it provides guidance on the determination of planning applications which impact upon heritage assets, balancing the significance of the asset, the potential resulting harm to it, and the wider benefits of a development.

- 1.6 The policies set out in the NPPF are a material consideration that must be taken into account in development management decisions.

Local Planning Policy Context

- 1.7 For Tewkesbury, the local plan consists of the adopted Gloucester, Cheltenham and Tewkesbury Joint Core Strategy, the Tewkesbury Borough Plan (emerging) and any neighbourhood plans.
- 1.8 The Joint Core Strategy (JCS), adopted in December 2017, provides the strategic planning document for the area, setting out the level of growth and the strategy for delivery, over the plan period from 2011-2031. A key objective in the JCS is 'securing the conservation, enhancement, improvement and enjoyment of the historic environment'. JCS Policy SD8 'Historic Environment' provides the strategic level policy regarding heritage assets and states that the built, natural, and cultural heritage of the area will continue to be valued and promoted for their important contribution to local identity, quality of life and the economy.
- 1.9 The revised Tewkesbury Borough Plan (TBP) which, is currently in examination with adoption expected in early 2022, sits underneath the JCS to provide the more detailed and locally specific policies relevant to the Borough. The emerging TBP provides a suite of policies relating to the historic environment under the 'Quality Places' section. This includes:
- HER1 'Conservation Areas'
 - HER2 'Listed Buildings'
 - HER3 'Historic Parks and Gardens'
 - HER4 'Archaeological Sites and Scheduled Monuments'
 - HER5 'Locally Important Heritage Assets'
 - HER6 'Tewkesbury (1471) Historic Battlefield'
- 1.10 There are also a number of Neighbourhood Development Plans that have been 'made' within the Borough. NDPs also contain policies relating to the historic environment specifically relevant to the neighbourhood area that the plan covers.

Other Material Planning Documents

- 1.11 The Cotswolds AONB Conservation Board has a statutory duty to prepare a Cotswolds AONB Management Plan and the latest plan was adopted by the Board in December 2018. Although not a statutory part of Tewkesbury's local plan, it does form a material planning consideration. Policy CE6 of the Cotswolds AONB Management plan (Historic Environment and Cultural Heritage) states that: 1. "The historic environment and cultural heritage of the Cotswolds AONB, both designated and undesignated, should be conserved and enhanced through effective management."
- 1.12 Conservation Area Appraisals are in place for some of Tewkesbury's conservation areas including – Tewkesbury, Winchcombe, Stanton and Bishops Cleeve. These appraisals describe

the elements which together define the area's special architectural or historic interest. These can also be a material planning consideration.

- 1.13 A Tewkesbury Town Centre Regeneration SPD was adopted by the Council in April 2019. The SPD provides an analysis of the constraints and opportunities within the town centre and identifies key design principles for all new development opportunities. It will also help to promote economic investment and vitality within the opportunity sites identified and promote the town as a great place to invest. These sites include – Healings Mill and Spring Gardens Carpark: Healings Mill is a derelict riverside site near the centre of town containing a number of listed buildings and offers an opportunity for a mixed development; Spring Gardens Carpark is a key town centre area flanked by two listed buildings. The area previously included the town cattle market and a bus depot. Until recently the site held the Cascades Leisure Centre which has now been relocated leaving the site vacant. This site is also suitable for mixed development.
- 1.14 The Borough Council are also progressing a Shop Front Guide SPD which is expected to be adopted in 2022 and will help enhance and protect the quality of town/village centres, many of which have conservation areas. The SPD will also help to inform a series of proposed shopfront improvements as part of the High Street Heritage Action Zone initiative, which is taking place in Tewkesbury Town (see below for further details).

Tewkesbury High Street Heritage Action Zone

- 1.15 The Borough Council were successful in their bid to Historic England for the inclusion of Tewkesbury town within the High Street Heritage Action Zone (HSHAZ) scheme, a nationwide initiative designed to secure lasting improvements to historic high streets. The project programme lasts for four years (2020-2024) and consists of a number of grant funded initiatives to develop and implement physical changes in the high street and to strategic heritage buildings. The Borough Council has been awarded just under £1.3m funding as part of this scheme which be match funded.
- 1.16 The HSHAZ programme includes three strands: physical interventions, cultural programme, and community engagement. The Council will be setting up a 'Cultural Consortium' consisting of community groups to initiate a number of cultural based activities, taking place across the four years, focused on the promotion of the high street. The physical interventions include:
- A grant scheme for shopfront and façade improvements
 - Improvements to the public realm within the High Street and Quay Street
 - A grant scheme to promote the use of vacant upper floors for residential use
 - Facilitation the redevelopment of Healings Mill
 - Promote the use of traditional building materials, techniques, and skills
- 1.17 Engagement with community groups and stakeholders will be undertaken in regard to all of these initiatives.

2.0 Tewkesbury's Rich Heritage

- 2.1 Tewkesbury Borough is a diverse borough across both urban and rural areas. The landscape is characterised by the Area of Outstanding Natural Beauty (AONB) to the eastern side of the borough and the Severn Vale to the west of the borough. Much of the rest of the borough is made up of rural settlements in the countryside.
- 2.2 There are many different types of heritage assets and designations. Some heritage assets are so significant that they justify designation. Heritage assets can not only have a heritage value but also an economic value that will, in line with the vision of the JCS, create 'a borough of healthy, strong, thriving and sustainable communities, both rural and urban, where people want to live, work and visit.' A substantial degree of tourism within the Borough is generated due to heritage assets. Houses within a Conservation Areas generally have a higher selling price than the equivalent outside. A listed property can generate a higher level of total return on investment (Heritage Counts 2017 Heritage and the Economy South West published 21 September 2017, <https://content.historicengland.org.uk/content/heritage-counts/pub/2017/south-west-heritage-economy-2017>)
- 2.3 The Visit Tewkesbury website provides a helpful source of information regarding heritage and historic assets within the Borough: <http://www.visittewkesbury.info/things-to-do/heritage/>
- 2.4 Tewkesbury Borough has 44 Scheduled Monuments – these are listed at Appendix 2. A Scheduled Monument is one that has been designated by the Secretary of State for Digital, Culture, Media, and Sport because of its national significance. The legislative basis for this designation comes from the Ancient Monuments and Archaeological Areas Act of 1979.
- 2.5 Tewkesbury Borough has some 1,577 listed buildings. There are different categories of listed buildings. These buildings are separated into Grade I, Grade II* and Grade II. <https://historicengland.org.uk/listing/the-list/>
- 2.6 There are 14 Conservation areas in the borough of which 4 have conservation area appraisals - these are listed at Appendix 3.
- 2.7 Tewkesbury Borough has 6 Historic Park and gardens – these are listed at Appendix 4. These parks and gardens are registered by Historic England established in 1983. These sites are registered due to their designed landscapes rather than their planting or botanical importance.
- 2.8 Non- designated heritage assets are those that have not been designated but are still of historic significance and contribute to the historic environment of the borough. Non-designated heritage assets may include archaeological features in addition to buildings and other structures. Some non-designated assets may be included on the Local Heritage List. Non- designated heritage assets have no statutory basis but, are still a material consideration in the determination of planning applications.

- 2.9 Tewkesbury borough has one Registered Battlefield within Tewkesbury Town which was the site of the battle of Tewkesbury (1471).
- 2.10 The Gloucestershire Historic Environment Record (HER) forms a significant part of the evidence base. The HER collates information on archaeology and the historic built environment across the county.
- 2.11 Historic Landscape Character Assessments are available from the Archaeology Data Service. This survey identifies historic land use and can be useful in confirming the context and extent of heritage assets such as non-registered historic parkland associated with a former country house.
- 2.12 Historic England annually publishes a Heritage at Risk register across the borough of Grade I, II* Listed buildings (not Grade II) and other designated heritage assets. The Register for Tewkesbury Borough identifies a number of sites including scheduled ancient monuments and listed buildings. The condition of these sites varies from fair to extensive significant problems. <https://www.historicengland.org.uk/advice/heritage-at-risk/search-register/results/?advsearch=1&Lpa=Tewkesbury&searchtype=harsearch&page=2>

3.0 Summary of Key Issues and Challenges

- 3.1 The current issues and challenges affecting heritage and the delivery of heritage services in Tewkesbury Borough are identified through a SWOT (strengths, weaknesses, opportunities, threats) analysis below.

STRENGTHS

1. Tewkesbury is a heritage rich Borough with a substantial range of historic assets including, Grade I, II* and II Listed Buildings, Conservation Areas, Scheduled Monuments, Registered Parks and Gardens, Historic Battlefield (Battle of Tewkesbury), in addition to numerous non-designated heritage assets (buildings and archaeological remains).
2. The Borough has a vibrant economy and is a desirable place to live. This can create an environment that keeps historic assets in viable use.
3. Tewkesbury town has a rare concentration of early timber framed buildings, and a surviving medieval street pattern with numerous historic alleys, a historic riverside with two mills, the Abbey and the site of the battle of Tewkesbury. These are all key tourism assets that make a substantial contribution to the local distinctiveness of Tewkesbury.
4. Winchcombe in itself is a fine rural town in the Cotswold Vernacular but historically is also a medieval pilgrimage centre for St Kenelm, it also includes the historic Sudeley Castle as well as Neolithic barrow Belas Knap, which are all key tourism assets that make a substantial contribution to the Borough's local distinctiveness.
5. The Cotswolds AONB – provides a strong relationship in the East of the Borough between the historic and natural environment (i.e. Winchcombe and the Cotswold villages such as Snowhill and Stanton).

WEAKNESSES

1. There are a lack of up to date Conservation Area Appraisals.
2. Some Article 4 Directions such as Tewkesbury and Winchcombe are significantly outdated and require review, amendment, and interpretation for the public.
3. There is currently no Local list of non-designated heritage assets and associated local policy seeking their protection.
4. There is currently no up to date Heritage at Risk Register.
5. There is a lack of Article 4 direction in some conservation areas including Snowhill.
7. There are currently prominent areas of unattractive public realm within Tewkesbury town due to both unsympathetic post war developments and areas of derelict buildings. There is also a lack of linkages between key heritage assets such as between the High Street, the riverside and the Abbey.
9. There are a substantial number of examples of unauthorised works to Listed Buildings which have accumulated.
10. There is no strategic Conservation Management Plan for Tewkesbury 1471 Battlefield.

OPPORTUNITIES

1. To undertake up to date Conservation Area Appraisals.
2. The Tewkesbury Borough Plan is nearing adoption and will provide an up to date suite of policies relating to the historic environment underpinned by a Heritage Strategy.
3. To promote heritage tourism – bring more buildings back into viable uses, raise awareness and participation in the conservation of the historic environment.
4. Produce an up to date Heritage at Risk Register and try and reduce the number of heritage assets on the list.
5. Use the Ministry for Housing , Communities and Local Government’s Local List grant scheme to employ a Heritage Engagement Officer to set up a new Local Heritage List.
6. Tewkesbury Town High Street Heritage Action Zone programme to deliver projects that improve the historic high street and promote the use of traditional building materials, techniques, and skills on historic buildings.
7. Tewkesbury town Centre Regeneration Masterplan and the subsequent Tewkesbury Town Regeneration, Supplementary Planning Document – facilitate redevelopment of key historic sites (i.e. Healings Mill), enhance the Conservation Area, improve town’s retail/entertainment and offer and increase enjoyment of its historic environment.
8. Healings Mill site in Tewkesbury town – an opportunity to conserve and enhance the historic environment, to seek viable uses for the site and its heritage assets and enhance the site’s contribution to the Conservation Area and the setting of adjacent Listed Buildings and views into the Conservation Area.

THREATS

1. Significant areas of the Borough (including Tewkesbury Town Centre) are at risk of flooding.
2. Development pressure – the area has a high level of housing need as set out in the JCS and the emerging Local Plan. The amount and distribution of development risks changing the character and setting of heritage assets.
3. Viability – keeping buildings in viable uses that are prone to redundancy and are difficult to re-use. Conservation of some heritage assets may present viability issues due to the cost of repair/remediation).

4. Permitted development – LPA lacks control over certain developments which may have an effect on designated heritage assets and Conservation Areas lacking an Article 4 direction.
5. Unauthorised works to Listed Buildings, of which there are numerous examples.
6. Traditional shop fronts are vulnerable to unsympathetic and unauthorised alterations including signage.
7. There is a shortage of skills using traditional construction techniques and materials.

4. Vision and Objectives

Vision

Tewkesbury Borough has a diversity of heritage assets that is derived from its rich history. This not only fosters a strong sense of identity and local distinctiveness that is celebrated locally but also attracts visitors and economic opportunities. The unique aspects of the Borough's Heritage provide its distinctiveness and local character which includes the nationally important collection of surviving timber framed merchant's houses in Tewkesbury town and the town's historic relationship with the battle that took place in 1471. The town of Winchcombe and its surrounding villages all reflect the distinctive style of the Cotswold vernacular and the town is historically associated with Sudeley Castle, which has played an important role in England's history for over 1000 years. All of these assets contribute to the rich heritage within the Borough and this heritage is managed strategically so that it is conserved and enhanced for the benefit of the community, visitors, the local economy, and for generations to come.

Objective One: To understand the historic environment

- 4.1. To be aware of all sources of information regarding the historic environment across the borough in order to better understand the value of the heritage assets.
- 4.2. To maintain an up to date data set of heritage assets.
- 4.3. To actively gather information on designated and non-designated heritage assets, including publishing a Local Heritage List and a Heritage at Risk Register.

Objective Two: To create a cohesive approach to the historic environment across the council

- 4.4. Implement a programme of Conservation Area Appraisals.
- 4.5. Ensure the historic environment is fully considered at all stages of the planning process through plan making to development management decision making.
- 4.6. Endeavour to be vigilant and identify any emerging priorities in regard to the historic environment that may arise in the future

- 4.7. Community development – supporting local communities to ensure that they consider the historic environment when creating neighbourhood and parish plans and support local heritage bodies.

Objective Three: To take a proactive approach in managing the historic environment

- 4.8. Implement targeted regeneration projects in Tewkesbury through the Heritage Action Zone programme with grant funding from Historic England.
- 4.9. Adopt guidance on selection criteria for the inclusion of non-designated heritage assets on the local Heritage List, initiate a Local Heritage List through public engagement and set up a review panel for adoption of Heritage Assets onto the Local Heritage List. Initially this will be implemented through funding from the Ministry of Housing, Communities and Local Government.
- 4.10. Publish a Heritage at Risk Register, inspect the heritage assets on the list and update the list at regular intervals.
- 4.11. Review, prepare and adopt Conservation Area Appraisals for Conservation Areas in the borough.

5. Action Plan

- 5.1. Some actions in this plan are rightly aspirational and decisions will be required in the future regarding funding and resources; however, it is important that these actions are required and kept under review.

	Action	Target	Progress
1	Tewkesbury High Street Heritage Action Zone Utilise funding to implement a programme of projects in the town that contribute towards regeneration and enhancement of historic environment.	2024	Heritage Action Zone bid confirmed successful in April 2020. Project to be implemented between 2020-2024.
2	Shopfront Design Guide SPD Adopt the SPD to provide guidance on shopfronts to ensure they contribute to a quality urban and historic environment.	2021	A draft guide has been produced and is due for adoption in spring 2022
3	Tewkesbury Borough Plan – Historic Environment Policies Adopt the Borough Plan which provides detailed policies around heritage assets and new development.	2021	The Borough Plan was submitted to the Government in May 2020. Adoption is anticipated in early 2022.

4	JCS Review – Historic Environment Policies Review the strategic policy approach to the historic environment to ensure that it is still up to date with national guidance/policy and fit for purpose.	2022	Issues & Options JCS was consulted on in early 2019. A Preferred Options draft JCS will be published for consultation in 2022.
5	Local Heritage List Establish and publish a local list of non-designated heritage assets in the Borough.	2022	Funding has been received from MHCLG and a Heritage Engagement Officer has been employed to compile a list.
6	Heritage at Risk Register Keep the register, including buildings and conservation areas at risk, as up to date as necessary and identify any specific actions to address risks.	Ongoing	
7	Conservation Area Appraisals Ongoing work to review existing appraisals where necessary and establish new appraisals where they don't currently exist.	Ongoing	
8	Article 4 Directions Review existing extent and content of Article 4 Directions.	Ongoing	
9	Tewkesbury (1471) Battlefield Management Plan Find capacity or funding to produce a Conservation Management Plan for the Battlefield.	Ongoing	

Appendix 1: Where to find other information on the Historic Environment

Historic Environment Information

The National Heritage List for England

<https://www.historicengland.org.uk/listing/the-list/>

Heritage Gateway

<http://www.heritagegateway.org.uk/gateway/>

Guidance & Principles

National Heritage Protection Plan – Historic England

<https://www.historicengland.org.uk/images-books/publications/nhpp-plan-framework/>

Heritage Lottery Fund Guidance Notes & Documents – Heritage Lottery Fund

<http://www.hlf.org.uk/aboutus/Pages/allourpublications.aspx>

Good Practice Guide for Local Heritage Listing – Historic England

<https://historicengland.org.uk/images-books/publications/local-heritage-listing-advice-note-7/>

Understanding Place: Historic Area Assessments – Historic England

<https://www.historicengland.org.uk/images-books/publications/understanding-place-historic-area-assessments/>

Heritage and Sustainable Growth – Historic England

<https://www.historicengland.org.uk/advice/planning/heritage-and-growth/>

Heritage Works: a toolkit of best practice in heritage regeneration RICS, BPF & Historic England

<https://www.historicengland.org.uk/images-books/publications/heritage-works/>

Affordable Rural Housing and the Historic Environment – English Heritage

<http://www.helm.org.uk/upload/pdf/ARH3.pdf?1337937273>

Knowing Your Place: Heritage and Community-Led Planning in the Countryside – English

Heritage and ACRE

<https://www.historicengland.org.uk/images-books/publications/knowning-your-place/>

Understanding Historic Buildings: A guide to good recording practice – Historic England

<https://www.historicengland.org.uk/images-books/publications/understanding-historic-buildings/>

**The Setting of Heritage Assets: Historic Environment Good Practice Advice in Planning Note 3
(Second Edition) - Historic England**

<https://content.historicengland.org.uk/images-books/publications/gpa3-setting-of-heritage-assets/heag180-gpa3-setting-heritage-assets.pdf/>

Appendix 2: Scheduled Monuments

- Site of St. Mary's Abbey, List UID: 1009317
- Holm Castle, List UID:1002100
- Margaret's Camp, moated site and associated remains, List UID: 1018449
- Deserted medieval village, List UID: 1002071
- Deerhurst monastic site and multi-period settlement, List UID: 1018632
- The Knolls camp, List UID: 1004873
- Dixton Hill Camp, List UID: 1004874
- Nottingham Hill camp, List UID: 1004864
- Camp on Langley Hill, List UID: 1002086
- Romano – British Villa, List UID: 1021449
- Milhampost Roman Site, List UID: 1004844
- Hailes Abbey, List UID: 1018070
- Winchcombe Abbey, List UID: 1019146
- The Ring, Cleeve Hill, Brockhampton, List UID: 1004845
- Earthwork on Cleeve Common, List UID: 1002084
- Tithe Barn 60 metres South of Postlip Hall, List UID: 1091478
- Cleeve Hill camp near Cheltenham, List UID: 1002132
- Moat House moated site, List UID: 1016835
- Over earthwork, List UID: 1002092
- Over Bridge, List UID: 1015873
- Moat and fishpond at Bentham Manor, List UID: 1016764
- Moated site and fishpond at Urrist Barn, List UID: 1017039
- Wadfield Roman Villa, List UID: 1004846
- Belas Knap long barrow 600m ESE of Hill Barn Farm, List UID: 1008199
- Bowl barrow 100m south west of Belas Knap, List UID: 1009158
- Spoonley Wood Roman Villa, List UID: 1004847
- Camp S of Bespidge Wood near Sudeley, List UID: 1004838
- Bowl barrow 690m southwest of Roel Farm, List UID: 1017076
- Medieval and later settlement remains and associated fields at Hawling, List UID: 1405912
- Two bowl barrows 740 m south west of Southdown Farm, List UID: 1017038
- Two bowl barrows known as Hawling Downs round barrows, 610m north east of Slade Barn Farm, List UID: 1017037
- Dryhill Roman Villa, List UID: 1004848
- Crickley Hill camp, List UID: 1003586

- High Brotheridge camp, Buckholt, List UID: 1002116
- Great Witcombe Romano-British Villa, List UID: 1014826
- Churchyard cross in St. Michael's Churchyard, List UID: 1015316
- Gretton Church
- Nottingham Hill Camp
- Churchyard cross in St.Giles Churchyard Maisemore, List UID: 1015390
- Shenbarrow Hill Camp
- Taddington Medieval settlement
- Cross in churchyard of St.John the Baptist's Church Tredington List UID: 1154046
- Towbury Hill Camp

Appendix 3: Conservation Areas

- Ashleworth Green Conservation Area was designated in June 2001.
- Bishop's Cleeve designated in April 1979. The Bishop's Cleeve Conservation Area Appraisal was published in May 2011.
- Buckland Conservation Area was designated in October 1977 and also has an Article 4 direction.
- Dumbleton Conservation Area was designated in November 2001.
- Forthampton Conservation Area was designated in November 2003 and has a Character Statement published in February 2004.
- Great Washbourne was designated on November 2001 and a Conservation Area Character Statement was published in May 2002.
- Gretton Conservation Area was designated in September 1975.
- Laverton Conservation Area was designated in October 1977 and also has an Article 4 direction.
- Snowhill Conservation Area was designated by Gloucestershire County Council in 1971. A Conservation Area Appraisal was carried out in 2011.
- Stanton Conservation Area was designated in June 1971 and also has an Article 4 direction. A Conservation Area Appraisal was carried out in 2019.
- Tewkesbury Conservation Area was designated by Gloucestershire County Council in 1969 which was amended in 1987. A Conservation Area Appraisal was undertaken in 2010. The historic town centre also has an Article 4 direction.
- Twyning Church End Conservation Area was designated by Tewkesbury Borough Council in September 2002.
- Winchcombe Conservation Area was designated by Gloucestershire County Council in March 1971 and an Article 4 direction was confirmed in April 1987.
- Woodmancote Conservation Area was designated by Tewkesbury Borough Council in April 1979.

Appendix 4: Registered Historic Parks & Gardens

- Tewkesbury Cemetery, Grade II, List UID: 1001711
- Toddington Manor, Grade II, List UID: 1000785
- Stanway House, Grade I, List UID: 1000480
- Snowhill Manor, Grade I, List UID: 1000781
- Sudeley Castle, Grade II*, List UID: 1000784
- Highnam Court, Grade II*, List UID:1000140

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	1 September 2021
Subject:	Shopfronts, Shutters and Signage: Design Guidance for Tewkesbury Supplementary Planning Document
Report of:	Planning Policy Manager
Corporate Lead:	Head of Development Services
Lead Member:	Lead Member for Built Environment
Number of Appendices:	One

Executive Summary:

In response to the changing nature of shopping habits and increases in the surrounding populations, the Borough's historic retail areas are having to adapt and play to their strengths by maintaining and enhancing themselves as a distinctive and culturally rich shopping and leisure experience.

It is recognised that the appearance of the Borough's historic retail areas can be negatively impacted by unattractive and inappropriate shopfronts and associated signage. The purpose of this guide is to promote good shop front and signage design within the historic areas of the Borough and to offer guidance to designers and applicants in submitting planning proposals. The intention is to promote good design practice without stifling innovation yet respecting the historic character of buildings and the areas.

The guidance underpins Policy DS4 of the emerging Local Plan and other related policies.

Although this document serves the whole Borough its publication is particularly timely to Tewkesbury town in that it will complement the launch of grant funding to restore and repair of traditional shopfronts as part of the Tewkesbury High Street Heritage Action Zone.

Recommendation:

- 1. To APPROVE the draft Supplementary Planning Document (SPD) for consultation: Shopfronts, Shutters and Signage: Design Guidance for Tewkesbury.**
- 2. To delegate authority to the Head of Development Services, to make any necessary minor amendments to the draft document as considered appropriate prior to consultation.**

Reasons for Recommendation:

To consult on the draft SPD in accordance with the The Town and Country Planning (Local Planning) (England) Regulations 2012.

Resource Implications:

Resource implication on officer time to conduct the consultation, review responses and make amendments as appropriate.

Legal Implications:

The preparation of an SPD is not a statutory requirement, but a decision for each local planning authority based upon demands for further information to assist in the delivery of sustainable

development and to provide further guidance on policies within the Development Plan. An SPD cannot in itself establish planning policy; it must be consistent with national and local planning policies. Before a local planning authority can adopt an SPD it must carry out formal public consultation, followed by the provision of a Consultation Statement setting out who was consulted in the preparation of the SPD; a summary of the issues raised; and how those issues have been addressed. This must then be consulted on along with the amended SPD. The SPD can then be put forward for adoption. Once adopted the SPD would be a material consideration in the determination of planning applications.

Risk Management Implications:

There is no statutory requirement to prepare SPDs. However, it is considered to be important that Tewkesbury Borough has appropriate planning guidance for the design of shopfronts and signage to assist both the public and officers in regard to related planning applications. Furthermore, Tewkesbury Borough Council is embarking on a major project to improve shopfronts in Tewkesbury Town centre from June 2021 as part of the Tewkesbury High Street Heritage Action Zone (HSHAZ) scheme. This scheme will make funds available to building and business owners to improve the appearance of their buildings within the streetscene. It is therefore important to maximise the effectiveness of this scheme to enhance the character and street scene of Tewkesbury Town Centre and ensure the success of this particular project and funding.

Performance Management Follow-up:

Subject to the adoption of the SPD, the effectiveness of the SPD and the policies and guidance contained within will be monitored by the Conservation Officer.

Environmental Implications:

The SPD contains further detail and advice in relation to the emerging JCS and Tewkesbury Borough Plan policies on design and quality of the environment. The specific objective of the guidance is to improve the character and appearance of the historic environment within Tewkesbury Borough.

1.0 INTRODUCTION/BACKGROUND

1.1 Shops in most of our town centres and larger villages in England are facing substantial challenges due to changes in shopping habits, a factor that may have accelerated due to the COVID-19 pandemic. The population in Tewkesbury Borough is also set to rise significantly due to the Garden Town initiative and other surrounding housing developments. It is not possible for our town centres and larger villages to compete with the retail parks on the outskirts of Cheltenham and Gloucester but it is necessary for them to play on their strengths to attract and maintain customers and visitors.

- 1.2** There are examples of inappropriate and unauthorised shop signage and alterations to historic shopfronts within our historic retail areas that detract from their character and appearance. The purpose of this guide is to promote good shop front design and to offer guidance to designers and applicants in submitting planning proposals. The intention is to promote good design practice and not to dictate a particular style or stifle innovation. However the period and style of the property needs to be respected, and so there is a particular focus on traditional detailing. The guidance includes a historic context to shopfront development and design and provides a clear identification of elements of good design and inappropriate design.
- 1.3** A shopfront design guide is a common document amongst local planning authorities and is generally accepted as a valuable tool in regards to managing historic areas. There is also a specific policy within the emerging local plan regarding shopfronts (DES4), the guide will underpin this and the other related policies.
- 1.4** The publication of this guidance is timely in that it will complement the launch of a grant scheme to fund restoration and repair of traditional shopfronts in Tewkesbury town as part of the Tewkesbury High Street Heritage Action Zone.

2.0 NEXT STEPS

- 2.1** Further to Member approval, the draft SPD will be published for a six week consultation period over Autumn 2021. Following the consultation, responses will be collated and any appropriate amendments made to the SPD. As required by regulation 12 of The Town and Country Planning (Local Planning) (England) Regulations 2012, a Consultation Statement will be produced setting out who was consulted, the main issues raised and how those issues have been responded to. This will then be consulted on, along with the final SPD. The SPD will then be put forward to the Council for adoption.

3.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 3.1** Tewkesbury Borough Local Plan to 2011.
Joint Core Strategy.
Emerging Tewkesbury Borough Plan (2011-2031).

4.0 RELEVANT GOVERNMENT POLICIES

- 4.1** National Planning Policy Framework.
National Planning Practice Guidance.

5.0 RESOURCE IMPLICATIONS (Human/Property)

- 5.1** Resource implication on officer time to conduct the consultation, review responses and make any amendments as appropriate.

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

- 6.1** The preparation of the *Shopfronts, Shutters and Signage: Design Guidance for Tewkesbury* SPD provides an opportunity to manage the character and appearance of Tewkesbury Town centre in a manner that promotes tourism and trade. It provides Officers, businesses and building owners with the guidance to create and maintain an attractive and characterful environment for the community which encourages stability and wellbeing in the population.

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

7.1 None.

8.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

8.1 None.

Contact Officer: Conservation Specialist.

Appendices: 1 – Shopfronts, Shutters and Signage: Design Guidance for Tewkesbury. Strategic Planning Document.



Shopfronts, Shutters and Signage Design Guidance for Tewkesbury Borough

Supplementary Planning Document



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Introduction

The purpose of this guide is to promote good shop front design in the historic settlements of Tewkesbury Borough and to offer guidance to designers and applicants in submitting planning proposals. The guidance is primarily for towns but could equally be applied to historic villages. The intention is to promote good design practice and not to dictate a particular style or stifle innovation. However the period and style of the property needs to be respected, and so there is a particular focus on traditional detailing. The character of many historic towns and village centres is heavily dependent on the quality and condition of their shop fronts. An attractively presented, tasteful shop front gives a favourable impression of the business and reflects well on an area.

As our historic towns and villages continue to serve the needs of the local community, their individual characters are under constant pressure to adapt and change. New shop owners, new uses or just periodic rebranding creates pressure for new frontages and different signage, which can unintentionally erode the character of an area.



Most town centres in England are facing substantial challenges due to changes in shopping habits, a factor that may have accelerated due to the Covid 19 pandemic. The population served by the towns in the borough is also set to rise significantly such as the Garden Town initiative at Tewkesbury and other housing developments. It is not possible for the borough's towns to compete with the retail parks on the outskirts of Cheltenham and Gloucester but it is necessary for them to play on their strengths to attract and maintain customers and serve the local communities.

“The distinctiveness of our heritage makes places special and fosters a place identity which in turn attracts businesses and people to place”.
(Gustaffson, 2019).

“In my generation as retailers, we successfully cloned every town in Britain so they all looked the same, but clearly that doesn't work. All towns have a heritage and history and their reason for uniqueness needs to be brought to the fore”. Bill Grimsey, former head of Wickes, Iceland and Focus DIY (BBC, 2018).

“Over the long term, places with strong, distinctive identities are more likely to prosper than places without them. Every place must identify its strongest, most distinctive features and develop them or run the risk of being all things to all persons and nothing special to any”. (Nobel Prize winning economist, Robert Merton Solow in Licciardi et al. 2012).

The historic environment provides a sense of authenticity, beauty and distinctiveness. This attracts people, businesses and investment, and can provide places with their competitive advantage. Managing the historic character of town and village centres and their shopfronts and signage is therefore an integral part of their prosperity. Many of the business and building owners in the Boroughs towns and villages recognise this and it is reflected in the presentation of their shopfronts. This guide will assist in maintaining this and also provide direction in situations where improvements can be made.



Design Guidance for Tewkesbury Borough

Architectural context of the borough

Tewkesbury Borough covers a wide area of Gloucestershire with two distinct architectural characters. Despite this, most historic shops have shopfront designs from the 19th century and these remain generally similar across the borough. In architectural terms, the east of the borough is characterised by the Cotswold vernacular with a tradition of stone buildings. The west of the borough is within the Severn Vale and is characterised by red brick or earlier timber framed buildings. The borough has two towns, Winchcombe and Tewkesbury.

Winchcombe is within the east of the borough and was formed around its Abbey in the medieval period and benefited from the wool trade. Architecturally, Winchcombe is firmly in the Cotswold stone vernacular tradition, albeit with some early timber framed buildings. The town generally contains a collection of small historic shops predominantly with stone frontages and 19th century timber shopfronts. There are also a high number of shops with curved bay windows, some of which are thought to be historic.

Tewkesbury is the larger of the two towns and it was also formed around its Abbey in the medieval period. The town is served by two major rivers, the Severn and the Avon. Both rivers are navigable and provided access to goods and markets from the principal surrounding cities and beyond. This resulted in a mix of trade and industry within the town from its early origins.

The architecture of Tewkesbury town is varied with a mixture of shop sizes. The town is noted for a number of important timber framed merchant's houses from the 17th century and earlier. A number of purpose built medieval shops survive, some of which are still in use albeit with later shopfronts. The remaining buildings generally have red brick Georgian style frontages many of which conceal a much earlier timber framed building beneath. Some pockets of modern development are also present. There are a large number of traditional 19th century timber shopfronts surviving within the town.

The largest historic village is Bishop's Cleeve. This has a historic core that remains legible but does not contain any historic shops or shopfronts. Despite retaining some historic buildings, the core of the village has been much expanded in the post war period with modern shops and two supermarkets.

The design guide would also be applicable in other villages and settlements within the borough where the assimilation of shop frontages with the existing historic character of the area is considered important.



Winchcombe High Street



Traditional shop front, Winchcombe



Tewkesbury High Street

The history of shop fronts

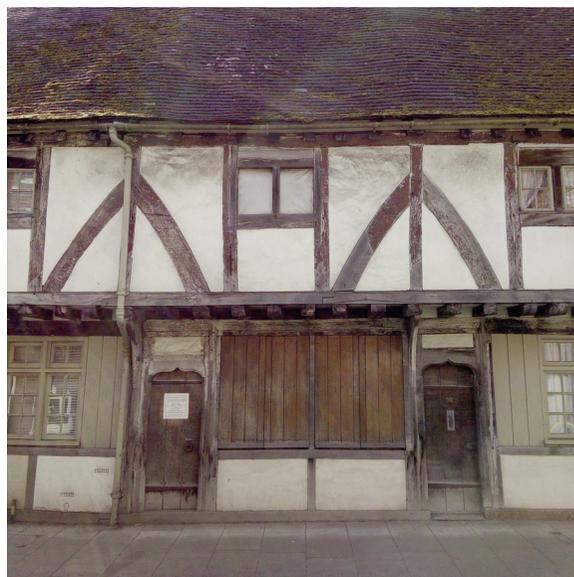
It is useful to understand a little about the history of shop fronts so that the appropriateness of designs for specific buildings can be more fully appreciated.

Medieval period

The idea of shopping as it is known today is a relatively recent development. For centuries, goods were spread out onto the street or displayed on a drop-down shutter that served as a counter during the day.

C18

With the universal spread of classicism in the C18, the shop front became an integral part of the design of the building. Display windows became more prominent and often took the form of square projecting bays or bow windows, although they remained subdivided into small panes.



Restored C15 Medieval shop in Church Street, Tewkesbury

Late C18 to mid C19

Classical design principles became more pronounced. The shop window was framed by pilasters, which provided visual support for the top, or entablature. Projecting bay windows were now outlawed in most places to avoid obstructing the pavement.

Late C19

More emphasis was now given to the name of the shop and the fascia became more prominent at the expense of the cornice. Sometimes the fascia was tilted to accommodate a blind box. Decorative console brackets appeared at either end of the fascia. Decoration often became more exuberant and a variety of new materials, such as cast iron and terracotta, were introduced. The invention of plate glass enabled display windows to become much larger, frequently of full storey height.

Early C20

Generally, the established principles of shop front design stayed the same but adapted to changes in architectural fashion, which moved away from classicism. Increasing concerns about hygiene encouraged the use of easily cleaned ceramics for food shops such as butchers and fishmongers.

Later C20

The 1960s and 70s saw a fundamental break with the principles of traditional design. Plate glass windows, dominant fascias, artificial materials and a focus on the shop front in isolation from its host building spoilt the character of many shopping streets.



Traditional shop front, Winchcombe



Surviving C19 jewellers shopfront, 141 High Street, Tewkesbury



Design Guidance for Tewkesbury Borough

Early shop front design was based upon a set of principles, derived from structural requirements, which was noticeably successful in achieving a satisfactory relationship between the shop front and the building as a whole. The influence of classical architecture during the early development of shops established many principles of shop front design which are still relevant today.

Classical features

Various architectural elements can be used to frame the shop window and entrance. These include the fascia, pilasters, cornice and stallriser, all of which has its own visual and practical function. A shop front design based on incorporating these traditional elements is always likely to be the most appropriate in a historical setting. However there is still scope for the creative interpretation of traditions, which adds to the variety and interest of the townscape, provided that this basic vocabulary is followed.

Entablature

Entablatures were derived from the lintels in classical architecture and a horizontal feature spanning across the width of the shop front ultimately evolved into the fascias. Georgian entablatures are typically quite shallow and are often surmounted by a projecting cornice, which provides a positive 'lid' to the shop front.

Fasçia

The fasçia is usually the most prominent feature on a shop front as it carries the name of the business and so will be designed to attract attention. The scale and design should be in proportion to the design of the shop front and to the rest of the building as a whole. However, a common fault is to make the fasçia too deep in an

attempt to maximise signage space or conceal a suspended ceiling level. The fasçia, which is normally topped by a moulding or cornice, should terminate below first floor window level and ideally leave a margin to separate the shop front visually from the upper floors.

Cornice

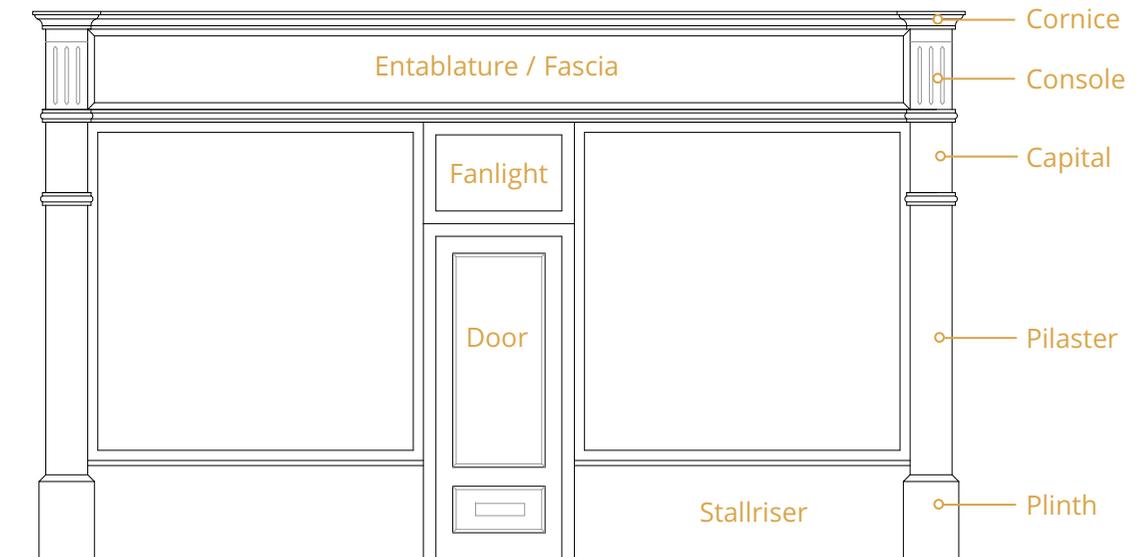
The cornice is a direct survival from classicism and is both a decorative and functional feature of the shop front. In terms of decoration it forms a conclusive termination to the top of the fasçia and thus the shop front as a whole. Functionally, it projects forward of the elevation to direct water clear of the fasçia. On late 19th–early 20th century shop fronts it is common to find a blind box incorporated within the cornice.

Pilasters and consoles

Pilasters and consoles are residual forms of classical columns and scrolls and in general, their roles are decorative rather than functional. Nevertheless they make a critical visual contribution to the shop front by supporting and 'bookending' either end of the fasçia, and consoles in particular were often exaggerated for decorative effect.

Mullions and glazing bars

Windows historically were restricted by the size and cost of glass and traditional shop fronts invariably are subdivided to reflect this constraint. The vertical mullions and horizontal transoms necessary to support the panes were incorporated into the wider composition of the shop front and often provided further decorative opportunities.



Components of a traditional shopfront

©Maureen Turland - Tewkesbury Civic Society



Stallriser

The stallriser is a long established shop front feature which originally houses boards or stalls, which hinged out over the pavement and carried goods for display. Stallrisers typically survive in residual form as a plinth giving physical and visual support to the shop window. Visually it completes the frame enclosing the display space and also protects the window from impacts at pavement level.

Respecting the building

A shop front should relate to the building it belongs to so that it forms an integral part of the elevation rather than an isolated element at ground floor level. This can be achieved by taking account of the scale and architectural style of the building and by respecting the arrangement of windows and walling on the upper floors in the subdivision of the shop front.

Symmetry

Many C18 & C19 buildings in shopping areas are symmetrical and to maintain harmony, this symmetry should be extended to the shop front. Sometimes internal planning makes it difficult to achieve exact symmetry, but it is often possible to use elements of the shop front such as intermediate columns or window mullions to contribute at least some visual balance.

Street rhythm

A major consideration in the design of any shop front is how the building fits into the street scene. Most traditional shopping streets contain a great deal of variety. The width and height of the buildings help define the character of the street. Plot widths were often quite narrow so the

buildings lining streets in historic towns tend to have a vertical emphasis. This is known as the rhythm of the street, and where a shop front extends across two or more buildings, it can easily disrupt this rhythm. There should be some break in the shop front to coincide with each plot boundary and if the buildings differ in size or style, varied shop fronts are likely to be more appropriate.

Visual support

Many C20 shop fronts have large expanses of plate glass window, which make the building above appear unsupported. This can look particularly uncomfortable if the shop window straddles two or more buildings. Windows should be punctuated by columns, mullions or areas of walling to give the building visual support.

Modelling

Interest can be given to a shop front by recessing or projecting some of the details and elements that make up its design. Traditional shop fronts had a projecting cornice that jutted out from the face of the building. Console brackets, fluted pilasters and deep glazing bars give 'depth' to the façade. Similarly, recessed doorways provide a visual break to a flat window. This 'modelling' of the shop front allows a play of light and shadow that enlivens the street. Modern shop fronts with no projecting features tend to have a flat, two dimensional appearance, which makes a poor contrast with the richness of traditional buildings.

Scale

In small-scale buildings, the shop front should also be small. The size of the display windows, the depth and height of the fascia and the proportions of the details should all be modest.

In larger buildings the shop front can be larger but should still be in proportion to the building. Excessively large modern fascias are the single most common detrimental element on historic buildings and they often obscure important architectural details.

Materials

Timber was always the traditional shop front material and it remains the most appropriate and versatile. It can be worked to any shape, is durable and can be painted in any colour required. Generally speaking, modern sheet materials such as vinyl, Perspex, or aluminium are not compatible with historic buildings. However, modern materials can be accepted where they are used with care and it can be shown that they will enhance the building.

Colour

Colour is one of the most important factors affecting the character of historic shopping streets; an otherwise perfectly preserved shop front can be spoilt completely by an inappropriate colour scheme. Non-traditional or vivid colours draw undue attention to themselves and should be avoided. Darker colours work well as they leave the window display to provide the highlight, and neutral whites and creams are also traditional. The imposition of corporate colour schemes regardless of the nature of the buildings involved may erode the character of an area, but tailoring the corporate identity to specific areas such as the fascia may be acceptable.

Fasçia signs

Most shop fronts incorporate a fasçia to denote the shop name. Excessive advertising on the fasçia should be avoided, as should unnecessary duplication of the shop name. The most effective signage is generally limited in content, and does not attempt to overload the fasçia with text or graphics. It is noticeable that the better quality the shop, the more discreet the signage.

Oversized and garish modern fasçias are some of the most unattractive features of shopping streets. This can spoil the appearance of buildings by obscuring stringcourses and first floor windowsills as well as hiding features of original shop fronts. The scale of the fasçia should be appropriate to the character, height and period of the building and in proportion with the design of the shop front. As a guideline, fasçias should generally be no deeper than 1/5 overall height of the shop front.

Hanging signs

Hanging signs are a traditional feature on shops in historic towns and, when well designed, they can add vibrancy and interest to the street. Timber hand-painted signs are usually preferred but metal pictograms have a long tradition and offer particular scope for invention. Bracket design and fixings methods are also important: bolts should be drilled into joints, not into the face of bricks or stone blocks, and the brackets should be designed with slots to allow for tolerances.

As a general rule, only one hanging sign per shop will be allowed. The conventional position for signs is at or just above fasçia level. The latter position is normally appropriate for public houses or restaurants where a pictorial sign is used, but

they should not be so high as to be above normal sightlines. Care must always be taken to ensure that architectural features are not obscured by the signage. The over proliferation of signs creates visual clutter which cancels out their effectiveness so therefore a balance needs to be struck between the commercial demand for visibility and the architectural character of the building involved.

The size of the sign will need to relate to the size and scale of the building façade and to the street as a whole. Generally, the area of the sign should be no more than 0.75m² and for safety and security purposes the bottom of the sign must have at least 2.6m clearance above the pavement and its outer edge at least 1.0m from the kerb.

Printed graphics

The widespread availability of printed vinyl decals and photographic images has led to a proliferation of ill-considered fasçias and window displays which are garish and incongruous. The use of such products and techniques are generally incompatible with historic buildings or areas.

Window posters

There is often a temptation to use shop windows as additional display space for posters, decals and illuminated signs. This type of ephemeral advertising can detract from the overall appearance of the shop front and further contributes to visual clutter in the street. Businesses should keep this to a minimum and should not regard window displays as a supplement to permanent signage.

Lettering

The effective use of text and graphics can create

an attractive image which invites custom to the shop. However care must be taken to select an appropriate font, which not only complements the age and character of the building but is also of a proportionate size. In broad terms, lettering height should be around 3/8 the depth of the fasçia, with a maximum height of 300mm, subject to the scale of the building.



Examples of good, traditionally presented shop fronts

Corporate identities

National chains understandably wish to project an easily recognisable corporate identity but the blanket imposition of standardised colour schemes and signage can have an anonymising effect which erodes local distinctiveness. Multiples should be prepared to relax their design guidelines in the interests of conservation, but it should still be possible to use recognisable fonts, colours, logos etc if they are tailored to the characteristics of individual buildings.

External illumination

Modest and subtle lighting can add sparkle and vitality to the night-time scene. However over-illumination can be garish and intrusive and there are many businesses where illumination may not be applicable at all.

Fasçia illumination

The illumination of fasçia signage and hanging signs are not essential for all shops, especially for those that do not trade at night. Internally-illuminated fasçias and signs are often too bright and are not generally acceptable on historic buildings. Subtle and concealed lighting may be acceptable however, depending upon location. The light source should be unobtrusive and carefully directed at the sign to avoid glare and light leakage; modern LED 'halo' lighting can be particularly controlled in this regard.

Blinds

Retractable blinds are a traditional device to protect display goods from sunlight and to provide shelter for shoppers. They can add interest to the street scene but they should be appropriate to the character and period of the building. Blinds made of canvas or similar non-

reflective materials are preferred. Fixed blinds and plastic canopies, such as Dutch blinds, detract from the appearance of historic streets and will not be permitted.

Burglar alarms and services

Burglar alarms, junction boxes and other service installations should not conflict with architectural features or be located in over-conspicuous positions. Wiring runs should be sited to be as discreet as possible.

Shutters, screens and grilles

Some types of shop may need special security measures. External window shutters require planning permission, but they tend to give streets a hostile, beleaguered atmosphere when closed so they will not generally be approved in historic areas. Solid roller shutters housed in boxes at fasçia level are particularly unacceptable. There are several preferred alternative security measures.

Security glass is preferred, perhaps coupled with a security alarm. Reducing the size of window panes can provide less of a temptation to vandals and reduces the cost of replacing glass, but the suitability of this will depend on the design of the host building. Internally fitted see-through grilles are another option especially as there are a number of attractive designs available. Alternatively, demountable external security screens can be fixed to the window outside normal trading hours, but it is important that these are designed so that they cannot be left in situ.

Planning and other permissions

Planning permission is required for all new shop fronts, or alterations to existing shop fronts, that materially affect the external appearance of a building.

Conservation areas

Both the market towns and many of the villages in the borough are designated as conservation areas, and special attention should be paid to preserving and enhancing their character and appearance. The quality and detailing of development proposals must meet the preservation and enhancement objectives.

Listed buildings

Any alterations to a listed building will require Listed Building Consent if the works affect the character and significance of the building. This can include relatively small changes to features such as signage, as well as internal works. Owners are therefore strongly advised to consult planning services before embarking on any alterations to a listed building.



Design Guidance for Tewkesbury Borough

Signs and Advertisements

Some signs need advertisement consent from the council so owners are strongly advised to check with planning services before erecting any. Shops are normally limited to one fascia sign, and if required, one hanging sign.

Consent is always required for:

- All posters.
- Any illuminated sign in a conservation area.
- All signs above a first floor window.
- All signs that have letters over 0.75m high.
- All signs that have the highest part more than 4.6m above ground level.
- All signs on listed buildings.
- Repainting a shop front may require listed building consent.
- Any signs, posters, banners on windows are likely to require listed building consent.



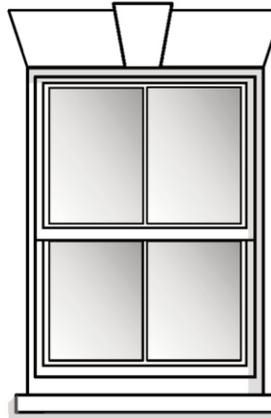
Design Guidance Appendix

Examples of good and poor design

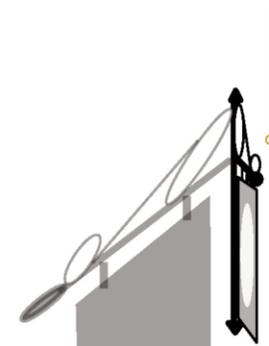
Annotated images of good design and poor design, for comparison, can be found in the appendix on pages 9 and 10.



Simple fascia signage incorporating painted or applied lettering or projected lettering.



Traditional hanging sign on an ornamental bracket. Hanging signs can be metal or timber. It may also be acceptable to hang a sign in the form of an object relating to the nature of the shop and the goods sold.



Internal window displays can provide distinctiveness to the shop and attract customers.



Subtle window decals may be appropriate.

Traditional well-proportioned timber shopfront sympathetic to the historic character of the town.



Oversized lettering / unsympathetic font: the size and design of lettering can have a dramatically negative visual impact on the historic environment and requires careful consideration.

Oversized fascias: oversized or poorly proportioned fascias detract from the character of a historic shopfront or the features of the building.

Photographic decals: the use of photographic decals on shopfronts can appear out of character and are generally inappropriate.

Window posters and stickers: a proliferation of stickers, notices and posters can appear garish and unsympathetic.

Modern doors and windows: modern styles such as full height windows and modern materials such as aluminium are generally unsympathetic to the character of a historic shopfront or building.

Inappropriate external lighting: subtle forms of external illumination are acceptable in most cases, however, prominent or unsympathetic lighting designs are inappropriate.

internally illuminated signage: whether a projecting sign or part of a fascia, internally illuminated signage can appear out of character and inappropriate.

Projecting signs: also known as 'bus stop' signs, this form of signage generally appears modern and inappropriate.

Additional fixed signboards that do not respect the form or proportions of the historic shopfront: signage should not obscure or detract from the character of a historic shopfront or the features of a building.

