

31 January 2022

Committee	Overview and Scrutiny
Date	Tuesday, 8 February 2022
Time of Meeting	4:30 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 11 January 2022.	1 - 11
5.	EXECUTIVE COMMITTEE FORWARD PLAN To determine whether there are any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee can give to work contained within the Plan.	12 - 15
6.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2021/22 To consider the forthcoming work of the Overview and Scrutiny Committee.	16 - 19
7.	GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE To receive an update from the Council's representative on matters considered at the last meeting (4 February 2022).	
8.	GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE To receive an update from the Council's representative on matters considered at the last meeting (19 January 2022).	20 - 21
9.	GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE 2022/23 FINANCIAL CONTRIBUTION To conduct the annual review of the effectiveness of the Council's involvement in the Gloucestershire Health Overview and Scrutiny Committee in order to authorise payment of the Council's contribution to the running costs for the forthcoming year and to recommend to the Executive Committee that, subject to the Overview and Scrutiny Committee representative's continued monitoring and regular reporting to the Overview and Scrutiny Committee, that the specific consideration of the payment of the sum on an annual basis no longer be required.	22 - 25
10.	DIGITAL APPROACH STRATEGY To consider the proposed Digital Approach Strategy and recommend to the Executive Committee that it be approved.	26 - 35
11.	HOUSING AND HOMELESSNESS STRATEGY 2022-26 To endorse the new Housing and Homelessness Strategy prior to consideration by Executive Committee and Council.	36 - 65
12.	SEPARATE BUSINESS The Chair will move the adoption of the following resolution: That under Section 100(A)(4) Local Government Act 1972, the public be excluded for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.	

13. SEPARATE MINUTES

66 - 68

To approve the separate Minutes of the meeting of the Committee held on 11 January 2022.

DATE OF NEXT MEETING**TUESDAY, 8 MARCH 2022****COUNCILLORS CONSTITUTING COMMITTEE**

Councillors: K Berliner (Vice-Chair), G J Bocking, C L J Carter, P A Godwin, H C McLain, P D McLain, H S Munro, J W Murphy (Chair), J K Smith, R J G Smith, P D Surman, S Thomson, M J Williams and P N Workman. One vacancy.

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 Chair 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 Overview and Scrutiny Committee held at the
Council Offices, Gloucester Road, Tewkesbury on Tuesday, 11 January 2022
commencing at 4:30 pm**

Present:

Chair	Councillor J W Murphy
Vice Chair	Councillor K Berliner

and Councillors:

C L J Carter, P A Godwin, H C McLain, P D McLain, H S Munro, J K Smith, R J G Smith,
S Thomson, M J Williams and P N Workman

also present:

Councillor D J Harwood

OS.66 ANNOUNCEMENTS

- 66.1 The evacuation procedure, as noted on the Agenda, was advised to those present.
- 66.2 Members were informed that an external trainer from Frontline Consulting was observing the meeting in order to inform the Overview and Scrutiny Committee training session which he would be delivering to the Committee on Wednesday 26 January 2022.

OS.67 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

- 67.1 Apologies for absence were received from Councillors G J Bocking and P D Surman. There were no substitutions for the meeting.

OS.68 DECLARATIONS OF INTEREST

- 68.1 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.
- 68.2 There were no declarations made on this occasion.

OS.69 MINUTES

- 69.1 The Minutes of the meeting held on 23 November 2021, copies of which had been circulated, were approved as a correct record and signed by the Chair.

OS.70 EXECUTIVE COMMITTEE FORWARD PLAN

- 70.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No.14-19. Members were asked to determine whether there were any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee could give to the work contained within the plan.
- 70.2 A Member drew attention to the Agenda for the meeting on 2 March 2022 and asked whether the Tewkesbury Borough Council Domestic Waste and Recycling Collection Services Policy and Procedures would be considered by the Depot Services Working Group prior to that. In response, the Head of Community Services indicated that this was a new policy so had not previously been considered by the Working Group but it would make sense to take it to that Group before the Executive Committee meeting; however, he indicated that there may be a delay in the policy coming forward as Gloucestershire County Council had deferred its Resources and Waste Strategy pending the outcome of government consultation. The Member noted that the Spring Gardens Regeneration Phase 1a report had been in the pending items section of the Forward Plan since September 2019 and he asked whether this was still active or if it could be removed. In response, the Head of Finance and Asset Management explained that the Spring Gardens project had been put on hold for two years during budget setting in January 2021; however, Officers were starting to re-look at this in anticipation of restarting the project and discussions were taking place with the consultants around how to take it forward. A meeting of the Spring Gardens and Oldbury Road Regeneration Member Reference Group would be arranged for later in the year or early in 2023.
- 70.3 It was
RESOLVED That the Executive Committee Forward Plan be **NOTED**.

OS.71 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2021/22 AND ACTION LIST

- 71.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2021/22, circulated at Pages No. 20-47, which Members were asked to consider.
- 71.2 The Head of Corporate Services drew attention to the Agenda for the meeting on 8 February 2022 which included the annual Growth Hub report. He indicated that it was proposed to remove this item on the basis that an update on Growth Hub activities had been included within the Economic Development and Tourism Strategy report that had been considered at the last Overview and Scrutiny Committee meeting. At the recent workshop on maximising the value of the Overview and Scrutiny Committee, Members had expressed the view that a standalone annual report was no longer necessary, therefore, it was proposed to remove this item from future Work Programmes and only bring a report to the Committee if any particular issues arose. With regard to the Agenda for 8 February 2022, a Member noted that an Overview and Scrutiny Committee workshop had been due to be arranged in November 2021 in relation to the Housing Strategy and the Chair confirmed that the workshop had taken place.
- 71.3 In terms of the action list which covered the period 18 June 2019-12 October 2021, the Chair advised that, of the 52 actions, only 13 remained outstanding. A Member drew attention to Page No. 27, and the actions in relation to the Warm and Well Scheme Update which had been considered by the Committee in October 2019. Given the fuel crisis and rising energy costs, he expressed the view that it would be timely to hold the fuel poverty session which was due to be arranged. The Head of Community Services indicated that he would need to consider Officer resources and whether it would be appropriate to hold a training session in person under the current COVID guidelines; in any case, he would be happy to send the

relevant information to Members by email. The Member suggested the training session could be delivered online, if necessary; he felt that now was the time to make the information available in order to assist residents with reducing the cost of heating their homes and accessing grants and subsidies available. With regard to Page No. 41 and the item in relation to the Carbon Reduction Action Plan considered by the Committee on 13 July 2021, the Member asked whether the Carbon Reduction Programme Officer job description could be circulated following the meeting as this seemed a fairly simple action. The Head of Finance and Asset Management undertook to do this and confirmed that the Carbon Reduction Programme Officer had been appointed and would take up his post at the end of February.

71.4 It was

RESOLVED

1. That the Overview and Scrutiny Committee Work Programme 2021/22 and action list be **NOTED**.
2. That the Annual Growth Hub Report be removed from the Agenda on 8 February 2022, and from future Work Programmes, as a standalone annual report was no longer felt to be necessary.

OS.72 COUNCIL PLAN PERFORMANCE TRACKER AND COVID-19 RECOVERY TRACKER - QUARTER TWO 2021/22

72.1 The report of the Head of Corporate Services, circulated at Pages No. 48-11, attached the performance management and COVID-19 recovery information for quarter two of 2021/22. The Overview and Scrutiny Committee was asked to review and scrutinise the information and, where appropriate, identify any issues to refer to the Executive Committee for clarification or further action to be taken.

72.2 During the debate which ensued, the following queries and comments were made in relation to the Council Plan and Recovery Plan trackers:

Priority: Economic Growth

P70 – Objective 2 – Action c)
Publish the Infrastructure Funding Statement – A
Member noted that the target date had been revised to December 2021 and he asked whether this had been achieved.

The Head of Development Services confirmed that the Infrastructure Funding Statement had been published in accordance with the December 2021 deadline.

Priority: Housing and Communities

P75 – Objective 1 – Action a)
Work with partners to undertake the required review of the Joint Core Strategy – A
Member noted that Deloitte had now been appointed to help review the Joint Core Strategy timetable and he asked who had approved funding for that and what the budget was.

The Head of Development Services explained that Deloitte had been commissioned to assist with the Joint Core Strategy following the resignation of the Joint Core Strategy Manager in July. Deloitte's role was to act as the programme manager and to advise the Council on a common timetable for the three Joint Core Strategy authorities and the resources required to deliver it. She reminded Members that the Joint Core Strategy was adopted in December 2017 and had been due to be

immediately reviewed so there were a number of technical issues which needed to be addressed. The three Joint Core Strategy authorities had gone out to consultation on its issues and options document but, due to a number of factors including COVID-19, things had not progressed as quickly as hoped. There had been several planning policy changes since the original Joint Core Strategy was adopted, as well as enactment of the Environment Bill in November 2021; this represented a substantial material change in circumstances and meant that a more complete review would need to be undertaken to take account of the national changes to the planning policy framework and the new legislation. Deloitte had produced a draft programme which Officers were now considering to ensure it was robust and that it could be delivered within budget and this would be taken to the Joint Core Strategy Member Liaison Group at the end of January and the Planning Policy Reference Panel in February. In terms of funding, all three Joint Core Strategy authorities, plus Gloucestershire County Council, contributed to the Joint Core Strategy budget and approximately £87,000 had been approved for the work commissioned to Deloitte, some of which was via staff savings as two staff previously funded through the Joint Core Strategy budget were no longer in post. It had been agreed that if the funding set aside was insufficient, each Council would put forward the additional money required for the work to be undertaken.

In response to a query as to whether Members should be concerned about the delay in the review, the Head of Development Services advised that, whilst nobody wanted to see this delayed, it was intended to deliver a very detailed draft plan at the Regulation 18 stage - as opposed to a high level plan which was also an option at that stage - in order to shorten the timetable at the Regulation 19 stage the work was effectively being frontloaded in order to move more quickly going forward. It was to be borne in mind that there were a number of variables which could impact the timetable but she provided assurance there was a plan, resources were being put in place to deliver the review and there was a strong commitment from the three authorities to progress – with the expertise brought by Deloitte, which had experience of examinations around the country, she was confident there would be a

robust strategy to move forward and hit all of the necessary requirements so Members should not be worried.

P81 – Objective 3 – Action a)
Work with partners, infrastructure providers and developers to progress the delivery of key sites – A Member noted that the update for Brockworth did not mention sports provision and he assumed that these facilities were coming forward on developments in other areas.

The Head of Development Services explained that this action did not go into that level of detail, rather it looked at the strategic allocations within the Joint Core Strategy and gave an update in relation to planning applications which had been submitted, approved etc. to give Members an idea of the overall trajectory. She indicated that she would be happy to discuss this with the Member further outside of the meeting.

P84 – KPI 14 – Total new affordable housing properties – A Member asked whether there were any sub-targets in terms of the affordable housing type as the number of social rented properties seemed low compared to the other categories.

The Head of Community Services confirmed that social rent had not been identified as a priority through the strategic housing assessment until last year when it had been found that 86% of affordable housing properties should be social rent. On that basis, there would be a much higher focus on that tenure between now and April with the intention to achieve 100% affordable rent developments where possible.

P85-88 – KPIs 16-22 – A Member noted there were several unhappy faces pertaining to the planning KPIs and, given there was now an action plan in place for the Development Management service, he asked when improvements would start to be reflected in the performance tracker.

The Head of Development Services explained that, unfortunately, there were no quick fixes as there were a range of issues to address. As Members were aware, there had been staffing issues within the Development Management team but consultancy support and agency planners had been contracted to assist with the backlog of planning applications where vacancies had arisen. Officers were looking into the various processes to ensure they were efficient but, as set out in the report to the Executive Committee in November, it would be 12-24 months before the service was turned around; notwithstanding this, she hoped the performance figures would start to improve within the next six months.

The Member was disappointed that it would take such a long period of time before any improvement would be seen given that the performance had been poor for a considerable time already. He was particularly concerned that the Planning Committee had recently been required to consider two applications which were subject to non-determination appeals as this put the Council on the backfoot which was a bad position to be in. The Head of Development Services reiterated that there were many

different issues to be addressed, for instance, Members would be aware of the proposal to amend the Planning Scheme of Delegation which had not been supported by Council. She felt it was important that the timescale for delivery of the action plan was realistic and she would not like to promise Members something which could not be delivered.

P87 – KPI 20 – Investigate category B* cases within five working days – A Member noted that enforcement investigations were slipping quite rapidly and she asked if that was due to staffing issues or whether it was a low priority.

The Head of Development Services provided assurance that enforcement was a high priority; however, the team did focus on category A and B cases as those caused the most harm. A member of the team had been appointed to a senior post leaving a vacancy which she was pleased to report had recently been recruited to with the new Officer starting later that week; she hoped there would be improvement moving forward with a fully established team.

Priority: Customer First

P99 – KPI 36 – Percentage of Freedom of Information requests answered on time – A Member noted that 127 requests had been received in quarter two, 106 of which had been responded to within the 20 working days deadline; this meant that around 17% had not been answered within that timescale and he asked if there was a common reason for this, whether every request would receive a response and if there was a final deadline for response.

The Head of Corporate Services confirmed that all Freedom of Information requests would receive a response; unfortunately, due to competing priorities, it was not always possible to meet the 20 working day deadline. The figures were reported to Management Team on a quarterly basis and Managers were made aware of any which had not been answered. Whilst there was no common reason for a delay in response, requests could be complex and, although it was possible to ask for an extension of time, that was not always done on a timely basis. He felt that 17% was not a concerning figure – the aim was certainly to achieve more but he reiterated that all requests would receive a response even if it was after the 20 working day target. The Member asked whether the customer was given an indication as to when a response could be expected if it was likely to be after the 20 working day target and the Head of Corporate Services confirmed that should be the case and a new timescale should be provided. He indicated that he would be happy to circulate a breakdown of the Freedom of Information requests received across each service area and those which had not been answered in time.

P99 – KPI 37 – Percentage of formal complaints answered on time – A Member was heartened to see the number of complaints had reduced over the year compared to the previous year which showed that the introduction of the Comments, Compliments and Concerns system was working.

The Head of Corporate Services agreed with this sentiment and indicated that the Comments, Compliments and Concerns system had been introduced under the new complaints framework and meant that customers were able to give feedback without making a formal complaint; provided services responded in a timely manner, this could prevent formal complaints from coming forward.

Priority: Sustainable Environment

P103 – Objective 1 – Action a) Deliver the Public Service Centre’s low carbon heating and solar PV systems – A Member asked when the solar canopy in the Council Offices rear car park would commence bearing in mind that the project was expected to be complete by May 2022.

The Head of Finance and Asset Management advised that Officers would shortly be going out to tender for a supplier and installation of the solar canopy and an application for planning permission had been submitted the previous week so it was hoped that work would commence on site in March. Whilst it was necessary to wait for the outcome of the tender before this could move forward, he was confident that the scheme would be delivered between March and May and would be a great contribution towards the Council’s carbon reduction ambitions.

P106 – Objective 3 – Action a) Take a robust approach towards fly-tipping and other enviro-crimes – A Member noted that the public consultation on the Public Space Protection Order had been due to go live in December and run until February 2022 but he did not remember receiving notification that it had commenced.

The Head of Community Services undertook to check with the Environmental Health Manager and send a link to Members if the consultation had commenced.

P109 – Objective 4 – Action c) Establish and publish a local list of non-designated heritage assets in the borough – A Member asked for clarification on the significance of any assets added to the local list; the criteria for being included; and who would comprise the panel that would approve the list.

The Head of Development Services advised that the Supplementary Planning Document set out the local listing criteria. The advantage of being included on the list was that the asset would be seen as important within the locality; however, in terms of planning applications, this did not carry the same statutory weight as a national listed building. The panel had not yet been established but she believed it would be Officer-led; she undertook to find out the details and update Members following the meeting.

A Member noted that the Heritage Engagement Officer had been appointed on a temporary contract and he asked what happened if the Officer left before the end of that contract as the revised target date for this action was June. The Head of Development Services advised that the Officer had originally been contracted until March but that had been extended until June in order to take account of the work which needed to be done to achieve the publication of the local list which was not a quick or straightforward process. The consultation on the Supplementary Planning Document would finish at the end of January and she was confident that resources were in place to address any comments that were received and make any revisions by the end of March.

P109 – KPI 38 – Number of reported enviro-crimes – A Member noted that fly-tipping complaints had reduced by 30% and asked if there was any indication as to why that had happened.

The Head of Community Services welcomed the reduction but, unfortunately, there was no specific reason for it; he would like to think it could be attributed to the good work that had been done to publicise successful prosecutions.

A Member drew attention to Appendix 3 to the report which set out the quarter two budget report and she noted that item 3 stated that there had been a significant increase in fly-tipping which Ubico predicted would be £11,000 over budget which contradicted the KPI. In response, the Head of Community Services advised there had certainly been an increase in fly-tipping as that was one of the biggest concerns in the borough; however, he assumed there had been a reduction in some enviro-crimes, such as abandoned vehicles, which was offsetting that within the figures – this was something he would need to check following the meeting and he would update Members accordingly.

A Member felt it would be helpful to know the cost of clearing up the various enviro-crimes if that information could be easily broken down and the Head of Community Services undertook to provide this.

In connection with fly-tipping, a Member expressed the view that the requirement to book a slot online to visit the Household Recycling Centre at Wingmoor Farm was making it more difficult for people to dispose of their waste, for instance, it was not possible to make a same-day appointment. He recognised this may not deter those who were responsible for fly-tipping but he was aware that other local authority areas had

removed the requirement for online bookings so he presumed Gloucestershire could do the same. The Head of Community Services understood that Gloucestershire County Council was happy with the online booking system and this was supported by feedback from residents so he believed it was likely to be a permanent structure; nevertheless, he would be happy to pass these comments directly to the County Council. The Chief Executive felt it was unlikely that the people who were responsible for fly-tipping intended to dispose of their waste at one of the Household Recycling Centres in any case; fly-tipping often comprised commercial waste and/or rubbish which required payment for disposal so the perpetrators found it more convenient to fly-tip.

COVID-19 Recovery Tracker Priority: Economic Growth

P116 – Action – Recover b)
Develop a bid to host a Department of Work and Pensions Youth Hub within the Tewkesbury Growth Hub – A Member noted that the target date had been revised to December 2021 and he asked whether this had been achieved.

The Head of Development Services confirmed that a draft bid had been produced and was now being finalised.

P117 - Action – Rebuild b)
Develop and deliver the Welcome Back Fund action plan – A Member sought clarification as to how much money had been spent and what it had been spent on; there was little evidence in Bishop's Cleeve to demonstrate what the fund had achieved.

The Head of Development Services explained there were two tranches of money the first of which was approximately £84,000, some of which had been spent on campaigns to communicate with residents and businesses. Officers had been working with the three Parishes which were eligible for the second tranche of funding – Bishop's Cleeve Parish Council, Tewkesbury Town Council and Winchcombe Town Council – to put together a list of ideas as to how the money could be spent. It was her understanding that Officers were now in detailed discussion about which options to take forward and she undertook to ask the Economic and Community Development Manager to circulate an agreed list to Members.

In response to a query as to whether local Members could have any input as to where the money was spent, the Head of Development Services understood that Officers had met with relevant Ward Members in September/October to obtain their initial ideas as expenditure had to be approved under certain categories; however,

she would need to check the details of this and report back to Members following the meeting.

72.3 The Head of Corporate Services felt the report was positive and that was exemplified by the actions set out at Page No. 51 despite staff being involved in the continued COVID-19 response and recovery. In terms of the unhappy faces, the majority were out of the Council's control, for example, the Medium Term Financial Strategy in relation to the government settlement and the guidance awaited from the Business, Energy and Industrial Strategy (BEIS) on the next steps and timescales for delivering the Local Industrial Strategy. The COVID-19 corporate recovery tracker was also very positive, although things had moved on since the report had been published in December following the change in government advice and the new grants made available which had required additional resources to be put back into the Business Cell so that would be reflected in the next report.

72.4 Turning to the financial information, the Head of Finance and Asset Management advised that the budget summary for quarter two showed a projected surplus of £3,611,060 for the full year against the approved budget which included a £3.2m government grant for business rates relief which must be set aside for future deficits. With regard to Page No. 50, Paragraph 5.5. of the report, a Member questioned why the Council was paying business rates for the unoccupied office space within the Public Services Centre and the Head of Finance and Asset Management confirmed that, as well as collecting business rates, the Council also had to pay them; if a tenant was in place then they would be responsible for payment but if the premises remained vacant for over six months that responsibility lay with the Council as the landlord. Another Member noted that the vacant office space was being advertised but did not appear to be generating much interest and he asked whether consideration had been given to changing agents. The Head of Finance and Asset Management confirmed that option was being investigated currently and it was hoped new agents would be in place by the end of the month; the market was not particularly buoyant but a new approach may generate some interest. With regard to new funding from the government, Members were informed that, whilst there was money available for local government in general, there was nothing for Tewkesbury Borough Council and there would actually be a reduction in funding going forward. With regard to Appendix 4 of the report, a Member noted there was a capital budget of £695,000 and she sought clarification as to whether £369,691 was what had been spent. The Head of Finance and Asset Management confirmed that was correct and explained that the main underspend was in relation to the budget for the waste vehicles as the fleet did not require replacement at the current time. In response to a query as to whether the money could be spent on something else, he clarified that it would still be spent on vehicles and would remain in the reserves until it was allocated for that specific purpose; Ubico believed the main fleet replacement would be needed in 2024. A Member noted from Appendix 3 to the report that the Democratic Services section included a deficit of £15,455 under 'premises' which was attributed to rental charges for the Police and Crime Commissioner and Gloucestershire County Council elections and, as these were scheduled elections, he asked why that had not been included in the budget for the year. In response, Members were advised that these were external elections so no estimate was included as they would be paid for via an external budget and would have no impact on the Council's budget for the year. The Member also drew attention to the Community Services section and noted there was a £20,000 adverse variance as the pharmacy collection of NHS sharps for 2021/22 had been omitted from the budget. The Head of Community Services clarified that Ubico was contracted by the NHS to undertake this collection which was paid for by the NHS. At the start of the financial year Ubico had indicated it would not be doing this

anymore but had since re-started the collection which was why it had been omitted from the budget. He provided assurance that a project was being worked on for 2022/23 to reduce the sum.

72.5 Having considered the information provided, it was

RESOLVED That the performance management information and COVID-19 recovery information for quarter one of 2021/22 be **NOTED**.

OS.73 SEPARATE BUSINESS

73.1 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.

OS.74 TRADE WASTE PROJECT UPDATE

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

74.1 Members considered an update on the progress made in relation to the trade waste project and the next steps.

The meeting closed at 6:05 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2021/22

REGULAR ITEM:

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

Additions to 2 February 2022

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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
Financial Update - Quarter Three 2021/22.	To consider the quarterly budget position.	Head of Finance and Asset Management.	Yes, from February to enable figures to be collated.
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. Deleted as not a matter for Executive Committee.
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.
Medium Term Financial Strategy (Annual).	To recommend to Council the adoption of the five-year MTFS which describes the	Head of Finance and Asset Management.	Yes – deferred from January to allow the necessary information from the

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Agenda Item 5

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
	financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.		government.
Discretionary Housing Payments Policy.	To consider the Discretionary Housing Payments Policy.	Head of Corporate Services.	No.
Statement of Community Involvement.	To recommend to Council for adoption.	Head of Development Services.	Yes, deferred from February 2022.
Managing Contractors Safely Policy.	To approve the updated Policy.	Head of Community Services.	Yes, deferred from February 2022.
Redundancy and Redeployment Policy and HR Allocations Policy.	To approve the Policy.	Head of Corporate Services.	Yes, deferred from November 2021.
Discretionary Rate Relief Policy.	To approve the Discretionary Rate Relief Policy.	Head of Corporate Services.	Yes, deferred from February 2022.
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)).

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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.

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ITEMS FOR 2022/23

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Community Infrastructure Levy Review – New Draft Charging Schedule.	To recommend to Council for approval.	Head of Development Services.	No.
Car Parking Strategy – June 2022.	To approve the Car Parking Strategy.	Head of Development Services.	No.
Economic Development and Tourism Strategy – June 2022.	To approve the Strategy.	Head of Development Services.	No.

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
Council Plan 2020/24 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	3 February 2021

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2021/22

REGULAR ITEMS:

- Executive Committee Forward Plan
- Overview and Scrutiny Committee Work Programme 2021/22 (to include the Action List Update on a quarterly basis – June, September, January and March meetings each year, starting on 7 September 2021).

<p><u>Additions to 8 February 2022</u></p> <ul style="list-style-type: none"> • <p><u>Deletions from 8 February 2022</u></p> <ul style="list-style-type: none"> • Parking Strategy Review – Moved to 5 April due to lack of Officer resources.
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Committee Date: 8 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 review and scrutinise the performance management and recovery information and, where appropriate, to require response or action from the Executive Committee.	Head of Corporate Services	No.
Update on Local Policing Arrangements	To receive an update from the Police on local arrangements.	Chief Executive	No – moved from pending items.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (8 March 2022).	N/A	

Committee Date: 5 April 2022

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Customer Care Strategy	To consider the progress made against the actions within the Customer Care Strategy during 2021/22 and to endorse the action plan for 2022/23.	Head of Corporate Services	No.
Communications Strategy 2020-24	To consider the progress made against the actions within the Communications Strategy during 2021/22 and to endorse the action plan for 2022/23.	Corporate Services Manager	No.
Parking Strategy Review	To endorse the findings of the Parking Strategy Review and approve the draft strategy for public consultation.	Head of Finance and Asset Management	Yes – deferred from 11 January 2022.
Overview and Scrutiny Committee Annual Report 2021/22	To approve the annual report as required by the Council's Constitution to ensure that the activities of the Overview and Scrutiny Committee are promoted, both internally and publicly, to reinforce transparency and accountability in the democratic process.	Head of Corporate Services.	No.

Committee Date: 5 April 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Depot Services Working Group	To receive the annual report on the work of the Depot Services Working Group and to consider whether there is a continuing role for the Group and if any changes to the Terms of Reference are required.	Head of Community Services.	No
Overview and Scrutiny Committee Work Programme 2022/23	To consider and approve the forthcoming Committee work programme.	Head of Corporate Services.	No.
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (31 March 2022).	N/A	
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (25 March 2022).	N/A	No.

PENDING ITEMS		
Agenda Item	Overview of Agenda Item	Date Item Added to Pending
Community Services Improvement Review	To consider the progress made against the Community Services Improvement Plan. Moved from 14 July 2020 and 9 March 2021. Little activity has taken place over recent months due to COVID-19.	14 July 2020
Council Tax Reduction Scheme Review	To set up an Overview and Scrutiny Committee Working Group to review the scheme and make a recommendation to the Executive Committee/Council. (deferred from 2020/21)	April 2020
Advice and Information Centres (AIC) Review	To set up an Overview and Scrutiny Committee Working Group to review the scheme and make a recommendation to the Executive Committee. (deferred from 2020/21)	-----
Use of Mobile Surveillance Equipment for Fly-tipping Investigations	To consider the results of the six month trial to inform a final recommendation to the Executive Committee on the way forward.	12 October 2021

Gloucestershire Economic Growth Scrutiny Committee Wednesday 19th January 2022

1. Gloucestershire Infrastructure Investment Fund (GIIF)

Neil Hopwood explained that this fund had its origins in 2012 and has proven to be successful as a “managed, revolving loan fund”. The GIIF provides “gap funding” to suitable, large private projects. He said that usually, a loan provider requires an asset as security. However, some viable £1 million plus projects do not have such an asset and require a loan of “last resort”. Indeed, the GIIF applicants need to demonstrate that their project would not go ahead without such a loan.

In addition, the proposed project needs to have received planning permission before it can be a candidate for GIIF funding.

GIIF loans are normally made on an interest free basis. However, there is a large admin fee which includes all legal costs. GIIF loans are arranged on a short-term basis (i.e., 2-3 years maximum). The fund allows construction to proceed until an asset has been created at which point the project promoter can usually re-finance the project through conventional sources and then be able to repay the GIIF loan.

Neil provided an overview of all projects that had recently benefitted from GIIF funding. This paper can be viewed via the following link:

<https://bit.ly/GIIFund> Economic Growth Scrutiny Committee 17-11-21 GFirst Report.pdf

The presentation that was delivered can be viewed via the following link:

<https://bit.ly/GIIFPresentation>

2. Strategic Planning in Gloucestershire

Mike Dawson said that this report was presented to Gloucestershire Economic Growth Joint Committee at its last meeting. He went on to explain that this Strategic Planning report was intended to be a reference point for members.

The report was compiled by officers across Gloucestershire.

Sandra Ford then provided an overview of the report's content. This report may be referenced via the following link:

<https://bit.ly/SPGlos>

3. Executive Director's Report

Colin Chick provided an update report for noting on Economic Growth issues in the County.

This report can be viewed via the following link:

<https://bit.ly/ExecDR> **Directors Report EEI Scrutiny - January 2022 v3.pdf**

A question related to the above report opened up a discussion about the merits and demerits of Community Infrastructure Levies (CILs) when compared to Section 106 agreements.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	8 February 2022
Subject:	Gloucestershire Health Overview and Scrutiny Committee – 2022/23 Financial Contribution
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Member:	Lead Member Organisational Development
Number of Appendices:	None

Executive Summary:

As a member of the Gloucestershire Health Overview and Scrutiny Committee, Tewkesbury Borough council has made a contribution to the running costs since 2002. The Executive Committee, at its meeting held on 5 October 2011, agreed that :

- a contribution of £2,500 remain in the Council’s base budget to be paid subject to the Borough Council’s Overview and Scrutiny Committee undertaking an annual review; and
- as well as receiving regular reports from the Council’s representative, the Overview and Scrutiny Committee considers on an annual basis, the effectiveness of the Council’s continued involvement in the Gloucestershire Health Overview and Scrutiny Committee and whether value for money is being achieved for the contribution paid.

Subject to this review, and the Overview and Scrutiny Committee being content, payment of the contribution would be authorised.

Recommendation:

- 1. To consider the effectiveness of the Council’s continued involvement in the Gloucestershire Health Overview and Scrutiny Committee and, subject to the Committee being satisfied that value for money is being achieved, officers be authorised to make the payment of £2,500 from the Council’s base budget**
- 2. To RECOMMEND TO THE EXECUTIVE COMMITTEE that, subject to the Overview and Scrutiny Committee representative’s continued monitoring and regular reporting to the Overview and Scrutiny Committee, that the specific consideration of the payment of the sum on an annual basis no longer be required.**

Reasons for Recommendation:

The Council continues to support its commitment to health improvement, to act as an advocate for the borough’s communities, and continue working in partnership with other public bodies within the county.

<p>Resource Implications:</p> <p>The £2,500 contribution is included within the council's budget.</p>
<p>Legal Implications:</p> <p>None directly arising from this report.</p>
<p>Risk Management Implications:</p> <p>Not being part of the Gloucestershire Health Overview and Scrutiny Committee would reduce Tewkesbury Borough Council's ability to influence health related issues within the borough.</p> <p>In view of the fact that all other Gloucestershire Districts contribute, there would be a potential reputational issue if Tewkesbury Borough Council did not contribute.</p>
<p>Performance Management Follow-up:</p> <p>Regular feedback is given to Overview and Scrutiny Committee by the Council's representative.</p>
<p>Environmental Implications:</p> <p>None.</p>

1.0 INTRODUCTION/BACKGROUND

1.1 In 2003 when the County set up the then Health, Community and Care Overview and Scrutiny Committee it was agreed to involve the District Councils and, since that date, all districts have made a contribution to the running costs. The contribution covers the administrative expense of running the Committee. There is wide coverage of health and care related issues and an officer with specialist knowledge is essential for the Committee to operate effectively. As reported last year, following a review of scrutiny at the County, the scrutiny of adult social care and public health no longer falls within the remit of this Committee; these issues are overseen by an Adult Social Care and Communities Committee.

1.2 The Executive Committee, at its meeting of 1 October 2008, approved payment for three years commencing April 2008. A further report was taken to Executive Committee on 5 October 2011 to agree a way forward as the three year approval period had elapsed. At this meeting, Executive Committee agreed :

- a contribution of £2,500 remain in the Council's base budget to be paid subject to the Borough Council's Overview and Scrutiny Committee undertaking an annual review;
- as well as receiving regular reports from the Council's representative, the Overview & Scrutiny Committee considers on an annual basis, the effectiveness of the Council's continued involvement in the Gloucestershire Health Overview and Scrutiny Committee and whether value for money is being achieved for the contribution paid.

2.0 GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE

2.1 This is a County Council function but throughout it has included representatives from each District Council. It was decided that the principle behind health overview and scrutiny was to produce a model that involved cross-Council co-operation and the effective joining up of the health agenda in the promotion of community development. This model is recognised nationally as best practice.

2.2 Councillor Jill Smith is the Tewkesbury Borough Council representative on the Gloucestershire Health Overview and Scrutiny Committee and reports regularly to the Tewkesbury Borough Council's Overview and Scrutiny Committee on its activities. Gloucestershire County Council has verbally confirmed that other Gloucestershire Districts Councils all intend to continue with their contribution.

3.0 WORK OF THE GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE

3.1 During 2021/22 the Gloucestershire Health Overview and Scrutiny Committee received a wealth of presentations, monitoring reports, performance reports and financial reports from organisations within the health sector.

These included;

- Presentation from Healthwatch Gloucestershire
- Report on the development of the Gloucestershire Integrated Care System (ICS)
- Update on NHS Covid-19 response
- Report on Fit for the Future – future provision of urgent and specialist hospital care in Gloucestershire
- Briefing paper on Covid-19 temporary service changes
- Gloucester Clinical Commissioning Group performance reports
- South West Ambulance Service Performance update
- Winter planning – sustainability plan 2021/22
- Gloucestershire Hospitals NHS Foundation Trust Estate Update
- Mental Health Services briefing
- Presentation on Primary Care in Gloucestershire

All agendas and reports can be accessed here:

[Browse meetings - Health Overview & Scrutiny Committee \(gloucestershire.gov.uk\)](https://www.gloucestershire.gov.uk/browse-meetings-health-overview-scrutiny-committee)

4.0 CONCLUSION

4.1 The Gloucestershire Health Overview and Scrutiny Committee has considered a wide range of scrutiny work during 2021/22 which has contributed to improving health and care services across the whole of the county. Elements of this work impacts in Tewkesbury Borough and this Council's engagement with the Committee has allowed local views to be represented to and considered by the Gloucestershire Health Overview and Scrutiny Committee in its deliberations.

4.2 Continued membership of Gloucestershire Health Overview and Scrutiny Committee will allow the Council to maintain its influence on important health issues. Through membership, this Council is able to act as an advocate for the communities in the borough.

4.3 In view of the fact that the Overview and Scrutiny Committee receive regular reports from the Council's representative on the Gloucestershire Health Overview and Scrutiny Committee, Officers are of the view that the requirement for the Overview and Scrutiny Committee to confirm the financial contribution on an annual basis is unnecessary, particularly as it is included in the base budget. As such, it is proposed that it be recommended to the Executive Committee that, subject to the Overview and Scrutiny Committee representative's continued monitoring and regular reporting to the Overview and Scrutiny Committee, that the specific consideration of the payment of the sum on an annual basis no longer be required. Should Members feel at any point that representation on the Gloucestershire Health Overview and Scrutiny Committee is no longer providing value for money, this can of course be reviewed.

5.0 OTHER OPTIONS CONSIDERED

5.1 None.

6.0 CONSULTATION

6.1 None.

7.0 RELEVANT COUNCIL POLICIES/STRATEGIES

7.1 None directly.

8.0 RELEVANT GOVERNMENT POLICIES

8.1 The Localism Act promotes joint working and the need for local councils to act as advocates for its communities.

9.0 RESOURCE IMPLICATIONS (Human/Property)

9.1 £2,500 annual contribution.

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

10.1 None.

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

11.1 Involvement in the Gloucestershire Health Overview and Scrutiny Committee helps to identify and improve any health, care and wellbeing issues.

12.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

12.1 None.

Background Papers: None

Contact Officer: Head of Corporate Services
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Appendices: None

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	8 February 2022
Subject:	Digital Approach Strategy
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Members:	Lead Member for Customer Focus
Number of Appendices:	One

Executive Summary:

The Council's Business Transformation Team was introduced in 2020 and, in the short time it has been operating, it has transformed many of the Council's online services using its digital platform Liberty Create.

Rather than being presented in the format of a traditional three/four year strategy, this document sets out the approach the Business Transformation Team will take over the coming two years, with a particular focus on embracing a user-centred and agile way of working. It also highlights what principles the Council will adopt as part of its online services, as well as setting out a dynamic programme of works for the next two years.

The nature of the digital landscape means it makes more sense to adopt a short-term approach and regularly review it – reflecting the agile way in which the Business Transformation Team is already working.

Ensuring it reflects the Council's corporate direction, our new digital approach sits alongside and complements many of the Council's corporate strategies such as the Council Plan, ICT Strategy, Workforce Development Strategy and Customer Care Strategy.

Recommendation:

To CONSIDER the proposed Digital Approach Strategy and RECOMMEND TO THE EXECUTIVE COMMITTEE that it be APPROVED.

Reasons for Recommendation:

Digital technology has the potential to transform our Council services and the lives of our residents, while also generating savings and reducing pressure on Council taxpayers.

Resource Implications:

Each digital project is subject to its own business case, supported by a business transformation reserve.

Legal Implications:

None directly associated with this report, but legal advice will be sought where appropriate which will include compliance with relevant legislative requirements such the Data Protection Act 2018 and procurement law.

Risk Management Implications:

If the Council does not have a Digital Strategy and supporting digital projects, then our customers will not be able to engage and transact with us in the way that they want to. In particular, the growth of the borough will add increased pressures to how our services are contacted by the customer.

By enabling those that want to transact with us online to do so, we are freeing up officer time to spend dealing with those customers that have not got, or not able, to access digital options.

Performance Management Follow-up:

Monitoring of digital projects is carried out through Transform Working Group.

There is also internal governance through the Council's Programme Board.

Environmental Implications:

Opening up more/easier ways for the customer to contact us online alleviates the need to travel to the Council Offices/area offices.

1.0 INTRODUCTION/BACKGROUND

- 1.1 Everyone who interacts with the Council's services online should be left with the same satisfied feeling that they get when dealing with the likes of Amazon or John Lewis.
- 1.2 Since the Council's Business Transformation Team was introduced in 2020, this has been its mission; it wants to reshape local government's reputation for online services by putting the customer at the centre of its service design and making sure the 'added extras' - like helpful automated communication and up-front information - are in fact prioritised as fundamentals.
- 1.3 The Council's customers want to interact online – 87% of its 19,000+ garden waste club customers renewed online last year and, since going live with its bulky waste service, already 50% of customers are using the new online booking facility – and that is without any supporting marketing campaign to publicise it. Given that transacting online is significantly cheaper than over the phone or face-to-face, these statistics are really promising and support the approach set out.
- 1.4 It is important that the Council recognises it has a wider responsibility not to leave anyone behind; however, by investing in digital and online services, the Council is freeing up time to deal with its more elderly, vulnerable and/or complex customers who for one reason or another struggle to transact digitally.

2.0 DIGITAL APPROACH

- 2.1** The digital approach (Appendix A) sets out the way in which the Council can meet the changing expectations of our customers using digital technology, in a way that drives culture change and creates efficiencies and savings. A recent example includes the end-to-end review of the Council's bulky waste service, which has resulted in 158% increase in income, and an 84% increase in the number of bookings, alongside a more environmentally friendly way of disposing of the items collected.
- 2.2** It is worth noting that the complexities in achieving digital change can be significant; however, thanks to the investment of the Business Transformation Team, and bringing together the unique skills and experience to deliver such change, as well as collaborative tools such as our process mapping software Engage, the Council is now able to take a planned but very agile approach. This also means it is able to deliver change at a rapid pace and in ways that other Councils without the investment in such a team simply cannot do.
- 2.3** Our digital approach commits the Council to five digital principles, which are to:
1. Put the customer first – digital by preference but access for all.
 2. Make digital services as simple as possible.
 3. Embrace change and show openness to new ideas.
 4. Have a 'one Council' approach so that we are all pulling in the same direction.
 5. Use evidence and insights to drive our decision-making.

3.0 GOVERNANCE

- 3.1** The Business Transformation Team is a critical element of ensuring the Council delivers its Council Plan priorities, particularly around customer focus.
- 3.2** Given the competing demands on the Business Transformation Team, it is important to have a transparent and robust process in place for evaluating and prioritising projects as well as monitoring progress. The Council's Corporate Leadership Team sets the team's priorities, working closely with the Business Transformation Team and Lead Members. This corporate ownership, alongside regular and effective communication, ensures the purpose of the team and its priorities are understood throughout the Council.
- 3.3** Supporting this, an IT and Digital Technical Board will be established in summer 2022, where any new digital projects will be evaluated to ensure they meet the principles of our digital approach. All relevant projects will also go through the Council's project management framework and will be overseen by the Council's Programme Board, with regular reporting to Transform Working Group.

4.0 OTHER OPTIONS CONSIDERED

- 4.1** None

5.0 CONSULTATION

- 5.1** None

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 6.1 ICT strategy
 - Customer Care Strategy
 - Workforce Development Strategy

7.0 RELEVANT GOVERNMENT POLICIES

- 7.1 None directly.

8.0 RESOURCE IMPLICATIONS (Human/Property)

- 8.1 The creation of the Business Transformation Team has had a really positive impact on the delivery of our digital services, creating the capacity to move forward with a range of improvement projects.

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

- 9.1 None directly.

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

- 10.1 The strategy recognises the importance of being digital first but access for all.

11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

- 11.1 None.

Background Papers: None

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Appendices: Appendix A – Digital Approach Strategy

DIGITAL APPROACH



Tewkesbury Borough Council
2022 to 2024



Transform
Tewkesbury Borough



Tewkesbury
Borough Council

BACKGROUND

Everyone who interacts with our services online, should be left with the same satisfied feeling that they get when dealing with the likes of Amazon or John Lewis. Since our Business Transformation Team was introduced in 2020, this has been our mission – we want to reshape local government’s reputation for online services by putting the customer at the centre of our service design and making sure the ‘added extras’ (like helpful automated communication and up-front information) are in fact prioritised as fundamentals.

Tewkesbury Borough Council is already pushing boundaries when it comes to its digital approach, and this document commits us to continuing to do this. Since the adoption of our low-code platform Liberty Create in May 2020, we have made a significant impact on our customers’ experience online, as well as on streamlining and refining our back-office processes.

Our digital approach is not simply technical. The reason we are seeing success in delivering effective online services is because the council invested in its Business Transformation Team. This team brings together some unique and specialist skills to enable a comprehensive approach to delivering digital change – without which, progress would be difficult. Alongside the technical skills of developers, a business analyst, and a digital and web designer, we also have two programme officers who play a crucial role in ensuring our digital projects are kept on track and deliver the identified benefits. The team also plays a fundamental role in driving a culture shift towards thinking ‘digital by preference’ for service delivery.

As part of our user-centred and agile approach, we emphasise the importance of the buy-in from services across the council. To help us achieve this, we use a key piece of software Engage, which helps support our collaborative approach to process mapping and is a brilliant visual way of being able to show change. Without the input of our service specialists, our online services will fail to meet the needs of its users - both from a customer point of view as well as an officer and process perspective. Our Business Transformation

Team’s approach is to engage fully with everyone it works with, communicating regularly and getting clarity early on in terms of expectation and results.

Corporately, we encourage our staff to adopt a digital mindset, and supporting this our Workforce Development Strategy emphasises the importance of recruiting for a digital environment. Our newly launched online recruitment portal also helps to make the process more appealing for candidates with IT and digital skills.

The drivers for us investing our resource in digital are focused around saving money and streamlining our processes – both of which are being achieved. But a further significant benefit is around shaping our services to meet the needs of our users to significantly enhance their experience with Tewkesbury Borough Council. In turn, by doing so, we are freeing up officer time to deal with more complex cases or with those customers who are not able to communicate with us online.

The way we are approaching digital is being recognised across the country, with interest from councils of all sizes, and the Business Transformation Team is repeatedly asked to present on its approach. Endorsing its success, the Local Government Association noted that this is a team that ‘flies the digital flag for district councils’.

OUR DIGITAL DECLARATION

Reflecting our commitment to helping reshape local government digital services, we have signed a government-backed initiative - called the Local Digital Declaration. Joining councils across the country, the declaration is a collective ambition for local public services in the internet age, which includes:

- Designing services that best meet the needs of citizens.
- Challenging the technology market to offer the flexible tools and services we need.
- Protecting citizens' privacy and security.
- Delivering better value-for-money.

As part of this declaration, we have access to a range of digital skills training and funding opportunities. Evidence of this includes the £150,000 we were awarded in January 2022 following a successful bid to the Department of Levelling Up, Housing and Communities (DLUHC) to develop a proof of concept for a digital planning application tracker.



Reflecting the ambitions set out in the Local Digital Declaration, we have established our own set of principles, and these sit at the heart of the Business Transformation Team's work. We make sure we:

1. Put the customer first – digital by preference but access for all.
2. Make digital services as simple as possible.
3. Support a culture change which embraces new ways of doing things and shows openness to innovative ideas.
4. Have a 'one council' approach so that we are all pulling in the same direction.
5. Use evidence and insights to drive our decision-making.

The ongoing cyber security of the council is an important component of all digital projects. The transformation team works closely with the council's ICT team to ensure that all projects and suppliers have the right standards of security.



OUR DIGITAL PLATFORM

Our previous Digital Strategy focused heavily on securing a new digital platform. We had reached the limits of the capabilities of our previous digital platform, and coupled with the ending of its contract, we carried out a range of market research to identify what solution would fit best with our requirements.

Following a robust procurement process, we awarded the contract to Netcall's Liberty Create - a low-code platform that is highly successful in the private sector, particularly for banks and insurance.

The first 12 months of the Business Transformation Team's work programme involved moving from our previous platform to Liberty Create. This involved reviewing and improving around 50 processes. Key achievements include:

Clear benefits of this platform included:

- Its ability to handle entire end-to-end processes
- Its flexibility for complex processes.
- The approach to customer care.
- The integration into other systems.
- Its online community – an ethos of sharing through accelerators / plugins and best practice through an online forum.
- Its low code functionality with the option to use code where needed.

- ✓ Introducing a new FOI and complaints systems delivering a much nicer customer experience, as well as efficiencies in officer handling time.
- ✓ Achieving a 100% reduction in complaints that are not on our land due to improved mapping data.
- ✓ Reducing missed bin reporting by 50 per cent by giving information up-front to customers.
- ✓ Securing an additional £45,000 of income for garden waste – taking the total income to £1m.
- ✓ Delivering a brand new online bulky waste service – resulting in:
 - 158% increase in bulky waste income
 - 84% increase in bulky waste bookings
- ✓ £45k savings being identified through knocking out modules in existing software – for example in finance, licensing, antisocial behaviour.
- ✓ Launching a new internal dashboard giving officers easy access to their Liberty Create services – where they can find outstanding cases, as well as completed ones.
- ✓ Significantly reducing the time spent reporting on KPIs, thanks to easy-to-access data.



OUR DIGITAL PRIORITIES FOR 2022 TO 2024

Since the creation of the Business Transformation Team, the demands on its skills and capabilities have grown significantly. To ensure the team's priorities are managed appropriately, it works to a live programme of projects, which gets reviewed on a weekly basis. The dates shown are indicative and subject to change depending on incoming demands. Over the next two years, the team has identified the following as priority projects:

Quarter 1: January to June 2022



Paperless billing: To enable our residents to sign up to receiving council tax bills online.



In-house HR: To include the recording of sickness absence, booking leave and recording expenses.



Land charges online: To introduce an online process for land charges applications with back-office system allowing requests to be sent to planning.



Planning application tracker: Following a successful bid for £150,000 of DLUHC funding, the team has until the end of April 2022 to deliver a proof of concept. The tracker will allow applicants, agents and other parties to track the progress of planning applications.



Staff safety register: A system to help manage the register, only giving access to those that need it, while also ensuring it is secure and GDPR compliant.



Room bookings: To introduce an online booking system, which will enable bookings to be made, amended and paid for.



Commercial waste: To support this review with any digital requirements.

July 2022 to December 2022



Digital solutions: To support the development management review



Litter pickers' portal: Introducing an online application process and improved back-office process with Ubico for equipment and insurance provision.



Anti-social behaviour database: A GDPR-complaint online system for recording ASB incidents, linking directly to EH modules in Uniform.



Online licensing: Online applications and payments.



Food premises inspections: This is currently very paper-based, so it will introduce a more digital approach to processing inspections.



Cemeteries: To move to a digital and flexible way of managing the cemeteries processes – removing the need to invoice/chase payments, and to introduce online booking and automated communications.

2023 to 2024 (timescales to be set)



Asset register: Moving from a long and complicated spreadsheet to a more digital and flexible option.



Paperless billing stage 2: To build on the paperless billing functionality, to include change of circumstances, direct debit and applying for empty property discounts.



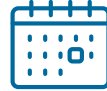
Property helpdesk: To replace the existing property helpdesk and build it on our in-house platform



Call monitoring portal: To improve the use of our phone system to enable a more joined-up approach to customer care.



Councillors' portal: To create a space for councillors to access helpful information about their ward areas, including planning applications, complaints, license applications and more.



TIC events booking system: To enable customers to book for tickets and events online using a booking facility.



In-cab technology: Supporting Ubico with the investment of in-cab technology.

Recognising the pressure on the Business Transformation Team, a reserve was made available to fund temporary posts to help speed up the delivery of projects. The additional posts will include a junior digital developer, business analyst and user experience specialist and a web and digital designer

GOVERNANCE

The Business Transformation Team is a critical element of ensuring the council delivers its Council Plan priorities, particularly around customer focus. The council's Corporate Leadership team sets the team's priorities, working closely with the Business Transformation Team and lead members. This corporate ownership, alongside regular and effective communication, ensures the purpose of the team and its priorities are understood throughout the council.

Given the competing demands on the Business Transformation Team, it is important to have a transparent and robust process in place for evaluating and prioritising projects as well as monitoring progress. A IT and digital technical board will be established in summer 2022, where any new digital projects will be evaluated to ensure they meet the principles of our digital approach. All relevant projects will also go through the council's project management framework and overseen by the council's Programme Board, with regular reporting to Transform Working Group.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	8 February 2022
Subject:	Housing and Homelessness Strategy 2022-26
Report of:	Housing Services Manager
Corporate Lead:	Head of Community Services
Lead Member:	Lead Member for Housing
Number of Appendices:	3

Executive Summary:

The current Interim Housing Strategy 2021/22 was put in place as an extension to the previous Housing Strategy 2017-2021 as preparation for a new full Housing Strategy was deferred as a result of COVID-19.

Following workshops with key stakeholders including Members, internal colleagues and external partners, a draft strategy document was produced and made available for public consultation.

Responses have been considered and helped to deliver the Housing and Homelessness Strategy 2022-26 document attached at Appendix 1.

Recommendation:

To ENDORSE the new Housing and Homelessness Strategy 2022-26 prior to consideration by Executive Committee and Council.

Reasons for Recommendation:

To ensure that the Council's Housing and Homelessness Strategy is in place and provides a strategic document to guide Councillors and Officers in delivering our housing services.

Resource Implications:

The implementation of the new policy will be met within current resources.

Legal Implications:

None arising directly from this report.

Risk Management Implications:

In the face of complex housing challenges and significant growth, comprehensive local housing strategies serve a key purposes. Local housing strategies provide a framework to draw together the many sources of funding and relevant policy strands into a single, coordinated strategy to tackle local housing challenges.

Performance Management Follow-up:

The Housing and Homelessness Strategy and the Key Performance Indicators (KPIs) are monitored by the Council's Overview and Scrutiny Committee as part of the Council's performance tracker and by regular strategy progress updates.

Environmental Implications:

None arising directly from this report.

1.0 INTRODUCTION/BACKGROUND

1.1 The Housing Strategy 2017-21 was due for renewal from April 2021. Due to work in relation to COVID-19, the Head of Community Services, in consultation with the Lead Member for Housing, took the decision to defer releasing a full, new four-year strategy document until April 2022.

2.0 HOUSING STRATEGY 2022-26

2.1 Production of the strategy has been led by an evidence-based approach. Key to this has been the Local Housing Needs Assessment (2020) which identifies our requirements for affordable housing and highlights the need for social rent tenure properties. Four workshops were held with many key stakeholders, including a session attended by Members, and provided information on challenges and objectives. This stage was important to ensure our partners were fully included in the production process. A timeline of the process can be found at Appendix 2.

2.2 Work on the strategy has identified three themes:

1. Increasing the supply of new homes, including affordable homes.
2. Regenerating and making best use of existing housing.
3. Meeting the housing needs of homeless households and others with specific housing needs.

2.3 Feedback on these themes, challenges and objectives from the stakeholder sessions helped to develop a draft strategy document that was then released for public consultation. Detailed responses to the consultation can be found in Appendix 3.

N.B. Responses have been provided verbatim and not reviewed for spelling, punctuation, grammar or formatting.

2.4 Some wording changes were made following the public consultation and further review by the Housing Services department. There was some feedback provided on the subject of climate change; whilst points linked to climate change have been included throughout the challenges and objectives, the scope of this document is limited in its ability to address some of the issues raised. It is not a climate strategy or planning document that can introduce new policy. All responses received have been passed to the Planning Policy department.

2.5 The strategy to be endorsed by this Committee can be found at Appendix 1.

3.0 OTHER OPTIONS CONSIDERED

3.1 An option to not refresh the strategy was dismissed as we need a functioning strategy to help guide and monitor our activities.

4.0 CONSULTATION

4.1 Four workshops were held with key stakeholders including Members, internal colleagues and external partners.

4.2 The public consultation ran for six weeks from 24 November 2021 to 4 January 2022. It was advertised on the Tewkesbury Borough Council website and social media platforms. There were 18 responses made in total with an average of 83% agreeing with the objectives and 69% agreeing with actions proposed.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 Council Plan 2020 – 2024
Joint Core Strategy 2011 – 2031
Tewkesbury Borough Plan 2011 – 2031

6.0 RELEVANT GOVERNMENT POLICIES

6.1 Laying the foundations: a housing strategy for England 2011
Homelessness Reduction Act 2017

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 The implementation of the new strategy will be met within current resources.

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

8.1 None arising directly from this report.

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

9.1 None arising directly from this report.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None arising directly from this report.

Background Papers: None

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Appendices: Appendix 1 – Housing and Homelessness Strategy 2022-26
Appendix 2 – Housing Strategy development timeline
Appendix 3 – Housing Strategy public consultation responses



Tewkesbury Borough Housing and Homelessness Strategy

2022-26



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

Foreword

Housing and Communities is one of the key priorities of our Council Plan. The Housing and Homelessness Strategy provides more detail on how we will address this priority. It not only sets out our ambitions for new homes, but also describes how we will seek to improve housing conditions and standards across all tenures. It emphasises the importance and value we place on partnership working.

The vision for the strategy very much reflects that, although high quality housing that people can afford is fundamental to the wellbeing of our residents, we believe that the communities in which the homes are situated are also extremely important. We seek to support our local communities, whether they are new or existing, to thrive and to enable them to be as resilient and diverse as possible. This commitment is illustrated through the objectives and actions in this Strategy.

We have identified three key themes for the Strategy: increasing housing supply, regenerating and making best use of existing stock and meeting the needs of homeless households and those with specific housing needs.

As part of developing the Strategy we have reflected on a wide evidence base which has helped us to understand both housing needs and the changes in our population, thus enabling us to plan effectively for the future.

In drawing up the strategy we have consulted as widely as possible, including an open public consultation. Our intention is that the strategy should be a live document which reflects our shared priorities over the next four years and beyond.

Thanks must go to our partners, who provide housing and related support services, our stakeholders, parish councils and the public as well as our staff and councillors for their responses. Their ideas have played an important part in formulating this Strategy. We cannot deliver the priorities and actions alone and therefore the continued collaboration and support of our partners to deliver the vision and desired outcomes from of the Strategy is essential. We look forward to working to make this possible.





Introduction

Housing is about more than having a roof over your head: the quality of homes and the communities in which people live are widely accepted as being extremely important to their health and wellbeing.

The external environment has undergone considerable changes since the last housing strategy was developed in 2017. There are now many new Government policies and priorities relating to housing and planning which the Strategy needs to consider. The COVID-19 pandemic has also underlined the importance of good quality housing and the positive impact this has on people's lives.

A key priority is addressing the challenges of climate change and this is a cross cutting theme that runs throughout the Strategy. The objectives and actions within the Strategy aim to enable and support policies that improve energy efficiency and reduce the reliance on fossil fuels for both new and existing homes.

Preventing and resolving homelessness and the threat of homelessness continues to be a priority. Although the most obvious form of homelessness, those sleeping rough on the streets, is not common in Tewkesbury, the wider problems experienced by those who need to leave their homes due to abuse or violence, live in unsafe or insecure accommodation or whose home is not suitable to meet their specific housing needs are key issues for this strategy to address.

This Housing and Homelessness Strategy sets out the strategic housing priorities for Tewkesbury Borough and outlines a range of actions to support residents to access good quality housing, while preventing homelessness and rough sleeping.



The strategy has been developed in partnership with many of the main organisations involved in housing locally and reflects the councils commitment to:

- Put the needs of our customers at the heart of what we do and listen to what they say, whilst treating people fairly and without bias.
- Work positively with others - recognising we cannot achieve our objectives by working alone.

The strategy covers both the private and affordable housing sectors:

- It specifically focuses on homelessness and measures to prevent homelessness;
- It encompasses housing in its broadest sense, including the needs of those with specific housing needs;
- It reflects the ambitions of the Tewkesbury Borough Council Local Plan and the Joint Core Strategy; and
- It recognises the joint housing initiatives with Gloucestershire County Council and the other district councils within Gloucestershire.

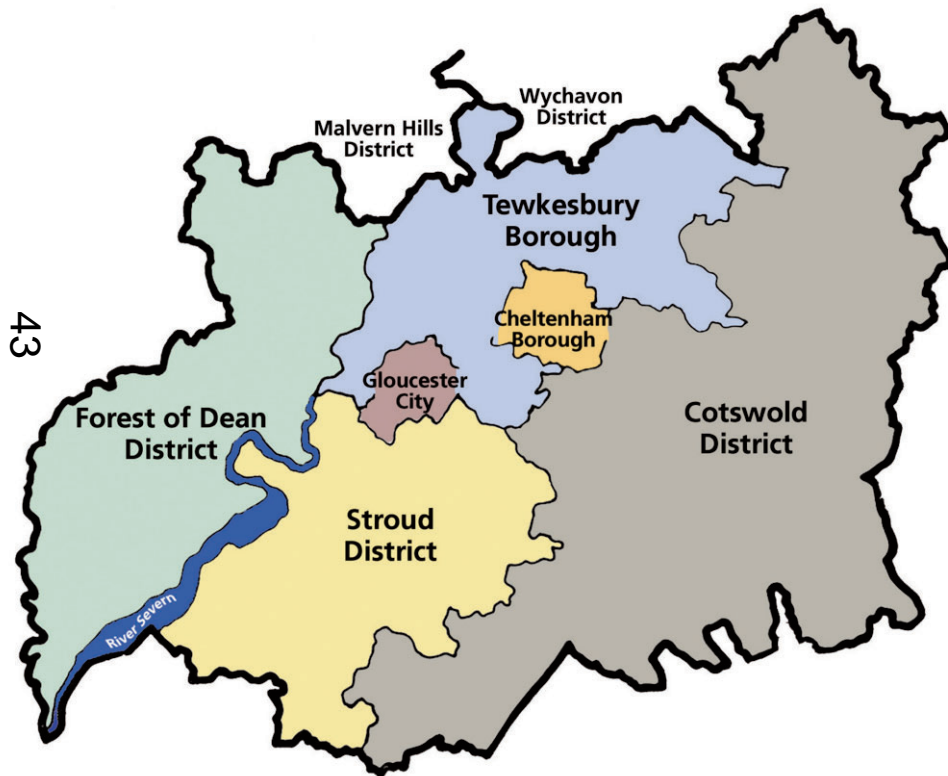
It is intended that the strategy will be sufficiently flexible to accommodate and respond to changes in the external environment during its lifetime.

The actions in the strategy are high level actions. Detailed action plans will be developed in collaboration with our partners to support and deliver the strategic objectives.

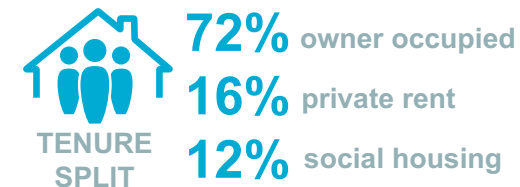
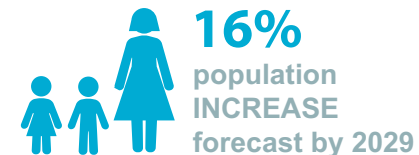
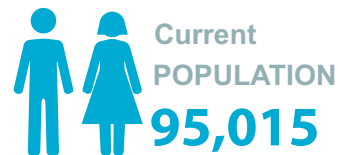
We recognise that during the four year life span of this Strategy we will need to prioritise certain objectives and actions. This document will provide a basis for the direction of travel and will guide us in our current and future activities.

About Tewkesbury Borough

Tewkesbury Borough is one of six districts in the county of Gloucestershire, it covers an area of 160 square miles. The borough has a mainly rural character, with the population predominantly living in rural settlements and large market towns.



Tewkesbury Borough and adjacent districts



More about housing in Tewkesbury Borough



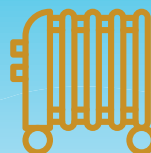
3700 HOUSEHOLDS where long-term illness or **DISABILITY** affects housing need in 2021. Increasing to **6900** by 2041



22% of CHILDREN live in households with an **INCOME less than 60%** of the median national average



11,700 NEW HOMES required in the period 2021 to 2041



9% of households are considered to be in **FUEL POVERTY**



24.9% of households are **OLDER PERSON ONLY** this is one of the highest in the county. Compared to **21.3% nationally**



6900 new **AFFORDABLE HOMES** required 2021-2041



£172 average **RENT** per week for a **TWO bedroom** private sector property



1 rough **SLEEPER** identified through a rough sleeping snapshot exercise Autumn 2021



14% **INCREASE** in private rent (2015/16-2018/19)



510 **EMPTY HOMES** (October 2021)



MAIN HOMELESSNESS reason 2020/21 **FAMILY** no longer willing or able to accommodate



A vision for housing in Tewkesbury Borough

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 enable our residents to thrive we not only need to ensure that homes in Tewkesbury Borough are of the best quality possible, but that the communities in which they are located are resilient, inclusive and sustainable. We recognise how important it is for residents to feel part of their communities.

The vision for our new Strategy is:

“Meeting the **housing needs** of our **communities**; supporting them to be resilient and **to thrive** sustainably, **now and into the future.**”



Key themes

The following key themes for the Strategy have been shaped through consultation with our partners and stakeholders:

- **Increasing the supply of new homes – with particular focus on increasing the number of affordable homes.**
- **Regenerating and making best use of existing stock.**
- **Meeting the needs of homeless households and others with specific housing and support needs.**



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

What have we achieved so far?



1205 Affordable homes delivered (from 2015/16 to 2019/20) of these 660 were for rent.



Maintained low numbers of rough sleepers recording between 0-2 at official counts for last five years.



Supported the development of neighbourhood plans eight currently active.

46



26 rural housing needs surveys undertaken since 2015.



Caring for communities and people contract in place – supporting 400 people each year.



Prevented 206 households becoming homeless in 2020/21.

What are the challenges?

- Mitigating the impacts of climate change such as flooding and overheating.
- Achieving high environmental and quality standards in both new and existing homes;
- Tackling affordability – the gap between incomes and housing costs is increasing, making it more difficult for people to afford to live in their local communities;
- Ensuring new homes and communities are sustainable in terms of transport, local facilities and employment;
- Meeting affordable housing need in rural areas;
- Addressing the number of empty homes;
- Tackling major regeneration opportunities in Tewkesbury;
- Converting heritage and redundant buildings into residential use;
- Tackling disrepair and poor standards of accommodation in the private sector;
- Preventing homelessness and resolving the support needs of those unable to sustain a tenancy;
- Enabling the development of additional housing with support for older people, people with learning disabilities and those with mental health needs identified in the Gloucestershire Housing with Care Strategy, 2020;
- Ensuring sufficient, suitable emergency and move on accommodation is available for survivors of domestic abuse;
- Meeting the housing needs of young people, especially care leavers and those from rural areas;
- Understanding and responding to the needs of the gypsy, roma and traveller community;
- Ensuring new homes are accessible and adaptable to meet the needs of residents;
- Ensuring supported housing is fit for purpose.

Increasing the supply of new homes, including affordable homes

Our objectives

1. Ensure adequate land is allocated through planning policy to meet housing need
2. Support the development of high quality and sustainable homes
3. Seek to reduce the impact of new homes on the environment whilst increasing their resilience to climate change
4. Support rural communities to grow organically
5. Promote and support the development of new garden communities
6. Maximise the supply of appropriate affordable housing
7. Support the development of resilient and vibrant communities:

Actions

Objective 1 - Ensure adequate land is allocated through planning policy to meet housing need.

- Adopt the Tewkesbury Borough Local Plan and put in place relevant policies to support housing delivery;
- Support the review of the Joint Core Strategy and the delivery of its objectives;
- Maintain the five year land supply to manage growth effectively;
- Continue to work with Gloucester City Council and Cheltenham Borough Council to bring forward strategic development sites;
- Utilise land in Tewkesbury Borough Council's ownership to support the delivery of affordable housing and encourage other public bodies to do likewise.

Objective 2 - Support the development of high quality and sustainable homes

- Maximise and explore the use of additional public sector funding streams to support the development of new homes.
- Adopt the National Described Space Standards for new homes;
- Ensure that a proportion of new homes are built to meet the needs of residents who require accessible or adaptable accommodation;
- Work with partners to increase and scale up the use of modern methods of construction;
- Prioritise reducing fuel poverty through good design and encouraging a "fabric first" approach;



“Prioritise reducing fuel poverty through good design...”



Objective 3 - Seek to reduce the impact of new homes on the environment whilst increasing their resilience to climate change

- Support Registered Providers and other developers in accessing funding opportunities to enable carbon reduction measures to be installed when homes are built, thus reducing the need for future retro-fitting;
- Collaborate with Gloucester City Council and Cheltenham Borough Council to develop a strategic policy, as part of the Joint Core Strategy review, to address carbon reduction and climate change impacts for strategic development sites;
- Provide consistent guidance for all developers on expectations in relation to carbon reduction policies for new homes.
- Explore opportunities to support developers and Registered Providers to upskill local people in creating energy efficient homes, including the installation and use of green technology.



Objective 4 - Support rural communities to grow organically

- Support the development of new homes in rural areas, through appropriate planning policy, to assist with economic viability and sustainability of those communities;
- Support and enable the development of Neighbourhood Plans;
- Carry out Housing Needs Surveys in rural areas to identify what additional housing is needed;
- Work proactively and in partnership with parish councils to find ways to meet local housing need;
- Encourage partners to engage local people in rural communities, particularly those in housing need in developing community-led housing solutions.



Objective 5 - Promote and support the development of new garden communities

- Enable land release through the development of key infrastructure e.g. roads and services;
- Develop policy through the Joint Core Strategy Review that supports the development of the Garden Town;
- Progress plans for developing Phase 1 of the Garden Town (around 850 homes).

Objective 6 - Maximise the supply of appropriate affordable housing giving priority to social rented homes

- Work with partners to establish opportunities through new developments to provide larger family homes;
- Continue to build strong and effective partnership with Registered Provider partners;
- Support Registered Providers to access public funding, to increase the percentage of affordable homes within new developments.
- Prioritise the delivery of social rented properties to reflect the local evidence of housing need.

Objective 7 - Support the development of resilient and vibrant communities

- Promote and support the design of high quality, mixed tenure neighbourhoods with appropriate services;
- Place community development, wellbeing and sustainability at the heart of new developments;
- Put policies in place to ensure that the right infrastructure (transport, services, community space etc.) is developed at the right time within new communities;
- Work with private developers and Registered Providers to ensure that new homes and communities are managed effectively.
- Support a diverse range of different forms of housing for example self build and co housing schemes.



Regenerating and making best use of existing housing

Our objectives

1. Make better use of under-utilised land and existing homes
2. Improve conditions and standards in existing housing
3. Respond to climate change and fuel poverty
4. Support housing-led regeneration



Actions

Objective 1 - Make better use of under-utilised land and existing homes

- Develop a complementary strategy to reduce the number of empty homes, making use of the legal powers available;
- Work with partners to establish arrangements for management of empty homes that are brought into use through management orders;
- Establish and promote policies to support social housing tenants to downsize, releasing family sized homes;
- Explore opportunities to work with partners to bring under-utilised buildings into use as housing, such as high street shops, redundant offices and industrial units;
- Review the options for dealing with social rented homes that are unpopular and difficult to let.



Objective 2 - Improve conditions and standards in existing housing

- Analyse the findings of the Gloucestershire County Stock Condition Survey and put in place an action plan to address the findings for Tewkesbury Borough;
- Improve communication and raise resident awareness in the private sector about how to access financial help and obtain advice to make improvements to their properties;
- Work with Registered Providers and other partners to collect data and identify properties that would benefit from energy efficiencies and other improvement measures;
- Establish a local private landlord forum to share good practice;
- Adopt a flexible and proactive approach to the use of Better Care Fund resources to improve accessibility of communal spaces and community buildings as well as individual homes;
- Develop plans to ensure accessible homes are available to people who need them;
- Effectively target Disabled Facilities Grants to ensure they benefit those who need them.



“Identify properties
most at risk from
climate change
impacts...”

Objective 3 - Respond to climate change and fuel poverty

- Work jointly with Registered Providers and other partners to support carbon reduction demonstration projects and procure funding to assist with carbon reduction measures;
- Promote opportunities and provide advice to residents to enable them to improve environmental standards in their homes to assist in meeting national energy efficiency standards.
- Support partners to target advice at households most at risk of fuel poverty;
- Identify properties most at risk from climate change impacts, including flooding, and work with owners/landlords to implement mitigation measures.

Objective 4 - Support housing-led regeneration

- Support the housing-led regeneration of allocated brownfield sites in Tewkesbury town centre;
- Continue the Heritage Action Zone work, unlocking upper floors for residential use;
- Work with Registered Providers and other landowners to establish opportunities for land assembly, enabling more effective regeneration of existing homes and estates;
- Support opportunities to make use of redundant land for temporary and social housing, promoting the use of modular construction methods.
- Make available funds from commuted sums received from developers to maximise affordable housing provision in regeneration schemes.





“Engage key partners in exploring new ways of helping rough sleepers”

Meeting the housing needs of homeless households and others with specific housing needs

Our objectives

1. Seek to prevent homelessness occurring and when it does arise, ensure an appropriate response is in place.
2. Address the need for specialist, supported accommodation for older people, people with learning disabilities and those with mental health needs.
3. Ensure the right accommodation and support is available for survivors of domestic abuse.
4. Identify and respond to the housing needs of young people, particularly care leavers and those from rural areas.
5. Ensure the accommodation needs of the Gypsy, Roma and Traveller community are understood and resolved.
6. Improve and increase our understanding of customer experience.

Actions

Objective 1 – Seek to prevent homelessness occurring and when it does arise, ensure an appropriate response is in place

- Work together to develop a proactive, multi-agency approach to ensuring homeless households are referred for appropriate support;
- Continue to provide support for people to sustain their tenancies, including money advice;
- Engage key partners in exploring new ways of helping rough sleepers and other individuals with complex and multiple needs;
- Promote the Homeseeker Plus service and provide support for people to use it;
- Develop new temporary accommodation solutions to meet local needs in a dispersed way across Tewkesbury, including piloting a ‘Temporary to Permanent’ model utilising a small number of social rented units and making greater use of private lettings.

Objective 2 – Address the need for specialist, supported accommodation for older people, people with learning disabilities and those with mental health needs

- Conclude the plans for the development of extra care housing at Perrybrook, Brockworth;
- Review the need for, location and design of additional extra care housing and other specialist, supported accommodation outlined in the Gloucestershire Housing with Care Strategy, 2020, through engagement with potential occupiers;
- Review the appropriateness of existing supported accommodation and take action to improve standards or reconsider its future use.



Objective 3 – Ensure the right accommodation and support is available for survivors of domestic abuse

- Raise awareness of domestic abuse, and the services available, amongst staff in all relevant agencies to ensure an appropriate response at the first opportunity;
- Identify suitable, dispersed units of accommodation to meet the emergency refuge and move-on needs of survivors of domestic abuse.
- Support the aims and objectives of the Gloucestershire Domestic Abuse Strategy (2021 – 2024) to achieve a whole housing approach.



Objective 4 – Identify and respond to the housing needs of vulnerable young people, particularly care leavers and those from rural areas

- Fully implement the countywide Care Leavers Covenant locally, including developing a local 'offer' to redress the disadvantage that care leavers may have experienced through childhood;
- Ensure services work effectively together with care leavers and other vulnerable young people to prevent future homelessness;
- Ensure the future needs of children and young people are considered in rural housing needs assessments.



Objective 5 – Ensure the accommodation needs of the Gypsy, Roma and Traveller community are understood and resolved

- Conclude the Gypsy, Roma and Traveller Accommodation Needs Assessment; and

- Engage with the local communities to understand their requirements and to develop a plan for resolving needs.

Objective 6 – Improve and increase our understanding of customer experience

- Engage with people with 'lived experience' of homelessness and other disadvantage in developing plans for the delivery of housing services;
- Ensure that services, including Homeseeker Plus and community-based support services are well promoted and accessible to those who need them.



Glossary

Affordable housing	Housing for sale or rent, for those whose needs are not met by the market (including housing that provides a subsidised route to home ownership and/or is for essential local workers) - National Planning Policy Guidance 2021, Annex 2 contains a full definition. National Planning Policy Framework (publishing.service.gov.uk)
Care Leavers Covenant	This is an agreement between the Tewkesbury BC and the 5 other district authorities in Gloucestershire, along with Gloucestershire County Council to provide an enhanced package of support to care leavers in the area.
Disabled Facilities Grant	The statutory Disabled Facilities Grant regime provides the framework that enables the council to administer grants for aids and adaptations to help residents remain independent in their own home for longer
Extra care housing	The term 'extra care' housing is used to describe developments that comprise self-contained homes with design features and support services available to enable self-care and independent living.
Fabric first approach	A 'fabric first' approach to building design involves maximising the performance of the components and materials that make up the building fabric itself, before considering the use of mechanical or electrical systems. This can improve energy efficiency and have a positive impact on reducing carbon emissions.
Heritage Action Zone	The High Streets Heritage Action Zones scheme, backed by government funding, aims to help with the recovery of local high streets from regenerating historic buildings to helping to engage local communities through art and cultural projects. Tewkesbury High Street Heritage Action Zone – Tewkesbury Borough Council
Homeseecker Plus	Homeseecker Plus is a choice based lettings (CBL) scheme run by the seven local authorities in partnership with the majority of Social Housing Landlords operating within Gloucestershire and West Oxfordshire. The online application scheme manages the allocation of rented affordable housing in the partnership area. Homeseecker Plus private lettings scheme – Tewkesbury Borough Council
Gloucestershire Housing with Care Strategy	This strategy sets out the key priorities for housing with care in Gloucestershire for all adults with a care need that would be best met through housing with flexible onsite care. housing-with-care-report_17feb_21.pdf (gloucestershire.gov.uk)
Garden Communities	Tewkesbury Garden Town - Is based upon a potential development of 10,195 homes and approximately 100 hectares of employment land, the programme was awarded Garden Town status. This development opportunity will be supported by infrastructure including roads, schools and green space to meet the community needs. More information can be found here: Tewkesbury Garden Town

Glossary

West Cheltenham Cyber Central garden community

Cheltenham and Tewkesbury councils are working together to drive a world-class development at West Cheltenham known as “Cyber Central garden community”. The vision is to create a vibrant pioneering community integrating hi-tech business, residential and leisure uses. It will require the highest standards of environmental sustainability integrating exemplar homes as part of a thriving campus and garden community.

Gloucestershire Housing Condition Survey

A survey of a proportion of all housing in the county to identify the condition and any hazards, including excess cold and risk of falls, carried out on a regular basis and used to identify where the council and it's partners need to focus interventions.

Joint Core Strategy

The Joint Core Strategy (JCS) is a partnership between Gloucester City Council, Cheltenham Borough Council and Tewkesbury Borough Council, which sets out a strategic planning framework for the three areas. The JCS was adopted by all three councils in December 2017 and is now undergoing a review. More information can be found here: [Joint Core Strategy](#)

Modern Methods of Construction

‘Modern Methods of Construction’ (MMC) is a wide term, embracing a range of offsite manufacturing and onsite techniques that provide alternatives to traditional house building.

National Described Space Standards

This is a government standard that sets out requirements for the internal floor area of new dwellings at a defined level of occupancy as well as floor areas and dimensions for key parts of the home, notably bedrooms, storage and floor to ceiling height. More information can be found here: [Technical housing standards – nationally described space standard - GOV.UK \(www.gov.uk\)](#)

Older person’s household

A household where all members are over 65

Registered Provider

The term registered provider is defined in the Housing and Regeneration Act 2008 as a provider of social housing.

Social housing

Social housing is housing that is more affordable than homes generally available in the open market. It can be rented from a registered provider or councils (where the council still owns council housing) at reduced rents or purchased on a part rent, part buy basis known as “shared ownership”. It exists to help people who can’t afford to rent or buy a home on the open market.

Tewkesbury Borough Local Plan

The plan that sets out detailed policies and specific proposals for the development and use of land in Tewkesbury Borough. It guides most planning decisions. More about Tewkesbury Borough planning policies can be found here: [Planning policy – Tewkesbury Borough Council](#)

Data Sources

Affordable housing supply	Gloucestershire Local Housing Needs Assessment 2020 Local Housing Needs Assessment
Empty homes	Tewkesbury Borough Council
Ethnicity	Office for National Statistics census 2011
Homelessness data	TBC homelessness records
House price data	Office for National Statistics
Household projections	Gloucestershire Local Housing Needs Assessment 2020
Households where a limiting long-term illness or disability affects housing need.	Gloucestershire Local Housing Needs Assessment 2020
Local child poverty rates, After Housing Costs	The DWP/HMRC data provide the number and percentage of children aged 0-15 years who are living in households with below 60% median income before housing costs. Child-Poverty-AHC-estimates-2015-2020_final.xlsx (live.com)
New supply	Gloucestershire Local Housing Needs Assessment 2020
Number of households in fuel poverty	Sub-regional fuel poverty in England, 2021 (2019 data) (publishing.service.gov.uk)
Population forecast	Office for National Statistics Subnational population projections for England: 2018
Private sector rents	Gloucestershire Local Housing Needs Assessment 2020
Tenure split	Office for National Statistics - Subnational estimates of dwellings by tenure, England



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Produced: January 2022

Tewkesbury BC – Housing and Homelessness Strategy development plan

Activity	By Date
Engagement with Tewkesbury Borough Council Managers and members	Sept – Oct 2021
Sign off format for public consultation Sign off design principles	29 Oct
Engagement with external stakeholders	26 Oct – 4 Nov
Draft strategy, vision/objectives/actions for public consultation prepared	25 Oct – 5 Nov
Update public consultation information following stakeholder consultations	5 Nov
Comms provided with draft content for public consultation. Subject to final review by members.	8 Nov
Circulated to members for final comment	9 – 16 Nov
Amendments made following members consultation	17 – 19 Nov
Comms make final amendments to web content for public consultation	22 – 24 Nov
Full draft Strategy document agreed, approved and passed to design team	23 Nov
Full Draft strategy including design	24 Nov – 17 Dec
Public consultation begins Consultation via website, including short questionnaire, social media Press release to be circulated to various organisations News item on website	24 Nov 2021 – 4 Jan 2022
Full Draft strategy including design produced	17 Dec
Amendments to full draft Strategy following public consultation	7 – 14 Jan 2022
Comments from public consultation collated	4 – 7 Jan
Final amends to design as a result of the public consultation	14 – 16 Jan
Deadline for internal circulation of draft reports for O&S Committee	17 Jan
Deadline for final reports to Democratic Services for O&S Committee	26 Jan
Deadline for internal circulation for papers to Executive Committee	7 Feb
Overview and Scrutiny Committee	8 Feb

Housing and Homelessness Strategy 2022-26

Consultation Responses

Respondent details

18 total responses. 14 from members of the public. Three from parish councils and one from the Countywide Climate Change Coordinator (role hosted by Gloucester City Council).

Section 1 - Increase the supply of new homes – including increasing the number of affordable homes

Do you agree with our objectives under this theme? Yes = 14 (78%) / No = 4

Do you think our proposed actions are the right ones? Yes = 10 (56%) / No = 8

1. Support community housing such as co-housing: <https://cohousing.org.uk/> such schemes can raise money via ethical investing platforms like Ethex and can be built without profits to outside shareholders
2. There should be more housing north of Tewkesbury.
3. You should include a commitment to providing new houses that are in-keeping with the character of a location. *Minsterworth PC*
4. Keep pressuring developers to include a realistic number of affordable homes in all new housing developments. Stop the use of Section 106 Agreements that allow developers reduce the number of affordable homes provided. Encourage housing associations like Bromford Homes to provide more Rent to Buy homes to enable lower income families to get onto the housing ladder. Urge developers to provide more homes for the over 50s to encourage downsizing, so that existing family-sized houses can come onto the property market. *Norton PC*
5. "Redevelop empty shops/offices and industrial sites for housing.
Spread new housing to small rural communities instead of making mass housing estates i.e. Bishops Cleeve"
6. "A key overarching challenge should be climate change and the need for net zero homes and energy and water efficiency. Furthermore under 'Ensuring new homes and sustainable in terms of transport etc' it would be good to identify the correct location of homes in terms of accessibility to facilities and employment as well as not siting within flood zones.

Regarding the objectives. Objective 2 should refer to future proofing of homes not just sustainability in terms of cost. This would require the need for developers to consider future housing standards and flood/heat risk to ensure homes are fit for purpose both now and in the future. Objective 3 should refer to operationally net zero homes first and foremost. Collaboration (with Gloucester, Cheltenham but also others), should instead be about

leadership and should also cover the need for consistent developer guidance independent of small or large scale developments. Regarding guidance, Cotswold have already developed a Net Zero Toolkit open to all to use and adapt (so long as not for profit) <https://cotswold.gov.uk/media/05couqdd/net-zero-carbon-toolkit.pdf> Another objective could be to encourage the development of demonstrator and test net zero homes to demonstrate possible low carbon/low cost build solutions putting Tewksbury at the front of best practice in this area. " *Countywide Climate Change Coordinator*

7. Set down tight legislation to housing developers to create affordable and sustainable homes. There should be tight control on the workmanship, on the cost, on the sustainability in the build. They should also be houses people would want to live in so attractive and relevant to the surroundings- not just boxes. Develop on brownfield sites only.

8. "There is undeniably a requirement for AFORDABLE housing going forward into the future, as there will be a growth in the Counties population.

My main concern is WHERE these houses are placed. At present there seems to be little, or no, joined up thinking with respect to local services and, more importantly, traffic flows and pollution.

As an example, the Garden Town development north of Ashchurch camp. The desire is to have some 3,500+ homes built there over the next 10-20 years. NO planning has been put in place as to where these homeowners will shop, where the children of these homeowners will go to School AND where the homeowners will work? All questions lead back to the fact that the car will be a principle source of transport, but, with severely restricted and congested roads this will lead to a large increase in vehicular pollution"

9. The increase in housing stock should be focussed on strategic development (as in the JCS) which will enable the area to have sustainable infrastructure. You should not be looking at rural villages to use as a dumping grounds for 100's of new dwellings, an approach that overwhelms inadequate infrastructure and destroys communities.
10. Allowing new developments on land prone to surface water flooding is short sighted and contributes to environmental degradation. Permission for these development should not be granted no matter what the National strategy says. The local residents are left to put up with and deal with flooding and waste problems long after the developers have left. Objective 4 states 'support and enable the development of neighbourhood plans'. However NDPs have constantly been ignored and overuled when granting PP for new sites, even though they contradict the NDP. What is the point of a very costly and extremely time consuming NDP compiled and produced by expensive consultants and local volunteers if they have no weight when attacked by developers' barristers?

Section 2 - Regenerate and Make Best Use of Existing Stock

Do you agree with our objectives under this theme? Yes = 16 (89%) / No = 2

Do you think our proposed actions are the right ones? Yes = 13 (72%) / No = 5

1. "Objective 1-Make better use of under-utilised land and existing homes

Establish and promote policies to support social housing tenants to downsize, releasing family sized homes;

And also have attractive options for owner occupiers to downsize also releasing family sized homes.

For example:

Community Building for Old Age: Breaking New Ground The UK's first senior cohousing community, High Barnet

https://www.housinglin.org.uk/_assets/Resources/Housing/Practice_examples/Housing_LIN_case_studies/HLIN_CaseStudy-139_OWCH.pdf

Objective 2-Put in place policies to support the development of high quality and sustainable homes

Work with partners to increase and scale up the use of modern methods of construction;

Young singles or couples would like to have the chance to own or rent reasonably and would be happy to live in a smaller than normal house especially one that is well designed and carbon neutral and is also part of such a "street". Another draw would be having their house near to good public transport, in a "15 minute" neighbourhood.

<https://www.smarttransport.org.uk/insight-and-policy/latest-insight-and-policy/what-is-a-15-minute-neighbourhood>

<https://www.tinyecohomesuk.com/>

How ZED PODS

can make a difference

Zero-carbon, energy-neutral homes with ultra-low running costs and minimal impact to existing infrastructure and services

Affordable, high-quality urban housing for keyworkers and young people to rent or buy

A modular solution with all the benefits of off-site construction, rapid installation and minimal disruption

Designed to take advantage of land outside the development plan, including air-rights over car parks as well hard standings and difficult to develop land

<https://www.zedpods.com/>

<https://www.zedpods.com/bristol>

Objective 4-Support housing-led regeneration

Support the housing-led regeneration of allocated brownfield sites in Tewkesbury town centre;

There are likely smaller sites throughout the Borough that could be used to build new carbon neutral housing with mixed tenure.

Co-housing schemes can also be attractive to younger people and families:

For example: <http://www.lancastercohousing.org.uk/>"

2. You should include a commitment to maintaining the character of a location as part of any regeneration work. *Minsterworth PC*
3. It is imperative to achieve a balance between the need to protect our environment and green spaces and the need to meet the current housing demand. Consequently the LPA should be willing to allow more redundant workshops and farm buildings to be converted into residential accommodation. *Norton PC*
4. Grants to help people downsize
5. Again under Regeneration a top level challenge is the need to increase the energy efficiency of existing stock. Regarding objectives there needs to be a clear requirement for both public and private rented homes and buildings to be brought to the new minimum government energy efficiency standards of B/C. This would be complemented by an objective on sourcing and maximizing local and national funds to support residents and businesses to increase the energy efficiency of their existing stock. Another area should be the collaboration across other council functions and policy areas to ensure that activity to increase nature and canopy cover as well as action around urban growth or flood management are complimentary to the housing requirements of the borough. *Countywide Climate Change Coordinator*
6. However, this needs stronger wording rather than 'explore', 'support'. This is the most sustainable and sensible method to create additional homes, so needs priority focus.
7. There should also be a focus on the development of brown-field sites.
8. Empty houses and facilities over shops must be bought back into use to re-energise town centres and reduce the requirement for development elsewhere.
9. Assign more emphasis to regeneration of brownfield sites rather than automatically assume virgin green field are the way to go. Brownfield sites are more likely to be in area with existing infrastructure - compared to green field - which puts less pressure and stress on schools, utilities and roads. Green field sites are favoured by developers of course as they generate greater profits. However the current policy of green field PP encourages destruction of trees and wildlife habitat and is totally un-sustainable. Acres of bland housing is no substitute for a valid and natural environment.

Section 3 - Meet the housing needs of homeless households and others with specific housing needs

Do you agree with our objectives under this theme? Yes = 15 (83%) / No = 3

Do you think our proposed actions are the right ones? Yes = 14 (78%) / No = 4

1. Concentrate them within the town of Tewkesbury itself.
2. You should include a commitment to meeting the needs of the homeless in a way that is in-keeping with the character of a location. *Minsterworth PC*
3. not all homeless people are ready to be housed and need looking after before housing them
4. Norton is home to a number of traveller families. Tewkesbury BC should make adequate provision for their needs. *Norton PC*
5. Better temporary accommodation needed
6. Regarding the earlier mentions of sustainability of developments regarding transport, utilities and employment, this should also be woven within the theme of 'Meet the housing needs of homeless households etc'. I would also suggest prioritizing access to nature for vulnerable groups to support improved health and wellbeing outcomes. *Countywide Climate Change Coordinator*
7. "Consider and act on the needs of the existing communities before granting permission for housing developments.

Keep rural communities rural.

Keep villages as villages.

Focus on the carbon footprint as a priority- e.g. rural developments require private vehicles, urban ones have better transport infrastructure.

Listen to those being affected and let that have importance in planning matters.

Protect green spaces and forbid any developments on wooded land, or anywhere near SSSRs etc.

Prioritise re use of housing stock/redevelopment of commercial buildings for supplying homes to those who need them."
8. There should be a consultation with the homeless, rather than applying outmoded, victorian attitude's to the 'problem' and cause of homelessness
9. But this must be handled sensitively as large numbers in 'affordable' or housing association dwellings can upset sensitive balances in small rural communities.

How could you be involved?

1. this is very simple and does not deal with the problem
2. Public support and local publicity for the Strategy. *Norton PC*
3. As my role is partly co-funded by Tewksbury Borough Council and they currently have limited internal resource availability or advice on climate change and sustainability I would like to remain appraised of developments and new versions of this guidance so that I might regularly support both the shaping of the objectives and delivery of the actions within the Strategy. I would also be keen to input into this alongside my work on the Local Plan and Joint Core Strategy to increase regard to climate change and sustainable outcomes within both of these.
4. Involve each Parish Council and ask for a representative from each Parish.
5. No idea, how could I be involved?
6. I spent 4 year writing our NDP to see It declared out of date after 2 years. You identify the lack of control over the NPPF which is responsible for decimating NDP's, so further engagement is pointless.
7. Having spent many hundred of hours with other volunteer residents on the local NDP, there is huge disappointment felt by us all to see it completely overruled on many planning applications granted in our area. So what makes you think there will be many people wanting to waste more time on these actions you propose if their work is proved to be fruitless?

Do you have any other comments on the draft Strategy and its impact on our communities?

1. "Brockworth Parish Council considered the draft Housing Strategy at its meeting on 15th December 2021 and would like to respond as follows.

We believe that there should be 4 emerging themes/priorities, rather than just the 3 suggested which are:

- Increase the supply of new homes
- Regenerate and make use of existing stock
- Meeting the needs of homeless households and others with specific housing needs

All of these are, of course, very important but surely sustainability and resilience is equally important so why isn't this a priority?

We believe that the first theme "increase the supply of new homes" has the most potential for considering and strengthening changes towards better sustainability.

We do not support the objectives and actions in this first “theme” because, although they talk about sustainability what they say doesn’t go far enough, and could be more proactive and positive. Rather than just seeking to reduce the impact of new homes (objective 3), we should go further so that the natural environment comes first. For example, where trees, hedgerows etc already exist they should be the starting point so that new development works around them. Also, the default should be to think about nature first (eg instead of thinking about ratios of parking spaces to homes we think about ratio of natural environment to people and homes. I would argue that they need to change their language to better reflect both nature’s important contribution to sustainability and resilience and also how it supports our health (both mental and physical) and our sense of community. In theory this will then naturally lead to an increase in both sustainability and resilience.

In a similar way, the default should be to move away from fossil fuel energy systems and towards sustainable options (solar panels, heat pumps etc). The language used talks about supporting, encouraging, exploring. Surely it’s time now to be moving forward in a more proactive and positive way. When evidence clearly shows the necessity, and some places / organisations / districts / countries are doing it already, why can’t we all?

Also under objective 3, as well as producing a guide to achieving carbon neutral homes for developers, TBC needs to hold developers to account for their actions in this and also in enhancing nature as above.

We feel like there must be something to say under objective 5 “Promote and support the development of new garden town” but I don’t know enough about it. It almost feels to me that all new developments need to be “garden developments” now so why should some get that particular definition.

Objective 7 – “support the development of resilient and vibrant communities”. As above, I would argue that if you focus on getting the developments right the communities will naturally be more resilient (and possibly vibrant too but what does that mean?).

Also, where they talk about putting policies in place to ensure that the right infrastructure (transport, services, community space etc) is developed at the right time within new communities, I would argue that this needs to be done across communities as well as within them. There seems to be little point in people being able to travel sustainably within their local community if they can’t get a bus or find a cycle route or walking path that takes them to the nearest town, train station etc.

The objective to Regenerate and Make Best Use of Existing Stock does not go far enough in specifying what actual help and support will be given to existing property owners to better insulate homes, make them more energy efficient and prepare them for the challenges of climate change.

In general we found both the strategy document and the consultation form quite confusing and pretty general. For example, it didn’t seem very helpful to ask us to say if we supported all the objectives and all the actions in a blanket way when there may be some we support and some we don’t. " *Brockworth PC*

2. Minsterworth Parish Council broadly supports the objectives and proposed actions outlined in the housing strategy. There is, however, no commitment to ensuring that any new housing is constructed in a manner that is visually in-keeping with the character of the

location. In a village such as Minsterworth, new housing of an inappropriate design or construction type would seriously damage the character of the village; we would therefore wish to see a commitment within the housing strategy that new and regenerated housing should be of a design and construction type that complements the surrounding area.

Minsterworth PC

3. No, apart from emphasising the importance of maintaining the integrity of Neighbourhood Development Plans like the one including Norton parish. In particular, the LPA must respect village's Settlement Boundaries. *Norton PC*

4. "The Borough Council should quit the JCS process and concentrate its efforts on providing well designed, attractive housing which enhances the feel of the borough instead of mass ugly housing estates.

Identify over-used infrastructure i.e. roads, schools and avoid adding housing in those areas i.e. Bishops Cleeve/Woodmancote

Ensure that rural hamlets take their share of homes.

Investigate housing need - are questionnaires misleading? - where are people going to work? where are people originating from?

Investigate what is happening through the JCS to house prices i.e. Cheltenham average price v Tewkesbury average price per sq ft. and how to close the gap. (Cheltenham prices only going up due to school results and lack of supply of housing - Tewkesbury going down due to school results and mass supply)"

5. Respect the communities and keep Tewkesbury and its surrounding villages as amazing as they are today. Do not turn the area into a sprawling mass of new developments. The communities need to be consulted and be part of any decision making process all the way through- not just at this strategy level, but all the way through to decision-making.
6. I believe that the Council, Borough/County, is trying too hard to meet the criteria laid down by Government and not paying enough attention to the people that the Council(s) are, supposed, to serve. An attitude of Council knows best is patronising and is liable to lose Councillors their seats as an increasing embittered constituents vote against those Councilors that refuse to listen
7. It is a useful initiative, but without firm backing from the NPPF, JCS and a Local Plan that survives inspection relatively intact, it is more a wish list than an attempt to formulate a sustainable strategy. In any case it would need cast iron polices to back it up. We know how dilatory you have been in this regard.
8. Listen to the local communities and defend what we all want. Assuming the readers of this consultation are ordinary residents, then create a strategy that is good for the community and protects why we all moved to, live and work in this great area.

Document is Restricted