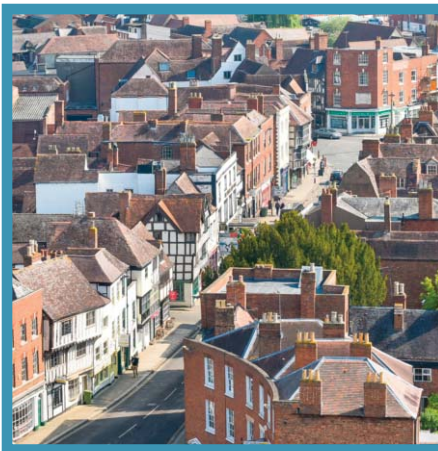


# Tewkesbury Borough



## Council Plan 2016-20

**Year 2: 2017**



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# Foreword

Council approved a new council plan (2016-2020) in April 2016. The plan sets out how we intend to deliver our vision and priorities for our Borough and residents. Our vision is:

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

To deliver this vision and provide focus we established four priorities:

- Finances and resources
- Economic development
- Housing
- Customer-focused services

Our new plan continues to have big ambitions and focus closely on transforming the way we do things so that we continue to provide excellent value for money. We face unprecedented financial challenges yet our council tax is one of the lowest in the country and has been for many years, so we are experts in doing more for less.

In the first year of the new plan, we have successfully delivered significant projects such as the build of the new £7.5 million leisure centre which opened in May 2016, our innovative approach to website development has been recognised nationally and in April 2017, we launched our new waste and recycling fleet.

We continue to ensure we use our resources effectively to improve the quality of life for our communities. We work extremely well with others and have taken radical steps to bring together our public sector partners to share our building and our vision for our communities. As evidence of our further commitment to this, we have just approved a £1.8 million refurbishment of the public services centre which will also see additional partners join us.

This will prove to be an exciting year, as part of the refurbishment project will see the introduction of a business hub. The council has secured £377,000 of grant funding from the Local Enterprise Partnership to provide a hub for pre, new start and growing businesses.

Whilst transforming our business to meet the challenges we face, our ethos as a council remains. We will be a council that is 'better for customers, better for business'.

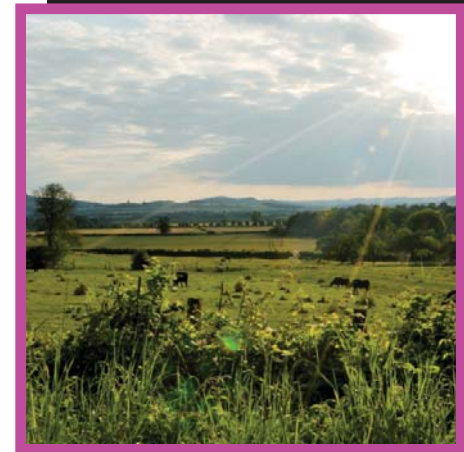
In this latest plan, we look to build upon the success of our first year of the council plan. Our achievements within the first year under each of our four priority themes can be found on pages 11 and 12.



Councillor Robert Vines  
Leader of the Council and  
Councillor Dave Waters  
Deputy Leader of the Council

# Tewkesbury Borough

Our borough is predominantly rural and located in the north of the county extending southwards beyond Gloucester and Cheltenham. The eastern part of the borough lies within the Cotswold AONB. Our population is roughly 86,890 made up of 39,064 households spread across 160 square miles. It has an excellent location at the heart of the M5 corridor.



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





# A snapshot of Tewkesbury Borough

- The borough has a population of around 86,890, with ONS projections of 96,931 by 2025 and 105,623 by 2037.
- Projections suggest the number of people aged 65 and above will increase to 578 per year (from 420 per year) between 2012 and 2037.
- The proportion of Black and Minority Ethnic (BME) population rose from 1.4% to 2.5% between 2001 and 2011 (lower than the county and national %). 'White Other' population has more than doubled between 2001 and 2016, from 940 to 2,106.
- The borough has a highly skilled workforce that reflects the nature and demand of a high tech manufacturing and service base which is projected to grow.
- The borough remains an established centre for high quality manufacturing and this represents a significant 23% of overall employment in Tewkesbury Borough.
- The current employment rate of 16-64 years old is 84.5%, higher than the county rate of 77.4% and the national rate of 73.5%.
- Claimant unemployment is 0.9% which is below the county average of 1.1% and the national rate of 1.9%.
- Life expectancy is slightly higher than the county average, and significantly higher than the national average.
- 16.5% of residents (13,523) reported having a long term health problem or disability, broadly in line with the county average and below the regional and national average.
- Two thirds of the borough are ranked within the 40% least deprived areas in England, accounting for 65% of the population. The borough has small pockets of deprivation ranked in the top 20% deprived areas nationally.
- Tewkesbury is the 4th most deprived area out of the six districts in Gloucestershire. The borough has the greatest proportion of population (53%) in Gloucestershire living in the least deprived 20% of LSOAs in England for "Crime and Disorder".
- The borough experiences crime rates much lower to the overall rates for England and Wales, South West region and Gloucestershire County.



# Our vision and values 2016-20

Our vision is to make:

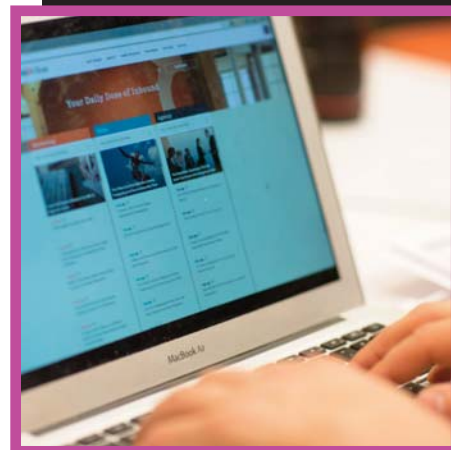
*"Tewkesbury Borough, a place where a good quality of life is open to all."*

## Our values

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

- ✓ **Puts customers first**  
We will put the needs of our customers at the heart of what we do and listen to what they say, treating people fairly and without bias.
- ✓ **Is positive about working with others**  
We recognise we cannot achieve our vision by working alone. We will continue to develop productive working relationships with other organisations and our communities, including the voluntary sector, town and parish councils and neighbourhood groups to achieve common goals.
- ✓ **Values our employees**  
We will support, praise and invest in our workforce to develop our organisation.

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





# Our priorities and objectives 2016-20

## ● Finances and resources

- Start on the path to being financially independent of the government's core grants.
- Maintain a low council tax.
- Invest in appropriate commercial opportunities.
- Use our assets to provide maximum financial return.

## ● Economic development

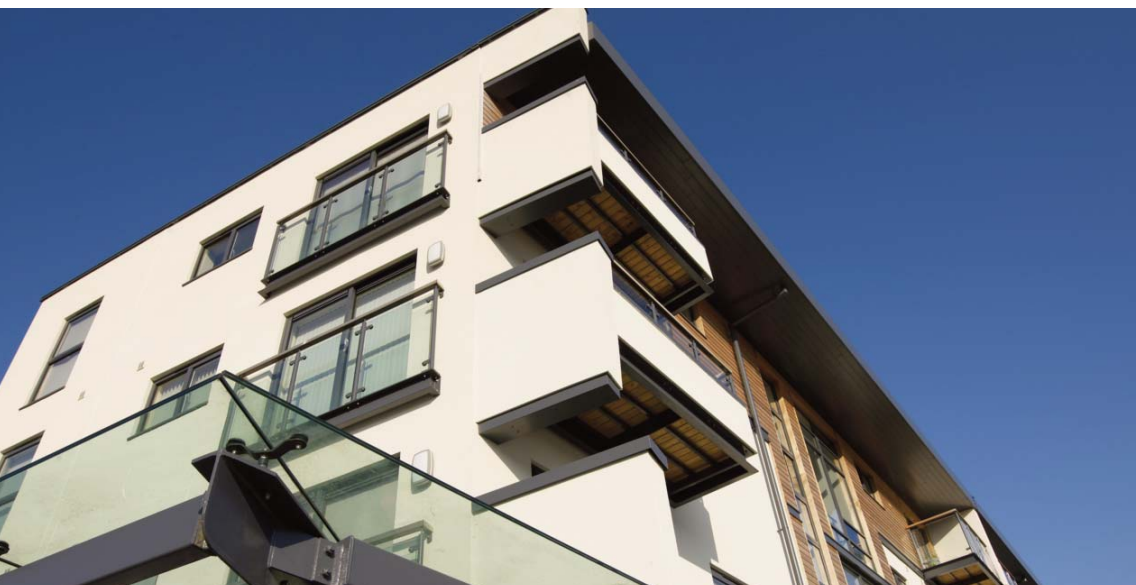
- Be the primary growth engine of Gloucestershire's economy.
- Identify and deliver employment land within the borough, in accordance with the Joint Core Strategy (JCS) and Tewkesbury Borough Plan.
- Maximise the growth potential of the M5 junctions within the borough.
- Deliver regeneration for Tewkesbury town.

## ● Housing

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

## ● Customer-focused services

- Maintain and improve our culture of continuous service improvement.
- Develop our customer service ethos to ensure that we deliver to the needs of residents.
- Further expansion of the Public Services Centre (bring in other partners).
- Improve and expand our partnerships both public and private sector and explore opportunities to do this.
- To improve customer access to our services and service delivery through digital methods.



# Why this is a priority

The council has to manage with less money at the same time as seeing costs rise and demand on some services increase. It is therefore important we deliver services which maximise value for money, sustainability and efficiencies. The challenge is to simultaneously transform our services while growing our way out of austerity. Our risk appetite therefore needs to be less risk adverse and include the opportunity to look at and invest in commercial activities.

To deliver this priority our objectives and actions are:

- **Start on the path to being financially independent of the government's core grants.**
  - a) Deliver the council's transformation programme.
  - b) Implement a Fees and Charges Strategy to maximise return in the medium term.
  - c) Produce a balanced budget in light of elimination of the revenues support grant.
  
- **Maintain a low council tax.**
  - a) Produce a medium term strategy which ensures that council tax remains in the lowest quartile nationally.
  
- **Investigate and take appropriate commercial opportunities.**
  - a) ~~Develop a programme of commercial projects, including developing an entrepreneurial type culture for councillors and staff.~~

Deliver the aims and objectives of the commercial property investment strategy.

~~Produce a business case alongside partner authorities for the formation of a housing development company.~~
  - b) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.
  
- **Use our assets to provide maximum financial return.**
  - a) ~~Ensure value for money procurement of a new waste and recycling fleet.~~

Put in place a plan to regenerate Spring Gardens
  - b) Deliver the council's asset plan.





# Why this is a priority

Local government has historically been seen as a service delivery organisation but the future of the borough is about factors like infrastructure, skills and housing. We therefore need to be more of a place shaper. The borough is well placed to secure economic growth and we want our local economy to thrive and prosper and provide jobs that people want. Attracting new investment and retaining and strengthening existing business is key to ensuring the future prosperity of the borough.

To deliver this priority our objectives and actions are:

- **Be the primary growth engine of Gloucestershire's economy.**
  - ~~a) Carry out an economic assessment within the borough.~~  
Seek approval and implement year one of the Economic Development and Tourism Strategy.
  - ~~b) Produce, deliver and launch a new Economic Development and Tourism Strategy.~~  
Develop and launch a business growth hub in the Public Services Centre.
- **Identify and deliver employment land within the borough**
  - ~~Produce an employment land review of sites within the borough.~~
    - a) Allocate and deliver employment land through the JCS and Tewkesbury Borough Plan.
- **Maximise the growth potential of the M5 junctions within the borough.**
  - a) Produce a vision for the J9 area.
  - b) Work with our partners, including the JCS partners and the LEP, to promote the M5 Growth Zone.
  - c) Work with partners to build a case for an all-ways M5 junction 10.
- **Deliver regeneration for Tewkesbury town.**
  - ~~a) Put in place a plan to regenerate Spring Gardens. (moved to Finances and resources).~~  
Develop a regeneration plan for Tewkesbury Town.
  - ~~b) Work with Tewkesbury Regeneration Partnership to progress projects that regenerate Tewkesbury Town.~~  
Deliver a programme with partners to progress Healings Mill and other key sites to support the regeneration of Tewkesbury.
  - c) Explore the potential for the formation of a retail group to support the vitality and regeneration of the town.
  - d) Explore with partners – including the Battlefield Society – the potential to increase the heritage offer at the Battlefield site.



## Why this is a priority

We recognise how important it is for residents to be able to access good quality housing and housing related services that make a real difference to their lives. Not only is housing important for the health and well-being of residents it is also an important part of building and maintaining strong communities and supporting the economic prosperity of the borough.

To deliver this priority our objectives and actions are:

- **Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.**
  - a) Continue working with our partner councils to ensure the Joint Core Strategy is adopted.
  - b) Develop the Tewkesbury Borough Plan.
  - c) Support Neighbourhood Development Plans across the borough where communities bring them forward.
  - d) ~~Utilise new tools available under the Housing and Planning Bill.~~
  
- **Achieve a five year supply of land.**
  - a) Ensure adequate land is allocated within the Joint Core Strategy and Tewkesbury Borough Plan to meet housing need.
  - b) Continue to promote sustainable development throughout the borough.
  
- **Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.**
  - a) Monitor annually the delivery of homes within the borough.
  - b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.
  
- **Deliver affordable homes to meet local need.**
  - a) ~~Develop a new Housing and Homelessness Strategy for 2016-2020.~~ Implement year one of the Housing and Homelessness Strategy.
  - b) Deliver 150 affordable homes each year.
  - c) Work in partnership to prevent residents becoming homeless



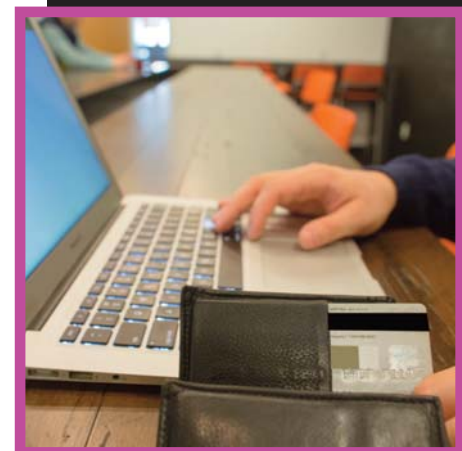


## Why this is a priority

One of our core values is that we will put the needs of our customers at the heart of what we do and listen to what they say. We want to provide the best possible service to all of our customers, particularly in terms of resolving queries at the first point of contact. Digital technology is changing our customers' expectations and we want them to be able to access our services when and where they need it, and we want to join up with our partners to make access to our services easier.

To deliver this priority our objectives and actions are:

- **Maintain and improve our culture of continuous service improvement.**
  - a) ~~Deliver phase two of the planning and environmental health service reviews.~~  
Deliver improvements through a review of the Revenues and Benefits service.
  - b) ~~Consider our approach to enviro-crimes, with a particular focus on fly-tipping and dog fouling.~~  
Deliver the enviro-crimes action plan, with a particular focus on fly-tipping and dog fouling.
  - c) Review garden waste arrangements to improve the renewal and payment process
- **Develop our customer service ethos to ensure that we deliver to the needs of residents.**
  - a) ~~Adopt and promote customer care standards to further improve the quality of service our residents receive.~~  
Improve the quality of our website self serve forms.
  - b) Roll out a programme of customer services training for staff across the council, including an appraisal of our complaints system.
- **Further expansion of the Public Services Centre (bring in other partners).**
  - a) ~~Work with partners to investigate the potential for a reception refurbishment and integrated customer services team.~~  
Deliver the Public Services Centre refurbishment project
  - b) To let out the top floor of the Public Services Centre.
- **Improve and expand our partnerships both public and private sector and explore opportunities to do this.**
  - a) ~~Continued delivery of the proposed One Legal expansion.~~  
Look at collaborative options for the planning and environmental health services.
  - b) ~~With partners, develop and implement a programme for financial inclusion.~~
  - b) Work with partners to improve digital links between public services to make life simpler for customers.
- **To improve customer access to our services and service delivery through digital methods.**
  - a) ~~Develop and Deliver a Digital Strategy.~~
  - b) ~~Develop and roll out a new website to reflect our commitment to excellent online services.~~  
Improve and increase the range of digital payment channels available for our customers.
  - c) To improve business continuity, migrate to cloud based Office 365.



# Keeping our performance on track

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

We also have an excellent track record in relation to the low number of complaints we receive. Positive reports also continue to be received from the Local Government Ombudsman. An annual complaints report of the number of complaints received, trends etc is reported to Overview and Scrutiny Committee.

During 2016/17 we implemented a Citizens' Panel. The panel consists of more than 200 of our residents, and it gives members the opportunity to feedback to us and influence the way we shape and deliver our services. For example, the panel was instrumental in helping us to develop our new website.

We look forward to reporting our success factors over the span of the Council Plan (2016-2020) which builds upon the success of our previous plan.

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

**Graeme Simpson, Head of Corporate Services**

phone: 01684 272002 email: [graeme.simpson@teWKesbury.gov.uk](mailto:graeme.simpson@teWKesbury.gov.uk)





# Our achievements 2016-2017

These include;



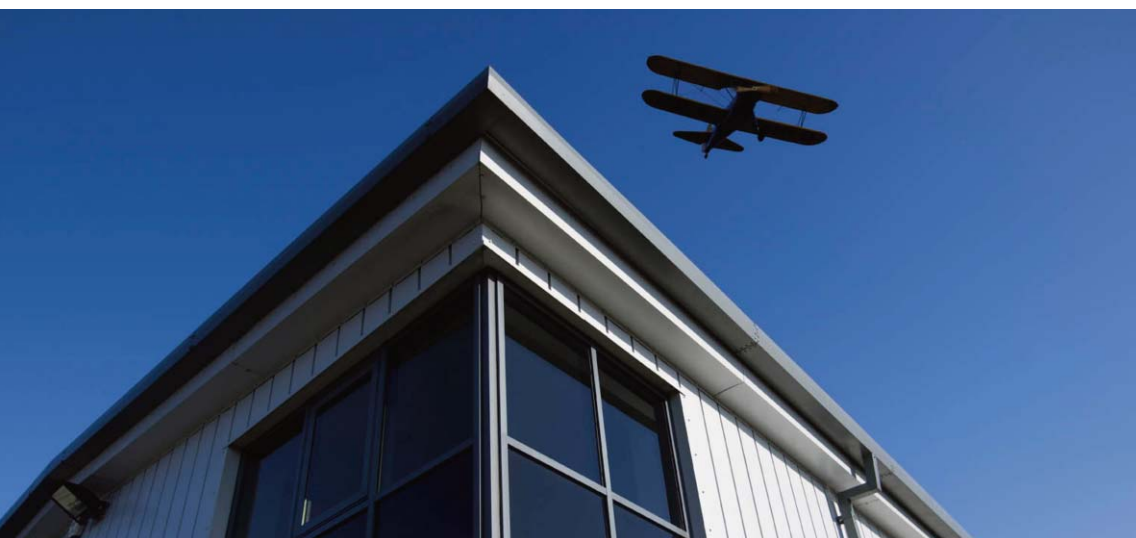
## Finances and resources

- Since opening in May the £7.5m leisure centre has provided the council with an income of £150,000 through management fees.
- Developed a commercial investment strategy to reflect our new commercial approach – this has included a £14m property investment, (which will provide an annual income of £430,000). In addition, a further £15m has been made available to increase our portfolio.
- The launch of our new website was delivered with exceptional value-for-money costing just £150 per year.
- The installation of solar panels has saved £8000 from our electrical costs for 2016/17
- A new £3.5m waste and recycling fleet has been procured which is more efficient and will be able to collect more recyclables.
- Our council tax remains one of the lowest in the country
- Implemented a strategic management review which included the appointment of a new deputy chief executive and two new heads of service.
- Revenues and benefits performance continues to be in the top quartile nationally for processing claims.



## Economic development

- An economic assessment and employment land review have been carried out to feed into the emerging Economic Development and Tourism Strategy.
- We have secured external funding from the LSIF (Large Sites Infrastructure Fund) and a consultant has now been appointed to produce and help develop a vision for J9 of the M5.
- We have been successful with a £377,000 funding application to the Local Enterprise Partnership (LEP) to host a Growth Hub within the Public Services Centre.
- Successful projects to regenerate Tewkesbury town include a new signage project throughout the town, a new website for Tewkesbury businesses and a new riverside walk.
- A new investment prospectus has been launched, which highlights why Tewkesbury Borough is a place to do business.
- Working in partnership with Gloucestershire Enterprise, we have used external funding to develop a programme of initiatives and training to enable businesses to become more resilient.



# Our achievements 2016-2017



## Housing

- The main modifications for the Joint Core Strategy have been approved by the three councils (Tewkesbury and Cheltenham Boroughs and Gloucester City).
- A new partnership has developed between the JCS authorities, Gloucestershire County Council and Highways England to find the right solutions for the road network in the area.
- We continue to provide support to town and parish councils for the development of neighbourhood plans – There are now 13 plans in place across 16 parishes.
- A new Housing and Homelessness Strategy 2016 to 2020 was adopted in January 2017.
- We are delivering above target for affordable homes, with 197 new affordable homes delivered in 2016/17.
- We have worked with key partners, retendering the Rough Sleeper outreach contract which was part of the newly formed district partnership.
- £26.53m was allocated to the JCS area in the third round of Growth Deal funding.



## Customer-focussed services

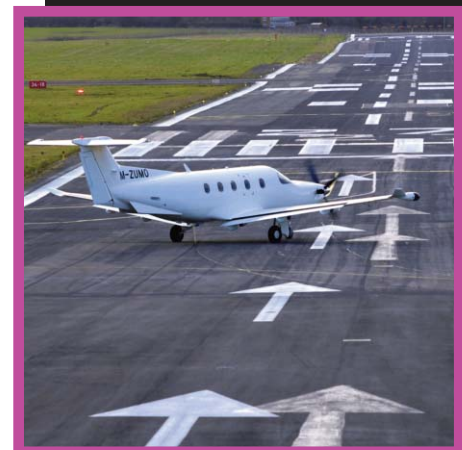
- Our Customer Care Standards were launched in March 2016, with the aim to ensure our customers receive consistent excellent customer service.
- The Public Services Centre is now home to a wide range of public sector organisations. A refurbishment of the reception area, civic suite and the top floor for rental purposes has been approved for completion in early 2018.
- We are reviewing our garden waste system, to improve the renewal and payment process.
- A new digital strategy was approved in March 2016 and key projects delivered include a new property services help-desk and new tree inspection software, as well as the new website.
- A new complaints framework was rolled out as well as a new complaints and FOI reporting system.
- We continue to provide a grant to the Citizens Advice Bureau who have helped over 1000 of our residents over the year.
- We have seen a good improvement in recycling throughout the year compared to 15/16.
- Our recycling rate has increased to 54% in 2016/17.
- We have supported more than 250 groups to access funding totaling approx £750,000.





## Photo index

front cover	Innsworth Technology Park View over Church Street, Tewkesbury Winchcombe Walking Festival
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