



Tewkesbury Borough



Council Plan 2016-20

Year 3: 2018



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Foreword

We have made great progress during the second year of our Council Plan 2016-2020. This year we have made some changes to our priorities and objectives in order to continue to drive forward our vision:

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

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

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

We have changed our economic development priority to reflect our ambitions to drive economic growth and to become the primary economic engine for Gloucestershire's growth. We have also changed our housing priority to reflect our commitment to support our communities - encouraging new communities to establish and develop and supporting existing communities to thrive.

The next two years will continue to be exciting and challenging. We are an ambitious council, punching above our weight with the services we are delivering, while facing unprecedented financial pressure. We will carry on driving our 'transform' programme forward to ensure we continue to have efficient and effective services that we are proud of.

Since we launched this plan two years ago, we have continued with our commercial approach to generating income. We will keep investigating commercial opportunities so that we can continue providing excellent value for money whilst meeting our customers' needs. Our council tax remains one of the lowest in the country and has been for many years, so we are experts in doing more for less.

We are focused on our priorities and will continue to use our resources effectively to improve the quality of life for our communities. We pride ourselves on being agile and flexible, despite the financial challenges and will maintain our essential role in developing our sense of 'place'.

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

This plan highlights many achievements under each of our priorities and we will continue with our progress throughout this year.

In summary, the future for Tewkesbury Borough is about encouraging growth in our economy and housing together with infrastructure delivery to support this. We want to build successful communities and provide services which offer high quality and value and these have formed our actions in this year's plan.

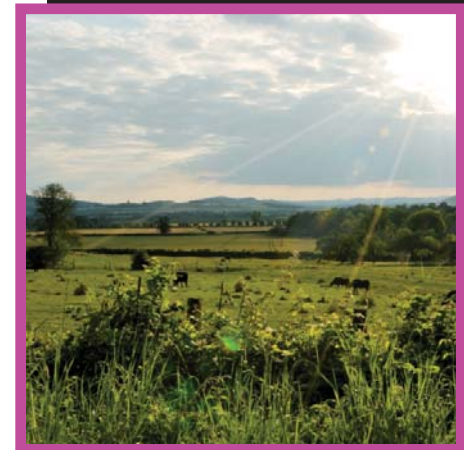


Councillor Dave Waters,
Leader of the Council and
Councillor Robert Bird,
Deputy Leader of the Council



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 40,808 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 88,518, with ONS projections of 96,931 by 2028 and 106,773 by 2039.
- Projections suggest the number of people aged 65 and above will increase from 19,531 in 2016 to 31,881 in 2039, an increase of 62%. This compares to a projected increase of 16.0% for the 0-19 year old population and 6.0% for the 20-64 year old population.
- The proportion of Black and Minority Ethnicity (BME) population rose from 1.4% to 2.5% between 2001 and 2011 (lower than the county and national %). "White Other" population has more than doubled between 2001 and 2015, from 940 to 2,106
- The borough has a highly skilled workforce that reflects the nature and demand of a high technology manufacturing and service base which is projected to grow.
- The borough remains an established centre for manufacturing and this represents 21.3% of overall employment in Tewkesbury Borough.
- The current employment rate of 16-64 year olds is 74.8% which is slightly higher than the national rate of 74.4% and lower than the county rate of 80.5%.
- Claimant unemployment is 0.9% which is below the county average of 1.1% and the national rate of 2.1%.
- Life expectancy at birth is 80.8 years for males and 84.7 years for females which is slightly higher than the county average and significantly higher than the national average
- 16.5% of residents reported having a long term health problem or disability, broadly in line with the county average and below the regional and national average.
- Two thirds of the borough are ranked within the 40% least deprived areas in England, accounting for 65% of the population. The borough has small pockets of deprivation ranked in the top 20% deprived areas nationally.
- 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 experience 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:

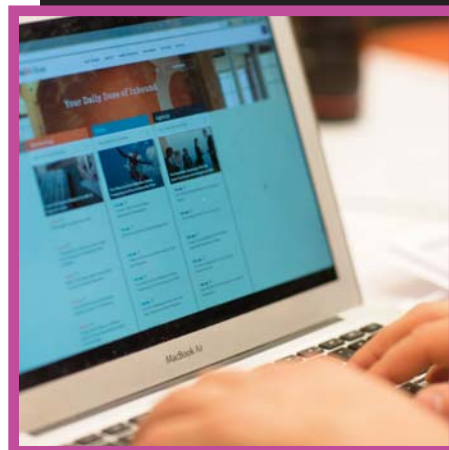
"Tewkesbury Borough, a place where a good quality of life is open to all."

Our values

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

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

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



Our priorities and objectives 2016-20

● **Finances and resources**

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

● **Promoting and supporting economic growth**

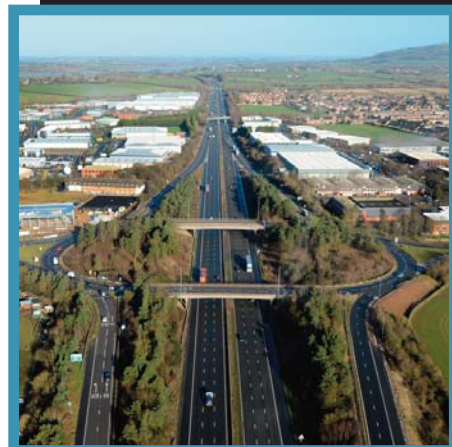
- Deliver our strategic plans.
- Deliver employment land.
- Maximise the growth potential of the M5 junctions.
- Deliver regeneration for Tewkesbury town.
- Promoting the borough as a visiting attraction.

● **Growing and supporting communities**

- Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.
- Achieve 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.
- Further expansion of the Public Services Centre.
- To improve customer access to our services and service delivery through digital methods.



Why this is a priority

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

To deliver this priority our objectives and actions are:

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



Why this is a priority

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

To deliver this priority our objectives and actions are:

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

Promoting and supporting economic growth



Why this is a priority

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

To deliver this priority our objectives and actions are:

- **Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.**
 - a) Work with partners to ensure the delivery of housing growth through the Joint Core Strategy (JCS) and undertake the required reviews to meet JCS housing shortfalls.
 - b) Develop the Tewkesbury Borough Plan.
 - c) Support Neighbourhood Development Plans where communities bring them forward.
 - d) Develop housing growth plans associated with the Junction 9 masterplan.
 - e) With partners, explore options for the provision of modular and innovative housing to meet housing needs.
- **Achieve a five year supply of land.**
 - a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.
 - b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.
- **Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.**
 - a) Monitor annually the delivery of homes within the borough.
 - b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.
 - c) Produce a business case for improvements to the A40 at Longford, including improvements to Longford roundabout.
 - d) Deliver short-term access improvements to the infrastructure around the Ashchurch Housing Zone.
 - e) To produce a Place Development Strategy.
- **Deliver affordable homes to meet local need.**
 - a) Implement effective actions to meet the needs of homelessness legislation.
 - b) Achieve the council's affordable homes target.
 - c) Work in partnership to deliver the council's housing and homeless strategy.
 - d) Work to support the Severn Vale Housing merger with its partners in accordance with the programme.
 - e) Develop a programme to work with landlords to ensure residents have a supply of rented properties to meet their needs.

Growing and supporting communities

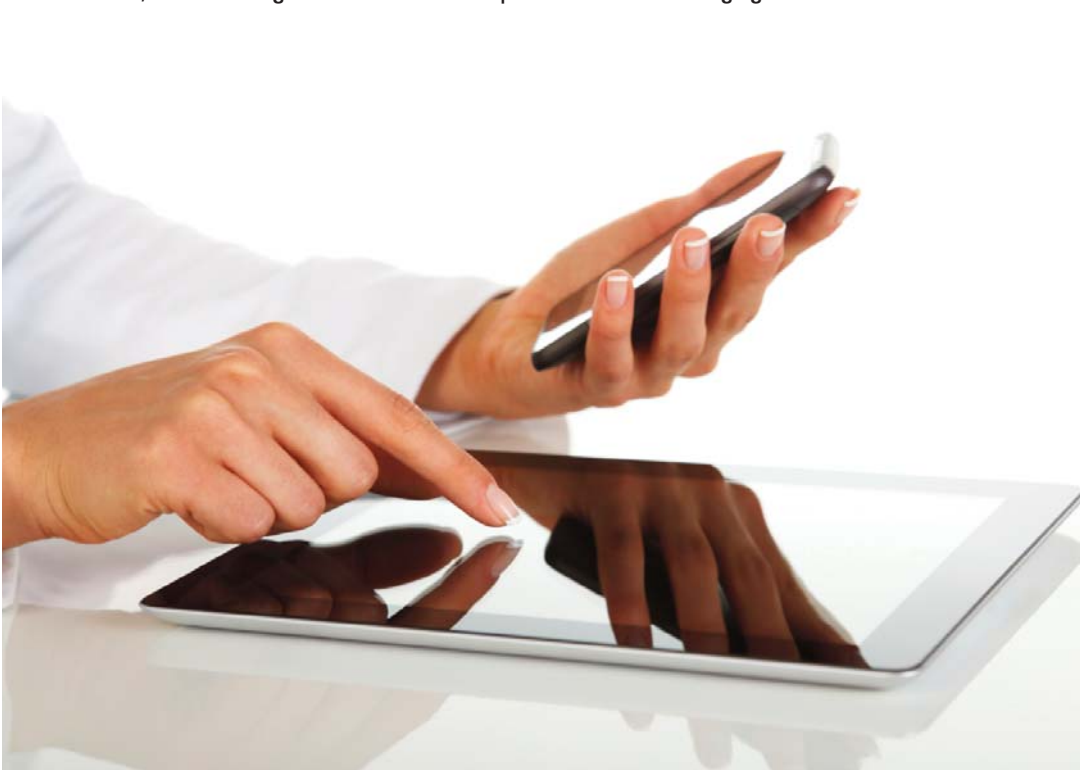


Why this is a priority

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

To deliver this priority our objectives and actions are:

- **Maintain and improve our culture of continuous service improvement.**
 - a) Deliver improvements through the review of Development Services action plan to create an efficient, effective and economical service.
 - b) Deliver improvements through the review of Community Services to create an efficient, effective and economical service.
 - c) Implement the One Legal business review and associated case management system replacement.
- **Further expansion of the Public Services Centre.**
 - a) Deliver the Public Services Centre refurbishment project.
 - b) Seek tenants for the remainder of the top floor and other spaces.
 - c) Develop a programme to create partnerships within Public Service Centre.
- **To improve customer access to our services and service delivery through digital methods.**
 - a) Explore options to provide online public access to interactive planning policy information maps.
 - b) Introduce the option for paperless billing for council tax and business rates.
 - c) Explore options and deliver a corporate-wide customer record management (CRM) system.
 - d) Look at digital methods to improve customer engagement.



Keeping our performance on track

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

Our performance management framework is supported with effective decision making and where appropriate the consideration of risk, when delivering our objectives. Both of these are key elements of our overall governance framework. To ensure our arrangements are as robust as possible, we will in the course of the year review the whole of the council's constitution and our risk management framework. Delivery of these are reported through an Annual Governance Statement monitoring report that is presented at the council's Audit Committee. Alongside this, we will implement a Member training programme, so as to maximise the value of our Members.

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



Our achievements 2017-2018

These include;



Finances and resources

- Commercial investments have been made throughout the year which total nearly £14m generate an income of £1.15m per year.
- The top floor of the Public Services Centre (PSC) has been refurbished and a tenant occupies a third of this space. Overall rental income from all PSC partners is £184k.
- We have produced a Medium Term Financial Strategy which has ensured our council tax remains one of the lowest in the country.
- We have funded the £83,000 improvements to the facilities at the children's playground at the Vineyards in Tewkesbury.



Economic development

- The new Economic Development and Tourism Strategy 2017-2021 was launched in June 2017 and supports our ambition to be the primary growth engine of Gloucestershire.
- £465k of funding was secured from the Local Enterprise Partnership (LEP) to bring a business Growth Hub into the Public Services Centre.
- 19 projects have been approved under the Leader project totalling a value of £515k across Tewkesbury Borough and the Forest of Dean district.
- Over 100 community groups have been supported throughout the year to apply for over £1million worth of funds since July 2015.
- We continue to work with neighbouring authorities for improvements to Junction 9 and 10 of the M5.



Our achievements 2016-2017



Housing

- The Joint Core Strategy was adopted in December 2017 by all three councils (Tewkesbury and Cheltenham Borough and Gloucester City).
- Continued support is provided to town and parish councils for the development of neighbourhood plans – 18 parishes are preparing plans and three have been adopted.
- We have exceeded our target figure of 150 affordable homes delivered in 2017/18.
- The authority is in line to receive a bronze award for Challenge One of the Gold Standard.



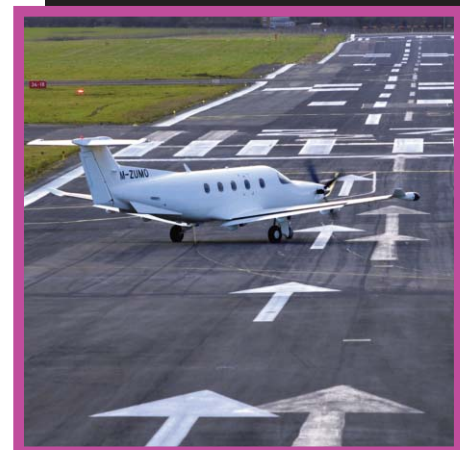
Customer-focussed services

- The refurbishment works to the ground floor have commenced and are due to be completed by the end of August 2018.
- More than 20 fixed penalty notices have been issued to tackle enviro-crimes along with six successful prosecutions throughout the year.
- Following a review our garden waste service has been rebranded as a garden waste club and over 15,000 customers have been contacted to purchase stickers. To date over 14,000 customers have renewed their subscription with 72% doing so online.
- A range of our self-serve forms online have been improved to give a better customer experience including business grant applications, food business applications and the missed bin form.
- We have successfully migrated to Microsoft 365 to help with our business continuity.
- We continue to provide a £53,000 grant to the Citizens Advice Bureau who supported over 1000 members of our community in the last year.
- Our recycling and compost rate continues to improve and is 56% for 2017/18.



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