



Tewkesbury Borough Council Plan

Year 1: 2020

2020-24



Contents

- P1
Foreword
- P2
Our borough
- P3
A snapshot of our borough
- P4
More about us
- P5
Our vision and values
- P6
Our priorities and objectives
- P7
Finance and resources
- P8
Economic growth
- P9
Housing and communities
- P10
Customer first
- P11
Garden communities
- P12
Sustainable environment
- P13
Keeping our performance on track



Councillor Rob Bird, Leader of the Council



Councillor Jim Mason, Deputy Leader of the Council

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

Foreword

We are pleased to introduce the Council Plan 2020 to 2024. This document is a statement of intent to drive forward our vision:

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

To deliver this vision and provide focus we have established six priorities:

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

The next four years promises to be an exciting and challenging time for Tewkesbury Borough Council - for a relatively small council, we have big ambitions. We continue to face unprecedented financial challenge, which means we are focusing closely on improving the way we deliver our services and adopting a more commercial approach to income generation so that we can continue to provide excellent value for money. Our council tax remains one of the lowest in the country, so we are experts in doing more with less.

The future for Tewkesbury Borough is solid infrastructure, innovative skills, timely housing delivery and cohesive communities. By remaining focused on our priorities we can ensure we use our resources effectively to improve the quality of life for our residents. For this Council Plan we have

developed the four priorities from the last plan and added two more: garden communities and sustainable development. Our commitment to delivering a garden town for Tewkesbury at Ashchurch and a garden village at West Cheltenham reflects our desire to deliver sustainable, well designed and vibrant communities where people can live, work and raise families. Our borough has an abundance of beautiful, natural assets and our commitment to prioritise a sustainable environment will help us enhance and protect our landscape and support our climate emergency declaration.

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

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



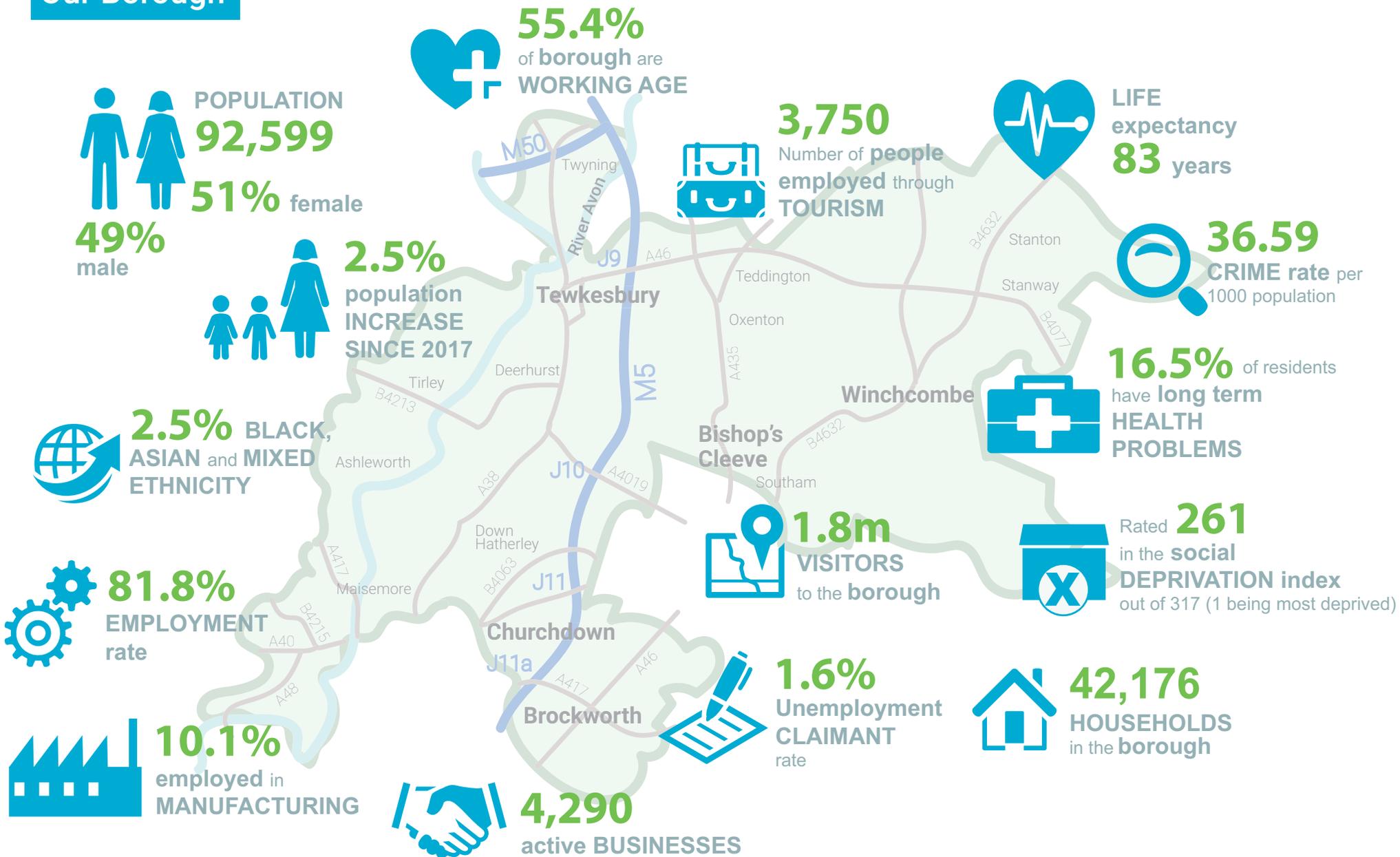
Tewkesbury Borough

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 92,599 made up of 42,176 households spread across 160 square miles. It has an excellent location at the heart of the M5 corridor.

Although apparently rural in character, our borough includes a wide range of economic activity - from large multinationals to micro businesses. We are an established centre for high quality manufacturing and home to some world class high tech aero engineering firms. The diverse and contrasting range of settlements provides a high quality environment in which to live. Combined with its excellent strategic location, it makes an ideal area for economic and business growth.



Our Borough



More about us...



741
FOOD BUSINESSES
registered



Responded to
599 FREEDOM OF
INFORMATION requests



Employ
203
STAFF



Carried out
5000 TREE
ASSESSMENTS
which is 70% of the land
with trees in our ownership



Dealt with
77k
CALLS
to key services



1535
PLANNING
APPLICATIONS
considered



401,789
people PARKED
in our car parks



Carried out over
4 million
BIN COLLECTIONS



Paid
4500
INVOICES
during the year



Our Growth Hub saw
1672
VISITORS
in the first year



300k
Visits to
TEWKESBURY
LEISURE centre
in a year



Carried out
1248
PLAYGROUND
INSPECTIONS



17,542
tonnes of WASTE was
RECYCLED or
COMPOSTED



3305
CRIME incidents
reported



We have
38
COUNCILLORS



285
Volunteer LITTER
...PICKERS



Considered
192 FORMAL
COMPLAINTS



Received
1.2m
PAGE VIEWS by 397,946
visitors through our WEBSITE



17,000
GARDEN
WASTE customers



38,000
visits to our TOURIST
INFORMATION CENTRES



1645
active applicants on our
HOUSING
register



Responded to
1089
ENVIRO-CRIMES



Dealt with
10,231 applications
for CHANGE of CIRCUMSTANCES
for benefits customers



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

Our vision and values 2020-2024

Our vision is to make:

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

Our values

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

✔ Puts customers first

We will put the needs of our customers at the heart of what we do and listen to what they say, treating people fairly and without bias.

✔ Is positive about working with others

We recognise we cannot achieve our vision by working alone. We will continue to develop productive working relationships with other organisations and our communities, including the voluntary sector, town and parish councils and neighbourhood groups to achieve common goals.

✔ Values our employees

We will support, praise and invest in our workforce to develop our organisation.

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





Our priorities and objectives 2020-24

Finance and resources

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

Economic growth

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

Housing and communities

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

Customer first

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

Garden communities

- Delivery of Tewkesbury Garden Town
- Delivery of Cyber Central Garden Community

Sustainable environment

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





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

Finance and resources

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

To deliver this priority, our objectives and actions are:

To ensure the council remains financially secure in the long term

- a) Introducing and complying with CIPFA's new Financial Management Code.
- b) To maximise the return and balance the risk of our treasury investments.

Maintain a low council tax

- a) Produce a Medium Term Financial Strategy, which ensures council tax remains low for our residents.

Maintain our assets to maximise financial returns

- a) Update the council's asset management plan.
- b) Approve a new planned maintenance programme.
- c) Review our property portfolio to ensure ongoing benefits to our communities.

Deliver the council's commercial strategy

- a) Develop a business case to ensure our trade waste service operates more commercially.
- b) In-source the management of our homeless property portfolio.





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

Economic growth

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

To deliver this priority, our objectives and actions are:

Deliver our strategic plans and economic development plans

- a) Deliver the final year of the Economic Development and Tourism Strategy.
- b) Deliver growth hub services in the Public Services Centre.
- c) Work with the Local Enterprise Partnership and other partners to deliver the Local Industrial Strategy.

Deliver employment land and infrastructure to facilitate economic growth

- a) Deliver employment land through allocating land in the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).
- b) Work with partners to secure transport infrastructure improvements around the borough, including the all-ways Junction 10, Junction 9 and the A46 improvements.
- c) Support the delivery of the County’s Local Transport Plan.

Deliver borough regeneration schemes

- a) Work with partners to deliver the Heritage Action Zone (HAZ).
- b) Bring forward plans for the redevelopment of Spring Gardens.

Promote the borough as an attractive place to live and visit

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



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

Housing and communities

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

To deliver this priority, our objectives and actions are:

Deliver the housing needs of our communities

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

Ensure development plans provide for the five year land supply requirement

- a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.
- b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.
- c) Annually monitor the delivery of homes within the borough.

Support infrastructure and facilities delivery to enable sustainable communities

- a) Work with partners, infrastructure providers and developers, to progress the delivery of key sites.
- b) Through the development process, work with communities to deliver the Community Infrastructure Levy (CIL) and Section 106.





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

Customer first

Without our customers (residents and businesses) the council would not exist. We are here to provide a positive customer experience by providing good quality services. We want to make it as easy as possible for our customers to contact and engage with us. We will listen to what they tell us, so that we can meet their changing expectations. We want to provide more services online to make it more convenient, whilst continuing to offer excellent customer service through traditional means.

Maintain our culture of continuous service improvement.

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

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

- Develop and implement a corporate digital platform.
- Implement an online offering for the licensing service.
- A full review of the bulky waste service including the online bookings.
- Explore the opportunity for an online offering for our cemeteries function.



Garden communities

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

To deliver this priority, our objectives and actions are:

Delivery of Tewkesbury Garden Town

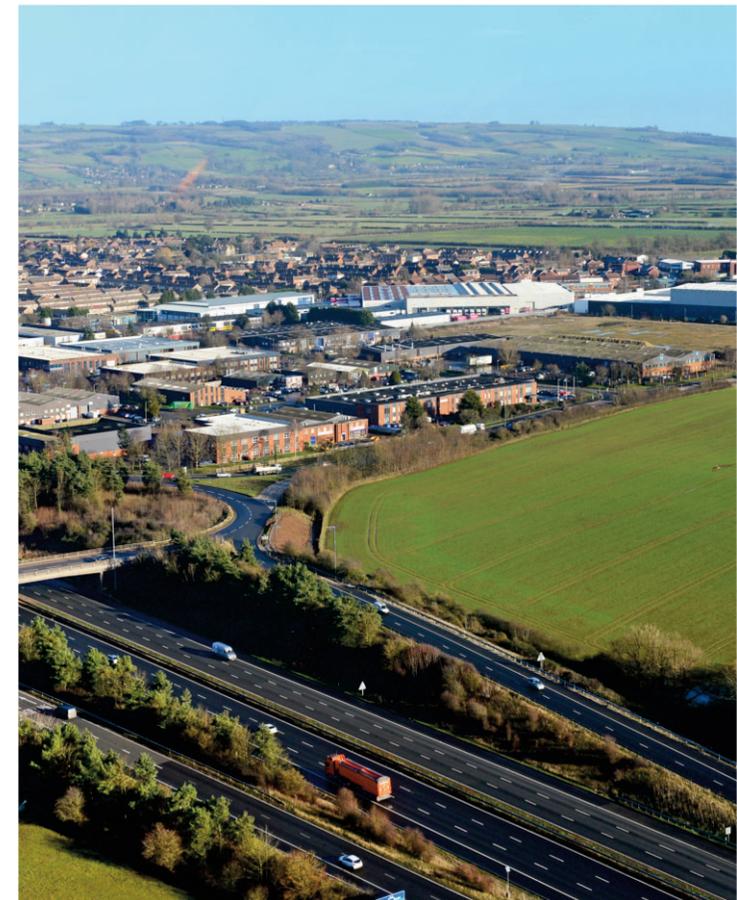
- Formally establish the garden town planning status through the JCS.
- Establish a governance structure and ways of working with key stakeholders.
- Prepare a masterplan that sets out the key principles, quality development and infrastructure requirements.
- Deliver the first phase of the 'bridge project', in line with the funding requirements.

Delivery of Cyber Central Garden Community

- Produce a Supplementary Planning Document (SPD) for west Cheltenham Cyber Park in collaboration with Cheltenham Borough Council.
- Prepare a land assembly programme to aid in the delivery of the Garden Village.



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





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

Sustainable environment

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

To deliver this priority, our objectives and actions are

Deliver the climate emergency action plan

- a) Review and update our plans in relation to environmental sustainability and carbon management, taking account of the latest evidence and national policy.
- b) Seek to reduce waste and emissions across our own estate, assets and activities, and use natural resources more efficiently.
- c) Work with Gloucestershire County Council and other partners to help local residents and businesses take action to reduce their own carbon footprint, and to make better use of resources.

Promote a healthy and flourishing environment in the borough

- a) Establish planning policies to ensure the delivery of healthy and sustainable communities.
- b) Improve bio-diversity across the borough and educate communities on its benefits.
- c) Work with volunteers across the borough, and help communities to maintain our "place".

Promote responsible recycling across the borough

- a) Take a robust approach towards fly-tipping and other enviro-crimes.
- b) Working with the Gloucestershire Waste and Resources Partnership to encourage recycling and reduce plastic waste.

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

- a) Work with the local nature partnership on the natural capital asset mapping.
- b) Publish the heritage strategy to set out the actions to protect our built environment.



Keeping our performance on track

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

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

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

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

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

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

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