



2 February 2026

<b>Committee</b>	Overview and Scrutiny
<b>Date</b>	Tuesday, 10 February 2026
<b>Time of Meeting</b>	4:30 pm
<b>Venue</b>	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 an emergency 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 24 January 2023 of the Tewkesbury Borough Council Code of Conduct, effective from 1 February 2023, as set out in Minute No. CL.72, 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)
<b>4. MINUTES</b>	5 – 20
To approve the Minutes of the meeting held on 13 January 2026.	
<b>5. EXECUTIVE COMMITTEE FORWARD PLAN</b>	21 - 34
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.	
<b>6. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2025/26</b>	35 - 44
To consider the forthcoming work of the Overview and Scrutiny Committee.	
<b>7. COUNCIL PLAN PERFORMANCE TRACKER - QUARTER THREE 2025/26</b>	45 - 124
To review and scrutinise the performance management information and, where appropriate, require a response of action from the Executive Committee.	
<b>8. RID TEWKESBURY OF BIN BLIGHT PETITION WORKING GROUP REPORT</b>	125 - 132
To consider the Working Group report and make a recommendation to Council.	
<b>9. USE OF BROWNFIELD SITES</b>	133 - 142
To consider the update on the plans for future use of some brownfield sites within the borough.	
<b>10. GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE UPDATE</b>	
To receive an update from the Council's representative on matters considered at the last meeting (27 January 2026).	
<b>11. GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE</b>	
To receive an update from the Council's representative on matters considered at the last meeting (2 February 2026).	

**DATE OF NEXT MEETING**  
**TUESDAY, 24 MARCH 2026**  
**COUNCILLORS CONSTITUTING COMMITTEE**

Councillors: N D Adcock, C Agg, G J Bocking, H J Bowman, C L J Carter (Vice-Chair), C F Coleman, M Dimond-Brown (Chair), P A Godwin, H C McLain, C E Mills, G M Porter, E C Skelt, M J Williams, P N Workman and I Yates

## **Substitution Arrangements**

The Council has a substitution procedure and any substitutions will be announced at the beginning of the meeting.

## **Filming, Recording and Broadcasting of Meetings**

This meeting will be recorded by the Council for live broadcast at [www.tewkesbury.gov.uk](http://www.tewkesbury.gov.uk)  
The Chair will confirm this at the start of the meeting.

In addition, in accordance with the Openness of Local Government Bodies Regulations 2014, please be aware that the proceedings of this meeting may be recorded by any individual 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.

Any third party 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.



# Agenda Item 4

## TEWKESBURY BOROUGH COUNCIL

**Minutes of a Meeting of the Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 13 January 2026 commencing at 4:30 pm**

**Present:**

Chair  
Vice Chair

Councillor M Dimond-Brown  
Councillor C L J Carter

**and Councillors:**

N D Adcock, C Agg, G J Bocking, H J Bowman, C F Coleman, P A Godwin, H C McLain, E C Skelt and I Yates

**also present:**

Councillors G C Madle and R J Stanley

**OS.53 ANNOUNCEMENTS**

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

**OS.54 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

54.1 Apologies for absence were received from Councillors C E Mills, G M Porter, M J Williams and P N Workman. There were no substitutions for the meeting.

**OS.55 DECLARATIONS OF INTEREST**

55.1 The Committee's attention was drawn to the Tewkesbury Borough Code of Conduct which was adopted by the Council on 24 January 2023 and took effect on 1 February 2023.

55.2 There were no declarations made on this occasion.

**OS.56 MINUTES**

56.1 The Minutes of the meeting held on 25 November 2025, copies of which had been circulated, were approved as correct record, subject to an amendment to Minute No. OS.49.3 'Young Gloucestershire had been carrying out work around the *low* levels of anxiety amongst young people in the borough', and signed by the Chair.

**OS.57 EXECUTIVE COMMITTEE FORWARD PLAN**

57.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 25-40. 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.

57.2 The Director: Corporate Resources advised that whilst the Forward Plan was less populated in places, he was confident that it would be filled given the fluid nature of the Committee and the items dealt with.

57.3 A Member enquired with regard to the Workforce Development Strategy which had been deferred three times whether there was a risk of it being deferred again. The Executive Director: Resources confirmed that the strategy was on course to be considered by the Executive Committee in March and he explained that the previous deferrals had been due to recruitment issues within the People and Culture team which was now fully staffed. Another Member queried whether the strategy would ensure there was a comprehensive staff resource or if it would focus only on their skills. He also questioned if there would be a change in the type of contracts used due to Local Government Reorganisation (LGR). The Executive Director: Resources indicated that the strategy was about the skills required from the workforce to support the Council and deliver its services, it was not about capacity and resource which was dependent on the budget. Contracts were not part of the strategy and would be addressed as work progressed on LGR. The Chair noted that the Workforce Development Strategy was not currently due to be brought to Overview and Scrutiny Committee and he suggested that consideration be given outside of the meeting as to whether it should be added to the Work Programme.

57.4 A Member drew attention to pending items section of the Forward Plan, specifically the item around the new waste depot, and questioned how long the current depot could last. The Executive Director: Resources assured Members that whilst the current depot faced pressures from the services there, he was confident that it would last until the project for a new depot had been completed which was currently being progressed; however, it was a long term project. Another Member questioned whether the high level plan for the new waste depot had been developed and was advised that a written response would be provided following the meeting. In response to a Member query regarding if any progress had been made in terms of an Officer resource to administer the Environmental Services Working Group, the Executive Director: Resources undertook to provide a response following the meeting.

57.5 It was

**RESOLVED** That Executive Committee Forward Plan be **NOTED**.

**OS.58 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2025/26**

58.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme, circulated at Pages No. 41-50, which Members were asked to consider.

58.2 The Director: Corporate Resources advised that the meeting on 24 March now included the Housing and Homelessness Strategy and indicated that all Overview and Scrutiny Committee Members had been invited to a workshop to help shape the principles of the strategy ahead of it being brought to the Committee. He indicated that the Economic Development and Tourism Strategy had been moved from today's meeting to 28 April which would allow reporting on the whole financial year. The Work Programme for 2026/27 would be drafted shortly and

there would be discussions with the Chair to ensure the relevance of the items included.

58.3 A Member questioned whether the additional meetings required by the Rid Tewkesbury of Bin Blight Petition Working Group had been scheduled. The Chair indicated that there was a final meeting of the Working Group on Monday 19 January to consider the draft report which would be presented to the Overview and Scrutiny Committee on 10 February.

58.4 With regard to the Potential Items section of the Work Programme, a Member asked whether the item around complaints to social landlords would include the nature and number of complaints. The Chair advised that the item had been included due to a request at the last meeting of the Executive Committee to ensure that social landlords were providing a suitable service with regard to complaints. He suggested it could be broadened to include social housing provision in the borough; however, this may be a topic of relevance to all Members, therefore, it would need to be considered in the discussions regarding the Overview and Scrutiny Committee Work Programme 2026/27. Another Member queried whether there would be space for the item around Local Government Reorganisation (LGR) within the 2026/27 Work Programme given it was a vast topic. In response, the Director: Corporate Resources advised that, whilst the wider issue of LGR would include all Members, there may be smaller pieces of work related to LGR for the Overview and Scrutiny Committee to look at. A Member drew attention to the item around young people and questioned whether the Council Plan was still being refreshed or if that work had been completed. The Director: Corporate Resources advised that the plan was refreshed annually between April and June and it was unknown at this stage what the refreshed plan would look like as discussions would need to take place with Members, particularly given LGR. He felt that the current plan needed to be narrowed as there were numerous actions and that consideration should be given to what the Council specifically wanted to achieve in the next two years.

58.5 A Member expressed the view that the Council's working from home policy should be considered by the Committee following the policy's review in light of the recent court case. The Chair indicated that it could be added to the Potential Items section of the Work Programme for discussion in relation to the 2026/27 Work Programme.

58.6 It was

**RESOLVED** That the Overview and Scrutiny Committee Work Programme 2025/26 be **NOTED**.

**OS.59 REVIEW OF PARKING FEES**

59.1 Attention was drawn to the report of the Head of Service: Asset Management, circulated at Pages No. 51-64, which asked Members to endorse the proposed new pricing structure for Tewkesbury Borough Council owned pay and display car parks prior to consideration by the Executive Committee.

59.2 The Head of Service: Asset Management thanked those that had attended the Member workshops in relation to the review of parking fees as these were valuable for Officers as they provided a forum to share the data and ensure it was understood, as well as giving Members the opportunity to ask questions and share feedback from residents and local businesses. He emphasised that the proposed changes were seeking to realign the financial value of the car parks to 2015 levels, given the inflationary increases. The review was data driven based on the usage patterns of each individual car park in the Council's portfolio, rather than a 'one size fits all' approach. The 2015 Parking Strategy contained a number of objectives, as detailed at Page No. 53 of the report, which would remain in

place. He advised that the proposed structure was evidence based, fair, and aligned with the usage trends and operational requirements. Appendix 1 to the report detailed the proposed fees and pricing structure and Appendix 2 to the report contained an overview of data gathered on the car park usage which had informed the fees and pricing structure.

59.3 In outlining the key points, the Head of Service: Asset Management highlighted that free parking would remain in place for Remembrance Sunday and for the Christmas light switch on in Tewkesbury, and a day in Winchcombe which would be proposed by the Town Council and agreed with the Borough Council. In addition, the last Saturday before Christmas would remain free. A key principle involved trying to attract more people into both towns for tourism and in a more sustainable way, such as offering free parking for coaches. Permit prices would remain the same which meant that if an employee worked an average of 48 weeks per year the average cost of parking per day would be 26p in both towns. He indicated that the increased costs in the operation and maintenance of the car parks meant that the cost of parking needed to increase; however, this would be across all car parks and in a way that continued to support local businesses and residents. In terms of the different car parks, Bishops Walk in Tewkesbury was predominately used for short stay, with 57 percent of users parking for under an hour. There was also data which demonstrated that several users avoided paying by only parking for 10 minutes, this was due to there being 10 minute grace period before being able to issue a fine. As a result it was proposed that the car park be changed to short stay with a maximum stay of 90 minutes introduced, along with a new fee for 30 minutes. It was suggested that the introduction of a new fee for 30 minutes would mean that people could save money by not having to pay for a whole hour they would not use. For car parks in Spring Gardens and Oldbury Road in Tewkesbury the fees would be increased along with the introduction of a new fee for two hours which provided customers with more options. In terms of car parks in Back Lane in Winchcombe and Station Road in Tewkesbury these were used less and the fee would increase from £1 to £1.50; however, this would be to park all day. It was proposed that free parking be available for electric vehicles whilst charging following the installation of electric vehicle charging points at Spring Gardens in Tewkesbury, which was already open, with Gloucester Road in Tewkesbury opening shortly, and Winchcombe which was due to open in February. With regard to Bull Lane car park in Winchcombe, the fees would increase in line with Spring Gardens and Oldbury Road in Tewkesbury. St. Mary's Lane and Gloucester Road car parks in Tewkesbury would have the same pricing structure as Oldbury Road and Spring Gardens. The Vineyards car park in Tewkesbury experienced flooding which had become more regular in recent years and meant that people had to move to other car parks. He emphasised that, even when both Vineyards and Rails Meadow car parks flooded, there was still sufficient parking elsewhere in Tewkesbury for people to use instead and confirmed that the prices would remain unchanged in those two car parks. He noted that data showed that permits were over subscribed at St. Mary's Lane car park and that there were low numbers at Spring Gardens. It was proposed that permit allocations be increased at applicable sites in order to maintain a usage of 80 percent which was maximum capacity.

59.4 A Member questioned how the Council's pricing structure compared to the reviews being undertaken by both Cheltenham Borough and Gloucestershire County Councils. The Head of Service: Asset Management indicated that Gloucester City Council appeared to increase prices on annual basis and that Cheltenham Borough Council had carried out various reviews of its prices. He stressed that Tewkesbury Borough Council had not reviewed its prices since 2015, therefore, it was considerably behind neighbouring authorities. He added that a price comparison had been conducted as part of the work with Members which considered the locality, functionality and offering of the Council's car parks

and what would change usage patterns. It was found that Cheltenham Borough and Gloucester City Councils charged higher prices than Tewkesbury Borough; however, this was due to the difference in offering. He emphasised that Officers were mindful of Local Government Reorganisation (LGR) as there could be the risk of it being exploited for additional income by a new authority and that undertaking the review and realigning prices would hopefully prevent that from happening. It was a balance of setting the right pricing level to maintain usage levels. He gave the example that if the price was too high it would reduce the usage of the car parks and result in lower income even if the price was increased. Whilst she welcomed coaches visiting Winchcombe, a Member questioned where would be suitable for them to park. The Head of Service: Asset Management acknowledged that certain car parks were unsuitable for coaches; however, there were four coach bays in Gloucester Road car park in Tewkesbury and one coach parking bay in Back Lane car park in Winchcombe which would remain there.

59.5 In response to a Member query regarding whether the Town Councils had been consulted on the proposed parking fees, the Head of Service: Asset Management advised that, whilst they had not been consulted directly, Borough Councillors that were also Town Councillors had provided feedback.

59.6 A Member enquired with regard to the 10 minute grace period given before a parking fine could be issued and questioned if that would still be in place where there was an option to park for 30 minutes. The Head of Service: Asset Management confirmed that the 10 minute grace period was a legal requirement as it was possible that the customer could be attempting to get change to pay for parking, as such, it would remain in place. He clarified that there were offences that could result in an immediate fine, such as parking on double yellow lines that caused an obstruction. In response to a Member query as to whether there would be any other concessions made, the Head of Service: Asset Management indicated that there would be free parking via permits issued by the schools for parents during school drop-off and pick-up times for Winchcombe Abbey School at Back Lane in Winchcombe, and Tewkesbury Church of England School at Spring Gardens in Tewkesbury.

59.7 In response to a Member query regarding when the new pricing structure would take effect, the Head of Service: Asset Management advised that, if it was adopted by the Executive Committee in February, a statutory consultation period of eight weeks would take place with it coming into force on 1 May 2026. A Member questioned with regard to the financial implications whether car parks had been run at a loss for the current year and if it was expected that costs would balance next year. The Head of Service: Asset Management advised that any excess income that was not spent on direct maintenance of the car parks could only be spent in specific areas, such as grounds maintenance.. He advised that, if the proposed parking fees were approved, these would be below what was needed; however, it should be met in 2027. He emphasised that the predictions were based on the data available and that assumptions had been made based on what people had paid. He gave the example that the new tariff of £2 for two hours had never been used before, therefore, assumptions had been made as to whether people would stay longer, or if those that would have paid for three hours would not stay as long. The objective was to maintain the usage of the car parks. He highlighted that car parking usage could be impacted by other factors, for instance, tourism had increased in 2025/26 due to the weather and where Bank Holidays fell within the year. In response to a Member query regarding the public consultation, the Head of Service: Asset Management clarified that the statutory consultation included numerous bodies such as Police; Ambulance Service; Fire and Rescue Service; Road Haulage Association; Freight Transport Association; and, the relevant Town Councils. He indicated that it would also be made publicly available; however, any objections would need to be legal ones.

59.8 A Member expressed the view that it was a comprehensive report which was data driven which gave him confidence that it had been well considered, therefore, he felt able to support the recommendation. He commented with regard to the customer experience of using the parking app, which had a convenience charge, and queried if anything could be done with the provider to limit that charge. The Head of Service: Asset Management indicated that pay by phone, by app, and by card at machine had been introduced in 2015 and there was 30 percent usage across the three options. The convenience charge worked out as the same cost as the charge to the Council to process card payments and for the cash to be collected and counted from the machines. He considered that people were willing to pay for the convenience of the app which allowed them to pay when away from the car park itself and provided a prompt when parking was due to run out. He acknowledged that it could be perceived as unfair from the customer perspective and advised that Officers were investigating various providers for the app to ascertain if it was possible to limit the convenience charge. Another Member noted that Oldbury Road and Spring Gardens had two different codes on the app and raised concern that people could accidentally pay for parking at the incorrect location, incurring a fine, and questioned if the same code could be used to prevent that from happening. The Head of Service: Asset Management advised that those two car parks were transferrable and that any instances where someone had entered the incorrect code and received a Penalty Charge Notice (PCN) would be dealt with by Officers when an appeal was made against the PCN. He stressed that it was a very small number that paid for the incorrect car park and received a PCN as a result.

59.9 The Chair commented that Tewkesbury had poor mobile signal coverage which the pay by app function depended on and questioned what could be done to ensure that the app could be used. The Head of Service: Asset Management advised that in addition to the app, the machines also used mobile signal to operate whilst payment was being processed and that the machines operator had trialled additional equipment to improve performance on the existing 4G network and early results at Spring Gardens and Gloucester Road were encouraging following the installation of new modems. He added that, whilst Tewkesbury had appeared to miss out on a strong rollout of 4G, the 5G network showed greater potential; however, there had not been problems with the app as it appeared to be more to do with user error and more mobiles were now 5G.

59.10 The Chair noted that Stroud District Council provided lower cost long term permits to those with electric vehicles and questioned if Tewkesbury Borough Council would consider something similar. The Head of Service: Asset Management indicated it was being investigated and discussions were taking place with Stroud District Council about its scheme. He emphasised that it could incur additional costs and, if prices were reduced for electric vehicles, costs would need to rise elsewhere to counteract that loss of income. He added that data could be gathered on current users to understand the percentage of cars that were electric or low emissions to then ascertain what the percentage impact could be across the portfolio by reducing the permit fee for those. It was intended to take a further report to the Executive Committee in due course proposing a slight increase in the cost of permits whilst maintaining the current permit fee for electric or low emission vehicles which would both meet objectives and maintain the income.

59.11 It was proposed, seconded and

**RESOLVED** That the Overview and Scrutiny Committee **ENDORSE** the proposed new pricing structure for Tewkesbury Borough Council owned pay and display car parks, as set out at Appendix 1, and **RECOMMEND TO EXECUTIVE COMMITTEE** that the structure be **ADOPTED**.

**OS.60 CYBER INCIDENT - LESSONS LEARNT UPDATE**

60.1 Attention was drawn to the report of the Associate Director: IT, Digital and Cyber, circulated at Pages No. 65-70, which provided an update on the progress made against the Cyber Incident Lessons Learnt recommendations. Members were asked to consider the report.

60.2 The Associate Director: IT, Digital and Cyber advised that it had been over a year since the cyber incident and that a lessons learnt exercise concluded in June 2025 with progress made towards the areas identified since that time. He explained that there was an error in the report as it stated that eight actions out of a total of 37 had been completed and should read that nine actions had been completed out of a total of 31. There were a number of actions remaining and a Programme Officer would be assigned to oversee completion. He indicated that some of the actions were long term, and more in depth, than others and some involved cost.

60.3 A Member enquired with regard to the Council not consistently using the security event system (SIEM) and questioned whether it would be consistent moving forward. The Associate Director: IT, Digital and Cyber explained this involved analysing the behaviour of a potential attack, or dealing with an incident, which required the events to be centrally recorded to enable the ability to look back at the data and aid investigation into an event. In terms of the Council not being consistent it meant that not all systems were reporting, or not frequently enough or at the level of detail needed; however, there had been some changes to improve that. Another Member drew attention to the 'cells' and questioned if they had a different electronic way of communicating. The Associate Director: IT, Digital and Cyber advised that whilst responding to an emergency, staff would be in 'cells', rather than the departmental structure, and during the incident 'cells' communicated by phone.

60.4 The Lead Member for Governance drew attention to Page No. 68 of the report, with regard to the mechanisms for reporting to Councillors during incidents which had been implemented to help maintain transparency, and questioned whether these had been communicated to Members. The Associate Director: IT, Digital and Cyber undertook to provide a written response following the meeting. A Member drew attention to Page No. 69 of the report and questioned what was meant by a 'call off contract' and the Associate Director: IT, Digital and Cyber advised that it related to when a contract that was already in place it could be called upon with no negotiation required. He indicated that, during the incident, some time was spent negotiating which could have been improved had that been in place.

60.5 A Member enquired with regard to the strategic and tactical response training for the Leadership Team and questioned whether it would be reviewed. The Associate Director: IT, Digital and Cyber confirmed that there would be refresher training. In addition, he advised that a group of logists would be maintained as staff left or changed roles and they would also receive refresher training. In response to a Member query regarding inductions, the Associate Director: IT, Digital and Cyber confirmed that there would be a periodic refresh.

60.6 A Member drew attention to the Cyber, Technical Advisory Cell (CTAC) with regard to the stock of laptops and questioned how it would be ensured that the new laptops were not subject to the same vulnerability or risk in the event of an incident. The Associate Director: IT, Digital and Cyber explained that it involved keeping a stock of untouched laptops which had not had any contact with the Council network. Another Member enquired with regard to depreciation of the new equipment in terms of value and usage and questioned the impact on the Council due to Local Government Reorganisation (LGR). The Associate Director: IT,

Digital and Cyber advised that there was commonality across all authorities in Gloucestershire in terms of certain systems used. He suggested there would likely be a decision made in the future as to whether there would be mass procurement of replacement equipment, or if there would be an interim period where each authority continued to use the equipment provided until the device was refreshed. He emphasised that the value of having new laptops available during an incident outweighed the risk of depreciation and that the stock would also be used for new employees and replenished as necessary. In response to a Member query regarding the lifespan of devices, the Associate Director: IT, Digital and Cyber indicated that it would be up to five years. A Member expressed the view with regard to the Housing and community cell that the ongoing work to build a database of vulnerable residents was a positive outcome of the incident.

60.7 The Chair questioned whether the Council was on the right course in terms of investing in technology and infrastructure that would make it less vulnerable in the future. The Associate Director: IT, Digital and Cyber confirmed that it was and he advised that part of that was having the stock of laptops as well as various changes to security system setup. He indicated that there had been a rationalisation across systems to prevent duplication which had also provided cost savings. There was still work to be carried out to progress this and there was a vacancy within the team which needed to be filled which would have a key part in that. He added that equipment due for replacement this year would provide the opportunity to review other areas of setup that could further improve security.

60.8 In response to a Member query with regard to whether the Council felt stronger as an organisation in its ability to respond to incidents, the Associate Director: IT, Digital and Cyber advised that going through an incident had provided unique knowledge and experience in terms of understanding what responding and dealing with an incident entailed. He emphasised that, whilst progress had been made, there was still work to be done to improve. The Chair questioned how the incident had informed wider lessons on business continuity and the Associate Director: IT, Digital and Cyber indicated that all service areas had been asked to review business continuity plans and that the experience had informed Officers what they actually needed in the event of a future incident, such as key information and suppliers. In response to a Member query regarding whether there would be incident simulations, the Associate Director: IT, Digital and Cyber advised that tabletop exercises which involved breaking into cells and running through different scenarios of events would be carried out once recruitment to the key post of Networks and Cyber Manager had been completed. A Member enquired if Members would be involved with the tabletop exercises and the Associate Director: IT, Digital and Cyber confirmed they would be.

60.9 The Chair commented that it was difficult to fully scrutinise the lessons learnt in the public domain and consideration would be given as to the best method for providing any future updates.

60.10 Having considered the report, it was  
**RESOLVED** That the Cyber Incident – Lessons Learnt Update be **NOTED**.

**OS.61 COMMUNICATIONS STRATEGY 2024-28 - YEAR ONE ACTION PLAN PROGRESS REPORT**

61.1 Attention was drawn to report of Communications and Engagement Manager, circulated at Pages No. 71-102, which provided an overview of the progress made against the Communications Strategy 2024-28 year one action plan and set out the year two action plan. Members were asked to consider the report.

61.2 The Communications and Engagement Manager advised that the Communications Strategy had been approved in November 2024 by the Executive Committee. The strategy was accompanied by a year one action plan and progress against the plan was attached at Appendix 1 of the report with the proposed year two action plan attached at Appendix 2. Whilst good progress had been made overall in year one with several targets met or exceeded, there were some actions where progress had been impacted by external factors such as delays in certain programmes and the announcement of Local Government Reorganisation (LGR). Notable achievements in the action plan included the communications activity around the Strategic and Local Plan (SLP), the Council's proposed name change, and the weekly media round-up which included an indication of reputational impact of the communications. The team also delivered significant achievements beyond the scope of the action plan which included National Crisis Communications award nomination, the team's role in delivering internal and external communications on LGR, and in house development of the Future Gloucestershire website that provided a centralised and trustworthy source of information on LGR for residents across the county. In addition, the team developed an internal communications toolkit designed to support Council services to produce their own first draft of communications material for messaging that fell outside of the Communications team priority campaigns which had been well received across service areas. The proposed year two action plan had been developed to continue to deliver against the strategy's objectives, whilst responding to emerging priorities and organisational developments. The action plan was structured around the two key areas of external and internal communications. Each action was supported by an outcome, a target date, and success measures to enable monitoring and evaluation. Whilst many of the success measures were the same as those in the year one action plan, some of the targets had been adjusted to ensure they were achievable as the initial trial found some of the targets to be too high.

61.3 A Member expressed the view that communications was a challenging and difficult area in terms of it being successful and congratulated the team. He was of the opinion there was a gap in communications which had been demonstrated at a recent Churchdown Parish Council meeting where it became apparent that some residents were unaware of the Strategic and Local Plan (SLP) which had resulted in a difficult meeting for the Parish Councillors, as such, he questioned what could be done to improve the communications in order to make them more effective. The Communications and Engagement Manager advised that, whilst the Council's Communications team led on communications on the SLP, they worked with the other two SLP authorities, Cheltenham Borough and Gloucester City Council's Communications teams. The SLP featured within the year one and two action plans as it was a priority campaign for the team which was highlighted in all communication channels, including the Tewkesbury Borough News which was delivered to every household. He emphasised that it was difficult to make everyone aware of everything and that part of the SLP plan involved communication sessions, such as the one that had taken place in Churchdown. Another Member indicated that he had experienced difficulty in trying to comment on the SLP and questioned the user ability of its platform. A Member enquired whether local notice boards were being utilised to aid raising awareness of the SLP. The Leader of the Council expressed the view that there were challenges with using social media as the algorithms seemed to work in a way which encouraged anger and that misinformation was often shared more widely than correct information. He emphasised the need to be careful with what was shared and promoted. A Member felt that accessibility was key to ensuring people engaged and questioned what updates had already been shared about the SLP. The Chair enquired if it was known how people were engaging with the SLP and targeting people that were not engaging. The Communications and Engagement Manager clarified that, although the Communications team led on

communications, it was the SLP team that led on engagement and the platform used for engagement had been developed by that team. He undertook to seek a response from that team following the meeting.

61.4 A Member drew attention to the action in respect of completing a staff survey on internal communication and questioned the reasons behind the low response rate of 32 percent, given the target was 70 percent. The Communications and Engagement Manager advised that the uptake of the survey was favourable when compared to other internal surveys. In response to a suggestion around involvement of the Leadership Team to ensure completion, the Director: Transformation highlighted that surveys were not mandatory and it was important not to make staff uncomfortable, therefore, completion should be encouraged rather than enforced. She emphasised that internal communications were well received by staff with high readership levels for internal newsletters and the bimonthly update from the Chief Executive being watched by high levels of staff.

61.5 In response to a Member query, the Communications and Engagement Manager confirmed that currently communications were only available in English; however, if there was a requirement for them to be provided in other languages or formats that could be investigated.

61.6 Another Member noted the likely impact of LGR and the amount of unanticipated work that would be generated and questioned what had been learnt in terms of ensuring the actions in year two were achievable. The Communications and Engagement Manager advised that LGR had been included in the year two action plan as a priority target in recognition that it would be a focus moving forward. He indicated that it was not possible to predict which areas would be impacted by the focus on LGR and the team would do their best to ensure minimal impact on the targets within the action plan which had been created to ensure additional time to work on communications activity as it came along. The Director: Transformation added that the Council Plan refresh would also impact the Communications team and emphasised that the pressure for the Communications team to communicate effectively remained. Any fundamental changes to the year two action plan would be brought back to Members.

61.7 In response to a Member query as to whether Artificial Intelligence (AI) would be used to develop communications, the Communications and Engagement Manager indicated it would be used minimally as it had not developed far enough, and advised that the main use currently was to assist proof reading content produced by an Officer. He added that it was policy for the Communications team not to use AI generated images unless there were exceptional circumstances, as there was an in-house Graphic Designer. Another Member enquired whether the Council's website and online communications were accessible for AI and the Director: Transformation undertook to provide a response following the meeting. The Chair commented that whilst the statistics and targets were helpful, he would like to see stories which demonstrated how communications had impacted or changed people's views.

61.8 Having considered the report, it was

**RESOLVED** That the Communications Strategy 2024-28 – Year One Action Plan Progress Report be **NOTED**.

**OS.62 GLOUCESTERSHIRE ECONOMIC STRATEGY SCRUTINY COMMITTEE UPDATE**

62.1 Attention was drawn to the report from the Council's representative on the Gloucestershire Economic Strategy Scrutiny Committee, circulated separately, which gave an update on matters discussed at the last meeting held on 28 November 2025.

62.2 Accordingly, it was

**RESOLVED** That the Gloucestershire Economic Strategy Scrutiny Committee update be **NOTED**.

The meeting closed at 6:50 pm



# Overview and Scrutiny Committee Action List – 13 January 2026

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE (Yes / No (IF NO MUST INCLUDE TARGET DATE))
5.	Executive Committee Forward Plan	Workforce Development Strategy to be added to potential items section of the Work Programme.		Democratic Services	Yes
		Page No. 39 - New Waste Depot – Written response to be provided regarding whether the high level plan referenced had been developed.		Executive Director: Resources	
		Page No. 39 – Environmental Services Working Group – Members to be advised whether there was any change to Officer resource to administer the Working Group.	Agreed by the Chief Officer Group there is no longer a requirement for the Group therefore it will be removed from the Executive Committee Work Programme.	Executive Director: Resources	Yes
6.	Overview and Scrutiny Committee Work Programme	Work Programme for 2026/27 to be drafted.	Meeting to be arranged with Chair.	Democratic Services	
		Council's working from home policy to be added to Potential Items section of the Work Programme.		Democratic Services	Yes

# Overview and Scrutiny Committee Action List – 13 January 2026

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
7.	Review of Parking Fees	Annual report to be added to Pending Items section of the Work Programme to include updated figures on car park usage compared to previous years and e anomalies that may have affected usage.		Democratic Services	Yes
8.	Cyber Incident – Lessons Learnt Update	Page No. 68 – Mechanisms for reporting to Councillors during incidents have been implemented to help maintain transparency – Written response to be provided following query as to whether these had been communicated to Members.		Associate Director: IT, Digital and Cyber	
9.	Communications Strategy 2024-28 – Year One Action Plan Progress Report	Consideration given as to the best method for future updates e.g. working group, confidential report to Committee, Member briefing	Members to be informed of the current uptake of engagement levels on the Strategic and Local Plan platform.	Associate Director: IT, Digital and Cyber	Communications and Engagement Manager

# Overview and Scrutiny Committee Action List – 13 January 2026

AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
		<p>Members to be advised whether the Council's website and online communications are accessible for AI in terms of it being able to draw information for it.</p> <p>Consideration to be given to inclusion of stories which demonstrated how communications had impacted or changed people's views in future reports.</p>		<p>Director: Transformation</p> <p>Director: Transformation /Communications and Engagement Manager</p>	



# Agenda Item 5

## EXECUTIVE COMMITTEE FORWARD PLAN

### STANDING ITEMS:

- Executive Committee Forward Plan – To consider forthcoming items.
- Feedback from Chair of Overview & Scrutiny Committee.
- Feedback from Chair of Audit & Governance Committee – following Audit & Governance Committee meetings.

### Additions to 4 February 2026

### Deletions from 4 February 2026

- Letter of Intent – Ubico Contract – Removed at the request of Chief Officers Group and moved to March 2026

Committee Date: 18 March 2026			
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member
Financial Update – Quarter Three 2025/26	The third quarterly monitoring report on the outturn position of the Council's revenue budget. The report also details the expenditure to date against both the capital programme and approved reserves.  <i>(Financial management framework supports delivery of all priorities within the Council Plan)</i>	Associate Director: Finance	Lead Member for Finance and Asset Management

Committee Date: 18 March 2026					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferral required
Medium Term Financial Strategy	<p>To recommend to Council the adoption of the five-year MTFS which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.</p> <p><i>(Key financial strategy to support delivery of the priorities of the Council)</i></p>	Executive Director: Resources	Lead Member for Finance and Asset Management	None	<p>Yes – moved from 19 November 2025 in order to include more accurate figures.</p>
Grants Management Policy	<p>This policy sets out the processes to be followed when managing all grants. It lays out aims and principles in awarding and receiving grants. This includes setting out the specific checks that need to be undertaken, whilst ensuring that we are maximising outcomes, minimising risk and delivering the greatest benefit to our communities.</p> <p><i>(Supports value for money)</i></p>	Head of Service: Counter Fraud and Enforcement Unit	Lead Member for Governance	None – new policy	<p>Yes – moved from 8 October. Moved from 19 November to balance the Agenda.</p> <p>Moved from 7 January due to focus on other policies and further consultation.</p>

Committee Date: 18 March 2026				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers
Counter Fraud and Anti-Corruption Policy	<p>The Council has a duty to prevent fraud and corruption. It is committed to an effective Counter Fraud and Anti-Corruption culture, by promoting high ethical standards and encouraging the prevention, detection and investigation of fraudulent activities.</p> <p><i>(Key governance strategy)</i></p>	Head of Service: Counter Fraud and Enforcement Unit	Lead Member for Governance	<p>Yes – moved from 4 February due to focus on other policies and further consultation.</p> <p>Current policy approved by Executive Committee 31 August 2022</p> <p><a href="#"><u>Minutes - Tewkesbury Borough Council</u></a></p>
Proceeds of Crime and Anti-Money Laundering Policy	<p>The Council will do all it can to prevent being exposed to money laundering. It should identify the potential areas where instances may occur and take appropriate action to minimise the risk. It must comply with all legal and regulatory requirements.</p> <p><i>(Key governance strategy)</i></p>	Head of Service: Counter Fraud and Enforcement Unit	Lead Member for Governance	<p>Yes – moved from 4 February due to focus on other policies and further consultation.</p> <p>Current policy approved by Executive Committee 1 September 2021</p> <p><a href="#"><u>Minutes - Tewkesbury Borough Council</u></a></p>

Committee Date: 18 March 2026				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers
Workforce Development Strategy	<p>The purpose of the strategy is to identify how the Council will meet current and future workforce needs to ensure it has skilled people to deliver high quality services.</p> <p><i>(Key strategy to support the Council's Future Ready Programme)</i></p>	<p>Head of Service: People and Culture</p>	<p>Lead Member for Staff and Culture</p>	<p>Has agenda item previously been deferred? Details and date of deferral required</p> <p>Current strategy (2019/2024) was approved by Executive Committee on 3 April 2019.</p> <p><a href="#">Minutes - Tewkesbury Borough Council</a></p> <p>Overview and Scrutiny Committee has previously monitored the strategy on an annual basis. Last update was 11 July 2023.</p> <p><a href="#">Minutes - Tewkesbury Borough Council</a></p> <p>Moved from pending items March 2025.</p> <p>Deferred from 9 July 2025.</p> <p>Deferred from 3 September 2025 to January 2026 reflect workload priorities and team resource capacity.</p> <p>Moved from January 2026 to March 2026 due to strategic priority deadlines changing.</p>

Committee Date: 18 March 2026				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers
Air Quality Strategy	<p>To recommend to Council for approval.</p> <p>In August 2023, DEFRA (Department for Environment, Food and Rural Affairs) published the revised Air Quality Strategy, setting out expectations for local authorities to take more proactive and transparent roles in managing air quality.</p> <p><i>(Alignment to government strategy)</i></p>	<p>Head of Service: Environmental Health</p>	<p>Lead Member for Environmental Services</p>	<p>None – new policy</p>
Homeseeker Plus Policy Review	<p><b>The housing register (Homeseeker Plus) allocations policy is being reviewed and Committee will be asked to approve the policy pending public consultation.</b></p>	<p>Head of Service: Housing</p>	<p>Lead Member for Community and Housing</p>	<p>No</p>

Committee Date: 18 March 2026				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers
Ubico Report	To seek the Committee's views on entering into a new contract for Environmental Services with Ubico.	Director: Communities	Lead Member for Environmental Services	None
				Yes - Removed at the request of Chief Officers Group and moved from 4 February.

Committee Date: 22 April 2026				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers
Housing and Homelessness Prevention Strategy 2026-28	To recommend to Council approval of a new strategy.	Head of Service: Housing	Lead Member for Community and Housing	No.

Committee Date: June 2026			
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member

Committee Date: July 2026			
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member
Financial Outturn Report (including Capital Financing and Earmarked Reserves)	Annual report on the position of the Council's revenue budget. The report also details the expenditure to date against both the capital programme and approved reserves.  <i>(Monitoring of the budget is a key element of the Council's financial management framework)</i>	Associate Director: Finance	Lead Member for Finance and Asset Management
			No.

Committee Date: September 2026				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers
Financial Update – Quarter One 2026/27	<p>The first quarterly monitoring report on the outturn position of the Council's revenue budget. The report also details the expenditure to date against both the capital programme and approved reserves.</p> <p><i>(Financial management framework supports delivery of all priorities within the Council Plan)</i></p>	<p>Associate Director: Finance</p>	<p>Lead Member for Finance and Asset Management</p>	<p>2026/27 budget to be approved by Council February 2026.</p>
Carbon Reduction Programme Report	<p>To consider the progress achieved in Year Six of the action plan.</p> <p>To approve the recommended Year Seven action plan.</p> <p><i>(Key priority within the Council Plan (2025-2028).</i></p>	<p>Head of Service: Asset Management</p>	<p>Lead Member for Climate Change and Ecology</p>	<p>No</p> <p>Progress of Year Five actions presented to Executive Committee on 8 September 2025.</p> <p><a href="#"><u>Minutes - Tewkesbury Borough Council</u></a></p>

Committee Date: November 2026					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferral required
Financial Update – Quarter Two 2026/27	The second quarterly monitoring report on the outturn position of the Council's revenue budget. The report also details the expenditure to date against both the capital programme and approved reserves.	Associate Director: Finance	Lead Member for Finance and Asset Management		No

Committee Date: November 2026					
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferral required
Infrastructure Funding Statement and CIL Annual Rate Summary	To recommend to Council that publication of the Infrastructure Funding Statement (IFS), relating to the financial year ending 31 March 2025, by 31 December 2026 be approved; and that the Annual Community Infrastructure Levy (CIL) Rate Summary Statement be published alongside the Infrastructure Funding Statement by 31 December 2026.  <i>(Statutory requirement)</i>	CIL Manager (Strategic Infrastructure Planning Manager)	Lead Member for Planning and Place Making	<u>Previous year's IFS due to be approved by Council on 9 December 2025</u>	No

Committee Date: January 2027				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers
Has agenda item previously been deferred? Details and date of deferral required				

Committee Date: February 2027				
Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers
Has agenda item previously been deferred? Details and date of deferral required				
Budget 2027/28 (Annual).	To recommend a budget for 2027/28 to Council.	Executive Director: Resources	Lead Member for Finance and Asset Management	None
				No

**PENDING ITEMS (To be scheduled)**

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
New Waste Depot	To approve the project approach and principles for a new waste depot with partner council(s). <i>(Fundamental to service delivery)</i>	Director: Communities	Lead Member for Environmental Services	None	Yes – deferred from meeting on 29 November 2023. Complex partnership project – high level plan to be brought forward once key principles and milestones have been developed.
Environmental Services Working Group	To approve the Terms of Reference and agree the Membership of the Working Group.  (To provide governance and Member overview to key frontline services)	Director: Communities	Lead Member for Environmental Services	None	Yes - Moved to pending items in November 2025 until such time as Officer resource is available to administer the group.
<b>Council Tax Discretionary Support Scheme (CTDSS)</b>	<b>To approve the scheme designed to help those households on low incomes, or who are experiencing exceptional hardship.</b>	<b>Head of Revenues and Benefits</b>	<b>Lead Member for Finance and Asset Management</b>	<b>None</b>	<b>Yes – moved to pending items from January 2025. There is a potential emerging project ‘Low Income Family Tracker’ plus the government’s new ‘Crisis and Resilience’ Fund. There is merit in these two</b>

Agenda Item	Overview of Agenda Item	Lead Officer	Lead Member	Background Papers	Has agenda item previously been deferred? Details and date of deferment required
					<p><b>schemes plus the CTDSS being considered as a collective report.</b></p> <p>No requirement for Executive Committee approval – update on Low Income Family Tracker will be provided at the appropriate time.</p>



# Agenda Item 6

## OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2025/26

### REGULAR ITEMS:

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

### Additions to 10 February 2026

- 

### Deletions from 10 February 2026

- Finance Update Quarter Three 2025/26 - not able to be taken as part of the Council Performance Tracker due to timing with budget for Officers. – moved to 24 March 2025.

Committee Date: 24 March 2026		Agenda Item	Overview of Agenda Item	Reason for Inclusion	Lead Officer	Lead Member	Previously deferred?
Planning Enforcement Plan	The purpose of this Plan is to explain how the Council carries out its planning enforcement activities. It sets out what those making enquiries, or the subject of these enquiries, should expect and outlines how the Council undertakes planning investigations.	Discussed as a potential scrutiny item at Overview and Scrutiny Committee meeting on 9 September 2025.	Director: Growth	Lead Member for Planning and Place Making	No - moved from pending items.		

Committee Date: 24 March 2026					
Agenda Item	Overview of Agenda Item	Reason for Inclusion	Lead Officer	Lead Member	Previously deferred? Details and date of deferral required.
Revenues and Benefits Service	To provide a report on the work carried out by the Revenues and Benefits team.	Agreed at O&S on 14 October 2025 during consideration of Cost of Living Agenda Item.	Head of Service: Revenues and Benefits	Lead Member for Finance and Asset Management	No.
Housing and Homelessness Strategy	To review the progress in delivery of actions within the current strategy and to consider a new three year strategy.	Key area of focus in the Council Plan.	Head of Service: Housing	Lead Member for Community and Housing	No – moved from pending items.
Finance Update – Quarter Three 2025/26	To consider the financial performance information for the third quarter of 2025/26	Traditionally forms part of the quarterly performance management framework.	Executive Director: Resources	Lead Member for Finance and Asset Management	Yes – moved from 10 February not able to be included with the Council Plan Performance Tracker – Quarter Three due to timing with budget for Officers.
Gloucestershire Economic Strategy Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (12 February 2026)				Requirement of the Council's constitution.

<b>Committee Date: 24 March 2026</b>					
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Reason for Inclusion</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Previously deferred?</b> Details and date of deferral required.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (10 March 2026)	Requirement of the Council's constitution.			
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (20 March 2026)	Requirement of the Council's constitution.			

Committee Date: 28 April 2026				
Agenda Item	Overview of Agenda Item	Reason for Inclusion	Lead Officer	Lead Member
Economic Development and Tourism Strategy	An annual review of the progress in delivering actions within the strategy. The strategy was approved by Executive Committee on 27 November 2024.	Key area of focus within the Council Plan.	Head of Service: Community and Economic Development	Leader of the Council
Overview and Scrutiny Committee Work Programme 2026/27	To consider and approve the forthcoming committee work programme.	Annual requirement – key operational activity.	Director: Corporate Governance	Lead Member for Governance
Overview and Scrutiny Committee Annual Report 2025/26	To approve the committee's annual report prior to consideration by Council.	Requirement of the Council's Constitution.	Director: Corporate Resources	Leader Member for Governance

<b>Committee Date: 28 April 2026</b>				
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Reason for Inclusion</b>	<b>Lead Officer</b>	<b>Lead Member</b>
Community Safety Strategy Review	To receive an annual progress report in relation to the actions contained within the strategy.	As set out in the report to Executive Committee and approved by Council on 14 May 2025.	Director: Communities	Lead Member for Community and Housing No.
Gloucestershire Economic Strategy Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (26 March 2026)	Requirement of the Council's constitution.		

<b>PENDING ITEMS</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Reason for Inclusion</b>	<b>Lead Officer</b>

<b>POTENTIAL FUTURE ITEMS</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Reason for Inclusion</b>	<b>Lead Officer</b>
Integrated Locality Partnership (ILP)	The partnership working with the ILP directly contributes to a number of council plan actions across Place, Young People and Health and Wellbeing areas of focus. To consider a presentation on outcomes to date.	Action within the council plan.	Head of Service: Community and Economic Development
Young People	Once the current Council Plan has been refreshed the committee may wish to consider in greater detail the council plan actions underpinning this area of focus.	Key area of focus within the council plan.	Head of Service: Community and Economic Development

<b>POTENTIAL FUTURE ITEMS</b>					
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Reason for Inclusion</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Date Item Added</b>
Local Government Reorganisation (LGR)	Once the position on LGR becomes clearer then possibly the committee may have a role to play within the council's transition process.	Fundamental change to the local government landscape.	Chief Executive	Leader of the Council	March 2025
Complaints to Social Landlords	Consideration of how social landlords deal with complaints from residents, particularly in respect of antisocial behaviour.	Raised by Executive Committee	Director: Communities	Lead Member for Community and Housing	19 November 2025
Workforce Development Strategy	<b>To consider the strategy.</b>	Added at O&S on 13 January 2026.	Head of Service: People and Culture	Lead Member for Staff and Culture	January 2026
Working from Home Policy	<b>To consider the changes made to the policy in light of the recent court case involving a former member of staff.</b>	Added at O&S on 13 January 2026.	Head of Service: People and Culture	Lead Member for Staff and Culture	January 2026

ITEMS FOR 2026/27 WORK PROGRAMME					
Agenda Item	Overview of Agenda Item	Reason for Inclusion	Lead Officer	Lead Member	Date due to be considered
Leisure Centre – Annual Outcome Report	It is a requirement of the contract that Places Leisure provide an annual report on overall performance and compliance with the contract.	Raised within internal audit report that Members should have exposure to the annual report.	Head of Service: Asset Management	Lead Member for Finance and Asset Management	June 2026
Unacceptable Behaviours Policy	To review the data captured during the first 12 months of the Unacceptable Behaviour Management Policy	Recommendation by Executive Committee and agreed by Council 14 May 2025.	Director: Communities	Lead Member for Community and Housing	June 2026
Cyber Security	Update on progression of recommendations arising from the lessons learnt report following the September 2024 cyber incident.	Oversight requested by Overview and Scrutiny Committee – further six month update referenced in report to O&S on 13 January 2026.	Director: Transformation	Leader of the Council	June 2026
Empty Homes	To review the work completed in relation to the Council Plan action regarding empty homes – after March 2026 target date.	Agreed by O&S on 9 September 2025.	Head of Service: Environmental Health	Lead Member for Environmental Services / Lead Member for Housing	July 2026

ITEMS FOR 2026/27 WORK PROGRAMME					
Agenda Item	Overview of Agenda Item	Reason for Inclusion	Lead Officer	Lead Member	Date due to be considered
Cost of Living Monitoring	Report on annual basis highlighting the impact of cost of living measures.	Agreed at O&S on 14 October 2025.	Head of Service: Community and Economic Development	Lead Member for Communities and Housing	October 2026
Procurement Strategy	Report in 12 months time on what has been learnt and any improvements.	Agreed at O&S on 14 October 2025.	Head of Service: Asset Management	Lead Member for Finance and Asset Management	October 2026
AI Policy	To carry out an annual review to establish how AI has been used within the authority over the past year and whether the policy remains fit for purpose.	Agreed by Council.	Associate Director: IT, Digital and Cyber / Head of Service: Audit and Governance	Lead Member for Transformation	October 2026
Review of Parking Fees	Report on annual basis of comparative usage data for car parks (subject to adoption by the Executive Committee on 4 February 2026).	Added at O&S on 13 January.	Head of Service: Asset Management	Lead Member for Finance and Asset Management	May 2027 (New charges if adopted would be effective from 1 May 2026 following required consultation)



# Agenda Item 7

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	10 February 2026
<b>Subject:</b>	Council Plan Performance Tracker - Quarter Three 2025/26
<b>Report of:</b>	Director: Corporate Resources
<b>Head of Service/Director:</b>	Director: Corporate Resources
<b>Lead Member:</b>	Leader of the Council
<b>Number of Appendices:</b>	3

### **Executive Summary:**

Following the announcement of Local Government Reorganisation (LGR), the Council Plan (2024-30) was refreshed, taking into consideration the impact of LGR. This resulted in a new Council Plan timeframe of 2025-2028 being agreed. The refreshed Council Plan was approved by Council on 24 June 2025.

The plan is a key strategic document which in broad terms sets out the key priorities of the council to deliver its overall vision of 'supporting people, strengthening communities'. The vision is delivered through three key priorities. 'Caring for people', 'Caring for the environment' and 'Caring for place'. Supporting these priorities are eight areas of focus, all with actions to deliver successful outcomes for the borough's residents and communities.

Progress in delivering the actions within the plan is reported through a Performance Tracker document (appendix 1). The actions within the tracker are also supported by a set of Key Performance Indicators (KPIs) (appendix 2). Supporting this performance information is a set of corporate 'health check' indicators (appendix 3), which provide useful data on service performance that is not within the Council Plan.

Performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and any key outcomes or concerns are reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.

### **Recommendation:**

**To scrutinise the performance management information and, where appropriate, require action or response from the Executive Committee.**

### **Financial Implications:**

Although the report does not directly impact upon these implications, Finance and Resources underpins the whole Council Plan (2025-2028).

**Legal Implications:**

None directly associated with this report.

**Environmental and Sustainability Implications:**

Though the report does not directly impact upon these implications, 'Caring for the environment' is a priority within the Council Plan (2025-2028).

**Resource Implications (including impact on equalities and implications of Local Government Reorganisation (LGR)):**

Equalities- though the report does not directly impact upon these implications, actions within the Council Plan will have individual resource complexities.

LGR- as the council transitions to LGR then this will impact the delivery of certain actions.

**Safeguarding Implications:**

None directly associated with this report.

**Impact on the Customer:**

Performance monitoring provides our residents with a good oversight on the progress being made in delivering the Council Plan priorities, areas of focus and actions. It also supports one of our new values 'open and honest'.

## 1.0 INTRODUCTION

- 1.1 The Council Plan (2025-28) was approved by Council on 24 June 2025. Progress in delivering the actions within the plan is reported through a Performance Tracker document (appendix 1). The tracker is supported by a set of Key Performance Indicators (KPIs) (appendix 2).
- 1.2 Supporting this performance information is a set of corporate 'health check' indicators (Appendix 3), which provide useful data on service performance that is not within the Council Plan.

## 2.0 PERFORMANCE TRACKER

- 2.1 Each area of focus within the Council Plan is supported by a number of actions. The tracker document has been developed to provide a transparent summary on delivery and in a format that is easy to understand.
- 2.2 For monitoring the progress of the actions within the performance tracker, the following symbols are used:

✓	Target achieved
GREEN	On track
AMBER	Near target but some delays/ issues
RED	Target date will not be achieved
GREY	Not yet commenced/deferred

**2.3** This report presents the progress made in delivering the actions as at quarter three 2025/26. Key outcomes to date to bring to Member's attention include:

- A new Climate Change Framework was approved by Council in December 2025, supporting the councils '*Caring for the environment*' priority within the Council Plan. (CP.1)
- Executive Committee approved a new Procurement Strategy in November 2025, which sets out a clear and ambitious framework for delivering value-driven, socially responsible, and environmentally sustainable procurement over the next four years. (CP.3)
- Discussions with fifteen parish and town councils, took place with the Emergency Planning Officer to progress the development of community emergency plans and talk about issues affecting their communities surrounding emergency planning and response. With the majority of these in the final stage of completion. (CP.12)
- The council launched an Active Communities Grant Scheme, through 'Active Gloucestershire's 'We Can Move' Programme. Five grants have been allocated, a scheme that will help communities in the Borough to increase physical activity. (CP.16)
- The Community Development team helped support 14 warm spaces across the Borough operating throughout the winter, using the UKSPF Warm Spaces Fund. All applicants have been offered the opportunity to link up with the Citizen Advice Bureau, the Severn Wye Warm and Well scheme, GRCC digital inclusion services, foodbanks and pantries, as well as first aid training (CP.17 and CP.18)
- Targeted consultation on phase one of the Infrastructure Delivery Plan, which identifies the existing and future infrastructure requirements to support development growth, went live at the end of October 2025 and has been extended until the end of January 2026. (CP.19)
- Engagement with Homes England (and MHCLG) has now resulted in additional funding, (£10k in 25/26, £30k in 26/27 and £30k in 27/28 to be confirmed) which now allows support to be commissioned to pursue the Stewardship strategy development as well as legal and financial advice for the Garden Communities. (CP.23)
- Another successful business voice event took place on 18 November 2025 at Sherdons Golf Centre. The event focussed on business growth and networking. (CP.32)
- The tender for a youth voice organisation is live; this commission will help develop and deliver a model of youth voice for the borough. (CP.36, CP.39 and CP.40)

**2.4** Due to the complex nature of the actions being delivered, inevitably some may not progress as smoothly or quickly as envisaged. In some instances, these may well be outside the control of the council. Actions with either **RED** or **AMBER** status are highlighted in the table below: -

Action No.	Action description	Reason for the performance
CP.4	Evaluate all council land holdings for opportunities to support nature recovery and biodiversity.	 [AMBER] Progress on this action is dependent on the release of Gloucestershire County Council's Local Nature Recovery Strategy, which has been delayed due to the ongoing formal consultation and approval process.
CP.10	Work with partners to improve our shared flooding response and recovery approach.	 [RED] The target date has been amended from December 2025 to March 2026, to allow Parish Councils time to confirm the siting of sand silos in their areas.
CP.20	Deliver improvements to maximise planning obligations (Section 106) and the Community Infrastructure Levy (CIL); providing infrastructure to support new developments.	 [RED] Through the production of the annual Infrastructure Funding Statement for 2024/25 it identified that project management and reporting under the system needs to be improved, as does the quality of information in the financial payment schedules, so that by financial year end the quality of tracking allocation of s106 planning obligations income to projects and expenditure against this is improved. This will need to include a financial reconciliation exercise.
CP.26	Maximise the supply of appropriate affordable housing, giving priority to social rented homes and other tenures that meet our community needs.	 [RED] During Q3 there were 0 affordable housing secured. Based on the zero return for a second quarter, the target of 129 new Affordable Housing properties being secured through new planning applications is unlikely to be met by the end of this year. This is due to the lack of new planning consents granted that met policy requirements for Affordable Housing contributions.
CP.30	Explore possible development sites, working with communities and registered providers to develop a community-led approach to delivering affordable housing in rural areas.	 [AMBER] Gloucestershire Rural Community Council (GRCC) who carry out the surveys on the council's behalf are readvertising the vacant Rural Housing Enabler post, despite some work continuing the project has experienced some delays which is outside the control of the council.

CP.39	Work with others, e.g. local youth organisations, to develop a panel for young people as part of the Garden Communities Programme.	[RED] [REDACTED] This action is linked with CP.36, as a result the target date has been amended from December 2025 to September 2026. This will allow for the commission of a youth voice organisation, currently out for tender, and their recommendations on how best to engage and set-up an engagement panel.
CP.40	Collate, map and link in with the existing provision of youth councils, action groups and networks within the borough.	[RED] [REDACTED] The completion of this work is included within the brief for the tender mentioned in CP.36. The target date has been amended from March 2026 to September 2026 to reflect the revised timescale.

### 3.0 KEY PERFORMANCE INDICATORS (KPIs)

3.1 The set of Council Plan Key Performance Indicators (KPIs) (appendix 2) and Corporate 'health check' indicators (appendix 3) are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of quarter three (31 December 2025).

3.2 **Council plan performance indicators** (appendix 2), contains **17** indicators. As a result of the actions some of the KPIs relate to, work has not yet commenced or data from partners is yet to be received. 15 indicators have targets, their status at the end of quarter three 2025/26 is:

Met target (Green)	Below target but likely to be achieved by the end of the year. (Amber)	Below target and unlikely to be achieved by the end of the year (Red)	Awaiting data or work for the indicator has not yet commenced.
<b>9</b>	<b>1</b>	<b>2</b>	<b>3</b>

In terms of the direction of travel i.e. performance compared to last year, for all council plan KPIs the status is:

Better performance than last year ↑	On par with previous year's performance ↔	Not as good as last year ↓	No comparison data available due to work not yet commenced.
<b>9</b>	<b>0</b>	<b>5</b>	<b>3</b>

**3.3** KPIs where the direction of travel is down and/ or KPI is **below target but likely to be achieved (AMBER)** or **below target and unlikely to be achieved (RED)** are highlighted below:

<b>KPI No.</b>	<b>KPI description</b>	<b>Reason for AMBER/ RED or ↓</b>
KP.8	Number of affordable homes secured.	↓ 0 affordable homes were secured during Q3 or Q2. With 10 being secured in Q1, this is below the pro rata target of 32 per quarter. It is noted that the numbers can fluctuate from quarter to quarter and is dependent on major planning applications being received during the quarter.
KP.10	Number of affordable homes delivered.	↓ A total of 86 affordable homes were delivered in Q3. The cumulative figure for the year to date is 188 – this is below the previous year figure of 366 but has meet the target of 129 per year.
KP.11	% reduction in B&B and hotel nights booked.	↓ The number of days spent in temporary accommodation has increased by 29% when compared to Q2, an increase of 58.5% when compared to Q1 2025/26. The target is to have a reduction of 25% by year end. The increase is a result of presentation of cases requiring temporary accommodation across the service.
KP.14	Number of enforcement actions undertaken to ensure properties remain safe and free from significant health risks.	↓ 4 formal enforcement interventions took place in Q3. This is a reduction when compared to last year's figures and previous quarters. It was noted there had been a lower number of complaints received, which in turn has an impact on the number of enforcement actions that can be undertaken.
KP.16	Number of businesses receiving non-financial support.	↓ The number of businesses receiving non-financial support has slightly reduced. In Q3 it was reported that 38 businesses received support, cumulatively for the year so far 101, which is lower than last year's outturn figure of 171. However, it has already exceeded the target of 60.

**3.4 Corporate 'health check' indicators** (appendix 3), contains **21** indicators. 19 indicators have targets, their status at the end of quarter three 2025/26 is:

Met target (Green)	Below target but likely to be achieved by the end of the year. (Amber)	Below target and unlikely to be achieved by the end of the year (Red)
11	3	5

In terms of the direction of travel i.e. performance compared to last year, for all corporate 'health check' indicators the status is:

Better performance than last year 	On par with previous year's performance 	Not as good as last year 
10	3	8

**3.5** Where the corporate health check Indicator's show direction of travel is down and/ or the indicator is either **below target but likely to be achieved (AMBER)** or **below target and unlikely to be achieved (RED)**, these are highlighted below:

Indicator No.	Indicator description	Reason for the indicator performance
CI.5, CI.6, CI.7 and CI.8	Planning enforcement investigated within time indicators.	 Performance across all breach categories reflects the impact during the first three quarters of the year where the team was at reduced capacity, which has led to delays to new and existing cases. Whilst categories B, C and D cases have improved in the quarter, the outturn figure for the year is below both the outturn of last year and the target and is unlikely to meet these in Q4.  However, vacant posts have been filled, and the backlog is now being managed.
CI.10	Number of fly tipping incidents	 The number of fly tipping incidents (151) has slightly reduced when compared to Q1 2025/26 (214). The total incidents for the year so far is 553. After the festive period it is likely to see a rise in the number of fly tips and therefore if going on Q4 2024/25 figure (327), it is unlikely to be lower than last year's outturn of 761.
CI.15	% of business rates collected.	 Q3 (83%) collection rate for business rates is slightly below this time last year of 83.86%. An increase in hereditaments during this quarter has had an impact but it is likely to still meet the target by the end of the year.

CI.17	% of debt over one year.	 The year to date figure is 17.65%. This is above the outturn figure of 8.20% for 2024/25. It is noted a large sum of this includes Covid-19 grant debts underwritten by government, excluding these the percentage drops to 9.58% which is still above last years outturn.
CI.18	Average number of sick days per FTE	 Cumlatively for the year 6.47 days on average has been lost to sick days per FTE. If figures remain at this level for the rest of the year the target of 8 days will not be met. It is noted for the new financial year the average number of days target will be reviewed.
CI.19	Average voluntary staff turnover.	 For the year so far, the average voluntary staff turnover is 10.95%. It is unlikely that the target for 2025/26 will be below the target of 12.5% and the outturn for last year which was 11.70%.
CI.20	% of FOIs answered on time	 93% (139 out of 150) of FOI/EIR requests were answered on time in Q3. For the year so far, 94% (444 out of 475) were answered on time, this is slightly below the target of 95% but above last years outturn of 87%.

### 3.6 Key successful Indicators to bring to Members' attention include:

#### Council Plan KPIs (appendix 2):

- KP.4- The amount of residual household waste collected per property for the year has reduced by 20kgs per property when compared to the same period in 2024/25.
- KP.5- The use of the electric vehicle charging points installed at the Public Services Centre and Spring Gardens car park has seen a 79% increase in KWH used since quarter one.
- KP.15- A total of 92 businesses have joined the business voice network so far this year, on target to meet the annual target of 100 for the year, with a further two events due to take place in Q4.
- KP.16- The annual target for the number of businesses receiving non-financial support has been achieved with 101 businesses being supported so far this year. The target is 60.

#### Corporate 'health check' indicators (appendix 3):

- CI.1 and CI.2- performance for 'major' and 'non- major' applications to be determined in time continues to improve with both the quarters being above the councils and national targets.
- CI.11- No fly tipping enforcement notices recorded in Q3, however a prosecution for a serious fly tip in Twigworth was authorised and a court case is due to be heard in March 2026.

- CI.13- Despite difficulty in recruitment leading to resource issues within the benefits team, the average number of days to process a change of circumstance to housing benefits claims reduced to 5 days, below both the target (6 days) and national average (8 days)
- CI.14- Council tax collection rate is higher than usual at this time of year with 85% collected, last year this was 84.33% at quarter three.
- CI.21- 94% of formal complaints were answered on time, above the target of 90% and last year's outturn of 80%.

#### **4.0 CONSULTATION**

**4.1** None.

#### **5.0 ASSOCIATED RISKS**

**5.1** There are no associated risks in relation to the report itself. A number of actions within the performance tracker are included within the Council's Corporate Risk Register. For example, climate change and delivery of the Garden Town.

#### **6.0 MONITORING**

**6.1** Progress on delivery of actions is monitored on a quarterly basis by the Overview and Scrutiny Committee.

#### **7.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES**

**7.1** Council Plan 2025-2028 approved by Council on 24 June 2025.

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**Background Papers:** Council Plan 2025-2028 approved by Council on 24 June 2025

**Contact Officer:** Director: Corporate Resources (Appendices 1-3)  
01684 272002 [Graeme.simpson@tewkesbury.gov.uk](mailto:Graeme.simpson@tewkesbury.gov.uk)

**Appendices:** Appendix 1 - Council Plan Performance Tracker Qtr 3 2025/26  
Appendix 2 – Council Plan Key Performance Indicators Qtr 3 2025/26  
Appendix 3 – Corporate 'health check' indicators- Qtr 3 2025/26



# Council Plan 2025- 2028

## Performance Tracker



Key:

✓	Target achieved
GREEN	On track
AMBER	Near target but some delays/ issues
RED	Target date will not be achieved
GREY	Not yet commenced



## Climate and ecological emergency

CP.1 Adopt a borough-wide Climate and Ecological Emergency Framework.		
<b>Expected outcome:</b> A clear starting point from which to set realistic and measurable targets for reducing the carbon footprint across the borough.		
Target date	Responsible service area/ Lead portfolio member	Status
Council approval and adoption of the Climate and Ecological Emergency Framework – Council December 2025	Head of Service: Asset Management  Lead member for Climate and Ecology	Q1: GREEN Q2: GREEN Q3: ✓ Q4:
<b>Progress update:</b> The new framework was approved by Council on 9 December 2025.		

CP.2 Improve our performance on the national Council Climate Action Scorecard position.		
<b>Expected outcome:</b> Demonstration of leadership in climate action and encouragement of the wider community to participate in climate action efforts.		
Target date	Responsible service area/ Lead portfolio member	Status
Public reveal of scores Summer 2025 (Date provided by climate emergency UK)- COMPLETE Now working towards the 2027 score.	Head of Service: Asset Management  Lead member for Climate and Ecology	Q1: GREEN Q2: GREEN Q3: GREEN Q4:
<b>Progress update:</b> Tewkesbury Borough Council achieved an overall score of 44% in 2025, representing a significant improvement on previous years: 28% in 2023 and 10% in 2021.  The next assessment, expected in 2027, will likely be the final one before Local Government Reorganisation (LGR). Work has therefore commenced in earnest to ensure the best possible outcome. Evidence must be available for Climate Emergency UK to assess throughout 2026.  A workshop for Lead Members and Heads of Service took place in January 2026 to introduce a comprehensive work programme covering all scoring criteria. This initiative aims to embed actions across the organisation to maximise performance in the next scoring period.  Progress will be monitored by the Carbon Reduction Officer and Climate Change Officer, who will provide quarterly overview reports to Overview and Scrutiny (O&S) as part of the CP2 update. Oversight will also be maintained by the Climate Change and Ecological Working Group.  The primary objective is to improve upon the 2025 score of 44%. However, due to changes in scoring methodology and weighting each period, forecasting an exact outcome remains challenging. Currently, Tewkesbury Borough Council ranks within the top quartile of second-tier local authorities, reflecting strong progress to date.		

CP.3	<b>Adopt and deliver a procurement strategy to ensure our climate actions and sustainability principles are embedded within it.</b>		
<b>Expected outcome:</b> Have a procurement strategy that contributes to environmental protection and demonstrates corporate responsibility to achieve our climate change ambition			
Target date		Responsible service area/ Lead portfolio member	Status
<u>Phase 2 (approval of new strategy)</u> <del>January 2025</del> <del>July 2025 (date reported to O&amp;S Committee December 2024)</del> <del>October 2025 (date reported to O&amp;S Committee June 2025)</del> November 2025 Executive approval (new date reported to O&S Committee in September 2025)	Head of Service: Asset Management  Lead member for Climate and Ecology/ Lead member for Finance and Asset Management.	<div style="background-color: yellow; padding: 2px;">Q1: AMBER</div> <div style="background-color: green; padding: 2px;">Q2: GREEN</div> <div style="background-color: white; padding: 2px;">Q3: ✓</div> <div style="background-color: white; padding: 2px;">Q4:</div>	
<b>Progress update:</b> The Procurement Strategy, adopted by the Executive Committee in November 2025, is now being actively implemented to ensure the authority achieves the objectives set out within it. This strategy is ambitious, and officers are currently developing robust monitoring methods to track progress across the diverse range of procurement activities.			

CP.4	<b>Evaluate all council land holdings for opportunities to support nature recovery and biodiversity.</b>		
<b>Expected outcome:</b> Healthier ecosystems and increased biodiversity across the borough.			
Target date		Responsible service area/ Lead portfolio member.	Status
<u>Phase 2 (data collection on all land holdings)</u> <del>March 2025</del> <del>October 2025 (date reported to O&amp;S Committee February 2025)</del> March 26 (date reported to O&S committee September 2025)	Head of Service: Asset Management  Lead member for Climate and Ecology/ Lead member for Finance and Asset Management.	<div style="background-color: green; padding: 2px;">Q1: GREEN</div> <div style="background-color: green; padding: 2px;">Q2: GREEN</div> <div style="background-color: yellow; padding: 2px;">Q3: AMBER</div> <div style="background-color: white; padding: 2px;">Q4:</div>	Linked to KPI No. KP.2
<b>Progress update:</b> There is currently no change regarding CP4. Progress on this action is dependent on the release of Gloucestershire County Council's Local Nature Recovery Strategy, which has been delayed due to the ongoing formal consultation and approval process.  The strategy's data is critical for enabling a holistic approach to nature recovery and biodiversity enhancement across the borough. It ensures opportunities are maximised			

irrespective of land ownership, delivering the most beneficial outcomes for the natural environment.

Monitoring and reporting continue through the Climate and Ecology Working Group, with publication of the strategy now anticipated in March 2026 but this is dependent on GCC.

<b>CP.5</b>	<b>Roll out smaller bins for new housing developments to reduce the amount of waste per household and explore options to further reduce waste</b>		
<b>Expected outcome:</b> Communities adopting more sustainable waste management practices, contributing to our overall climate ambition.			
Target date	Responsible service area/ Lead portfolio member.	Status	
March 2025 April 2025 (date reported to O&S Committee February 2025) July 2025 (New date reported to O&S Committee June 2025) September 2025 (date reported to O&S Committee September 2025)	Head of service: Waste and recycling Lead member for Environmental Services.	Q1: AMBER Q2: ✓ Q3: Q4:	Linked to KPI No: KP.3 and KP.4
Progress update:			
The rollout of smaller bins commenced w/c 20 October 2025. This was supported with a communication campaign amplifying the message of reducing waste and increasing recycling. Approximately 350 smaller bins have been rolled out to date.			

<b>CP.6</b>	<b>Install vehicle charging points in our car parks and work with partners to provide secure cycle storage across our borough.</b>		
<b>Expected outcome:</b> Increased availability of charging infrastructure and cycle storage across the borough, encouraging more people to use sustainable travel and reduce our carbon footprint.			
Target date	Responsible service area/ Lead portfolio member.	Status	
Installation of EV charging points:  December 2025, commissioning February 2026  Cycle storage: completed June 2025	Head of Service: Asset Management  Lead member for Climate and Ecology/ Lead member for Finance and Asset Management.	Q1: GREEN Q2: GREEN Q3: GREEN Q4:	Linked to KPI No. KP.5
Progress update:			
The installation at Spring Gardens was completed in May 2024, and utilisation continues to be monitored on a monthly basis.			

Works at Back Lane Car Park (Winchcombe) and Gloucester Road (Tewkesbury) are progressing well. All groundworks have been completed, and the National Grid Distribution Network Operator (DNO) has confirmed that both sites will be connected during January 2026. Following this, the Meter Operator (E-On) will install the meters, and Evolt will commission the charging units in February 2026. It is therefore anticipated that these chargers will become operational by late February 2026.

CP.7	<b>Identify grant funding opportunities to deliver schemes across the borough that support climate and ecology.</b>	
<b>Expected outcome:</b> Reduced carbon emissions, restored and protected habitats, ensuring their sustainability for future generations.		
Target date:	Responsible service area/ Lead portfolio member.	Status
March 2026	Head of Service: Community and Economic Development  Lead member for Climate and Ecology	Q1: GREEN Q2: GREEN Q3: GREEN Q4:
Progress update:		
<p>The council's Community Centre Energy Efficiency Capital Fund was launched in June 2025, funded through the Rural England Prosperity Fund (REPF). The three successful applicants to the fund are on track to complete installation of energy efficiency measures by the end of January 2026.</p> <p>A bid is currently being written for the County Climate Leadership Group grant fund for funding for a project to build upon the learning from the three rounds of the Energy Efficiency Capital Funds. The project is intended to assess the decarbonisation impact of the UKSPF/ REPF funding across the Borough; identify and share best practice in installing energy efficiency measures in community facilities; produce a practical 'how-to' guide for community facilities wanting to undertake such measures; develop a suite of case studies; create a report to present to potential future funders; and host a county-wide showcase and networking event.</p> <p>DEFRA agreed to further spending from the underspend on Coronation Living Heritage Fund, to support the planting of three further Orchards (£3,000); support to the existing nine CLHF Orchards in the Borough to extend and develop their Orchards (£3500); and support for Community fruit and vegetable growing projects across the Borough (£7000). The deadline for applications was 21 January 2026.</p> <p>Community Funding officers have also met with the Gloucestershire Wildlife Trust to look at introducing their Treescapes and Waterscapes projects to relevant community groups. The Community Funding officers are also offering ongoing funding support to Tewkesbury Nature Reserve and other conservation and nature groups in the Borough.</p>		

CP.8	<b>Develop an evidence base on climate and ecological sustainability to inform the development of future planning policy.</b>	
<b>Expected outcome:</b> Well-informed, effective planning policies that address climate and ecological challenges.		
Target date	Responsible service area/ Lead portfolio member.	Status
Summer 2026 to inform SLP Draft Plan Regulation 19 consultation	Director Growth  Lead member for Planning and Place Making/ Lead member for Climate and Ecology.	Q1: GREEN Q2: GREEN Q3: GREEN Q4:
<p><b>Progress update:</b> The county-wide Climate Change Officer post has now been filled and a working group focussed on Climate Change evidence has been established. An initial background paper is in draft. This background paper will establish the scope of existing evidence and identify any gaps.</p> <p>In addition to the above, an aligned process is underway to ensure there is sufficient robust evidence in relation to ecology and biodiversity. Officers are working with county-wide partners including the Local Nature Partnership to commission an SLP wide state-of-nature report. In addition to the emerging Local Nature Recovery Strategy will provide the evidence needed by summer 2026.</p> <p>More widely, work is underway in preparing the statutory 'Biodiversity - First Considerations Report' to document how the council exercises its functions having regard to the purpose of conserving biodiversity. Once completed, it will present a baseline to inform policies and procedures promoting biodiversity enhancement in collaboration with the Gloucestershire Local Nature Partnership and Gloucestershire Wildlife Trust.</p>		

CP.9	<b>Work with Gloucestershire Nature and Climate Fund (GNCF) to explore options for bio-diversity net gain on sites within the borough.</b>	
<b>Expected outcome:</b> Increase in biodiverse environments which contribute to our overall climate ambition.		
Target date	Responsible service area/ Lead portfolio member.	Status
July 2026	Head of service: Asset Management/ Director: Growth  Lead member for Planning and Place Making/ Lead member for Climate and Ecology.	Q1: AMBER Q2: GREEN Q3: GREEN Q4:
<p><b>Progress update:</b></p> <p>Tewkesbury Borough Council's land holdings do not meet the eligibility criteria for the Gloucestershire Nature and Climate Fund (GNCF).</p> <p>However, several sites within the Council's ownership have been identified as potential alternative opportunities but these would have to be through other brokers. These have been presented to the Climate and Ecology Working Group, and discussions are also taking place with other Biodiversity Net Gain (BNG) brokers to maximise the off-site BNG potential of these areas.</p>		

Work in this area will continue and progress updates will be provided to the Climate and Ecology Working Group. It is also worth noting that the GNCF has identified significant sites for biodiversity Net Gain within the Borough that fall outside of the Council's ownership.



## Flood resilience

CP.10	Work with partners to improve our shared flooding response and recovery approach.	
<b>Expected outcome:</b> Communities that are able to recover quickly following a flooding event.		
Target date	Responsible officer/ group	Status
<del>November 2024</del> <del>February 2025</del> (date reported to O&S Committee 3 December 2024) December 2025 (date reported to O&S Committee in February 2025) <b>March 2026 (reported to O&amp;S Committee in February 2026)</b>	Head of Environmental Health/ Director: Communities  Lead member for Environmental Services/ Lead member for Climate and Ecology.	Q1: GREEN Q2: GREEN Q3: RED Q4:
<b>Progress update:</b> The proposed Flooding Response and Sandbag Policy have been completed and approved by the Executive Committee in October 2025, including a commitment to increase funding by £15,000 to support this work.  The Emergency Planning Officer (EPO) is continuing the liaison with Parish Councils regarding the siting of sand silos for the parishes to support residents during a flooding event. To date 4 of the 7 parish councils have provided locations. The target date has been amended from December 2025 to March 2026 to allow all parishes time to provide locations.  The EPO has been contacting voluntary organisations including Severn Area Rescue Association (SARA), RAYNET (Emergency Radio Amateur Network) and the British Red Cross, to ensure that lines of communication are formalised and clear. This engagement has built relationships where previously we had little to no contact, providing a strong foundation for continued joint working. Further involvement through joint training and exercising will be pursued to embed these relationships.		

<b>CP.11</b>	<b>Working with external agencies, support the delivery of small scheme flood protection measures and watercourse management.</b>	
<b>Expected outcome:</b> A more resilient environment for those at risk of flooding in vulnerable areas.		
Target date	Responsible officer/ group	Status
March 2028 (This is a long-term piece of work that will likely run for the lifetime of the Council plan).	Head of Environmental Health/ Director: Communities  Lead member for Environmental Services/ Lead member for Climate and Ecology.	Q1: GREEN Q2: GREEN Q3: GREEN Q4:
<p><b>Progress update:</b> Flooding schemes have been added to the CIL list to potentially support in delivering flood alleviation schemes going forward.</p> <p>Work continues on modelling the surface water flooding and flow pathways in Tirley. A further meeting was held with Tirley Parish Council in December to update them on progress of the modelling work for the catchment. The work has been delayed slightly due to issues gaining consent for partial road closures to undertake surveying work. Due to this, the contract for the work has been slightly extended to March 2026 from December 2025. The consultants are confident the work will be completed ahead of this date.</p> <p>The Tirley pump upgrade has been completed, tested, and is operating effectively.</p> <p>The EPO has carried out visits to known flood-risk hotspots, including joint visits with councillors and residents. These have strengthened understanding of local issues and supported early community resilience work. Further engagement is planned for early 2026. Interest in establishing local sandbag distribution points has increased, though securing confirmed locations from some parish councils remains challenging. Work continues with the aim of completing this in early 2026.</p>		

<b>CP.12</b>	<b>Work with Gloucestershire Rural Community Council (GRCC) to develop community resilience plans for those areas impacted by fluvial flooding.</b>	
<b>Expected outcome:</b> Communities that are better equipped to handle and recover from incidents such as flooding.		
Target date	Responsible officer/ group	status
March 2026	Head of Environmental Health/ Director: Communities  Lead member of Environmental Services/ Lead member of Climate and Ecology.	Q1: GREEN Q2: GREEN Q3: GREEN Q4:
<p><b>Progress update:</b></p> <p>Community Emergency Plans are now in the final stages for seven parishes. In addition, five parish plans are either under review or have been completed. One additional plan has been completed, and we have reached out to the parish to collect the plan for a formal review. Two further Parish Councils are awaiting an initial meeting to discuss the commencement of a CEP.</p> <p>In total 15 local communities are engaging in plan creation. These are: Norton Parish Council, Minsterworth PC, Elmstone Hardwicke PC, Longford PC, Churchdown PC, Tewkesbury Town</p>		

Council, Bishops Cleeve PC, Tirley PC, Highnam PC, Ashchurch Rural PC, Stoke Orchard PC, Maisemore PC, The Leigh PC and Woodmancote PC.

Further work is required to continue promoting CEP to parishes not engaged, renewing CEPs and improving community resilience through planning. This remains a priority area, and we continue to work with partners to maintain momentum and ensure engagement remains consistent. Based on current progress, this work is expected to exceed March 2026 targets.

CP.13	<b>Commission a new Strategic Flood Risk Assessment to inform the development of future planning policy.</b>	
<b>Expected outcome:</b> Policies that effectively manage and mitigate flood risks and ensure that decision makers can make informed choices.		
Target date	Responsible officer/ group	Status
Summer 2026 to inform SLP Draft Plan Regulation 19 consultation	Director Growth / Lead member of Planning and Place Making/ Lead member of Climate and Ecology.	Q1: GREEN Q2: GREEN Q3: GREEN Q4:
<b>Progress update:</b> Strategic Flood Risk Assessment (SFRA) and Water Cycle Studies awarded to Mott MacDonald. Project has commenced and data gathering is underway.		



## Place

CP.14	<b>Lead on developing a place approach for the future unitary authority.</b>	
<b>Expected outcome:</b> A framework in place for the new unitary authority that ensures delivery of services and engagement at a local level.		
Target date	Responsible officer/ group	Status
April 2028- the establishment of the new council	Chief Executive  Lead member for Planning and Place Making	Q1: GREEN Q2: GREEN Q3: GREEN Q4:
<b>Progress update:</b> The place approach has been developed for all three local government reorganisation proposals in Gloucestershire.		
<p>The Place Model for Gloucestershire focuses on:</p> <ul style="list-style-type: none"> <li>• Keeping services local and tailoring services to local needs.</li> <li>• Establishing Neighbourhood Partnerships in every part of the county – ensuring neighbourhood-level engagement and the creation of place-based structures that reflect where people actually live and relate.</li> <li>• Each partnership will have the freedom to set its own agenda and priorities, rooted in what matters to local people.</li> <li>• Core roles for Neighbourhood Partnerships include: <ul style="list-style-type: none"> <li>- Engagement and empowerment;</li> <li>- Community development;</li> </ul> </li> </ul>		

- Service access and delivery;
- Funding and decision-making;
- Prevention and wellbeing.
- Financial strategies that can be used to balance investment and risk, including place-based regeneration and neighbourhood infrastructure.

The proposals will now be assessed against key criteria such as population size, service efficiency, financial sustainability and local identity, ahead of a public consultation expected in 2026. Government is expected to make a final decision on arrangements in Gloucestershire in summer 2026, with elections for the shadow authority or authorities likely to take place in May 2027. The new unitary structure is likely to be established on 1 April 2028 and will take forward the carefully designed neighbourhood partnerships, tailoring services to local needs.

CP.15	<b>Adopt the Tewkesbury Town Centre Masterplan and develop an action list of the priorities for regenerating Tewkesbury town centre.</b>	
<b>Expected outcome:</b> Strategic direction for the regeneration of Tewkesbury town centre, which aligns with long term goals and objectives.		
Target date	Responsible officer/ group	Status
Summer 2026 (SLP timeline)	Head of Service: Community and Economic Development. Lead Member for Planning and Place Making	Q1: AMBER Q2: GREEN Q3: GREEN Q4:
<b>Progress update:</b> The town centre masterplan draft document, including the list of priorities for the future development of the town centre, is being further refined following comment by the planning policy team. This final stage before consultation is to ensure that the contents align with the already published planning policy, before its submission to the Planning Policy Reference Panel (now likely to be in first quarter 2026) and then Executive Committee for approval to start public consultation.		

CP.16	<b>Work with local communities and health partners to develop and deliver a programme of activity aimed at preventing the development of long-term illnesses and encourage community wellbeing.</b>		
<b>Expected outcome:</b> Reduced levels of health inequality			
Target date	Responsible officer/ group	Status	
March 2026	Head of Community and Economic Development Lead member for community and housing.	Q1: GREEN Q2: GREEN Q3: GREEN Q4:	Linked to KPI No. <b>KP.6</b>
<b>Progress update:</b> Alongside the Integrated Locality Partnership, the council is continuing to support digital inclusion work in the Borough, and Young Gloucestershire are also working with young people struggling with their mental health. They have contracts in place until March 2026.			

An annual report for the first year of operation was circulated to the committee by Democratic Services. A further annual report and case studies will be produced at the end of the 2025/26 year.

Based on the ILP priorities, the council launched an Active Communities Grant Scheme through 'Active Gloucestershire's 'We Can Move' programme. To help support selected communities in the Borough to increase physical activity.

Grants have now been allocated, and the successful recipients were as follows:

- Tewkesbury Junior Anglers
- Adam Harper Boxing
- Northway Parish Council
- Priors Park Community Church
- The Roses Theatre

This action is also linked to CP.41 for further information.

**CP.17 | Support communities to enable them to shape and improve their facilities within their area.**

**Expected outcome:** Communities providing facilities and activities, that enable communities to be healthy, enjoy social interaction and learn new skills

Target date:	Responsible officer/ group	Status
March 2026	Head of service: Community and Economic Development. Lead member for community and housing.	Q1: GREEN Q2: GREEN Q3: GREEN Q4:

**Progress update:**

The community development team continue to work with the community to support them to develop facilities in their area. As well as assisting through the community funding process (see CP18), a number of significant projects have been worked on alongside the community, these include:

- Working with Parish Councils and the Planning Team to secure s106 contributions to improve local community infrastructure
- Funding and support to 14 warm spaces across the Borough operating through the winter. This has included linking all the warm spaces with other cost of living services (CAB; GRCC or NHS digihub digital inclusion services; Foodbanks and Pantries; Severn Wye Energy Agency)
- Supporting Food Pantries and Foodbanks to link with other cost of living services including digital inclusion services; CAB advice first aid training, warm spaces and Severn Wye Energy Agency.
- Signage projects: Grangefield educational and interpretation signage installed and installation and launch of Heritage Trail boards in Cooper's Edge
- Sports facility projects including: supporting Chosen Hill School with their new 3G Pitch Project, GL3 Hub with their reconfiguration of the facility and sports hall, Coopers Edge Sports Hub, Tewkesbury Colts FC new facility on Wheatpieces, Winchcombe Town FC and Stoke Orchard FC, Winchcombe Sports Hall
- Play projects, including: working with the Property team to plan and redevelop 3 play areas in Wheatpieces, and new provision in Southam
- Community facility projects including: Homelands Community Building transferred to the ownership of TBC at the end of 2025 - exploring partnership working to deliver projects with Move More who will be managing the building, plus working with developer to submit planning application for Clevelands Community Centre. Also to

improve facilities for Woodmancote Scouts, Wormington Parish, Gotherington Parish, Norton Community Garden Project, Alderton Village Hall, Winchcombe Youth facilities

CP.18	Facilitate access to funding opportunities for community improvements.	
Target date	Responsible officer/ group	Status
March 2026	Head of service: Community and Economic Development. Lead member for community and housing.	Q1: GREEN Q2: GREEN Q3: GREEN Q4:
Progress update:		
<p>Community Funding Officers are currently supporting 37 voluntary and community groups to access external funding. This includes signposting to suitable funders, advising on eligibility and reviewing applications. Groups supported range from village halls and arts centres to sports clubs, churches and youth groups, with funding needs covering capital projects, cost-of-living provision, energy efficiency improvements and core operational costs.</p> <p>Several community organisations have successfully secured funding with officer support, including for food provision, community centre renewable energy projects, sports groups, youth work, older people's services and a new playground.</p> <p>A community funding fair is planned for 29 April 2026, featuring funder stands, workshops and panel sessions. Alongside this, officers delivered five Borough Council funding schemes:</p> <ol style="list-style-type: none"> <li>1. <u>Rural England Prosperity Fund – Energy Efficiency Grants</u> Continued to support three successful applicants; all projects remain on track for completion by January 2026.</li> <li>2. <u>UKSPF Warm Spaces Fund</u> 14 groups were funded to provide warm spaces. Officers helped link them with local cost-of-living and wellbeing services and supported communications and promotion.</li> <li>3. <u>Community Health and Wellbeing Fund</u> 7 grants were awarded in Q3 to support community-led health and wellbeing projects.</li> <li>4. <u>Household Support Fund 6 &amp; 7</u> <ul style="list-style-type: none"> <li>○ HSF 6- Provided supermarket vouchers to 4,889 households in October.</li> <li>○ HSF 7- Allocated £57,455.65 to eight organisations supporting food and fuel needs, and coordinated partnership working between cost-of-living services.</li> </ul> </li> <li>5. <u>Active Communities Grant</u> Distributed £12,500 (five grants of £2,500) to increase physical activity in less active communities.</li> <li>6. Additionally, the 2025 CIL Infrastructure List review added several new community projects, though funding will depend on future CIL bid rounds.</li> </ol>		



## Managing growth

<b>CP.19</b>	<b>Work with providers to prepare an Infrastructure Delivery Plan, as part of the evidence base that informs the preparation of the Strategic and Local Plan.</b>	
Expected outcome: Infrastructure needs to support new planned development are identified in the evidence base informing the Strategic and Local Plan.		
Target date	Responsible officer/ group	Status
July 2026 (To be completed to inform the Strategic and Local Plan Publication Plan Consultation in Summer 2026) - Document completion deadline April 2026.	Director of Growth  Lead member for Planning and place making/ Lead member for economic development.	Q1: GREEN  Q2: GREEN  Q3: GREEN  Q4:
<p>Progress update:</p> <p>Work continues on preparing the Infrastructure Delivery Plan (IDP), the key evidence base that identifies infrastructure needed to support development and informs the Strategic Local Plan. Planning policy officers, supported by the Strategic Infrastructure Planning Manager, have been engaging directly with infrastructure providers to understand current provision, future requirements, costs, and potential funding options.</p> <p>Throughout Q1 and Q2 2025/26, officers continued discussions with providers. Progress has been slower than expected due to capacity issues in some organisations, but the overall timeline remains achievable. A phased approach is helping to manage information gathering effectively.</p> <p>Targeted consultation on Phase 1 of the IDP began in October 2025 and, following requests from providers, was extended to the end of January 2026. This stage aims to identify any missing projects required to support existing and future development.</p> <p>The IDP includes a main document structured by infrastructure type, supported by a detailed excel appendix that tracks all identified infrastructure items. This appendix will become a live, interactive tool to monitor delivery, costs, funding options and potential funding gaps, including evidence to support any future Community Infrastructure Levy (CIL) proposals.</p> <p>A draft IDP has now been produced, and engagement with providers continues to refine the information. Additional planning policy resource (equivalent to 1 FTE) has been allocated to support the Principal Policy Officer, and the SLP Transport Officer is leading on transport-related sections.</p> <p>The IDP remains on track for completion by April 2026, ensuring it can accompany the Regulation 19 stage of the Strategic Local Plan.</p>		

<b>CP.20</b>	<b>Deliver improvements to maximise planning obligations (Section 106) and the Community Infrastructure Levy (CIL); providing infrastructure to support new developments.</b>	
Expected outcome: The council has consolidated policies and systems to collect, monitor and spend S106 and CIL.		
Target date	Responsible officer/ group	Status
<b>March 2026</b>  <b>March 2027 (new target date reported to O&amp;S Committee in February 2026)</b>	Director: Growth  Lead member for Planning and place making.	Q1: AMBER  Q2: AMBER  Q3: RED  Q4:
Progress update:		
<p>There has been strong progress this quarter in improving how Section 106 and CIL are managed. Additional temporary and permanent staffing has increased capacity, and the new S106 Monitoring Officer has already begun strengthening data reconciliation, processes, and the monitoring of triggered contributions.</p> <p>To support the extensive programme of work required, the target date has been extended from March 2026 to March 2027.</p> <p>Progress during Q3 includes:</p> <p><b>Major CIL Funding Agreements</b></p> <ul style="list-style-type: none"> <li>Funding agreements completed in Q3 for: <ul style="list-style-type: none"> <li>M5 Junction 10- enabling works underway and TBC's share of the initial £10m paid.</li> <li>Blackbridge Community Sports Hub (Phase 2)- agreement completed and first instalment issued, with contingency retained until required.</li> <li>Legal instructions issued for the replacement waste recycling depot funding agreement.</li> </ul> </li> </ul> <p><b>Governance and Joint Working</b></p> <ul style="list-style-type: none"> <li>The CIL Joint Officer Working Group met on 23 December 2025.</li> <li>Preparations underway for the next CIL Joint Committee meeting (4 February 2026).</li> <li>A CIL JAG Member briefing on 6 January 2026 to support Committee decision-making.</li> <li>All three councils approved the Host Authority Review, confirming Tewkesbury as host for a further two years.</li> <li>Terms of Reference for the CIL Joint Committee were reviewed and re-approved across all councils in Q3. The next programmed review will take place in 2027/28.</li> </ul> <p><b>CIL Funding Processes</b></p> <ul style="list-style-type: none"> <li>Reviews of the funding bid application process and prioritisation matrix continued in Q3 to streamline future allocation rounds.</li> </ul> <p><b>CIL Infrastructure List</b></p> <ul style="list-style-type: none"> <li>The shared CIL Infrastructure List review was completed and approved by all three councils in December 2025.</li> <li>The updated list was published as part of the 2024/25 Infrastructure Funding Statement on 23 December 2025.</li> </ul>		

<b>CP.21</b>	<b>Continue to promote the Garden Communities Charter and engage with developers to promote the principles within it.</b>	
Expected outcome: Developers Engaged with the Charter and Sign Up		
Target date	Responsible officer/ group	Status
Summer 2026	Associated Director: Garden Communities	Q1: GREEN
		Q2: GREEN
	Lead member for economic development	Q3: GREEN
		Q4:
<p><b>Progress update:</b>            We continue to promote the charter to developers and landowners through our regular Developer and Landowner liaison group meetings and with the developers of the largest planning application having signed up to the charter, the majority of the number of homes coming forward are under these aspirations. Of note is where developers indicate an unwillingness to endorse the charter lest it compromise their development (including commerciality) process with some taking the view that they will meet the standards of the charter whilst not wishing to be bound by it. The charter still therefore provides a good standard for developers to aspire to.</p> <p>As the local plan process continues at pace, of note is that the team are working with the policy department and how the charter, or moreover the details within, can help form the emerging policy for the garden communities' developments.</p> <p>On the basis of this positive progress, the status remains green.</p>		

<b>CP.22</b>	<b>Continue to ensure stakeholders are engaged in the Garden Communities Programme.</b>	
Expected outcome: Ensuring stakeholders are engaged in the Tewkesbury Garden Communities Programme.		
Target date	Responsible officer/ group	Status
Summer 2026	Associated Director: Garden communities	Q1: GREEN
		Q2: GREEN
	Lead member for economic development	Q3: GREEN
		Q4:
<p><b>Progress update:</b>            A governance update was presented to council on 30 September 2025 clarifying the structure of the Programme Oversight Board (POB) and the Council members to sit on the board and since a meeting of POB has taken place.</p> <p>The meeting dates for the various liaison groups have been aligned so that agenda items are discussed in an appropriate sequence respecting the role of elected members and stakeholders. The more formal approach to meeting papers has now been through the first 'round' and proved a more open and transparent process. Work continues to improve this process with further evidence being requested.</p> <p>As noted before, the Zen City portal also provides a visual and informative online presence, complementing the existing garden communities website.</p>		

<b>CP.23</b>	<b>Complete a stewardship strategy, with landowners' agreement, for the Garden Communities and establish a stewardship body to receive and manage all community infrastructure resources.</b>	
Expected outcome: Set up of relevant stewardship body.		
Target date	Responsible officer/ group	Status
Summer 2026	Associated Director: Garden communities	Q1: GREEN Q2: GREEN Q3: GREEN
	Lead member for economic development	Q4:
<p><b>Progress update:</b>  A successful first meeting was held of the Stewardship Advisory board on 13 August 2025 with members drawn from Northway and Ashchurch Rural parish councils, relevant landowners, St Nicholas' Church and officers, including One Legal support. A draft memorandum of understanding has been shared and will be reviewed by all members of the board. A further meeting was held on 26 November with a presentation from Gloucestershire Rural Community Council (GRCC) on the benefits, opportunities and challenges of establishing a stewardship body. Representatives from Gloucestershire Wildlife Trust and Active Gloucestershire have now joined the board to better support the environmental focus and active travel/active living.</p> <p>The engagement with Homes England (and MHCLG) has now resulted in additional funding, (£10k in 25/26 and a further £30k in 26/27 and £30k in 27/28 to be confirmed) which now allows support to be commissioned to pursue the strategy development as well as legal and financial advice.</p> <p>Accepting that there are many challenging questions to yet overcome especially in relation to early years funding etc., the current objective remains to establish an appropriate stewardship body in summer 2026, and so status remains green.</p>		

<b>CP.24</b>	<b>Support the development of a southern Garden Communities (Phase 2) masterplan, including an employment strategy.</b>	
Expected outcome: Completion of Southern Framework Masterplan		
Target date	Responsible officer/ group	Status
August 2025 Spring 2026 (New target date reported to O&S committee- September 2025)	Associated Director: Garden communities  Lead member for economic development	Q1: AMBER Q2: GREEN Q3: GREEN Q4:
<p><b>Progress update:</b>  A framework masterplan for the southern area of Tewkesbury Garden Communities (TGC) will define the land use for the area, including the necessary infrastructure required to bring forward the number of homes and strategic employment delivery.  With the award of funding from MHCLG/Homes England to the programme, this workstream is now fully funded.</p> <p>Commissioning is underway to seek the appropriate consultants with an expected start time in the next month's aligning with the procurement process.</p>		

As noted earlier, through Homes England land ownership funds, master plan consultants have also been commissioned and this work whilst also covering the southern area will focus on specific land ownerships – however will work closely with our consultants to sure now gaps are present.

Due to the now funded workstream, accepting timing for the procurement process and subsequent work programme, the status of this action remains green, noting that the overall timing will continue through to the summer.



## Housing and homelessness

<b>CP.25</b>	<b>Ensure instances of rough sleeping are rare, brief and non-recurrent by reacting quickly to individuals in need.</b>
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Expected outcome: Reducing numbers of rough sleepers and where there are instances, provide a quick response to support.

Target date	Responsible officer/ group	Status	Linked to KPI No. <b>KP.7</b>
March 2026 (annually reported)	Head of service: Housing  Lead member for Community and Housing.	Q1: GREEN Q2: GREEN Q3: GREEN Q4:	

**Progress update:**

Monthly reports to MHCLG have been completed and in Q3 there were 9 rough sleepers recorded by our outreach service. We have had two longer-term rough sleepers that we have been supporting in Q3. Each has had regular contact from our Housing Interventions Officer and outreach. Extra welfare checks and offers of accommodation have been made during periods of severe weather.

Our new Housing Interventions Officer started during Q3. They have been supporting rough sleeping households to find accommodation options. They will maintain our support for county-wide meetings between districts.

A new project to assess where previous cases have moved on to will commence in Q4. The aim will be to work more closely with accommodation providers to explore options pre-eviction to keep rough sleeping numbers low. We will also seek to better understand the causes of rough sleeping in our area and how we can tailor better support by learning from the lived experience of the individuals we support.

<b>CP.26</b>	<b>Maximise the supply of appropriate affordable housing, giving priority to social rented homes and other tenures that meet our community's needs.</b>																																																					
Expected outcome: Maintain delivery of affordable housing units at or above the established need with at least 60% of properties secured as Social Rents.																																																						
Target date		Responsible officer/ group	Status																																																			
March 2026 (Annual outturn)		Head of service: Housing  Lead member for Community and Housing.	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <span style="background-color: green; width: 15px; height: 15px; display: inline-block;"></span> Q1: GREEN                 </div> <div style="text-align: center;"> <span style="background-color: orange; width: 15px; height: 15px; display: inline-block;"></span> Q2: AMBER                 </div> <div style="text-align: center;"> <span style="background-color: red; width: 15px; height: 15px; display: inline-block;"></span> Q3: RED                 </div> <div style="text-align: center;"> <span style="background-color: lightgray; width: 15px; height: 15px; display: inline-block;"></span> Q4:                 </div> </div>																																																			
Progress update:		Linked to KPI No. <b>KP.8, KP.9 &amp; KP.10</b>																																																				
A full return for 2024-25 is provided below, alongside updated data for Q1-Q3 2025-26.																																																						
The data shows 61% of properties <u>secured</u> in 2024-25 were social rent, which is just over our target of 60%.																																																						
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>Social Rent secured</th> <th>Affordable Rent secured</th> <th>Affordable Home Ownership secured.</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Q1 24/25</td><td>56</td><td>0</td><td>34</td><td>90</td></tr> <tr> <td>Q2 24/25</td><td>0</td><td>0</td><td>0</td><td>0</td></tr> <tr> <td>Q3 24/25</td><td>63</td><td>0</td><td>41</td><td>104</td></tr> <tr> <td>Q4 24/25</td><td>4</td><td>0</td><td>4</td><td>8</td></tr> <tr> <td>Total</td><td>123 (61%)</td><td>0</td><td>79 (39%)</td><td>202</td></tr> <tr> <td colspan="5" style="height: 10px;"></td></tr> <tr> <td>Q1 25/26</td><td>9</td><td>0</td><td>1</td><td>9</td></tr> <tr> <td>Q2 25/26</td><td>0</td><td>0</td><td>0</td><td>0 (zero)</td></tr> <tr> <td>Q3 25/26</td><td>0</td><td>0</td><td>0</td><td>0 (zero)</td></tr> </tbody> </table>						Social Rent secured	Affordable Rent secured	Affordable Home Ownership secured.	Total	Q1 24/25	56	0	34	90	Q2 24/25	0	0	0	0	Q3 24/25	63	0	41	104	Q4 24/25	4	0	4	8	Total	123 (61%)	0	79 (39%)	202						Q1 25/26	9	0	1	9	Q2 25/26	0	0	0	0 (zero)	Q3 25/26	0	0	0	0 (zero)
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Q3 25/26	0	0	0	0 (zero)																																																		
Based on the zero return for a second quarter, the target of 129 new Affordable Housing properties being secured through new planning applications is unlikely to be met by the end of this year. This is due to the lack of new planning consents granted that met policy requirements for Affordable Housing contributions.																																																						
The pipeline of new properties coming through that have already been consented and Registered Providers are in contract to deliver or receive, is strong despite two quarters without new units being secured.																																																						
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The data shows strong future delivery across the next 3 years and above the target of 129 Affordable Housing properties per year. There will be additions to the figures above as Registered Providers get into contract on sites and further new sites come forward.																																																						

<b>CP.27</b>	<b>Find alternative options to reduce the use of bed and breakfasts and hotels for temporary accommodation.</b>		
Expected outcome: By working to prevent homelessness and source alternative accommodation options, we will avoid using options that don't meet our customers' needs and that are usually more costly.			
Target date	Responsible officer/ group	Status	
March 2026 (annually reported)	Head of service: Housing  Lead member for Community and Housing.	Q1: GREEN Q2: GREEN Q3: GREEN Q4:	Linked to KPI No. <b>KP.11 &amp; 12</b>
<p>Progress update:</p> <p>We have been successful for a Local Authority Housing Fund (LAHF) R3 grant of £648,200 from MHCLG for the delivery of 4 homes. This grant is for delivery of:</p> <ul style="list-style-type: none"> <li>• 3 Temporary Accommodation (TA) homes (2-4 bed+) of which 3 should be new homes.</li> <li>• 1 large resettlement home (4+ bed).</li> </ul> <p>We identified an opportunity with a Registered Provider partner and have been able to secure one 4 bed for international resettlement use and one 4 bed and four 3 beds for temporary accommodation. The deadline for delivery of this project is 31 March 2026.</p> <p>A proposal for the use of the funds was approved by Executive Committee in November.</p> <p>A decision has also been made to dispose of one of our current temporary accommodation properties due to the cost of repairs and need to change the profile of our available options. This reduction will be mitigated by the extra 5 TA properties through the LAHF scheme. Receipts from the sale will be reinvested into one bed provision to better meet the presenting needs of our customers. The decision to dispose of the TA was approved by Executive Committee on 7 January 2026.</p> <p>Also linked to CP.45 action below.</p>			

<b>CP.28</b>	<b>Complete individual action plans for every property that has been empty for over two years, identifying the options available to the council to bring each property back into use.</b>		
Expected outcome: Reduced number of empty properties and increased housing supply in the borough.			
Target date	Responsible officer/ group	Status	
March 2026	Head of service: Environmental Health  Lead member for Environmental Services/ Lead member for community and housing.	Q1: AMBER Q2: GREEN Q3: GREEN Q4:	Linked to KPI No. <b>KP.13</b>
<p>Progress update:</p> <p>The data cleansing exercise has now been completed. This included filtering properties that are second homes, belong to serving military personnel or subject to current Compulsory Purchase Orders, for example in connection with the J10 all-ways motorway junction.</p> <p>Good progress has also been made on the completion of a property rating system which has been devised based on the Local Government Association guidance/ toolkit. Detailed process</p>			

notes have also been prepared for officers governing the data sharing arrangements between Environmental Health and Revenues together with an outline of the steps to be taken to ensure that the register is kept up to date and refreshed on a quarterly basis.

The data cleansing exercise has substantially reduced the number of properties that will be targeted, and it is anticipated that officers from the Environmental Health Team will undertake a visit to each property to assess its impact on the community (which will be used to help determine the property rating), during February 2026.

<b>CP.29</b>	<b>Ensure appropriate interventions are carried out to ensure that properties are safe and free from significant health risks, for example damp and mould.</b>		
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Expected outcome: Tenants will be living in safe, healthy and comfortable environment.

Target date	Responsible officer/ group	Status	Linked to KPI No. KP.14
March 2028	Head of service: Environmental Health  Lead member for Environmental Services/ Lead member for community and housing.	Q1: GREEN Q2: GREEN Q3: GREEN Q4:	
Progress update:			

23 Private Sector Housing Complaints were received in Q3. Of these 4 resulted in formal enforcement action as follows.

- A hazard awareness notice was served on a property trust for the presence of category 1 hazards at the property relating to excess cold.
- A notice under the Public Health Act 1936 was served on an owner occupier for unhygienic conditions at the property.
- Two Abatement Notices under the Environmental Protection Act 1990 were served on the owner of a property where conditions were found to be prejudicial to health.

Three Improvement Notices served during Q2 have recently been revoked as they have been complied with. All three notices related to structural collapse.

<b>CP.30</b>	<b>Explore possible development sites, working with communities and registered providers to develop a community-led approach to delivering affordable housing in rural areas.</b>		
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Expected outcome: Identify development options to help meet needs of rural communities by increasing the number of affordable housing in rural areas.

Target date	Responsible officer/ group	Status	Linked to KPI No. KP.9, KP.10 and KP.11
March 2028	Head of service: Housing  Lead member for Community and Housing	Q1: GREEN Q2: AMBER Q3: AMBER Q4:	
Progress update:			

The 3-year project with Gloucestershire Rural Community Council (GRCC) continues, however the Rural Housing Enabler role has remained vacant. GRCC have covered some

duties to enable survey work to continue. The role has been readvertised with further discussions held to explore different options for the role profile.

GRCC continue conducting Housing Needs Surveys to support this objective. Reports for Dumbleton and Shurdington have been completed and the evidence can be used to support future planning applications. The survey work will also provide opportunities to explore potential development sites and work with local community groups to inform and understand rural housing issues.

The first year in a three year project with GRCC has seen survey work enhanced but some barriers to rural housing delivery identified. Work in year 2 and 3 will seek to understand barriers to delivery and consider alternative delivery models. GRCC will attempt to recruit a new Rural Housing Enabler to continue this work with a dedicated resource. The vacant post has been readvertised so despite some survey work continuing, the project hasn't been as impactful as expected.

<b>CP.31</b>	<b>Deliver affordable housing on the former Ministry of Agriculture, Food and Fisheries (MAFF) site in Tewkesbury.</b>	
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Expected outcome: Increase the number of affordable housing on brownfield land the council owns.

Target date	Responsible officer/ group	Status
March 2028	Head of service: Housing  Lead member for community and housing.	Q1: AMBER  Q2: GREEN  Q3: GREEN  Q4:

**Progress update:**

This action has formed part of a new Strategic Partnership programme with Bromford. Following an initial meeting with Bromford's development team, information about the site was shared for Bromford to consider what they feel could be possible for the site.

Bromford have worked with an Urban Design and Architectural practice. A feasibility layout has been produced which provides an example of what is possible on the site.

The outcome of the study has been presented to Leadership Team and will also form part of a report to Overview & Scrutiny Committee in February 2026.



## Economy

CP.32

**Extend the support provided to businesses through the Growth Hub by creating a proactive business voice network.**

Expected outcome: To enable the council to better understand the needs of business communities and how they can be best supported to grow.

Target date	Responsible officer/ group	Status	Linked to KPI No. KP.15
March 2026	Head of service: Community and economic development.	Q1: GREEN	
	Lead member of economic development.	Q2: GREEN	
		Q3: GREEN	
		Q4:	

Progress update:

For 2025/26, events have been scheduled up until March 2026:

- June 2025 - Hatherley Manor - 33 businesses attended. The event provided updates from the council relevant to businesses, as well as business growth and funding advice.
- October 2025 - 270 Climbing Park on 1 October 2025 - 25 businesses attended. The event focused on business growth and networking, including a talk from the business owner of 270 Climbing on their business growth journey and securing funding. This was followed by a panel discussion featuring panellists who have experience of helping business to grow and become more sustainable.
- November 2025 - Sherdons Golf Centre on 18 November 2025 – 34 businesses attended. The event focused on offering tailored advice, signposting and support via trusted Growth Hub partners, including funding advice, apprenticeships, skills and training and Net Zero.
- A further event is scheduled for 11 February 2026 at Adnet Precision Engineering in Brockworth. The event will focus on networking, Adnet's growth journey and insights into the AEM sector.

CP.33

**Provide support to ensure that businesses and communities benefit from national funding schemes, including net zero and start up business support.**

Expected outcome: The UKSPF and REPF funding will enable businesses to be supported with grants and other forms of business support to new businesses, innovation, encourage growth and job creation.

Target date	Responsible officer/ group	Status	Linked to KPI No. KP.16
March 2026	Head of service: Community and economic development.	Q1: GREEN	
	Lead member for economic development.	Q2: GREEN	
		Q3: GREEN	
		Q4:	

Progress update:

For 2025/26 the council has been allocated the following funding:

UK Shared Prosperity Fund (UKSPF) £331,065.

Rural England Prosperity Fund (REPF) £121,261.

The deadline for the Fund has nationally been extended until September 2026 (previously March 2026).

For this round, the funding will be focused on the following:

- Business Support
- EV Charging Points
- Community Safety
- Community Centre Energy Efficiency Grant Scheme
- Health and wellbeing
- Skills
- Business Support Grant Scheme
- Tourism campaigns

Work is now in progress. Particular highlights from the quarter include:

- Community Centre Energy Efficiency Grants awarded
- Business Grants awarded
- Warm space grants scheme launched and grants awarded
- Business Voice event at 270 Climbing and Sherdons Golf Centre
- Appointment of two Advanced Engineering and Manufacturing advisors for the Growth Hub.
- EV charging points installed

CP.34	<b>Work with partners to promote the growth of key sectors, including advanced engineering and manufacturing, agricultural technology and aerospace.</b>		
Expected outcome: Through creation of jobs and increased productivity, increased economic growth within the borough.			
Target date	Responsible officer/ group	Status	
March 2026	Head of service: Community and economic development.	Q1: GREEN	
	Lead member for economic development.	Q2: GREEN	
		Q3: GREEN	
		Q4:	
Progress update:			
Through UKSPF funding, business support for Advanced Engineering and Manufacturing (AEM) businesses has been further commissioned for the year through The Growth Hub Tewkesbury. This includes one to one support from specialists and assistance in developing growth plans for their business. In the previous year, specialist advice was delivered to over 60 AEM sector businesses, including the development of focused business growth plans. Following appointment of the advisors in late August, they have developed growth plans with 23 businesses. Support has included help with export, growth funding opportunities and referrals into national support programmes e.g. the Government's Made Smarter Programme.			
Following the AEM Sector Study produced by The Growth Company (GC Insight) a bid was submitted by officers to the Strategic Economic Development Fund. This bid had been successful meaning over £400,000 will be invested into the sector, focussing on further advice and support to AEM businesses, including Aerospace, across the county (following the success of this work in Tewkesbury Borough), developing leadership and networking across the sector and finally to produce a business case for an AEM Centre in the Borough.			

CP.35	<b>Commission an Employment Land Use Study to inform the development of future planning policy.</b>	
Expected outcome: create a picture of future requirements for employment use.		
Target date	Responsible officer/ group	Status
Summer 2026 (To be completed to inform the Strategic and Local Plan publication Summer 2026)	Associate Director: Planning  Lead member for Planning and Place making.	Q1: GREEN Q2: GREEN Q3: GREEN Q4:
<p><b>Progress update:</b> In the light of the new National Planning Policy Framework (NPPF) released in December 2024 and the Government's approach to strategic planning, the employment land assessment (ELA) will now be commissioned by Tewkesbury Borough Council on a Gloucestershire-wide geography. Agreed to complete in combination with Cheltenham Borough Council, and Gloucester City Council.</p> <p>This study has now been commissioned and work commenced in mid-January 2026. The final study is anticipated to be completed by April 2026 in order to inform the SLP.</p>		



## Young people

CP.36	<b>Explore the options to develop and deliver a model of youth voice within 12 months.</b>	
Expected outcome: Young people feeling valued and able to positively impact on their communities		
Target date	Responsible officer/ group	Status
September 2026	Head of service: Community and Economic Development.  Lead member for community and housing.	Q1: AMBER Q2: GREEN Q3: GREEN Q4:
<p><b>Progress update:</b> The appointment of a youth voice organisation is currently out to tender, with a deadline for tenders in February 2026 and contract to start in March 2026.</p> <p>The brief outlines that a new model will be up and running by September 2026.</p>		

<b>CP.37</b>	<b>Work with partners including the Integrated Locality Partnership (ILP) and Young Gloucestershire to support young people with their mental health.</b>	
Expected outcome: Young people feeling supported to reduce levels of anxiety		
Target date	Responsible officer/ group	Status
March 2026	Head of service: Community and Economic Development.  Lead member for community and housing.	Q1: GREEN Q2: GREEN Q3: GREEN Q4:
<p><b>Progress update:</b> The Integrated Locality Partnership has funded this piece of work for a further year until March 2026. This will be an extension of the programme to provide mentoring support to young people struggling with anxiety.</p> <p>In the past year, Young Gloucestershire supported 73 young people on their mentoring programme – with 63% reporting improved wellbeing. A report detailing the outcomes of this work during 2024/25 was provided to members.</p> <p>An annual report for 2025/26 will be provided, including case studies, in April 2026.</p>		

<b>CP.38</b>	<b>Review and enhance our Care Leavers' Covenant throughout our services.</b>	
Expected outcome: A supportive and inclusive environment making it easier to access our services to meet the needs of care leavers within our borough.		
Target date	Responsible officer/ group	Status
March 2026	Head of service: Community and Economic Development.  Lead member for Community and Housing	Q1: AMBER Q2: GREEN Q3: GREEN Q4:
<p><b>Progress update:</b> There are 44 Care Leavers in Tewkesbury Borough.</p> <p>Good progress has been made on the housing element of the care leavers covenant, overseen by the Gloucestershire Housing Partnership.</p> <p>The Executive Committee has agreed £20,000 to Gloucestershire County Council towards transport costs through the Household Support Fund. This will help support four main cohorts, one of which is young people in care or leaving the care system aged 14-25 years. This scheme is through Gloucestershire County Council and is now live.</p>		

CP.39	Work with others, e.g. local youth organisations, to develop a panel for young people as part of the Garden Communities Programme.		
Expected outcome: Set up of a young person's panel within the governance structure.			
Target date	Responsible officer/ group	Status	
<b>December 2024</b> <b>February 2025</b> <del>(target date reported to O&amp;S committee December 2024)</del> <b>December 2025</b> <del>(target date reported to O&amp;S committee – June 2025)</del>  <b>September 2026 (target date reported to O&amp;S Committee February 2026)</b>	Associate director: Garden communities  Lead member for economic development/ Lead member for community and housing.	Q1: AMBER Q2: GREEN Q3: RED  Q4:	
<b>Progress update:</b> As noted previous, the programme has recently completed the project with Great Western Railway promoting rail use with a focus on the younger generation and hard to reach groups. This includes a local map to support sustainable travel with a focus around the station. The visits to Tewkesbury Academy continue with further engagement scheduled for the school term. Of special note is the collaboration with the third year undergraduate Urban Planning students from the University of Gloucestershire. This has now completed with the concept masterplan proposals for Ashchurch station, and the surrounding area delivered.  This is a very positive example of young people with a particular interest in planning engaging in the project and the engagement continues with the next year cohort and whilst it is anticipated that some of these students will remain engaged in the programme beyond the immediate requirements of their course, this remains the best example of youth engagement and so could form the core of a youth panel/board for the programme. As stated, before this model is already utilised at other garden communities noticeably Ebbsfleet whereby they maintain the local university architects' course as a sounding board.  This can also be extended to other Universities.  This subject matter has been discussed with the O&S committee noting specific support from Members who work within this field.  In addition, and in-line with CP36, the programme awaits the recommendations from the upcoming commission on how best to engage (and set-up an engagement panel). As this is scheduled to now start in March 2026 and a 'new model' by September 2026. Therefore overall, the target date has been amended to September 2026 as per CP36 and the status is red reflecting the new timing.			

<b>CP.40</b>	<b>Collate, map and link in with the existing provision of youth councils, action groups and networks within the borough.</b>	
Expected outcome: to understand the current levels of youth voice within the Borough		
Target date	Responsible officer/ group	Status
<b>March 2026</b> <b>Sept 2026 (new date reported to O&amp;S Committee 10 February 2026)</b>	Head of service: Community and Economic Development.  Lead member of community and housing.	Q1: AMBER Q2: GREEN Q3: RED Q4:
Progress update: See CP.36 above. The completion of this piece of work is included within the brief for the organisation appointed and to be complete by September 2026. The date has been amended to reflect the timescales of CP.36.		



## Health and wellbeing

<b>CP.41</b>	<b>Work with the Integrated Locality Partnership, and funding permitting, agree and deliver an action list of priorities to address key health inequalities in the borough.</b>	
Expected outcome: understanding on how the council can best contribute to reducing health inequalities within the Borough		
Target date	Responsible officer/ group	Status
March 2026	Head of service: Community and Economic Development.  Lead member of community and housing.	Q1: GREEN Q2: GREEN Q3: GREEN Q4:
Progress update: Through data, analysis and discussion - the Integrated Locality Partnership (ILP) has identified new priority areas of need. These focus on addressing health inequalities in locations in the Borough.		
<p>The areas of focus are:</p> <ul style="list-style-type: none"> <li>• Wellbeing in Northway</li> <li>• Wellbeing of older adults East of Borough (focusing on Winchcombe and the surrounding area)</li> <li>• Wellbeing in Priors Park</li> <li>• Mental wellbeing of children and young people in Brockworth</li> </ul> <p>As a result, the Active Communities funding scheme was launched, focussing on these priorities. The funding panel has just met, analysed the applications and successful bids were awarded to 5 organisations.</p> <p>In addition, Mindsong will also be financially supported to support older people suffering from dementia in Winchcombe.</p>		

<b>CP.42</b>	<b>Work with partners to refresh our support measures for those impacted by the increase in the cost of living.</b>	
Expected outcome: Residents supported to minimise the impact of cost of living in their everyday lives		
Target date	Responsible officer/ group	Status
March 2026 (annually reported)	Head of service: Community and Economic Development.  Lead member for community and housing.	Q1: GREEN Q2: GREEN Q3: GREEN Q4:
<p><b>Progress update:</b></p> <p>Work in this quarter includes:</p> <ul style="list-style-type: none"> <li>• Successfully supporting the VCS, such as foodbanks and food pantries, to access external funding</li> <li>• Bringing cost of living providers together to co-locate services and support, such as foodbanks, warm spaces, CAB and digital inclusion drop-ins</li> <li>• Supermarket vouchers distributed for those on council tax support Bands A-D</li> <li>• Financial support for foodbanks, food pantries and Severn Wye Energy Agency</li> <li>• Warm spaces grant fund grants awarded</li> <li>• Support through the Housing and Revenues and Benefits team</li> <li>• Supporting cost of living related organisations with external funding through Community Funding Officers</li> <li>• Advice First Aid training offered to Members (across the Borough)</li> </ul>		
<b>CP.43</b>	<b>Work with the Integrated Care Board (ICB), Integrated Locality Partnership (ILP) and local communities to ensure that health and wellbeing strategies inform the development of future planning policies.</b>	
Expected outcome: The adopted Local Plan includes appropriate policies to embed health and wellbeing in spatial planning		
Target date	Responsible officer/ group	Status
October 2026 – for submission of SLP to Examination	Director: Growth  Lead member for Planning and place making/ Lead member for community and housing.	Q1: GREEN Q2: GREEN Q3: GREEN Q4:
<p><b>Progress update:</b></p> <p>Initial and ongoing engagement is taking place with ICB and Public Health on how to optimise health outcomes through the evolutions of the SLP (its emerging strategy and policies of the SLP) as well as potential infrastructure needs.</p> <p>A new county-wide Health Planning Officer post has now had a role profile drafted and is currently progressing through the early stages of the recruitment process.</p> <p>Engagement with the ICB continues through the Infrastructure Delivery Plan (IDP) workstream and as the drafting of SLP Plan policies has now commenced. The SLP Team is creating a list of all relevant evidence base documents for the SLP to underpin policy drafting including policies that support improved health and wellbeing outcomes. Health and wellbeing should be a thread that underpins all relevant policies throughout the SLP.</p>		

<b>CP.44</b>	<b>Review and enhance our offer to our armed forces community through the Armed Forces Covenant.</b>	
Expected outcome: Veterans and serving personnel have a clear understanding on what support is available to them through the armed forces covenant		
Target date;	Responsible officer/ group	Status
March 2026	Head of service: Community and Economic Development.  Lead member for community and housing.	Q1: GREEN Q2: GREEN Q3: GREEN Q4:
<p><b>Progress update:</b> This work is ongoing through the officer/member group that was established to look at how the council can best support the armed forces and veterans across the Borough.</p> <p>A webpage is live outlining support and advice for veterans <a href="http://www.tewkesbury.gov.uk/services/community/armed-forces/">www.tewkesbury.gov.uk/services/community/armed-forces/</a></p> <p>In this quarter, the council successfully applied for Bronze accreditation for the Employer Recognition Scheme for its work with the military. The plan is now to apply for Silver status.</p>		
<b>CP.45</b>	<b>Work with the Gloucestershire Strategic Migration Partnership to continue to support asylum seekers and refugees, helping them to live a safe and settled life with their living and welfare needs met.</b>	
Expected outcome: Households will have their needs identified and met in order to be supported to settle within our communities		
Target date	Responsible officer/ group	Status
March 2026 (annually reported)	Head of service: Housing/ Head of service: Community and economic development.  Lead member for community and housing.	Q1: GREEN Q2: GREEN Q3: GREEN Q4:
<p><b>Progress update:</b> The council continue to support asylum seekers and migrants through the work of the Gloucestershire Strategic Migration Partnership, which it co-chairs. A GSMP meeting provided the opportunity of hearing from households that have relocated to Gloucestershire to hear their experiences and how they have begun to settle in the county.</p> <p>Gloucestershire Action for Refugees and Asylum Seekers (GARAS) continue to support new arrivals into MOD properties in the borough. A plan for how we supplement this support will be considered once more households have moved in and their needs can be identified. The final cohort of households are planned to arrive during Q4.</p> <p>An operational group with GARAS, MOD, Gloucestershire Housing Partnership and council officers will work together to meet household's needs and work with the wider community. MOD are managing a bicycle repair scheme to donate bikes to families and running local coffee mornings. Funding has been identified to support projects to benefit the whole community.</p> <p>A new teaching assistant post has been funded to provide extra support in a primary school setting.</p> <p>Extra funding for the local food banks/pantries will provide more support for households and wider community.</p> <p>A further property to support international resettlement will be made available through the LAHF funding (see CP 27).</p>		



## Appendix 2- Key performance indicators- Q3 2025/26

(1 October 2025 – 31 December 2025)

### Indicator Key:

	Indicator on or above target.		Indicator is below target but likely to achieve end of year target.		Indicator is significantly below target and unlikely to achieve end of year target.
	Indicator is showing improved performance on previous year.		Indicator is on par with the previous year performance.		Indicator is showing performance is not as good as previous year.
	Shape- no comparison data to compare against previous year. E.g. New KPI		Annual indicator target achieved		Not yet commenced/ data not received.

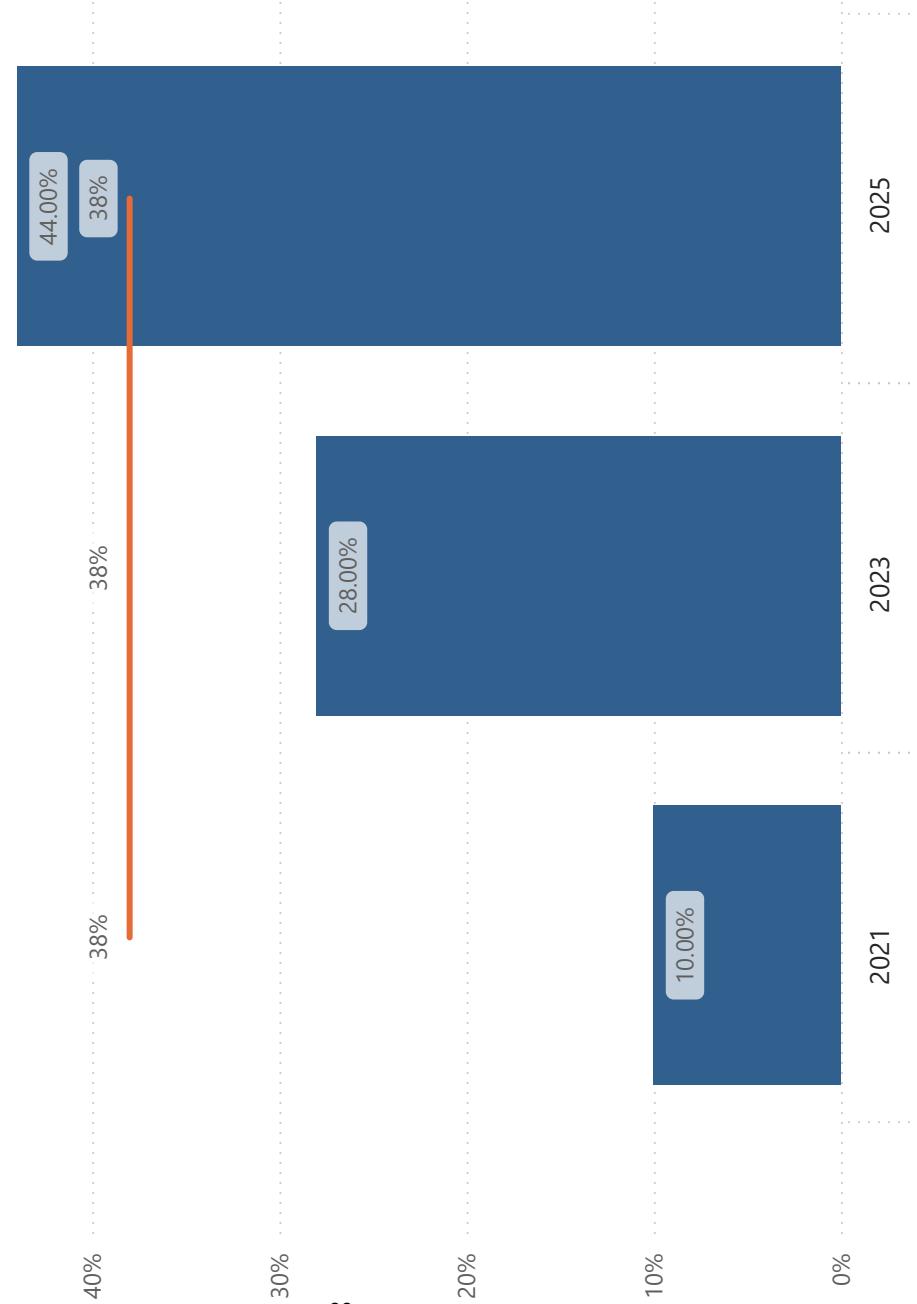
## KP.1 % increase in the national Council Climate Action Scorecard position.

**Target:** 38%



### **Q3 2025/26 progress update:**

Status: Green (on or above target), up arrow- indicator is showing improved performance on previous year.



### **Outcome or output being measured:**

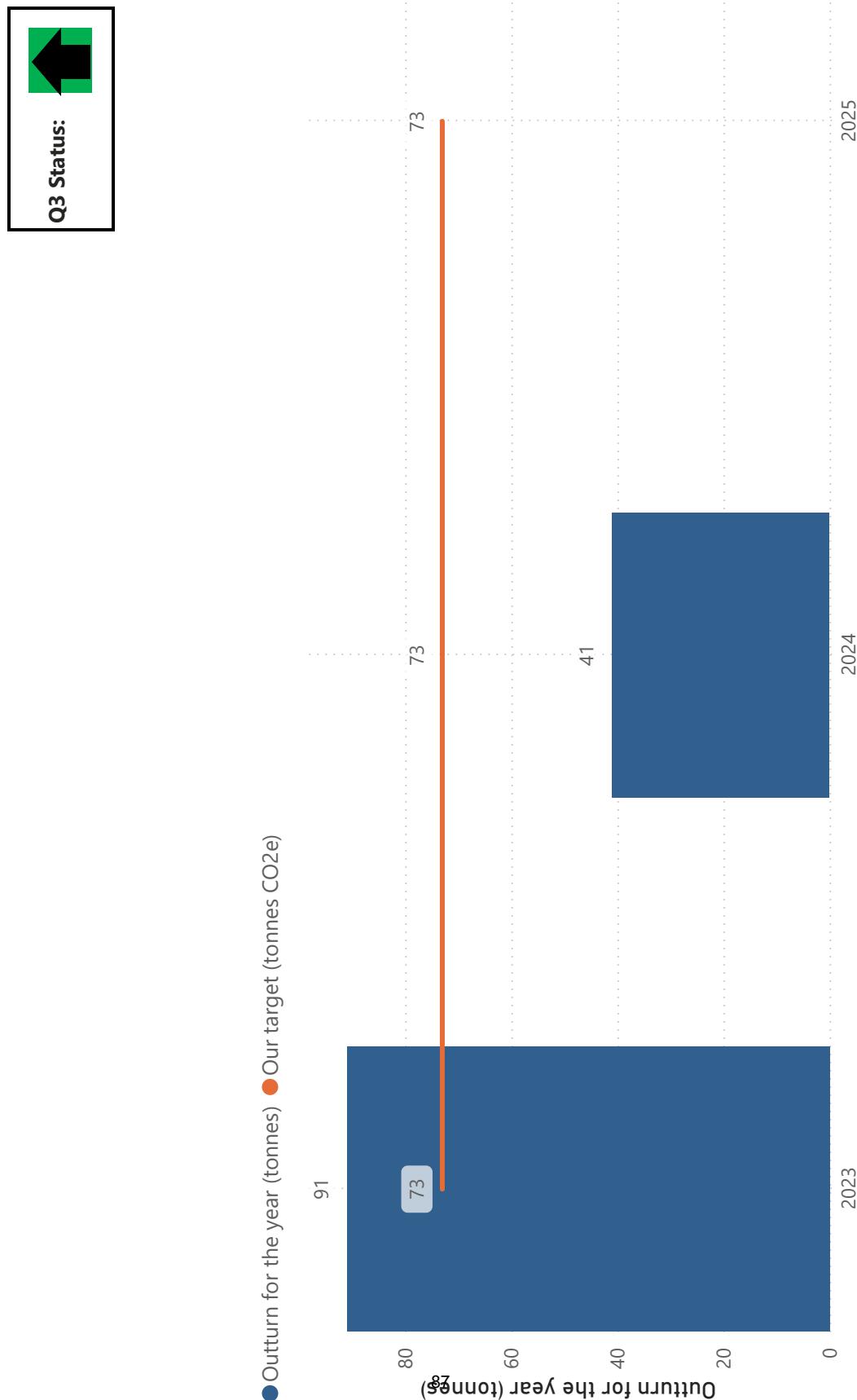
Increase in the national Council Climate Action Scorecard current score annually. Climate-related activity and actions - across the council and the borough - that will result in carbon reduction and environmental impact.

### **Responsible officer/Lead Member:**

Head of service: Asset Management.  
Lead member for Climate and Ecology.

**% of emissions generated from the Public Services Centre/ For the Tewkesbury Borough Council operations.**

**Target:** 73 tonnes  
CO<sub>2</sub>e



Q3 2025/26 progress update:

Status: Green (on or above target), up arrow-  
indicator is showing improved performance on  
previous year.

The outcome for 2024 was 41 tonnes of CO2e, this was better than our target of 73 tonnes and a significant improvement by 76% when compared to the 2023 figure of 91 tonnes. We continue to make changes to reduce our carbon footprint at the Public Services Centre. The 2025 figure will be published in September 2026. This KPI is linked to CP 4

Outcome or output being measured:

Reduction in scope 1 and 2 emissions for the Public Service Centre year on year annually, better for the environment.

## Responsible officer/Lead Member

Head of service: Asset Management.

Lead member for Climate and Ecology and Lead member for Finance and Asset Management.

## KP.3 % of waste reused, recycled or composted

Target: 52%

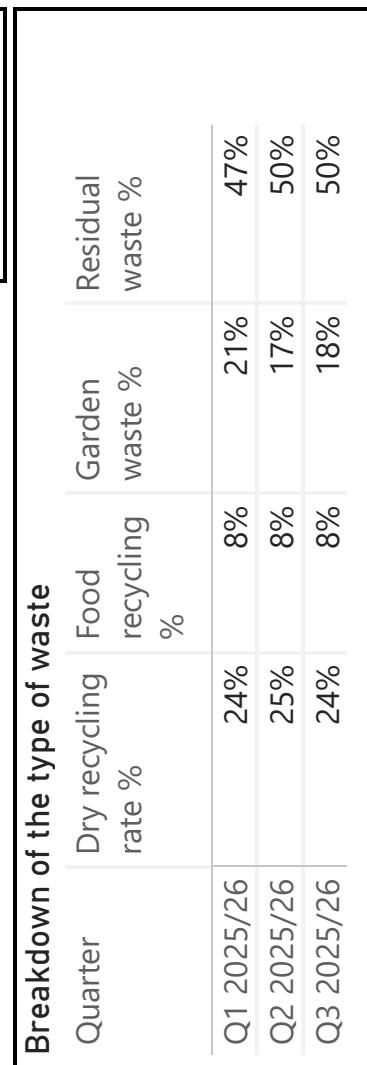
**% of waste reused, recycled or composted over the last three years.**

Year	Outturn figure for the year %
2022/23	51.06%
2023/24	51.50%
2024/25	50.00%

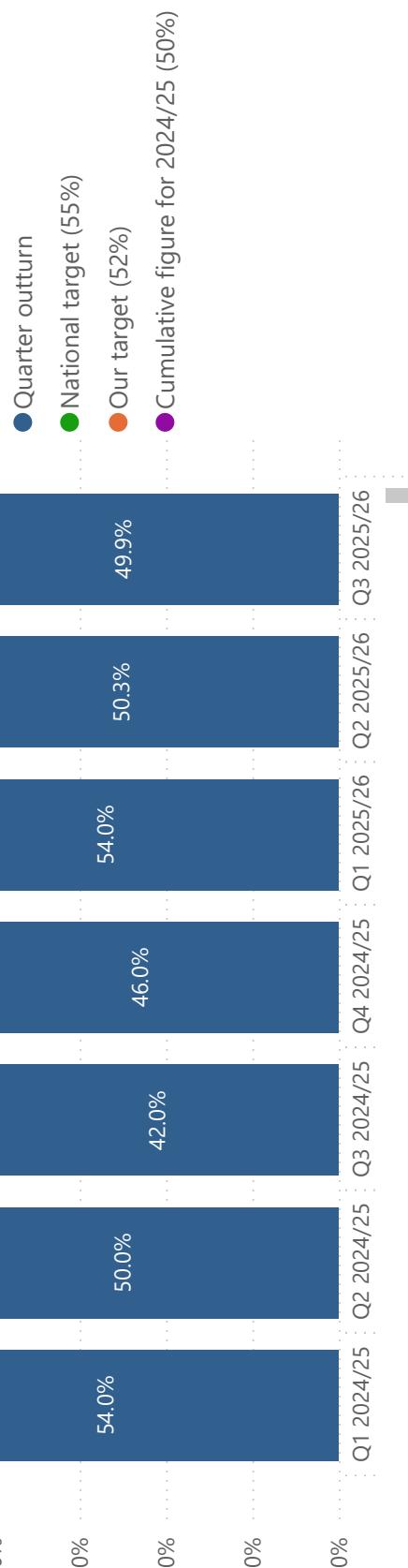


### **Q3 2025/26 progress update:**

Status: Amber (indicator is below target but likely to achieve end of year target). Up arrow- indicator is showing improved performance on previous year.



Q3 49.9% of waste reused, recycled or composted. The breakdown of type of waste can be found on the left-hand side. The 49.9% figure was a slight improvement when compared against Q3 2024/25 which was 42%. So far this year the total is 51%, this is above last year's outturn of 50% but slightly below the council's target of 52%. This KPI is linked to tracker action CP.5.



Outcome or output being measured:

Increase the recycling rate with the borough.

Responsible officer/Lead Member:

Head of service: Waste and recycling.  
Lead member for Environmental Services.

## KP.4 Residual household waste collected per property in Kgs

**Target:** under 420kg by the end of the year

### Residual household waste collect in Kgs over the last three years

Year	Outturn from previous years (Kgs)
2022/23	402
2023/24	392
2024/25	420



### **Q3 2025/26 progress update:**

Status: Green (on or above target), up arrow- indicator is showing improved performance on previous year.

### Quarter outturn in KGs per property

In Q3 2025-26 102KGs of residual household waste per property was collected. This is an improvement when compared to the same period last year where it was reported to be 108kgs. For the year so far 298kg was collected, this is below the target of under 420kg and below the outturn figure for 2024/25 which was 420kgs. This KPI is linked to tracker action CP.5.

Outcome or output being measured:  
Reduce the amount of waste per household.  
Responsible officer/Lead Member:  
Head of service: Waste and recycling.  
Lead member for Environmental Services.

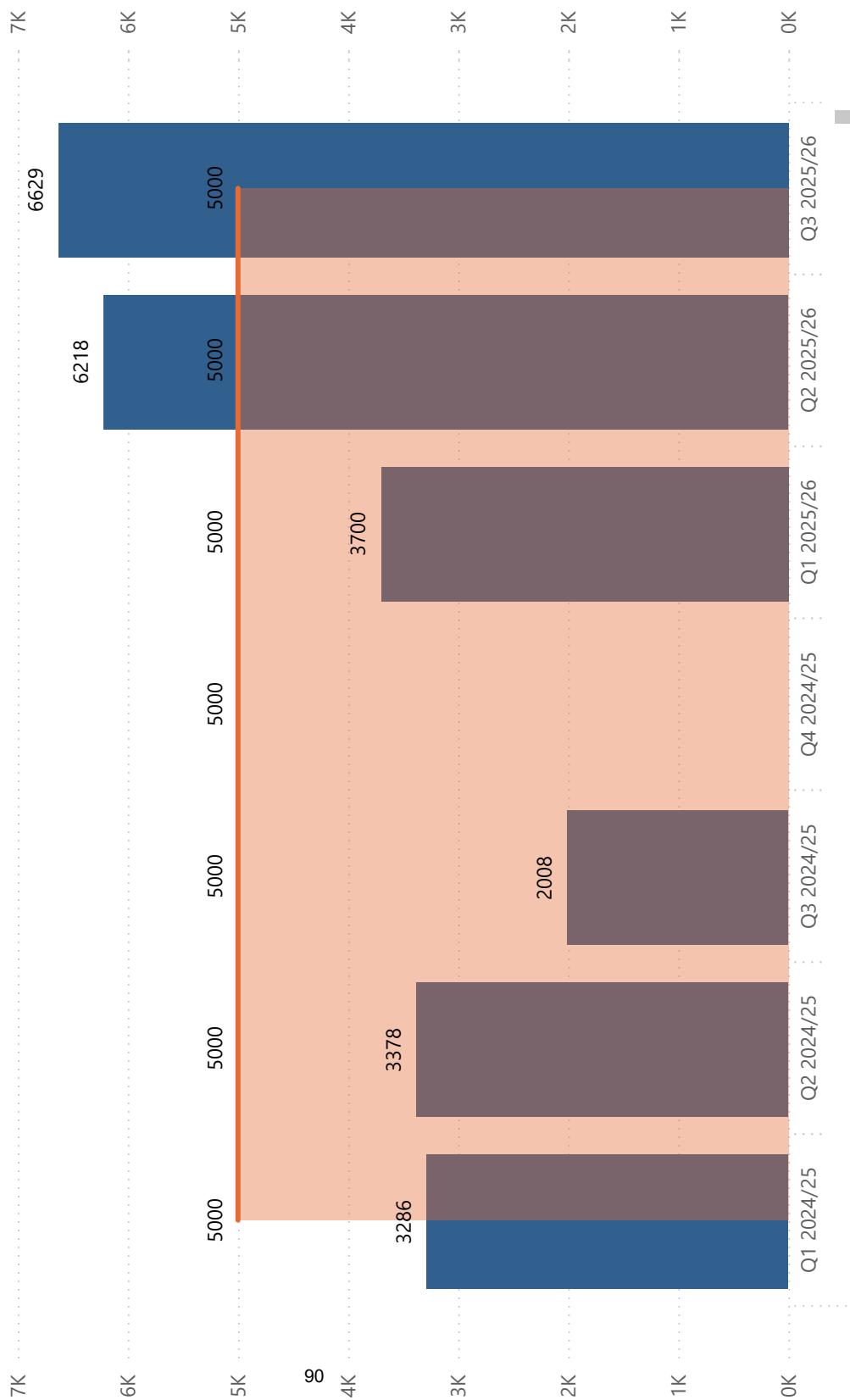
## KP.5 Use of electrical vehicle charging points installed

**Target:** 20,000  
KWH used for charging per year

### **Q3 2025/26 progress update:**



Status: Green (on or above target), up arrow-  
indicator is showing improved performance on  
previous year.



● Quarter outturn (KWH) ● Minimum kWh each quarter in order to meet annual target

During Q3 the chargers were seeing good use with 6629Kwh used. For the year so far, a total of 16,548Kwh has been used. Of the total figure 8026Kwh was used by members of staff and 8522Kwh, members of the public. This KPI is linked to CP.6.

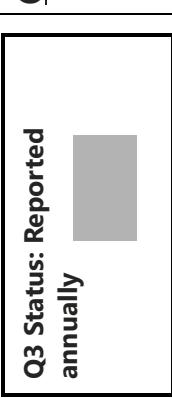
Outcome or output being measured:  
Reduced carbon emissions through encouraging people to use sustainable travel.

Responsible officer/Lead Member:

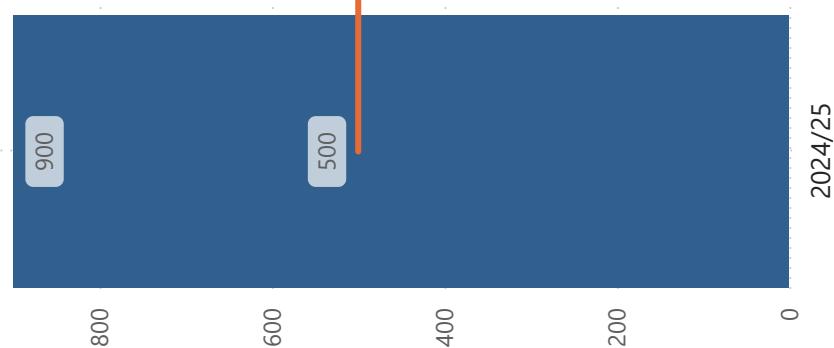
Head of service: Asset management.  
Lead member for Climate and Ecology and  
Lead member for Finance and Asset Management.

## KP.6 Number of individuals and households supported and reporting skills increased in terms of digital poverty and exclusion.

Target: 500



Total for 2024/25 ● Our target



### Q3 2025/26 progress update:

Status: Grey- data not yet received.

Data will not be available until the end of the financial year and will be reported in Q4 2025/26 following the GRCC annual report. KPI is linked to CP.16.

Outcome or output being measured:  
Building digital skills to increase local employment and improving access to digital healthcare.

Responsible officer/Lead Member:

Head of service: Community and economic development. Lead member for community and housing.

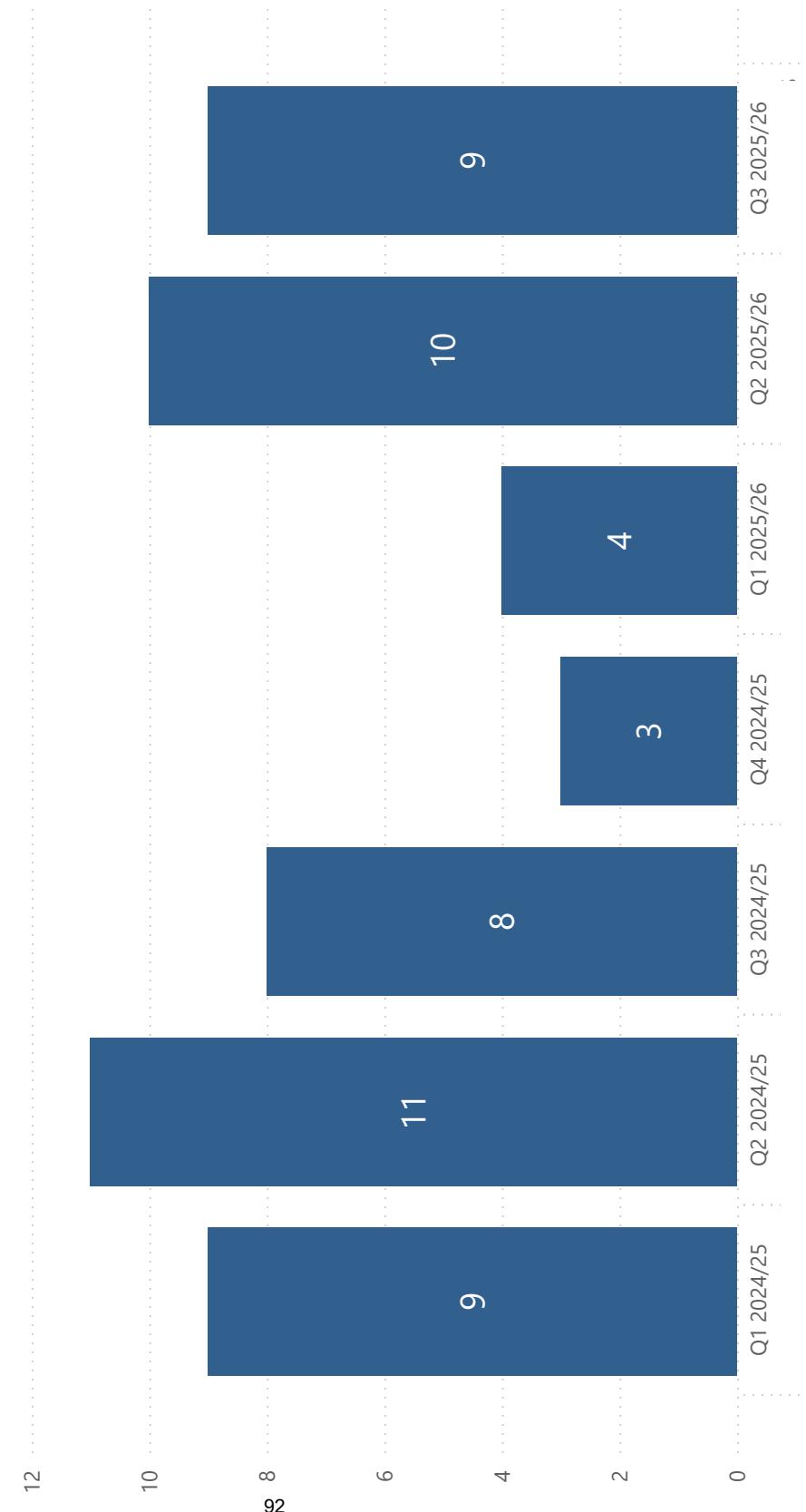
## KP.7 Number of rough sleepers during the quarter.

Target: N/a



### **Q3 2025/26 progress update:**

Status: No red, amber, green status as there isn't a target. Up arrow- Indicator is showing improved performance on previous year.



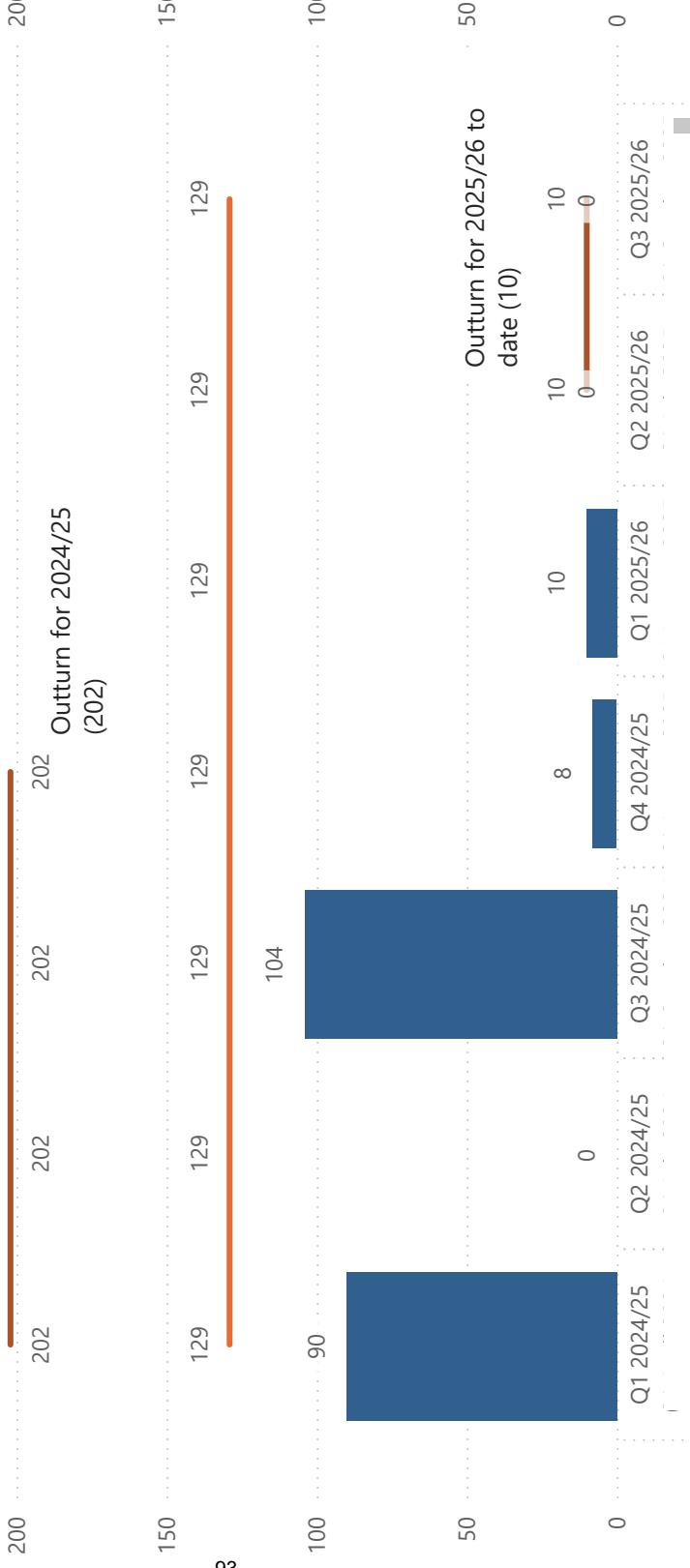
Two long term rough sleepers have been offered regular support with a variety of options but have not accepted offers to date. Our service and our Outreach team have made regular contact during periods of bad weather. 7 other individuals have been supported into accommodation options or moved on to other areas. This KPI is linked to tracker CP.25.

### Outcome or output being measured:

Low numbers of instances due to prevention work and quick intervention will mean lower impact from rough sleeping & better outcomes for people.

### Responsible Officer/Lead Member:

Head of service: Housing  
Lead member for community and housing.

<p><b>KP.8</b></p> <p><b>Number of affordable home secured</b></p>	<p><b>Target:</b> 129 per annum</p> <p><b>Q3 2025/26 progress update:</b></p> <p><b>Q3 Status:</b> </p> <p>Status: Red- indicator is significantly below target and unlikely to achieve end of year target. Down arrow- Indicator is showing performance is not as good as the previous year.</p> <p>● Quarter outturn ● Our target (129 per annum) ● Annual outturn</p>  <table border="1"> <thead> <tr> <th>Period</th> <th>Outturn</th> </tr> </thead> <tbody> <tr> <td>Outturn for 2024/25</td> <td>202</td> </tr> <tr> <td>Outturn for 2025/26</td> <td>129</td> </tr> <tr> <td>Target</td> <td>129</td> </tr> </tbody> </table>	Period	Outturn	Outturn for 2024/25	202	Outturn for 2025/26	129	Target	129	<p><b>Same as Q2 there have not been any new planning applications completed that required an Affordable Housing contribution. For the year so far 10 affordable homes have been secured.</b></p> <p>Despite this, there is still a strong pipeline of new Affordable Housing delivery that will help to meet our customer needs. This KPI is linked to tracker CP.26.</p> <p><u>Outcome or output being measured:</u> Delivering the required number of affordable properties will help meet housing needs of our community.</p> <p><b>Responsible Officer/Lead Member:</b> Head of service: Housing Lead member for community and housing.</p>
Period	Outturn									
Outturn for 2024/25	202									
Outturn for 2025/26	129									
Target	129									

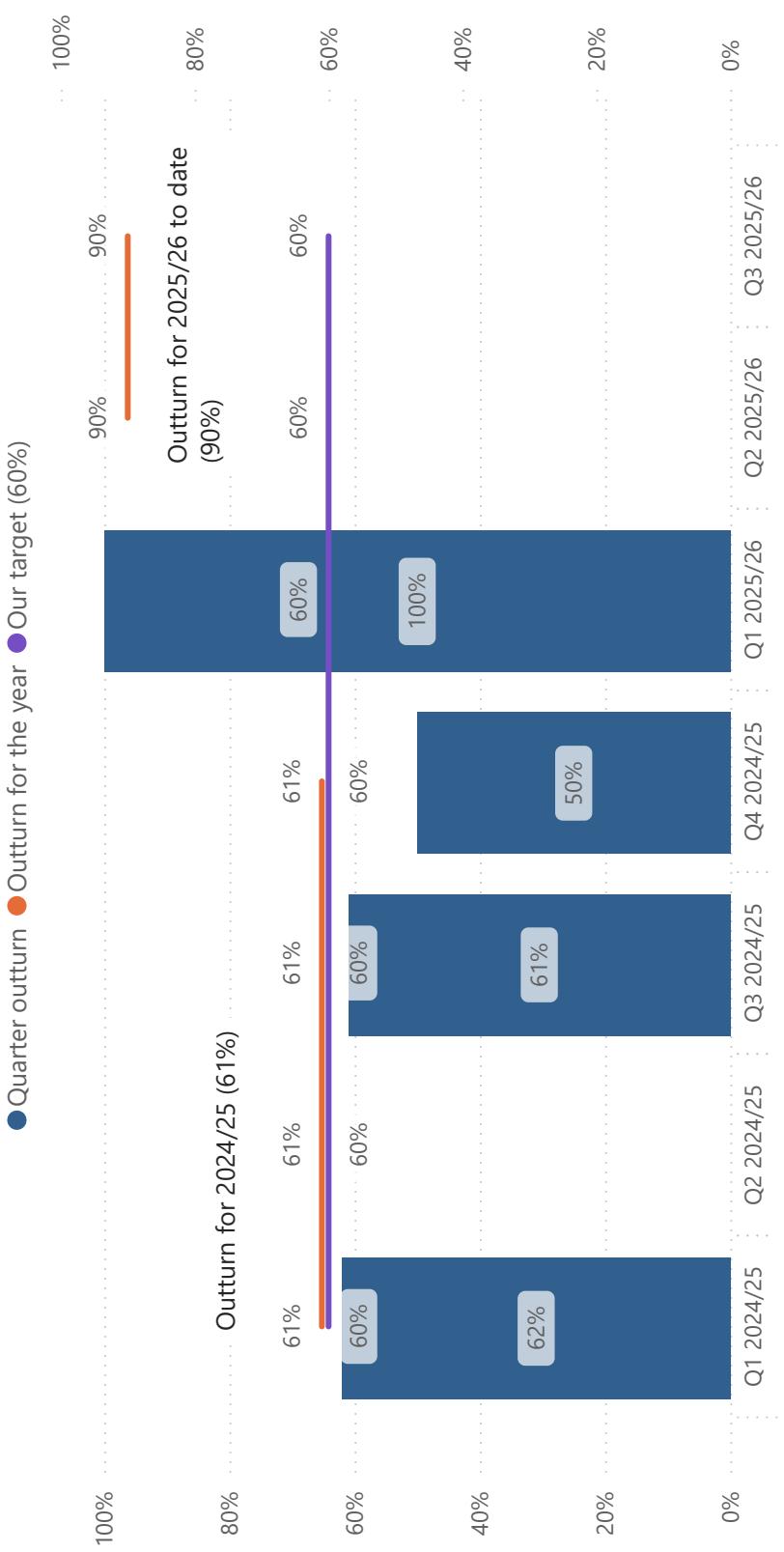
## KP.9 Number of affordable homes secured - % of which are social rented

Target: 60%



### Q3 2025/26 progress update:

Status: Green (on or above target), up arrow-  
indicator is showing improved performance on  
previous year.



- 0 affordable homes were secured in quarter 3, which means 0% were social rented. For the year so far, of the 10 affordable homes secured in Q1- 9 of these were social rented therefore to date 90% has been achieved. This is linked to CP.26.

Outcome or output being measured:  
Social rent tenures are the most affordable for residents and provide the best opportunity for accessing and sustaining a tenancy.

Responsible officer/Lead Member:  
Head of service: Housing  
Lead member for community and housing.

## KP.10 Number of affordable homes delivered

**Target: 129**  
per annum

### Q3 2025/26 progress update:

**Q3 Status:**



Status: Green (on or above target), down arrow- indicator is showing performance is not as good as previous year.

● Quarter outturn ● Our target (129 per annum) ● Outturn for the year

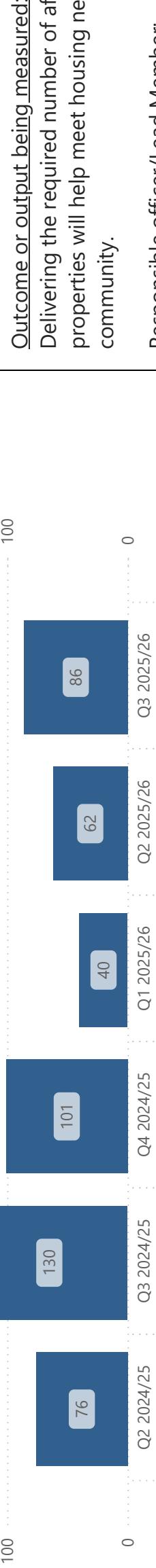


Outturn for 2024/25- 366



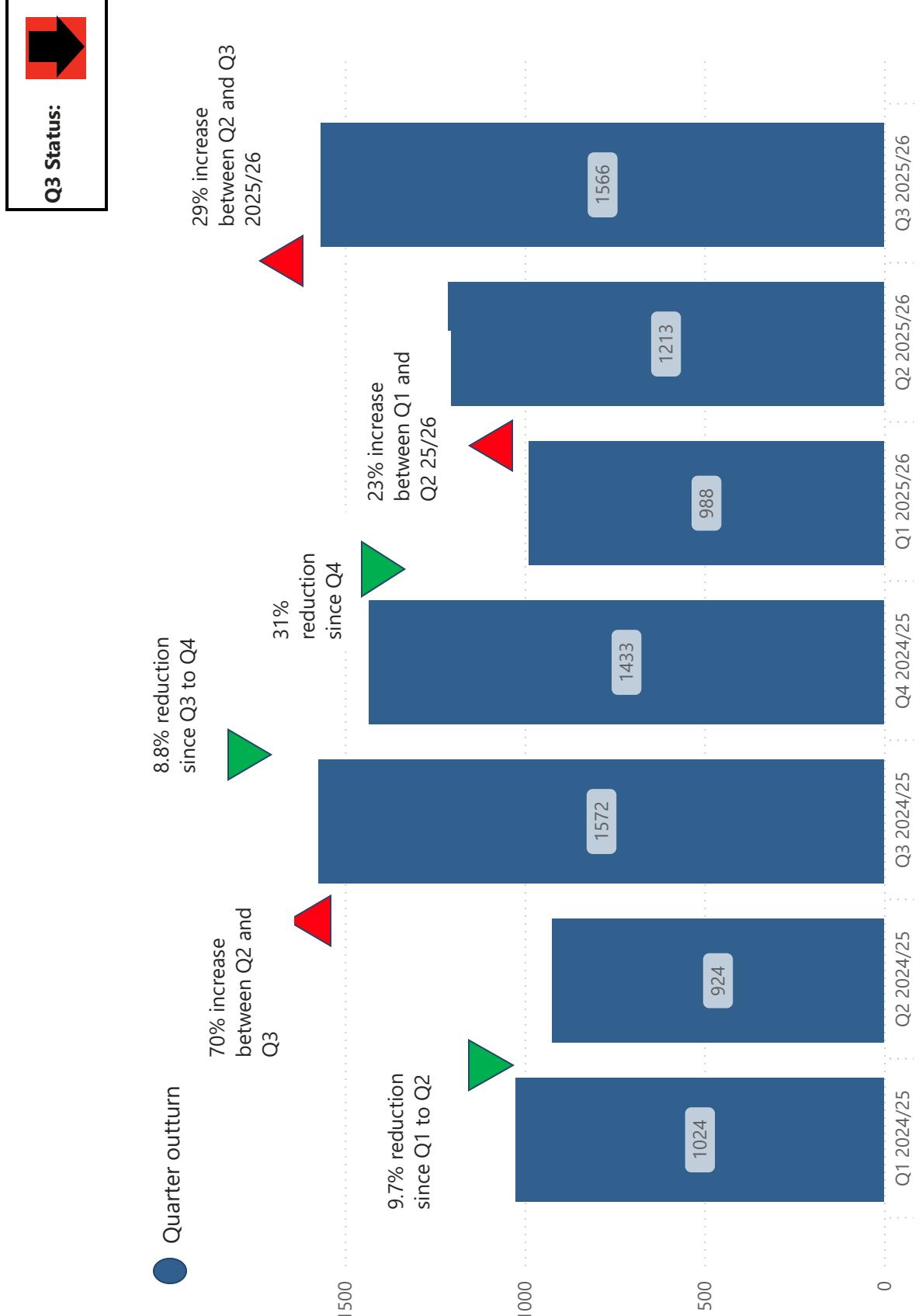
New Affordable Homes delivery has been strong in Q3 with a total of 86 properties, this is broken down to- 21 Social rent, 9 Affordable Rent and 56 Shared Ownership properties reported by our Registered Provider. For the year so far, 188 affordable homes have been delivered. This is above the councils 129 per annum target but below last years outturn. This KPI is linked to CP.26.

Outcome or output being measured:  
Delivering the required number of affordable properties will help meet housing needs of our community.



Responsible Officer/Lead Member:  
Head of service: Housing  
Lead member for community and housing.

## KP.11 % reduction in B&B and hotel nights booked.



**Target: 25%**  
reduction by year end

### Q3 2025/26 progress update:

Status: Red- indicator is significantly below target and unlikely to achieve end of year target. Down arrow- Indicator is showing performance is not as good as the previous year.



**Q3 Status:**

29% increase  
between Q2 and Q3  
2025/26

The total number of days in nightly paid accommodation has increased in Q3 by 29% when compared to Q2 2025/26 figure. For the year to date when compared Q1 2025/26 figure of 988 days and Q3 2025/26 (1566 days), this is a 58.5% increase. This is above the target of 25% and lasts years outturn of 39.9%. This reflects an increase in presentations of cases requiring temporary accommodation across the service. Although we will keep working to reduce this use, maintaining low average days stay shows a positive use of other options and ability to move cases on. This KPI is linked to CP. 27.

Outcome or output being measured:

Reducing the use of these options through swift prevention and alternative options will provide a better service for people.

Responsible Officer/Lead Member:

Head of service: Housing  
Lead member for community and housing

## KP.12 Reduction in the average number of days stay in temporary accommodation

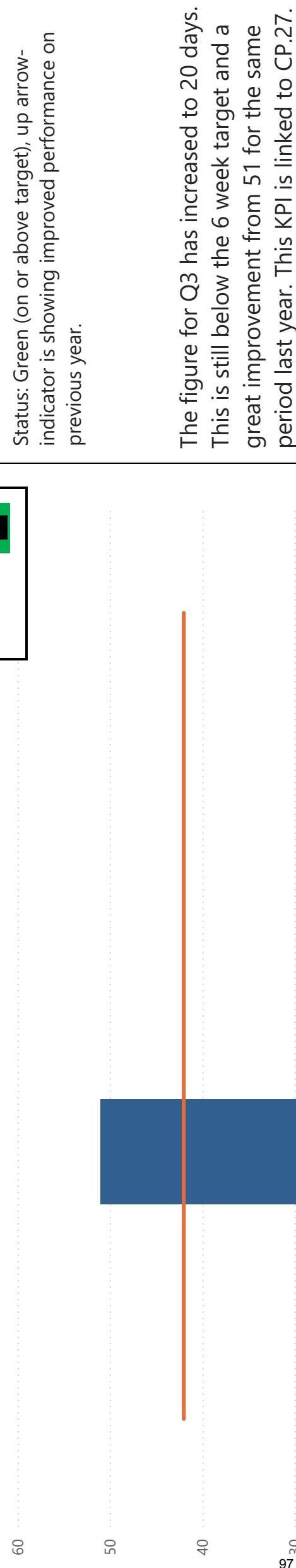
**Target:** 42 per annum

### **Q3 2025/26 progress update:**



**Q3 Status:**

Status: Green (on or above target), up arrow-indicator is showing improved performance on previous year.



The figure for Q3 has increased to 20 days. This is still below the 6 week target and a great improvement from 51 for the same period last year. This KPI is linked to CP.27.

### Outcome or output being measured:

Reducing the use of these options through swift prevention and alternative options will provide a better service for people.

### Responsible officer/Lead Member:

Head of service: Housing  
Lead member for community and housing.

● Average number of days per quarter ● Target (under 6 weeks equivalent to 42 days)

<b>KP.13</b>	<b>Number of risk assessments carried out on properties that have been empty for over two years</b>	<b>Target: TBC</b>

Status: Grey- data not yet received.

**Q3 Status:**



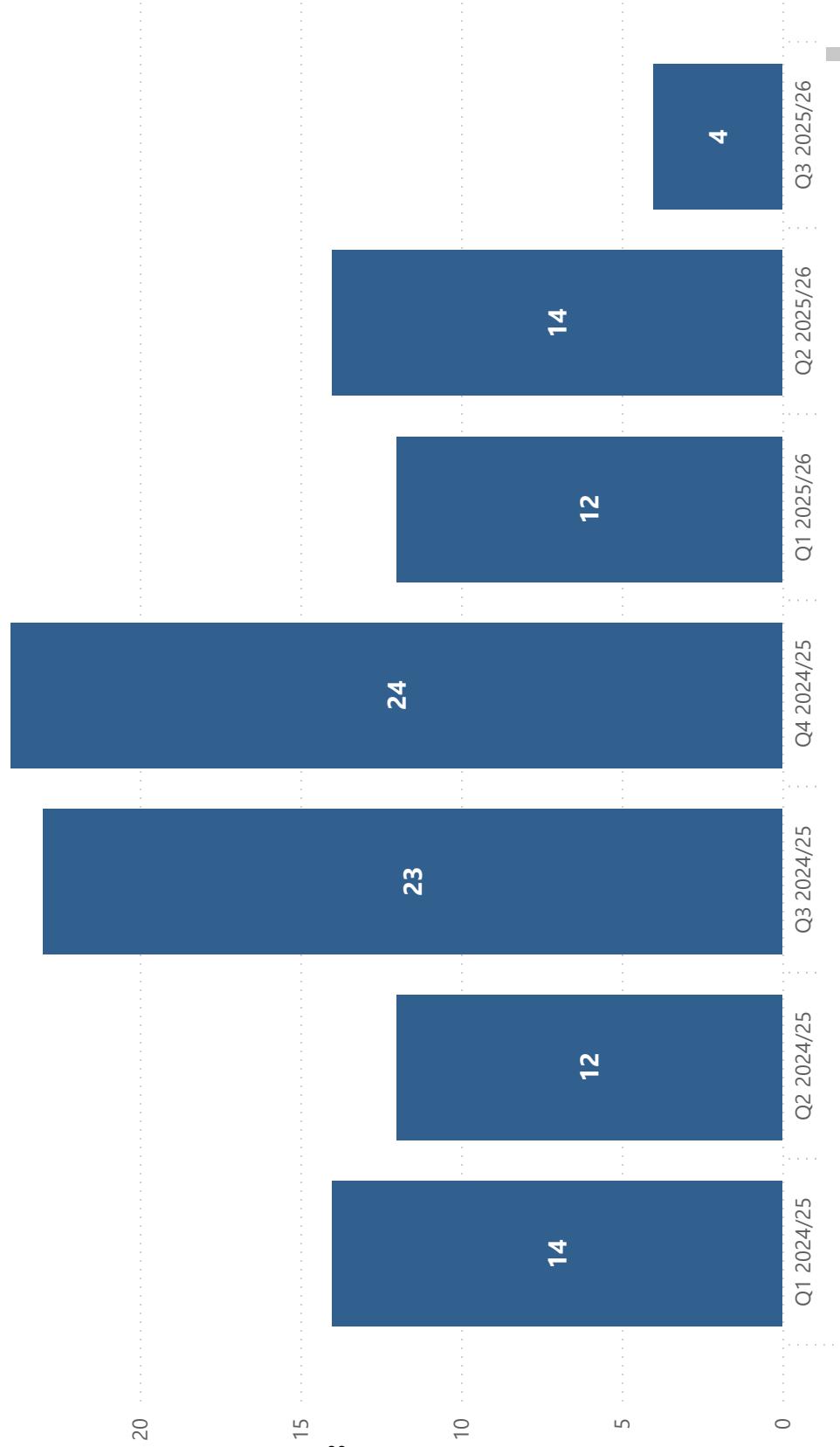
**Q3 2025/26 progress update:**

A member of the Audit and Governance Team is nearing completion of the data cleansing exercise and production of detailed process notes and guidance. It is anticipated that the project will be handed back to Environmental Health by early February 2026. This is linked to CP.28.

Outcome or output being measured:  
Reduced number of empty properties and increased housing supply in the borough.

Responsible officer/Lead Member:

Head of service: Environmental Health  
Lead member for Environmental Services/  
Lead member for community and housing.

**KP.14****Number of enforcement actions undertaken to ensure properties remain safe and free from significant health risks.**25  
20  
15  
10  
5  
0  
Quarter outturn**Target: n/a****Q3 2024/25 progress update:****Q3 Status:**

Status: no target therefore no red, amber or green status. Down arrow- Indicator is showing performance is not as good as the previous year.

4 formal enforcement interventions took place in Q3. These were 2 Abatement Notices, 1 Hazard Awareness Notices, and 1 Public Health Act Notice. There is no clear reason for the drop off in formal interventions in Q3 but it is likely due to normal fluctuations in the flow of complaints and service requests. 4 formal enforcement interventions remains an acceptable number given the relatively low number of complaints the Council received. This KPI is linked to CP.29 in the performance tracker.

Outcome or output being measured:  
Tenants will be living in safe, healthy and comfortable environment.

Responsible officer/Lead Member:

Head of service: Environmental Health.  
Lead member for Environmental Services/  
Lead member for community and housing.

## KP.15 Number of businesses joining the business voice network.

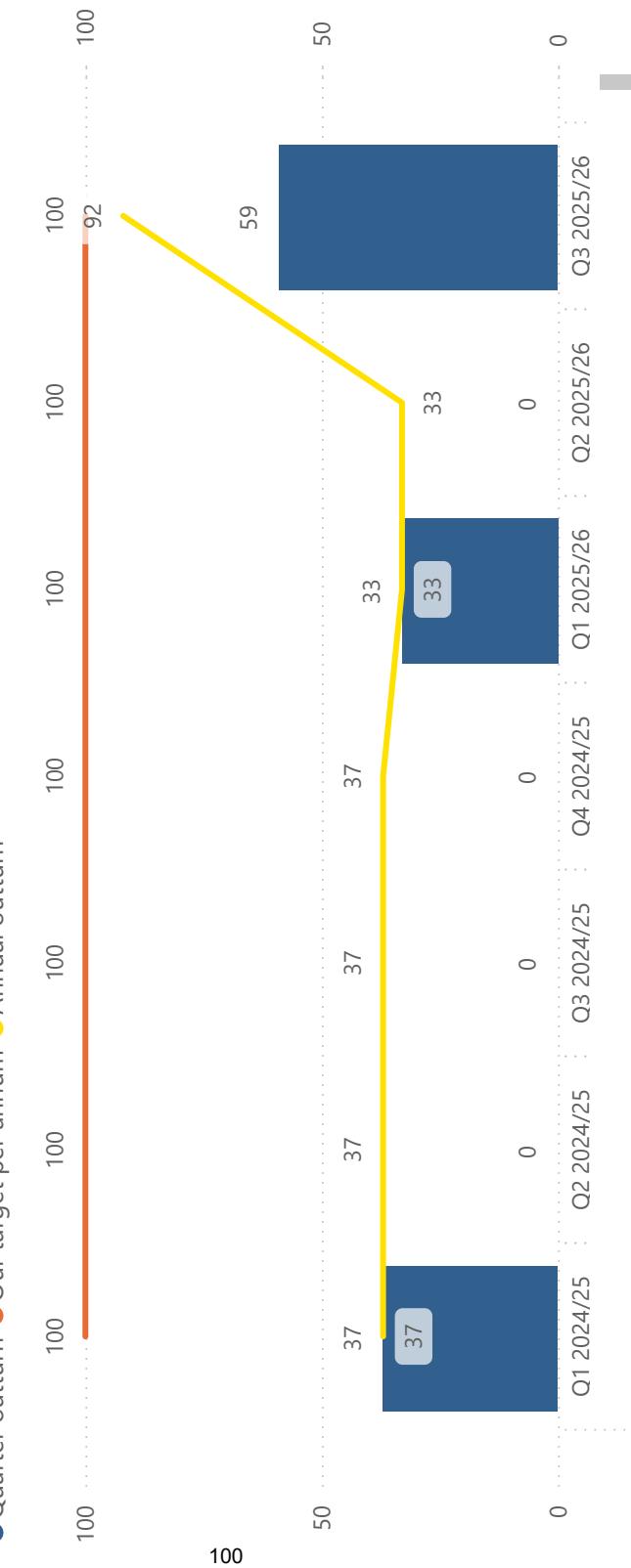
**Target:** 100



### **Q3 2025/26 progress update:**

Status: Green (on or above target), up arrow- indicator is showing improved performance on previous year.

● Quarter outturn ● Our target per annum ● Annual outturn



Two successful business voice events were held in Q3. The first was at 270 Climbing Centre on 1 October 2025 with 25 attendees, followed by a second event on 18 November 2025 at Sherdons Golf Centre, Tewkesbury with 34 attendees. The figures for these two events have been reported in the Q3 total of 59. The combined total for Qtrs 1, 2 and 3 is 92 - just under the annual target of 100. A further 2 events are planned for Q4, with the next one due to take place on 11 Feb 2026 at Adnet Precision Engineering in Brockworth, these figures will be reported in Q4. KPI is linked to CP.32.

Outcome or output being measured:  
Demonstrating better engagement with business, and to support learning and networking.

Responsible officer/Lead Member:  
Head of service: Community and economic development.  
Lead member for economic development.

## KP.16 Number of businesses receiving non-financial support.

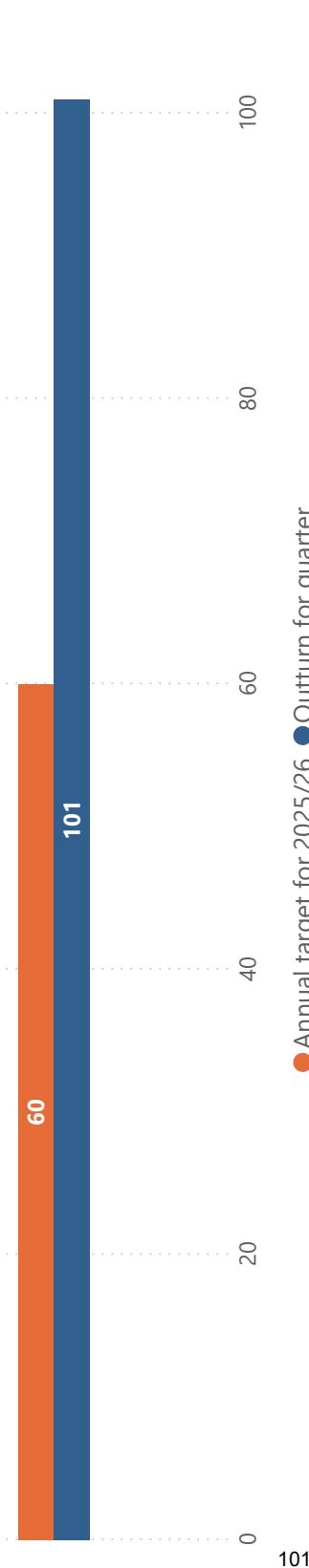
Target: 60



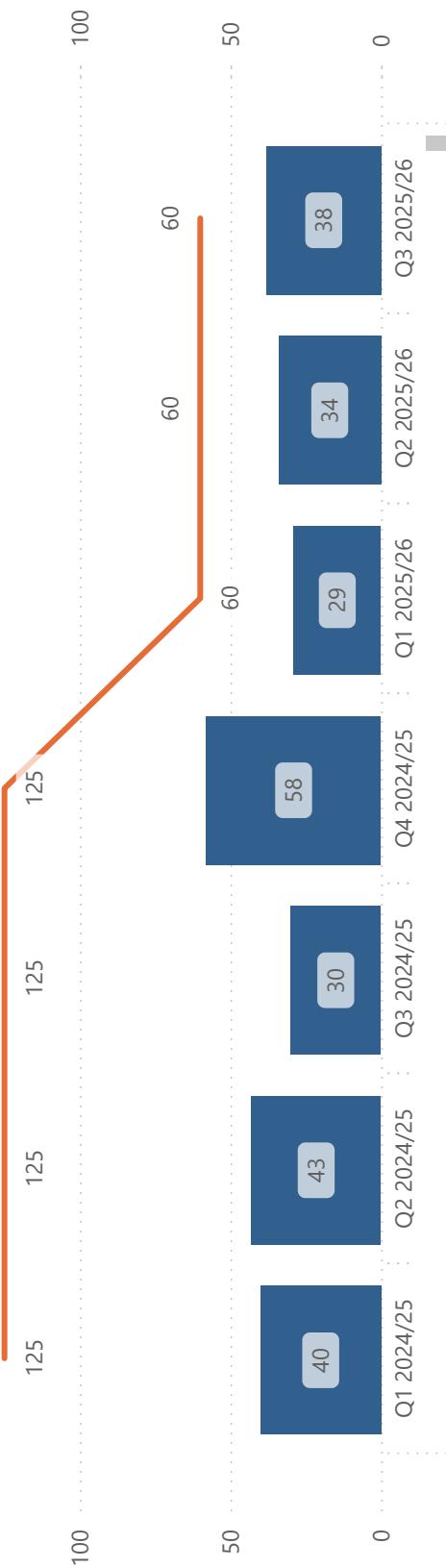
### **Q3 2025/26 progress update:**

Status: Green (on or above target), down arrow-  
indicator is showing is not as good as the previous  
year.

38 businesses received support and  
advice through Tewkesbury Growth Hub  
in Q3. The combined total for the year so  
far is 101. This has exceeded the annual  
KPI target of 60 and is slightly below this  
time last year figure for Q3 2024/25  
which was 113. This KPI is linked to  
tracker action CP.32.



- Number of businesses receiving non-financial support
- Our target



Outcome or output being measured:  
Encouraging growth through supporting business in  
the Borough, including job creation and increased  
revenue.

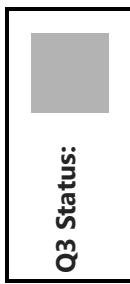
Responsible officer/Lead Member:

Head of service: Community and economic  
development.

Lead member for economic development.

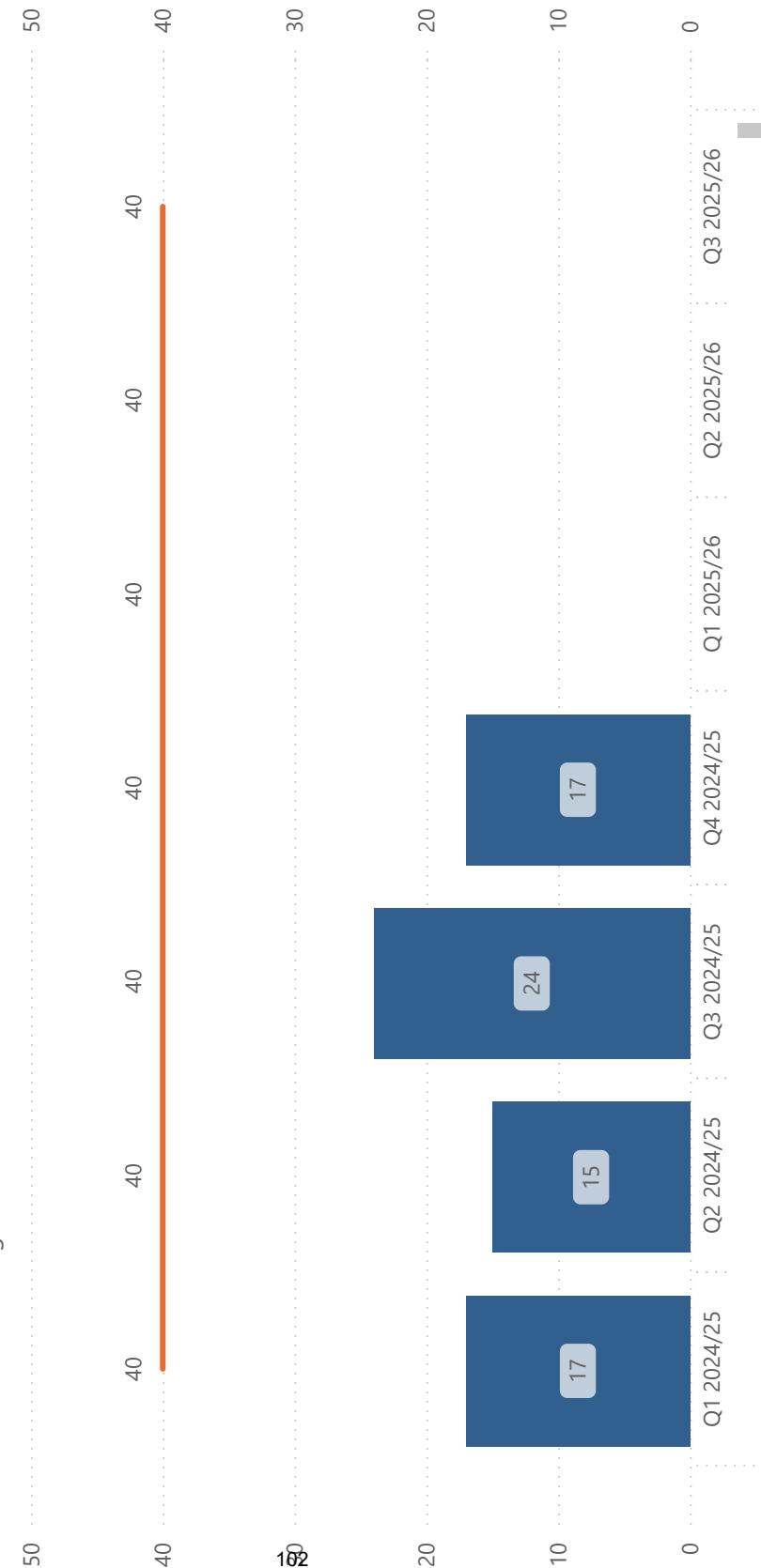
## KP.17 Number of young people supported to reduce anxiety levels.

Target: 40



Status: Grey- data not yet received.

● Quarter Outturn ● Our target



Figures for 2025/26 will be reported on an annual basis post March 2026. These will be presented in Q4 2025/26 performance tracker. Young Gloucestershire create these reports. In 2024/25 73 young people were supported to reduce anxiety levels, this was more than the target set which was 40 young people. This KPI is linked to CP.37.

Outcome or output being measured:  
Through a pilot project, to reduce levels of anxiety amongst young people, and help encourage young people back into school.

Responsible officer/Lead Member:  
Head of service: Community and economic development.  
Lead member for community and housing.

## Appendix 3- Corporate health check indicators- Q3 2025/26

(1 October 2025 – 31 December 2025)

Indicator Key:

	Indicator on or above target.		Indicator is below target but likely to achieve end of year target.		Indicator is significantly below target and unlikely to achieve end of year target.
	Indicator is showing improved performance on previous year.		Indicator is on par with the previous year performance.		Indicator is showing performance is not as good as previous year.
	Shape- no comparison data to compare against previous year. E.g. New KPI		Annual indicator target achieved		Not yet commenced/ data not received.

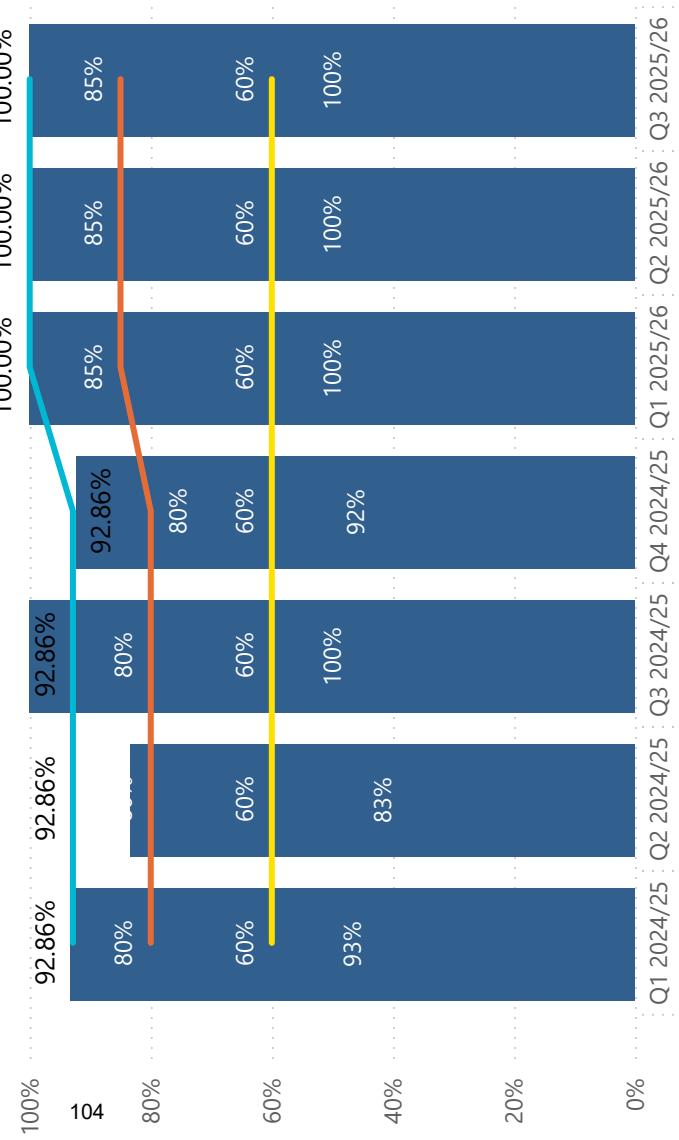
## CI.1 % of major applications determined within time.

**Target:** 85%

### % of major applications determined within time over the past three years

Year % Outturn per year

2022/23	64.86%
2023/24	83.00%
2024/25	92.86%



### **Q3 2025/26 progress update:**

Status: Green (on or above target), up arrow- indicator is showing improved performance on previous year.



**Q3 Status:**

In Q3 three major applications were determined, all were issued within an agreed extended period, achieving an 100% score. For the year so far 23 major applications were determined, one was issued within the statutory time period, and all others were determined within an agreed extended period.

Outcome or output being measured:  
Speed of decision making for major planning applications.

Responsible officer/Lead Member:

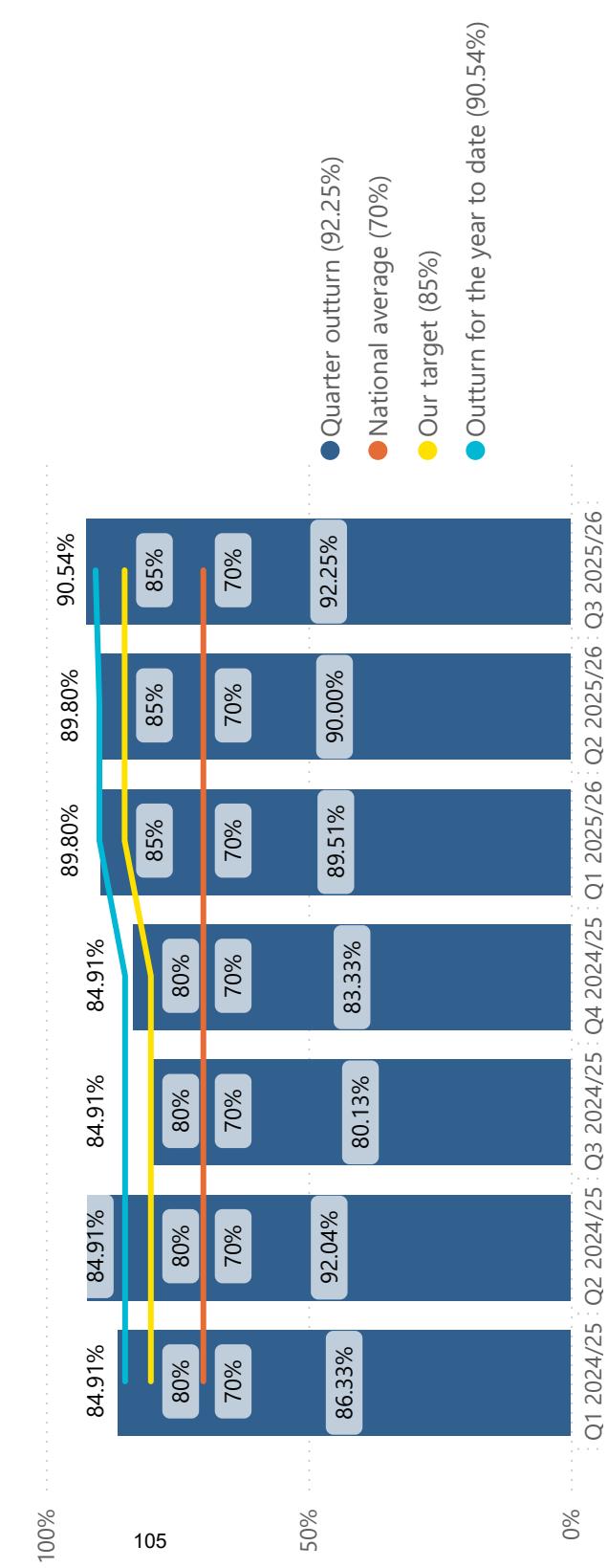
Director: Growth  
Lead member for Planning and Place Making.

## CI.2 % of non-major applications determined within time.

**Target:** 85%

### % of non-applications determined within time over the past 3 years

Year	% outturn per year
2022/23	77.27%
2023/24	86.00%
2024/25	84.91%



### **Q3 2025/26 progress update:**



Status: Green(on or above target), up arrow- indicator is showing improved performance on previous year.

In Q3 129 non-major decisions were issued and 119 were issued within time, of which 62 (48%) were determined within statutory time periods. For the year so far, 423 non-major decisions were issued and 383 (90.5%) were issued within time, of which 208 (49%) were determined without extensions.

Outcome or output being measured:  
Speed of decision making for non-major planning applications.

Responsible officer/Lead Member:

Director: Growth  
Lead member for Planning and Place Making.

### CI.3 % of major applications overturned at appeal.

**Target:** 10%



#### **Q3 2025/26 progress update:**

Status: Green(on or above target), up arrow- indicator is showing improved performance on previous year.

This relates to the most recently published period covering January 2023 to December 2024 (appeal decisions up to September 2025). During this period, 79 major decisions were issued and 4 non-determination appeals submitted, 6 major appeals were allowed scoring 7.23% further increasing the margin to the designation threshold of 10%.

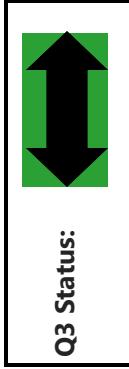
Outcome or output being measured:  
Quality of decision making for major planning applications.

Responsible officer/Lead Member:  
Director: Growth  
Lead member for Planning and Place Making.



## CI.4 % of non-major applications overturned at appeal.

**Target:** 10%



### **Q3 2025/26 progress update:**

Status: Green(on or above target), sideways arrow- indicator is on par with the previous years performance.

This relates to the most recently published period covering January 23 to December 24 (appeal decisions up to September 25). During this period, 1265 non-major decisions were issued and 5 non-determination appeals submitted, 15 non-major appeals were allowed scoring 1.2%, well below the 10% designation threshold.



Outcome or output being measured:  
Quality of decision making for major planning applications.

10%

8%  
6%  
4%  
2%  
0%

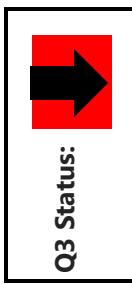
●Outturn for the quarter ●National threshold and our 2025/26 target

Responsible officer/Lead Member:  
Director: Growth  
Lead member for Planning and Place Making.

## Cl.5 Planning enforcement: percentage of cases investigated within 24 hours (Category A development causing, or likely to cause, irreparable harm or damage).

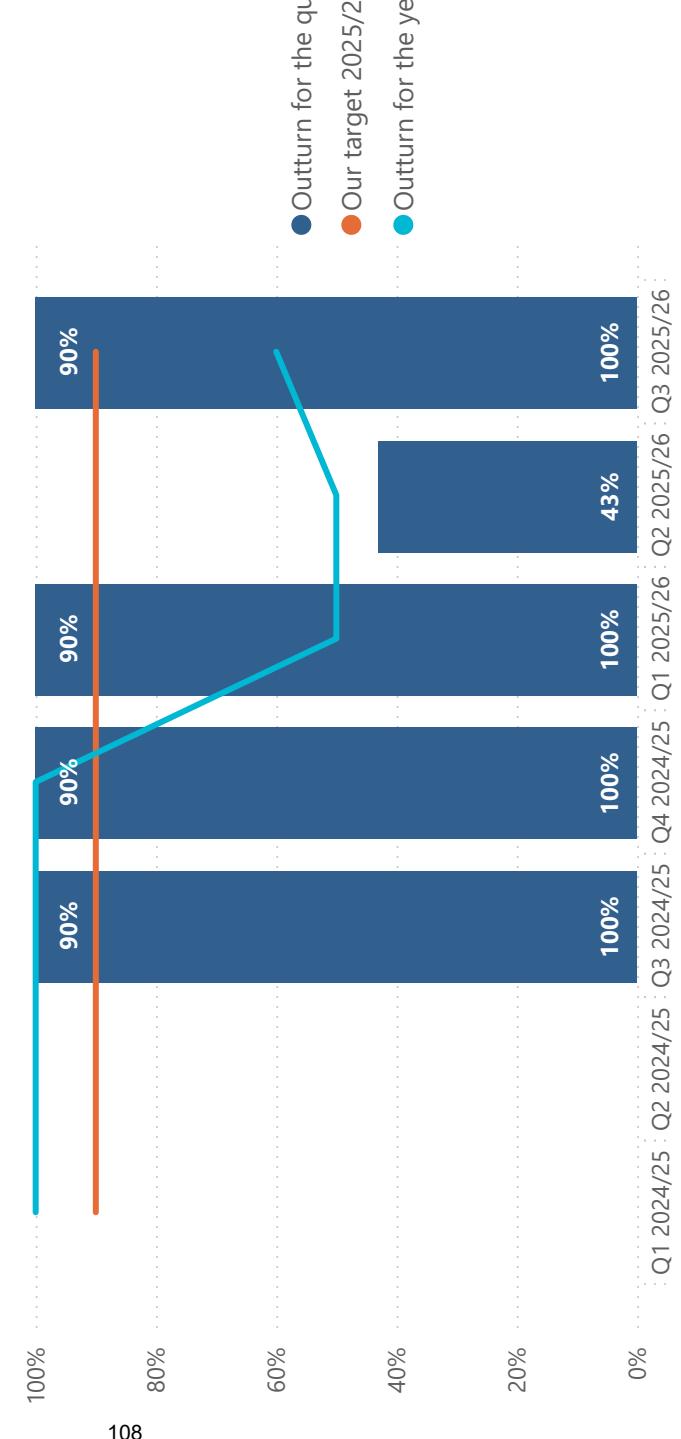
Target: 90%

% of category A cases investigated within 24 hours over the last three years.	
Year	% outturn per year
2022/23	100%
2023/24	40%
2024/25	100%



### Q3 2025/26 progress update:

Status: Red- indicator is significantly below target and unlikely to achieve end of year target. Down arrow- indicator is showing performance is not as good as the previous years performance.



Responsible officer/Lead Member:

Director: Growth  
Lead member for Planning and Place Making.

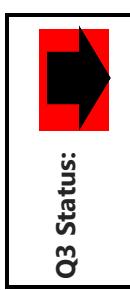
Outcome or output being measured:  
Planning compliance speed of investigation - category A cases.

## Cl.6

**Planning enforcement: percentage of cases investigated within 5 working days (Category B- unless prompt action is taken there is a material risk of further harm being caused which could be reduced or prevented by early intervention).**

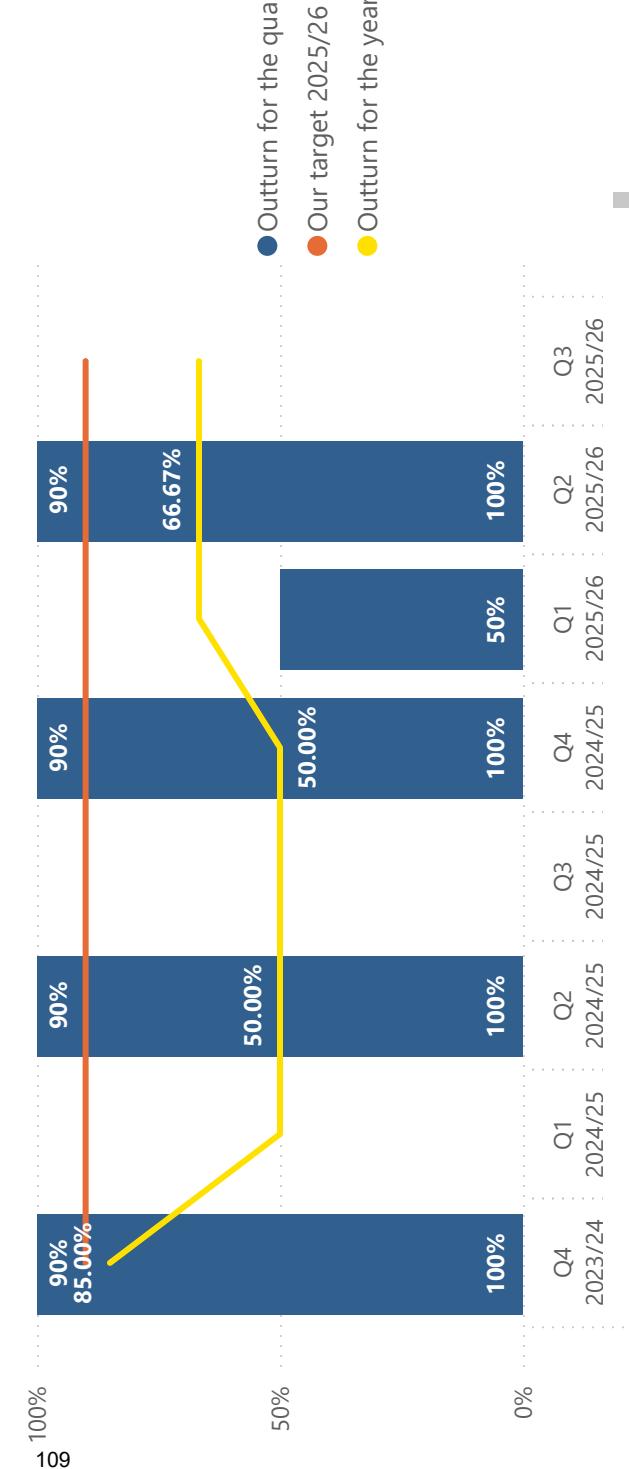
**Target: 90%**

% of category B cases investigated within 5 working days over the last three years.	
Year	% outturn per year
2022/23	100%
2023/24	83%
2024/25	50%



### **Q3 2025/26 progress update:**

Status: Red- indicator is significantly below target and unlikely to achieve end of year target. Down arrow- indicator is showing performance is not as good as the previous years performance.



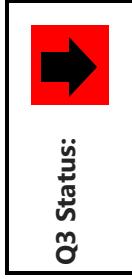
There were no category B cases recorded in Q3. For the year, 6 category B cases were recorded, 4 (66.67%) of these were investigated within the target timescales.

Outcome or output being measured:  
Planning compliance speed of investigation - category B cases.

Responsible officer/Lead Member:

Director: Growth  
Lead member for Planning and Place Making.

<b>CI.7</b>	<b>Planning enforcement: percentage of cases investigated within 10 working days (Category C - unless action is taken, there is a risk of material harm to the environment or undue harm to residential amenity).</b>	<b>Target:</b> 80%
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### **Q3 2025/26 progress update:**

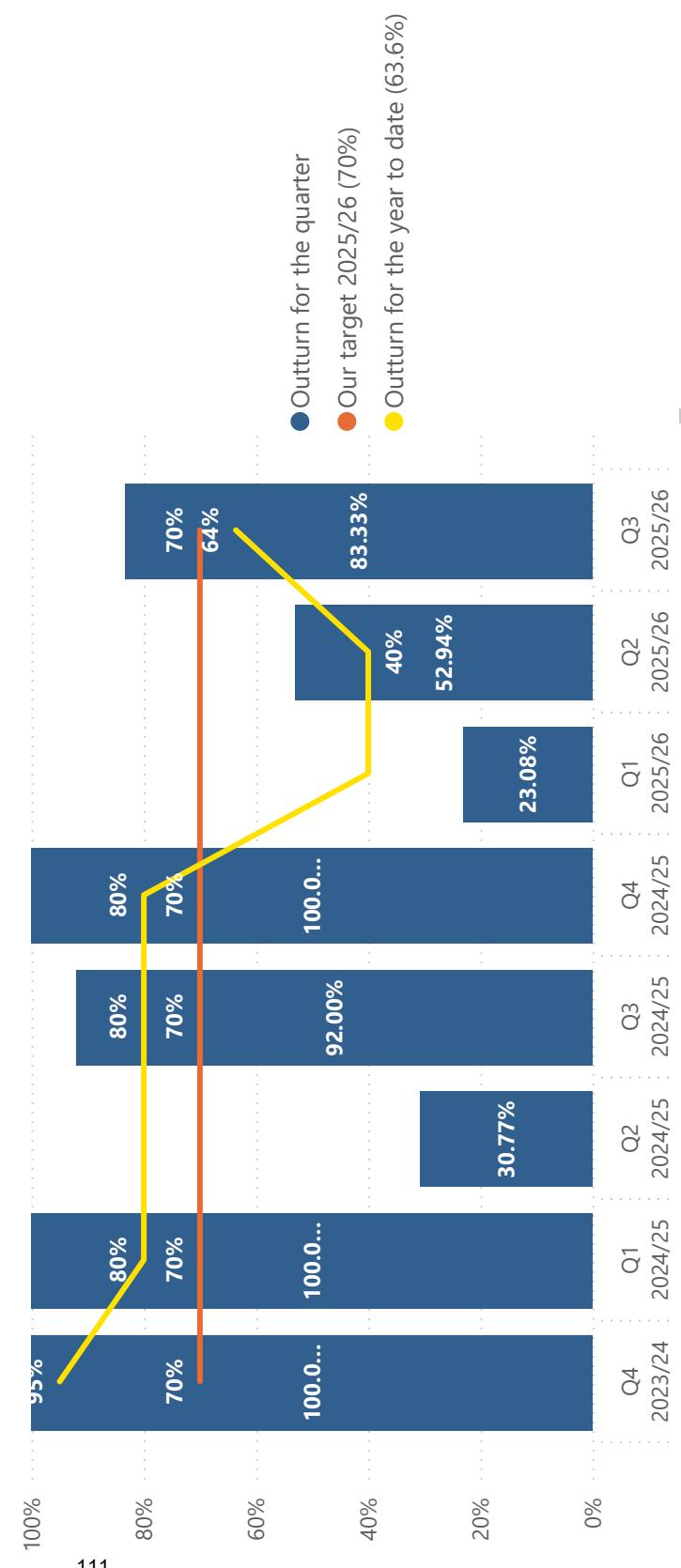
Status: Red- indicator is significantly below target and unlikely to achieve end of year target. Down arrow- indicator is showing performance is not as good as the previous years performance.

<b>% of category C cases investigated within 10 working days over the last three years.</b>	
Year	% outturn per year
2022/23	92.86%
2023/24	86.00%
2024/25	87.50%



<b>CI.8</b>	<b>Planning enforcement: percentage of cases investigated within 15 working days (Category D- breaches of planning control causing limited material disturbance to local residents or ham to the environment, which do not come with any of the higher categories, and where delay would not prejudice the council's ability to resolve the matter).</b>	<b>Target:</b> 70%

**Planning enforcement: percentage of cases investigated within 15 working days (Category D- breaches of planning control causing limited material disturbance to local residents or ham to the environment, which do not come with any of the higher categories, and where delay would not prejudice the council's ability to resolve the matter).**



### **Q3 2025/26 progress update:**



**Status:** Red- indicator is significantly below target and unlikely to achieve end of year target. Down arrow- indicator is showing performance is not as good as the previous years performance.

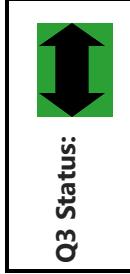
In Q3 36 new category D cases were registered, of which 30 commenced investigations within target timescales. For the year so far, 66 category D cases were recorded, 42 (63.6%) of these were investigated within the target timescales. Whilst performance is below target for category B, C and D cases, Q3 sees a marked improvement and positive direction of travel, vacant posts have been filled, and the backlog is being managed.

**Outcome or output being measured:**  
Planning compliance speed of investigation - category D cases.

**Responsible officer/Lead Member:**  
Director: Growth  
Lead member for Planning and Place Making.

## CI.9 % of high risk food premises inspected within target timescales.

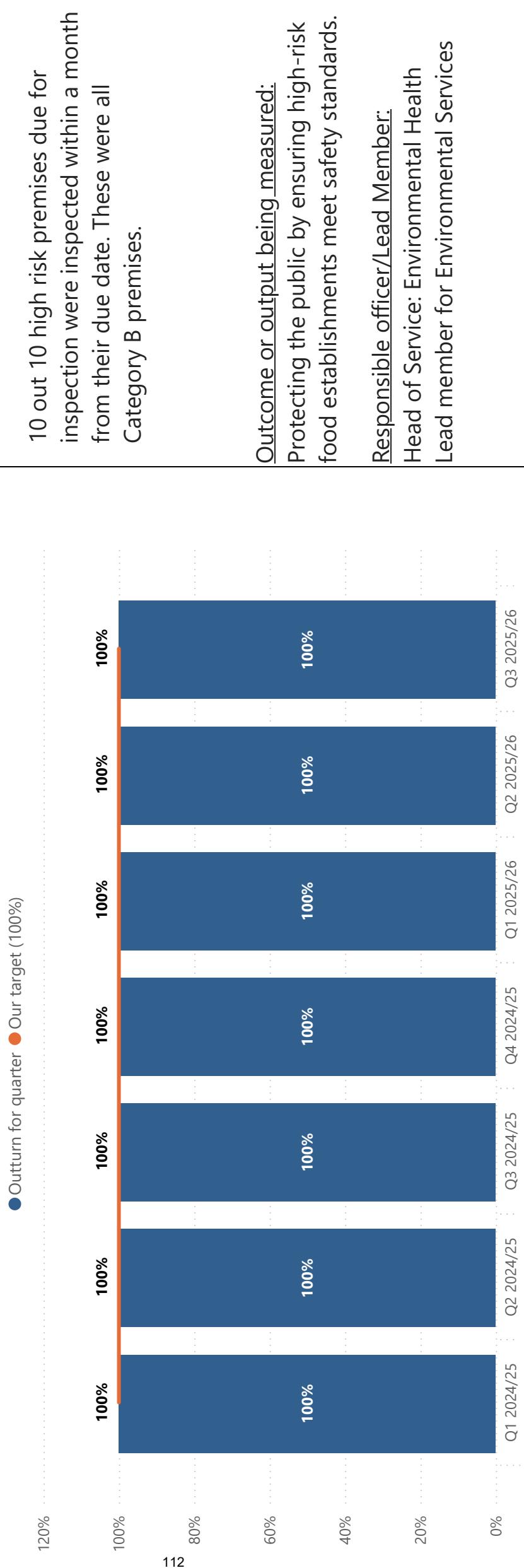
Target: 100%



### **Q3 2025/26 progress update:**

Status: Green(on or above target), sideways arrow- indicator is on par with the previous years performance.

● Outturn for quarter ● Our target (100%)



Outcome or output being measured:  
Protecting the public by ensuring high-risk food establishments meet safety standards.

Responsible officer/Lead Member:

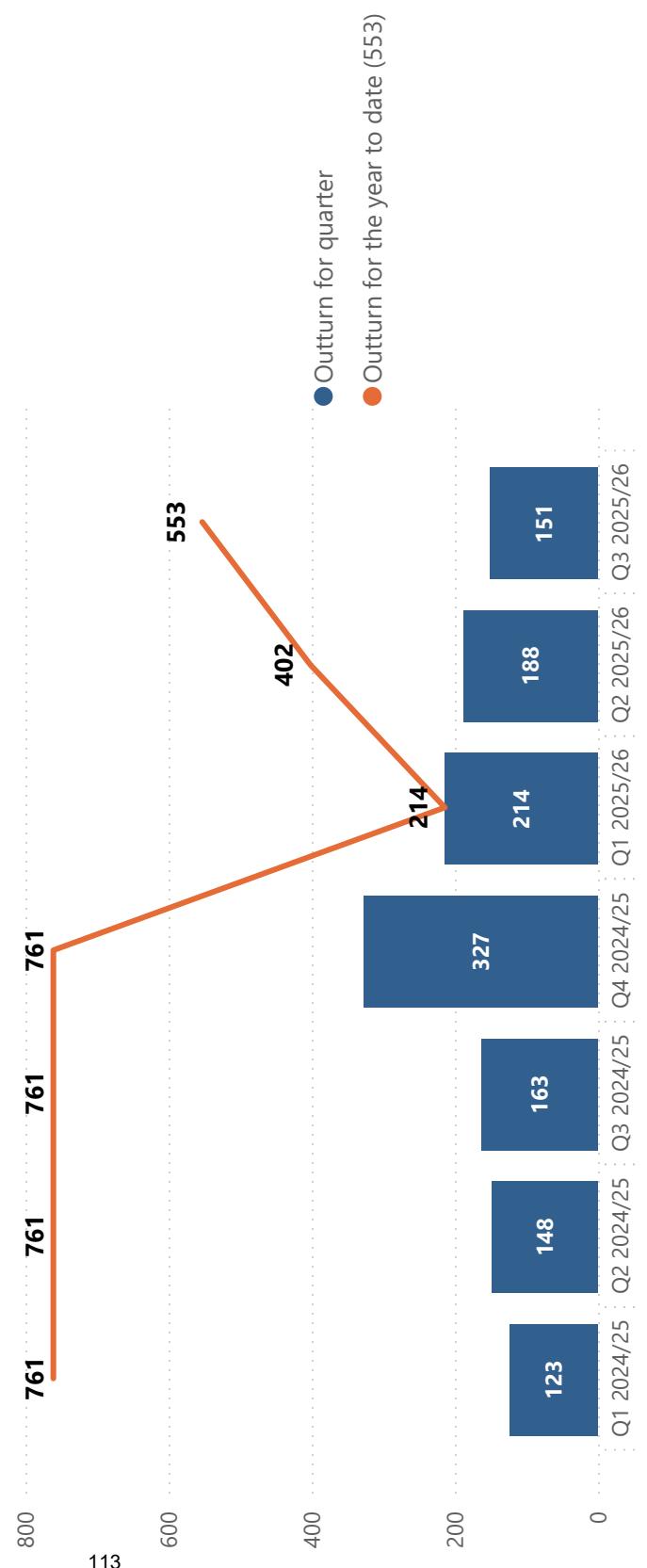
Head of Service: Environmental Health  
Lead member for Environmental Services

## CI.10 Number of fly tipping incidents.

Target: n/a

Outturn of the number of fly tips per year

Year	Outturn per year
2022/23	655
2023/24	718
2024/25	761



### **Q3 2025/26 progress update:**

**Q3 Status:**



Status: No colour as there is not a target. Down arrow- indicator is showing performance is not as good as previous year.

The number of reported fly tips fell by 37 between Q2 and Q3. The reduction may be attributable to reduced tips containing garden waste compared to the summer months. The number in Q4 can be expected to be relatively high following the festive period. Therefore it is expected the annual outturn will be slightly higher than the outturn figure in 2024/25 (761).

Outcome or output being measured:

Reduce of fly tips within the borough.

Responsible officer/Lead Member:

Head of service: Environmental Health  
Lead member for Environmental Services

## CI.11 Number of fly-tipping enforcement notices.

Target: n/a

### Q3 2025/26 progress update:



Q3 Status:

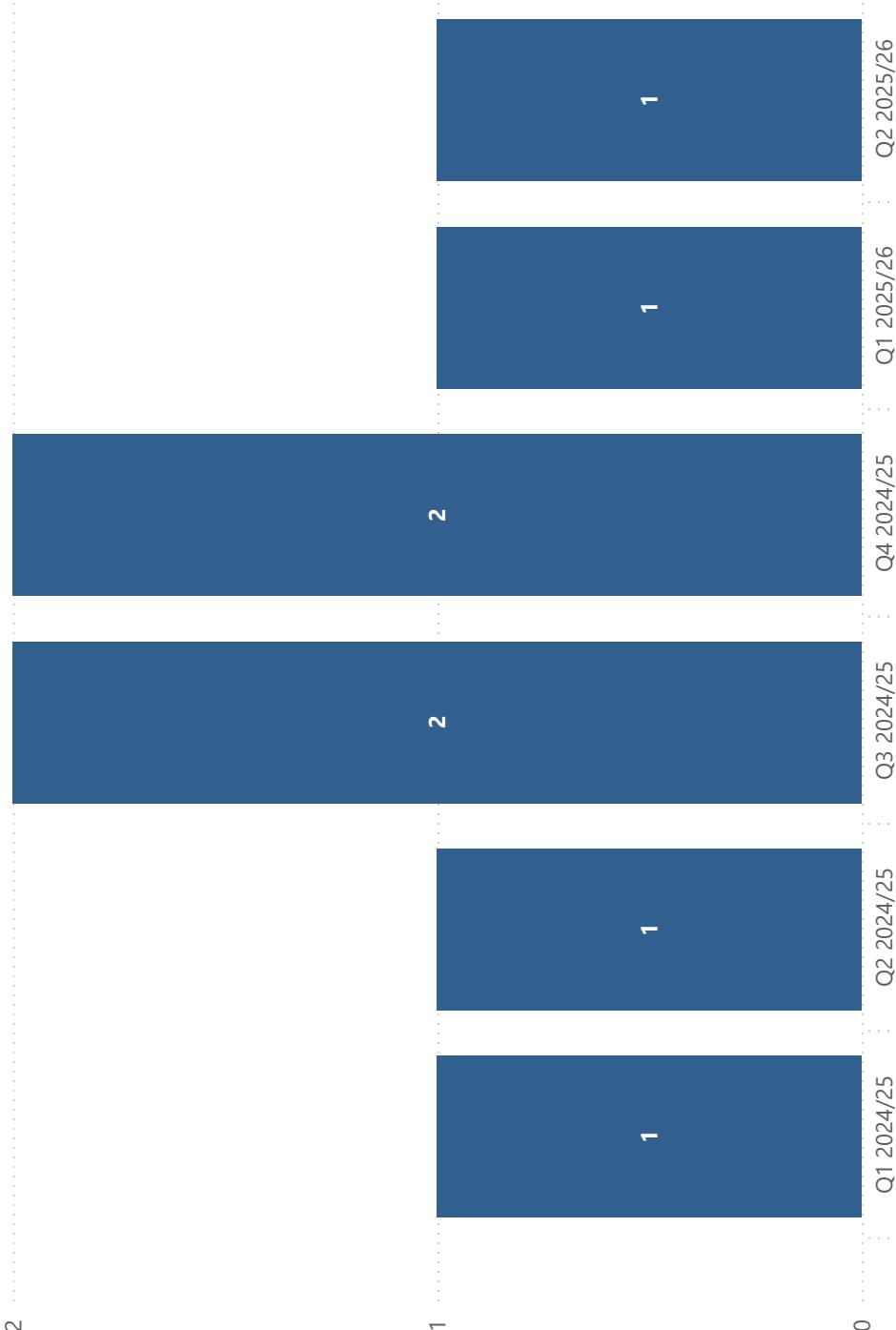
Status: No colour as there is not a target. Down arrow- indicator is showing performance is not as good as previous year.

Although no Fixed Penalty Notices (FPN) were served in Q3 a prosecution for a serious fly tip in Twiggworth was authorised and the court case is due to be heard in March 2026. So far this year there have been two FPN served in 2025/26.

Outcome or output being measured:  
Deter illegal dumping of waste and protect the environment.

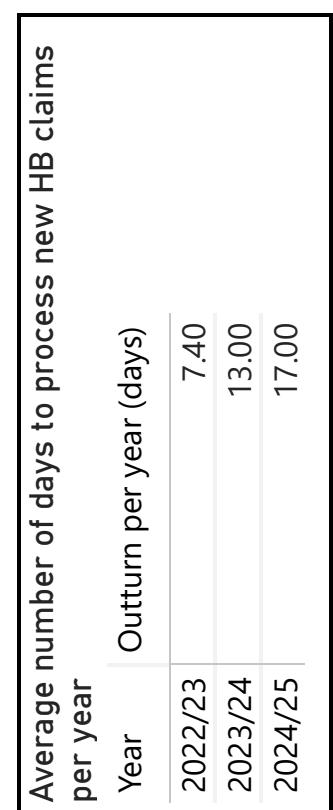
Responsible officer/Lead Member:

Head of service: Environmental Health  
Lead member for Environmental Services



Average number of days to process new housing benefit claims.

**Target:** 18 days



Q3 2025/26 progress update:

Status: Green(on or above target), sideways arrow- indicator is on par with the previous years performance.

Difficulty in recruiting to the benefit manager post has led to some resource issues. During Sept/Oct/Nov and December the team have been managing with at least one member of staff being absent as well as the manager. This has been difficult to manage. In the new year we have resourced some temporary support to help improve this. Despite this, the number of average days to process new housing benefit claims is still below target of 18 days and the national target of 22 days. It is on par with last years outturn figure of 17 days.

Outcome or output being measured:

Ensuring residents on a low income receive assistance to meet their rental costs in line with needs in a timely manner.

Responsible officer/Lead Member:

Head of service: Revenue and Benefits  
Lead member for Finance and Asset Management.

**Target:** 6 days

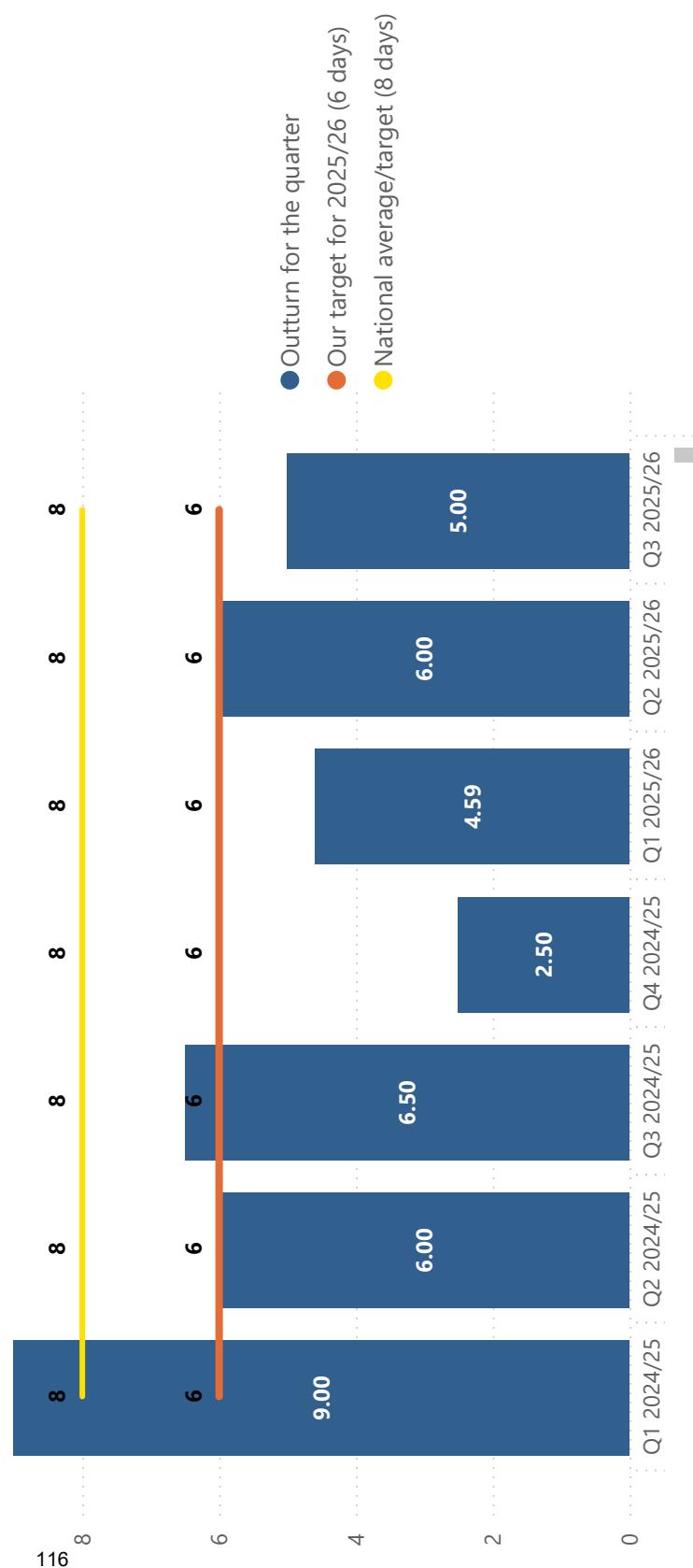
**CI.13** **Average number of days to process change of circumstances to housing benefit claims.**

**Q3 2025/26 progress update:**

Status: Green (on or above target). Up arrow-indicator is showing improved performance on previous year.

**Q3 Status:** 

<b>Average number of days to process change in circumstances to HB claims per year</b>	
Year	Outturn per year (days)
2022/23	10.60
2023/24	5.00
2024/25	6.00



**Outcome or output being measured:**  
Ensuring residents receive an accurate level of benefit based on their current circumstances in a timely manner.

**Responsible officer/Lead Member:**

Head of service: Revenue and Benefits  
Lead member for Finance and Asset Management.

## CI.14 % of council tax collected

**Target:** 98.5%

### **Q3 2025/26 progress update:**

Status: Green (on or above target), up arrow-indicator is showing improved performance on previous year.



**Q3 Status:**

% council tax collected per year	
Year	% Outturn per year
2022/23	98.70%
2023/24	97.40%
2024/25	98.50%

Collection rate for Council Tax at the end of Q3 (85%) was slightly higher than this time last year which was 84.33%. This is on target to meet the council's annual target of 98.5%.

### Outcome or output being measured:

To ensure we maximise revenue available to the council to provide services.

### Responsible officer/Lead Member:

Head of service: Revenue and Benefits  
Lead member for Finance and Asset Management.



## CI.15 % of business rates collected

**Target:** 98.5%

% of business rates collected per year	
Year	% Outturn for the year
2022/23	98.90%
2023/24	97.59%
2024/25	99.70%



### **Q3 2025/26 progress update:**

Status: Amber (below target but likely to be achieved by the end of the year). Down arrow indicator is showing performance is not as good as previous year.

Q3 collection rate for business rates (83%) is slightly lower than this time last year, which was 83.86%. However there has been an increase in hereditaments during this quarter, and this has increased the collectable amount with little time for billing etc. Over the next three months payments will commence and will ensure on track for end of year collection figures.

**Outcome or output being measured:**  
To ensure we maximise revenue retention for the council.

**Responsible officer/Lead Member:**  
Head of service: Revenue and Benefits  
Lead member for Finance and Asset Management.



## CI.16 % of invoices paid within 30 days.

Target: 95%

% of invoices paid within 30 days per year	
Year	% outturn for the year
2022/23	87.85%
2023/24	88.38%
2024/25	94.79%



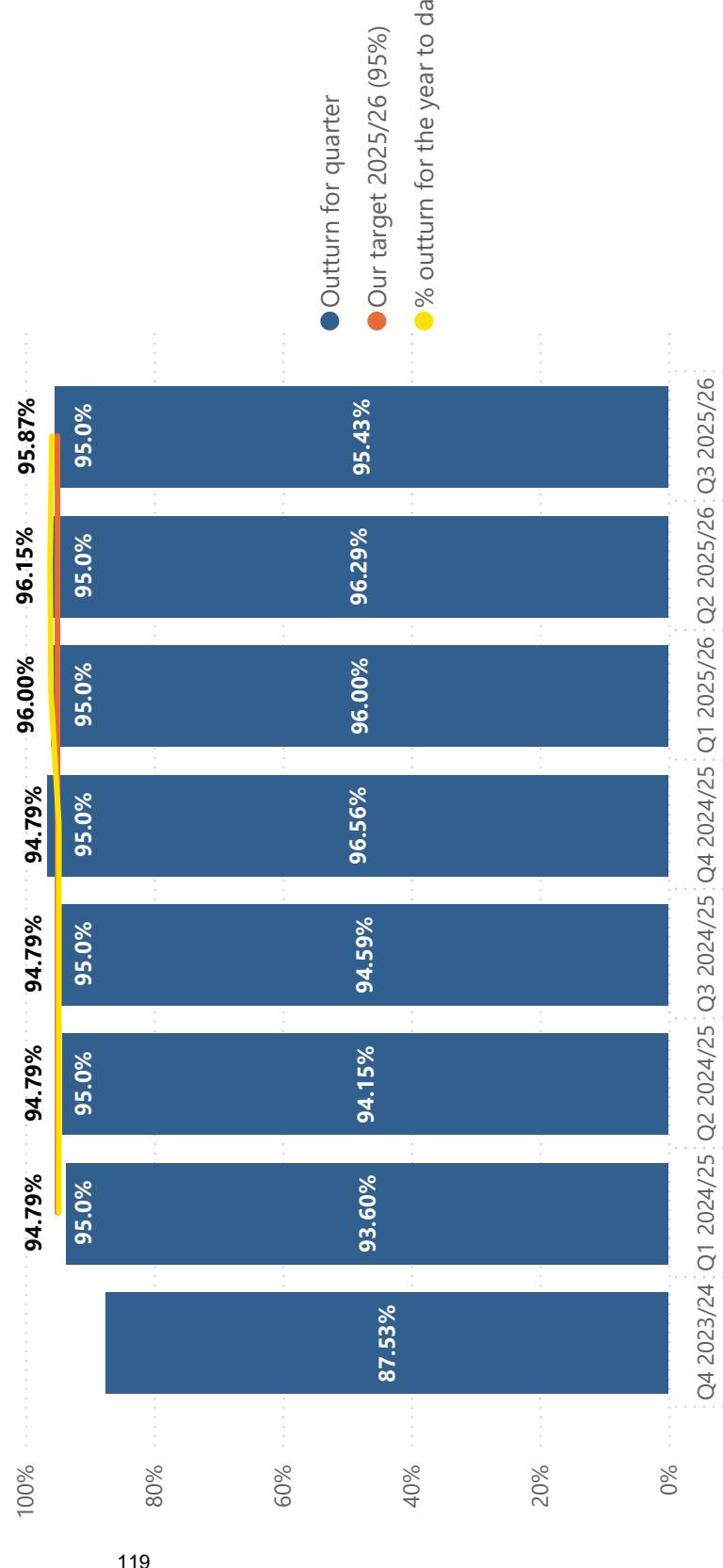
### Q3 2025/26 progress update:

Status: Green (on or above target), up arrow- indicator is showing improved performance on previous year.

95.43% of invoices were paid within 30 days in Q3. An improvement when compared to last year's Q3 (94.59%). For the year, 95.87% of invoices were paid within 30 days, this meets the council's annual target of 95% and an improvement when compared to last years outturn of 94.79%.

Outcome or output being measured:  
To monitor timely payments of suppliers.

Responsible officer/Lead Member:  
Associate Director: Finance and Asset Management.  
Lead member for Finance and Asset Management.



## CI.17 % of debt over one year.

**Target:** 20% not to be exceeded

### **Q3 2025/26 progress update:**

Status: Green (on or above target). Down arrow-indicator is showing performance is not as good as the previous years performance.

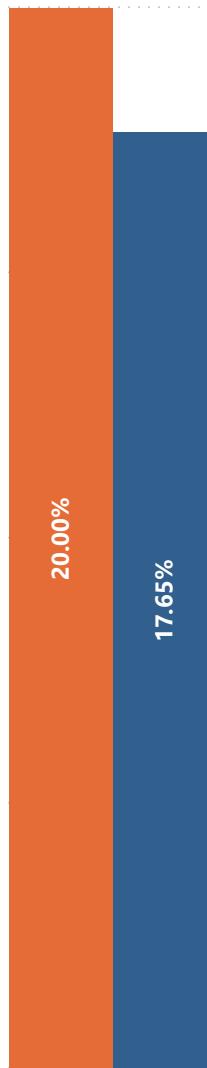


**Q3 Status:**

This includes £205k of COVID-19 grant debts which are underwritten by government. (excluding these would reduce the % to 9.58%) The overall figure to date, 17.65% which is above the outturn figure of 8.20% for 2024/25 but it is still on target to be under 20%.

Outcome or output being measured:  
Recoverability of debt becomes less likely the older it is and could impact the council's budgets if it needs to be written off. This measures service areas management of their debt.

- Outturn for the quarter
- Our target for 2025/26



25%

20%

15%

10%

5%

0%

Responsible officer/Lead Member:

Associate Director: Finance and deputy S151 officer.  
Lead member for Finance and Asset Management.

## CI.18 Average number of sick days per FTE.

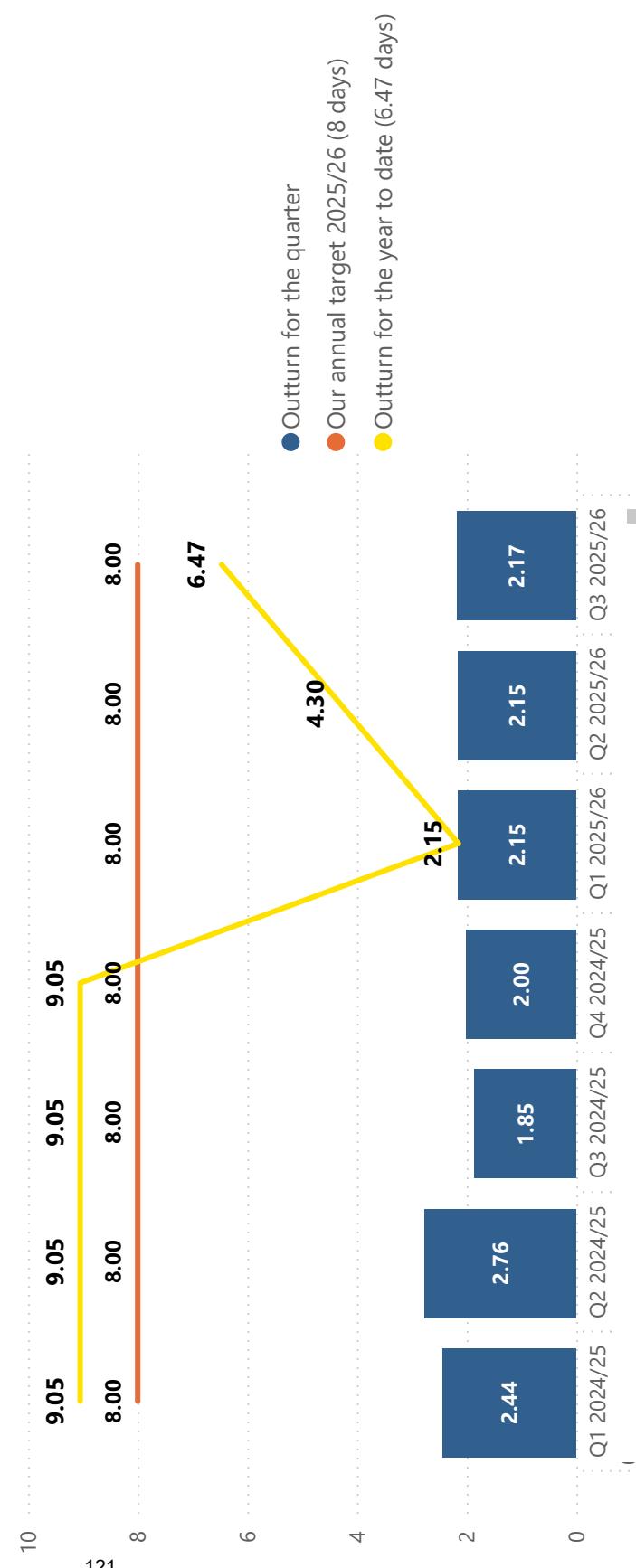
Target: 8 days

Average number of sick days per FTE per year	
Year	Outturn for the year (days)
2022/23	9.84
2023/24	8.61
2024/25	9.05

### Q3 Status:



Status: Amber- indicator is below target but likely to achieve end of year target. Up arrow-indicator is showing improved performance on previous year.



### Q3 2025/26 progress update:

In Q3 (October–December 2025), the average number of sick days per FTE was 2.17, bringing the cumulative figure for the year to 6.47 days. This represents a slight increase compared to Q2 (2.15 days), but remains broadly consistent with previous quarters. Headcount: 242, FTE: 214.58, total working days lost: 526 (short-term sickness: 298 days (1.39 per FTE), long-term sickness: 228 days (1.06 per FTE)). The rise in short-term sickness during Q3, contributed to the overall increase. Long-term sickness cases remain under close management, with phased returns continuing to impact figures. While performance is slightly above the quarterly target of 2.0 days, it is still an improvement compared to historic trends. Direction of travel: amber – marginal increase from Q2 but stable overall. Continued proactive management of long-term cases and data quality improvements expected to support performance in Q4.

Outcome or output being measured:  
Reduction in capacity to meet organisational objectives.

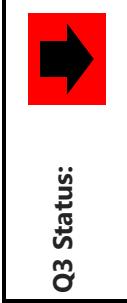
Responsible officer/Lead Member:

Head of service: human resources and organisational development. Lead member for staff

## CI.19 Average voluntary staff turnover.

not exceed  
**Target: 12.5%**

Average voluntary staff turnover per year (%)	
Year	% Outturn per year
2022/23	15.40%
2023/24	12.60%
2024/25	11.70%

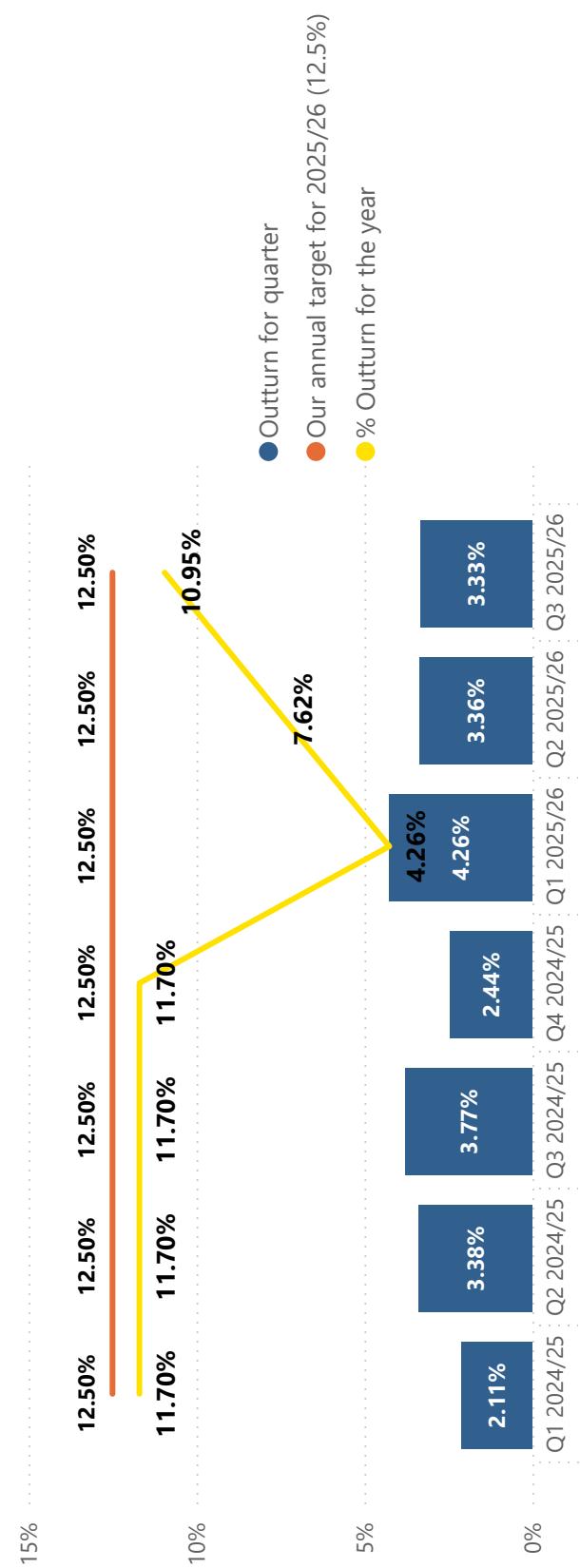


Status: Red- indicator is below target and unlikely to achieve end of year target. Down arrow- indicator is showing performance is not as good as the previous years performance.

## Q3 2025/26 progress update:

Voluntary turnover for Q3 was 3.33%, with eight leavers during the period: four in October, two in November, and two in December. Of these, four were resignations and four were retirements. While the quarterly figure remains slightly above the target, it is broadly consistent with previous quarters and reflects a mix of voluntary movement and planned exits. The net increase in headcount by five demonstrates that recruitment activity continues to offset turnover, supporting overall workforce stability.

We recognise that some level of turnover is natural and can bring benefits, including fresh perspectives and new skills. At the same time, we remain focused on retaining critical talent and institutional knowledge. Our ongoing analysis of exit interview data continues to inform the development of the council-wide Retention Strategy. Early interventions such as targeted campaigns and flexible working initiatives are showing positive signs, and we will build on these successes in Q4. Our aim remains to strike the right balance between continuity and renewal, ensuring TBC remains an attractive and inclusive employer.



Outcome or output being measured:

The rate of churn within the workforce.

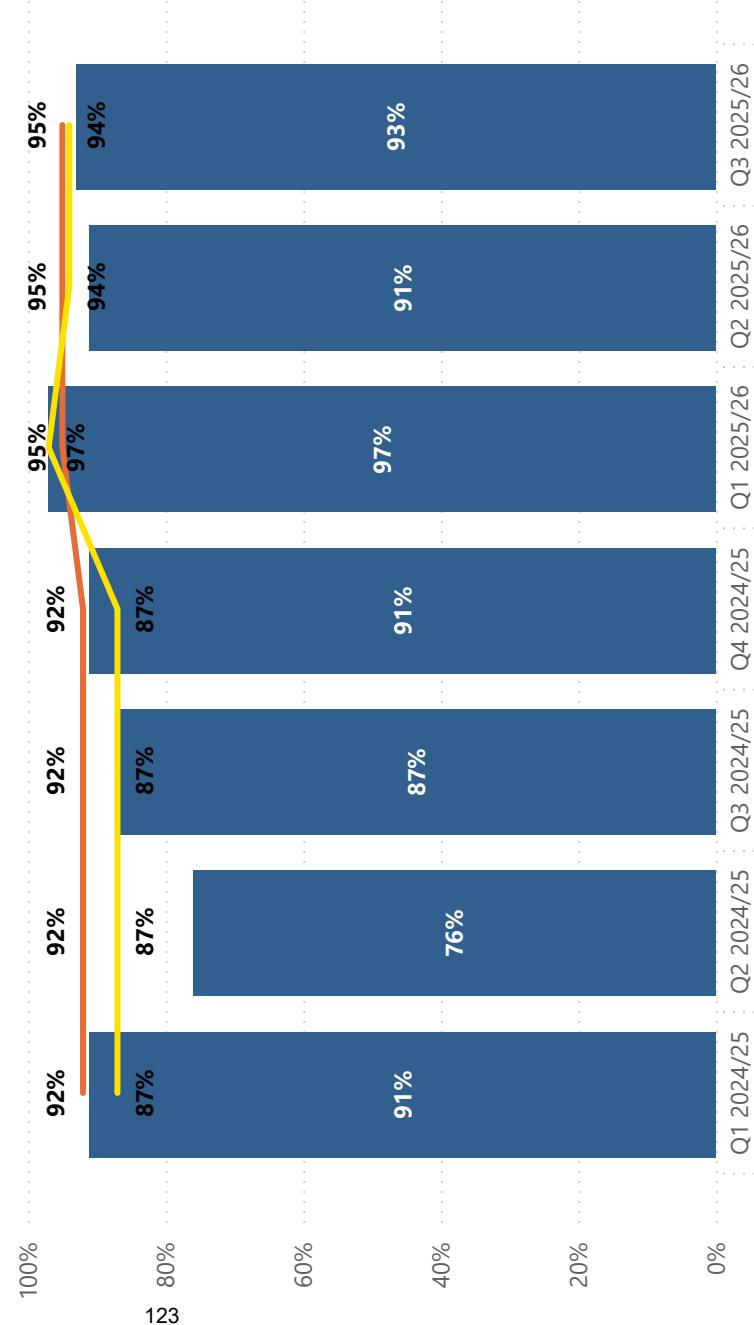
Responsible officer/Lead Member: Head of service: human resources and organisational development. Lead member for staff and culture.

## CI.20 % of FOI's answered on time.

Target: 95%

### % of FOIs answered on time per year

Year	% Outturn for the year
2022/23	91.00%
2023/24	96.00%
2024/25	87.00%



### Q3 2025/26 progress update:

Status: Amber- indicator is below target but likely to achieve end of year target. Up arrow- indicator is showing improved performance on the previous years.

150 FOI/EIR requests were received in Q3, of these 93% (139) were answered within the 20 working days timescale. For the year so far 475 requests have been received, 444 (94% of these were answered on time. This is slightly below our target of 95% but is above our outturn figure for 2024/25 (875). When compared against the Information Commissioners Office (ICO) self-assessment tool on timeliness 94% is within the 'adequate' criteria.

Outcome or output being measured:  
Being transparent with information the authority holds.

Responsible officer/Lead Member:  
Head of service: Audit and governance  
Lead member for governance.

- Outturn for the quarter
- Our target 2025/26 (95%)
- % outturn for the year

123

95%

94%

93%

92%

91%

90%

89%

88%

87%

86%

85%

84%

83%

82%

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16%

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14%

13%

12%

11%

10%

9%

8%

7%

6%

5%

4%

3%

2%

1%

0%

## CI.21 % of formal complaints answered on time.

**Target:** 90%

### % outturn of the number of formal complaints answered on time

Year	% outturn for the year
2022/23	70.0%
2023/24	90.0%
2024/25	80.0%



### Q3 Status:

Status: Green(on or above target), up arrow- indicator is showing improved performance on previous year.

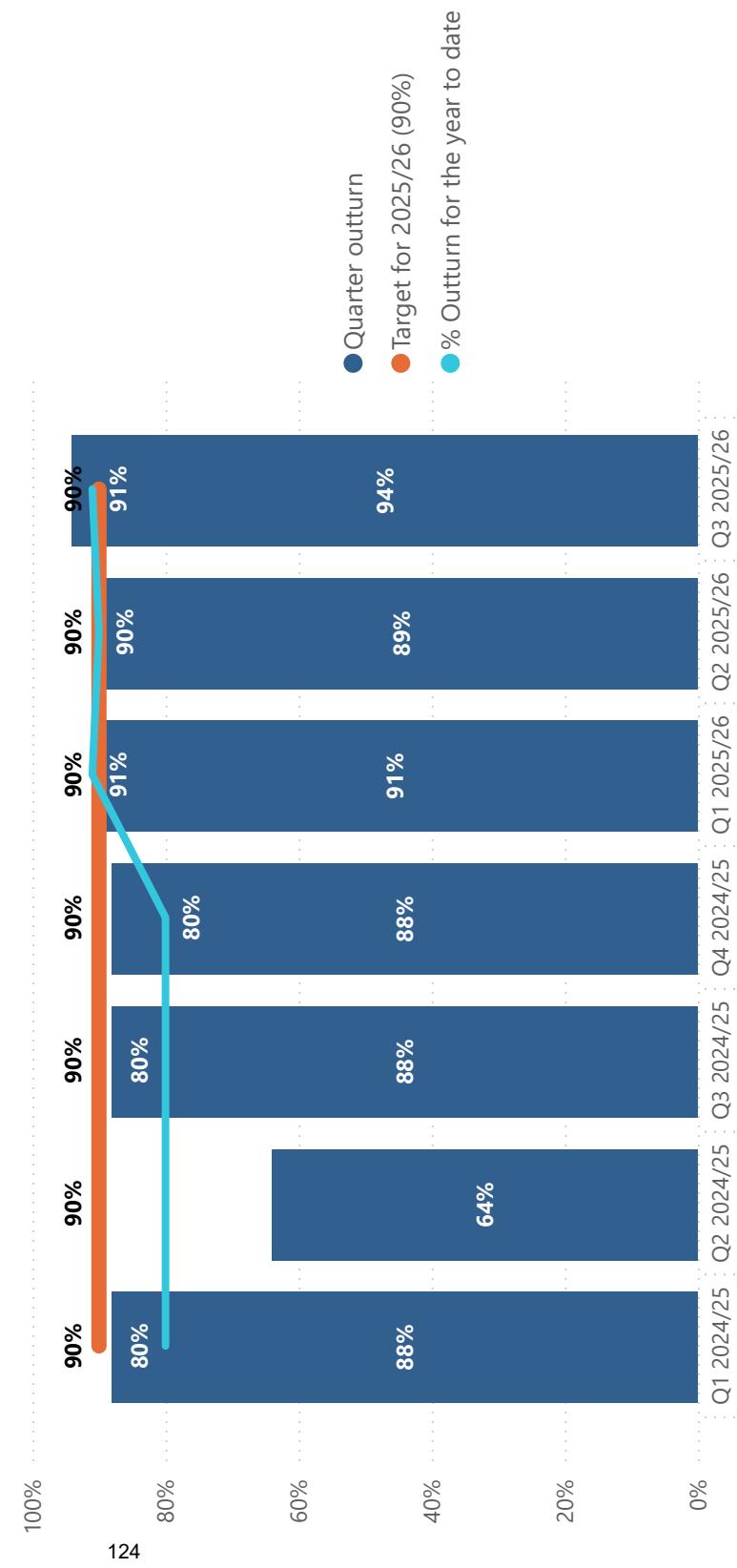
### Q3 2025/26 progress update:

Status: Green(on or above target), up arrow- indicator is showing improved performance on previous year.

17 formal complaints were received in Q3, of these 16 (94%) were answered on time. 6 were upheld, 5 partially upheld and 5 not upheld and one awaiting a response. For the year so far, 66 stage one complaints have been received with 60 (91%) answered within time. Q3 performance and the cumulative figure for the year so far, is above the target (90%) and above the outturn figure for 2024/25 of 80%.

Outcome or output being measured:  
Monitor the effectiveness of the council, ensuring any lessons learnt are learnt quickly and efficiently.

Responsible officer/Lead Member:  
Head of service: Audit and governance.  
Lead member for governance.



# Agenda Item 8

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	10 February 2026
<b>Subject:</b>	Rid Tewkesbury of Bin Blight Petition Working Group Report
<b>Report of:</b>	Director: Communities
<b>Head of Service/Director:</b>	Director: Communities
<b>Lead Member:</b>	Lead Member for Environmental Services.
<b>Number of Appendices:</b>	None

### **Executive Summary:**

Following receipt of a petition in May 2025 full Council asked the Overview and Scrutiny to consider the petition. The petition called for a number of actions to improve the appearance of the streets of the conservation area in Tewkesbury Town by the removing of wheelie bins that are stored permanently in the area. A working group of the O&S Committee was formed and has met on 5 occasions to consider evidence from individuals and organisations. The working group were presented with a great deal of information and considered a lot of evidence on which to base their conclusions and recommendations back to full Council. The information and evidence are summarised within the body of this report.

The Working Group are making three recommendations to Council as set out below.

### **Recommendation:**

#### **To RECOMMEND to COUNCIL that:**

1. **The wording of the Tewkesbury Household Waste and Recycling Collection Service Policy and Procedures be amended to make clear that it is a “requirement” to remove bins from the streets in the Tewkesbury Conservation area once they have been collected on collection day.**
2. **The Director: Communities develop a six month costed pilot exercise to introduce a graduated approach to enforcement if persistent offenders leave their bins on the streets in contravention of the amended policy.**
3. **The Director: Communities bring a report to Executive Committee with a proposed amended waste policy and a project plan, as outlined in recommendations 1 and 2, no later than June 2026.**

### **Financial Implications:**

None as a direct result of this report, however if Council agree the proposed recommendations, then as the pilot project is developed there may be implications for the Council's budgets.

**Legal Implications:**

Any enforcement action will be assessed on a case by case basis with reference to Tewkesbury Borough Council's enforcement policy and the evidential and public interest tests under the Code for Crown Prosecutors.

**Environmental and Sustainability Implications:**

There are no environmental and sustainability implications as a direct result of this report.

**Resource Implications (including impact on equalities and implications of Local Government Reorganisation):**

None as a direct result of this report, however as the pilot project is developed there may be implications for the Council's budgets.

**Safeguarding Implications:**

There are no safeguarding implications as a direct result of this report.

**Impact on the Customer:**

Customers who ignore the new policy requirements may find themselves facing enforcement action, however a graduated approach should mean that opportunities to comply with policy would have been afforded to them ahead of any formal action. Any enforcement action would need to be taken in line with the TBC Corporate Enforcement Policy and be proportionate and consistent.

## 1.0 INTRODUCTION

- 1.1 An e-petition was submitted in accordance with the Council's Petitions Scheme and published by the Council on 11 March 2025. The petition closed on 11 May 2025 and an accompanying paper petition was handed in by the petition organiser on 19 May 2025.
- 1.2 The petition received 237 signatures (194 paper and 43 electronic) which is in excess of the 100 signatures required to trigger a debate at Council.
- 1.3 The petition was related to people who permanently keep their bins on the streets in the conservation area of Tewkesbury Town and requested that the Council take the following actions:
  - Ensure that wheelie bins are only issued within Tewkesbury Conservation Area (and any such so identified) where residents have storage space on their property and commit to use it.
  - Within Tewkesbury Conservation Area (and any such so identified) insist on the use of bags (Blue bags as already provided, but under-promoted, by TBC for such circumstances) or community storage (see below) where the above cannot be assured.
  - Provide screened community storage facilities in one or two identified areas within Tewkesbury Conservation Area (and any such so identified) problematic places - one certainly in Chance Street.

- Use available discretionary powers under the Environment Protection Act 1990, to include Bins stored permanently on pavements/alleys in Tewkesbury Conservation Area (and any such so identified) in the list of issues (like dog fouling, fly posting, littering, graffiti etc) incurring Fixed Penalty Notices. (Cotswold DC use these powers, TBC could do so too.)
- Revise wording in parts of the Council website to clearly message that in the Tewkesbury Conservation Area (and any such so identified) it is a REQUIREMENT, not a REQUEST, that bins are not stored on public space. This to include Commercial as well as residential bins.
- Include conditional clauses, as standard, in any development permits to ensure agreed bin storage space is maintained for the approved purpose during lifetime of development.

**1.4** Council requested the Overview and Scrutiny (O&S) Committee to scrutinise the matter and the O&S Committee agreed to establish a working group to consider the matter and provide recommendations back to full Council.

**2.0 MEETINGS OF THE RID TEWKESBURY OF BIN BLIGHT PETITION WORKING GROUP**

**2.1** The Rid Tewkesbury of Bin Blight Petition Working Group (The working group) was established by the O&S Committee, and the first meeting of the group was held on 15 October 2025 agreeing to work to the terms of reference attached as appendix one to this report.

**2.2** The working group met on 5 occasions between October 2025 and January 2026 and throughout the course of those meetings considered information (either in person and / or in writing) from:

- The petitioner
- Officers from TBC :
  - Waste & Recycling team
  - Environmental Health
  - Planning enforcement
  - Conservation Officer
- Ubico
- One Legal
- GCC Highways (portfolio holder)
- Neighbouring councils – Cotswolds, Cheltenham, Gloucester City, Worcester City.
- Tewkesbury Town Council – Chair of Planning

**2.3** The working group heard a great deal of information from these various sources and the following paragraphs provide the Committee with a summary of that information. It is not possible to be completely comprehensive in this report as a significant amount of information was considered, however the notes of the meetings are available to Members of the Committee on request.

**2.4** Those who provided verbal evidence to the working group were limited to 20 minutes and the petitioner was invited along first to present the key points of his petition. He also presented information on council's that state that they have the ability to undertake enforcement action.

**2.5** Ubico presented information on the use of Seagull sacks (strong sacks that can hold up to 3-4 black bin bags) in Gloucester City and highlighted areas where this works well and areas where it does not work so well, they discussed the fact that bags frequently go missing and where they are used, the strict rules on times to put them out etc. They also highlighted some of the safety concerns of bag collections e.g. repetitive strain injury, exposure to biohazards etc. Other concerns raised by Ubico included increased costs due to the increased need for additional street cleansing as a result of bags both being ripped open by animals and bags splitting as they are being lifted into the bin wagons, crews do not have the time or resources to allow them to stop and clear this up. The supply of Seagull sacks may go some way to address these concerns, but this would come at additional cost to the council and would need to be monitored. There was also some concern raised about whether using a normal waste vehicle as is the current situation or whether a specialist vehicle would need to be purchased.

**2.6** The Environmental Health and Waste Teams brought information about the potential powers that could be brought to bear on offenders including powers under the Environmental Protection Act and various community protection powers. The waste team echoed Ubico's concerns about the use of black bags and the additional resource that may be necessary for street cleansing if bags were torn open by animals or bags spit. It was also highlighted that neither of these teams have any capacity for a concentrated effort on this issue and that if a concerted campaign and or enforcement were necessary then additional resource would be necessary.

**2.7** The TBC Conservation Officer provided written evidence to the group and was sympathetic to the aims of the petition as in his view bins on the streets did have a negative impact on the character and appearance of the conservation area and is a matter that should be taken seriously, one of the suggestions brought was that there is considerable scope to include advice in the Strategic Local Plan through Policy and Supplementary design guides. Examples of waste storage design guides were also provided.

**2.8** Information was provided by the other district councils which indicated that enforcement of taking bins off the street is patchy and where it does occur effectively the councils have teams of enforcement officers either dedicated to waste enforcement or as part of other environmental crime enforcement teams.

**2.9** The Chair of planning at Tewkesbury Town Council was sympathetic to the aims of the petitions and offered support to enable people to be better informed about the choices available to them.

**2.10** The GCC Portfolio Holder for Highways attended one meeting and was also sympathetic to the petition. He offered support in attempting to deal with the issue but was also pragmatic as to the resources that he was able to offer. However, he was open to the principle of some partnership working. Officers would need to explore this in further detail as part of the design of any pilot.

**2.11** Throughout the course of the meetings a number of themes and sub-themes emerged, primarily:

<b>Theme</b>	<b>Sub-theme</b>	<b>Issues / Concerns / solutions</b>
Removal of bins from individual properties	Provision of blue sacks for recycling and collection of black bags for residual waste.	Split bags – people putting bags out early etc. Health & Safety Concerns for Ubico staff may result in different vehicle being needed for collections.
	Provision of heavy duty sea-gull sacks for residual waste.	Cost / residents leaving out bags / bags blowing away.
Graduated approach from education up to and including enforcement	Letter / leaflets to responsible households – 3 strikes and enforce.	Policy changes and wording on website to require people to remove bins from streets once collected. Resources to focus to ensure successful.
	Enforcement (a 3 stage process with a warning letter, intent to enforce via a FPN and FPN with prosecution being the ultimate sanction)	Resources and costs. Possibility of working with partners e.g. highways, other councils etc.
Screening / bin stores		Type and where? Accountability for fly tips etc. Members were keen that this storage and screening is discussed as part of the Tewkesbury Town Masterplanning Exercise. It is possible that bin stores etc may need planning permission and a maintenance budget.

Commercial bins	Where would smaller businesses store their waste.	Members discussed commercial bins in some detail and decided that they would concentrate their efforts on domestic refuse at this stage and if needs be revisiting commercial bins once any pilot had been completed.
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### **3.0 RECOMMENDATIONS**

**3.1** Members of the working group consider that a change in the wording within the policy would be a simple process and this should be progressed along with a change to the wording on the website. This should be followed up with a communications campaign clearly stating the new policy wording and educating people about the reasons for the change in policy i.e. to improve the look of the streets in the conservation area. However, a change in policy working is not enough and there would need to be the correct level of resource to back up the enforcement of the new policy wording. Members also noted that there may also be some exceptions to the policy and individual areas in the conservation area would need to be considered and treated individually depending on the circumstances of the area e.g. private roads.

**3.2** Working group members considered that a project to include enforcement should be an option but acknowledged that currently the level of resource necessary to undertake this is not available. Member suggest that, if agreed, following the change to the policy wording, a 6 month pilot should be undertaken to introduce written warning letters, escalation to the possibility of enforcement notices and finally the issuing of community protection orders or fixed penalty notices for the worst offenders which could subsequently result in prosecution. Members recommend that officers work up a fully costed project plan to be taken to the Executive Committee to seek approval to introduce a graduated approach to enforcement and seek agreement for the additional resource necessary to deliver a pilot and that this is done no later than June 2026, although the working group are mindful of the limited resource available to do this work. In order to minimise costs the project plan should further explore the option of working with partners e.g. GCC Highways or neighbouring authorities, options for providing robust sacks for residual waste including what this would mean for bin collections and areas for bin storage to be considered should the 6 month pilot not prove successful.

**3.3** Working group members considered the other points raised in the petition such as bin screening, storage areas and other issues such as changes to waste collection etc., but felt that a cohesive communications campaign followed by a funded plan with resource for education and enforcement for a pilot period of 6 months was appropriate in the first instance and that these other things should be revisited if the pilot was unsuccessful.

### **4.0 CONSULTATION**

**4.1** Members of the working group have considered the contents of this report.

## **5.0 ASSOCIATED RISKS**

- 5.1** Undertaking enforcement action always comes with reputational risks, however these can be minimised a communication campaign widely publicising why the new the new policy requirements are necessary and providing opportunities to comply with policies at informal stages ahead of any formal enforcement which would be the last resort. In addition, publishing success stories could also help to mitigate reputational risk.
- 5.2** The report highlights that there is currently insufficient resource in either the environmental health or waste contract teams to deliver the suggested pilot. If a pilot is to be delivered, then the council will need to identify funding to support the delivery. A pilot will also assist in identifying any additional resource requirement that may be necessary on an ongoing basis.
- 5.3** Some properties may have no viable storage space, and private roads or unusual layouts may make compliance difficult. A blanket requirement could be seen as unreasonable. In order to mitigate this these hard to comply areas would need to be identified and mapped and case by case exceptions may need to be made.
- 5.4** There may be unknown additional risks and any project plan for a pilot should include a risk register identifying any additional risks and proposed mitigations.

## **6.0 MONITORING**

- 6.1** If a pilot project is approved by the Executive Committee, the Overview and Scrutiny Committee may wish to have a 6 month update on the success or otherwise of the pilot.

## **7.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES**

- 7.1** Household Waste and Recycling Collection Service Policy and Procedures July 2024.

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**Background Papers:** None

**Contact Officer:** Director: Communities  
01684 272259 [Peter.tonge@tewkesbury.gov.uk](mailto:Peter.tonge@tewkesbury.gov.uk)

**Appendices:** None



# Agenda Item 9

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny
<b>Date of Meeting:</b>	Tuesday 10 February 2026
<b>Subject:</b>	Use of Brownfield Sites
<b>Report of:</b>	Head of Service: Housing
<b>Head of Service/Director:</b>	Director: Communities
<b>Lead Member:</b>	Lead Member for Community and Housing / Lead Member for Finance and Asset Management
<b>Number of Appendices:</b>	One

### **Executive Summary:**

Following a request from Overview and Scrutiny Committee, an update of plans/progress on the future use of council-owned and other brownfield sites in the borough has been produced.

### **Recommendation:**

**To CONSIDER the update on the plans for future use of some brownfield sites within the borough.**

### **Financial Implications:**

There are no financial implications from this report.

### **Legal Implications:**

If Council owned land is to be developed, advice should be sought from the procurement officer and One Legal at an early stage to ensure compliance with the Procurement Act 2023 and the Council's Contract and Procurement Procedure Rules as land transactions can be covered by procurement legislation where it involves development.

The partnership referred to with Bromford is an informal arrangement and decisions about the disposal or development of Council owned sites must be made in compliance with all relevant statutory obligations.

Additionally:

- Title checks will need to be undertaken to ensure that there are no third party rights across the Council owned sites which may impact upon proposed development of those sites.
- Relevant property searches and site surveys should also be undertaken.
- In considering a disposal, the advice of an independent valuer should be obtained and followed.

If financial assistance is proposed to be given to developers or registered providers to enable development of any sites in the borough, advice should also be sought from One Legal at an early stage to ensure compliance with various legislative provisions. Financial assistance includes disposing of land at less than best consideration and the giving of grants or loans on favourable terms.

The decision-making process in reference to planning applications for land owned by the Council is governed by The Town and Country Planning General Regulations 1992 which enables local planning authorities to determine their own development proposals on land in which they have an interest. Regulation 3 states, *an application for planning permission by an interested planning authority to develop any land of that authority, or for development of any land by an interested planning authority or by an interested planning authority jointly with any other person, shall be determined by the authority concerned,*

It should be noted that Tewkesbury Town Regeneration Supplementary Planning Document March 2019 will be a material consideration in any future decision making as the MAFF site is specifically identified for development where it is considered that, ***This site is considered suitable for a range of uses, including, residential, affordable housing or later living.***

#### **Environmental and Sustainability Implications:**

Potential sites for development will be assessed through initial planning advice and then further formal consultation to assess the impact of any development opportunities.

#### **Resource Implications (including impact on equalities and implications of Local Government Reorganisation):**

Work to progress plans further will be conducted within current organisation capacity. Partnership with Registered Providers can provide expertise and support to deliver positive outcomes for the sites.

With Local Government Reorganisation a consideration, setting up projects for future deliver is important to ensure communities see the outcomes expected.

An Equalities Impact Assessment has not been conducted.

#### **Safeguarding Implications:**

No direct implications.

#### **Impact on the Customer:**

Positive improvements to access to suitable accommodation will improve housing outcomes for residents and could deliver better connections and play space.

Development of some sites will also improve the community environment e.g. by developing garage sites to remove issues of anti-social behaviour, criminal damage and unsightly structures.

## **1.0 INTRODUCTION**

### **1.1 Two action points in the Council Plan under the Housing area of focus are –**

- Maximise the supply of appropriate affordable housing, giving priority to social rented homes and other tenures that meet our community's needs.
- Deliver affordable housing on the former Ministry of Agriculture, Food and Fisheries (MAFF) site in Tewkesbury.

An area of activity that will support both of these actions has been to explore development opportunities within Tewkesbury Borough Council's ownership and other privately owned sites with partner agencies.

## **2.0 SITE OPPORTUNITIES**

### **2.1 Ministry of Agriculture, Food and Fisheries (MAFF) site**

The MAFF site (see appendix 1) is located behind Morrisons Supermarket in Tewkesbury and vehicular access to the site would be off Station Road.

It is well connected for active travel with links to existing public rights of way and national cycle route. It has some constraints for development such as contaminated land from its previous use and part of the site is prone to flooding so the masterplanning of the development will be influenced by these factors. There will also need to be consideration towards biodiversity net gain as the site has had some wild growth while not in use.

An assessment has been undertaken to provide an example of what could be achieved by developing the site. The example plan shows a mix of 30 new affordable homes, formal and informal play space and retention of established trees.

In addition to delivery of new Affordable Housing, the site could support wider regeneration work in other areas. One barrier to improving older social housing provision is the need to move households for work to be completed. This site could initially be used as a temporary scheme to support with this.

Finance & Asset Management will conduct an appraisal of the land value to help make a decision on the future options for the site.

### **2.2 Garage sites across the borough**

One strand of work within our Strategic Partnership Bromford Flagship is to share information on land holdings to explore opportunities to make best use of potential sites. There are some garage sites that are in our ownership and some legacy council-owned sites that were transferred to Severn Vale Housing Society and now under Bromford's management.

The extra land that the garages occupy could support wider regeneration work so jointly mapping the assets will be an important first piece of work that could produce a pipeline of opportunities for new Affordable Housing. Individually these garage sites are not an attractive option for developers due to the size, however the Bromford / TBC partnership are exploring options to group these sites to make them more attractive due to the potential for economies of scale for a developer.

Older garage sites have disrepair issues, produce anti-social behaviour problems around usage and parking, and can be subject to criminal damage. Even if not developed to deliver new housing, the sites can be used to improve the general living environment for residents.

### **2.3 Next Steps**

Finance & Asset Management will conduct a full options appraisal of the MAFF site including valuations for different end uses. A recommendation for the next phase to begin preparations for developing the site will be presented to Executive Committee.

Identification of garage sites / other small areas of land has been conducted by Bromford Housing as an action within our Strategic Partnership. These opportunities will be assessed and categorised regarding the suitability for development. Future sites that are deemed suitable will be recommended to Executive Committee for development or disposal.

### **3.0 CONSULTATION**

**3.1** Progress on schemes has been presented to Lead Member for Community and Housing.

### **4.0 ASSOCIATED RISKS**

**4.1** None

### **5.0 MONITORING**

**5.1** Further updates will be provided as part of the quarterly Council Plan Tracker.

### **6.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES**

**6.1**

- Maximise the supply of appropriate affordable housing, giving priority to social rented homes and other tenures that meet our community's needs.
- Deliver affordable housing on the former Ministry of Agriculture, Food and Fisheries (MAFF) site in Tewkesbury.

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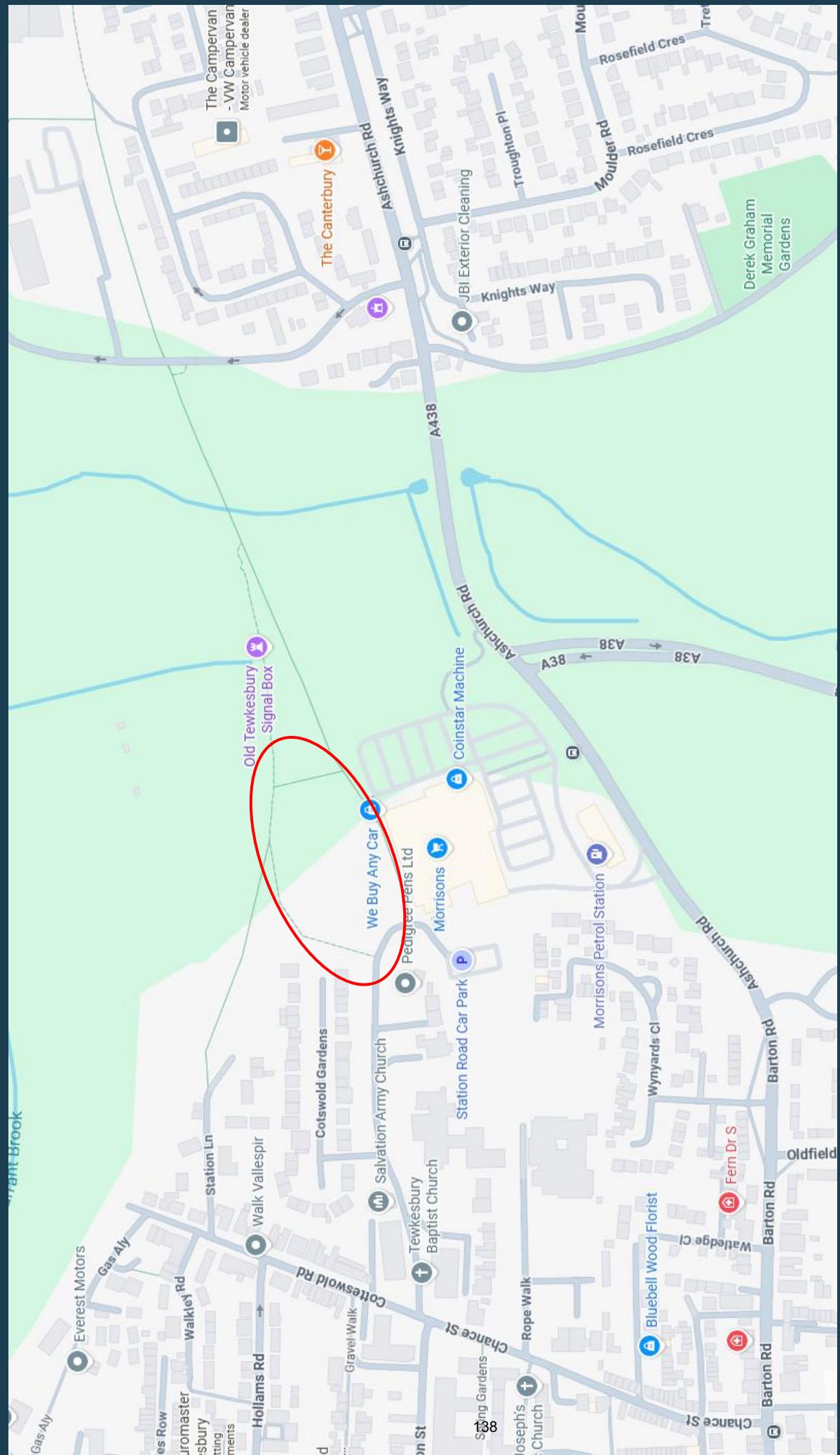
**Background Papers:** None

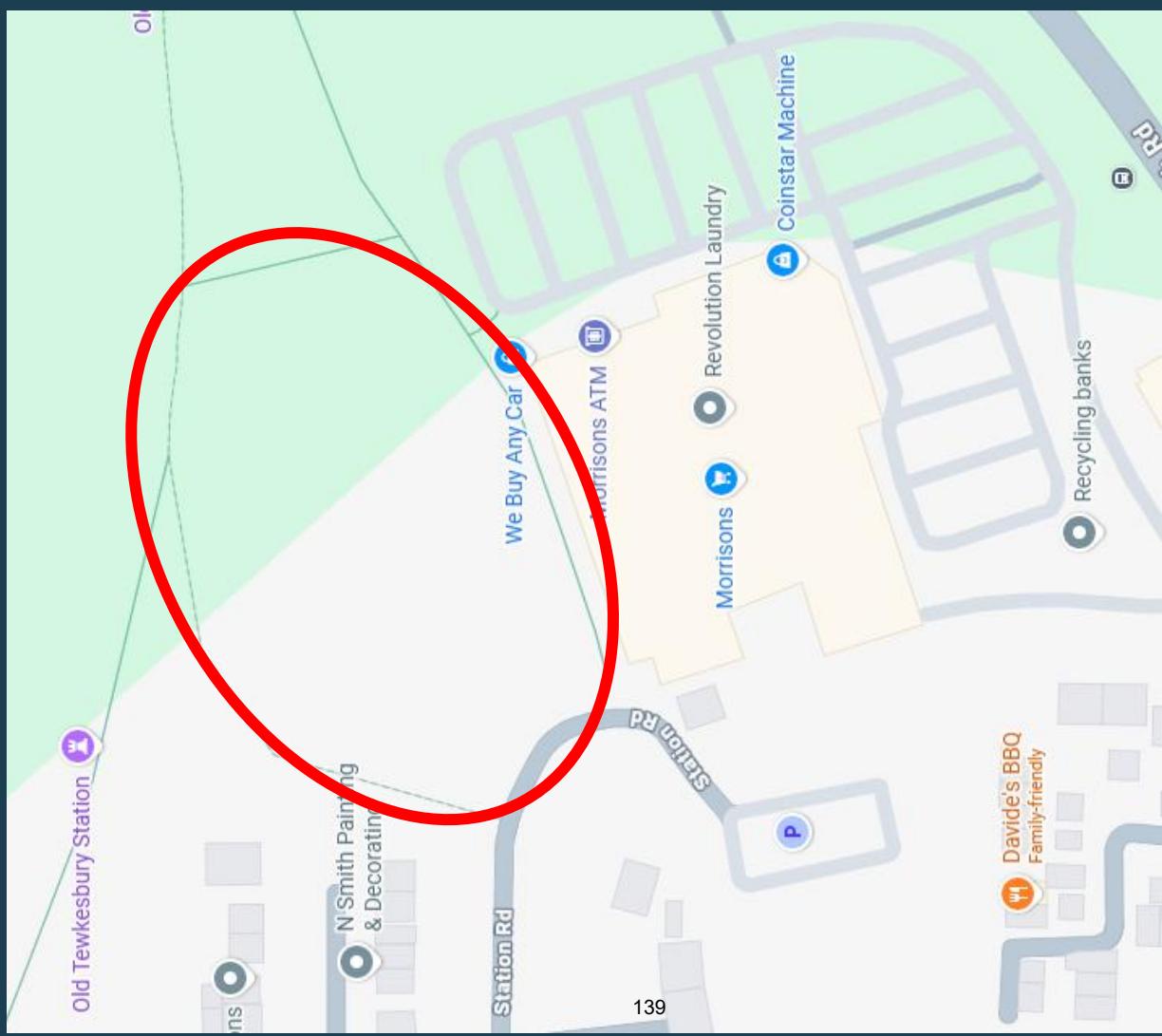
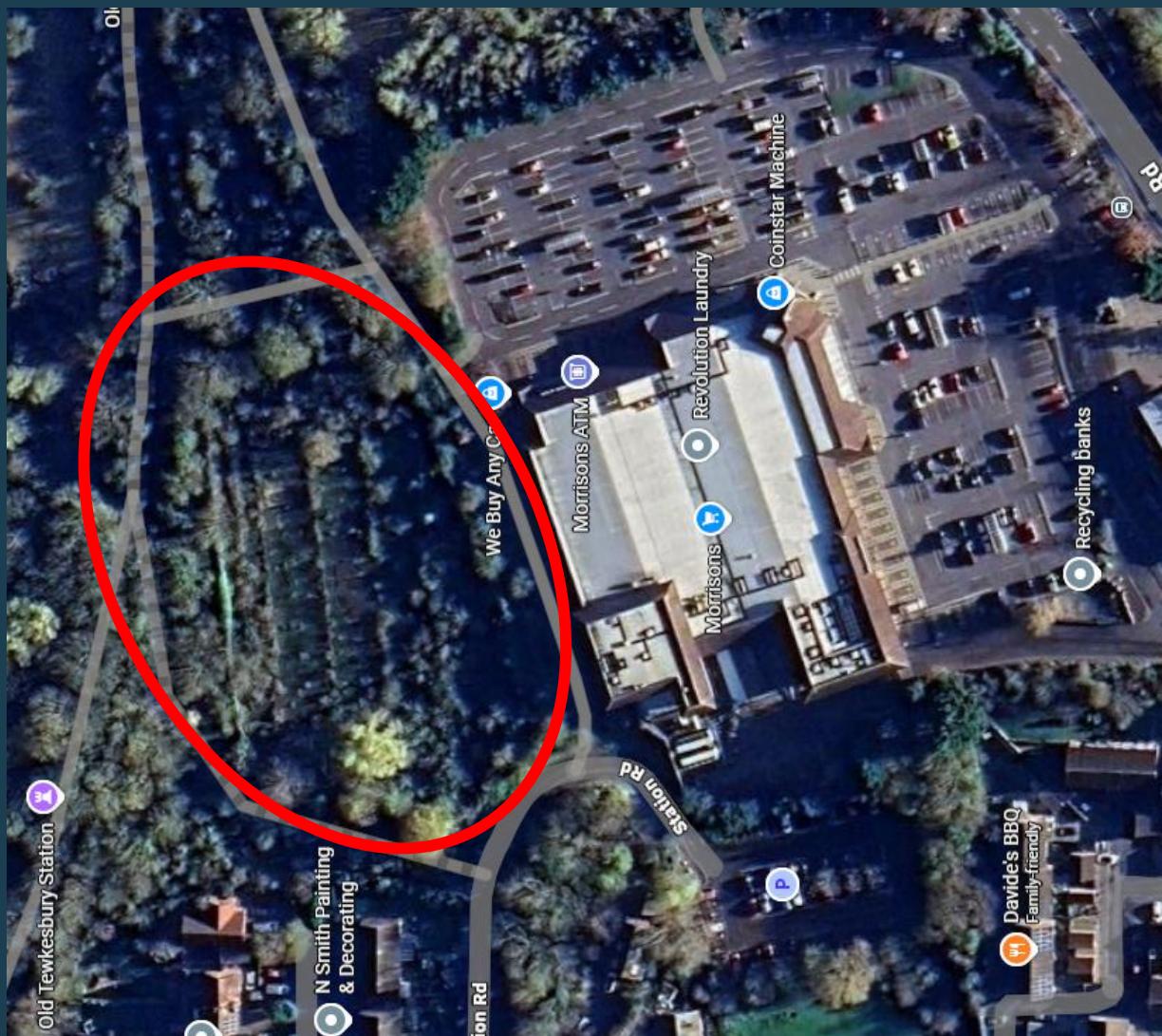
**Contact Officer:** Head of Service: Housing  
01684 272162 [john.bryant@tewkesbury.gov.uk](mailto:john.bryant@tewkesbury.gov.uk)

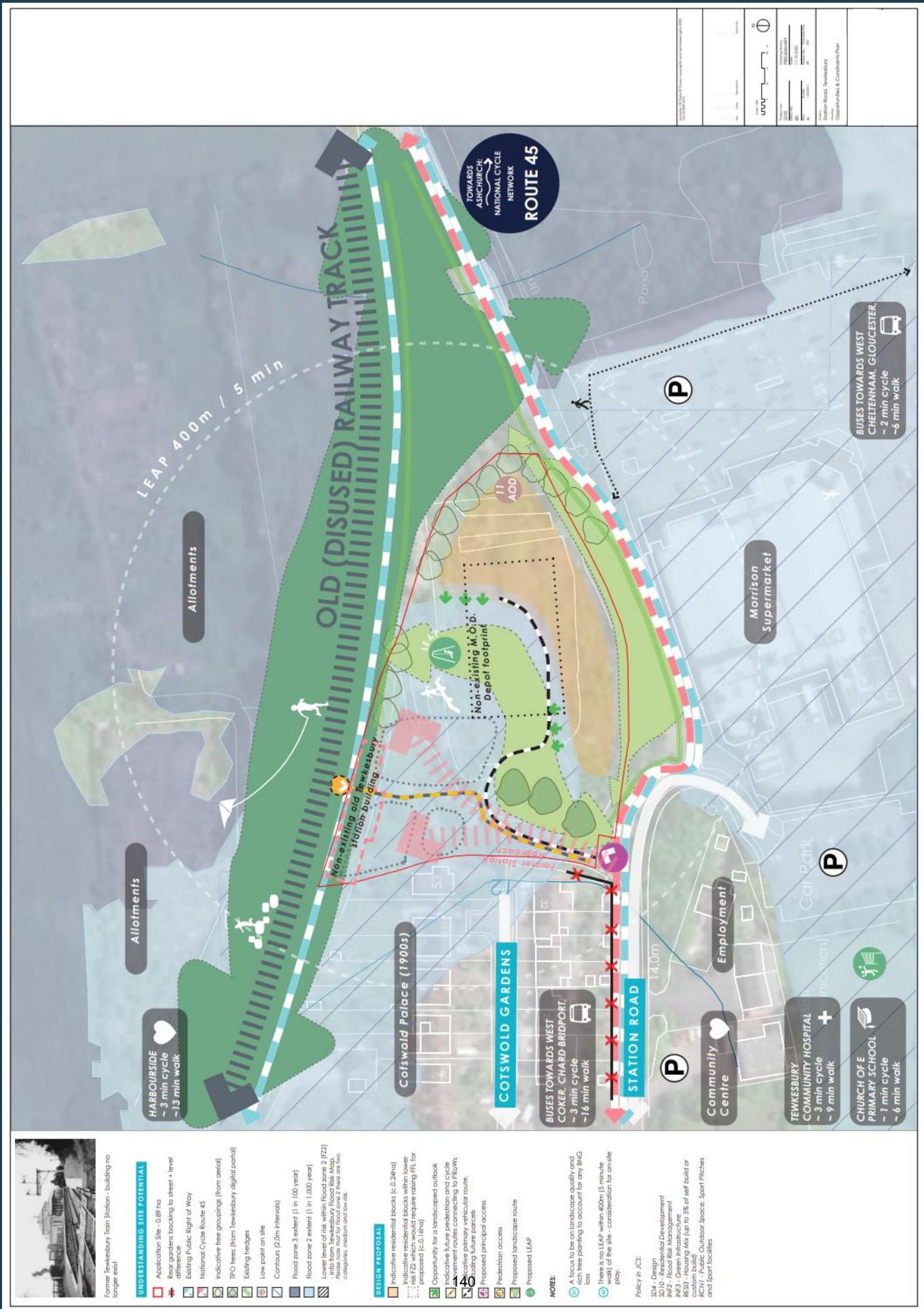
**Appendices:** Appendix 1 - MAFF Site OS pdf



# MAFF Site







PLACE-MAKING AMB APPENDIX

- 01 Arrival Green incorporating TPO trees and traffic free walking route
- 02 Shared surface main access following historical station lines
- 03 Using existing assets as an anchor features - TPO trees
- 04 Communal garden and meeting places for local interactions
- 05 Replicating historical forms and applying new use - apartment block in the place of former station
- 06 Retaining historical lines of former Train Station - drop off and unloading area.
- 07 Providing formal play provision - LEAP within F22
- 08 Specific landscape intervention for land of former M.O.D. Depot
- 09 Underground storage tanks to be design away from F22.

DELIVERING WIDE RANGE  
OF TYPOLOGIES

- 1 bed homes x12
- 2 bed homes x6
- 3 bed homes x7
- 4 bed homes x5



