

2 June 2020

<b>Committee</b>	Executive
<b>Date</b>	Wednesday, 10 June 2020
<b>Time of Meeting</b>	4:00 pm
<p>This is a remote meeting in accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.</p> <p>Members of the public will be able to view this meeting whilst it is in session by clicking on the link that will be available on the Agenda publication page immediately prior to the commencement of the meeting.</p>	

## Agenda

**1. ANNOUNCEMENTS**

**2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

To receive apologies for absence and advise of any substitutions.

**3. DECLARATIONS OF INTEREST**

Pursuant to the adoption by the Council on 26 June 2012 of the Tewkesbury Borough Council Code of Conduct, effective from 1 July 2012, as set out in Minute No. CL.34, Members are invited to declare any interest they may have in the business set out on the Agenda to which the approved Code applies.

**4. MINUTES**

1 - 8

To approve the Minutes of the meeting held on 4 March 2020.



Item	Page(s)
<b>5. ITEMS FROM MEMBERS OF THE PUBLIC</b>	
To receive any questions, deputations or petitions submitted under Rule of Procedure 12.	
<i>(The deadline for public participation submissions for this meeting is 4 June 2020)</i>	
<b>6. COVID-19 RECOVERY PLAN</b>	9 - 15
To consider the principles and a framework for the development of a Tewkesbury Borough Council COVID-19 Recovery Plan.	
<b>7. COVID-19 FINANCIAL IMPACT ANALYSIS</b>	16 - 24
To receive an update on the significant financial impact of Coronavirus and to earmark monies to support the financial needs of the Council in the current year and future years.	
<b>8. SEPARATE BUSINESS</b>	
The Chairman will move the adoption of the following resolution: That under Section 100(A)(4) Local Government Act 1972, the public be excluded for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.	
<b>9. DEVELOPMENT SERVICES REVIEW</b>	25 - 27
<i>(Exempt – Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972 – Information relating to any individual)</i>	
To receive an update on proposed revisions to the structure of the Development Management Section of Development Services and to approve consequential changes to the establishment which was approved in April 2018 together with variations to the Agreements entered into with Gloucester City Council.	

**DATE OF NEXT MEETING**  
**WEDNESDAY, 8 JULY 2020**  
**COUNCILLORS CONSTITUTING COMMITTEE**

Councillors: R A Bird (Chair), G F Blackwell, M Dean, M A Gore, D J Harwood, E J MacTiernan, J R Mason (Vice-Chair), C Softley, R J Stanley, M G Szymiak and R J E Vines

**Substitution Arrangements**

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

**Recording of Meetings**

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

## TEWKESBURY BOROUGH COUNCIL

**Minutes of a Meeting of the Executive Committee held at the Council Offices,  
Gloucester Road, Tewkesbury on Wednesday, 4 March 2020 commencing at  
2:00 pm**

**Present:**

Chair  
Vice Chair

Councillor R A Bird  
Councillor J R Mason

**and Councillors:**

M Dean, M A Gore, D J Harwood (Substitute for L A Gerrard), E J MacTiernan, C Softley,  
R J Stanley, M G Sztymiak and R J E Vines

**also present:**

Councillor P A Godwin

**EX.89 ANNOUNCEMENTS**

89.1 The evacuation procedure, as noted on the Agenda, was advised to those present and the Chair welcomed the members of the Peer Review Team who were observing the meeting.

**EX.90 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

90.1 Apologies for absence were received from Councillor G F Blackwell and L A Gerrard. Councillor D J Harwood would be acting as a substitute for the meeting.

**EX.91 DECLARATIONS OF INTEREST**

91.1 The Committee's attention was drawn to the Tewkesbury Borough Council Code of Conduct which was adopted by the Council on 26 June 2012 and took effect from 1 July 2012.

91.2 There were no declarations of interest made on this occasion.

**EX.92 MINUTES**

92.1 The Minutes of the meeting held on 5 February, copies of which had been circulated, were approved as a correct record and signed by the Chair.

**EX.93 ITEMS FROM MEMBERS OF THE PUBLIC**

93.1 There were no items from members of the public.

**EX.94 EXECUTIVE COMMITTEE FORWARD PLANS**

- 94.1 Attention was drawn to the Committee's current Forward Plan and the Forward Plan for 2020/21, circulated at Pages No. 10-17. Members were asked to consider the Plan.
- 94.2 A Member questioned when the Spring Gardens Regeneration Project would be coming forward. In response, the Head of Finance and Asset Management explained that the socio-economic report on the options had recently been received and was being considered by Officers - this would be fed back to the Spring Gardens and Oldbury Road Member Reference Panel in the first instance. In addition, the information from the Parking Strategy Review Working Group would need to be considered as part of the Spring Gardens Regeneration Project. He undertook to organise a date for the Panel meeting in due course.
- 94.3 Another Member referred to the grants update which would be received by the Executive Committee at its meeting in August and questioned how far forward the Deputy Chief Executive had moved the Wormington Village Hall grant discussions. In response, he explained that he needed to gain further background information from the local Members and would then be able to speak to the parties involved.
- 94.4 Accordingly, it was

**RESOLVED:** That the Committee's Forward Plans for the remainder of 2019/20 and 2020/21 be **NOTED**.

**EX.95 GROUNDS MAINTENANCE WORKING GROUP PROGRESS**

- 95.1 The report of the Head of Community Services, circulated at Pages No. 18-26, provided an update following the meeting of the Overview and Scrutiny Committee held on 11 February and asked the Executive Committee to approve a number of recommendations with regard to grounds maintenance, as set out at Paragraph 3 of the report, including that the future monitoring of grounds maintenance be undertaken by the Depot Services Working Group.
- 95.2 Members were advised that significant progress had been made by the Grounds Maintenance Working Group since its inception and that had resulted in a number of recommendations for improvements to the service. The Overview and Scrutiny Committee had considered that, whilst there was a continuing role for Members to play in terms of monitoring grounds maintenance, that should be subsumed within the work of the Depot Services Working Group which had the wider remit to look at the Ubico contract more generally. As part of its work, the Grounds Maintenance Working Group had considered a report into grounds maintenance and street cleansing which had been carried out by external consultancy WYG; that report had found that grounds maintenance for Tewkesbury was just about satisfactory - but that grass was unkept in places and weed growth seemed to be an issue - it also found that Ubico was providing good value but that, if greater quality was required, the Council should consider investing more into the service in respect of money to fund additional labour resources in addition to the good internal service review and improvement plan already being put into place.
- 95.3 During the discussion which ensued, the Head of Community Services confirmed that the recommendation would mean the Grounds Maintenance Working Group would be disbanded. In terms of the reporting process of the Depot Services Working Group, this would be provided to the Overview and Scrutiny Committee. Referring to recommendation 4, which referenced the extension of the pilot to reduce the number of cuts on highways land, a Member was pleased this would be discussed with Ward Members and Parish Councillors. In response, the Head of

Community Services advised that the initial trial had been on a small piece of land in Winchcombe and the grass had not got too high there; however, it was acknowledged that the rate of growth could vary in different areas with changing weather conditions which was the reason for the decision to monitor other areas before making a final decision on the number of cuts. Referring to recommendation 3, which suggested that no wildflower planting would be done until the Grange Field site had been planted, a Member asked for further clarification as this seemed to suggest that no wildflower planting would take place this year. In response, the Head of Community Services explained that wildflower planting was initially expensive and not very attractive so the Working Group had decided it would be better to show residents how it could look in all its glory to enable them to see the end result as a positive. He did, however, understand that the Grange Field project needed to be completed as a matter of urgency and it was the intention that this would be achieved as soon as the weather allowed. In respect of the number of cuts the Borough Council undertook on highways land compared to the amount the County Council paid for, the Head of Community Services explained that two years ago the County Council only paid £5,000, that had now risen to £10,000 but it had indicated that it would not be willing to increase that further. It was up to Tewkesbury Borough Council if it wished to continue with the same level of cutting and the idea of the pilot was to see how two cuts would work and if that was acceptable. Until the Council had a feel of how this affected the grass it was difficult to make any further recommendations. In response to a query regarding the other Districts in the County, the Head of Community Services indicated that, as far as he was aware, the situation was the same in that they could either undertake more cuts and pay for them or just cut to the safety standards that County Highways paid for. The actual costs would vary depending on the differences in the areas but this was something he could find out and feed into the work of the Depot Services Working Group. Another Member suggested that the local County Councillors could use some of their own funding from the County Council to put towards highways grass cutting. The Head of Community Services undertook to explore this with the County Councillors. All of the recommendations noted within the report would be taken forward by the Depot Services Working Group if this was the course of action agreed by the Executive Committee.

- 95.4 Referring to Paragraph 2.4 of the report, a Member questioned whether the WYG report had been updated given that it was based on outdated information from Ubico. In response, the Head of Community Services clarified that the WYG report was not out of date as it was based on what happened on the ground; however, Ubico had provided resource information that conflicted with that so it was that information which was out of date. In terms of the amount of development in the Borough since 2014, a Member questioned whether the staffing level at Ubico had been increased to cope and was advised that, historically, staffing levels were managed on a seasonal basis so agency staff were brought in during the summer months and, when additional resources were needed, the Council paid for them. The Lead Member for Clean and Green Environment indicated that the wet weather over the winter period had seen the destruction of a number of grass verges due to people parking on them and he would be interested to know if any other Members had noticed a similar problem in their area. In addition, he knew of a housing estate in Winchcombe where the residents group had to maintain and cut the grass verges themselves and he felt this kind of conversation needed to be held with the County Council. In response, the Head of Community Services advised that it would be for the County Council to repair the verges and he would be having those discussions.

95.5 Having considered the information provided, it was

**RESOLVED:** That the recommendations set out in Paragraph 3 of the report be **APPROVED** and that future monitoring of grounds maintenance be undertaken by the Depot Services Working Group

#### **EX.96 ONE LEGAL SHARED SERVICE DEVELOPMENT**

96.1 The report of the Borough Solicitor, circulated at Pages No. 27-31, asked the Executive Committee to support the views of the Joint Monitoring and Liaison Group and to respond to the commitment made by Stroud District Council in recommending that, subject to the approval of the business case by the Chief Executive, the expansion of the One Legal partnership as proposed be agreed.

96.2 The Borough Solicitor explained that the One Legal service had commenced in 2009 between Cheltenham and Tewkesbury Borough Councils with Gloucester City Council joining in 2015. The opportunity had arisen for Stroud District Council to join One Legal and it was felt this was something that should not be missed. The new agreement would be for a 10-year period with a break clause after five years. Stroud District Council had already resolved to join One Legal, subject to the approval of a detailed business case, and that should be completed within the next few days - it was noted that the expansion of the partnership was not based on savings but more on resilience of the services and better opportunities for staff. The recent meeting of the Joint Monitoring and Liaison Group had welcomed the proposal which would continue to be hosted by Tewkesbury Borough Council. The Borough Solicitor explained that Stroud District Council did not have many staff but there was still a need to assess the work and decide how to distribute the budget i.e. were more posts required.

96.3 A Member expressed the view that One Legal had been a marvellous example of the way to work in partnership and was not surprised that another authority wanted to join; he questioned whether it would continue to be the case that the partnership would not actively seek out further partners and whether all staff would be located at Tewkesbury Borough Council Offices. In response, the Borough Solicitor confirmed that the partnership did want a period of consolidation but equally, if other authorities wanted to join, that would not necessarily be ruled out; the staff structure lent itself to more authorities joining which offered opportunities and the Joint Monitoring and Liaison Group had always supported growing the service. In terms of staff, their place of work was Tewkesbury Borough Council but all staff in One Legal had to provide a service to all partner offices. Currently there were four officers in Stroud who had all been there for a number of years so there were concerns about travelling to the main office; the business case included a small disturbance allowance to account for that and the staffing would have to be considered carefully and kept under review as necessary. Another Member agreed that the expansion of the partnership was a sensible idea but expressed concern about One Legal's current situation with vacancies in its structure. In response, the Borough Solicitor advised that there was a recruitment process underway with a closing date for next week – she hoped there would be some good quality candidates among the applicants. She felt there was never a perfect time to expand but there was a need to take the good opportunities when they were presented which was what was happening with Stroud District Council joining the One Legal partnership. The staff vacancies were a reflection of the whole market but One Legal had been running the service with a combination of locums and casual staff and that had been working well to date. She was of the view that the inclusion of Stroud District Council into the partnership by 1 April was the deadline which was being worked to. The Borough Solicitor felt that having some vacancies

carried over from Stroud District was not a bad thing as the structure did not necessarily fit well with One Legal and vacancies offered scope to align this. The current advertisements for posts did not, pending implementation of the arrangements, refer to Stroud District Council being part of One Legal; however, going forward that could open up a further pool of candidates. In terms of the risks of not filling vacancies, the Borough Solicitor indicated that any risks arising from recruitment difficulties were borne by the One Legal partnership. Having a greater range of staff allowed the partnership to 'grow its own staff' which was a great way forward.

- 96.4 The Borough Solicitor confirmed that the decision was actually a matter for Executive Committee rather than being a recommendation to Council, accordingly it was

**RESOLVED:**

That the One Legal Shared Service arrangement with Cheltenham Borough Council and Gloucester City Council be continued subject to the approval of a business case (including the financial case) by the Chief Executive in consultation with the Lead Member for Corporate Governance:

1. to approve the joining of Stroud District Council's legal service function with One Legal;
2. to accept the delegation of Stroud District Council's legal service functions in accordance with Section 101 of the Local Government Act 1972 and under Part 1A Chapter 2 Section 9EA of the Local Government Act 2000;
3. to accept the transfer of Stroud District Council staff under the principles of the Transfer of Undertakings (Protection of Employment) Regulations 2006 on 1 April 2020, or such other date as is agreed; and
4. to delegate authority to the Chief Executive, in consultation with the Lead Member for Corporate Governance, to enter into a Section 101 Agreement, other legal documentation and to take all necessary steps to implement 1-3 above.

**EX.97 REVISED SAFEGUARDING POLICY**

- 97.1 The report of the Head of Community Services, circulated at Pages No. 32-44, set out a revised Safeguarding Policy which the Executive Committee was asked to adopt.

- 97.2 Members were advised that the current policy had been approved in 2016 and it was good practice to review it periodically in light of legislative changes or changes in working practices; this was a review to ensure the policy remained fit for purpose. In essence the policy had not changed generally but reflected changes in the safeguarding landscape and the introduction of the concept of Adverse Childhood Experiences – this was a fairly new concept in terms of the way that negative experiences in childhood affected a person in adulthood – and in respect of the fact that children and vulnerable people could be victims of online crime which was broader than simply 'cyber bullying' as it was referred to in the current policy.

- 97.3 The draft policy had been considered by the Overview and Scrutiny Committee on 11 February where a number of typographical/grammatical amendments had been made and those had now been included in the draft policy being considered by the Executive Committee. Accordingly, it was

**RESOLVED:** That the revised Safeguarding Policy be **ADOPTED**.

**EX.98 VISION 2050 BOARDS UPDATE**

- 98.1 The report of the Chief Executive, circulated at Pages No. 45-58, updated Members in respect of the progress of the Gloucestershire Vision 2050 Boards established by Leadership Gloucestershire and confirmed the Council's representation on the Boards.
- 98.2 The Chief Executive advised that this was an important partnership for the authority. He explained that Leadership Gloucestershire was a partnership made up of Leaders and Chief Executives of the public sector in Gloucestershire which worked on issues affecting Gloucestershire generally but was not a decision-making body. The Council's appointed representatives to Leadership Gloucestershire were the Leader of the Council and the Chief Executive. It had held quite a few discussions in the past about Vision 2050 which was a consultation exercise across the county to get a view of what people wanted the county to look like in 2050. This had resulted in a concordat with priorities and three Boards being set up to look at growth: the Gloucestershire City Region Board would create a vision and guiding masterplan for the future development and economic success of the central area of the county; the Severn Vale Board would consider infrastructure and connectivity in the south of the county, including the potential for a third Severn Crossing and responding to growth pressures arising south of Gloucestershire; and the Rural Ambitions Board would develop and work towards a vision for a vibrant rural economy which protected, enhanced and built upon the Gloucestershire rural assets and addressed issues such as rural transport, green space provision and connectivity. Tewkesbury Borough Council was not currently included in the membership of the Severn Vale Board as its business was growth in the south of Gloucestershire and exploration of a Severn Crossing between Stroud and the Forest of Dean district. It was included in the membership of the City Region and Rural Ambitions Boards and, given the potential importance of those Boards to the future development of the Borough and their relationship to Gloucestershire, attendance at the meetings was proposed to be the Leader and Chief Executive for the City Region Board and the Leader and Deputy Chief Executive for the Rural Ambitions Board.
- 98.3 The City Region Board covered the areas of Cheltenham Borough, Gloucester City and Tewkesbury Borough Councils; it was important to note that the term 'city region' was not about creating a new city or urban area but was a government term that referred to an urban area and its surrounding rural hinterland which were linked and operated together for employment and business, infrastructure, green space and housing. Currently, the government was keen to support economic growth and success of city regions and it was recognised that the use of the term would attract more attention and support from government departments and agencies to the advantage of the area and its communities. The Rural Ambitions Board covered the rural districts of Gloucestershire but excluded Cheltenham Borough and Gloucester City; its work would focus on issues and projects which were important to the rural communities of the County which required coordinated partnership actions. At its meeting on 19 December 2019, Leadership Gloucestershire had recommended to the Gloucestershire Economic Growth Joint Committee that £750,000 be set aside within the Strategic Economic Development

Fund for the Vision 2050 Boards.

- 98.4 In addition to the report, the Chief Executive advised that Leadership Gloucestershire would shortly be discussing the Boards and their future structure and when he knew the outcome he would report to Members. In addition, there were a lot of things happening around the Borough on a major strategic platform with new bodies being formed that could have influence and offer opportunities for government funding e.g. strategic transport bodies to get regional funding for transport such as Midlands Connect. Also, in recent months a similar body had been established called the Western Gateway Strategic Transport Board which included Tewkesbury. Representatives from both bodies had come to Tewkesbury the previous week and interesting conversations had been held around links in Tewkesbury to other places. Of late another body had been established called the Western Gateway Powerhouse which was similar to the Midlands Engine and Northern Powerhouse – it was felt to be helpful to let Members know about them and how the Council might influence their future work and, with that in mind, the report proposed a seminar for all Members to provide that information.
- 98.5 A Member questioned what was being done regarding the Glover Review which looked to reassign the Area of Outstanding Natural Beauty as a National Park. The Deputy Chief Executive advised that this needed consideration as it was a very large project with a lot of different connotations; however, part of the work of the Rural Ambitions Board was about championing partnerships without creating extra layers of democracy and the Glover Review would be considered as part of that work plan. The aim of the National Park was to have its own planning authority and this would have consequences for the Borough. The Chief Executive agreed that there would be differences of opinion on the plans and that the Council would have to pick those up as well as considering its own position and that of its partners. In terms of the Council's position on the City Region Board, the Leader indicated that he was the Council's representative on the Board and would be doing all he could to ensure the interests of the Borough were at the forefront of discussions. In addition, the Chief Executive advised that Tewkesbury Borough was the growth engine of the county and so was in a strong position of influence in the city region; the Council had to take that on and help shape the future of the Borough and Gloucestershire.
- 98.6 A Member understood the need to focus on bigger projects but felt there also needed to be care given to the smaller projects like Grange Field in Bishop's Cleeve; he was of the view that it was actually those detailed things that really mattered to residents. The Chief Executive agreed and indicated that the Council operated on all levels - strategic, tactical and operational - and the local level decisions and projects were extremely important.
- 98.7 Having considered the information provided, it was

**RESOLVED:**

1. That the progress of the establishment of the Gloucestershire Vision 2050 Boards and the Council's membership of, and participation in, the City Region and Rural Ambitions Boards be **NOTED**.
2. That the Council's representatives at the City Region Board are the Leader of the Council and the Chief Executive and at the Rural Ambitions Board the Deputy Chief Executive and the Leader of the Council and that, in the event of those nominated representatives being unable to attend, they may make arrangements for an alternative representative to attend the meetings.

3. That a seminar is held for all Members to explain the inter-relationships and impact of the new regional bodies connected with growth and infrastructure.

**EX.99 SEPARATE BUSINESS**

99.1 The Chair proposed, and it was

**RESOLVED** That, under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely discussion of exempt information as defined in Part 1 of Schedule 12A of the Act.

**EX.100 SEPARATE MINUTES**

100.1 The separate Minutes of the meeting held on 5 February, copies of which had been circulated, were approved as a correct record and signed by the Chair.

The meeting closed at 3:45 pm

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	10 June 2020
<b>Subject:</b>	Tewkesbury Borough Council Recovery Plan Framework
<b>Report of:</b>	Deputy Chief Executive
<b>Lead Member:</b>	Leader of the Council and Lead Member for Economic Development
<b>Number of Appendices:</b>	None

### **Executive Summary:**

This report seeks to set out the principles and a framework for the development of a Tewkesbury Borough Council COVID-19 Recovery Plan. The report references the need and importance of developing a Recovery Plan. Views are sought from Executive Committee prior to the preparation of a detailed Recovery Plan.

The principles and framework sets out how the subsequent Recovery Plan will support local recovery, as well as wider partnership working with strategic partners where a collaborative approach is in the interests of the Council, its communities, businesses and voluntary sectors.

A detailed Recovery Plan will be presented to a future meeting of the Executive Committee and subsequently to Council for adoption, setting out the detail and actions that will be implemented as part of the recovery process.

Having an agreed Recovery Plan will help inform future decision making and ensure resources are aligned to focus on areas that will make the biggest difference to residents, communities and businesses in light of COVID-19.

### **Recommendations:**

- 1. To approve the allocation of £500,000 from the Business Rates Collection Fund Surplus to support the Tewkesbury Borough Recovery Plan.**
- 2. Agree that Officers prepare a detailed recovery plan based on the principles and framework set out in the report and subsequent adoption of the plan.**

### **Reasons for Recommendations:**

The report updates Members on the need for a detailed COVID-19 Recovery Plan and asks for their views on the principles set out and upon which this detailed plan could be based, together with a request to create a specific COVID-19 recovery fund.

### **Resource Implications:**

None directly associated with this report however there will be staff resource implications arising from the recovery and these will be set out in the plan.

<p><b>Legal Implications:</b></p> <p>None directly associated with this report.</p>
<p><b>Risk Management Implications:</b></p> <p>The report proposes that a detailed Recovery Plan is developed. Having such a plan will assist in risk identification and risk management in relation to COVID-19.</p>
<p><b>Performance Management Follow-up:</b></p> <p>Further reports will be submitted as required.</p>
<p><b>Environmental Implications:</b></p> <p>None associated with the report.</p>

## 1.0 INTRODUCTION / BACKGROUND

1.1 COVID-19 has presented local authorities, businesses and the community at large with significant challenges. Across Gloucestershire, there has been a collective response effort to protect, shield and support our communities, distribute grant funding to many of our businesses and implement remote working practices in order to manage the crisis and continue to deliver services.

1.2 The Council will continue to work tirelessly to respond to COVID-19 and to support the emergency response for as long as it is however, like the government, it is important for the Council to start preparations and set out the approach that will be adopted to leading and managing the recovery process that will support businesses, communities and the economy at large.

1.3 The government has set out its approach to recovery in the national recovery plan:

### 1.3.1 **OUR PLAN TO REBUILD: The UK Government's COVID-19 recovery strategy.**

Recovery plans will be created at a national, regional and a local level and it will be important to recognise this interconnectedness together with the role of partners in order to have a cohesive approach to implementation.

Locally, the Council's Recovery Plan will need to reflect the national approach of setting out the short, medium and long term support needed to address the challenges associated with COVID-19. This can be done by considering the need to *refocus*, *recover* and *rebuild* communities, businesses and the voluntary sector.

- **Refocus:** reflects the short-term analysis of the implications of COVID-19. Working closely with partners to understand how and what resources may need to be refocussed and where opportunities to collaborate on emerging recovery plans can help gain a better understanding of what recovery looks like.
- **Recover:** reflects the medium term, primarily focussing on the creation of a Recovery Plan, that sets out the strategy and actions that will support businesses, communities and voluntary groups, allowing them to survive, stabilise and adapt to the challenges of COVID-19.
- **Rebuild:** reflects the longer term measures required to allow businesses, communities and voluntary groups to rebuild and develop resilience to a post COVID-19 environment.

**1.3.2** The Recovery Plan will detail key actions, milestone dates and key Officers responsible for leading on each workstream.

## **1.4 Governance and Structure**

**1.4.1** The 2020-2024 Council Plan sets out the Council's priorities for the next four years. The proposal is to use the Council Plan priority headings and monitoring mechanisms to keep the Recovery Plan aims central to the Council's priorities, and coordinate the Recovery Plan actions with existing Council Plan objectives.

**1.4.2** All Members will play an important role as the recovery process develops in terms of community support and community contact. These areas will continue to be needed as the Council moves into recovery planning. By utilising the Council Plan priorities for the Recovery Plan framework, Executive Committee Members will have a lead role in the recovery process as it relates to their portfolio. Overview and Scrutiny Committee will take a key role in the monitoring and management of the Recovery Plan, together with the process of broader Member engagement.

**1.4.3** The following section provides a framework and headlines some of the principles that will be considered in greater detail as part of the Recovery Plan.

## **1.5 Finance and Resources**

**1.5.1** Financial provision will need to be made for managing the recovery phase, identifying where additional resource may be required to implement recovery measures and evaluating the ongoing impact of reduced income streams.

**1.5.2** The financial elements of the Recovery Plan will consider the implications and potential impacts as part of the budget and budget setting process.

**1.5.3** The Council is set to benefit from a substantial release of accumulated provisions against historic business rate appeals within 2020/21. £3.56million is due to Tewkesbury Borough Council within the current financial year. This is an unbudgeted for sum and is therefore free to be directed to the needs of the Council within the year without causing any impacts on the existing budget.

**1.5.4** It has been recommended through the financial impact report that the entire sum of £3.56million is set aside to finance the ongoing impact of COVID-19 including support to balance the budget in the coming years. One of the recommendations of this report is that £500,000 is set aside as a 'Recovery Fund' to support the costs of the recovery phase.

**1.5.5** A recovery fund will demonstrate our commitment to supporting the recovery effort to communities, businesses and partners. It could support additional staffing resource and contribute to local and countywide recovery initiatives. The Recovery Plan will provide more detail around how the recovery fund will be used to support the actions set out in the plan.

## **1.6 Economic Growth and Tourism**

**1.6.1** Critical to our Recovery Plan will be the need to continue to support our Businesses. In the short term, almost £16m of business grants to over 1,300 eligible businesses has already been provided within the borough. The ongoing gathering of business intelligence, predominantly through the Growth Hub, will determine what businesses need from the Council in the medium to long term.

**1.6.2** There will be a continuation of close working with business partners, including GFirst

LEP, the Federation of Small Businesses, and Town Trader federations, to ensure contribution to the regional economic recovery process.

- 1.6.3 The Recovery Plan will reflect upon the objectives set out in the Economic Development and Tourism Strategy, to ensure the needs of these sectors are fully considered in light of COVID-19.

## **1.7 Housing and Communities**

- 1.7.1 The impact of COVID-19 is unprecedented and far reaching. The collective response to supporting our communities has been second to none, with people working collectively to support those that need it most.
- 1.7.2 The countywide Community Help Hub has been incredibly successful, with over 1,500 calls made to Council staff by those either needing support or offering help (approximately 500 were those requiring some low level support) since its inception in March. However the immediate function of the hub, that of connecting those who could offer support to those that needed it, will inevitably come to an end in due course.
- 1.7.3 The Recovery Plan will detail how any current dependencies on short term support set up as part of the response to COVID-19 will be managed or transitioned to longer term support measures. It will identify which organisations are best placed to provide that support. In particular establishing the medium and long term roles of the Voluntary and Community Sector (VCS) Alliance, Gloucestershire Rural Community Council (GRCC) and Caring for Communities and People (CCP) as part of a refocused community support programme will be important in the 'recover' and 'rebuild' phases.
- 1.7.4 With regard to homelessness and rough sleeping, the pandemic has seen a substantial rise in those presenting as homeless as self-isolation and social distancing measures were initiated. In Gloucestershire, a COVID-19 Homelessness and Rough Sleepers Cell was initiated as part of the local response. At present there are around 145 people in temporary hotel accommodation in the county. The key task will be identifying suitable long-term accommodation solutions.
- 1.7.5 As part of the development of the Recovery Plan, there will be continued engagement with the Gloucestershire Housing Associations, to identify solutions to assist in the medium and longer term in relation to homelessness. This will include identifying suitable housing supply, led via the creation of a countywide officer group set up specifically for this purpose. The outcomes of these discussions will then be reflected in the actions within the Recovery Plan.

## **1.8 Customers First**

- 1.8.1 The response to COVID-19 has seen staff and Members adapting to new technologies at an unprecedented rate, to successfully work remotely and participate in remote meetings. The Customer First priorities focus on maintaining a culture of continuous improvement and achieving 'digital by preference, and access for all. By considering the advantages of remote working technology and the flexibility this opens up for staff, Members and customers, the Recovery Plan will capitalise on providing the most flexible approaches to service delivery. COVID-19 has changed the way communities and businesses are willing to interact with the Council and partner agencies and demystified some of the suspicion around online or remote interactions.
- 1.8.2 The response to COVID-19 has required a focus and prioritisation on 'business critical' services. (Services that a local authority is required to maintain at all times including

Finance, IT, Housing, Revenues and Benefits, Planning and Customer Services)  
Recovery will see a review of which services can now be restarted and what additional resource may be required in the short term to enable this to happen.

- 1.8.3** As part of the Council's organisational recovery, it will be necessary to put in place safe systems of work to ensure that when the numbers of staff working from the building increase, this can be done in a safe and controlled manner. The ways this will be done will be included in the Recovery Plan.

## **1.9 Sustainable Environment**

- 1.9.1** The importance of continuing to manage the Council's carbon footprint and commitment to the climate change declaration will be an important consideration in the Recovery Plan. There are a number of environmental benefits arising from the COVID-19 pandemic, for example:

- 1.9.2** COVID-19 has probably resulted in an increase in cycling and walking, especially in town centres as people look to alternatives to using public transport. The Council is actively engaging with Gloucestershire County Council around the promotion of cycling and walking schemes within the borough as new funding has recently been made available to fast track the rollout of such initiatives.

- 1.9.3** The Recovery Plan will set out how the Council can provide advice and recommendations to communities and businesses on the use of environmental assets, including open green space. It will also suggest ways in which climate action and nature can be integrated into the wider planning for recovery and how the Council can support this. At a county level, the plan will set out ways in which new infrastructure strategies (housing, transport, and economic) could become more resilient and build on the lessons from COVID-19 as well as the climate and biodiversity emergencies.

## **1.10 Garden Town**

- 1.10.1** Continuing to deliver the Garden Town programme will remain important during the recovery period. Work will need to continue, in particular, in relation to the ways of communicating and consulting with residents, businesses and Members in light of COVID-19. Successful online focussed consultation has already started, with an online sharing of information and a request for feedback in relation to the HIF Bridge programme. This approach could be utilised further in relation to the Garden Town programme to maintain momentum and public engagement. The Garden Town is an important project to promote the long term growth and economic development of the borough.

- 1.10.2** In addition, recovery planning will consider the implications of reprioritisation of some government funding streams in light of COVID-19. Working closely with regional and national partners such as Gloucestershire County Council, Homes England and MHCLG the Council will continue to look at the best ways to maximise opportunities for further funding associated with the Garden Town programme.

## **1.11 Delivering the Recovery Plan**

- 1.11.1** In order to best manage the response to COVID-19, a number of dedicated 'cells' were created at the outset of declaring a COVID-19 emergency. This approach created new teams of Officers from different service areas that worked together to best deliver the support required across the Council, communities and businesses.
- 1.11.2** The Council response via the creation of cells has been very effective. As part of the recovery planning process, consideration will be given to the best way to utilise teams to

deliver the recovery functions.

## **1.12 Next steps**

**1.12.1** This report sets out the high-level principles and a framework upon which the Recovery Plan could be based. The approach proposes reflecting the priorities in the Council Plan and harnessing the existing governance arrangements to monitor progress and performance.

**1.12.2** There will probably be a need to consult key partners as the Council's Recovery Plan develops, to ensure the plan works well alongside other county plans, such as those being developed by the Local Enterprise Partnership and Gloucestershire County Council.

**1.12.3** In terms of timescales, whilst recognising the development of the Recovery Plan will need to be dynamic (should a second national or localised peak in COVID-19 cases emerge for example which would require a need to return to a response focussed approach) the intention is to bring a detailed Recovery Plan to the Executive Committee on 8 July 2020, with a subsequent referral to Council for adoption.

## **2.0 OTHER OPTIONS CONSIDERED**

**2.1** None.

## **3.0 CONSULTATION**

**3.1** None.

## **4.0 RELEVANT COUNCIL POLICIES / STRATEGIES**

**4.1** Council Plan 2020 – 2024.  
Economic Development and Tourism Strategy.  
Housing and Homelessness Strategy.

## **5.0 RELEVANT GOVERNMENT POLICIES**

**5.1** OUR PLAN TO REBUILD: The UK Government's COVID-19 recovery strategy.

## **6.0 RESOURCE IMPLICATIONS (Human / Property)**

**6.1** None directly associated with this report however there will be staff resource implications arising from the recovery and these will be set out in the plan.

## **7.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**

**7.1** None.

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

**8.1** None.

## **9.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**

9.1 None.

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**Background Papers:** Council Plan 2020 – 2024.  
Economic Development and Tourism Strategy.  
Housing and Homelessness Strategy.

**Contact Officer:** Deputy Chief Executive.

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**Appendices:** None.

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	10 June 2020
<b>Subject:</b>	COVID-19 Financial Impact Analysis
<b>Report of:</b>	Head of Finance and Asset Management
<b>Corporate Lead:</b>	Deputy Chief Executive
<b>Lead Member:</b>	Lead Member for Finance and Asset Management
<b>Number of Appendices:</b>	One

### **Executive Summary:**

The lockdown of the UK in response to the threat posed by COVID-19 has already had a significant impact on the finances of the Council. Further analysis estimates that the total cost to the Council in the current year could be in the region of £2.8million. Whilst the Government have so far provided support of just under £1million, a gap, estimated to be £1.8million, remains and will require financial support from the Council's one-offs in order to balance the budget.

The financial cost of COVID-19 is also likely to impact future years with both the tax base of Council tax and business rates undermined by the effect of COVID-19 on individuals and businesses. It is also unlikely that income levels will return to normal for some time. The Council already faced a large deficit in 2021/22, previously estimated at £1.7million, and this is likely to have increased in recent weeks. The government will need to quickly clarify its intentions on a range of financial issues effecting local government finance and also whether it will be offering further financial support to Councils in order to fully understand the size of deficit faced in the following financial year.

The Council has steadily increased its reserve base in recent years which leaves it in a good position to tackle the financial impact of the pandemic and to avoid a short term need to issue a Section 114 Notice. However, the financial challenge presented by the pandemic, coupled with the existing challenges arising from a long period of austerity and planned change to the funding of local authorities, should not be underestimated and will require strong financial management and discipline by all involved with the Council in order ensure its future sustainability.

### **Recommendation:**

**The Executive Committee is asked to:**

- 1. NOTE the current financial impact estimate and acknowledge the financial challenge faced by the Council as a result of COVID-19.**
- 2. APPROVE the setting aside of the Business Rates Collection Fund Surplus to support the financial needs of the Council arising from COVID-19.**
- 3. APPROVE the principle of revising base estimates for the second half of the current year.**

**Reasons for Recommendation:**

The report updates Members on the significant financial impact of Coronavirus and asks the Committee to earmark monies to support the financial needs of the Council in the current year and future years.

**Resource Implications:**

As contained within the report.

**Legal Implications:**

None directly arising from this report other than to note that the Section 114 Notice mentioned in this report is a reference to Section 114(3) of the Local Government Finance Act 1988 which provides that: "The chief finance officer of a relevant authority shall make a report under this section if it appears to him that the expenditure of the authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure".

**Risk Management Implications:**

There is a significant risk that government support in the current year or future years will not be sufficient to meet the additional costs. In these circumstances, the Council will be forced to use its reserves and other forms of one-off money to bridge the gap. Whilst it is anticipated that these reserves are likely to be sufficient to meet demands over the next two years, they may not be sufficient thereafter and without significant changes to the cost base of the Council, it is possible that a Section 114 Notice may be required.

**Performance Management Follow-up:**

The financial impact from Coronavirus is monitored and reported on a monthly basis, including formal reporting to the Ministry of Housing, Communities and Local Government.

**Environmental Implications:**

None associated with the report.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** The Council set its budget for 2020/21 on 18 February 2020. On 23 March 2020, the Prime Minister took the unprecedented step of locking down the UK in response to the threat of Coronavirus.
- 1.2** The substantial impact on our businesses and communities as a result of the lockdown has had a direct effect on the finances of the Council. This has come in various forms including the support we directly offer to those affected, maintaining our core service delivery and the loss of revenue from the majority of our income streams.
- 1.3** Whilst the lockdown began in the last week of March, the financial impact of this in 2019/20 is relatively minimal with little expenditure committed and a modest impact on income streams. The 2019/20 impact will be picked up through the closure of accounts and the production of the outturn reports. This report therefore focuses on the current year impact and also looks at what this may mean for future years.

## **2.0 FINANCIAL IMPACT 2020/21**

**2.1** Officers are monitoring the impact of Coronavirus on the current year budget on an ongoing basis. An initial forecast was made at the outset of the lockdown and is updated on a monthly basis as more information is gathered on the actual impact on income streams, national decisions are made and also local decisions such as the standing up of the Garden Waste service. In addition, a monthly data return is made to the Ministry of Housing, Communities and Local Government which allows the Ministry to assess the national impact and plan support measures.

**2.2** Given the high degree of unknowns within the forecast, a central position is calculated and referenced but also a low and high impact to provide a spectrum of potential financial impacts. The central position was originally based on a scenario encompassing a lockdown for three months followed by a mixed pattern of recovery. This position remains as the central case but has been updated with more specific detail as the lockdown progresses. The low and high positions are simply 50% and 150% of the central case.

**2.3** The detailed forecast is contained at Appendix A and highlights a central forecast cost of just under £2.8million based on our updated position for mid-May. The highlights of the report are as follows:

- Relatively low additional expenditure in the early part of the lockdown.
- This is focussed on community support, preserving the waste service, meeting increased demand within Revenues and Benefits and the development of remote working solutions.
- Costs also incurred by borrowing additional amounts to safeguard cashflow.
- Further costs are expected to be incurred in relation to rough sleepers and the continuation of service support but in particular in relation to the recommendation to set aside £500,000 to support the recovery phase of the pandemic.
- Significant reductions in the majority of income streams including:
  - Planning, licensing, land charges income reduced by 70% against expected levels in first 6 weeks.
  - Temporary suspensions to bulky and garden waste services.
  - Reduction in interest earned as a result of base rate reduction, impact on share and property prices and an assumed negative impact on total balances held for treasury purposes throughout the year.
  - Immediate suspension of charges within our car parks.
  - Suspension of rent and submission of cost claim from the leisure centre contractor.
  - Agreement to defer 50% rent on one commercial property tenant.
  - Agreements reached with local tenants including the caravan club and market.

**2.4** The analysis also highlights the potential for loss within the retained business rates system. The position at the end of April is actually quite positive, even allowing for an increase in bad debts, as nearly £10million of debt is now effectively covered by additional reliefs and there is a reduction in historical provisions required. However, cash flow within this income stream has been hit hard with many businesses deferring their April and May payments. This could indicate problems further into the financial year and it is likely that not all businesses will survive, despite the government support. Given this,

we are maintaining likely losses even though the first month's analysis is positive.

**2.5** It should be noted that, although there has been a reduction in expected payments through Council tax and an increase in those applying for local Council tax support, the impact of this will not be felt until next year. The Collection Fund will pay the precepts required in the current year, including Tewkesbury's, but will accumulate losses that will form a deficit for the following year. In normal years, there is a small collection fund surplus which is fed into the following year's budget, but this is expected to become a significant deficit for next year.

**2.6** The additional costs incurred, the reduced income forecast and the recommendation to set aside £500,000 to fund recovery equate to a £2.785million cost projection in the current year.

**2.7** To date, the government has provided financial support of £3.2billion to local government in the form of two equal instalments on a national basis. For Tewkesbury, the support received is as follows:

Instalment 1	£32,515
Instalment 2	£951,232
<b>Total support</b>	<b>£983,747</b>

**2.8** It is unclear whether there will be further government support issued. Assuming there is no further support would mean that the direct cost to the Council within the current year would be £1.8million.

**2.9** The outturn position for 2019/20 is currently being calculated but early indications suggest that there will be sufficient monies available to cover the in-year costs and the reserves requested including the possible formation of new reserves such as a climate change reserve. This position will obviously need to be concluded and confirmed within the next few weeks.

**2.10** Tewkesbury is also set to benefit from a substantial release of accumulated provisions against historic business rate appeals. We have set aside sums each year to provide cover for successful business rate appeals going back to 2010, most notably for Virgin Media. The Council received notification in the final quarter of 2019/20 that all outstanding appeals by Virgin Media had now been withdrawn which has allowed us to recalculate our provision need. As a result, a surplus of £8.88million has been calculated, of which, £3.56million is due to Tewkesbury Borough Council within the current financial year. It is recommended through this report that the entire sum of £3.56million is set aside to finance the ongoing impact of COVID-19 including support to balance the budget in the coming years.

**2.11** The timing of this release of provisions could not be better and provides the Council with additional funding to meet the increased cost from COVID-19 in-year and to support future year budgets. It is disappointing that the funds will need to be used for this purpose and there is a lost opportunity to invest within our community but it does mean that our overall financial position at the current time is less precarious than other Councils. It also means that existing reserves, many of which support the delivery of the Council's aims, can remain intact for the time being and will not be required to support the Council's underlying financial position in the short term.

- 2.12** The Council's sound financial management in recent years has resulted in an increase in the amount of reserves held and is further boosted by the £3.56million released business rates provision. This overall position gives the s151 Officer confidence that the authority will not require a Section 114 Notice to be issued in the near term. A Section 114 Notice would effectively confirm the Council as being bankrupt, at which point all non-essential expenditure would be frozen until an emergency budget and recovery plan could be established. In recent weeks, a number of Councils have publicly indicated that they are on the verge of having to issue a Section 114 Notice.
- 2.13** Whilst our position in the near term is stable, the financial challenge presented by the pandemic, coupled with the existing challenges arising from a long period of austerity and planned change to the funding of local authorities, should not be underestimated and will require strong financial management and discipline by all involved with the Council in order ensure its future sustainability.
- 2.14** Given the significant changes to projected income and expenditure within the current year, it is also recommended that a revised budget is set for the second half of the year. This will allow for lower income estimates in particular to be set in service areas which will mean less variance reporting as we proceed through the year. The budget will be balanced by the inflow of monies from the business rates surplus. The work to re-cast the budget can be undertaken in the period between closing the accounts and starting work on the 2021/22 budget.

### **3.0 FINANCIAL IMPACT BEYOND 2020/21**

- 3.1** As previously highlighted, a reduction in the amount of Council tax collected in the current year is felt in arrears. There will be no effect this year, but it will manifest itself in the form of a deficit on the collection fund which will form part of the budget for 2021/22. The initial analysis of Council tax payments suggest it is holding up remarkably well with only a 2.5% reduction on expected levels of payment. It is expected that this position will deteriorate as the year progresses and for every 5% of lost income a deficit of £220,000 could be generated for this Council.
- 3.2** In addition to non-payment, the ability of the Council to generate income from Council tax is partly determined by the size of the tax base. This is dependent on the number of properties in the Borough but also the amount of discounts and reliefs given. We have already seen a 25% increase in the number of working age people claiming Council Tax relief and we expect that number to increase. Translating that additional 25% into monetary terms suggests a further loss in Council tax revenue of approximately £40,000.
- 3.3** The impact on businesses in the Borough is expected to be significant. Whilst an additional £9.8million has been given in business rates reliefs and an expected £17million will be given out in support grants, it is likely that many businesses will not survive the impact of the lockdown and a slow recovery. It is difficult to quantify the impact on our business rate base at this early stage and this will need to be continually monitored throughout the year to understand the underlying impact rather than just the high level impact on cash flows.
- 3.4** Income streams have been significantly reduced in the first part of the current year and whilst recovery is expected in the second half of the year, to what extent is currently unknown. It is likely that a number of income streams will remain suppressed for some time and may never recover to previous levels given the impact on businesses and employment and also changes to peoples habits. This could impact on a range of income streams including minor planning applications, licensing, garden waste and car parking to name a few.

**3.5** Local Government finance was due to be facing a number of changes for April 2021 including the outcomes to the Fair Funding review and a move to 75% business rates retention. The government has recently announced that both issues will be delayed for a further year meaning the current schemes and funding mechanisms will remain in place for 2021/22. Given the direction of travel of the proposals for these issues, the delay could be good news for Tewkesbury in helping balance its budget proposals for 2021/22.

**3.6** As yet, no announcements have been made with regard to both the Spending Review (SR) and the future of the New Homes Bonus (NHB). Our current working expectation is that a one-year SR period will be announced with inflationary uplifts of settlement funding and that NHB will be extended for a further year. The extension of NHB in particular, if confirmed, would be welcome news.

**3.7** Work will shortly commence on updating our Medium Term Financial Strategy based on the information we currently have and our working assumptions. It is hoped that the government, in due course, will confirm the temporary one year position but will also offer further direct financial support and relaxation of some rules to aid Councils in 2021/22. A wider discussion on the future of local government finance should be encouraged recognising the impact of Coronavirus on a large number of income sources and the suitability of some income sources to fund local government services.

#### **4.0 OTHER OPTIONS CONSIDERED**

**4.1** None.

#### **5.0 CONSULTATION**

**5.1** None.

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

**6.1** Medium Term Financial Strategy.

#### **7.0 RELEVANT GOVERNMENT POLICIES**

**7.1** None.

#### **8.0 RESOURCE IMPLICATIONS (Human/Property)**

**8.1** None directly arising from this report. Potential for future implications.

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

**9.1** None.

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

**10.1** None.

**11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**

**11.1** None.

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**Background Papers:** None.

**Contact Officer:** Head of Finance and Asset Management  
Tel: 01684 272005

**Appendices:** A – Financial Impact Analysis.

# Covid-19 estimated financial impact 20/21

## Appendix A

Service Area	Increased expenditure / lost income	Note	Impact	Central	Low	High
ICT	Additional staff	To support remote working requirements	4 months	20,000	10,000	30,000
	Licences	To support remote working requirements	12 months	8,000	8,000	8,000
	Hardware	120 new laptop packs	Total cost	60,000	60,000	60,000
HR	General casual staff backfill and overtime	Non service specific for estimations	1.5 fte	36,000	18,000	54,000
Revenues & Benefits	In year Housing Benefit	5% increased claims and 1% drop in subsidy recovery rate		136,379	66,663	209,237
	Recovery of previous years Benefit Overpayments	Reduced payments, more write offs, increase in provisions	50%	91,541	45,771	137,312
	Agency processing staff	To support upsurge in LCTS claims and revenues enquiries	3 months	24,000	12,000	36,000
	Recovery Of Summons/Court costs	Reduction in numbers of court cases heard	20%	20,000	10,000	30,000
One Legal	Third party income - 1/3 share	Assume other income targets are hit or offset by salary savings/reserves	50%	50,333	25,167	75,500
Development Management	Street name and numbering income	Reduced income	50%	12,500	6,250	18,750
	Building Regulations income	Estimate based on first 6 weeks income profile and expectation of lockdown/recovery	30%	60,000	30,000	90,000
Community	New grants scheme	£50k grants scheme approved; further £50k from GCC	Total cost	50,000	50,000	50,000
Planning	Land charges income	Estimate based on first 6 weeks income profile and expectation of lockdown/recovery	30%	38,100	19,050	57,150
	Planning income	Estimate based on first 6 weeks income profile and expectation of lockdown/recovery	30%	294,225	147,112	441,337
	Pre planning advice income	Estimate based on first 6 weeks income profile and expectation of lockdown/recovery	30%	15,000	7,500	22,500
	PPA income	Estimate based on first 6 weeks income profile and expectation of lockdown/recovery	30%	33,000	16,500	49,500
Tourism	Hat shop net position on variable charges plus income	Assumed full closure for first 3 months followed by partial re-opening	50%	23,085	21,542	24,627
Waste	Bulky waste income - operational from 11th May	6 weeks income lost	12%	6,624	3,312	15,456
	Garden waste income - operational from 4th May	5 weeks income - likely to offer discount on billing in 21/22	10%	94,518	47,259	141,777
	Recycling net position	Increased recycling collected; estimate based on standard disposal prices		6,065	2,032	10,097
	Trade waste income	Continued operation but loss of businesses	20%	61,600	30,800	92,400
	Ubico additional spend	Increases agency staff; PPE expenditure	3 months	132,000	66,000	99,000
Housing	Homeless expenditure	Increase on base - could vary dependent on agreement with GCC	20%	7,260	3,630	10,890
EH	Licensing Act 2003 Fees	Estimate based on first 6 weeks income profile and expectation of lockdown/recovery	30%	19,170	9,585	28,755
	Private Hire/Hackney Car	Estimate based on first 6 weeks income profile and expectation of lockdown/recovery	30%	28,575	14,288	42,863
Finance	Interest received	Reduction in average portfolio size from cash flow; reduction in base rate	0.40%	145,200	72,600	217,800
	Interest paid - £15m for cash flow	Additional short term borrowing taken to safeguard cash flow position	2%	75,000	75,000	75,000
	Interest paid - ongoing impact	Reduction in rates applied to variable element of debt portfolio	0.40%	-64,000	-32,000	-96,000

Service Area	Increased expenditure / lost income	Note	Impact	Central	Low	High
Assets	Cemeteries (Cleeve) income - increase	Small increase in number of burials/internments	10%	-5,700	-2,850	-8,550
	Cemeteries (Tewkes) income - increase	Small increase in number of burials/internments	10%	-6,100	-3,050	-9,150
	Car parks income	Assumption - no charging until mid June, then 50% usage until Sept, then normal	37%	206,090	103,045	309,135
	Car parks PCN income	As above	37%	12,950	6,475	19,425
	Car parks permits	As above	37%	16,650	8,325	24,975
	Pool cars	Reduced requirement	3 months	-7,400	-3,700	-11,100
	Mileage savings	Reduced requirement	3 months	-1,868	-934	-2,801
	Homeless properties contract - 3 month extension	Planned savings not generated as in-sourcing put on hold		4,565	4,565	9,130
	Leisure centre	Contract sum to be amended to reflect change event	50%	274,000	234,000	314,000
	Commercial property	1 tenant agreed a 50% deferral for 3/4 year - use reserve to smooth income impact		70,500	70,500	70,500
	Non commercial property rents	Various impacts		89,284	44,642	133,926
	Recovery phase	Potential support required	To support Economic Development, Tourism, Community, Homelessness etc within Borough		500,000	250,000
				<b>2,637,146</b>	<b>1,557,078</b>	<b>3,631,439</b>
Financing	Council tax	No impact in 20/21 - fully paid from collection fund		0	0	0
	Business rates growth	Initial estimate based on potential non-payment and fall in base	20%	147,800	184,750	554,250
<b>Gross cost of CV-19</b>				<b>2,784,946</b>	<b>1,741,828</b>	<b>4,185,689</b>
	Additional government grant			-983,747	-983,747	-983,747
<b>Net cost of CV-19</b>				<b>1,801,199</b>	<b>758,081</b>	<b>3,201,942</b>

Central case - lock down for 3 months; mixed pattern of recovery over 6 month period. Individual estimates amended for first 6 weeks income  
Low case - 50% of central case  
High case - 150% of central case

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