

18 August 2020

Committee	Executive
Date	Wednesday, 26 August 2020
Time of Meeting	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 - 4

To approve the Minutes of the meeting held on 5 August 2020.



Item	Page(s)
5. ITEMS FROM MEMBERS OF THE PUBLIC	
To receive any questions, deputations or petitions submitted under Rule of Procedure 12.	
<i>(The deadline for public participation submissions for this meeting is 20 August 2020)</i>	
6. EXECUTIVE COMMITTEE FORWARD PLAN	5 - 13
To consider the Committee's Forward Plan.	
7. PERFORMANCE MANAGEMENT REPORT - QUARTER FOUR 2019/20	14 - 65
To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter four performance management information.	
8. FINANCIAL UPDATE - QUARTER ONE 2020/21	66 - 79
To consider the quarterly budget position.	
9. COUNCIL TAX REDUCTION SCHEME AND COUNCIL TAX DISCOUNTS 2021/22	80 - 85
To consider and make a recommendation to Council.	
10. SEPARATE BUSINESS	
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.	
11. CLEEVE COMMON LEASE	To Follow
<i>(Exempt – Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information))</i>	
To consider the Cleeve Common Lease.	

DATE OF NEXT MEETING
WEDNESDAY, 7 OCTOBER 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 Sztymiak 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 remotely on
Wednesday, 5 August 2020 commencing at 4:00 pm**

Present:

Chair
Vice Chair

Councillor R A Bird
Councillor J R Mason

and Councillors:

G F Blackwell, M Dean, M A Gore, D J Harwood, E J MacTiernan, C Softley, R J Stanley,
M G Sztymiak and R J E Vines

EX.21 ANNOUNCEMENTS

21.1 The Chair advised that the meeting was being held under the emergency provisions of the Coronavirus Act 2020 and, specifically, The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020. The meeting was being broadcast live via the internet, it was not being recorded by the Council but, under the usual transparency rules, it may be being recorded by others.

EX.22 DECLARATIONS OF INTEREST

22.1 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.

22.2 There were no declarations of interest on this occasion.

EX.23 MINUTES

23.1 The Minutes of the meeting held on 8 July 2020, copies of which had been circulated, were approved as a correct record.

EX.24 ITEMS FROM MEMBERS OF THE PUBLIC

24.1 There were no items from members of the public.

EX.25 COVID-19 CORPORATE RECOVERY PLAN

25.1 The report of the Deputy Chief Executive, circulated at Pages No. 12-64, updated Members on the need for a detailed COVID-19 recovery plan whilst emphasising the necessity for it to be a dynamic document that may be subject to change. Members were asked to adopt the recovery plan and agree that authority be delegated to the Deputy Chief Executive, in consultation with the Leader of the Council, to vary the plan as may be required in response to circumstances arising as a consequence of COVID-19.

- 25.2 In introducing the report, the Deputy Chief Executive explained that the Council had faced significant challenges from COVID-19 and, across the county, there had been a collective effort to protect, shield and distribute grant funding to manage the crisis. Key workers and volunteers had worked tirelessly to help people throughout the pandemic and the Council had been well placed to respond particularly through the Growth Hub and its network of businesses; this had been exceptionally useful allowing timely and effective engagement with businesses as to how the Council could best support them. Council Officers had been directly involved in a number of countywide recovery initiatives, both at operational and strategic levels, with the collaborative approach maximising effort and minimising duplication; an excellent example of this was working with housing associations to address the homelessness issues that were arising from the pandemic. In addition, the housing, community services and community development teams had made a huge difference in terms of managing homelessness created as a result of the pandemic and supporting callers through the countywide help hub portal. Sharing the Council Offices with the Police, Department for Work and Pensions and the Children's and Adult Services of Gloucestershire County Council had enabled a multi-agency approach to address many of the complexities arising from the pandemic.
- 25.3 Members were advised that, looking to the future, the recovery plan aimed to help businesses, communities and the economy to recover. In terms of the recovery plan, it set a framework that was deliverable, financially viable and sustainable and covered the short, medium, and long term. This reflected the national approach and considered the three 'R's' - refocus, recover and rebuild. The Deputy Chief Executive explained that 'refocus' reflected 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 could help to gain a better understanding of what recovery looked like; 'recover' reflected the medium-term, primarily focussing on the creation of a recovery plan that set out the strategy and actions that would support businesses, communities and voluntary groups allowing them to survive, stabilise and adapt to the challenges of COVID-19; and 'rebuild' reflected the longer-term measures required to allow businesses, communities and voluntary groups to rebuild and develop resilience to a post COVID-19 environment.
- 25.4 At its meeting in June, the Executive Committee had considered an initial report on the recovery plan and had agreed that the detailed corporate recovery plan should align with the Council Plan priorities and objectives; this would enable the recovery plan to be monitored using the Council's established performance tracker process. The tracker would detail each individual action, a feasible implementation date, accountable officer, a status column and comments column to provide an overview of delivery. Similar to the Council Plan performance tracker, the recovery tracker would be presented and scrutinised by the Overview and Scrutiny Committee on a quarterly basis and then reported through the Chair of that Committee to the Executive Committee with remedial action taken where appropriate. Executive Committee Members would have a lead role in the recovery process as it related to their portfolios; however, all Members would play an important role as the recovery process developed, particularly in terms of community support and community contact. There were dedicated service plans below the recovery plan which set out the specific detail of what each service was doing with actions, milestone dates and Lead Officers; it was felt important to show residents what the Council was doing in terms of support 'on the ground' and also to ensure Officers understood how they fitted into the process and were leading the recovery effort.

- 25.5 The Deputy Chief Executive advised that COVID-19 continued to present unprecedented challenges and, whilst it was hoped there would not be any secondary local or national outbreaks, the Council had to be prepared for the possibility. Tewkesbury Borough Council had been involved in the creation of a countywide Local Outbreak Management Plan which would be initiated as necessary. Each service had reviewed its pre-COVID-19 workstreams and revised / reprioritised where required to facilitate the recovery process. There would inevitably be resource implications as teams sought to deliver recovery work in addition to business as usual and consideration must be given as to how to resource and prioritise the backlog of service delivery once it was possible to do so. Resource implications would be managed in the normal way in terms of a combination of Officer and Member decision-making as appropriate. The Council had established a recovery fund which demonstrated its commitment to supporting its communities and would help it contribute to local and countywide initiatives. Some of the preparatory actions undertaken to help inform the plan were listed within the report at Pages No. 16 and 17 and included business engagement, community engagement and staff and Member engagement. Overall, there were several key messages from the one-to-one meetings and workshops undertaken which had helped to shape the corporate recovery plan and those were summarised within the report at Pages No. 17 and 18. Particular attention was drawn to the increased workloads of Officers whilst maintaining high standards; new ways of working and staff generally being happy to continue working from home with limited office time – this would need to be a key consideration in how the Council operated moving forward; the use of digital options by both staff and Members; the future role of the Council in new partnerships and relationships and its role as an ‘anchor institution’ showing leadership and coordination to stakeholders as well as being a capacity builder and facilitator; the increase in volunteering and community activity being harnessed; and the review of local assets being key to setting the direction of the recovery plan.
- 25.6 During the discussion which ensued, a Member questioned whether there would be a local track and trace system as the national one was not thorough enough and the Local Government Association had recently commented that local authorities were well placed to carry out that work. In response, the Deputy Chief Executive confirmed that Tewkesbury Borough Council had worked closely with the County Council on the Local Outbreak Management Plan, taking account of best practice from other areas around the country. In terms of track and trace, local intelligence fed into the national system. In addition, the Chief Executive indicated that, in some parts of the country, the records had not been extensive enough so local resources had been needed for tracing; however, the Community Services teams had been working with high risk businesses to give advice and ensure record keeping was as extensive as possible. Another Member indicated that the document spoke a lot about harnessing the relationship with the voluntary and community sector and she questioned how that would be achieved. In response, the Deputy Chief Executive explained that there had been amazing examples of community spirit and engagement over the last few months which had led to there being several mechanisms for helping each other. The Council needed to be a facilitator for those groups moving forward. One of the things the community development team was considering was the use of a database of people/groups looking to continue to work to engage and assist others in the community. In addition, at a countywide level, discussions had been held about how to reach isolated and/or vulnerable residents and that work also needed to be taken forward with Member engagement.

- 25.7 A Member thanked the Council, Councillors and all those that had worked so hard over the last few months and suggested that the aims of the plan were reflected in that. He endorsed everything that the Deputy Chief Executive had said but raised some concern about the funding needed for the recovery effort given the small amount of help received from central government to date. In response, he was advised that the Council continued to make its financial returns to government and would continue to indicate the level of support needed. The Council had a small recovery fund and any measures required would have to be implemented efficiently and effectively. In terms of the actions taken, the Deputy Chief Executive reiterated that the recovery performance tracker would be scrutinised by the Overview and Scrutiny Committee on a quarterly basis with any changes reported, and justification provided, in the same way as for the performance tracker. It was not envisaged there would be huge changes in the recovery plan itself but the timescales and measures to be delivered would be subject to change in the service plans and the delegation to himself and the Leader would allow those changes to take place quickly. Members generally agreed it was a very professional plan and, vitally, was dynamic and would allow effective and efficient responses to any changing circumstances regarding the pandemic.
- 25.8 Referring to Page No. 37, a Member questioned what financial compensation had been made to the operator of Tewkesbury Leisure Centre. In response, the Chief Executive confirmed that payments were due to be made to Places Leisure based on the contract provisions that required this to happen in an emergency. Through the Local Government Association, District Councils Network and South West Councils, Tewkesbury Borough Council was still pushing for the government to provide support for arm's length leisure services as it had for those which were provided directly by local authorities but this was still being discussed by Ministers. The Council had reached an agreement in principle with Places Leisure on the contract sum owed but the details of the payment were still being worked on. In addition, the Member raised a concern that the comment on Page No. 42 which referred to the Council responding positively to changes to government planning policy, which was due at the end of July, was of concern to her as the Council would not necessarily agree with it and, in that case, may not wish to respond positively. The Deputy Chief Executive advised that the idea was the Council would be responsive and adaptable in any changes put forward to ensure it was not holding up the system. Another Member agreed that it was possible to be positive in its approach without necessarily agreeing with the changes. In response, the Borough Solicitor suggested the use of the word 'proactively' rather than 'positively' which was welcomed by the Member.
- 25.9 Accordingly, it was

RESOLVED:

1. That the Corporate Recovery Plan be **ADOPTED** subject to amendments on Pages No. 42 and 43 to change the word 'positively' to 'proactively' when referring to the Council responding to the government's planning policy paper.
2. That the Corporate Recovery Plan be **NOTED** as being a dynamic document which may change.
3. That authority be delegated to the Deputy Chief Executive, in consultation with the Leader of the Council, to vary the plan as may be required in response to circumstances arising as a consequence of COVID-19.

The meeting closed at 5:00 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2020/21

REGULAR ITEM:

- Forward Plan – To note the forthcoming items.

Committee Date: 26 August 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter Four 2019/20.	To receive and respond to the findings of the Overview and Scrutiny Committee’s review of the quarter four performance management information.	Head of Corporate Services.	Yes – July Committee moved due to pandemic.
Financial Update – Quarter One 2020/21.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Money Laundering Policy.	To approve the Money Laundering Policy following a recommendation from the Audit and Governance Committee.	Head of Corporate Services.	Moved to ‘pending’ section for Counter Fraud Unit to write Policy prior to it being considered by the Audit and Governance Committee.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2020/21.	Head of Corporate Services.	No longer required as covered in the report to Executive Committee 05.08.20.
Retained Business Rates Update.	To receive an update.	Head of Finance and Asset Management.	No longer required as covered in the report to Executive Committee 10.06.20.

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Committee Date: 26 August 2020

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Tax Reduction Scheme and Council Tax Discounts 2021/22.	To consider and make a recommendation to Council.	Revenues and Benefits Manager.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	Not required.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			
Confidential Item: Cleeve Common Lease	To consider the Cleeve Common Lease.	Head of Finance and Asset Management.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

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Committee Date: 7 October 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Tewkesbury Together 2020/21.	To agree a grant to Tewkesbury Together 2020/21.	Head of Development Services.	Yes – April Committee cancelled due to pandemic.
Confidential Item: Recycling Matters.	To bring to the attention of the Committee and to consider emerging issues affecting the Council's recycling service.	Head of Community Services.	Yes – deferred from August Committee as negotiations ongoing.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

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Committee Date: 18 November 2020

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter One 2020/21.	To receive and respond to the findings of the Overview and Scrutiny Committee’s review of the quarter one performance management information.	Head of Corporate Services.	Yes – moved from 7 October to accommodate later consideration by the Overview and Scrutiny Committee.
Financial Update – Quarter Two 2020/21.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Wormington Village Hall Grant Update	To receive an update on the discussions in respect of the Wormington Village Hall grant following the decision of Executive Committee on 8 January 2020.	Head of Finance and Asset Management / Deputy Chief Executive	Yes – deferred from August meeting due to the COVID-19 pandemic.
Corporate Enforcement Policy.	To receive a recommendation from Overview and Scrutiny Committee.	Head of Corporate Services.	No.
Money Laundering Policy.	To approve the Money Laundering Policy following a recommendation from the Audit and Governance Committee.	Head of Corporate Services.	Yes – Moved from August meeting to enable consideration by the Audit and Governance Committee.
Regulation of Investigatory Powers (RIPA)	To receive a recommendation from the Audit and Governance Committee.	Head of Corporate Services.	Yes – April Committee cancelled due to pandemic.

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Committee Date: 18 November 2020			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

Committee Date: 6 January 2021

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter Two 2020/21.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter two performance management information.	Head of Corporate Services.	No.
Medium Term Financial Strategy (Annual).	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.	Head of Finance and Asset Management.	No.
Housing Strategy Monitoring Report – Year One (Annual).	To approve the Housing Strategy Monitoring Report.	Housing Services Manager.	No.
Treasury and Capital Management (Annual)	To approve and recommend approval to Council, a range of statutorily required policies and strategies relating to treasury and capital management.	Head of Finance and Asset Management.	No.

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Committee Date: 3 February 2021			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Budget 2021/22 (Annual).	To recommend a budget for 2021/22 to the Council.	Head of Finance and Asset Management.	No.
Financial Update - Quarter Three 2020/21.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

Committee Date: 3 March 2021			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required

Committee Date: 31 March 2021

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Performance Management Report – Quarter Three 2020/21.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management information.	Head of Corporate Services.	No.
Council Plan 2020/24 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	Head of Corporate Services.	No.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2019/20.	Head of Corporate Services.	No.
COVID-19 Corporate Recovery Plan Refresh	To consider the COVID-19 Corporate Recovery Plan.	Deputy Chief Executive.	No.

PENDING ITEMS

Agenda Item	Overview of Agenda Item
Shopfronts Supplementary Planning Document (SPD).	To agree the document for the purposes of consultation.
Spring Gardens Regeneration Phase 1a report.	To agree the recommendation of the preferred option for the regeneration of Spring Gardens.
Trade Waste Review.	Following recommendation from Overview and Scrutiny Committee.
Parking Strategy Review.	To consider the recommendations from the Overview and Scrutiny Committee.
Parking Strategy Review.	To consider the statutory responses to the Parking Strategy Review.
Infrastructure Funding Statement.	To consider the Council's Infrastructure Funding Statement.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	26 August 2020
Subject:	Performance Management – Quarter 4 2019/20
Report of:	Chair of Overview and Scrutiny Committee
Corporate Lead:	Chief Executive
Lead Members:	Lead Member for Commercial Transformation
Number of Appendices:	Two

Executive Summary:

Council Plan priorities (2016-20) were refreshed and approved by Council on 25 April 2018. The plan contains four priorities, supported by a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 2). The tracker is a combined document which also includes a key set of performance indicators. This performance information is reported to Overview and Scrutiny Committee on a quarterly basis. At Overview and Scrutiny Committee on 14 July 2020, consideration was given to the final quarter of 2019/20 performance management information. The observations made by the Committee can be found in Appendix 1. This is the final performance tracker of the current Council Plan. A new Council Plan (2020-24) was approved by Council on 28 January 2020.

In business as usual times, a range of financial information supports the tracker document such as the quarterly budget outturn figure. However, as a result of the response required to the coronavirus pandemic, both internal resources and the resources of external bodies who provide information for our accounts, have been redeployed on response activities and as a result there has been an impact on timescales associated with the closedown process. In addition, the valuations and estimations required to produce an outturn position have been complicated by the unknown impact of coronavirus. As a result of both issues, the national timetable for completion of the accounts has been moved from July to November. The Overview and Scrutiny Committee's own internal timetable was adjusted to allow the outturn report to be presented to July Executive Committee rather than the planned June meeting.

Recommendation:

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

Reasons for Recommendation:

The Overview and Scrutiny Committee Terms of Reference require it to review and scrutinise the decisions and performance of the Council and its Committees.

Resource Implications:

None directly associated with this report other than to note that several actions during the latter part of quarter 4 were impacted by the Council's response to COVID-19.

Legal Implications:

None directly associated with this report.

Risk Management Implications:

If delivery of the Council's priorities is not effectively monitored, the Council cannot identify where it is performing strongly or where improvement in performance is necessary. The impact of COVID-19 has been commented upon in relation to a number of Council Plan actions. A separate recovery plan has been developed around the new Council Plan priorities.

Performance Management Follow-up:

Performance management information is reported to Overview and Scrutiny Committee on a quarterly basis. The outcome of each quarterly review is then reported to Executive Committee.

Environmental Implications:

None directly associated with this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1 Council Plan priorities (2016-20) were refreshed and approved by Council on 25 April 2018. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 2). The tracker is a combined document which also includes a key set of performance indicators. This performance information is reported to Overview and Scrutiny Committee on a quarterly basis. The outcome of this scrutiny review is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee. This is the final performance tracker of the current Council Plan. A new Council Plan (2020-24) was approved by Council on 28 January 2020.
- 1.2 At Overview and Scrutiny Committee on 14 July 2020, consideration was given to the final quarter of the monitoring report for 2019/20. The observations made by the Committee can be found in Appendix 1. The majority of information within the performance tracker reflects the progress of Council Plan actions as at the time of writing the report. As expected, areas of work have been impacted as a result of the Council's response to COVID-19 and this is reflected within the commentary supporting those actions. In terms of the key performance indicator (KPI) information, this is of a statistical nature and represents the outturn position as at 31 March 2020 (quarter 4). Executive Committee on 5 August 2020, approved a corporate recovery plan. It is proposed this will include a recovery tracker monitoring tool that will be reported alongside future Council Plan performance trackers.
- 1.3 In business as usual times, a range of financial information supports the tracker document such as the quarterly budget outturn figure. However, as a result of the response required to the coronavirus pandemic, both internal resources and the resources of external bodies who provide information for our accounts have been redeployed on response activities and consequently there has been an impact on timescales associated with the closedown process. In addition, the valuations and estimations required to produce an outturn position have been complicated by the unknown impact of coronavirus. As a result of both issues, the national timetable for completion of the accounts has been moved from July to November. The Overview and Scrutiny Committee's internal timetable has been adjusted to allow the outturn report to be presented to July Executive Committee rather than the planned June meeting.

2.0 COUNCIL PLAN PERFORMANCE TRACKER

2.1 The Council Plan (2016-20) has four priorities which contribute to the overall Council Plan vision “*Tewkesbury Borough, a place where a good quality of life is open to all*”. The priorities are:

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

Each of the four priorities is supported by a number of objectives and actions which will focus activity on delivery of the priorities. The tracker has been developed and contains a set of key performance measures to monitor delivery of each Council Plan action. The actions are reviewed and, where appropriate, refreshed on an annual basis.

2.2 For monitoring the progress of the Council Plan actions, the following symbols are used:

😊 – action progressing well.

😐 – the action has some issues or delay by there is no significant slippage in the delivery of the action.

😞 – significant risk to not achieving the action or there has been significant slippage in the timetable or performance is below target.

Grey – project has not yet commenced.

✓ – action complete or annual target achieved.

For monitoring of key performance indicators the following symbols are used:

↑ - PI is showing improved performance on previous year.

↔ - PI is on par with previous year performance.

↓ - PI is showing performance is not as good as previous year.

2.3 This report presents the final quarter of the final year of the current plan. Key activities to bring to Members’ attention since the last performance report include:

- Approval of the Medium Term Financial Strategy in January 2020.
- A further two commercial properties have been sourced and secured.
- The appointment of the Association for Public Service Excellence (APSE) to undertake an independent review of the Council’s trade waste service.
- The Growth Hub has provided support in tackling the impact of COVID-19 to the business community by offering advice, signposting to government support packages and grants that are available.
- The Tewkesbury Borough Plan was submitted to government for examination on 18 May 2020.
- Gloucestershire County Council has awarded £219 million to deliver an all-ways J10. The Council, working with Cheltenham Borough Council, is supporting Gloucestershire County Council on the contract conditions and delivery of the project.

- The commissioning of a strategic review to look at the Council's tourism provision which will now be extended to consider recovery actions in light of COVID-19.
- The procurement of a new digital platform to support delivery of the Council's digital ambitions.

2.4 Due to the complex nature of the actions being delivered, inevitably some may not progress as smoothly or quickly as envisaged. The latter period of the quarter also saw Council services being heavily affected by COVID-19 and resources being prioritised to deal with the response. This has resulted in some actions being suspended. Actions with either a 😞 or 😐 are highlighted below:

Action	Status and reason for status
Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	<p>😞 The Association for Public Service Excellence (APSE) has been appointed to undertake a review of the service in order to identify the best way forward. This work is underway but contact with business is hampered as many are closed as a result of COVID-19.</p> <p>The target date has been amended from June 2020 to September 2020. The target date has been amended six times previously.</p>
Explore options for the regeneration of Spring Gardens.	<p>😞 A draft options appraisal report was due in June. This report will now have to consider the impact of COVID-19 on the options and the Council's own financial position. The date has been amended from March 2020 to October 2020. The target date has been amended twice previously.</p>
Disposal of the Ministry of Agriculture, Food and Fisheries (MAFF) site.	<p>😞 Developing parking strategy and options being considered for Spring Gardens both suggest that the MAFF site should be considered for parking requirements. Further studies have also been carried out and these will need to be brought together in a report to Members later in the year. The target date has been amended to reflect this from March 2020 to end of October 2020. This is the first amendment to the target date.</p>
Work with the Local Enterprise Partnership (LEP) and other partners to contribute to the Local Industrial Strategy (LIS).	<p>😞 The LIS was due to be submitted to central government but as a result of COVID-19 this has been postponed until further guidance is received from Business, Energy and Industrial Strategy (BEIS). Further work will now be included</p>

	looking at the COVID-19 recovery plan/ addendum as part of the final LIS. A new target date is subject to BEIS and will be confirmed in due course . The target date has been amended once previously.
Deliver employment land through the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).	☹ Target date for the JCS has been amended from Spring 2020 to Winter 2020 . The timescale has been amended to reflect a more up to date timescale. The target date has been amended twice previously.
Review the tourism resources to maximise the tourist provisions in the borough.	☹ The target date for the review has been amended from March 2020 to December 2020 to include how the Council can best respond to the impact of COVID-19 on tourism as well as to consider the emerging Visit Gloucestershire work. The target date has been amended three times previously.
Work with partners to undertake the required reviews to the JCS.	☹ Target date for the JCS has been amended from Spring 2020 to Winter 2020 . The timescale has been amended to reflect a more up to date timescale. The target date has been amended once previously.
Ensure land is allocated for housing as part of the Junction 9 masterplan.	☹ Date has been amended from Summer 2020 to Winter 2020 . The JCS will seek to allocate the wider Garden Town at Tewkesbury as a strategic allocation. The timescale has been amended to bring in line with the JCS timescales. The target date has been amended once previously.
Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	☹ Target date for the JCS has been amended from Spring 2020 to Winter 2020 . The timescale has been amended to reflect a more up to date timescale. The target date has been amended once previously.
Achieve the Council's affordable homes target by working with local housing providers.	☹ The number of affordable homes delivered this year was 191 against a target of 220.

<p>Implement the One Legal business review and associated case management system replacement.</p>	<p>☹ Training and introduction of the customer portal system has been postponed as a result of COVID-19 as this requires face-to-face meetings. Target date has been from April 2020 to October 2020. The target date has been amended twice previously.</p>
<p>Review our Advice and Information Centres (AICs).</p>	<p>☹ Preliminary work to understand how well the centres were used and the purpose of use had started in early 2020. Officers were keen for Member involvement to review the future of the AICs and a report to set up an Overview and Scrutiny Working Group was due to be presented in June 2020. The undertaking of this piece of work will need to be considered as part of the Committee's wider work programme. In the meantime, all centres remain closed as a result of COVID-19. Target date has been amended from June 2020 to October 2020. The target date has been amended once previously.</p>
<p>Explore options to provide online public access to interactive planning policy information maps.</p>	<p>☹ The target date has been amended from March 2020 to March 2021 this is to prepare to host the final version of the Tewkesbury Borough Plan which is scheduled for adoption early 2021 following examination. The target date has been amended twice previously.</p>
<p>Introduce the option for paperless billing for council tax and business rates.</p>	<p>☹ The target date has been amended from February 2020 to March 2021. As previously reported, a combination of issues relating to this project around GDPR, software integration and contract performance resulted in paperless billing not being introduced for the main billing run in February. An in-house solution to deliver a viable alternative was being worked upon and was on the cusp of being launched for adhoc billing. COVID-19 led to the key officers involved in the implementation of the project being deployed to other priorities. Options to move this project forward will need to be revisited. The target date has been amended three times previously.</p>

Review our corporate website.	Pre-COVID, a project team had been set up to progress this piece of work. While we already have an excellent website, there are some improvements to be made, including the search function and our recruitment pages. In addition, consideration will be given to bringing two external websites (Visit Tewkesbury and Tewkesbury Business) in-house for consistency. This is the first amendment to the target date.
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3.0 KEY PERFORMANCE INDICATORS (KPIs)

3.1 The set of Key Performance Indicators (KPIs) 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 March 2020.

3.2 Of the 17 indicators with targets, their status as at the end of the final quarter for 2019/20 is:

 (on target)	 (below target and target unlikely to be achieved)
8	9

In terms of the direction of travel i.e. performance compared to last year, for all indicators (not all indicators have a target e.g. crime) the status is:

↑ (better performance than last year)	↔ (on par with previous year performance)	↓ (not as good as last year)
6	3	10

3.3 KPI's where the direction of travel is down and/ or KPI is either a  or  are highlighted below:

KPI No.	KPI description	Reason for  or 
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC).	↓  Footfall is down by 5,146 compared to last year and has not met the target of 28,000 this year. This is due to the impact of the flooding and COVID-19 pandemic.
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	↓  Figure is down compared to the outturn of 2018/19 from 93.3% to 81% 2019/20. Resulting in the Council's target, 85% not being met. 7/37 decisions were determined outside of the target date. The outturn is still considerably higher than the national target of 60%.

13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	↓ 😞 Due to the complexity of the issues needed to address some of the 'minor' applications, it has taken longer to determine 45 applications throughout the year. This resulted in this year's outturn of 75.7% not meeting the Council's target of 80% or the outturn for last year of 86%.
14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	😞 101/116 decisions were made within agreed timescales. This equates to performance of 87%, just below the local target of 90% but considerably above the national target of 70%.
18	Number of reported enviro crimes.	↓ 😞 364 crimes were reported in Q4 making it 1,271 for the year. This is above the target of 1000 and above last year's outturn of 1,089. There has been an increase in the number of fly tipping and abandoned vehicles throughout the year.
23	Percentage of Council Tax collected.	😞 The outturn of 98.1% is on par with last year's performance of 98.1% and this year's target of 98.3%. This is against a backdrop of a significant number of new properties entering the rating list. COVID-19 also required some of the team to focus on responding to other areas e.g. business grants during March which saw an impact on the percentage of Council Tax collected.
26	Number of overall crime incidents.	↓ There has been an increase in the number of overall crime incidents of 7.9%, during 12-month period.
27	Average number of sick days per Full Time Equivalent (FTE).	↓ 😞 The average number of sick days outturn for 2019/20 was 12.62 days. This is above the annual target of 8 days and the outturn for 2018/19 of 10.2 days.
28	Percentage of waste recycled or composted.	↓ 😞 The outturn for 2019/20 was 51.47%. This was slightly below last year's outturn of 52.59% and the target of 52%. This has been due to an increase of recyclable material in the residual waste, the highest being food waste.

29	Residual household waste collected per property in kgs.	↓ 414kg of residual household waste per property was collected this year. This has increased slightly compared to last year's outturn of 401kg. The impact of COVID-19 lockdown has seen an increase in waste collected in Q4 by 125 tonnes compared to the year before.
31	Percentage of Freedom of information (FOI) requests answered on time.	↓ Whilst the target of 80% has been achieved, the outturn for 2019-20- 90% has dropped slightly when compared to the outturn (92%) for 2018-19. This is due to 55 responses out of 565 requests not meeting the 20-working day timescale throughout the year.
32	Percentage of formal complaints answered on time.	↓ The outturn for the year, 86%, is lower when compared to last year's outturn figure of 92%. 28 complaints out of 199 received during 2019/20 were not answered within the 20-working day timescale. Ten of these complaints were answered late, during Q4.

Areas where key indicators are performing particularly well, include:

- KPI 7: 1346 visitors entered the Growth Hub during 2019/20, achieving its target of 1,000 visitors.
- KPI 16 and KPI 17- 1,644 people have been supported within the borough by Citizen Advice this has seen a financial gain of £1,832,984 to residents/ clients have benefited, of which just under £703,000 represented debts written off.
- KPI 21- A significant improvement has been made on the average number of days to process a new benefit claims this is now down to four days, compared to last year's outturn of 22 days. The average nationally is 16 days.
- KPI 22- an average of three days to process change of circumstances which is below the Council's target of four days and last year's outturn of five days. The average nationally is four days.

4.0 OTHER OPTIONS CONSIDERED

4.1 None.

5.0 CONSULTATION

5.1 None.

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

6.1 Council Plan 2016-20.

7.0 RELEVANT GOVERNMENT POLICIES

7.1 None directly.

8.0 RESOURCE IMPLICATIONS (Human/Property)

8.1 None directly.

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

9.1 Linked to individual Council Plan actions.

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

10.1 Linked to individual Council Plan actions.

11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

11.1 Council Plan 2016-20.

Background Papers: None.

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Appendices: 1 – Overview and Scrutiny Committee review.
2 - Council Plan Performance Tracker Qtr. 4 2019/20.

**Questions raised by Overview and Scrutiny Committee at meeting held on
14 July 2020**

Questions raised by Overview and Scrutiny	Response from officers
Performance Tracker – Priority: Finance and Resources	
<p>Objective 3 – Action a) Deliver the aims and objectives of the commercial property investment strategy – A Member sought clarification as to the number of properties that had actually been purchased as the information within this report conflicted with the financial report that had been considered by the Executive Committee the previous week.</p>	<p>The Head of Finance and Asset Management explained that this was a timing issue - the information within the performance tracker reflected quarter four of 2019/20 and the commercial premises had not been acquired during the 2019/20 financial year. Since that time, the acquisition of an industrial park in Tipton had been finalised and contracts had also been exchanged in relation to a premises in Crawley. He believed these would be the Council's final two purchases given the impact of COVID-19 on various commercial sectors and due to restrictions on borrowing from the Public Works Loans Board.</p>
<p>Objective 3 – Action b) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level – A Member noted that the target date for this action had been changed numerous times and he sought assurance that the new date of September 2020 was achievable.</p>	<p>The Head of Community Services explained that the most recent delay was as a result of COVID-19 and a meeting had been held with the Association of Public Service Excellence (APSE), which had been appointed to undertake the review, to discuss the market analysis just three days prior to lockdown. All businesses had subsequently closed so it had been impossible to make contact with them in order to carry out the analysis. He confirmed that work had now restarted and would tie in with the business surveys being carried out on the High Street. Whilst September would be too early to bring forward the full business case, as originally planned, an update would be provided to the Committee at its meeting on 1 September 2020.</p>

<p>Objective 4 – Action b) Disposal of the Ministry of Agriculture, Food and Fisheries (MAFF) site – A Member recognised that this was linked to the Parking Strategy Review and noted that the Working Group had not met since February.</p>	<p>The Head of Finance and Asset Management explained that he had started work on a revised timetable for the review and it was proposed that a Working Group meeting be held in September to seek Members’ views as to whether the work to date could be continued or if there was a need to start from scratch. As such, the timeframe for the review would be dictated by Members and the approach they wanted to take.</p> <p>A Member expressed the view that the MAFF site was also connected to Spring Gardens and the regeneration of Tewkesbury town centre – both sites had been problematic prior to COVID-19 and he felt they could be even more of an issue going forward. In his view, it was important to find the right solutions and he raised concern that the new target date of October 2020 would not be achievable. The Head of Finance and Asset Management was in complete agreement and explained that the new target date had been set before Officers fully understood the impact on resources of COVID-19; as such, Members could expect this date to change in the quarter one performance tracker once a realistic timescale had been established through working with consultants and Members.</p>
<p>Performance Tracker Priority: Promoting and Supporting Economic Growth</p>	

<p>Objective 2 – Action a) Deliver employment land through the Joint Core Strategy (JCS) and Tewkesbury Borough Plan – A Member noted that the date for the JCS had been revised again having previously been amended twice and questioned whether this was realistic. In addition, he asked how many employment sites would be changed to housing, as was the case in Longford where a site designated for employment land had now had an application approved for housing.</p>	<p>The Interim Head of Development Services explained that this action had initially been based around a less extensive review of the JCS; however, things had moved on and a full JCS review was now required. In addition, there had been an initial delay to allow recruitment to a key post within the Planning Policy team to enable the review to be undertaken. She had spoken with the Planning Policy Manager and JCS Manager who were confident that consultation would take place before Christmas. She explained that a lot of evidence-based research had been programmed to support the review prior to consultation so this target date was considered to be reasonable given the scale of the JCS and the amount of work that went into bringing the programme forward. Notwithstanding this, the national policy statement that was coming forward later in the month could have an impact on the timeframe.</p> <p>In terms of employment land, she advised that this would be brought forward within the JCS review and would be underpinned by a significant amount of evidence-based research. The strategic sites had not been identified as yet although the Tewkesbury Borough Plan was due to be examined and significant weight could be attached to the policies within it. Planning applications coming forward were being dealt with on their own merits.</p>
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<p>Objective 5 – Action b) Review the tourism resources to maximise the tourist provisions in the borough – A Member questioned why the independent tourism review had not been commissioned given that the original target date for completion was April 2019 which had subsequently been changed several times and had last been reported as March 2020 therefore should have been relatively unaffected by COVID-19.</p>	<p>The Interim Head of Development Services explained that her understanding was that a significant amount of discussions had been taking place internally, particularly with respect to the Tourist Information Centres; however, she would provide a briefing note to update Members more fully following the meeting. The Deputy Chief Executive advised that the Community and Economic Development Manager was the Lead Officer overseeing this work; however, the review was a commissioned piece of work and the proposed consultants had a good amount of experience in the area having done similar reviews for Cheltenham Borough Council and other local authorities. He recognised this was a workstream prior to COVID-19 and would need to find out why the review had not been commissioned earlier and report back to Members outside of the meeting.</p>
<p>Performance Tracker – Priority: Growing and Supporting Communities</p>	
<p>Objective 1 – Action a) Work with partners to undertake the required reviews to the JCS – A Member noted that the commentary stated that the target date had been amended from spring 2020 to reflect more up-to-date timescales and he sought clarification as to the reason for the timescale slipping.</p>	<p>The Interim Head of Development Services confirmed that the revised target date of winter 2020 was a realistic timescale and she reiterated her earlier point that the intention had originally been that this would be a review of the existing JCS as opposed to a full scale JCS review coming forward. She confirmed that the amendment to the timetable was not related to COVID-19 and was for programme management and resourcing reasons. The Member felt this should have been explained in the commentary and the Interim Head of Development Services undertook to ensure the tracker was more comprehensive in quarter one of 2020/21.</p>

<p>Objective 3 – Action b) Achieve the Council’s affordable homes target by working with local housing providers – A Member noted that 191 affordable homes had been delivered within the year against a target of 220 and he queried whether affordable homes in urban extensions, such as Brockworth, counted towards Tewkesbury Borough Council’s figures or Gloucester City Council’s figures. He raised concern that if it was the latter, there would be less and less space within the borough for affordable homes and he questioned what the long term impact of that would be and if the target for this action should be reduced accordingly.</p>	<p>The Head of Community Services confirmed that anything being built within the urban extensions did count towards the figures for Tewkesbury Borough as its residents had equal status to bid on those properties. Longer term, he suggested there would be a need to report this as a separate KPI so that Members could easily see what had been delivered within the urban extensions and that was something which could be considered during the development of the new Housing Strategy.</p>
<p>Objective 4 – Action a) Develop a programme to work with landlords to ensure residents have a supply of rented properties to meet their needs – A Member noted there had been three placements under the scheme but the information did not set out how many people needed rented properties, as such, it was impossible to know whether this action was being achieved and if the smiley face attributed to it was justified.</p>	<p>The Head of Community Services advised that six placements had now been made. The number of people on the housing register currently was 1,108 but not all of those people would be suitable for private rented accommodation. The pilot scheme was about providing incentives to encourage private sector landlords to accept more tenants and it was intended to bring a report on this to a future meeting of the Committee so Members would receive more detail in due course.</p>
<p>Key Performance Indicators for Priority: Growing and Supporting Communities</p>	
<p>KPI 10 – Total number of active applications on the housing register – A Member indicated that the breakdown of bands i.e. emergency, gold, silver and bronze totalled 1,676 which was not equal to the quarter four outturn which was stated as 1,775.</p>	<p>The Head of Community Services explained that this was due to a timing issue; banding changed on a daily basis so the information needed to be extracted from the system at the same time as the number of applications. He apologised that had not been done on this occasion and undertook to ensure the figures were extracted at the same time when producing future reports.</p>
<p>Performance Tracker – Priority: Customer-focused services</p>	

<p>Objective 1 – Action b) To continue to proactively enforce against enviro-crimes including fly-tipping and dog fouling in accordance with the action plan – A Member wished to thank the Environmental Health team for their hard work during the lockdown period when there had been increased incidents of noise complaints and fly-tipping etc. The feedback he had received from the way Officers had been supporting people, particularly in respect of noise, had been very positive.</p>	<p>The Head of Community Services undertook to pass thanks on to the Environmental Health team on behalf of the Committee.</p>
<p>Objective 1 – Action d) Review our Advice and Information Centres (AICs) - A Member expressed the view that the AICs were duplicating some of the services that were provided through other methods, for example, the Community team and Members, and he felt that a review needed to be carried out as quickly as possible.</p>	<p>The Head of Corporate Services advised that the AICs had been reviewed by an Overview and Scrutiny Committee Working Group on two occasions in the past and it was felt that another review was timely to establish whether they were still value for money given that the landscape for customer engagement had changed significantly in recent years. He felt there was probably a difference in the role played by the Customer Services Advisers who worked in the AICs and that of Members and Community Services Officers and advised that some of their tasks included things such as taking payments and collecting housing benefit applications etc. but he took the point that there may be other ways to do this which offered more value for money. Whilst it had originally been intended to establish another Working Group to carry out a review, COVID-19 was likely to have a significant impact on the Council’s budget going forward and the AICs may be one area where savings could be made, as such, it may now be more appropriate to consider the AICs as part of the revised budget proposals. The Head of Finance and Asset Management echoed these comments and advised that work on the new Medium Term Financial Strategy was due to start later in the month. There would undoubtedly be some serious financial pressures as existing budget pressures had been exacerbated by COVID-19, as such, the Council would have some difficult decisions to make over the next 12 months to three years.</p>

<p>Objective 3 – Action a) Explore options to provide online public access to interactive planning policy information maps – A Member raised concern that the target date for this was now March 2021; given that it was an action to ‘explore options’ as opposed to actually delivering anything he was surprised that little progress had been made.</p>	<p>The Interim Head of Development Services accepted this point and undertook to clarify the wording so that Members understood what had been achieved to date and what was proposed going forward.</p>
<p>Objective 3 – Action b) Introduce the option for paperless billing for Council tax and business rates – A Member noted that, at the last Overview and Scrutiny Committee meeting, Members had been informed that this had been delayed due to an issue with a third party and he questioned whether any financial costs incurred would be recovered.</p>	<p>The Head of Corporate Services confirmed there had been an issue with the contract supplier and discussions were ongoing between One Legal and the supplier’s legal team; he undertook to provide an update on the outcome of those discussions as part of the next performance management report. He went on to advise that an in-house solution was on the cusp of being launched for the ad-hoc billing prior to COVID-19 but those resources had been redeployed elsewhere. He was hopeful of a solution being in place in time for the main billing run in February 2021.</p>
<p>Key Performance Indicators for Priority: Customer Focused Services</p>	
<p>KPI 18 – Number of reported enviro-crimes – A Member was disappointed to note the increase in fly-tipping and abandoned vehicles and questioned whether there was a particular reason for this during the quarter.</p>	<p>The Head of Community Services indicated that no intelligence had been received to explain the increase which had been experienced countywide, although closure of the Household Recycling Centres at the end of the year may have had some impact. He provided assurance that prosecutions and court cases were being advertised and promoted so he did not think this was a reason for the increase, although that did not make it any less disappointing. It was noted that the restrictions at the Household Recycling Centres were being eased with additional timeslots being introduced so they would soon be operating at full capacity.</p>

<p>KPI 27 – Average number of sick days per full-time equivalent – A Member raised concern that the average number of sick days per full time equivalent for 2019/20 was 12.6 which seemed quite high particularly compared to the national average of 4.4 per employee. She noted that this had been attributed to the amount of long term sickness absences but she sought assurance about the amount of short term absences and whether next year’s target could be more ambitious.</p>	<p>The Head of Corporate Services indicated that he could not comment on the national average but he understood that the average number of sick days within the public sector was eight in accordance with the Council’s target for 2019/20. The situation was improving in quarter one of 2020/21 with the average number of sick days currently being reported as 2.09 per full-time equivalent; if COVID-19 related absences were removed this would be as low as 1.58 days per full-time equivalent. He reiterated that long term absences had impacted on the figures for 2019/20 and, unfortunately, there had been a lot of significant illnesses which could not have been avoided but he was pleased to report that a lot of the staff affected had now returned to work. All KPIs and their targets were being reviewed as part of the new performance tracker so the suggestion to set a more ambitious target for sickness absence would be considered as part of that.</p> <p>A Member indicated that the biggest issue was actually short term sickness which had seen a 40% increase between 2018/19 and 2019/20. He questioned how much of this was down to shielding due to COVID-19 and how short term sickness was controlled and monitored. In response, the Head of Corporate Services explained that the new HR Manager had been in post since December 2019 and had been tasked with looking into ways to improve short term sickness absence. He provided assurance that the Council had a robust Absence Management Policy and HR worked closely with Managers to ensure due process was followed if the triggers within the policy were hit. He advised that 29 days were attributable to COVID-19 and they only related to people who could not physically work; those who were shielding or symptomatic but able to work were not included.</p>
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<p>KPI 28 – Percentage of waste recycled or composted – A Member questioned whether the percentage was actually down or whether this could be attributed to the amount, for instance, if it was based on weight then things such as manufacturers making packaging lighter could be a contributing factor, and he queried whether it was being measured in the most accurate way.</p>	<p>The Head of Community Services confirmed that the KPI was based on the percentage of waste that went for recycling and was the standard measure used by the government to set targets. The national target for England was 50% and the average for Gloucestershire was 44% so Tewkesbury Borough Council continued to perform well comparatively; he pointed out that 43% more waste – both residual and recycling - had been collected during April and May 2020. He was unsure how helpful information on weight would be but was happy to include this in the narrative if Members so wished. He suggested that the sad face attributed to this KPI may be misleading as Tewkesbury Borough was within the upper quartile in the county and only just short of the national 50% target for 2019/20.</p>
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Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2019-20 Progress Report

Council Plan tracker actions/ KPI progress key:		KPI direction of travel key:	
😊	Action progressing well/ PI on or above target	↑	PI is showing improved performance on previous year
😐	Action has some issues/delay but not significant slippage/ PI below target but likely to achieve end of year target	↔	PI is on par with previous year performance
😞	Significant risk to not achieving the action or there has been significant slippage in the timetable, or performance is below target/ PI significantly below target and unlikely to achieve target	↓	PI is showing performance is not as good as previous year
	Project has not yet commenced/ date not available or required to report		
✓	Tracker action is complete or annual target achieved		

PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Seek to be financially independent of the government's core grants.				
a) Deliver the council's transformation programme to deliver a balanced budget.	Target date: March 2020	Corporate Leadership Team (CLT) Lead Member for Commercial Transformation	😊	<p>Projects within the transform programme have their individual milestones and target dates. March 2020 is an annual target date used to assess the overall in year success of the programme. For example:</p> <ul style="list-style-type: none"> • Bulky waste service review – this has commenced and is a full review, looking at pricing policy, on-line bookings, recyclables, service provider. • Pool cars – the pilot has been signed off and this is now part of routine council business. Alongside this project was the removal of the legacy 'Essential User Car Allowance' payments to staff. Electric charging points have also been installed to the rear car park. • Garden Waste club remains a successful transformation project. Income to date for 2020/21 is £875,000. • Launch of the new intranet.

				<ul style="list-style-type: none"> • Procurement of a new digital platform. • Implementation of a new business transformation team to take forward internal service improvements, particularly around digitalisation. • Mental Health work plan – to support workforce resilience all staff have received mental health training and a number of staff are trained mental health first aiders.
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PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
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Objective 1. Seek to be financially independent of the government’s core grants.

34	b) Maximise retention around business rates.	Target date: 31 March 2020	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	<p>A significant surplus is expected on the 2019/20 retained rates budget as a result of good growth, the release of unrequired in-year provisions and the release of the collection fund surplus from 18/19. In addition, a large windfall receipt is expected from the Gloucestershire Business Rates Pool. Both positions are currently being calculated.</p> <p>The position for 2020/21 will obviously be severely impacted by Coronavirus and the speed of recovery following the pandemic.</p>
	c) Work to reduce the council’s deficits, outlined in the Medium Term Financial Strategy (MTFS).	Target date: 18 Feb 2020	Head of Finance and Asset Management Lead Member for Finance and Asset Management	✓	<p>The 2020/21 MTFS was approved at Council in January 2020. This has highlighted a significant increase in the five-year deficit as a result of the potential business rates reset and the potential withdrawal of new homes bonus. The MTFS reacts to the new forecast of a £5m deficit by suggesting a number of areas that will need to be reviewed should the deficit be delivered in line with current expectations.</p> <p>The first year of the MTFS covers 20/21 with an expectation of a deficit of circa £800,000. A balanced budget for 20/21 has subsequently been developed and includes a range of savings on items such as pensions and business travel as well as the generation of extra income through treasury activities, the garden waste scheme and council tax.</p>

Objective 2. Maintain a low council tax.				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Maintain a low council tax.				
a) Produce a Medium Term Financial Strategy which ensures that council tax remains in the lowest quartile nationally.	Target date: 31 January 2020	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	The newly approved MTFS suggests the potential for £5 annual council tax increases over the medium term. This would mean that our council tax, which at £119.36 is currently the fifth lowest in the country and £43 below the lowest quartile threshold, would remain within the lowest quartile even without allowing for likely increases in the threshold.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Investigate and take appropriate commercial opportunities.				
35 a) Deliver the aims and objectives of the commercial property investment strategy.	Target date: 31 March 2020	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Two properties have been sourced and secured with a third property now on hold. It is anticipated that an industrial property will be secured in the first quarter 2020/21 and a property in the alternative sector secured in the third quarter at a total cost of £18.5m. It is unlikely that any further purchases will be made due to the uncertainty brought about by Coronavirus and changes to the borrowing regime proposed by HM Treasury.
b) Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level.	Target date: April 2017 July 2017 August 2017 April 2018 April 2019 December 2019 June 2020 New target date- September 2020 (Covid-19 dependant) (New revised date reported to O&S in July 2020)	Head of Community Services Lead Member for Clean and Green Environment	☹	A report on the strategic direction of the services was brought to O&S committee in January. Following further consideration at Executive Committee, wider options on the service need to be taken into account as part of the business case. APSE have been appointed to undertake the review of the service in order to identify the best way forward. This includes a market analysis, market penetration assessment and service design assessment to identify the best service given Ubico's capacity and the council's appetite for investment. This work is continuing but contact with business is hampered as a result of many businesses being closed.

c) Increase commercial activity in all services in line with our commercial strategy.	Target date: March 2020	Heads of service Deputy Chief Executive / Lead member for Finance and Asset Management.	☺	The principles and objectives of the council's commercial ambitions are set out in the new commercialisation strategy which was approved in 2019. During 2019/20, awareness of this has been delivered across all levels of the council. A lead member portfolio has also been established. There are a number of projects currently in progress with a commercial element to them, e.g. garden waste, bulky waste and trade waste. A new business transformation team is also currently being established. A key role of this team will be to look at service improvement and efficiencies particularly around improving digital and on line offering to customers – this is a key strand of the strategy.
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PRIORITY: FINANCE AND RESOURCES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
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Objective 4. Use our assets to provide maximum financial return.

 Explore options for the regeneration of Spring Gardens.	Target date: June 2019 July 2019 March 2020 New target date: October 2020 (New revised date reported to O&S in July 2020)	Head of Finance and Asset Management Lead Member for Finance and Asset Management	☹	Mace, the appointed project consultants are to provide a draft options appraisal report in June. The report will, however, need to also consider the impact of Coronavirus- on the options and the council's own financial position.
b) Disposal of the Ministry of Agriculture, Food and Fisheries (MAFF) site.	Target date: 31 March 2020 New target date: 31 October 2020 (New revised date reported to O&S July 2020)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☹	The developing parking strategy and the options being considered for Spring Gardens strongly suggest that the MAFF site should be considered for parking requirements. Further studies have found a lack of value in the site as a residential opportunity and work has been undertaken to look at other complimentary uses of the site. The various studies will need to be brought together in a report to members later in the year.

c) Investigate the potential use of remaining vacant areas in the Public Services Centre (PSC).	Target date: December 2019	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	During the course of the year, the use of the Public Service Centre has been extended to include the letting of a further 1000 sq. ft to Gloucestershire County Council. The Public Services Centre is effectively now operating at full capacity with a small area retained to flexibly meet the council's ongoing needs.
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PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver our strategic plans.				
37 a) Deliver year three of our Economic Development and Tourism Strategy.	Target date: June 2020	Head of Development Services Lead Member for Economic Development/ Promotion	☺	<p>Year three of the strategy commenced in June 2019.</p> <p>Work achieved includes:</p> <ul style="list-style-type: none"> • Growth Hub first full year of operation (see below) • Successful agreement of Heritage Action Zone Programme Design • Continued delivery of inward investment programme with Local Enterprise Partnership (LEP). • Business support, including business grants awarded <p>The strategy and actions will need to be revisited to establish how the council and its partners can support the business community in their longer term COVID recovery.</p>
b) Deliver growth hub services in the Public Services Centre.	Target date: April 2020	Head of Development Services Lead Member for Economic Development/ Promotion	☺	<p>The hub was launched in November 2018 and continues to support the business community. To date, 1346 businesses have visited the hub. This exceeds the annual target for visitors' numbers to the hub. In quarter 4, delivery of 17 business workshops and 1-2-1 events including social media, marketing, branding and growth reviews. The end of the quarter focussed on Covid-19 response and the Hub supporting the business community, providing advice and signposting to the government support packages and grants available. A large area of work was also focused on re-aligning the service from face-to-face support to a virtual offer including developing a range of webinars.</p>

c) Work with the Local Enterprise Partnership (LEP) and other partners to contribute to the Local Industrial Strategy (LIS).	Target date: December 2019 June 2020 Date to be confirmed (as reported to O&S July 2020)	Head of Development Services Lead Member for Economic Development/ Promotion	☹	The draft Local Industrial Strategy (LIS) had successfully passed through the Local Industrial Strategy analysts' panel and was ready to be submitted to central government for approval. As a result of Covid-19, submission has been postponed with further guidance awaited from the Department for Business, Energy and Industrial Strategy (BEIS) on the next steps and timescales. Further work will now be looked at to potentially to include a Covid-19 recovery plan/ addendum as part of the final LIS.
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PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 2. Deliver employment land.

a) Deliver employment land through the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP). ∞	JCS target date: Autumn 2019 (Draft JCS Consultation) Spring 2020 New revised date: Winter 2020 (Draft JCS Consultation) (new revised date reported to O&S committee in July 2020)	Head of Development Services Lead Member for the Built Environment	☹	<p>Following adoption of the JCS, which includes 112ha of employment land, planning and economic development officers are working to promote employment land in the borough. The take up of employment land will be monitored in the Authority Monitoring Report (AMR) which government planning guidance requires the council to publish.</p> <p>The JCS review is underway and started with an initial Issues and Options consultation which was completed in January 2018 which asked key questions about what the review should entail. The authorities are now working to produce a draft plan for further consultation which will include draft policies and site options.</p> <p>This is extensive process that involves gathering a significant amount of new evidence as well as a complete review of existing policies and potential new policy areas. This will include further evidence gathering on employment needs – as part of this a Gloucestershire-wide economic needs assessment has been commissioned and is nearing completion. This will inform the amount and type of employment land required.</p> <p>Target date amended to from Spring 2020 reflect more up to date timescales.</p>
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	<p>Borough plan target date: Spring/ Summer 2019 December 2019</p> <p>New revised date Adoption: Spring 2021</p> <p>(new revised date reported to O&S committee on 10 March 2020)</p>		☺	<p>The Tewkesbury Borough Plan has identified further employment sites which have been informed by the Employment Land Review. Potential employment sites have been assessed to see if they would make sustainable allocations for inclusion in the plan. This has been supported by a number of evidence base documents to support evidence of deliverability. As such, over 40ha of new employment has been identified in the plan. The Borough Plan has now been submitted to the Government for independent examination.</p>
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PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 3. Maximise the growth potential of the M5 junctions.

a) Produce a detailed strategy for the delivery of growth at Junction 9.	Target date: Project Delivery Plan- September 2019	Head of Development Services Lead Member for Economic Development/ Promotion	✓	<p>The Ashchurch area has been awarded Garden Town status. The project delivery plan was agreed by Homes England in September 2019. A team is being created to deliver the Garden Town with the Programme Director and Programme Coordinator appointed during the year sand a Programme Manager scheduled to start in July 2020. A framework masterplan for phase one development is nearing completion which will support the JCS in securing the strategic site allocation.</p>
b) Work with partners to secure transport infrastructure improvements around the borough, including the all-ways Junction	Target date: 2021 (approved business case)	Head of Development Services Lead Member for Economic Development/ Promotion	☺	<p><u>All-ways Junction 10</u> As part of the budget announcement, Gloucestershire County Council have been awarded £219 million to deliver an all-ways J10. This project consists of an all-ways motorway junction, link road to the West Cheltenham site and park and interchange. The council, working with Cheltenham Borough Council is supporting Gloucestershire County Council on the contract conditions and delivery of the project.</p>

10, Junction 9 and A46 improvements.				<u>J9 and A46</u> The council continues to be actively engaged in both the A46 Partnership and Midlands Connect to promote the development opportunities at the Garden Town. A bid for an off-line J9/A46 has now been submitted at the Strategic Outline Business Case (SOBC) phase to the Western Gateway Sub National Transport Body. Feedback was announced as part of the Spring 2020 budget agreeing for continuation of the business case.
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PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 4. Deliver regeneration for Tewkesbury town.

40 a) Prepare and adopt a supplementary planning document for the regeneration of Tewkesbury Town.	Target date: April 2018 September 2018 October 2018 November 2018 April 2019 (reported to O&S 12 March 2019)	Head of Development Services Lead Member for Built Environment	✓	The Supplementary Planning Document (SPD) was approved for adoption by Council on 16 April 2019.
b) Develop a programme with partners to progress Healings Mill and other key development opportunity sites to support the regeneration of Tewkesbury.	Target date: September 2017 January 2018 March 2018 September 2018 March 2019 (reported to O&S 4 Sept) September 2019 (reported to O&S 18 June 2019) March 2020 (reported to O&S on 10 Sept 2019)	Head of Development Services Lead Member for Economic Development		An individual report on this action, together with quarterly updates through the performance tracker have been provided to members of the committee. Committee has recognised that this is a difficult project to progress as it is outside the direct control of the council. As such, the continued renewal of target dates was considered not practical. It was agreed, only to report back to members, if there was anything of significance to report.

PRIORITY: PROMOTING AND SUPPORTING ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 5. Promote the borough as a visitor attraction.				
41 a) Explore with partners- including the Battlefield Society- the potential to increase the heritage offer at the Battlefield site.	Target date: Complete feasibility - December 2017. April 2018 September 2018 December 2018 March 2019 (reported at O&S committee 12 March 2019) March 2019 March 2021 (reported to O&S on 10 September 2019).	Head of Development Services Lead Member for Economic Development/ Promotion	☺	<p>A project plan has been produced outlining the key milestones and potential council involvement. Discussions are ongoing regarding land ownership and permissions between the landowners. The plans have also been shared with the 2021 Group with the aim that this celebration will also act as a catalyst for the overall Battlefield offering.</p> <p>In 2021, Tewkesbury will be celebrating 550 years since the Battle of Tewkesbury, as well as 900 years since the consecration of Tewkesbury Abbey. This year will mark a number of celebrations and events. The anticipation is that the development of the heritage offer and concept for the Battlefield will be part of the 2021 celebrations. In addition the council are working with partners, led by the Abbey, on the story of Tewkesbury.</p> <p>Through the new Cultural Consortium, the council will be looking to facilitate a cultural programme funding application. This will sit alongside the Heritage Action Zone work, once launched.</p> <p>As requested by Overview and Scrutiny Committee on 10 March 2020, a presentation will be given on the project plan and 2021 celebrations. This will need to be factored into the committee's pro-COVID work programme.</p>
b) Review the tourism resources to maximise the tourist provisions in the borough.	Target date: April 2019 June 2019 October 2019 March 2020 New target date: December 2020 (New revised date reported to O&S July 2020)	Head of Development Services Lead Member for Economic Development/ Promotion	☹	<p>Discussions are ongoing with Winchcombe Town Trust regarding the Tourist Information service returning to the refurbished Heritage Centre. Due to Covid19 this has been put on hold whilst the TICs are closed.</p> <p>Pre-COVID, an independent tourism review was about to be commissioned. The brief of this work has now been adapted to include how the council can best respond to the impact of Covid19, as well as take into account the emerging Visit Gloucestershire work. This study will also set out priorities, future direction and resources for the council's tourism service. This work sits within the Development Services review.</p>

Key performance indicators for priority: Economic development

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Employment rate 16-64 year olds.	84.7%		81.8%						81.8% relates to 45,900 people within the borough. This is above the national rate of 75.4% (Source ONS April 2018 – March 2019 current figures)	Leader Member Economic Development/ Head of Development Services
2	Claimant unemployment rate.	1.5%		1.5%	1.6%	1.7%	1.8%			1.8% relates to 980 people within the borough. This rate is below the county rate of 2.1% (Source: ONS).	Leader Member Economic Development/ Head of Development Services
3	Number of business births.	415 (2017 figure)				425 (2018 figure)				These are the current ONS figures for Business Births and Death Rates. Business births have increased with 425 new businesses in 2018. The number of business deaths has reduced on last year and remain below the county, regional and national average.	Leader Member Economic Development/ Head of Development Services
4	Number of business deaths	405 (2017 figure)				395 (2018 figure)					
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	27,697	28,000	7,578	9,487 (Q1 & Q2 = 17,065)	3,582 (Q1 – Q3 = 20,647)	1904 (Q1-Q4 = 22,551)	↓	☹	Footfall is significantly down year on year for Tewkesbury TIC for this quarter. This is due to the impact of the floods, as well as Covid-19 pandemic.	Leader Member Economic Development/ Head of Development Services

6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	9,456	7,500	3,648	4,306 (Q1 & Q2 = 7,954)	1,006 (Q1 - Q3 = 8,960)	Data not available	↑	☺	Footfall is predicted to be down year on year for Winchcombe TIC for this quarter. This is due to the impact of a temporary change of venue at the library which is not as visible to tourists, as well as Covid-19 pandemic. However, based upon the three previous quarters, the direction of travel is positive.	Leader Member Economic Development/ Head of Development Services
7 43	Number of visitors entering the Growth Hub	751 (Q3 & Q4)	1000	358	348 (Q1 & Q2 = 706)	371 (Q1, Q2 and Q3 = 1077)	269 (Q1-Q4 = 1346)	↑	☺	Footfall was lower in this quarter due to the impact of the Covid-19 pandemic. As per government guidance, restrictions were put in place regarding visitors to the hub to ensure client and staff safety. The Hub moved to a virtual, online and telephone service. Despite the impact of Covid-19 the yearly target of 1000 visitors has still been exceeded.	Leader Member Economic Development/ Head of Development Services

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
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Objective 1. Increase the supply of suitable housing across the borough to support growth and meet the needs of our communities.

a) Work with partners to undertake the required reviews to the JCS.	Target date: Autumn 2019 (Draft JCS Consultation) Spring 2020	Head of Development Services Lead Member for the Built Environment	☹	The JCS Review and the initial issues and options consultation was completed on 11 January 2019. Responses to the consultation are now being considered in order to progress the review to Draft Plan stage. The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS.
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	<p>New revised date: Winter 2020 (Draft JCS Consultation)</p> <p>(new revised date reported to O&S committee in July 2020)</p>			<p>Key pieces of evidence for the review are being commissioned, including a retail assessment, a study on the potential for strategic sites and an assessment of economic need requirements. Two dedicated JCS staff have also now been appointed to progress the plan towards a draft for consultation.</p> <p>A comprehensive draft plan will be produced for the next public consultation in order to save time in the overall process of getting the plan adopted.</p> <p>Target date amended to from Spring 2020 reflect more up to date timescales.</p>
44	<p>b) Prepare and adopt the Tewkesbury Borough Plan.</p> <p>Target date: Winter 2018 Spring/ Summer 2019 Autumn 2019 December 2019 Adoption: Spring 2021 (revised date reported to O&S committee on 10 March 2020)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	☺	<p>The Tewkesbury Borough Plan has been submitted to the Government to undertake its independent examination. This will take place later in 2020, however the timetabling is to be set by the Planning Inspectorate and the COVID19 restrictions are likely to delay this process.</p>
	<p>c) Support communities in the preparation of the Neighbourhood Development Plans (NDP), where they are brought forward.</p> <p>Target date: March 2020</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	☺	<p>A total of 16 neighbourhood areas have now been designated across 21 parishes; the latest being Woodmancote parish.</p> <p>We have six 'made' NDPs:</p> <ul style="list-style-type: none"> • Winchcombe & Sudeley • Highnam • Gotherington • Twyning • Alderton • Down Hatherley, Norton and Twigworth <p>The Churchdown and Innsworth NDP was successful at its public referendum and is now awaiting adoption by the Council. Ashchurch Rural, Deerhurst, Highnam (plan review) and Woodmancote are all actively progressing their NDPs.</p>

d) Ensure land is allocated for housing as part of the Junction 9 masterplan.	Target date: December 2019 Summer 2020 New revised date: Winter 2020 (new revised date reported to O&S committee in July 2020)	Head of Development Services Lead Member for the Built Environment	☹️	The Joint Core Strategy is being prepared to secure the strategic site allocation. A programme to deliver the JCS is in discussion across the JCS partners. The JCS will seek to allocate the wider Garden Town at Ashchurch as a strategic allocation. Alongside this work, the preparation of the masterplan, is being undertaken and regularly discussed with the member working group. Target date amended to Winter 2020 to reflect more up to date timescales.
45 e) With partners, explore options for the provision of modular and innovative housing to meet housing needs.	Target date: December 2018 December 2019 End of the Housing Strategy – March 2021 (date reported to O&S committee on 10 March 2020)	Head of Development Services Lead Member for the Built Environment	😊	The Rooftop Housing rented properties within Staverton were advertised through Homeseeker Plus in February. These were matched to applicants in March 2020. The March Affordable Housing Partnership meeting was disrupted by a lack of attendance due to Covid-19, so the topic of Modern Methods of Construction (MMC) as originally planned was not covered. It will be discussed in relation to Smart Technologies and Climate Change / Carbon Reduction at a future meeting. MMC is viewed as a potential tool to help combat climate change and housing providers will be asked what plans they have for innovative construction methods in the future.

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Ensure a supply of land to accommodate a five year requirement.				
a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	Target date: Autumn 2019 (Draft JCS Consultation) Spring 2020 New revised date: Winter 2020	Head of Development Services Lead Member for the Built Environment	☹️	The JCS Review and the initial issues and options consultation was completed on 11 January 2019. Responses to the consultation are now being considered in order to progress the review to Draft Plan stage. The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS as well as planning for the long term. A key piece of ongoing work is an assessment of the potential options for strategic growth in the area.

46	(Draft JCS Consultation) (new revised date reported to O&S committee in July 2020)			A comprehensive draft plan will be produced for the next public consultation in order to save time in the overall process of getting the plan adopted. Target date amended to Winter 2020 reflect more up to date timescales.
	Target date: Spring/ summer 2019 (TBP) December 2019 Adoption: Spring 2021 (revised date reported to O&S committee on 10 March 2020)		☺	The Tewkesbury Borough Plan has been submitted to the Government to undertake its independent examination. This will take place later in 2020, however the timetabling is to be set by the Planning Inspectorate and the Covid-19 restrictions are likely to delay this process.
b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.	Target date: March 2020	Head of Development Services Lead Member for the Built Environment	☺	The JCS was adopted on 11 December 2017. The JCS sets out the overall housing requirement for the borough and sets the spatial strategy for meeting development needs. In undertaking strategic duties with the planning authority, officers are working to deliver housing needs. The JCS Review will further consider development needs and the identification of additional sites to meet growth requirements going forward. This will involve further work with developers and stakeholders to progress sustainable site options.

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.				
a) Monitor annually the delivery of homes within the borough.	Target date: August 2019	Head of Development Services Lead Member for the Built Environment	✓	The 2018/19 housing monitoring was completed and the report published in August 2019. This report provides information on how many homes have been delivered within the previous year.
47 b) Work with partners, infrastructure providers and developers to progress the delivery of key sites.	Target date: March 2020	Head of Development Services Lead Member for the Built Environment	☺	<p><u>Innsworth</u> – Reserved matters applications are being submitted, with a first phase (phase 2) for 175 dwellings received.</p> <p><u>Twigworth</u> – Reserved matters application for 79 dwellings (phase 1a – of the outline approval for 725 dwellings) Further reserved matters application received for 74 dwellings on separate parcel within the allocation. Outline application for a further 32 dwellings received on a separate parcel within the allocation. Reserved matters application received and approved for the infrastructure on this site – vehicular access off the A38.</p> <p><u>South Churchdown</u> – reserved matters application granted for 465 dwellings as a first phase of development within this allocation.</p> <p><u>Brockworth</u>- Reserved matters applications approved for 600 dwellings: Phase 1 (135 dwellings) and Phase 2&5 (240 dwellings) and Phase 3 (225 dwellings).</p> <p><u>North West Cheltenham</u> – Outline application has been submitted. Officers continuing to work with the developers on transport issues in order to progress the planning application.</p> <p><u>West Cheltenham</u> - Related to above, officers are working on transport matters as well as other master planning/development issues. The Gold Valley (West Cheltenham) SPD is awaiting adoption to help steer future development.</p>

				<u>Ashchurch</u> – a phase one framework masterplan is being produced which will may lead to the preparation of an SPD in parallel to the production of the JCS – which will formally allocate the site. The Fiddington site received planning consent on appeal.
c) Produce a business case for improvements to the A40 at Longford, including improvements to Longford roundabout.	Target date: April 2019 July 2019 (Revised date reported to- O&S 12 March 2019)	Head of Development Services Lead Member for the Built Environment	✓	LEP board approval was obtained in July.

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver the homes and necessary infrastructure to create new sustainable communities in key locations.				
d) Deliver short-term access improvements to the infrastructure around the Ashchurch Housing Zone.	Target date: March 2019 March 2022 (revised date reported to- O&S 12 March 2019)	Head of Development Services Lead Member for the Built Environment	☺	The new railway bridge at Ashchurch - the planning application is scheduled to be submitted in July 2020 with an on-line public share event now underway. Due to the time taken to progress contracts the overall programme delivery was extended to March 2022. Gloucestershire County Council, through Atkins, is supporting with design work.
e) Integrate Community Infrastructure Levy (CIL) into community planning processes.	Target date: Dec 2019 June 2020 (revised date reported to O&S committee on 10 March 2020)	Head of Development Services Lead Member for the Built Environment	✓	Community Infrastructure Levy (CIL) was approved in October 2018 and brought into effect in January 2019. Since January 2019, all three JCS authorities have been levying CIL on all liable schemes. The integration of CIL was achieved at the start of the new financial year of 2020/21 with all data for CIL payments and S106 being entered into the new monitoring system. This allows the Community Development team to view and manage and spend of CIL and S106 monies for S106 obligations and projects across the borough. As a result of the integration the first neighbourhood fund payment was made to Down Hatherley Parish Council in April 2020.

Objective 4. Deliver affordable homes to meet local need.

<p>a) Continue to improve the proactive Homelessness Prevention programme.</p>	<p>Target date: December 2019 End of the Housing Strategy – March 2021</p>	<p>Head of Community Services Lead Member for Housing</p>	<p style="text-align: center;">☺</p>	<p>In the new year, housing carried out a workshop to review the work done on service improvement and collate a snapshot of the current situation. This identified a number of areas: to prioritise improvement work on such as IT, closer work with customer services, sharing the work done with other departments and increasing the scope of the systems thinking work. Joint meetings were initiated with Bromford neighbourhood coaches to facilitate and develop joint working to increase homelessness prevention.</p> <p>Progress on this has been halted by Covid19 restrictions. All the work is recorded and can be picked up by the housing team when appropriate.</p>
<p>b) Achieve the council's affordable homes target by working with local housing providers.</p>	<p>Target date: March 2020</p>	<p>Head of Community Services Lead Member for Housing</p>	<p style="text-align: center;">☹</p>	<p>Q4 saw 30 affordable homes in Ashchurch, Norton, Shurdington, Staverton & Wheatpieces. 14 affordable rent and 16 shared ownership. A further nine properties have been reported late for Q3. These were in Gretton, two shared ownership and seven affordable rent. With further late information from Registered Providers there have been a total of 191 properties delivered this year.</p> <p>The councils 2019/20 affordable homes target was 220. The previous four years have seen delivery of 277, 263, 249, and 229 properties which has been above previous targets set. Across the five years to date average delivery has been at just over 240 per year.</p> <p>Note: at Overview and Scrutiny Committee on 10 March 2020 when reviewing the quarter three outturn, it was agreed for 2020/21 the target would be reviewed and likely to be set as an average across the term of the housing strategy.</p>
<p>c) Work in partnership to deliver the council's housing and homeless strategy.</p>	<p>Target date: March 2020</p>	<p>Head of Community Services Lead Member for Housing</p>	<p style="text-align: center;">☺</p>	<p>The strategy is a comprehensive document to deliver the council's housing related priorities. Reported to O&S committee on a six monthly basis, committee have acknowledged during the year the work undertaken during 2019/20, particularly around homelessness prevention.</p> <p>Most recently, the Covid-19 response by Gloucestershire districts and County Council has been a successful example of partnership working. We have met the extra responsibility to 'bring in' rough sleepers to protect this vulnerable group from the virus. We are now working to resolve their longer-term housing need.</p>

PRIORITY: GROWING AND SUPPORTING COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Deliver affordable homes to meet local need.				
<p>d) Develop a programme to work with landlords to ensure residents have a supply of rented properties to meet their needs.</p>	<p>Target date: March 2019 June 2019 September 2019 December 2019. November 2020 (revised date reported to O&S committee on 10 March 2020)</p>	<p>Head of Community Services Lead Member for Housing</p>	<p>☺</p>	<p>The pilot scheme initially focussed on letting agents. This has now been included to include private landlords where possible. Three placements have been made under this scheme. Affordability remains a significant difficulty, particularly in the light of recent case law, requiring properties to be no more than the local housing allowance rate to qualify as affordable.</p>
<p>58 Carry out housing needs assessments in parish areas with a view to delivering affordable housing in rural areas.</p>	<p>Target date: March 2020</p>	<p>Head of Community Services Lead Member for Housing</p>	<p>☺</p>	<p>Working in partnership with Gloucestershire Rural Communities Council, a programme of Housing Needs Surveys has begun to identify rural housing needs.</p> <p>A rolling programme will aim to ensure that every rural parish has an up to date (within five years) survey completed. We will always attempt to do this with engagement through the parish council however the survey activity will not be contingent on this.</p> <p>Good progress has been made in 2019/20 - reports have been produced this year for Snowhill, Stanton, Stanway, Buckland and one based on employers in Staverton. Further surveys for Alderton, Dumbleton, Toddington, Teddington, Gretton, Prescott, Oxenton and Gotherington have been completed and reports will be available on our website soon.</p> <p>The next round of surveys will be in Ashleworth, Deerhurst, Hasfield, Forthampton, Tirley and Chaceley and will have extra work done to focus on Community Led Housing benefitting from a funding bid to Homes England. This activity has been delayed due to Covid-19 as meeting with local groups is a key part of the process but will look to be progressed as soon as possible in 2020/21.</p>

Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
8	Total number of homeless applications presented	620		173	177	141	213			<p>This includes 135 Triage cases as an indication of total service demand.</p> <p>This quarter is notably busier than all previous quarters, in particular in January, which is where the predominance of demand lies.</p> <p>This demand is predominantly made up of triage or advice only cases, indicating an increase in housing advice generally but not necessarily an increase in homelessness itself in this quarter.</p> <p>NOTE: as requested by O&S committee the KPI's for Housing will be reviewed as part of the new council plan (2020-2024) performance tracker.</p>	Lead member for Housing Head of Community Services
51											
9	Total number of homeless applications accepted	334		19	3	4	7			<p>Following the changes in legislation a statutory homeless duty is accepted to all applicants likely to be homeless within 56 days.</p> <p>There are three distinct duties. Q4 figure in brackets:</p> <ul style="list-style-type: none"> Prevention duty which lasts 56 days: (54) Relief duty for homeless households which lasts 56 days: (24) Full statutory homeless duty, this is similar to the old duty: (7) Advice/Triage: (135) 	Lead member for Housing Head of Community Services

11	Total number of homeless prevention, relief and legacy prevention cases	189		89	87 (Q1 & Q2 = 176)	67 (Q1-Q3 = 243)	83 (Q1-Q4 = 326)			Essentially, total demand minus the Triage cases.	Lead member for Housing Head of Community Services
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Key performance indicators for priority: Growing and supporting communities

KPI no.	KPI description	Outturn 2018-2019	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
53 12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	93.3%	85%	90.91%	80% (Q1 & Q2 = 85.71%)	66.67% (Q1-Q3 = 81%)	80% (Q1-Q4 = 81%)	↓	☹	10 major decisions were issued during Q4, 8 decisions were issued within the target timescales. For 2019-20, 81% of major decisions were within target timescales, slightly below the target of 85% but considerably above the national target of 60%.	Lead Member Built Environment/ Head of Development Services
13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	86.05%	80%	72.73%	76.92% (Q1 & Q2 = 74.46%)	75.56% (Q1-Q3 = 75%)	76.74% (Q1-Q4 = 75.27%)	↓	☹	76.74% of minor decisions (33 of the 43 decisions issued) were within agreed timescales. This is similar performance to quarter 3 and slightly below the local target of 80%. This is partially due to the complexity of the issues to be addressed for some minor applications (includes 1-9 dwellings and commercial developments up to 999sqm).	Lead Member Built Environment/ Head of Development Services

										Overall performance for the year is 75.27% (137 of 182 decisions issued were within target timescales) which is just below the local 80% target but above the national target of 70%. However, the performance is significantly below the 86.05% achieved in 2018-19 and a review will be carried out of minor decisions out of time in 2019-20 to assess factors affecting the speed of decision.	
54	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	86.17%	90%	87.23%	83.13% (Q1 & Q2 = 86.71%)	91.34% (Q1-Q3 = 87%)	87% (Q1- Q4 = 87%)	↑	☹	For Q4, 87% of other applications were within agreed timescales (101 out of 116 decisions issued). This is just below the local target of 90%. Overall performance for 2019-20 was also 87% (544 decisions issued, 453 within target timescales). This is improved performance compared to 2018-19 and therefore a positive direction of travel. While performance was slightly below the local 90% target, it was considerably above the national target of 70%.	Lead Member Built Environment/ Head of Development Services

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
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Objective 1. Maintain and improve our culture of continuous service improvement.

a) Implement the One Legal business review	Target date: March 2019 June 2019	Head of Law Lead member for	☹	The One Legal business review looking at the structure was completed at the end of November 2019. The initial recruitment into vacant and new posts created following the review was carried out between January 2020 and March 2020. Not all posts were filled, and a further recruitment drive will be completed
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and associated case management system replacement.	April 2020 New target date: October 2020 (new revised date reported to O&S in July 2020)	the Corporate Governance		in July 2020. Case management system contract entered into, testing commenced in January and work is progressing on implementing the workflows (including the template documents). Training and introduction of the customer portal has been postponed as a result of Covid-19, as this requires face to face meetings.
b) To continue to proactively enforce against enviro-crimes including fly-tipping and dog fouling in accordance with the action plan.	Target date: March 2020	Head of Community Services Lead Member for the Clean and Green Environment	😊	During the course of the year, due to the proactive approach taken this has seen positive outcomes. These include the issuing of fixed penalty notices, prosecutions, engagement with town & parish councils, increased patrols etc. This approach has been acknowledged with positive feedback from committee members. In the very latter part of the year, issues around Covid-19 and the lockdown have reduced our capability to proactively engage and continue our programme of patrols. We have continued to respond to service requests and taken enforcement action where possible. We have since the lockdown commenced in March, seen an increase in domestic noise, fly-tipping and nuisance from bonfires.

PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain and improve our culture of continuous service improvement.				
c) Deliver our Place Approach.	Target date: March 2020	Head of Development Lead Member for Community	😊	The Community and Place Development team have been working on the community response to Covid-19. This has given the team the opportunity to build greater relationships within the community that will be beneficial in the long term. Before this, area meetings have now been held with the Members in each area to discuss priorities and ways of working, and specific topics. This included school provision and Community Infrastructure Levy readiness in the East area during Q4. Each of the three areas are taking a varying approach, recognising the difference in each of the three locations. This approach can be adapted and developed in response to Covid-19.

d) Review our Advice and Information Centres (AICs)	Target date: April 2020 June 2020 October 2020 (as reported to O&S July 2020)	Head of Corporate Services Lead Member for Customer Focus	☹	Preliminary work to understand how well the centres were used and the purpose of use had started in early 2020. Officers were keen for member involvement to review the future of the AICs and a report to set up an O&S working group was due to be presented in June 2020. The undertaking of this piece of work will need to be considered as part of the committee's wider work programme. In the meantime all centres remain closed as a result of COVID-19.
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Objective 2. Maximise partnership working within the Public Services Centre.

a) Develop a programme to create partnerships within Public Services Centre. 56	Target date: December 2019	Deputy Chief Executive Lead Member for Finance and Asset Management	✓	<p>The council has a well-developed Locality Partnership (focussed on partner organisations based within the public service centre – detailed as follows; Police, Department of Work and Pensions (DWP), Gloucestershire Care Services – adult health and children's services, Early Help Families First, Clinical commissioning group, Children's Centre, Tewkesbury School, Severn Vale Housing Society and Gloucestershire Fire and Rescue.</p> <p>As well as a Financial Inclusion partnership. This partnership developed from major improvement work within the council's revenues and benefits service which highlighted the need to be more proactive around supporting vulnerable people around welfare reform changes.</p> <p>It has grown well over the last two years and is well attended by a range of public and voluntary organisations with an interest in 'welfare' as detailed below: DWP, Gloucestershire County Council – Customer Services, Food Bank, Citizen Advice Bureau, Credit Union, Registered Providers, Severn Trent Water, Fire and Rescue and Families First.</p> <p>Following conversations with both groups, the next step in enhancing partnership working, will be to merge the two groups and increase the potential for joint working and networking between all parties.</p> <p>In addition, an 'open afternoon' was held on 3 October. Members were invited, as an informal opportunity to meet and discuss key projects and work streams with partner agencies.</p>
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b) To work with health and well-being partners to support the development of a Local Integrated Health Partnership (LIHP)	Target date: December 2019	Head of Development Lead Member for Health and Wellbeing	✓	Following the very successful workshop in October, this phase of the project is now complete. The key outcome is the creation of a Strategic Tewkesbury Locality Partnership group, which will take the lead role in implementing a combined health and council locality plan.
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PRIORITY: CUSTOMER FOCUSED SERVICES

Actions	Target date	Reporting Line	Progress to date	Comment
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Objective 3. To improve customer access to our services and service delivery through digital methods.

57	a) Explore options to provide online public access to interactive planning policy information maps.	Target date: March 2019 June 2019 March 2020 New target date: March 2021 (New revised target date reported to O&S in July 2020)	Head of Development Services Lead Member for the Built Environment	☹	A web based online mapping is being developed using the council's existing Geographic Information System (GIS) providers. The GIS data from the Pre-Submission Tewkesbury Borough Plan has been uploaded on to the online system as a test, which has been successful. The target date has been extended as ultimately the online map is to be prepared to host the final version of the Tewkesbury Borough Plan when it is adopted in early 2021 following the examination. The online map will be refined and populated with coincide with the production of the plan.
	b) Introduce the option for paperless billing for council tax and business rates.	Target date: February 2019 June 2019 September 2019 February 2020 March 2021	Head of Corporate Services Lead Member for Customer Focus	☹	As previously reported, a combination of issues relating to this project around GDPR, software integration and contract performance resulted in paperless billing not being introduced for the main billing run in February. An in-house solution to deliver a viable alternative was being worked upon and was on the cusp of being launched for ad-hoc billing. COVID-19 led to the key officers involved in the implementation of the project being deployed to other priorities. Options to move this project forward will need to be revisited.

c)	Explore options for a corporate-wide customer relationship management (CRM) system.	Target date: March 2019 September 2019 (reported to O&S 18 June 2019)	Head of Corporate Services Lead Member for Customer Focus	✓	A new platform has been procured (Liberty Creates) to replace our current solution. This will support our digital ambitions to bring more services on-line and making it easier for our customers to contact us. Rollout will take place during 2020/21.
d)	Investigate digital methods to improve customer engagement.	Target date: March 2020	Head of Corporate Services Lead Member for Customer Focus	☺	Our new Digital Strategy sets out the digital aspirations of the council, and the council's new Business Transformation team will be instrumental in improving digital methods for customer engagement. Programmed work includes: improved recruitment process, digitisation of the licensing function, implementing a new digital platform, reviewing the council's website and online bookings for bulky waste.
e)	Review our corporate website.	Revised date: March 2020 September 2020 (agreed at July O&S)	Head of Corporate Services Lead Member for Customer Focus	☹	Pre-COVID, a project team had been set up to progress this piece of work. While we already have an excellent website, there are some improvements to be made, including the search function and our recruitment pages. In addition, consideration will be given to bringing two external websites (Visit Tewkesbury and Tewkesbury Business) in-house for consistency.

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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
15	Total enquiries logged by the Area Information Centre (AIC).	985		256	204 (Q1 & Q2= 460)	123 (Q1-Q3= 583)	103 (Q1-Q4= 686)			Q1, Q2, Q3, Q4 Bishops Cleeve 56, 66, 45, 27 Brockworth 100, 77, 29, 27 Churchdown 48, 36, 30, 38 Winchcombe 52, 25, 19, 11 <hr/> Total 256, 204, 123, 103	Lead Member Customer Focus/ Head of Corporate Services

59	16	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1593	415	833	1,229	1,644			3,370 issues raised during the year.	Lead Member Economic Development/ Promotion / Head of Development Services
										<p>With 75% of the issued raised being represented by the following:</p> <p>Benefits 38%</p> <p>Debt 21%</p> <p>Employment 9%</p> <p>Relationships 4%</p> <p>Housing 2%</p> <p>Of the 1,644 clients seen, the heaviest demand was Tewkesbury South with 9.6%.</p> <p>The following six wards represent 47% of all clients seen:</p> <p>Tewkesbury South, Northway, Cleeve St Michael, Brockworth West, Churchdown St Johns, Brockworth East.</p>	

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
17	Financial gain to clients resulting from CAB advice	£374,207		£540,285	£861,244	£473,254	£1,832,984			This year clients/ residents in Tewkesbury have benefitted from £1,832,984 of financial gains of which £702,826 represented debts written-off.	Lead Member Economic Development/ Promotion / Head of Development Services
18	Number of reported enviro crimes	1089	1000	281	344 (Q1 & Q2= 625)	282 (Q1 – Q3 = 907)	364 (Q1-Q4 = 1,271)	↓	☹	Enviro crime figures for Q4 (figures in brackets comparable for 2018/19) <ul style="list-style-type: none"> fly tips- 210 (143) littering-5 (8) 	Lead Member Clean and Green Environment/ Head of

										<ul style="list-style-type: none"> dog fouling- 32 (11) abandoned vehicles- 66 (33) noise- 51 (62) <p>Overall, there has been an increase in flytipping, dog fouling and abandoned vehicles.</p>	Community Services
19	Community groups assisted with funding advice	193		35	30 (Q1 & Q2= 65)	27 (Q1-Q3= 92)	32 (Q1-Q4= 124)			<p>In Q4 the council supported groups to raise £80,200, in external grants.</p> <p>Since July 2015 community groups have been supported by the borough to receive £2,154,617 in grants from external funders.</p>	Lead Member Economic Development/Promotion / Head of Development Services

Key performance indicators for priority: Customer focused services

KPI No.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
20	Benefits caseload: a) Housing Benefit b) Council Tax Support	3,169 4,399		3,004 4,390	2,889 4,370	2,746 4,364	2,687 4,318			The housing benefit caseload continues to fall due to the migration of claimants to Universal Credit, however still not to the extent estimated previously. We receive an average of 20 new claims a month. Delays in managed migration means that we will continue to deal with some claim types until September 2024.	Lead Member Finance and Asset Management/ Head of Corporate Services

21	Average number of days to process new benefit claims	22	15	10	5	6.67	4	↑	😊	Performance on new housing benefit claims continues to be well above the national average of 16 days.	Lead Member Finance and Asset Management/ Head of Corporate Services
22	Average number of days to process change in circumstances	5	4	3	3	3	3	↑	😊	Performance on change in circumstances continues to be above the national average of 6 days.	Lead Member Finance and Asset Management/ Head of Corporate Services

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
23	Percentage of council tax collected	98.1%	98.3%	29.9%	57.9%	86.1%	98.1%	↔	☹	There continues to be considerable growth in the borough and a further 806 dwellings were added to the valuation list by 31 March 2020.	Lead Member Finance and Asset Management/ Head of Corporate Services
24	Percentage of NNDR collected	99.3%	98.5%	33.1%	60%	85.9%	99.2%	↔	😊	Business Rates collection performance continues to be very good and above the annual target.	Lead Member Finance and Asset Management/ Head of Corporate Services
25	Number of anti-social behaviour incidents	1937		501	438 (Q1 & Q2= 939)	358 (Q1- Q3= 1,297)	374 (Q1- Q4= 1671)	↑		Over a rolling 12 month period there has been an increase in incidents of 4.49%.	Lead Member Community/ Head of Community Services

										Note: for 2020/21 this KPI and KPI 26 will be removed from the tracker and reported as part of the update on the police and crime panel.	
Key performance indicators for priority: Customer focused services											
KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
26	Number of overall crime incidents	3305		800	1,003 (Q1 & Q2 = 1,803)	916 (Q1- Q3 = 2,719)	807 (Q1-Q4 = 3,526)	↓		Over a rolling 12 month period there has been an increase in incidents of 7.9%.	Lead Member Community/ Head of Community Services
62											
27	Average number of sick days per full time equivalent	10.2	8.0	3.7	2.7 (Q1 & Q2 = 6.4)	3.47 (Q1- Q3 = 9.87)	2.75 (Q1 -Q4 = 12.62)	↓	☹	<p>The total number of sick days taken during the year was 2178.1 (18/19 = 1768.8).</p> <p>The total comprised :</p> <p>Short term = 913.3 (18/19 = 636.7) Long term = 1264.8 (18/19 = 1132.1)</p> <p>This is partly due to high long-term sickness levels early in the year (407 days were lost to long term sickness in Q1), but these were significantly reduced to 180.5 days by Q4.</p> <p>Short term sickness has remained higher than the comparable quarter throughout the year and has</p>	Lead Member Organisational Development/ Head of Corporate Services

										<p>contributed to the council missing its target. The peak in Q4 (295.3 days lost) represents 29 days of short term sickness which were due to COVID-19 symptoms on top of 266.3 days attributable to other illnesses.</p> <p>Nevertheless, Q4 this year showed a reduction in average number of days sickness per fte from 3.47 to 2.75.</p>		
63	28	Percentage of waste recycled or composted.	52.59%	52%	54.09%	54.63%	52.50%	51.47%	↓	☹️	<p>The increase in residual waste (see KPI 29) pulls the recycling rate down, despite the increases in quantity of materials recycled. There has been a boost in the general public's feelings towards recycling and there is a bigger interest in waste reduction as a whole but unfortunately with residual waste increasing this is not reflected in the outturn. A sampling of residual waste has been carried out and analysed. This has shown that there is still recyclable material in the residual waste, the highest % being avoidable food waste. Approximately 20% of the waste in the residual (green) bin. There is work to be done next year as a council and as a county group to reduce the recyclable material in the general waste bin and direct it to a more sustainable</p>	<p>Lead Member Clean and Green Environment/ Head of Community Services</p>

											destination (i.e. avoidable food waste should be consumed, and other streams such as plastic and metals recycled). The national target (for England) is 50% by 2020 so although the direction of travel is disappointing, the council has contributed towards the nation reaching its target.	
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Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
64 29	Residual household waste collected per property in kgs.	401kg	430kg	104kg	100kg (Q1 & Q2= 204kg)	103kg (Q1-Q3= 303kg)	107kg (Q1-Q4= 414KG)	↓	☺	The residual waste streams have been creeping up throughout the year and despite efforts to reduce this, the quantity has increased from both the MRF and in the refuse collections. The impact of the lockdown put most people at home for a fortnight in Q4 increasing the collected waste by 125 tonnes compared to the year before. The MRF residual output has increased for the year in excess of 500 tonnes compared to the previous. Partly due to new sorting equipment removing contaminants but also due to more residual items going in the facility. Officers attend the monthly material tests and monitor the performance of the contractor and also the items which are put in the	Lead Member Clean and Green Environment/ Head of Community Services

										bins and then pulled out at the facility. Whilst still well within the target, it is an increase on last year.	
30	Food establishment hygiene ratings.	3.3%	5% With a food hygiene rating Under three	3.9%	4.2%	3.49%	3.6%	↔	😊	There are 745 registered food premises. Of these, 28 are below a food hygiene rating of 3. This remains below the target of no more than 5% of food business having a food hygiene rating of less than 3.	Lead Member Clean and Green Environment/ Head of Community Services

Key performance indicators for priority: Customer focused services

KPI no.	KPI description	Outturn 2018-19	Target 2019-20	Outturn Q1 2019-20	Outturn Q2 2019-20	Outturn Q3 2019-20	Outturn Q4 2019-20	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
31	Percentage of Freedom of information (FOI) requests answered on time.	92%	80%	87%	91% (Q1 & Q2= 89%)	92% (Q1-Q3= 90%)	91% (Q1-Q4 = 90%)	↓	😊	Total number of FOIs received in Q4 was 177. 137 of these were answered within the 20 working days deadline. Total received during 2019/20: 565. (599 received in 2018/19)	Lead Member Customer Focus/ Head of Corporate Services
32	Percentage of formal complaints answered on time.	92%	90%	90%	84% (Q1 & Q2= 87%)	94% (Q1- Q3= 90%)	74% (Q1-Q4= 86%)	↓	☹	39 complaints were received in Q4. 29 were answered within the 20 working days deadline. Total received during 2019/20: 199. (192 received in 2018/19)	Lead Member Customer Focus/ Head of Corporate Services

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	26 August 2020
Subject:	Financial Update – Quarter One Performance Report
Report of:	Head of Finance and Asset Management
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Finance and Asset Management
Number of Appendices:	Four

Executive Summary:

The budget for 2020/21 was approved by Council in February 2020 with the reserves being approved at Executive Committee in July 2020. This report is the first quarterly monitoring report of the Council’s financial performance for the year.

The report highlights a quarter one deficit of (£444,218) on the revenue budget and details the expenditure to date against both the capital programme and the approved reserves.

Recommendation:

The Executive Committee is asked to consider the financial performance information for the first quarter of 2020/21.

Reasons for Recommendation:

The Executive Committee is responsible for recommending the budget to Council and for the management and delivery of the approved budget during the financial year.

The quarterly financial report is to notify Members of any known significant variations to budgets for the current financial year, highlight any key issues, and to inform Members of any corrective action to be taken if required.

Resource Implications:

As detailed within the report.

If the budget is in deficit at year end then the Council will have to use reserves to fund the overspend, meaning that these resources are not available to fund other activities or future financial management of the Council’s projected medium term budgets. The Council currently has a £850,000 General Fund balance.

The COVID-19 pandemic is having a significant impact on the Council’s financial position, which has been recognised by the government. Support packages have been put in place to provide Councils with additional funding and emergency support in the short term, with further support being proposed. The level of funding and terms of the support available will have a significant impact on the ability of the Council to recover from the financial impact of the pandemic.

Legal Implications:

None associated with the report.

Risk Management Implications:

A financial deficit will result in the utilisation of the limited financial reserves held by the Council. The financial performance of the Council is monitored on a monthly basis and reported to Members quarterly. Active management of the budget takes place to reduce the projected deficit whilst maintaining delivery of services.

As a result of the COVID-19 pandemic the Council is producing a revised budget for the 2020/21 financial year. The aim is to facilitate the management of the budget deficit position over the short and medium term. This will enable Members to make informed decisions based on the most up-to-date information on whether action is required. The revised budget will have regard to the COVID-19 Corporate Recovery Plan approved by the Executive Committee at its meeting on 5 August 2020.

Performance Management Follow-up:

Budgets will continue to be monitored on a regular basis by budget holders supported by finance. Quarterly monitoring reports will be presented to Members with the outturn position reported to the Committee in June 2021.

Environmental Implications:

None arising from this report.

1.0 INTRODUCTION/BACKGROUND

1.1 This report provides the quarter one (Q1) monitoring position statement for the financial year 2020/21. The purpose of this report is to notify Members of any known significant variations to budgets for the current financial year, highlight any key issues, and to inform Members of any action to be taken if required.

2.0 REVENUE BUDGET POSITION

2.1 The financial budget summary for Q1 shows a (£444,218) deficit against the profiled budget. The deficit stated is prior to any government support grant being applied.

This position is very much in line with expectations of financial performance during the coronavirus lockdown. The Council is very much aware of the additional costs and reduced income caused by coronavirus in the first quarter, but this report now brings into focus the core operational activities of the Council during the period and highlights some of the savings made which reduces the overall deficit to the Council.

The largest area of saving in the first quarter is within employees and sees a saving of £229,034 against budget. This is very significant against a single quarter budget and highlights the number of staff vacancies that the Council has needed to manage during the period of responding to coronavirus as well as trying to provide a normal level of activity in core services.

Below is a summary of the expenditure position for the Council, split out between the main expenditure types:

Services expenditure	Total Budget	Budget	Actual	Variance
	£	£	£	£
Employees	10,673,188	2,293,542	2,064,508	229,034
Premises	614,421	301,848	293,552	8,296
Transport	86,630	17,294	8,848	8,446
Supplies & Services	1,991,814	406,815	399,686	7,129
Payments to Third Parties	5,870,076	291,649	317,107	(25,458)
Transfer Payments	12,449,021	0	(22,000)	22,000
COVID-19 Costs	0	0	284,925	(284,925)
Income	(19,968,839)	(2,378,455)	(1,972,563)	(405,892)
	11,716,311	932,693	1,374,062	(441,369)

Note: With regards to savings and deficits, items in brackets and red are overspends/deficit

	Total Budget	Budget	Actual	Variance
	£	£	£	£
Services expenditure	11,716,311	932,693	1,374,062	(441,369)
Corporate Codes				
Interest Received	(501,300)	(125,325)	(179,172)	53,847
Interest Costs	513,000	128,250	182,742	(54,492)
Investment Properties	(2,713,904)	(860,854)	(858,650)	(2,204)
Corporate Savings Targets	(57,500)	0	0	0
RSG and other grant funding	(36,936)	0	0	0
New Homes Bonus	(3,762,756)	(818,350)	(818,350)	0
Business rates	(2,585,070)	0	0	0
	2,571,845	(743,586)	(299,367)	(444,218)

COVID-19 support received from government	Allocation
Funding to support spending pressures	£1,119,175

2.2 Expenditure on providing services

2.2.1 The budget position in relation to service expenditure shows an overall budget deficit of (£441,369).

Employee Costs – surplus of £229,034

These savings are being generated through staff vacancies, across all services. Corporate Services are generating £59,000 of savings, Development Services £58,000 and One Legal £38,000. An impact of COVID-19 was to delay recruitment from the end of March, which may have left a greater number of posts open than normal, however recruitment processes are operating again with 3 Development Services posts filled in July and successful recruitment to some of the vacant One Legal posts.

Payments to Third Parties – deficit of (£25,458)

Most of this deficit against budget falls within Community Services.

There has been an ongoing issue regarding the reprocessing of paper and the amount of residual waste from glass at the MRF depot operated by Suez. This has resulted in an increased cost to the Council. We are working with the contractor to ensure that the financial impact is controlled but it is recognised that we are going to see higher costs for the year than budgeted.

Ubico is in a cost neutral position at the end of the first quarter. Savings have arisen against the budgeted cost of pensions as a result of the revaluation of the Gloucestershire Local Government Pension Scheme. These savings are being offset by additional expenditure on the corporate core of Ubico, an issue first raised in the quarter three report last year, and an expected increase in vehicle repair costs against budget.

COVID-19 Costs – deficit of (£284,925)

The Council has separately identified where we have incurred costs as a direct response to the COVID-19 pandemic (this does not include commitments made in the first quarter which have yet to be paid). The aim of identifying these costs is to demonstrate to central government the impact on our revenue position and that, without additional financial support, these costs would have a significant impact on the reserves held by the Council.

The areas that have been identified are:

- 1) The Council has a contractual requirement with Places Leisure to provide revenue support to cover the costs of operating the leisure centre as a result of the change in law which brought about operating restrictions. The contract requires that on a month by month basis the council will pay the difference between unavoidable costs and revenue, so that a break-even position is maintained for the operator. Within the first quarter this has resulted in a cost to the Council of £127,000. This is an ongoing support agreement until the leisure centre is able to return to normal operating capacity. It is anticipated that the Council will be required to cover the funding shortfall until April 2021 at which point it is hoped to move to a cost neutral position.
- 2) The Council has purchased 115 laptops to ensure that staff have been able to work from home. As there was a plan to move some staff onto laptops during the year, £40,000 of cost have been paid for from capital reserves. The remaining purchase cost and the additional agency resource required to help build laptops for staff resulted in an additional £60,000 cost.
- 3) Ubico have been recording the additional costs they have incurred as they respond to the COVID-19 pandemic as they have continued to provide services, whilst ensuring that staff are protected. They incurred additional costs of agency workers, seconded staff and hire of vehicles to deliver additional rounds as the service could not be delivered safely as per normal operating conditions. The purchase of personal protective equipment was a priority to ensure teams could work together on rounds. At the end of Q1 Ubico had reported an additional £35,000 of expenditure.
- 4) Across all areas of the Council there has been a significant increase in demand on services particularly supporting vulnerable people in the borough whether that is residents who were shielding, those finding themselves homeless and those that are facing unemployment and requiring financial support. There was also a significant effort required to support businesses particularly delivering central government's business grants schemes. The Council has had additional costs from providing staff with unsociable hours payments and paying overtime claims in the region of £25,000.

Income – deficit of (£405,892)

The deficit on income has currently been attributed to the COVID-19 pandemic, and has resulted in:

- 1) £153,000 down on the forecast for planning income in Q1, covering planning fees, land charges and preplanning application fees. It is not clear what impact that COVID-19 has had on the level of planning applications expected in 2020/21. Development services are reviewing forecasts for the year, particularly in regard to large applications which are expected and generate significant fees.
- 2) £148,000 of lost income from car parks as all charges were suspended during the lock down period.

- 3) £24,000 of lost income from rental income as some businesses were closed during the lock down period.
- 4) £41,000 lost income on trade waste during the first quarter of the year as a significant number of our customers businesses were closed and their accounts were suspended during the lockdown period.
- 5) £31,000 budget deficit on licencing particularly around lost renewals on vehicle & taxi licences and also premises licences.
- 6) £14,000 fall in revenue on garden waste renewals, although this is attributed to people deciding not to renew at the end of March when the service was suspended for a short period. It is expected that the revenue income will recover as the service is resumed. As Ubico collected all backlog of materials from customers the Council has not provided a refund for the suspended service.
- 7) £12,000 budget deficit on the recovery of housing benefit overpayments and as the Courts have been closed there has been no revenue from Council Tax Summons.
- 8) £14,000 budget deficit on One Legal fees, as third party clients focus has been on response to the pandemic rather than day to day business requiring legal support.

There is a revised budget being produced during Q2 which will review all income streams and the impact that lockdown and subsequent easing has had on them. This will provide a projection to the year end of the income the Council believes it will be able to recover.

Attached at Appendix A is a summary of the position for each Head of Service, which shows the current variance against their budget. Where the main types of expenditure headings within the head of service's responsibility have a variance over £10,000, a short explanation for the reason for the variance has been provided.

2.3 CORPORATE CODES

2.3.1 The corporate codes include the other sources of financing which are needed to balance the budget.

Our commercial investment portfolio is currently showing as being on budget. We have negotiated two income deferral schemes where clients are managing cash flows by deferring the payment of the rental income due to a later date. However, we still account for the income in the period that it is due.

Treasury Management is showing a significant increase in interest received, due to the large amount of cash that the government has provided to support Councils liquidity and also whilst we hold balances of grants due to businesses. These monies are invested before they are required to be spent and the large increase in balances available for investment has led to increased interest income despite the fall in market rates.

Interest costs on borrowing are over budget at the end of the first quarter as a result of the decision to undertake liquidity borrowing of £15million in late March. This decision was taken prior to the announcement of government business grants and the deferral of business rates payments to the government and was made to ensure we could meet our creditor requirements during the early days of the pandemic. The additional borrowing undertaken has now been repaid but the Council will keep under review its liquidity and will look to take out further borrowing if it is deemed necessary.

At the end of Q1 we are showing a cost neutral position on business rates. There is no doubt that COVID-19 has impacted on businesses and we would expect a number of businesses to cease trading in the coming months which will impact on future years estimates of retained business income rather than an impact in the current year. The Government has also provided over £10million in business rates relief to the retail, hospitality and leisure sectors meaning that the Council is insulated from business failings in these sectors this year.

2.4 GOVERNMENT SUPPORT

2.4.1 The government has allocated £1,119,175 of un-ringfenced additional funding in 2020/21 to support the Council's spending pressures. This has not been directly allocated to individual service areas but will be kept as additional general funding to support the overall budget of the Council.

The government is also providing revenue contributions to cover lost income, which will also help improve the revenue position. The announcement was that the government will reimburse authorities for 75% of income losses relating to sales, fees and charges occurring in 2020/21 as a result of COVID-19. Authorities will be responsible for losses up to a 5% threshold. Whilst we are working through the implications of this announcement, it should cover some of the budget deficits identified on income above.

The Council is producing a revised budget, taking into account government support provided, and will monitor the budget impact over the remainder of the year and report back to Members through the quarterly monitoring reports.

2.5 COVID-19 BUSINESS GRANTS

2.5.1

COVID-19 Business Grants Scheme	Allocation	Spent	Balance remaining
COVID-19 Business Grants	17,670,000	16,960,000	710,00
Discretionary Business Grants	883,000	882,980	20
	18,553,000	17,842,980	710,020

As part of the government's response to the COVID-19 pandemic, a number of grants were made available for business to claim. The government asked Local Government bodies to administer the distribution of grants.

Tewkesbury Borough Council has been allocated a total of £18,553,000 to distribute to businesses, of which we have now paid a total of £17,842,980. Whilst the Council aims to distribute as much of the allocated funds to businesses as possible within the parameters of the scheme defined by government, it is likely that there will be a balance remaining at the closure of the scheme. Confirmation has recently been received from the government informing us that all schemes are to close on 28 August and any balances need to be returned to central government. On their closing, the Council will need to move into the next phase of the schemes which will involve the post payment assurance checks required by government. Whilst Tewkesbury Borough Council put in place many checks pre-payment there still remains a significant workload to meet all of the requirements. Government has paid a new burdens grant of £130,000 to the Council to cover the costs of the administration of the business grants schemes.

2.6 UPDATED CORONAVIRUS IMPACT FORECAST

- 2.6.1** The previous paragraphs in this section have dealt with the actual position of the Council in the first quarter of the year, but it is important to recognise the ongoing full year cost of coronavirus. To support this, a statement of estimated additional cost and lost income as a result of the pandemic is attached at Appendix D. Its format is the same as an earlier statement presented to Executive Committee in June. It is important to note that it is not, at this stage, a full budget forecast merely a focus on the areas that will be distorted by the impact of coronavirus.

The forecast presented in June highlighted a likely full year cost of £2.8million including £0.5million allocated towards recovery. Since that point, the forecast has increased to £3.1million in early July as more cost pressure was highlighted but has since fallen back to a latest estimate of £3.047million as some income streams are recovering faster than anticipated. It is hoped that as the year progresses some of the expenditure forecasts can be reduced and the income streams continue to see increased speed of recovery.

As previously highlighted, the government has to date provided £1.119million of financial support to us plus an additional £130,000 of new burdens support to the business grants scheme. This currently leaves a balance to be met by the Council of £1.797million. The income support scheme, once final scheme details have been announced, will then provide additional benefit and reduce the burden on the Council.

As yet, there is still no confirmation of any further support to help deal with the impact of taxation losses in future years other than the ability to now spread the deficits over three years. In addition, the Spending Review has only just begun with the outputs not likely to be known until the Autumn. It is therefore unclear what level of deficit the Council is likely to face in future years although work has begun on the Medium Term Financial Strategy to try to forecast this.

3.0 CAPITAL BUDGET POSITION

- 3.1** Appendix B shows the capital budget position as at Q1. This is currently showing an underspend against the profiled budget of £4,615.
- 3.2** The capital programme for the year has an approved budget of £16.7million to secure commercial investment properties. The acquisition of one property has been completed in quarter one and the deposit on a second acquisition has been paid, with the expected completion of the sale to occur in October 2020. The purchases have passed the Council's due diligence processes and are in line with the budget allocated.
- 3.3** The capital replacement programme assumed that we would purchase a number of laptops in the current year, to replace older equipment. The impact of COVID-19 has meant laptops were purchased for all staff to enable them to work from home. We have allocated some of those laptop purchases against the available capital budget.

4.0 RESERVES POSITION

- 4.1** Appendix C provides a summary of the current usage of available reserves.
- 4.2** Reserves have been set aside from previous years to fund known future costs and the strategic planning of the authority's operation. The information in the Appendix does not take account of reserves which have been committed, but not yet paid.
- 4.3** Whilst the Q1 position shows that there remains a significant balance on the reserves, the expectation is that the balances will be spent in the future. Finance has asked for updates from all departments about their plans to ensure that earmarked reserves are either used for their intended purposes or released back to the general fund.

5.0 CONSULTATION

5.1 Budget holders have been consulted about the budget outturn for their service areas. The feedback has been incorporated in the report to explain differences between budgets and actual income and expenditure.

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

6.1 Budget monitoring is on the approved annual revenue and capital budget for 2020/21 which has been prepared in line with the Medium Term Financial Strategy.

7.0 RELEVANT GOVERNMENT POLICIES

7.1 None.

8.0 RESOURCE IMPLICATIONS (Human/Property)

8.1 None.

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.

Background Papers: None

Appendices:

- A – Revenue position by service.
- B – Capital position.
- C – Earmarked reserves update.
- D – Estimate financial impact of COVID-19.

Appendix A - Quarter 1 budget report

Chief Executive

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	260,900	65,169	51,644	13,525	1
Premises	0	0	0	0	
Transport	0	0	0	0	
Supplies & Services	8,160	348	(240)	588	
Payments to Third Parties	0	0	0	0	
COVID-19 Costs					
Income	0	0	0	0	
TOTAL	269,060	65,517	51,404	14,113	

1) The saving on Employee costs is as a result of the Chief Executive taking flexible retirement.

Community Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	1,329,424	328,287	300,515	27,772	2
Premises	0	0	53	(53)	
Transport	900	225	0	225	
Supplies & Services	151,319	36,835	27,941	8,894	
Payments to Third Parties	5,136,738	187,839	218,202	(30,363)	3
COVID-19 Costs	0	0	45,715	(45,715)	4
Income	(2,279,847)	(1,441,188)	(1,393,419)	(47,769)	5
TOTAL	4,338,534	(888,002)	(800,993)	(87,009)	

2) Employee costs savings are being generated in both Environmental Health and the Waste Services Contract team due to vacant posts

3) Additional costs are continued to be incurred on the MRF contract due to changes in material demand and prices based on quality of recycle and increased residual material coming through the plant.

4) Ubico have recharged additional costs of equipment and staff that it incurred as a direct result of the pandemic of £35k to the end of June. There is also an additional £6k of cost relating to placing homeless people in accommodation, as a result of central government directive.

5) Q1 has seen a significant loss in Garden Waste income (£14k), Trade Waste (£41k) and Licencing (£13k). As lock down has been eased the council has seen demand in all these services increase and so it is hoped that the income projection over the remaining financial year stabilises.

Corporate Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	2,068,927	506,697	448,168	58,528	6
Premises	0	0	0	0	
Transport	0	0	198	(198)	
Supplies & Services	557,089	68,517	87,517	(19,000)	7
Payments to Third Parties	83,800	11,758	6,882	4,876	
Transfer Payments - Benefits Service	12,449,021	0	(22,000)	22,000	8
COVID-19 Costs	0	0	75,800	(75,800)	9
Income	(12,969,223)	(140,368)	(103,727)	(36,641)	10
TOTAL	2,189,614	446,604	492,838	(46,235)	

6) There a various savings across posts with corporate services, including a vacant Revenues Officer and Communications Officer. The recruitment process has started for both posts. There is also small saving within the youth training budget. Due to current circumstances it is difficult for services to support an apprentice.

7) The overspend within supplies and services is as a result of a contract extension with Epaton to provide the offsite disaster recovery and business continuity component of our backup solution. This work is critical to reduce the cyber risk ransomware poses to the council and to allow the organisation to continue functioning in the event the building is lost e.g. fire, flood etc.

8) Currently the recovery of housing benefit subsidy is better than budget with low level of overpayments being reported at the end of Q1

9) Over 115 laptops over been purchased to enable staff to work from home. In addition, a contractor was employed to help deploy the new equipment and assist IT with other projects.

10) Less has been recovered from Housing Benefit overpayments than expected. COVID has meant more new applications to process and therefore less time to review changes and chase debt. Also, courts have been closed resulting in no Council Tax Summons.

Democratic Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	273,305	66,760	55,909	10,851	11
Premises	0	0	0	0	
Transport	11,500	2,021	56	1,965	
Supplies & Services	456,419	102,931	99,343	3,588	
Payments to Third Parties	37,600	(3,537)	(3,527)	(10)	
COVID-19 Costs	0	0	0	0	
Income	(2,000)	0	(30)	30	
TOTAL	776,824	168,174	151,750	16,424	

11) There is a staff saving due to a vacant post within establishment which offsets additional cost of elections.

Deputy Chief Executive

	Full Year Budget	Budget	Actual	Savings / (Deficit)
	£	£	£	£
Employees	124,939	31,548	30,685	863
Premises	0	0	0	0
Transport	200	51	0	51
Supplies & Services	2,400	365	0	365
Payments to Third Parties	20,000	0	0	0
COVID-19 Costs	0	0	0	0
Income	0	0	0	0
TOTAL	147,539	31,964	30,685	1,279

Development Services

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	2,079,092	520,318	462,084	58,234	12
Premises	45,356	8,907	9,433	(526)	
Transport	0	0	21	(21)	
Supplies & Services	219,705	130,070	113,883	16,187	13
Payments to Third Parties	276,045	29,934	30,774	(840)	
COVID-19 Costs	0	0	2,838	(2,838)	
Income	(1,572,605)	(413,755)	(261,033)	(152,722)	14
TOTAL	1,047,593	275,474	358,002	(82,528)	

12) There is currently at £58k saving on employee costs. The financial year started with four vacant posts in Planning, one in Planning Policy and two in Community Development. Four of these vacant posts have since been recruited to and there are plans resource the remaining vacancies.

13 & 14) There is a budget deficit across all income streams within Development. The Planning Manager is currently reviewing the applications likely to be submitted during the year which will give us a better indication of total income. In May 2020 we predicted that planning income could have a potential deficit of £380k this financial year. The reduction of income has however resulted in a small saving on supplies and services. For example, no stock purchased at the TIC's.

Finance and Asset Management

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	2,584,888	645,342	619,576	25,766	15
Premises	569,065	292,941	284,065	8,875	
Transport	55,870	13,977	7,195	6,782	
Supplies & Services	501,036	65,976	62,854	3,122	
Payments to Third Parties	298,933	58,568	57,747	821	
Precept	6,500	6,500	6,876	(376)	
COVID-19 Costs	0	0	160,572	(160,572)	16
Income	(1,387,516)	(347,026)	(192,244)	(154,782)	17
TOTAL	2,628,776	736,278	1,006,640	(270,363)	

15) There are currently 2 vacant posts within the Property services team which is the main element of the savings of £25k being recorded for Finance and Asset Management

16) £127k is the cost of supporting the operators of the leisure centre to meet there unavoidable costs incurred during lockdown when the centre has been closed.

17) We have lost £148k of revenues from car parking, as charging was suspended during the lockdown period. In support of 2 businesses in the leisure sector, that were also closed during lockdown, we have reduced rents due by £24k

One Legal

	Full Year Budget	Budget	Actual	Savings / (Deficit)	
	£	£	£	£	
Employees	1,951,713	129,421	95,926	33,495	18
Premises	0	0	0	0	
Transport	18,160	1,020	1,378	(357)	
Supplies & Services	95,686	1,773	8,388	(6,615)	
Payments to Third Parties	10,460	588	153	434	
COVID-19 Costs	0	0	0	0	
Income	(1,757,648)	(36,118)	(22,109)	(14,009)	19
TOTAL	318,371	96,685	83,736	12,948	

18) There is currently at £33k saving on employee costs. The financial year started with vacant posts in commercial, litigation and business development and the planning sections, with agency staff being utilised where possible to meet the work requirements. There was several rounds of recruitment in Q1 of the financial year which is expected to see several of the posts filled.

19) COVID-19 has impacted on the amount of third party work that One Legal has been able to do in Q1 of the financial year. This combined with the limited resources available to undertake additional work has meant that One Legal is not currently achieving the income target at the end of June.

Appendix B - Analysis of capital budget 2020/21

	Q1 Budget Position £	Q1 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	0	0	0	0	No expenditure expected in Q1
Equipment	40,000	40,000	0	0	Payments in Q1 are in line with expectations.
Capital Investment Fund	10,415,000	10,414,261	739	0	Payments in Q1 are in line with expectations.
Community Grants	0	0	0	0	No expenditure expected in Q1
Housing & Business Grants	140,000	136,124	3,876	3	Payments in Q1 are in line with expectations.
	10,595,000	10,590,385	4,615	0	

Appendix C - Revenue reserves for 2020/21

Reserve	Balance 31st March 2020	Spent in Reserve Quarter 1	Reserve Remaining	Note
Service Reserves				
Asset Management Reserve	1,148,664	1,293	1,147,371	
Borough Growth Reserve	1,270,166		1,270,166	
Borough Regeneration Reserve	89,059	22,100	66,959	
Business Rates Reserve	500,000		500,000	
Business Support Reserve	125,317		125,317	
Business Transformation Reserve	618,019	19,890	598,129	
Community Support Reserve	99,317		99,317	
Development Management Reserve	180,150		180,150	
Development Policy Reserve	264,935	1,168	263,767	
Elections Reserve	40,848		40,848	
Flood Support and Protection Reserve	9,646		9,646	
Health & Leisure development reserve	1,889		1,889	
Housing & Homeless Reserve	608,594	17,013	591,581	
Insurance Reserve	50,000		50,000	
IT Reserve	110,195	899	109,297	
Open Space & watercourse Reserve	876,182	22	876,160	
Organisational Development Reserve	115,156	56,462	58,694	1
Risk Management Reserve	10,000		10,000	
Waste & Recycling development Reserve	1,209,955		1,209,955	
	7,328,093	118,846	7,209,247	

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Notes

1 Payment of final essential user lump sum to staff as per savings plan

Covid-19 estimated financial impact 20/21

Appendix D

Service Area	Increased expenditure / lost income	Note	Impact	Central	Low	High
ICT	Additional staff	To support remote working requirements	5 months	38,000	19,000	57,000
	Licences	To support remote working requirements	12 months	8,000	4,000	12,000
	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		131,624	69,378	209,237
	Recovery of previous years Benefit Overpayments	Reduced payments, more write offs, increase in provisions	30%	54,925	27,462	82,387
	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	40%	40,000	20,000	60,000
Development Management	Street name and numbering income	Estimate based on first 3 months income profile and expectation of lockdown/recovery	50%	12,500	6,250	18,750
	Building Regulations income	Estimate based on first 3 months income profile and expectation of lockdown/recovery	13%	26,000	14,000	40,000
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 3 months income profile and expectation of lockdown/recovery	30%	38,100	19,050	57,150
	Planning income	Estimate based on first 3 months income profile and expectation of lockdown/recovery	13%	127,497	68,652	196,150
	Pre planning advice income	Estimate based on first 3 months income profile and expectation of lockdown/recovery	13%	6,500	3,500	10,000
	PPA income	Estimate based on first 3 months income profile and expectation of lockdown/recovery	13%	14,300	7,700	22,000
Tourism	Hat shop net position on variable charges plus income	Assumed full closure for first 6 months followed by partial re-opening	70%	24,319	22,159	26,170
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 lost	15%	141,777	70,888	203,213
	Trade waste income	Continued operation but loss of businesses	20%	61,600	30,800	92,400
	Ubico additional spend	Increases agency staff; PPE expenditure	Ongoing	175,000	87,500	262,500
Housing	Homeless and rough sleeper expenditure	Countywide agreement to house rough sleepers in hotel accomodation	Estimated cost	127,400	63,700	191,100
Environmental Health	Licensing Act 2003 Fees	Estimate based on first 3 months income profile and expectation of lockdown/recovery	30%	19,170	9,585	28,755
	Private Hire/Hackney Car	Estimate based on first 3 months income profile and expectation of lockdown/recovery	30%	28,575	14,288	42,863
	Increased public health activities	Estaimte for whole year based on expenditure to date		27,200	13,600	40,800
Finance	Interest received	Reduction in average portfolio size from cash flow; reduction in base rate	0.40%	54,000	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
Assets	Cemeteries (Cleeve) income - increase	Small increase in number of burials/internments	10%	-5,700	-2,850	-8,550

Service Area	Increased expenditure / lost income	Note	Impact	Central	Low	High
	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	55%	306,350	153,175	459,525
	Car parks PCN income	As above	55%	19,250	9,625	28,875
	Car parks permits	As above	30%	13,500	13,500	20,250
	Pool cars	Reduced requirement	6 months	-9,867	-3,700	-11,100
	Mileage savings	Reduced requirement	6 months	-3,735	-934	-2,801
	Homeless properties contract - 6 month extension	Planned savings not generated as in-sourcing put on hold	6 months	9,130	4,565	13,695
	Leisure centre	Contract sum to be amended to reflect change event	50%	626,000	350,000	626,000
	Commercial property	Agreements to defer income		98,752	98,752	98,752
	Non commercial property rents	Various impacts		91,445	45,723	137,168
Recovery phase	Potential support required	To support Economic Development, Tourism, Community, Homelessness etc within Borough		500,000	250,000	750,000
Gross cost of CV-19				3,047,136	1,777,230	4,263,394
	Additional government grant			-1,119,175	-1,119,175	-1,119,175
	New burdens funding - business grants scheme			-130,000	-130,000	-130,000
Net cost of CV-19				1,797,961	528,055	3,014,219

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Central case - based on emerging recovery patterns and know areas of expenditure

Low case - 50% of central case

High case - 150% of central case

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	26 August 2020
Subject:	Council Tax Reduction Scheme and Council Tax Discounts
Report of:	Head of Corporate Services
Corporate Lead:	Deputy Chief Executive
Lead Member:	Lead Member for Finance and Asset Management
Number of Appendices:	None

Executive Summary:

There is a requirement to have a Council Tax Reduction Scheme to support residents who qualify for assistance in paying Council Tax. The Local Government Finance Act 1992 requires each billing authority in England to make a scheme specifying the reductions which are to apply to amounts of Council Tax payable by persons, or classes or person, whom the authority considers are in financial need (“a Council Tax Reduction Scheme”).

The report also provides Members with an update on the annual review of Council Tax discounts and seeks approval for their adoption effective from 1 April 2021.

Recommendation:

To RECOMMEND TO COUNCIL:

1. That the default Council Tax Reduction Scheme be **ADOPTED** effective from 1 April 2021 with a minor revision to the national working age regulations to allow for a de minimis tolerance for income changes.
2. That authority is delegated to the Head of Finance and Asset Management, in consultation with the Lead Member for Finance and Asset Management, to agree the uprating of the working age regulations incorporated into the local Council Tax Reduction Scheme in line with those announced by the Department for Work and Pensions.
3. That the following Council Tax discounts be **ADOPTED** effective from 1 April 2021:
 - The discount for unoccupied and substantially unfurnished properties is 25% for a maximum period of six months.
 - The discount for properties which are vacant and require major repair work to render them habitable is 25% for a maximum period of 12 months.
 - The discount for unoccupied furnished properties (second homes) is zero.
 - An empty homes premium of an additional 100% is levied on properties that have remained unoccupied and substantially unfurnished for at least two years, but less than five years.
 - An empty homes premium of an additional 200% is levied on properties that have remained unoccupied and substantially unfurnished for at least five years, but less than ten years.
 - An empty homes premium of an additional 300% is levied on properties that have remained unoccupied and substantially unfurnished for at least ten years.

Reasons for Recommendation:

The report recommends that the Council continues with the default Council Tax Reduction Scheme that was first adopted in April 2013. To reduce costs to the Council, changes would have to be made to the level of support provided to working age claimants. Most authorities have already incorporated a reduced level of support into their local scheme however it is not considered appropriate to do so at the present time having consideration to the continuing financial impact of the COVID-19 pandemic on the residents of the Borough.

There was a minor revision made to the Council Tax Reduction Scheme for 2020/21 in order to reduce the administrative complexity of the default scheme. This means income changes of £10 or less per week do not require the reassessment of Council Tax Reduction. This has proved successful in managing the workload of the Benefits Team and in giving claimants more certainty in managing their finances.

It is best practice to review Council Tax discounts annually to ensure they reflect any changes in legislation and best meet the financial needs of the Council.

Resource Implications:

The previous Council Tax Benefit scheme was fully funded by the government but with the move to Council Tax Reduction, an immediate 10% cut in funding was introduced. The remaining 90% funding was added to the Council's core needs based funding but this has subsequently been reduced by 55%. This means that out of the currently estimated proportion of the cost attributable to the Borough Council of £340,000, only £137,000 is now covered by central government with the balance of over £200,000 being a cost to the Borough Council. This cost is expected to increase as the number of working age claimant looks set to increase in the coming months. Whilst changes to the scheme may have reduced the theoretical cost to the Council, it is likely that the Council would experience increasing problems with Council Tax recovery given the national economic outlook and it is therefore unclear how much benefit would actually be derived at this time.

Legal Implications:

The Welfare Reform Act 2012 abolished Council Tax Benefit and instead required each billing authority to design a scheme specifying the reductions which are to apply to amounts of Council Tax. The prescribed regulations set out the matters that must be included in such a scheme.

All authorities in England are required to have a scheme identifying the reductions payable by their constituents who are in financial need under Section 13A of the Local Government Finance Act 1992 (updated in 2012). Schedule 1A paragraph 5 of the Act states that for each financial year, Councils must consider whether to revise their scheme or replace it with another scheme and that such decisions need to be made by 11 March in the financial year preceding that for which the revision or replacement scheme is to take effect. If the Council does not make/revise its scheme by 11 March 2021, a default scheme will be imposed on the Council which will be effective from April 2021.

The Local Government Finance Act 2012 amended the Local Government Finance Act 1992. Section 13A of the Local Government Finance Act 1992 (as amended) requires each billing authority to make a scheme specifying the reductions which are to apply to the amount of Council Tax payable.

Section 11B of the Local Government Finance Act 1992 (as amended) allows the Council to charge a Council Tax premium. Section 67(2) of that Act provides that the power to decide to charge a premium can only be exercised by Council. Further, The Rating (Property in Common Occupation) and Council Tax Empty Dwellings Act 2018 allows billing authorities, from 1 April 2020, to apply a premium of an additional 200% of the Council Tax due where a dwelling has been empty for five years and over. A premium of an additional 300% can be applied where the dwelling has been empty for ten years and over from April 2021.

Risk Management Implications:

To reduce the cost to the Council, changes would have to be made to the level of support made to working age claimants. Most local authorities have already incorporated a reduced level of support into their local schemes, which should be reviewed on an annual basis. There is a risk that the cost of maintaining the current local scheme will increase if the number of claimants rises due to the state of the local and national economy. This is particularly relevant now due to the impact of the COVID-19 pandemic, which has seen the working age Council Tax reduction caseload rise significantly.

Changes to Council Tax discounts may mean it becomes difficult to collect the increased Council Tax due, but all available enforcement remedies will be used to mitigate this risk.

Performance Management Follow-up:

The impact of the Council Tax Reduction Scheme and its costs will be closely monitored and updated through Lead Member briefings.

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

1.1 In January 2020, Council approved a Council Tax Reduction Scheme (CTRS) for the 2020/21 financial year. The Council has remained on the national default scheme since Council Tax Reduction was first introduced from 1 April 2013. Following public consultation on three options for a revised scheme, it was agreed that we would remain on the default scheme for working age claimants for 2020/21 with a minor revision of a tolerance for income changes. This was due to the impact of the rules regarding the reassessment of Universal Credit and its impact on Council Tax Reduction. It was also agreed that alternative options would again be reviewed to ensure any future scheme provides the right level of support for residents as well as its impact on the Council's wider financial position. Due to the current, and likely ongoing, impact of the COVID-19 pandemic the advice of officers is to remain on the default scheme for working age claimants for the 2021/22 financial year.

2.0 BACKGROUND - COUNCIL TAX REDUCTION SCHEME

2.1 Since April 2013, the Council has been required to establish a Local Council Tax Reduction Scheme to help working age people on a low income to pay their Council Tax. This scheme replaced the national scheme for Council Tax Benefit which was fully funded by central government. Tewkesbury Borough Council has remained on the default scheme since it was first introduced in April 2013.

- 2.2 The Council is also required to administer the prescribed government Council Tax Reduction Scheme for pension age customers and is not able to make any changes to this scheme.
- 2.3 Council Tax Reduction is currently provided to 4,803 households in Tewkesbury Borough at an annual cost of £4.7million. This includes working and pension age claimants. At present there are 2,935 working age claimants and the cost for these is currently £2.9million. The cost of the Council Tax Reduction Scheme is met by Tewkesbury Borough Council and the major precepting authorities in proportion to their share of the Council Tax.
- 2.4 Since March 2020 we have seen a significant increase in the working age Council Tax Reduction caseload due to the impact of the COVID-19 pandemic and this continues to rise with a further 503 Council Tax Reduction claims in payment at the time of writing.
- 2.5 The legislation requires the Council to review its Council Tax Reduction Scheme on an annual basis. If there are amendments to be made to the scheme these must be done by 11 March 2021.
- 2.6 It is proposed that the Council Tax Reduction Scheme adopted for 2020/21, i.e the default national scheme with a tolerance level of income changes of £10 or less per week, is maintained for 2021/22. This will continue to reduce the level of administrative burden on the team who are required to reassess entitlement to Council Tax Reduction every time there is a change in a claimant's income. It will also make it easier for claimants to manage their finances as they will not need to receive a new Council Tax bill every time there is a change in their income.

Council Tax Discounts

- 2.7 The Local Government Finance Act 2012 abolished certain Council Tax discounts with effect from 1 April 2013 and replaced them with discounts which can be determined locally. These have remained broadly the same since the 2013/14 financial year other than a change to the level of discount given to short term empty properties and the levying of an empty homes premium from 1 April 2019. Options for Council Tax discounts have been reviewed in conjunction with proposals for the Council Tax Reduction Scheme in order to determine the most effective use of local discretions.
- 2.8 Council determined that furnished chargeable dwellings which are not someone's sole or main residence (i.e. second homes) should no longer receive a discount. They had, prior to April 2013, received a discount of 10%. If we continue to set the discount at zero it is estimated that this will result in additional income of £45,000 of which the Council would retain approximately £3,592.
- 2.9 Council also determined that the discount in respect of unoccupied and substantially unfurnished properties should be 25% for six months. This was changed for 2020/21 (it has been a 100% discount for one month followed by a 25% discount for five months) to prevent landlord/tenant disputes regarding tenancy end dates. This change has proved successful and it is recommended the current level of discount is maintained for 2021/22. Reducing the level of discount results in additional Council Tax income of £152,000 of which the Council retains approximately £10,640.
- 2.10 Council further exercised its discretion to determine that chargeable dwellings which are vacant and undergoing major repair work to render them habitable should be given a discount of 25% for 12 months. This discount costs approximately £7,000 overall in lost Council Tax.

2.11 Prior to 1 April 2013 billing authorities could charge up to a maximum 100% Council Tax on dwellings that have been empty for more than two years. From April 2013 billing authorities were given new powers to charge a premium of up to 50% of the Council Tax payable. New legislation was introduced which allows for a 100% empty homes premium to be levied from 1 April 2019. This was first agreed by Members in February 2019 and was again agreed for the 2020/21 financial year. The additional income from this premium currently stands at £119,000 and is levied on 98 properties. The Council's share of this income is approximately £8,500.

2.12 From 1 April 2020 an additional power has been granted to allow the increase of the levy charge to 200% for properties which have been unoccupied and unfurnished for a period of over five years. Council adopted this option for the 2020/21 financial year and the premium is currently levied on 22 properties resulting in additional income of £61,000 with the Council retaining approximately £4,500.

2.13 From April 2021, a further power will be granted to increase the empty homes premium to 300% for properties that have been unoccupied and substantially unfurnished for more than 10 years. There are six properties that meet this criteria and the levying of the additional charge results in further income of £10,000 with our share being minimal. More widely, however, it would continue to support the Council's strategy to bring empty properties back into use.

3.0 OTHER OPTIONS CONSIDERED

3.1 To not agree a Council Tax Reduction Scheme for 2021/22. This would have financial implications for the Council and those residents affected by wider welfare reform as well as the impact of the COVID-19 pandemic.

4.0 CONSULTATION

4.1 The legislation requires consultation prior to making a change to the Council Tax Reduction Scheme, but there is no such requirement where no change is being made. Accordingly, no public consultation has taken place regarding the proposed scheme for 2021/22 as the proposal is that it remains unchanged.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 The Local Council Tax Reduction Scheme.

5.2 Housing Strategy Action Plan 2017-2021 regarding bringing empty properties back into use.

6.0 RELEVANT GOVERNMENT POLICIES

6.1 The Council is required to adopt a Council Tax Reduction Scheme for working age claimants on an annual basis.

6.2 Legislation was drafted with an express intention to use Empty Homes Premium as a tool to support bringing empty properties back into use.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 None directly associated with this report other than officer time.

8.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)

8.1 None.

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

9.1 To support the preferred option an equalities impact assessment will be produced.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None.

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Appendices: None.