

26 January 2021

Committee	Executive
Date	Wednesday, 3 February 2021
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 - 9

To approve the Minutes of the meeting held on 6 January 2021.



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 28 January 2021).</i>	
6. EXECUTIVE COMMITTEE FORWARD PLAN	10 - 12
To consider the Committee's Forward Plan.	
7. COUNCIL PLAN PERFORMANCE TRACKER AND COVID-19 RECOVERY TRACKER - QUARTER TWO 2020/21	13 - 101
To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter two performance management and recovery information.	
8. BUDGET 2021/22	102 - 120
To recommend a budget for 2021/22 to the Council.	
9. CUSTOMER CARE STRATEGY	121 - 134
To approve the Customer Care Strategy following a recommendation from the Overview and Scrutiny Committee.	
10. INTERIM HOUSING STRATEGY	135 - 215
To recommend to Council that the Interim Housing Strategy be approved.	
11. TEWKESBURY GARDEN TOWN UPDATE AND GOVERNANCE PROPOSALS	216 - 223
To consider the update on the Tewkesbury Garden Town Programme including finances and to approve the proposed governance structure.	
12. 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.	
13. SEPARATE MINUTES	224 - 225
To approve the separate Minutes of the meeting of the Committee held on 6 January 2021.	

DATE OF NEXT MEETING
WEDNESDAY, 3 MARCH 2021

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, 6 January 2021 commencing at 4:00 pm**

Present:

Chair
Vice Chair

Councillor R A Bird
Councillor J R Mason

and Councillors:

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

also present:

Councillors C M Cody and K J Cromwell

EX.63 ANNOUNCEMENTS

- 63.1 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.
- 63.2 The Chair welcomed Councillors Cody and Cromwell who were in attendance for Agenda Item 8 – Notice of Motion: Support for Local Electricity Bill.

EX.64 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

- 64.1 Apologies for absence were received from Councillor M Dean. Councillor R D East would be acting as a substitute for the meeting.

EX.65 DECLARATIONS OF INTEREST

- 65.1 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.
- 65.2 There were no declarations of interest made on this occasion.

EX.66 MINUTES

- 66.1 The Minutes of the meeting held on 18 November 2020, copies of which had been circulated, were approved as a correct record.

EX.67 ITEMS FROM MEMBERS OF THE PUBLIC

- 67.1 There were no items from members of the public.

EX.68 EXECUTIVE COMMITTEE FORWARD PLAN

- 68.1 Attention was drawn to the Committee's Forward Plan, circulated at Pages No. 13-17. Members were asked to consider the Plan.
- 68.2 Accordingly, it was

RESOLVED: That the Committee's Forward Plan be **NOTED**.

EX.69 MEDIUM TERM FINANCIAL STRATEGY

- 69.1 The report of the Head of Finance and Asset Management, circulated at Pages No. 18-41, attached the Medium Term Financial Strategy for the period 2021/22 to 2025/26 which Members were asked to recommend to Council for adoption.
- 69.2 The Head of Finance and Asset Management advised that this year the Medium Term Financial Strategy continued to incorporate great uncertainty, not only because of the long term uncertainty of local government finance but now also due to issues including the impact of Coronavirus; potential economic impacts from leaving the European Union; a one year spending review period; a one year delay to the fair funding review and to the introduction of a scheme for the 75% retention of business rates; the future of business rates and the value within the scheme; and clarity on what the New Homes Bonus scheme would be replaced with following its withdrawal. In addition to the national impacts, the Council had its own corporate and service-related financial pressures including salary growth pressure of 2% per year; growing costs of waste collection; increasing demand for additional resources to meet a range of service requirements and pressures; and growth within its services and Council Plan ambitions. It was felt that central government had begun to realise the potentially catastrophic implications of cuts to local government finance but it was not known how/if this would be addressed so the Council would still have some exceptionally difficult decisions to make going forward to match its budget and expenditure.
- 69.3 In response to a query regarding the consultation undertaken, the Head of Finance and Asset Management advised that the provisional settlement had come out on 19 December and the government welcomed responses from Councils for about a month before it released the actual settlement. In terms of the opportunity to hold a Council Tax referendum, he advised that he had known of a handful of Councils across the country that had taken that route but they had not been successful. Clearly there would need to be a very good argument to go above the Council Tax threshold and get the public to vote in a referendum to agree to that increase. There would be a need to consider all options going forward but he saw this as one of the options near the end of the list which would only be used if absolutely necessary and after the Council had been consulted to see if there was a will to take such action.
- 69.4 A Member referred to the revenue reserves and questioned whether any of it could be transferred to working balances to help balance the budget. In response, the Head of Finance and Asset Management confirmed that there would be some reserves that could support working balances but some was already being used to support risk elements in the budget such as voids in the Council's rental properties. The level of reserves held now left the Council in a much better position than it had been previously but if those funds were used to balance the budget this could only be done once so it was better to find ways to produce ongoing income/savings where possible. There would be a need for Members and Officers to look closely at the Council's priorities and objectives going forward and prioritise the level of its ambitions and this would have to commence sooner rather than later if the Council was to remain financially viable. The Chief Executive reiterated this view and

indicated that there would be some extremely challenging questions and difficult solutions over the forthcoming year and that work would have to commence as soon as the 2021/22 budget was agreed.

69.5 Accordingly, it was

RESOLVED: That it be **RECOMMENDED TO COUNCIL** that the Medium Term Financial Strategy 2021/22-2025/26 be **ADOPTED**.

EX.70 NOTICE OF MOTION: SUPPORT FOR LOCAL ELECTRICITY BILL

70.1 The report of the Overview and Scrutiny Committee, circulated at Pages No. 42-58, provided a recommendation from that Committee to the Executive Committee as required by the Council at its meeting on 29 September 2020. The Executive Committee was asked to consider the Motion, and the recommendation of the Overview and Scrutiny Committee, and determine the response to the Motion.

70.2 The proposer of the original Motion was invited to introduce it. She advised that the Motion had asked the Council to sign up to the campaign to support the Local Electricity Bill and she had found the recommendation from the Overview and Scrutiny Committee highly disappointing, expressing the view that some Members seemed unable, or unwilling, to grasp the meaning of the Motion. She indicated that the report to the Overview and Scrutiny Committee had been factually incorrect in its suggestion that, by supporting the Bill, the Council would be committing itself to anything. In fact, other local authority failures highlighted the exact problems that the Bill aimed to fix as it would mean any Councils that wished to set up their own energy companies would face moderate rather than the extreme risk, that had led to Nottingham and others losing so much money. However, there would be absolutely no cost to Tewkesbury Borough Council if it was to show its support for the Local Electricity Bill and the Bill did not advocate any local authority to do anything. Rather, the Bill required the Office of Gas and Electricity Markets (OFGEM) to publish a right to local supply and, as part of that, to ensure that costs faced by local energy generators wishing to sell directly to local customers were proportionate, which they were not at the moment due to energy market regulations. She welcomed the solar panels that were on the Council Offices building to generate electricity but advised that, if passed, the Bill would allow the residents of the Borough to benefit as well; although, it was important to emphasise that the Bill did not advocate becoming a local energy supplier. She reminded the Committee that when a Bill was first presented it did not necessarily contain the final wording, for example, the Climate Change Act started as a draft of five pages but three years later when it became law it was 125 pages; the core principle however had remained the same. The organisations which already supported the Bill were doing so in principle and not necessarily in its exact wording, as the Power for the People's website made clear, the wording of the Bill may change as the campaign progressed. Nevertheless, the Bill was now supported by 234 MPs including Tewkesbury Borough Council's own MP, as well as 65 County and local authorities, Tewkesbury Town Council and the regional distributor, Western Power Distribution. The Tewkesbury Constituency MP had recently sent a statement to the proposer of the Motion which indicated that he welcomed and fully supported the campaign and stated that 'as the UK emerges from the lockdown there is a need to rebuild local communities and local economies for the benefit of local people and local businesses and, in doing so, to meet head-on the challenge of climate change. The Bill would establish a right to the local supply of electricity, which would for the first time become financially viable. However, it would not only help to combat climate change, but also create local jobs and add significant value to local economies. There would also be a knock-on benefit of greater public support for the transition to sustainable energy –

improved air quality, a sustainable energy supply that is not dependent on imports and being able to sell to local customers would reduce the need for renewable subsidies. He is a keen supporter of any measure to advance sustainability in the UK and will continue to support the Bill in Parliament'. In summing up, the proposer of the Motion advised that the whole reason for campaigning for the Bill was to make the risks and burdens involved in supplying local clean energy directly to local customers proportionate. Regarding the Bill, passing a Motion supporting it in no way committed the Council to doing anything or spending any money and she felt Councillors should be keen on it in general as it was about creating a new market for local clean energy providers and required no government subsidies – it simply created a level playing field. She felt that if Members did not like the Motion in its current form they could simply pass one that said 'we support the Local Electricity Bill because it will help local, clean energy generators to sell their energy directly to local customers'.

- 70.3 The Executive Committee Chair invited the Chair of the Overview and Scrutiny Committee to advise on his Committee's recommendation. In doing so, he explained that on 29 September 2020, the Council had decided to refer the Motion on support for the Local Electricity Bill to the Overview and Scrutiny Committee for consideration and recommendation to the Executive Committee for a final decision to be made. In considering the Motion at its meeting on 24 November, the Overview and Scrutiny Committee had received a verbal presentation from the proposer of the Motion, a written report from the Deputy Chief Executive and information from the Council's consultant on climate change matters. A very full and detailed discussion had taken place and, whilst Members were appreciative that the Motion recognised the Council's work to date on climate change, there was concern amongst the majority of Members that insufficient information was available for the Council to support the Bill. The important role that locally produced electricity could provide if properly integrated was recognised but Members had serious concerns on a number of points including infrastructure, security, cost and the potential financial and reputational damage implications for the Council; particularly if it joined a protest group. For that reason it was the recommendation of the Overview and Scrutiny Committee that the Motion be rejected.
- 70.4 The recommendation from the Overview and Scrutiny Committee to reject the Motion was proposed. The Member felt that the Overview and Scrutiny Committee had received a lot of information following in depth research by the Deputy Chief Executive and the climate change consultant which was the intention of the Council's decision to refer the Motion to that Committee so he was happy to propose its subsequent recommendation.
- 70.5 During the discussion which ensued, there was concern by some Members that the MP covering the Borough had felt able to support the Bill when many Borough Councillors could not appear to take the same view. In response to concerns, the Chair of the Overview and Scrutiny Committee indicated that his understanding was the MP had supported the Bill in principle but that he would need to see the detailed information before he could support it into law. In response to a query regarding how support for the Bill would result in costs to the Council, the Chair of the Overview and Scrutiny Committee indicated that a lot of Officer time had already been spent on the matter and it was felt the Council did not have the resources available to continue to research the implications of the Bill at this stage. In response to the view of the local MP, a Member felt it was important to note that Tewkesbury Borough Councillors had a responsibility to do what they felt was best for the Council notwithstanding what the views of other local figures might be. He was of the view that, ultimately, the issue firmly sat with Parliament. With that in mind, whether or not the Council 'signed up' to support the Bill would make no difference at this stage. He was concerned about the local authorities that had ended up in huge debt following the collapse of their local energy companies and

also that a report from Grant Thornton had advised that this was not how local authorities should look after large amounts of public money.

70.6 A Member proposed that the initial Motion put forward to Council be supported. She felt the Local Electricity Bill was a great idea and offering its support was something the Council could do to represent the people of the Borough. She was of the view that offering support to it would not cost much in Officer time but could be a great way to help avoid an energy crisis as well as showing the residents of the Borough that Councillors from across the Council could work together. The Chair thanked the proposer and indicated that, in line with advice from the Borough Solicitor he would take the proposal to agree the recommendation from the Overview and Scrutiny Committee first as it was the first proposal made. If that fell he would take the second proposal that the Local Electricity Bill be supported in line with the original Motion to Council.

70.7 A Member offered his support to the original Motion to Council. He felt the country would require more and more electricity and that would have to be generated from somewhere; the Local Electricity Bill would provide opportunities to generate local electricity for local needs and this should be supported with the aim of not stifling entrepreneurial skills. He felt the reasons for supporting or not supporting the Bill into law would be debated in Parliament but, in the meantime, there would be no reason for the Council not to offer its support at this stage. In offering an alternative view, a Member indicated that the Overview and Scrutiny Committee had considered the Motion, as requested by the Council, and in doing so had made a recommendation to the Executive Committee. Members were not saying they were against the Bill but merely that more information was required before the Council could sign-up to it. She felt that, as the Overview and Scrutiny Committee had undertaken the work to scrutinise the issue, the Executive Committee should follow its recommendation. The Chair of the Executive Committee agreed with that view and suggested that the Bill would be decided in Parliament which was the appropriate forum for it. The report that Officers had produced for the Overview and Scrutiny Committee had raised a number of significant concerns about Tewkesbury Borough Council's involvement and the view of the Council's climate change consultant was also provided in the Minutes of the Overview and Scrutiny Committee as attached to the report. He indicated that the Overview and Scrutiny Committee had scrutinised the issues in some detail and whilst having no great opposition to the Bill did have concerns about the Council's support of it at this stage.

70.8 It was proposed and seconded that the recommendation of the Overview and Scrutiny Committee be accepted. Accordingly, it was

RESOLVED: That, while we are appreciative that the motion recognises this Council's climate change work, and we also recognise the important role locally produced electricity can provide if properly integrated, we do find the motion, at this current time, lacking in information on how it could work and it raises serious concerns over the infrastructure to deliver it, security of power supply delivery, cost and the potential financial and reputational damage implications for this Council. Consequently the motion is rejected.

70.9 Councillors Harwood, Stanley and Sztymiak asked that their votes against the decision be recorded.

EX.71 COMMUNITY FUNDING SCHEME / S106 PANEL

- 71.1 The report of the Head of Development Services, circulated at Pages No. 59-62, outlined a new community funding grants scheme as a way forward to allocate funds of £57,700 for future community projects and proposed refining the composition of the Section 106 Panel. Members were asked to approve the creation of the scheme; delegate development of the scheme to the Heads of Development Services and Finance and Asset Management, including the formation of criteria and the consultation process to be undertaken to allocate the grants; and to approve an amendment to the composition of the Section 106 Panel and the consultation process.
- 71.2 The Community and Economic Development Manager explained that there were two elements to the report; firstly, a new time-limited community grants scheme for capital projects as a way of allocating the £57,700 which was available as a consequence of the withdrawal of the grant offer to Wormington Village Society, and secondly, to refine the composition of the Section 106 Panel to add a Member and to ask for representations from local affected Members in advance of meetings of the Panel rather than having them attend the Panel.
- 71.3 During the discussion which ensued, a Member expressed the view that the current Section 106 Panel worked well as it was and she did not see the need for an additional permanent Member. In response, the Community and Economic Development Manager explained that the recommendation to increase the number of Panel Members to five was about there being an odd number which was more usual for the Membership of Committees and Working Groups but also the suggestion that the additional Member should be the Leader of the Council made sense as he was also the Lead Member for Economic Development/Promotion. Another Member indicated that this was a relatively small amount of money for community grants and she questioned what the time limit for spending the funds was. She also understood the role of the Section 106 Panel was to consider disputed Section 106 applications for funding and she questioned how many of those were outstanding. In response, the Community and Economic Development Manager explained the intention that the Section 106 Panel be used for the decisions on the community grant funding as well as for Section 106 applications. The community funding would be promoted through Parishes and community groups and local media for a period of approximately 10 weeks to try and encourage applications – it was anticipated the funding would be allocated in one meeting of the Panel but if not a second meeting would be called. In terms of outstanding Section 106 funds, to his knowledge there were currently none outstanding. At the present time, the Section 106 Panel met three or four times a year and usually had around four or five applications to make a decision on; it was not possible to predict when they would come through as it depended on trigger points etc. The Lead Member for Built Environment indicated that it was her that had raised the increase in numbers of the Panel as there had been some instances where only two or three Members of the Panel could participate in the meetings and she felt an additional Member would mean there would more likely be at least four Members available for the meetings. She had also suggested an addition to the local Members being consulted to those where the funding crossed borders as well as those where the Section 106 funds had been derived; this would ensure everyone applicable had the opportunity to provide their views. When the Panel had been set up it had been thought there would be very few issues where it would be needed but this had proven not to be the case. Going forward, Section 106 Agreements were being specified more accurately to avoid this problem but, in the meantime, the Panel would still be required.

- 71.4 The Head of Development Services explained that no one wanted to be in a position whereby generic Section 106 monies were going into a pot so there was a need to be more specific in the details. However, one of the issues was smaller developments with no onsite community open space/facilities and those needed to be looked at to try and ensure they were as specific as possible. Section 106 Agreements were complex and often the triggers in them decided when the money came forward so the whole issue did need to be addressed. There was a lot of work ongoing to ensure the money was advertised and going to the communities that needed it.
- 71.5 A Member noted that the pot of £57,700 for community grants was not very much against the large number of community organisations that were likely to bid for it and he questioned whether it could be used instead for carbon neutral works for the Council's buildings to help it meet its stated climate change / carbon reduction commitment. In response, the Head of Finance and Asset Management explained that the Council had submitted a bid to a government fund for the replacement of the heating system within the Council Offices but unfortunately that had not been approved. This would result in a lot of money for the Council to find for that particular project but also for the Council's other assets to achieve carbon neutrality and any additional funding that could be identified for that would certainly be helpful. The money in question was from capital reserves and, if the Council wished to reallocate it to another project such as climate change / carbon reduction, a recommendation would need to be made to Council to change the capital programme as it was currently included for community funding. Other Members felt the funding should be used for community projects rather than for a Council project given that it had come from money which had originally been earmarked for a community project which had unfortunately not come to fruition. However, another Member agreed with the suggestion that putting the money into the Council's climate change commitment would effectively still be putting the money back into the community. A Member suggested that it could be possible to specify that applications from communities that would have environmental benefits could be prioritised / looked upon more favourably as a way of addressing both points of view and the Community and Economic Development Manager agreed that this could be included as part of the criteria for applications – the report suggested the applications were linked to the Council's objectives and the green agenda was one of those.
- 71.6 It was proposed and seconded that the recommendation as set out in the report be agreed. A Member suggested that point three in the report be removed and treated separately – that suggestion was proposed and seconded – and the original proposer and seconder agreed that items one and two would be taken separately from point three. A Member expressed concern about the addition of a permanent Member to the composition of the Section 106 Panel as she felt it would compromise the Panel, making its recommendations political decisions rather than about the communities. She indicated that her comments were in no way personal, she objected to any change in the Panel Membership which would result in a three to two split between two political parties.
- 71.7 The Head of Development Services explained that the criteria for allocating the money needed to be developed but she felt that, as the initial funding had been allocated for a number of years, she would want it to be reallocated to communities as soon as possible but definitely within the next six to eight months. The idea was that applications would be invited, then the Panel would discuss all the applications and make a recommendation to her for decision. It was anticipated that the projects which came forward for funding should be 'oven ready' as that would provide the opportunity for the money to be spent in a timely way. In offering further clarification, the Chief Executive explained that if the Committee only voted

on points one and two at the current meeting and did not do anything with point three then the decisions on the community funding scheme and allocation of the funds would have to be undertaken by the Panel as it was currently comprised. However, if the Panel was changed at the current meeting then it would be the new Panel which would be undertaking that work. The Head of Development Services would develop the criteria in consultation with the Panel and aim to allocate the funds over one or two meetings but it was impossible to say how it would be allocated until the criteria was developed. In addition, the Community and Economic Development Manager confirmed that the Council's Community Funding Officer was already working with a number of community groups that would like to come forward for funding which Members were reminded would be allocated for capital projects only.

71.8 Points one and two of the report were proposed, seconded and voted upon as set out in the report.

71.9 A Member felt that, in order to have the correct balance of people on the Panel, a minimum of four attendees was required and she believed that an additional permanent Member on the Panel would assist that aim. Accordingly, she proposed, and it was seconded, that the composition of the Section 106 Panel be amended to add the Leader of the Council as the fifth Member. Another Member proposed, and it was seconded, that the Panel Membership remain at four but that substitutions should be allowed in the event that a Member was unable to attend a meeting. The proposer of the original motion agreed that she would be happy for the Membership to remain at four with a substitute from the Membership of the Executive Committee, as necessary, to be nominated by the Panel Member. She also accepted that local Members should still be able to attend the Panel meetings as long as that covered local Members from the Ward where the money was derived as well as the Wards that were affected if there was a cross boundary issue. Upon being put to the vote, it was

RESOLVED:

1. That the creation of a Community Grants Scheme be **APPROVED**.
2. That the development of the scheme be delegated to the Head of Development Services and the Head of Finance and Asset Management, including the formation of criteria and the consultation process to be undertaken to allocate the grants.
3. That the S106 Panel comprise:
 - The Lead Member for Community.
 - The Lead Member for Built Environment.
 - The Lead Member for Finance and Asset Management.
 - The Lead Member for Health and Wellbeing.
 - Local Member(s) for where the S106 derived as well as from the Ward the funding crosses into (where applicable).

Any Lead Member who cannot attend the meeting can nominate a substitute from the Membership of the Executive Committee.

EX.72 LOCAL DEVELOPMENT SCHEME UPDATE

72.1 The report of the Head of Development Services, circulated at Pages No. 63-69, attached an amended Local Development Scheme for Tewkesbury Borough which Members were asked to adopt with immediate effect.

72.2 The Committee was advised that the Local Development Scheme outlined the timetable for preparing statutory development plan documents in the Borough. The published version required revision as it was out of date and an up to date Local Development Scheme was required as part of the Local Plan Examination for the Tewkesbury Borough Plan. The revised Scheme contained the latest timetable for the production of the Joint Core Strategy and the Tewkesbury Borough Plan which noted the key stages as: examination in summer 2023 and adoption in winter 2023 for the Joint Core Strategy; and examination in spring 2021 and adoption in autumn/winter 2021 for the Tewkesbury Borough Plan. The Local Development Scheme had to be adopted and in place prior to the Local Plan Examination commencing in February.

72.3 It was proposed, seconded and

RESOLVED: That the updated Local Development Scheme for Tewkesbury Borough, as attached to the report at Appendix 1, be **ADOPTED** to take effect immediately.

EX.73 SEPARATE BUSINESS

73.1 The Chair proposed, and it was

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

EX.74 SEPARATE MINUTES

74.1 The separate Minutes of the meeting held on 18 November 2020, copies of which had been circulated, were approved as a correct record.

EX.75 EXTENSION TO THE COUNCIL'S CONTRACT WITH UBICO LTD

(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))

75.1 Members considered an extension of the current contract with Ubico Ltd and made a recommendation to Council.

The meeting closed at 7:00 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2020/21

REGULAR ITEM:

- **Forward Plan – To note the forthcoming items.**

<p><u>Additions to 3 February 2021</u></p> <ul style="list-style-type: none"> • Customer Care Strategy – recommendation from Overview and Scrutiny Committee. <p><u>Deletions from 3 February 2021</u></p> <ul style="list-style-type: none"> • Council Tax Discount for Care Leavers – Not required.

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
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.	Yes – from January 2021 meeting.
Financial Update - Quarter Three 2020/21.	To consider the quarterly budget position.	Head of Finance and Asset Management.	Yes – from February 2021 meeting.
Civil Penalty Notice and Rent Payment Order Policy.	To approve the Policy.	Interim Environmental Health Manager.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	Yes – from February meeting.
(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)).			

10

Agenda Item 6

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
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Three 2020/21. (Previously Performance Management Information)	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management and recovery 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.
Trade Waste Service Business Case	To receive a recommendation from the Overview and Scrutiny Committee.	Head of Community Services	No.
Proceeds of Crime and Anti-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 November meeting to enable consideration by the Audit and Governance Committee in March.

11

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.
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.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	3 February 2021
Subject:	Council Plan Performance Tracker and Covid-19 Recovery Plan Tracker 2020/21 (Qtr2)
Report of:	Chair of Overview and Scrutiny Committee
Corporate Lead:	Chief Executive
Lead Members:	Lead Member Commercial Transformation
Number of Appendices:	Six

Executive Summary:

A new Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities i.e., finance and resources, economic growth, housing and communities and customer first plus the approval of two new priorities i.e., garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions is reported through a Council Plan Performance Tracker. The tracker is a combined document which also includes a set of key performance indicators. At Overview and Scrutiny Committee on 12 January 2021, consideration was given to quarter two performance management information for 2020/21. The observations made by the Committee can be found in Appendix 1. The tracker document can be found at Appendix 2.

Since the approval of the new Council Plan, the Council's response to the COVID-19 pandemic has meant that resources have been prioritised and deployed to support staff, residents, businesses and communities whilst maintaining core service delivery. COVID-19 continues to present the Council with significant challenges and a corporate COVID-19 recovery plan has been established to address those challenges. The plan has been designed around the six priorities of the Council Plan. Despite COVID-19 the strategic priorities of the Council remain the same. Similar to the Council Plan, the recovery plan has a number of objectives and actions. The recovery plan was approved by Executive Committee on 5 August 2020. A recovery plan tracker has been created to monitor progress in delivering those objectives and actions. The tracker document can be found at Appendix 3.

Given the synergies of the two tracker documents, they are reported together. For example, given that resources have been deployed in response to the pandemic, this will inevitably mean that some of the actions within the Council Plan will not have progressed as intended. It could also mean that those actions remain undeliverable as prioritisation is given to actions within the recovery plan.

Key financial information is also reported so Members have a rounded view of overall performance information. Attached is the revenue budget summary statement (Appendix 4), capital monitoring statement (Appendix 5) and the reserves position summary (Appendix 6).

This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.

Recommendation:

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

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 a number of actions to date have been 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, then 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 corporate recovery plan has been developed to assist in risk identification and risk management in relation to COVID-19 and the Council's responsibilities in relation to recovery.

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 A new Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities i.e., finance and resources, economic growth, housing and communities and customer first plus the approval of two new priorities i.e., garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions is reported through a Council Plan Performance Tracker. The tracker is a combined document which also includes a set of key performance indicators.
- 1.2 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. The observations and questions raised on the Council Plan tracker and recovery tracker can be found in Appendix 1. The Council Plan performance tracker can be found at Appendix 2.

- 1.3** Since the approval of the new Council Plan, the Council's response to the COVID-19 pandemic has meant that resources have been prioritised and deployed to support staff, residents, businesses and communities whilst maintaining core service delivery. COVID-19 continues to present the Council with significant challenges and a corporate COVID-19 recovery plan has been established to address those challenges. The plan has been designed around the six priorities of the Council Plan as despite COVID-19 the strategic priorities of the Council remain the same. Similar to the Council Plan, the recovery plan has a number of objectives and actions. The recovery plan was approved by Executive Committee on 5 August 2020. A recovery plan tracker has been created to monitor progress in delivering those objectives and actions and this can be found at Appendix 3.
- 1.4** Given the synergies of the two tracker documents, they are reported together. For example, given that resources have been deployed in response to the pandemic, this will inevitably mean that some of the actions within the Council Plan will not have progressed as intended. It could also mean that those actions remain undeliverable as prioritisation is given to actions within the recovery plan.
- 1.5** Key financial information is also reported so Members have a rounded view of overall performance information. Attached is the revenue budget summary statement at Appendix 4, capital monitoring statement at Appendix 5 and the reserves position summary at Appendix 6.

2.0 COUNCIL PLAN PERFORMANCE TRACKER

- 2.1** The Council Plan (2020-24) has six 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.
 - Economic growth.
 - Housing and communities.
 - Customer first.
 - Garden communities.
 - Sustainable environment.

Each of the six 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 second quarter of the new Council Plan (2020-2024). Key successful activities specific to the Council Plan, to bring to Members' attention since the last performance report include:

- Drafting for a new Medium Term Financial Strategy is underway and will be produced to meet relevant timescales despite the challenges around the clarity of government funding and impact of COVID-19 on the Council's finances (page 2 of the tracker).
- Purchase of a Volvo garage will bring the commercial property portfolio to £60million (page 2 of the tracker).
- The business case for improving the trade waste service is underway and assurance given this will meet the new timescale (page 3 of the tracker).
- Positive outcomes being delivered across all streams of the Economic Development and Tourism Strategy (page 4 of the tracker).
- Tewkesbury Together 2021 group has now been re-established and are finalising proposals for the celebrations (page 10 of the tracker).
- Council's five-year housing land supply statement and 2019/20 annual Housing Monitoring report has been published on the Council's website (page 15 of the tracker).
- Ongoing success of the garden waste club with the budget of £945,000 achieved (page 23 of the tracker).
- The new Business Transformation team is up and running and making great strides around the implementation of the new digital platform, corporate website review and end to end review of the Council's bulky waste service (page 24-26 of the tracker).
- The governance arrangements for the garden communities are being developed (page 32 of the tracker).
- The natural capital asset mapping project is near complete with maps now available to view online (page 37 of the tracker).

Reported to Members through various channels, both formally and informally since the onset of the pandemic, has been the Council's response and recovery to this significant challenge whilst still maintaining core service delivery. This is evident through the various commentaries within the tracker and why some actions have not progressed as well as intended or have been deferred. This is exemplified within the tables below.

2.4 Even in 'normal' times, due to the complex nature of the actions being delivered, inevitably some may not progress as smoothly or quickly as envisaged. This has obviously been amplified by the response to COVID-19. Actions with either a 😞 or 😊 are highlighted below:

Action	Status and reason for status
Finalise and adopt the Tewkesbury Borough Plan. (Page No. 6, 12 and 14 of the Council Plan performance tracker).	😞 The target date for the TBP has been amended from Spring 2021 to Autumn 2021 . This is a direct result of COVID-19 and the impact on the examination timetable. It is anticipated that the examination into the plan will be held in February/ March 2021, with adoption expected later in the year. The target date has been amended four times previously.
Develop a work programme with landlords to ensure residents have a supply of rented properties to meet their needs. (Page No. 13 of the Council Plan performance tracker).	😞 The target date has been amended from January 2021 to March 2021 . An evaluation of this pilot is in progress and it is intended a report can be brought to Overview and Scrutiny Committee in March 2021. The target date has been amended five times previously.
Carry out housing needs assessments to deliver affordable housing in rural areas. (Page No. 13 of the Council Plan performance tracker).	😊 Gloucestershire Rural Community Council (GRCC) undertake the Housing needs survey on the Council's behalf. Production of the reports following recent survey work has been delayed due to long term illness at GRCC. Target date has been amended once previously.

2.5 Some actions of the Council Plan have been affected or put on hold in order for staff resources to focus on responding to new central government measures and guidance as a result of COVID-19. The greyed actions within the Council Plan affected as a result are as follows:

Action	Status and reason for status
Introducing and complying with CIPFA's new Financial Management Code (Page No. 1 of the Council Plan performance tracker).	Project has been deferred until the next financial year or until resources becomes available. The majority of the code is within the council's working practices so broadly compliant in any case.
Update the Council's asset management plan. (Page No. 2 of the Council Plan performance tracker).	Project has been deferred until the next financial year. The current asset management plan will be rolled over into the new year.

<p>Approve a new planned maintenance programme.</p> <p>(Page No. 2 of the Council Plan performance tracker).</p>	<p>Project has been deferred until the next financial year.</p>
<p>In-source the management of our homeless property portfolio.</p> <p>(Page 3 of the Council Plan performance tracker).</p>	<p>Project has been deferred until the next financial year. The current external contract has been extended to March 2021.</p>
<p>Work with the Local Enterprise Partnership (LEP) and other partners to deliver the Local Industrial Strategy (LIS).</p> <p>(Page No. 5 of the Council Plan performance tracker).</p>	<p>LEP are awaiting guidance from Business, Energy and Industrial Strategy (BEIS) on the next steps and timescales. Until this has been received no further updates can be provided.</p>
<p>Bring forward plans for the redevelopment of Spring Gardens.</p> <p>(Page No. 9 of the Council Plan performance tacker).</p>	<p>Project has been deferred until resources become available. Whilst a draft phase 1a report has been completed by the consultants and presented to the Member Working Group, there is no dedicated internal resources to take this project forward.</p>
<p>Continue to improve the proactive homelessness prevention programme.</p> <p>(Page No. 23 of the Council Plan performance tacker).</p>	<p>Project has been deferred.</p>
<p>Work with Gloucestershire County Council and other partners to help local residents and businesses take action to reduce their own carbon footprint, and to make better use of resources.</p> <p>(Page No. 34 of the Council Plan performance tacker).</p>	<p>Project has been deferred for six months.</p>
<p>Improve bio-diversity across the borough and educate communities on its benefits.</p> <p>(Page No. 35 of the Council Plan performance tacker).</p>	<p>Project has been deferred for six months - initial projects had commenced.</p>

3.0 COUNCIL PLAN 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 September 2020. For 2020/21, four new KPI's (KPI 15- KPI 18) have been added. These were requested by Overview and Scrutiny Committee and relate to planning enforcement responsiveness. Crime related indicators have been removed, again this was at the request of the Committee

3.2 Of the 21 indicators with targets, their status as at the end of quarter two for 2020/ 21 is:

 (on target)	 (below target but confident annual target will be achieved)	 (below target and target unlikely to be achieved)	Data not available
9	0	9	3

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

↑ (better performance than last year)	↓ (not as good as last year)	↔ (on par with previous year performance)	Data not available
8	10	0	3

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 
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant. (Page No. 20 of the Council Plan performance tracker)	↓  Eight major decisions were issued of which five were issued within the target timescale. This Q2 figure (62.5%) is slightly above the national target of 60% but below the target of 85% and the 81% outturn for 2019/20.
13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant. (Page No. 20 of the Council Plan performance tracker)	 in Q2, 28 of the 43 decisions (65.12%) issued made were within the agreed timescales. Q2 has seen a decline in agreements for extension of time requests resulting in performance not meeting the target for 2020/21 of 80%. Performance though is stronger than 2019/20.
14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant. (Page No. 21 of the Council Plan performance tracker)	↓  99 of 119 decisions were made within agreed timescales. This equates to performance of 83.19% in Q2, just below the local target of 90% and last years' outturn of 87%. It is considerably above the national target of 70%.

17	Investigate category C cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity). (Page No. 22 of the Council Plan performance tracker)	↓☹️ 30 category C cases were received, 12 of these were handled within the target timeframe. The team have been dealing with complex cases with has impacted on officer time on handling category C and D cases. A senior enforcement post has also been advertised but without success. This had an impact on meeting the target of 80% and also seen a lower performance compared to the outturn last year of 66.10%
18	Investigate category D cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment). (Page No. 22 of the Council Plan performance tracker)	↓☹️ During Q2 22 category C cases were received, 50% of these were handled within the target timeframe. This is lower than this years' target of 70% and also last years' outturn of 76.92%
24	Average number of days to process new benefit claims. (Page No. 29 of the Council Plan performance tracker)	↓ Whilst performance for quarter Q2, 7 days, is well below the Council's target of 14 days it is slightly above lasts years' outturn of 6 days. It is still considerably lower than the national average of 17 days.
25	Average number of days to process change in circumstances. (Page No. 29 of the Council Plan performance tracker)	↓ Whilst performance for Q2, 3 days, is on par with the target for 2020/21 and the national average of 3 days. It is slightly lower than the outturn for last year of 2 days.
26	Percentage of Council Tax collected. (Page No. 29 of the Council Plan performance tracker)	↓☹️ During Q2 the Council Tax collection performance has been significantly affected by the COVID-19 pandemic, the Council remain unable to take formal action for unpaid Council Tax as the magistrates' Court has not reopened for liability order hearings. Resulting in 57.5% collected.
29	Food establishment hygiene ratings. (Page No. 31 of the Council Plan performance tracker).	↓ A significant increase in new food premises registering, whilst the Q2 figure is below the target of 5% it is above last years' outturn of 3.6%.

32	Number of reported enviro crimes. (Page No. 37 of the Council Plan performance tracker).	↓ ☹️ 508 enviro crimes were reported in Q2 bringing the total this year so far to 92. The target of 1000 will not be met and it is likely to be above last year's outturn of 1,271. There has been an increase in all areas of enviro-crimes but particularly fly tips, noise complaints and bonfires during Q2.
33	Percentage of waste recycled or composted. (Page No. 38 of the Council Plan performance tracker).	☹️ Performance for Q2 was 51.54%. This is below the local target of 52%. This has been due to an increase in all waste streams during the pandemic. There has been an increase of recyclable material in the residual waste and fly tipping.
34	Residual household waste collected per property in Kgs. (Page No. 39 of performance tracker)	↓ ☹️ The residual household waste collected during Q2 is 114kg, cumulative figure for the year to date is 263kg as a result of the pandemic. If levels maintain at this, the target of 430kg will not be met and will be more than last year's outturn of 414kg.

New KPI's or areas where key indicators are performing particularly well, include:

- KPI 24: It is taking an average of seven days to process new benefit claims, this remains below the national average of 17 days.
- KPI 28: There has been a dramatic reduction to the average number of sick days per full time equivalent when compared against last year. Cumulative figure to date this year is 4.3 days compared to 6.4 days in Q2 last year.
- KPI 30: 92% of Freedom of information requests received during Q2 were answered within the 20-working day timescale, this is above the 80% target.
- KPI 31: 42 formal complaints were received of which only three was answered outside of the timescale resulting in 93% answered in time; this is an improvement compared to the outturn of 2019/20 of 86%.

4.0 COVID-19 CORPORATE RECOVERY TRACKER

4.1 For monitoring the progress of the corporate recovery plan actions and for consistency, the same symbols as the council plan tracker 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.

4.2 Key activities to bring to Members’ attention include:

- High street safety measures have been implemented (page 1 and 6 of recovery tracker).
- Tewkesbury Leisure Centre reopened on 2 November 2020 following the second lockdown. Weekly meetings continue to take place with Places Leisure and grant funding from the government will be applied for (page 2 of recovery tracker).
- A revised budget for 2020/21 is no longer required (page 3 of recovery tracker).
- The Growth Hub delivering Covid-specific support to business through a variety of delivery mechanisms (page 7-9 of recovery tracker).
- Active support to the countywide response and recovery to homelessness (page 11 of recovery tracker).
- The development of a new customer care strategy that will be presented to Overview and Scrutiny Committee in January 2021 (page 16 of recovery tracker).
- The development of a new communications strategy that will be presented to Overview and Scrutiny Committee in January 2021 (page 18 of recovery tracker).
- Increased awareness around recycling contamination (page 23 of recovery tracker).
- Procurement is on course to have a new Mixed Recycling Facility (MRF) contract in place by the end of the financial year (page 24 of recovery tracker).

4.3 As explained when the recovery tracker was first presented in October a number areas of the Council are still in response mode, for example in relation to business grants. This means there are services operating across one of response, recovery and business as usual mode or in some cases operating across a combination of the three, for example, communications. This will inevitably mean that actions within the recovery tracker may not progress as originally intended. Such actions are detailed in the table below:

Action	Status of action
<p>Produce a new six-monthly internal audit plan and review the whole suite of internal audit recommendations to determine if recommendations remain relevant and timescales for implementation remain feasible (page 1 of recovery tracker).</p>	<p>☹️ A new six monthly internal audit plan was approved by Audit and Governance Committee on 24 September. This was based on one full time equivalent officer delivering the plan rather than two, as one officer remains deployed on business grants. Since the plan was approved, other additional business grants have come on-line. The audit function remains deployed within the business cell as well as overseeing GDPR activities.</p>
<p>Maximise the use of business intelligence within the Council to ensure the accuracy of the rating list (page 4 of recovery tracker).</p>	<p>Yet to commence - Recruitment of a new Business Intelligence Officer will take place in the New Year. A cross service project plan will need to be developed so business intelligence is shared by relevant services moving forward.</p>

Refocus the Council's Place Approach to reflect the issues within our communities arising from COVID-19 (page 11 of recovery tracker).	Deferred for 6 months - The place approach will be simplified to reflect some of the key priorities arising through the community from COVID-19. Principles around how we can work best with our communities will be developed for approval.
Consider future working arrangements within new communities to ensure there are adequate local businesses and self-employment hubs (page 15 of recovery tracker).	Yet to commence. – this is more of a medium term action.
Support the safe re-opening of buildings that provide a Council service (page 17 of recovery tracker).	Deferred - Tourist Information Centres (TIC) – remain closed. Re-opening Tewkesbury TIC is currently being reviewed. Winchcombe TIC is reliant on Winchcombe Library (where it is hosted) re-opening fully. Advice and Information Centres (AIC) - all four AIC remain closed. Recent discussions with the four centres have confirmed that there has been very little demand for council services since being closed. The Public Services Centre remains closed to the public.
Build on our communities' connections with green space, walking and cycling to encourage healthy, sustainable living and appreciation of biodiversity (page 24 of recovery tracker).	Deferred - Through the Community Funding Officer, the Council is providing funding advice for community projects, including environmental and health initiatives. Through the development process there are health and community policies to encourage new communities to access facilities and green space that encourage healthy, active lifestyles.

5.0 FINANCIAL SUMMARY - REVENUE POSITION

- 5.1 The financial budget summary at Q2 shows a (329,720) deficit against the full year budget. The deficit stated includes government support grant expected during the year.

This position is 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 two quarters. 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.

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

Services expenditure	Budget	Full Year Projection	Full Year Variance
	£	£	£
Employees	10,629,414	9,987,013	642,401
Premises	614,421	586,968	27,453
Transport	86,630	19,118	67,512
Supplies & Services	1,991,814	1,970,903	20,911
Payments to Third Parties	5,913,850	6,010,498	(96,648)
Transfer Payments	12,449,021	12,449,021	0
COVID-19 Costs	0	1,543,054	(1,543,054)
Projects Funded Externally	0	950,766	(950,766)
Income	(19,968,839)	(18,651,731)	(1,317,108)
	11,716,311	14,865,611	(3,149,300)

Corporate Codes

Interest Received	(501,300)	(481,470)	(19,830)
Interest Costs	513,000	537,132	(24,132)
Investment Properties	(2,713,904)	(2,714,098)	194
Corporate Savings Targets	(57,500)	70,170	(127,670)
Reserve Funding	0	(950,766)	950,766
RSG and other grant funding	(36,936)	(1,841,596)	1,804,660
New Homes Bonus	(3,762,756)	(3,762,756)	0
Business rates	(2,585,070)	(2,820,662)	235,592
Council Tax Surplus	(82,200)	(82,200)	0
Parish Precepts	2,145,238	2,145,238	(0)
Use of reserves, MRP	1,905,347	1,905,347	0
	-5,176,081	(7,995,661)	2,819,580
Net budget to be funded from CT	6,540,230.00	6,869,950	(329,720)

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

5.3 The budget position in relation to service expenditure shows an overall budget deficit of (£3,149,300).

Employee Costs – surplus of £642,401

These savings are being generated through staff vacancies, across all services. Corporate Services are predicting £72,000 of savings, Development Services £98,000 and One Legal £367,000. 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 all remaining vacant posts in Development and Corporate out for recruitment.

Payments to Third Parties – deficit of (£96,648)

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. Additional costs have been agreed to be paid through the contract to the end of the year in relation to the quality of our paper recycling. There is also an emerging issue where the contractor is rejecting any loads which contain contaminated material. This has been occurring since the beginning of October and on the basis of rejecting two loads per week this could cost the Council an additional £100,000 during the second half of the financial year.

Whilst there has been overspends reported on the Ubico contract of nearly £100,000, including corporate costs and vehicle repair costs, these have been offset by a gain as a result of the revaluation of the Gloucestershire Local Government Pension Scheme.

COVID-19 Costs – deficit of (£1,543,054)

The Council has separately identified where we have incurred costs as a direct response to the COVID-19 pandemic. 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. At Q2 the cost to the Council is £281,000. 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. The full expected contribution is expected to be £473,000.
- 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 has 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. Ubico is predicting an additional £100,000 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 governments business grants schemes. The Council has had additional costs from providing staff with unsociable hours payments and paying overtime claims in the region of £42,000 at Q2. Overtime claims are expected to continue in some services as more central government schemes relating to COVID-19 are introduced. For example, self-isolation payments and audit assurance of the initial business grants. In some instances we have needed to use agency to backfill core services or help with the COVID response. The total in year cost is estimated to be £280,000.

Income – deficit of (£1,317,108)

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

- 1) Planning income is expected to be under budget by £276,000, including planning fees, land charges and street name and numbering. It is not clear what impact that COVID-19 has had on the level of planning applications expected in 2020/21. The Ministry of Defence has decided not to submit a budgeted application worth £230,000. Development Services is reviewing forecasts for the year, particularly in regard to large applications which are expected and generate significant fees.
- 2) £248,000 of lost income from car parks as all charges were suspended during the lockdown period. Fees are unlikely to pick up as we enter the winter months.
- 3) £69,000 of lost income from rental income as some businesses were closed during the lockdown period.
- 4) £42,000 lost income on trade waste during the first half of the year, as a significant number of our customers businesses were closed and their accounts were suspended during the lockdown period. The full service has now resumed but this could change if businesses are forced to close again.
- 5) £33,000 budget deficit on licencing particularly around lost renewals on vehicle and taxi licences and also premises licences.
- 6) £47,000 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. This amounts to a £100,000 loss.
- 7) A potential £214,000 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. One Legal anticipated significant growth during the financial year but the pandemic has not made this possible.

5.4 Attached at Appendix 4 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.

5.5 Corporate codes

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 reduction of expected interest received, this is due to fall in interest rates. The uncertainty caused by the pandemic has made investing money increasingly challenging. We have received large amounts of government grants that we have been able to invest in the short term but the returns are not substantial.

Interest costs on borrowing are also forecasted to be over budget at the end of the financial year. One reason being the decision to undertake liquidity borrowing of £15 million 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. Borrowing was also required for the purchase of our new investment property in Tipton. This coincided with others wanting to increase

their own liquidity, and therefore increased borrowing prices. 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 Q2 we are showing a small gain on business rates, based on current information. There is no doubt that COVID-19 has impacted on businesses, and we will continue to monitor business rates on a monthly basis. A large part of this is business intelligence and knowing if businesses are likely to cease trading. This would impact on future years estimates of retained business income rather than an impact in the current year. The government has also provided over £10 million 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. We are yet to hear whether this support will continue to next financial year.

5.6 Government Support

The government has allocated £1,247,602 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. The first claim was submitted in September with estimated compensation of £176,000. The full impact on income streams is still unknown, particularly with the uncertainty over the winter months. The estimate for compensation for the year is currently £550,000, which will cover some of the budget deficits identified on income above.

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

5.7 COVID-19 Business Grants

COVID-19 Business Grants Scheme	Allocation	Spent	Balance remaining
COVID-19 Business Grants	17,660,000	17,065,000	595,000
Discretionary Business Grants	883,000	882,980	20
COVID-19 Community Grants	100,000	67,586	32,414
	18,643,000	18,015,566	627,434

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 £18,543,000 to distribute to businesses, of which we have now paid a total of £17,947,980. The scheme was closed on 28 August 2020. There was a significant amount of effort from the grants team and communications to distribute the full amount and to make businesses aware. Whilst the aim was to distribute as much of the allocated funds as possible, within the parameters of the scheme defined by government, there was a balance remaining at the closure of the scheme. The balances need to be returned to central government.

The Council is now into the next phase of the schemes which will involve the post payment assurance checks required by government. Whilst Tewkesbury 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.

From 12 October the Council is also administering the Test and Trace Support payments. Tewkesbury has been given £32,000 from central government in order to grant £500 to low income individuals who are asked to self-isolate.

Further schemes are likely to be announced if Tewkesbury Borough are moved into a higher COVID Tier level. The Council will continue to inform and update Members on the COVID response, including the financial implications, on a quarterly basis.

5.8 Full year forecast

The full year forecast, for all aspects of the Council's activities during 2020/21, shows an estimated deficit of £329,720. A number of assumptions have been made in calculating this forecast and are clearly subject to change, particularly if the Council is placed in higher COVID restriction tiers or another national lockdown occurs. In addition, other events such as the exit from the European Union and severe weather events could further change the forecast.

However, based on the Q2 forecast, the Council stands in a good position with only a relatively modest deficit forecast. The Council will benefit from a significant Business Rates collection fund surplus in the current year, not shown in the above figures, which can be used to meet this deficit. Balances remaining from this collection fund surplus will be allocated to reserves to meet the significant financial costs of balancing future year budgets.

6.0 CAPITAL BUDGET POSITION

6.1 Appendix 5 shows the capital budget position as at Q2. This is currently showing an underspend against the profiled budget of £69,094.

6.2 The capital programme for the year has an approved budget of £16.7 million 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 to occur in December 2020. The purchases have passed the Council's due diligence processes and are in line with the budget allocated.

6.3 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.

7.0 RESERVES POSITION

7.1 Appendix 6 provides a summary of the current usage of available reserves.

7.2 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.

7.3 Whilst the Q2 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 purpose or released back to the general fund.

8.0 OTHER OPTIONS CONSIDERED

8.1 None.

9.0 CONSULTATION

9.1 None.

10.0 RELEVANT COUNCIL POLICIES/STRATEGIES

10.1 Council Plan 2020-24.
COVID-19 Corporate Recovery Plan 2020.

11.0 RELEVANT GOVERNMENT POLICIES

11.1 None directly.

12.0 RESOURCE IMPLICATIONS (Human/Property)

12.1 None directly.

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

13.1 Linked to individual Council Plan and COVID-19 Corporate Recovery Plan actions.

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

14.1 Linked to individual Council Plan and COVID-19 Corporate Recovery Plan actions.

15.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

15.1 Council Plan 2020-24 approved by Council 28 January 2020.
COVID-19 Corporate Recovery Plan 2020 approved by Executive Committee 8 August 2020.

Background Papers: None.

Contact Officer: Head of Corporate Services (Appendix 1-3).
Tel: 01684 272002 email: Graeme.simpson@teWKesbury.gov.uk
Head of Finance and Asset Management (Appendix 4-6).
Tel: 01684 272005 email: simon.dix@teWKesbury.gov.uk

Appendices:

- 1- Overview and Scrutiny Committee Review.
- 2 – Council Plan Performance Tracker Qtr 1 2020/21.
- 3 – COVID-19 Corporate Recovery Plan Performance Tracker 2020/21.
- 4 - Revenue Budget.
- 5 - Capital Budget.
- 6- Reserves.

Questions raised by Overview and Scrutiny Committee at meeting held on 12 January 2021	
Council Plan	
Questions raised by Overview and Scrutiny	Response from officers
Performance tracker- priority: Finance and Resources	
Objective 4b) in-source the management of our homeless property portfolio – a Member noted that bringing the management in-house had been deferred and the contract to manage the properties had been extended - he questioned what the cost to the Council was.	The Head of Finance and Asset Management confirmed that the estimated saving on bringing the service in-house was £18,000 per year; however, the impact on services from COVID-19 had meant it was not possible to manage the properties in-house so the best way to continue provision for the year was to remain with the current contractor.
Performance Tracker – Priority: Economic Growth	
Objective 4c) celebrate with partners the significance of 2021 for Tewkesbury – a Member felt the target date of December 2021 seemed very late and questioned whether there was a date in the project plan where the money would not be spent if there were no events planned due to the COVID-19 pandemic. Another Member questioned whether local Members would be updated.	<p>The Community and Economic Development Manager advised that he was in constant communication with the Steering Group, which was a separate organisation that the Council had representation on. The December date was included because there would be events taking place throughout 2021. Unfortunately the project had been severely affected by the pandemic and not being able to plan effectively. However there were discussions ongoing about what could be done online – although this would obviously reduce the impact of the events – and looking at whether anything could be moved to 2022 - although that would be difficult given the celebration was about the year 2021. No firm decisions had been made as yet given the ever changing situation.</p> <p>The Community and Economic Development Manager advised that he would ensure all Members were updated via the Member Update when any plans had been confirmed.</p>
Performance Tracker – Priority: Housing and Communities	
KPI 12 – percentage of ‘major’ applications determined within 13 weeks or alternative period agreed with the applicant; KPI 13 –	The Development Manager explained that, in terms of minor applications, performance had been extraordinary in quarter one and had

<p>percentage of 'minor' applications determined within eight weeks or alternative period agreed with the applicant; KPI 14 – percentage of 'other' applications determined within eight weeks or alternative period agreed with the applicant; KPI 17 – investigate Category C cases within 10 working days (risk of material harm to environment or undue harm to residential amenity); and KPI 18 – investigate Category D cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment) – a Member noted that all of these were below target and unlikely to be achieved and he questioned the reasons for this. In particular he queried why there was a problem with the minor applications being determined and what the reasons were for the requests for extension of time. Another Member noted that there had been a shared agreement between Tewkesbury Borough and Gloucester City Councils and he questioned what impact there had been on the Council's service and budget now that arrangement had ended. It was also queried whether the targets were too high, and therefore unachievable, and whether the external communications were as good as they should be.</p>	<p>now dipped. In relation to the requests for extension of time, this would have been either the Council or the applicant looking for an extension and could be for various reasons. During the first lockdown this was partly due to Officers struggling to get out on site and the amount of processes that needed changing, so Officers had been almost routinely asking for extensions of time, however, whilst they had not been doing that as a matter of routine more recently, the impact of COVID-19 had created some backlog. There were also some capacity issues in both the Planning Admin and Planning Officer teams - primarily from sickness absence – and the service was currently recruiting in both teams to try and address the backlog.</p> <p>The Head of Development Services advised that the Council had a shared agreement with Gloucester City Council but that had now ceased and the Development Manager had returned full-time to Tewkesbury Borough Council. In addition, the Business Transformation Officer had returned to the Borough Council for a couple of days a week since November – that post was looking to improve some of the processes of the planning service. The Development Manager's full-time post was within budget and that post coming back full-time had made a difference to the service. The Development Manager had been overseeing how the service had dealt with the COVID-19 pandemic, e.g. ensuring all Officers could work from home and that the virtual Planning Committee was in place, as well as overseeing a number of appeals. The new procedures were now in place and the Development Manager would be focusing on the management of the service to make improvements and ensure it was working efficiently. The Head of Development Services indicated that she was keen to see improvements to the planning service and this was one of her key drivers.</p> <p>In terms of targets, the Head of Development Services confirmed that the national targets had to be met but she would be happy to take a report to Management Team to look at revising the localised targets, which were higher than the national targets, as it was her view that some of the localised targets were</p>
--	--

	<p>unachievable in the current circumstances of the COVID-19 pandemic.</p> <p>The Head of Development Services acknowledged that external communications were not as good as she would like but this was a top priority to address and she hoped to see improvements in the next few weeks.</p>
<p>Performance Tracker – Priority: Customer first</p>	
<p>KPI 26 – percentage of Council Tax collected – a Member felt that 57.5% was not very much and implied there were a fair number of people not paying their Council Tax and there seemed to be nothing the Council could do about it because of COVID-19 – she questioned what the knock on effect of that was. Another Member noted that, when the Courts opened, there was likely to be a large strain on some teams and he questioned whether help would be diverted to them if needed.</p>	<p>The Head of Corporate Services advised that this was actually only 0.8% down on the projected target but unfortunately the Council was unable to do anything to address it as the Courts were not up and running yet with no date available as to when they would be. Officers were sending out reminders but there was no enforcement action behind it. He understood there were a few thousand summons in the pipeline so when the Courts did reopen the Council would need to obtain Liability Orders. This would put more pressure on the team due to phone calls etc.</p> <p>In terms of the impact on finances of not collecting the Council Tax, the Head of Finance and Asset Management indicated that it was currently estimated there would be a 2% deficit which equated to around £1.2 million in Council Tax – this was not unusual as the Council did have outstanding amounts at every year-end but that was usually collected in the next year which resulted in very few write-offs; however, the period for the next couple of years would most likely be trickier for people paying Council Tax, meaning write-offs may increase but they were not expected to increase dramatically.</p> <p>In terms of irrecoverables, the Council would be making a claim to the government’s local tax income guarantee scheme and the team would be trying to recover outstanding amounts when and how they could.</p> <p>Referring to the effect on budget, the Head of Finance and Asset Management confirmed that the Council normally had a surplus on Council Tax that fed into the budget, he felt it was likely to still be in surplus but much reduced – normally the surplus was around £80,000 but it was estimated to most likely be closer to zero; however it was good that</p>

	<p>current estimates showed it as not being in deficit.</p> <p>The Chief Executive advised that throughout the COVID-19 crisis resources had been redeployed to where they were needed and this would continue, particularly around income collection. Management Team would be reviewing resources around that and the Council would be chasing down debts.</p>
<p>KPI 29 - food establishment hygiene ratings – a Member noted that there appeared to be an overall increase of 61 premises on the previous year – he felt this was surprising and questioned what the reason was. In addition, he was of the view that a target of no more than 5% of businesses having a hygiene rating of three seemed quite low and questioned whether this could be improved.</p>	<p>The Head of Community Services advised that the reason for the increase was that a lot of businesses that would not normally serve food had registered to provide takeaways throughout the pandemic. In terms of the target, he felt it was a fairly good stretch target as it had not always been met in previous years but he was happy to review the target and bring it back to a future meeting.</p>
<p>Performance Tracker – Priority: Sustainable environment</p>	
<p>P86 – objective 2b) - improve bio-diversity across the Borough and educate communities on its benefits – a Member was very pleased a maintenance plan was being prepared for the Grangefield and questioned whether there was a date when that would be ready and whether it would include seeding.</p>	<p>The Community and Economic Development Manager explained that this was a funding agreement with the European Union which remained in place despite the UK leaving the European Union. The agreement meant the Council had to have the plan in place by the Spring and he would share that with the Councillor when it was ready. In terms of the seeding of wildflowers, he anticipated that would be included in the plan but he would have to take advice from colleagues on seeding times.</p>
<p>KPI 32 – number of reported enviro-crimes - a Member noted that 580 enviro-crimes had been reported in quarter two which brought the total to 92 this year so far – he questioned whether this was an error.</p>	<p>The Head of Corporate Services confirmed this was an error and the total should read 927.</p>

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 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

34

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. To ensure the council remains financially secure in the long term.				
a) Introducing and complying with CIPFA's new Financial Management Code.	Target date: to be confirmed.	Head of Finance & Asset Management Lead Member for Finance and Asset Management	Deferred for 2020/21	Project on hold until the next financial year or until resource becomes available to support it. The majority of the code's requirements are already standard practice within the council.
b) To maximise the return and balance the risk of our treasury investments.	Target date: March 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	£5m invested in pooled funds at the start of the calendar year. Income returns hold up well, but capital values have fallen through coronavirus impact. Returns from general investments have fallen as interest rates have been cut with some parties offering 0% or negative rates. Q2 estimates a full year deficit of around £20k on investment income.

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

PRIORITY: FINANCE AND RESOURCES				
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 low for our residents.	Target date: January 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Drafting is underway but lack of clarity from Government hinders progress. The strategy will need to be based on a series of assumptions rather than certainty over funding. This action will be monitored through the corporate Covid-19 recovery plan performance tracker. (Finance and resources- rebuild- action a).
Objective 3. Maintain our assets to maximise financial returns.				
a) Update the council's asset management plan.	Target date: to be confirmed.	Head of Finance & Asset Management Lead Member for Finance and Asset Management	Deferred for 2020/21	No resource available to undertake the task in the current year. The current Asset Management Plan (AMP) will be rolled over for a further year and the need for an updated version will be addressed in the new financial year.
b) Approve a new planned maintenance programme.	Target date: to be confirmed.	Head of Finance & Asset Management Lead Member for Finance and Asset Management	Deferred for 2020/21	No resource available to undertake the task in the current year.
c) Review our property portfolio to ensure ongoing benefits to our communities.	Target date: March 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	The purchase of a Volvo garage in Crawley will be completed in December 2020 and bring the total investment in commercial property by the council to £60m. The portfolio will generate around £3.43m (5.73%) gross rental resulting in just under £2m benefit to the council.

35

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Deliver the council's commercial strategy.				
a) Develop a business case to ensure our trade waste service operates more commercially.	Target date: April 2017 July 2017 August 2017 April 2018 April 2019 December 2019 September 2020 February 2021 Target date: March 2021 (revised date reported to O&S committee in October 2020)	Head of Community Services Lead Member for Clean and Green Environment		A project plan was brought to Overview and Scrutiny Committee on 13 October 2020. Work is now underway with APSE to create a detailed business case which will be brought back to the committee as agreed in March 2021.
b) In-source the management of our homeless property portfolio.	Target date: April 2021	Head of Community Services Lead Member for Housing	Deferred for 2020/21	Due to Covid-19 restrictions, Property Services has extended the contract to manage the properties with Stonham to 31 March 2021. The ability to manage these properties would have been severely impacted by demands on Property Services and having to work remotely.

36

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver our strategic plans and economic development plans.				
a) Deliver the final year of the Economic Development and Tourism Strategy	Target date: June 2021 June 2022 (reported to O&S committee in November 2020)	Head of Development Services Lead Member for Economic Development/ Promotion	😊	<p>Year four of the strategy commenced in June 2020.</p> <p>Work achieved includes:</p> <ul style="list-style-type: none"> • Year 2 delivery of Tewkesbury Growth Hub and Service. • Roll out and delivery of Hub Surgery Sessions for businesses with a Planning Champion. • Delivery of Countywide Inward Investment Service including new website launch. • Year 2 delivery of 'Uncover the Cotswolds' project. • Successful Tewkesbury Heritage Action Zone Fund bid and delivery programme development. • Covid-19 Pandemic response - Tewkesbury Growth Hub and Economic Development team proactively contacted over 1400 businesses to promote support available. • Growth Hub Team acted rapidly to realign its service in response to Covid-19 • Delivery of Reopening High Streets Safely Fund – working closely with the retail centres in the borough, supporting the safe re-opening of businesses. • Over 20 Town Centre Ambassadors worked to support businesses and welcome the community back to the borough's retail centres. <p>Reported to November O&S committee, that current strategy will run until 2022.</p> <p>This will be monitored through the Covid-19 recovery performance tracker. (Economic Growth- refocus- action a).</p>

37

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

38

b) Deliver growth hub services in the Public Services Centre.	Target date: April 2021	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. Since opening, 1965 businesses have visited the hub.</p> <p>In this quarter, 21 online business workshops and 1-2-1 events have been delivered including social media, marketing, branding and growth reviews. Advice continues to include Covid-19 response, providing advice and signposting to relevant support, as well as business as usual Growth Plans. In line with Government guidelines the service remains as a virtual offer - online and telephone. The team has also been partially redeployed into both the Covid-19 business cell and the recovery cell.</p> <p>Also reported in the Covid-19 Corporate Recovery Plan performance tracker. (Economic Growth- Recover- action a).</p>
c) Work with the Local Enterprise Partnership (LEP) and other partners to deliver 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	Deferred pending response from BEIS	<p>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.</p>
PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Deliver employment land and infrastructure to facilitate economic growth.				
a) Deliver employment land through allocating land in the Joint Core Strategy (JCS) and	Autumn 2019 Spring 2020 Target date: Winter 2020	Head of Development Services	☺	<p>112ha of employment land has been allocated within the JCS. 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 has been underway for a while. It is an extensive process that involves gathering a significant amount of new evidence</p>

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

39

Tewkesbury Borough Plan (TBP).	Summer 2021 (Draft JCS Consultation) (revised date reported to O&S committee in October 2020)	Lead Member for the Built Environment		<p>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>To ensure the Regulation 18 consultation provides a clear planning strategy which is supported by robust evidence, it has been agreed to delay the Regulation 18 consultation to the summer of 2021. The overall programme however to have the plan submitted by 2022 is still achievable.</p>
	<p>Winter 2018</p> <p>Summer 2019</p> <p>Autumn 2019</p> <p>December 2019</p> <p>Target date: Adoption: Spring 2021</p> <p>Autumn 2021 (New revised date reported to O&S committee in January 2021)</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 several evidence base documents to support evidence of deliverability. As such, over 40ha of new employment has been identified in the plan.</p> <p>The Borough Plan has been submitted to the Secretary of State and it is anticipated that the Examination into the Plan will be held February/March 2021, with adoption expected later in the year.</p> <p>There has been a delay in the timetable due to Covid. The examination will now take place in early 2021, and adoption is expected later in the year. The examination into the Local Plan is anticipated to be held February/March 2021, with adoption expected later in the year.</p>

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

40

PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Deliver employment land and infrastructure to facilitate economic growth.				
b) Work with partners to secure transport infrastructure improvements around the borough, including the all-ways junction 10, junction 9 and the A46 improvements.	Target date: March 2021 (Junction 10)	Director of Garden Communities Lead Member for the Built Environment	☺	<p><u>All-ways Junction 10</u> As part of the budget announcement, Gloucestershire County Council has been awarded £249m to deliver an all-ways J10. This project consists of an all-ways motorway junction, link road to the West Cheltenham development site and a park and ride interchange. Public consultation has taken place and finished on 25 November 2020.</p> <p>Post public consultation, further detailed option analysis will be undertaken in order to support an announcement about the preferred scheme design and location in Spring 2021. Another public consultation exercise will then accompany the planning application which follows.</p> <p>Additional project information can be found on the GCC website - https://www.gloucestershire.gov.uk/highways/major-projects-list/m5-junction-10-improvements-scheme/</p> <p>Also reported in the Covid-19 Corporate Recovery Plan performance tracker. (Garden communities- Rebuild- action a).</p>
	Target date: October 2021 (business case for Gov't funding approved- J9 and A46)		☺	<p><u>J9 and A46 Offline Solution</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 first stage bid for major investment to support the delivery of an off-line J9/A46 solution has now been submitted to the Department for Transport and work continues finalising the next stage business case. Gloucestershire County Council continues with the project with submission date to the Department of Transport of September 2021.</p> <p>Also reported in the Covid-19 Corporate Recovery Plan performance tracker. (Garden communities- Rebuild- action a).</p>

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

c) Support the delivery of the County's Local Transport Plan.	Target date: March 2021 (Ongoing project)	Head of Development Services Lead Member for the Built Environment	☺	Officers have been working with Gloucestershire County Council on the development of the revised Local Transport Plan. This is currently due for adoption by Gloucestershire County Council in early 2021. The JCS Review will have a significant impact on transport and travel within the area. To support the development of the JCS there will be an associated JCS Transport Strategy to identify infrastructure requirements needed to deliver growth, work on this has started, and will produce a strategy to accompany each stage of the plan review. Gloucestershire County Council, as the highways authority, are a key partner in the Transport Strategy and joint working is taking place to progress it. Infrastructure identified to deliver JCS review growth will feed into future reviews of the Local Transport Plan.
PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver borough regeneration schemes.				
a) Work with partners to deliver the Heritage Action Zone (HAZ).	Target date: March 2021	Head of Development Services Lead Member for Economic Development/Promotion	☺	A contract has now been signed between the council and Historic England. The Tewkesbury High Street Heritage Action Zone (HSHAZ) has been activated. The project has been delayed due to Covid-19 and as a result the programme design will need to be amended to reflect the impact of Covid-19 restrictions by January 2021. The HSHAZ programme is a four-year plan which will include a number of activities such as: <ul style="list-style-type: none"> • manage a grant scheme for shopfront and façade improvements including promotion of habitation above historic shops and the promotion of the use of traditional skills and materials for repair. • The Council will set up a 'Cultural Consortium' consisting of six to eight local community groups (from business groups to amenity societies and schools etc.). Background work is now being implemented and will be launched in full at an appropriate time once the programme design has been amended and the Programme Manager has been recruited which is

41

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

				scheduled to be in post by March 2021. The final HSHAZ delivery will be in 2024.
b) Bring forward plans for the redevelopment of Spring Gardens.	Target date: June 2019, July 2019, March 2020, October 2020 Revised target date: To be confirmed.	Head of Development Services and Head of Finance and Asset Lead Member for Economic Development/Promotion	Deferred	A draft phase 1a report has been completed by the council's appointed consultants and will be presented to the member working group on 30 November. An assessment of the resource needed to take this project forward will need to be made as the original reserve allocated is spent and there is no dedicated internal resource for the project.
Objective 4. Promote the borough as an attractive place to live and visit.				
a) Work with Cotswold Tourism to promote the area.	Target date: March 2021	Head of Development Services Lead Member for Economic Development/Promotion	☺	Working with Cotswold Tourism over the last quarter, the following has occurred: <ul style="list-style-type: none"> • Continued social media posts • Website promotion • Promotional campaigns • Interactive workshops and training sessions, supporting businesses affected by Covid-19 <p>This work will be ongoing throughout the year.</p> <p>This action will also be monitored through the Corporate Covid-19 Recovery performance tracker (economic growth- refocus- action c), to understand when and how to safely encourage visitors back to the borough.</p>
b) Promote, through the Heritage Action Zone (HAZ), the heritage offer of Tewkesbury through the	Target date: March 2021 (ongoing project)	Head of Development Services Lead Member for Economic	☺	Background work is now being implemented and the Tewkesbury HSHAZ will be launched in full at a suitable time following the recruitment of Programme Manager. A community engagement plan will also be developed as part of the programme, by March 2021.

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

cultural consortium.		Development/ Promotion		
c) Celebrate with partners the significance of 2021 for Tewkesbury.	Target date: December 2021	Head of Development Services Lead Member for Economic Development/ Promotion	😊	Officers sit on the steering group for Tewkesbury Together 2021. The group has now been re-established following Covid19 delays and is finalising proposals for the year's celebrations. The council's Executive Committee has awarded £25,000 towards Tewkesbury Together 2021.

Key performance indicators for priority: ECONOMIC GROWTH

KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Employment rate 16-64 year olds.	81.8%		82.4%						82.4% relates to 47,700 people within the borough. This is above the national rate of 76.0% (Source ONS April 2019 – March 2020 current figures)	Lead Member for Economic Development / Promotion Head of Development Services
2	Claimant unemployment rate.	1.8%		4.2%	4.1%					September 2020 figure of 4.1% relates to 2,325 people within the borough. This figure is below the county rate of 4.9% (Source: ONS).	Lead Member for Economic Development / Promotion Head of Development Services

43

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

44

3	Number of business births.	425 (2018 figure)								These are the current ONS figures for Business Births and Death Rates.	Lead Member for Economic Development / Promotion
4	Number of business deaths	395 (2018 figure)								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.	Head of Development Services
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	22,551	4,000 (2019-20 target-28,000)	0	0					Both TICs were closed during this period, due to Covid-19. The reopening of the TICs will be reviewed again shortly.	Lead Member for Economic Development / Promotion Head of Development Services
6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	Data for Q4 not available (Q1-Q3=8,960)	1,000 (2019-20 target-7,500)	0	0					Discussions are ongoing about moving back to the refurbished Winchcombe Heritage Centre, rather than the temporary location of Winchcombe Library.	Head of Development Services
7	Number of visitors entering the Growth Hub	1346	1000	0	0					Tewkesbury Growth Hub remains closed to visitors as a result of Covid-19.	Lead Member for Economic Development / Promotion Head of Development Services

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

45

PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver the housing needs of our communities				
a) Work with partners to undertake the required review of the JCS.	Autumn 2019 Spring 2020 Target date: Winter 2020 Summer 2021 (Draft JCS Consultation) (revised date reported to O&S committee in October 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. Key pieces of evidence for the review have been completed or are nearing completion, including a retail assessment, a study on the potential for strategic sites; a sustainable transport strategy 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. To ensure the Regulation 18 consultation provides a clear planning strategy which is supported by robust evidence, it has been agreed to delay the Regulation 18 consultation to the summer of 2021.
b) Finalise and adopt the Tewkesbury Borough Plan.	Winter 2018 Summer 2019 Autumn 2019 December 2019 Target date: Adoption: Spring 2021 -Autumn 2021 (New revised date reported to O&S committee in January 2021)	Head of Development Services Lead Member for the Built Environment	☹	The Tewkesbury Borough Plan has been submitted to the Government to undertake its independent examination. However, there has been a delay in the timetable due to Covid. The examination will now take place in early 2021, and adoption is expected later in the year. The examination into the Local Plan is anticipated to be held February/March 2021, with adoption expected later in the year.

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

46

PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver the housing needs of our communities				
c) Develop a work programme with landlords to ensure residents have a supply of rented properties to meet their needs.	March 2019, June 2019, September 2019, December 2019, November 2020. January 2021 New target date: March 2021 (New revised date reported to O&S committee in January 2021)	Head of Community Services Lead Member for Housing		Work with private landlords was limited during Q1 due to Covid-19 restrictions. Lettings of properties were greatly reduced, and the council was unable to meet with landlords and tenants face-to-face to build relationships. The council has continued to engage with landlords/agents through surveys to assess potential eviction action. An evaluation of this pilot is in progress but due to unavoidable staffing issues there has been delays in getting the report finalised for Overview and Scrutiny committee in January 2021. It is hoped that the report can be brought back to the Committee in March 2021.
d) Carry out housing needs assessments to deliver affordable housing in rural areas.	March 2020 Target date: February 2021 March 2023 (overall completion) (Target date reported to O&S committee in October 2020)	Head of Community Services Lead Member for Housing		Gloucestershire Rural Community Council (GRCC) will undertake a Housing Needs Survey on our behalf. To capture all rural areas across the borough, surveys will be carried out in phases. The latest round of surveys was posted to households throughout September 2020. These surveys went to households in Forthampton, Chaceley, Tirley, Hasfield, Ashleworth and Deerhurst and included a focus on Community Led Housing (CLH), where people and communities play a leading role in addressing their own housing needs. Homes England is helping with funds to support the delivery of CLH and we have used this survey to inform our next steps in this area. Production of the reports for recent survey work were delayed due to long term illness at GRCC and a report is due to be delivered in February 2021, but this could be subject to change.

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

				The next phase of surveys is scheduled for spring 2021 and will continue until March 2023 to ensure all areas of the borough are covered.
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Ensure development plans provide for the five year land supply requirement.				
a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	Autumn 2019 Spring 2020 Target date: Winter 2020 Summer 2021 (Draft JCS Consultation) (revised date reported to O&S committee in October 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. To ensure the Regulation 18 consultation provides a clear planning strategy which is supported by robust evidence, it has been agreed to delay the Regulation 18 consultation to the summer of 2021.
	Winter 2018 Summer 2019 Autumn 2019 December 2019 Target date: Adoption: Spring 2021-Autumn 2021 (New revised date reported to O&S committee in January 2021)			☹

47

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

48

b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.	Target date: March 2021	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.
c) Annually monitor the delivery of homes within the borough.	Target date: October 2020	Head of Development Services Lead Member for the Built Environment	✓	Both the five-year housing land supply statement and the Tewkesbury Borough Council housing monitoring report for 2019/20 is complete and are both available on the council's website.
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.				
a) Work with partners, infrastructure providers and developers, to progress the delivery of key sites.	Target date: March 2021	Head of Development Services Lead Member for the Built Environment	☺	<u>Innsworth</u> – Reserved matters applications are being submitted. Phase 1 for 253 dwellings has been approved and construction of dwellings on site has now started. Phase 2 for 175 dwellings has been received and is awaiting decision. <u>Twigworth</u> – Reserved matters application for 79 dwellings (phase 1a – of the outline approval for 725 dwellings) has been approved. Further reserved matters application approved for 74 dwellings on separate parcel within the allocation. Reserved matters application approved for 154 dwellings and associated public open space, engineering operations, drainage infrastructure and landscaping (phase 1b)

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

49

			<p>Reserved matters application approved for 5 residential units, public open space and drainage infrastructure.</p> <p>Reserved matters application approved for access road to local centre (subject of a separate reserved matters application).</p> <p>Reserved matters application received for the erection of a local centre.</p> <p>Outline application for a further 32 dwellings received on a separate parcel within the allocation.</p> <p>Reserved matters application received and approved for the infrastructure on this site – vehicular access off the A38.</p> <p>Reserved matters application received for public open space (including formal sports area and MUGA), changing rooms and car park and infrastructure.</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). Delivery of houses has now begun on two phases of this site.</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 has now been adopted to guide the development.</p> <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.</p>
--	--	--	---

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

50

				Reserved matters applications received for phase 2 West for the erection of a garden centre and associated works. and phase 2 East for the erection of a retail outlet centre.
b) Through the development process, work with communities to deliver the Community Infrastructure Levy (CIL) and Section 106.	Target date: March 2021	Head of Development Services Lead Member for the Built Environment	😊	<p>Further funds have been advertised on the council's website, to be determined by the S106 Panel in December 2020. These include several sums for Winchcombe, Stoke Orchard and Brockworth.</p> <p>Officers have also been communicating with parishes to allocate S106 from the relevant s106 agreements across a number of parishes within the borough.</p> <p>Four parish councils will receive neighbourhood funding from CIL receipts following development in their parish, as required by legislation, on 28 October 2020. The parish councils are; Gotherington- £3,538.33, Bishops Cleeve- £27,287.39, Wheatpieces- £5,710.80 and Twyning- £5,434.00.</p> <p>To help parishes prepare for the spending and reporting requirements that go with the CIL funding, parishes who have had funding or will be receiving funding in the next two year were invited to a joint council/GRCC workshop on 14 October 2020. This seminar was well received.</p>

Key performance indicators for priority: HOUSING AND COMMUNITIES

KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
8	Total number of homeless applications presented	704		135	178					<p>This includes 90 Triage cases as an indication of total service demand.</p> <p>This quarter is busier than the previous quarter but within the range of last year, this could be an effect of lockdown restrictions lifting.</p>	Lead member for Housing Head of Community Services

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

51

										<p>This demand is predominantly made up of triage or advice only cases, indicating the ongoing demand for housing advice generally.</p> <p>Whilst there has been a steady increase in the number of homeless applications being presented. The number of main duty and relief cases handled shows the Housing Advice Team are assisting households at an early stage.</p>	
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
9	Total number of homeless applications with main duty accepted	48		7	8					<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. Q2 figures are as follows:</p> <ul style="list-style-type: none"> Prevention duty which lasts 56 days: 43 Relief duty for homeless households which lasts 56 days: 32 Full or Main statutory homeless 	<p>Lead member for Housing</p> <p>Head of Community Services</p>

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

										duty (this is similar to the old duty): 8	
										Advice/Triage: 90	
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
10	Total number of active applications on the housing register	1775 1 bed single = 674 1 bed couple = 184 2 bed = 555 3 bed = 259 4 bed = 83 5 bed = 17 6 bed = 3		1801 1 bed single= 699 1 bed couple= 192 2 bed= 538 3 bed= 260 4 bed=90 5 bed= 19 6 bed= 2 7 bed= 1	1877 1 bed single= 727 1 bed couple= 200 2 bed= 543 3 bed= 279 4 bed= 104 5 bed= 21 6 bed= 2 7 bed= 1					The breakdown of bands is: Emergency – 51 Gold – 75 Silver – 577 Bronze – 1174 Total – 1877	Lead member for Housing Head of Community Services
11	Total number of homeless prevention, relief and legacy prevention cases	311		70	88 (Q1 & Q2= 158)					Essentially, this is the total number of homeless applications presents (Q2-178 applications) minus the number of triage cases (Q2- 90 cases). This equates to the total	Lead member for Housing Head of Community Services

52

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2019-2020	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	81%	85%	83.33%	62.50% (Q1 & Q2= 71.43%)			↓	☹️	For Q2, 62.50% of major decisions were within target timescales (5 of 8 decisions). Below the target of 85% but slightly above the national target of 60%. The DM team currently has one senior planner post vacant and one senior planning officer on maternity leave, which is having an impact.	Lead Member Built Environment/ Head of Development Services
13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	75.27%	80%	93.55%	65.12% (Q1 & Q2= 77.03%)			↑	☹️	65.12% of minor decisions (28 of the 43 decisions issued) were within agreed timescales. This is disappointing compared to Q1 performance. Whereas a greater acceptance of extension of time requests was recognised in Q1 as a result of the COVID-19 emergency and restrictions placed on working practices, Q2	Lead Member Built Environment/ Head of Development Services

53

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

										has seen a decline in agreement to requests.	
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2019-2020	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	87%	90%	88.70%	83.19% (Q1 & Q2= 85.90%)			↓	☹	For Q2, 83.19% of other applications were within agreed timescales (99 out of 119 decisions issued). While performance is below the local 90% target, it is considerably above the national target of 70%.	Lead Member Built Environment/ Head of Development Services
15	Enforcement - Investigate category A cases within 24 hours (without prompt action, material risk of further harm which could be reduced by early intervention).	66.67%	90%	100%	100% (Q1 & Q2= 100%)			↑	☺	Two Category A cases were received in Q2 and both investigated within the 24-hour target.	Lead Member Built Environment/ Head of Development Services
16	Investigate category B cases within five working days (development causing, or likely to cause, irreparable harm or damage).	57.14%	90%	83.33%	100% (Q1 & Q2= 100%)			↑	☺	During Q2 one Category B case was received and investigated within the target timeframe.	Lead Member Built Environment/ Head of Development Services

54

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

55

Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2019-2020	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
17	Investigate category C cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity).	66.10%	80%	50%	40% (Q1 & Q2= 44.82%)			↓	☹	30 Category C cases were received during Q2. 12 were investigated within time. This is significantly below the target however movement restrictions due to Covid-19 are still impacting on the ability of officers to undertake site visits. The team has also been dealing with a complex enforcement case which has affected officer time to deal with Category C and D cases. The senior enforcement post has also been advertised but without success.	Lead Member Built Environment/ Head of Development Services
18	Investigate category D cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment).	76.92%	70%	50%	50% (Q1 & Q2= 50%)			↓	☹	During Q2, 22 category D cases were reported. Initial investigations for half of the cases were reviewed within time. Most cases relate to residential properties and again the Covid-19 emergency measures restricted officers working practices. The team has also been dealing with a complex enforcement case which	Lead Member Built Environment/ Head of Development Services

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

										has impacted on officer time to deal with Category C and D cases. The senior enforcement post has also been advertised but without success.	
PRIORITY: CUSTOMER FIRST											
Actions		Target date	Reporting Line	Progress to date	Comment						
Objective 1. Maintain our culture of continuous service improvement.											
a)	Continue to improve the proactive homelessness prevention programme.	Target date: March 2021	Head of Community Services Lead Member for Housing	Deferred	This action is linked to the Covid-19 Corporate Recovery Plan, Customer First – recover- action a- ‘Explore options for alternative ways for customer engagement e.g. housing applicants.’						
b)	Continue to build on the success of our garden waste club.	Target date: April 2021	Head of Community Services Lead Member for Clean and Green Environment	😊	<p>Garden waste collections were suspended for a brief period in April. The service continues to show impressive performance. The budget of £945,000 has been achieved. A price freeze for 2021/22 to ensure those customers affected by the suspension of the service are not disadvantaged, has been agreed.</p> <p>An annual plan to ensure the renewal process and growth of the Garden waste service becomes ‘more business as usual’ has been developed.</p> <p>Budgets for 2021 have been set and see us continue to grow the service (additional £40k). The Autumn newsletter was distributed and saw our customers (should they redeem all offers) see discounts to the tune of £25.</p> <p>The annual renewal planning has begun with decisions being made on sticker pack designs, costings and stock being had.</p>						

56

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

57

PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain our culture of continuous service improvement.				
c) Deliver the planning service improvement plan.	Target date: March 2021 (on going project)	Head of Development Lead Member Built Environment	☺	The shared planning business transformation manager returned to Tewkesbury in mid November. Work has now recommenced on the planning improvement plan. The Development Management team is experiencing a number of vacancies which is having an impact.
d) Deliver the council's Communication Strategy	Target date: March 2021	Head of Corporate Services Lead Member for Customer Focus	☺	A new Communications Strategy (2020-2024) and action plan (year one) was approved by Executive Committee on 8 January 2020. Delivery of the action plan will be reviewed by the O&S committee on 12 January 2021, with a new action plan for 2021 proposed. Responding to Covid-19 has involved significant communications resource. In addition to delivering most actions within the Communications Strategy's year one action plan, there have been several added actions implemented this year including the Covid-19 microsite, increased member bulletins, more staff comms, increased social media, as well as representation at county comms cell and internal business/community cells. This action is linked to the Covid-19 Corporate Recovery Plan. (Customer First – rebuild- action d)
e) Establish a new business transformation team to support service improvements.	Target date: April 2020.	Head of Corporate Services Lead Member for Commercial Transformation	✓	See recovery tracker for further details and successful implementation of this action. (Recovery tracker- Customer first-rebuild- action a)

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

58

PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 2. Develop online services to achieve 'digital by preference, access for all'.				
a) Develop and implement a corporate digital platform.	Target date: March 2021	Head of Corporate Services Lead Member for Commercial Transformation	☺	<p>The Business Transformation Team is making great progress in implementing the council's new digital platform Liberty Create. The aim is to ensure all current online forms are moved over to the new platform by March 2021, which is when our current digital platform's contract ends.</p> <p>The team has been working with services from across the council to ensure that when forms are moved over, they are reviewed, and processes are made to be as efficient (for both the council and the customer) as possible.</p> <p>Alongside moving over existing online forms, the team is also developing new online services such as paperless billing and bulky waste using the new digital platform.</p>
b) Implement an online offering for the licensing service.	Target date: April 2021	Head of Community Services Lead Member for Clean and Green Environment	☺	<p>A full review of licensing service has started including fee income, and the project plan was approved by Licensing Committee in November 2020.</p> <p>Online applications are in two phases: Phase one - Licensing Act 2003 and Taxi/ Private Hire Vehicle is being implemented but there have been some delays which are being addressed. Phase two is part of the new digital platform for all other licenses, which will start post April 2021. Phase 2 is being progressed by the Business Transformation team.</p>
c) A full review of the bulky waste service including the online bookings.	Target date: March 2021	Head of Community Services Lead Member for Clean and	☺	<p>A full review of the service has been presented to both Management Team and the Transform Working Group. The review includes the need to address:</p> <ul style="list-style-type: none"> • recurring annual deficit of c.£70K • a requirement for us to provide a re-use or recycling service as part of the provision of bulky waste

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

59

		Green Environment		<ul style="list-style-type: none"> • a need to meet customer requirements for an online booking service • a better management system that enabled us to track the success of the service • to capitalise on the opportunity to relieve the strain on the customers services team time through automated processes and proactive measures. <p>The outcome of the review has led to the service being put to tender (it is expected that the request will be live in Dec 2020). A new pricing approach has been approved and some changes to the number of items being collected as standard.</p> <p>New suppliers will be expected to provide the council with a re-use and recycling service. A move to a new digital platform has enabled the business transformation team to prioritise the bulkies service as one of the first services to move across to the new digital platform.</p> <p>New processes have been devised and are being developed on the new platform. These developments will create an online booking service, automated customer communications and the chance to monitor and track KPIs and service level agreements.</p>
d) Explore the opportunity for an online offering for our cemeteries function.	Target date: 31 March 2022	Head of Finance and Asset Lead Member for Finance and Asset Management		Work will start once the Business Transformation Team has delivered its initial priorities. Anticipated work will start 2021/22. It was always the intention this would be within a second phase and is not affected by Covid-19.

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
19	Total enquiries logged by the Area Information Centre (AIC).	686		0	0					The AICs have been closed since 11 March due to Covid-19.	Lead Member Customer Focus/ Head of Corporate Services
20	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1,644		415	Awaiting data					Awaiting data from Citizen Advice Bureau.	Lead Member Economic Development / Promotion / Head of Development Services
21	Financial gain to clients resulting from CAB advice	£1,832,984		£337,852	Awaiting data					Awaiting data from Citizen Advice Bureau.	Lead Member Economic Development/ Promotion / Head of Development Services
22	Community groups assisted with funding advice	124		71	82 (Q1 & Q2= 153)					The council has been awarding emergency community grants to support the Voluntary and Community Sector. Over £90k has been awarded to over 100 groups (52 emergency grants have been awarded in this quarter)	Lead Member Economic Development /Promotion / Head of Development Services

60

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

										A new community funding officer was appointed in July and has continued to provide support to community groups, 30 (community grants) have been awarded in August and September.	
Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
23	Benefits caseload: a) Housing Benefit b) Council Tax Reduction	2,687 4,318		2,617 4,747	2,564 4,802					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 13 new claims a month. Delays in managed migration means that we will continue to deal with some claim types until September 2024. There has been a significant increase in the working age Council Tax Reduction caseload due to the impact of the Covid-19 pandemic.	Lead Member Finance and Asset Management / Head of Corporate Services

61

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

24	Average number of days to process new benefit claims	6	14 (2019-20 target 15)	8	7			↓	😊	Performance on new housing benefit claims continues to be well below the national average of 17 days.	Lead Member Finance and Asset Management / Head of Corporate Services
Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
25	Average number of days to process change in circumstances	2	3 (2019-20 target 4)	3	3			↓	😊	Performance on change in circumstances continues to be on par with the national average of three days.	Lead Member Finance and Asset Management / Head of Corporate Services
26	Percentage of council tax collected	98.1%	98.3%	29.5%	57.5%			↓	☹️	Council tax collection performance in Q2 has been significantly affected by the Covid-19 pandemic. We remain unable to take formal recovery action for unpaid council tax as the magistrates' court has not reopened for liability order hearings. As at the end of Q2, council tax collection was 0.8% below target.	Lead Member Finance and Asset Management / Head of Corporate Services
27	Percentage of NNDR collected	99.2%	98.5%	31.1%	59.8%			↑	😊	Business rates collection is 1.3% above target, however this is due to a reduction in the net	Lead Member Finance and Asset Management

62

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

										collectable debit through reliefs being granted rather than an increase in cash collection.	/ Head of Corporate Services
Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
28	Average number of sick days per full time equivalent	12.62	8.0	2.09	2.21 (Q1 & Q2= 4.3)			↑	😊	<p>The total number of sick days taken during Q2 was 389.5 which is broadly the same but slightly up from Q1 (359.4 days). This is still a significant drop from Q2 in 2019/20 where the number of days was 464.7.</p> <p>The total comprised of: Short term = 98.5 (19/20 = 121) Long term = 291 (19/20 = 343.7)</p> <p>If rates remain at this level we can predict a year end rate of 8.6 days per employee compared with 12.4 days per employee last year. The HR and OD team are working on a number of initiatives to ensure we continue to keep sickness at a low level and to try to avoid sickness levels rising.</p>	Lead Member Organisational Development/ Head of Corporate Services

63

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

64

Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
29	Food establishment hygiene ratings.	3.6%	5% With a food hygiene rating Under three	3.47%	4.01%			↓	☺	<p>There are 806 registered food premises, an overall increase of 61 on the previous year. We saw a significant increase in new premises registering in the first quarter and this is continuing at a slower rate.</p> <p>99 remain unrated with another 108 exempt. Of the total rated premises, 24 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.</p> <p>There was a backlog of inspections due which is now being addressed and likely contributes to the slight change in the ratio. Increase to 4.01% however this is still below target.</p>	Lead Member Clean and Green Environment/ Head of Community Services
30	Percentage of Freedom of information (FOI) requests	90%	80%	91%	92%			↑	☺	144 FOIs was received in Q2. 133 of these were answered within the 20 working days deadline.	Lead Member Customer Focus/ Head of Corporate Services

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

	answered on time.				(Q1 & Q2 = 92%)					Total received to date for 2020-21= 241. (565 received during 2019/20)	
31	Percentage of formal complaints answered on time.	86%	90%	97%	93% (Q1 & Q2 = 95%)			↑	😊	42 formal complaints were received in Q2. 39 were answered within the 20 working days deadline. Total received to date for 2020-21= 75. (199 received during 2019/20)	Lead Member Customer Focus/ Head of Corporate Services

PRIORITY: GARDEN COMMUNITIES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Delivery of Tewkesbury Garden Town				
a) Formally establish the Garden Town planning status.	Target date: Submission for examination 2022	Lead Member Built Environment Director of Garden Communities	😊	The Garden Town will form part of the Joint Core Strategy Review which is scheduled for submission for examination in 2022.
b) Establish a governance structure and ways of working with key stakeholders.	Target date: March 2021	Lead Member Built Environment Director of Garden Communities	😊	Governance structure options review have been drafted and shared with Member Reference Panel. The structure once approved will be actioned by the Tewkesbury Garden Town team. A report is scheduled for Executive Committee in January 2021.
c) Prepare a masterplan that sets out the key principles, quality development and infrastructure requirements.	Target date: March 2021 (evolution of masterplan)	Lead Member Built Environment Director of Garden Communities	😊	The Evolution of the Concept Masterplan is being prepared by BDP (TGT consultants). The draft is due to be submitted to the team in December 2020 and will be presented to Council as a supporting document of the JCS Review. Linked to Covid-19 Corporate Recovery Plan performance tracker. (Garden communities- Rebuild- action b).

65

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

d) Deliver the first phase of the 'bridge project', in line with the funding requirements.	Target date: Contract award March 2021 Completion March 2022	Lead Member Built Environment Director of Garden Communities	😊	A planning application for the bridge was submitted in September 2020- planning reference 20/00896/FUL. If the application is successful at Planning Committee, a construction partner will be commissioned in Spring 2021, with the aim of project completion in March 2022.
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Delivery of Cyber Central Garden Community.				
a) Produce a Supplementary Planning Document (SPD) for West Cheltenham Cyber Park in collaboration with Cheltenham Borough Council.	Target date: Summer 2020	Lead Member Built Environment Director of Garden Communities	✓	The SPD, now known as the Golden Valley Development SPD, was adopted by Tewkesbury Borough Council on 28 July 2020.
b) Prepare a land assembly programme to aid in the delivery of the Garden Village	Target date: March 2021	Lead Member Built Environment Director of Garden Communities	😊	Work underway in collaboration with Cheltenham Borough Council and Homes England to identify key land holdings for potential acquisition. Linked to Covid-19 Corporate Recovery Plan- Garden Communities, refocus- action a.

66

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Deliver the climate emergency action plan				
a) Review and update our plans in relation to environmental sustainability and carbon management, taking account of the latest evidence and national policy.	Target date: March 2021	All Heads of Services Lead Member for Clean and Green Environment		Whilst the review of the parking strategy is currently on hold, the recent request to council for funding to support the purchase of new parking machines, highlighted the intention to utilise solar power to run the machines and improving the councils carbon position. No relevant policies yet to come forward.
b) Seek to reduce waste and emissions across our own estate, assets and activities, and use natural resources more efficiently.	Target date: July 2021	Head of Finance and Asset Management Lead Member for Finance and Asset Management	☺	The impact of the pandemic has seen business travel reduce dramatically with mileage claims reducing by 53% on the same period last year and a reduction in the pool fleet of 50%. Electricity consumption has also reduced significantly, although this will be offset by personal consumption during the period. An application is currently being made to the Decarbonisation fund for grant funding towards the replacement of the offices heating system and the provision of additional solar panels.
c) Work with Gloucestershire County Council and other partners to help local residents and businesses take action to reduce their own carbon footprint, and to make better use of resources.	Target date: March 2021	Head of Development Services Lead Member for Clean and Green Environment	Deferred for six months	Discussions are underway reviewing and implementing cycle pathways and other measures with Gloucester County Council to increase the options of walking and cycling.

67

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Promote a healthy and flourishing environment in the borough.				
a) Establish planning policies to ensure the delivery of healthy and sustainable communities.	Target date: March 2021 (ongoing as action is across a number of plans)	Head of Development Services Lead Member for Built Environment	☺	<p>The adopted JCS already contains strategic policies around sustainability and health.</p> <p>The emerging Tewkesbury Borough Plan is proposing further detailed policies around environmental quality, green infrastructure and biodiversity and sustainable transport to help to deliver healthy and sustainable communities. The Borough Plan has been submitted for examination which is expected to take place early 2021.</p> <p>The JCS review will reconsider existing strategic policies around health and sustainability as well as whether any additional policy guidance would be appropriate.</p>
b) Improve bio-diversity across the borough and educate communities on its benefits.	Target date: March 2023	Head of Development Services Lead Member for Community	Deferred for six months	A maintenance plan for the Grangefield, Bishop's Cleeve, is in production. This will be in line with the European Regional Development Fund (ERDF) funding criteria to enhance biodiversity. In addition, interpretation boards will be produced in 2021 to help educate the community.
c) Work with volunteers across the borough, and help communities to maintain our "place".	Target date: March 2021	Head of Development Services Lead Member for Community	☺	<p>Officers have been continuing to assist the community through the pandemic, proving support to residents through the:</p> <ol style="list-style-type: none"> 1. Community Help Hub 2. Contacting the Clinically Extremely Vulnerable <p>The team continues to work closely with the Voluntary and Community Sector to provide support to residents in need through the Covid-19 pandemic. In addition, the team is</p>

68

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

				assisting new community groups who wish to formalise themselves, as well as help them in the recovery phase.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Promote responsible recycling across the borough.				
a) Take a robust approach towards fly-tipping and other enviro-crimes.	Target date: March 2021	Head of Community Services Lead Member for Clean and Green Environment	☺	The number of complaints arising relating to noise, fly tipping and bonfires has continued to increase as a result of Covid-19 and more people working from home. The impact of Covid-19 legislation on the team has meant some delays in resolving these issues as priorities were redirected and this is ongoing. The reduction in nuisance from dog fouling and littering remains, however the number of abandoned vehicles has increased.
b) Working with Gloucestershire Waste and Resources Partnership to encourage recycling and reduce plastic waste.	Target date: June 2021	Head of Community Services Lead Member for Clean and Green Environment	☺	There has recently been a recycling campaign run by GCC on behalf of all the Gloucestershire Councils focussed on improving recycling. This was by way of a leaflet drop to every household and considerable social media follow up. It included 10 Facebook posts & 11 Tweets over 9 days resulting in: Facebook totals: Reached: 23,881 people, shared: 51 times, clicks: 55 Twitter totals: Reached: 244,504, shared: 22, clicks: 32 A further seasonal campaign is due to start 1 December- 8 January focussing on "Love food, hate waste".

69

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

PRIORITY: SUSTAINABLE ENVIRONMENT											
Actions		Target date		Responsible Officer/Group		Progress to date		Comment			
Objective 4. Preserve and enhance the natural assets and built heritage of our borough.											
a) Work with the local nature partnership on the natural capital asset mapping.		Target date: March 2021 (ongoing project)		Head of Development Services Lead Member for Built Environment		☺		<p>Work is ongoing in supporting the work of the Local Nature Partnership by establishing the natural capital asset mapping. Natural capital assets are those elements of nature that directly or indirectly produce value to people. Mapping these assets will help inform future decision making on investment and land use to protect, enhance and utilise this natural capital.</p> <p>The mapping project is now 99% complete, and the maps are available to view online via https://naturalcapital.gcerdata.com/ or via www.gloucestershirenature.org.uk. The maps are already being used to guide green infrastructure investment by the Environment Agency, and to assess LEP Growth Fund projects.</p>			
b) Publish the heritage strategy to set out the actions to protect our built environment.		Target date: March 2021		Head of Development Services Lead Member for Built Environment		☺		<p>A final draft Heritage Strategy has been developed in consultation with Historic England.</p> <p>The next step will be for officers to determine the appropriate route for approval. This is on track to meet the target date of March 2021</p>			
Key performance indicators for priority: SUSTAINABLE ENVIRONMENT											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
32	Number of reported enviro crimes	1,271	1000	419				↓	☹	Enviro crime figures for Q2 (figures in brackets comparable for 2019/20) <ul style="list-style-type: none"> fly tips- 213 (147) Littering - 4 (3) 	Lead Member Clean and Green Environment/ Head of

70

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

					508 (Q1 & Q2 = 927)					<ul style="list-style-type: none"> • dog fouling- 7 (8) • abandoned vehicles- 66 (56) • noise- 127 (91) • Bonfire – 47 (36) <p>Complaints continued to increase overall as a result of more people working from home due to Covid-19 especially noise, flytipping and bonfires</p>	Community Services
71	33	Percentage of waste recycled or composted.	51.47%	52%	49.22%	51.54%		↑	☹️	<p>Recycling and residual waste collections have been significantly impacted by the Covid-19 pandemic during Q1 and 2. All waste streams collected from households increased significantly as householders were told to remain at home and not go to work or school. There has been an increase in the amount of contamination in the blue bins. Both the increase in residual waste and increase in contamination, fly tipping and other enviro problems has been seen across the country. The instances of fly tipping and amount of residual waste has been significant. Which in turn impacts the performance as the % recycled or composted is a percent of all waste collected. The Increase in MRF contamination is having a negative impact on performance as the material sent from the facility for disposal reduces the % classed as recycling.</p>	Lead Member Clean and Green Environment/ Head of Community Services

Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

34	Residual household waste collected per property in kgs.	414KG	430kg	117kg	114KG (Q1 & Q2 = 263KG)			↓	☹️	In line with the comments above as the impact of Covid-19 has had a detrimental effect on the waste sent for disposal which in turn impacts the % of waste collected sent for recycling or composting. The amount sent for energy from waste disposal per household remained high again for Q2	Lead Member Clean and Green Environment/ Head of Community Services
----	---	-------	-------	-------	-------------------------	--	--	---	----	--	---

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

Corporate Covid-19 Recovery Plan tracker actions:	
😊	Action progressing well/ on or above target
😐	Action has some issues/delay but not significant slippage/ below target but likely to achieve end of year target
😞	Significant risk to not achieving the action or there has been significant slippage in the timetable, or performance is below target/ significantly below target and unlikely to achieve target
	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
Refocus				
a) Continue to work with partners to ensure adequate measures are in place on our high streets to enable social distancing.	Target date: August 2020	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	All required and agreed health and safety signage and systems now installed on our High Streets. Further signage and hand sanitisers have now been agreed to be installed.
b) Monitor the financial impacts of Covid-19.	Target date: March 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	Monthly monitoring and reporting, including detailed financial returns to MHCLG, is in place and will likely continue for the rest of the financial year.
c) Produce a new six-monthly internal audit plan and review the whole suite of internal	Target date: October 2020	Head of Corporate Services	😞	A new six monthly internal audit plan was approved by Audit and Governance Committee on 24 September. This was based on one full time equivalent officer delivering the plan rather than two, as one officer remains deployed on business grants. Since the plan was approved, other

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

audit recommendations to determine if recommendations remain relevant and timescales for implementation remain feasible.		Lead Member for Corporate Governance		<p>additional business grants have come on-line. The audit function remains deployed within the business cell as well as overseeing GDPR activities.</p> <p>The suite of audit recommendations have been reviewed with proposed new implementations dates. This was undertaken prior to the current lockdown so will need to be reviewed again. This will not be undertaken until resource becomes available to follow up these recommendations.</p>
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Recover				
a) Agree and monitor the Tewkesbury Leisure Centre recovery plan in partnership with Places Leisure.	Target date: September 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	<p>Weekly meetings take place with Places Leisure. Partnerships also established with Wyre Forest, across the South West Councils and with other Places Leisure contractors. Positive feedback from leisure centre members about using the facilities.</p> <p>The Leisure Centre reopened on 2 November 2020, following the second lockdown.</p> <p>A £100m support fund for leisure centres was announced by the Government in October and the application process has just been published.</p>
b) Ensure adequate measures are in place and government guidance is adhered to	Target date: March 2021	Head of Finance & Asset Management	☺	The offices have been laid out in line with government guidance for safe operation and to ensure social distancing. The layout allows for 40 staff to be present in the offices each day. The position will be continually

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

for those staff that need to return to the Public Services Centre offices, whilst exploring the future demand for space in light of new ways of working.		Lead Member for Finance and Asset Management		monitored, and changes made to the operation as and when guidance dictates.
c) Produce a revised 2020/2021 budget.	Target date: No longer required	Head of Finance & Asset Management Lead Member for Finance and Asset Management	No longer required	Following consideration of all issues relevant to producing a revised budget, it was agreed that the council's needs would be better served by maintaining the original budget.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Rebuild				
a) Revise the Medium-Term Financial Strategy (MTFS) in light of additional financial pressures arising from Covid-19.	Target date: January 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	The first draft of the new MTFS is underway. Transform Working Group will be consulted on the draft before it is released to the wider membership and progresses through the committee cycle. The MTFS will need to be based on a series of assumptions regarding funding as a result of the lack of information provided by central Government. The 'production of an MTFS' action can also be found within the Council Plan performance tracker. (Finance and resources- objective 2- action a).

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

b) Maximise the use of business intelligence within the council to ensure the accuracy of the rating list.	Target date: 31 March 2021	Head of Corporate Services Lead Member for Finance and Asset Management		Recruitment of a new Business Intelligence Officer will take place in the New Year. A cross service project plan will need to be developed so business intelligence is shared by relevant services moving forward.
c) Work with businesses and residents and seek to rebuild council tax and business rate collection rates.	Target date: March 2021	Head of Corporate Services Lead Member for Finance and Asset Management	😊	Reminders continue to be sent out on a monthly basis as per the recovery timetable. The magistrates' court remains closed for council tax and business rates liability orders hearings, so we remain unable to take formal recovery action through issuing summonses for non-payment. The team is continuing to engage with residents and businesses to identify the reasons for non-payment and signposting to further support and assistance if required.

76

PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Refocus				
a) Review the Economic Development and Tourism Strategy to identify any actions required to respond to Covid-19.	Target date: June 2021 June 2022 (revised date reported to O&S committee in	Head of Development Services Lead Member for Economic Development/ Promotion	😊	The priorities within the strategy will need to reflect the changing needs of businesses resulting from Covid-19. In consultation with the lead member, due to the uncertain business climate, it was agreed that a new strategy will be developed for 2022, and the current strategy will continue until then. This was reported to Overview and Scrutiny Committee in November 2020.

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

77

	November 2020)			Delivery of 'the next year of the Economic Development and Tourism Strategy' action can be found within the Council Plan performance tracker. (Economic Growth- objective 1- action a).
b) Undertake an economic impact assessment and analysis to understand the needs of local businesses.	Target date: May 2021	Head of Development Services Lead Member for Economic Development/ Promotion	☺	This economic assessment will help to inform the new Economic Development and Tourism Strategy. Subject to funding, this assessment will be commissioned once the long-term impact on the business community is clearer.
PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Refocus				
c) Work with our partners at Cotswold Tourism to understand when and how to safely encourage visitors back to the borough.	Target date: March 2021	Head of Development Services Lead Member for Economic Development/ Promotion	☺	The council has been working with Cotswold Tourism on promotional messages and marketing, including: <ul style="list-style-type: none"> • Social media • Website • Campaign work • Interactive workshops <p>The focus has been particularly on the domestic market.</p> <p>In addition, meetings are being held with stakeholders across Gloucestershire jointly promoting the county,</p>

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

78

				<p>including developing ideas with newly formed Visit Gloucestershire.</p> <p>Visit Britain will be focussing on Tewkesbury in their next publication.</p> <p>This action is also linked to with the Council Plan performance tracker. (Economic Growth- objective 4- action a).</p>
<p>d) Work closely with partners, businesses and groups to enable the safe and successful reopening of high streets and retail centres.</p>	<p>Target date: March 2021</p>	<p>Head of Community Services</p> <p>Lead Member for Clean and Green Environment</p>	<p>😊</p>	<p>Environmental Health (EH) has continued to support businesses throughout the reopening of High Streets following various changes to requirements. EH has also worked alongside the Gloucestershire Public Health Hub to develop and implement Covid-19 prevention plans and react to local outbreaks.</p> <p>In Tewkesbury numbers of cases remained below the national average and within Gloucestershire. In September a Covid Compliance Officer was recruited after all districts secured funding from Public Health. Most business in Tewkesbury remained compliant with covid measures however, three fixed penalty notices were issued together with an Improvement Notice under the Health and Safety at Work Act.</p> <p>Further and continuing changes to legislation and guidance means that this area of work is ongoing and will be for some time.</p>

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

79

PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Recover				
a) Work with our partners to engage with businesses to create tailored business support solutions through Tewkesbury Growth Hub, as a single point of contact to support business recovery- helping businesses to recover, innovate and thrive.	Target date: July 2021	Head of Development Services Lead Member for Economic Development/ Promotion	😊	<p>Delivering tailored covid-19 business support interactions and online events through Tewkesbury Growth Hub.</p> <p>20 online webinar workshops and 1-2-1 sessions were delivered in quarter 1 and 21 in quarter 2. Events included support with online marketing, video development, social media, goal setting and Covid-19 support plan development.</p> <p>47 Covid-19 specific Growth Plans were developed with local businesses in Quarter 1 – providing support and advice of funding opportunities, support packages and resilience.</p> <p>The team also proactively contacted over 1,000 businesses to offer advice and support and promote the Government grant opportunities available.</p> <p>In quarter 2 the Growth Hub Network promoted the SME Recovery Grant and Kickstart Tourism Grant. Government Grant Schemes which the Growth Hub is delivering.</p> <p>This action is also linked to with the Council Plan performance tracker. (Economic Growth- objective 1- action b).</p>

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

08

PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Recover				
b) Deliver sector specific advice and events, helping support local supply chains.	Target date: July 2021	Head of Development Services Lead Member for Economic Development/ Promotion		As part of a Growth Hub Network and GFirst LEP project - specialist advisors have now been employed across priority and growth areas, which will help provide support to local supply chains. Specialist advice includes the following areas: <ul style="list-style-type: none"> • Digital transformation • Low carbon / renewable energy sector • Change Management and transition, including Covid 19 recovery • Advanced manufacturing <p>The support can be accessed through each growth hub and the specialist advisors have now been appointed and are starting to engage with businesses.</p> <p>The first sector-specific campaign has been underway- (Destination Growth – Rebuilding the Tourism sector in the county). This has included online training for businesses.</p>
c) Work with partners to support employment and skills initiatives targeted at those affected by unemployment.	Target date: July 2021	Head of Development Services Lead Member for Economic Development/ Promotion		Initial discussions have been held with DWP regarding offering a Youth Hub service within the Growth Hub to provide advice and information for young people, particularly focussing on young people impacted by Covid-19. Likely to be a virtual service to start with.

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

				<p>Initial discussions with Growth Hub Network and GFirst LEP, exploring the potential of a Youth Enterprise Hub and the employment of an Apprentice in each hub location, linking in with the Kickstart Campaign.</p> <p>Promotion of the Kickstart Campaign to local businesses.</p> <p>Promotion of support and webinars delivered through the National Careers Service to help job seekers.</p>
PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Rebuild				
a) Launch grant and support packages focused on innovation and growth, linking grants and Growth Hub advice.	Target date: December 2020 March 2021	Head of Development Services Lead Member for Economic Development/Promotion		<p>Commence a review of the council's Small Business Grant Scheme to develop the scheme to best support businesses in line with the impacts of Covid-19 and promote innovation and growth.</p> <p>Delivery and promotion of the Government's Small and Medium-sized Enterprises (SME) Recovery and Kick-starting Tourism Package Grant Schemes, (administered through the Gloucestershire Growth Hub Network).</p> <p>The target date has been amended to reflect the changes in government guidance and support packages.</p>
b) Support the revitalisation of the High Streets and retail centres across the borough, including delivery of the	Target date: March 2024	Head of Development Services Lead Member for Economic		<p>Delivery of Reopening High Street Safely Fund project work. Grant action plan in development with key themes focussing on:</p> <ol style="list-style-type: none"> 1. Communications and public information activity to ensure that reopening of local economies can be managed successfully and safely

81

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

82

<p>Tewkesbury Heritage Action Zone programme, to help drive economic recovery.</p>		<p>Development/ Promotion</p>		<p>2. Business-facing awareness raising activities to ensure that reopening of local economies can be managed successfully and safely</p> <p>3. Temporary public realm changes to ensure that reopening of local economies can be managed successfully and safely</p> <p>Work completed includes:</p> <ul style="list-style-type: none"> • Promotion and marketing contract with V8 – promotional material produced • Sanitiser and stickers in town centres • Accessibility audits in progress
<p>c) Work with partners to identify funding opportunities and support key infrastructure projects.</p>	<p>Target date: December 2022</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p>☺</p>	<p>Successful funding allocation from Reopening High Street Safely Fund to support Tewkesbury, Bishop’s Cleeve and Winchcombe centres</p>
<p>d) Promote Tewkesbury Borough as an excellent location for business and investment.</p>	<p>Target date: July 2021</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p>☺</p>	<p>Working with the Countywide Inward Investment Project Team to promote investment opportunities within the borough and fielding enquiries. Working with Department for International Trade (DIT) to help promote the trade and investment in the Western Gateway partnership (Gloucestershire, West of England, Swindon & Wiltshire and South Wales). DIT employing two specialists in advanced manufacturing and tech/cyber security to support inward investment.</p>

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Refocus				
a) Refocus the council's Place Approach to reflect the issues within our communities arising from Covid-19.	Target date: January 2021	Head of Development Services Lead Member for Community	Deferred for six months	The place approach will be simplified to reflect some of the key priorities arising through the community from Covid-19. Principles around how we can work best with our communities will be developed for approval.
b) Assess the additional demand on those using the housing service, taking into consideration the county wide rough sleeper initiative.	Target date: Initial assessment October 2020	Head of Community Services Lead Member for Housing	✓	<p>The Housing Advice Team is still maintaining an active part of the county response to rough sleepers. The initial assessment has been completed and has shown that there was an increase in numbers of housing advice cases presenting but still within the usual range from recent years. The number of temporary accommodation placements decreased slightly.</p> <p>The focus on rough sleepers has led to weekly meetings between county operational housing managers, the county homelessness coordinator and homeless outreach representatives to enable a swift response and deliver suitable outcomes.</p> <p>New Temporary Accommodation (TA) placements Q1 = 26 Q2 = 21. New approaches for homelessness assistance Q1 = 135, Q2 = 178.</p>

83

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

84

				<p>TA placements have reduced slightly from Q1 to Q2 despite an increase in homeless approaches. This shows that the Housing Advice Team is working well to prevent or relieve homelessness in most cases without the need for TA.</p> <p>While the numbers of rough sleepers identified have remained low (usually 0-2) in Tewkesbury Borough, there is a level of 'hidden homelessness' of households in insecure accommodation.</p>
c) Work with landlords and tenants to assess the potential demand once restrictions are lifted.	<p>Target date: First stage December 2020</p> <p>To be repeated ending February 2021</p>	<p>Head of Community Services</p> <p>Lead Member for Housing</p>	☺	<p>To gain an understanding of 'pent up' homelessness, contact was made with all households on the housing register and separate posts made through social media outlets to target tenants.</p> <p>Due to the end of the ban on evictions and the second lockdown, the initial survey continued until the end of November with the results being analysed currently with 300 applicants recorded as completing the survey.</p> <p>The survey will be repeated to try and identify any trends within the demand.</p>
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Recover				
a) Support our communities to become more resilient and	<p>Target date: December 2021</p>	<p>Head of Development Services</p>	☺	<p>Initial work and support is being provided to several community groups, which were set up to support their communities through the pandemic, but now wish to continue</p>

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

<p>harness community spirit.</p>		<p>Lead Member for Community</p>		<p>providing community support. Support provided includes governance, future direction and volunteering.</p> <p>On a county basis, redundant laptops are being re-configured for community groups in need of IT equipment.</p> <p>Emergency community grants continue to be awarded. 90 (Q2 52) have been successful, so far.</p>
<p>b) Respond to localised outbreaks of Covid-19 quickly and effectively and in conjunction with the Gloucestershire County Council's Local Outbreak Management Plan.</p>	<p>Target date: August 2021</p>	<p>Head of Community Services</p> <p>Lead Member for Clean and Green Environment</p>	<p>😊</p>	<p>This work has continued throughout quarter two and will be required for the next 12 months at least. Joint working between all districts and Public Health has been key to reducing the risk of local outbreaks. Events have proved challenging; however, successful resolution prevented a major music festival from taking place. Other events have been managed successfully with organisers complying with covid-secure guidance and has not resulted in the need to apply Direction Orders. Outbreaks within Tewkesbury have not occurred to the extent in other district due to the high degree of covid-secure compliance, which has helped keep numbers low.</p>

85

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

86

PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Rebuild				
a) Recognise and harness our relationship with Voluntary and Community Sector (VCS) to support the building of resilient communities.	Target date: December 2021	Head of Development Services Lead Member for Community	☺	<p>The council continues to support the VCS sector. The council has been distributing emergency community grants. The criteria has been adapted again to take into account the changing needs of the VCS over the course of the pandemic.</p> <p>Supporting the VCS has been identified as a key issue within the County Community Resilience Recovery Plan.</p> <p>The council's community funding officer has been supporting the VCS to find external funding to support their communities.</p> <p>Volunteers have been sent a list of volunteering opportunities to access.</p>
b) Build on the Local Housing Needs Assessment and start developing the Tewkesbury Borough Housing Strategy for 2021 onwards.	Target date: 6 April 2021	Head of Community Services Lead Member for Housing	☺	<p>The new five-year term Housing Strategy was due to be renewed this year but has been deferred due to the resources required to respond to Covid-19. This will now be produced ready for Spring 2022.</p> <p>In the meantime, an interim version of the current strategy will be refreshed to cover 2021-2022, this will include updates to any legislation changes.</p>

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

c) Consider future working arrangements within new communities to ensure there are adequate local businesses and self-employment hubs.	Target date: To be confirmed	Head of Development Services Lead Member for Community		Work has not yet commenced.
PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Refocus				
a) Review the effectiveness and efficiency of the Environmental Health Service, including an assessment of additional demand and available resources.	Target date: December 2020 New revised date: April 2021 (New target date reported to O&S Committee in January 2021)	Head of Community Services Lead Member for Clean and Green Environment	☹️	<p>All officers are working successfully remotely. The service has been severely impacted due to the additional responsibilities under covid-19 and will continue to be so for the next 12 months.</p> <p>There is a backlog of business-as-usual work required to be completed by April 2021. This includes food inspections and additional resources were recruited to help us to meet targets for the financial year.</p> <p>An additional temporary EHO has been recruited who is delivering the private sector housing function including reviewing policies and procedures to increase efficiency and competency across the service.</p> <p>Our Licensing team has suffered from long-term sickness which is ongoing and additional resources have been sourced.</p> <p>Community Safety has been incorporated within the team and is working well.</p>

87

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

				Due to the team responding to the second lockdown and multiple changes in covid legislation and guidance, the target date has been amended to allow further work to be carried out within the review.
b) Develop a new customer care strategy.	Target date: January 2021	Head of Corporate Services Lead Member for Customer Focus	☺	A new strategy will be presented to Overview and Scrutiny Committee in January 2021, accompanied by an action plan and a set of refreshed Customer Care Standards. The target date is the date set in the work programme of the O&S committee to consider the strategy.
PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Recover				
a) Explore options for alternative ways for customer engagement e.g. housing applicants.	Target date: March 2021	Head of Community Services Lead Member for Housing	☺	In addition to previous updates around using Facebook and our new text messaging function we have sought to understand how customers want to access our service. Working with the Business Transformation Team, we have begun to analyse phone traffic and the use of our website pages. We will change the website structure for our pages to enable the customer to serve themselves more easily and introduce a 'Contact us' form as an option. This action is also linked to with the Council Plan performance tracker. (Customer first- objective 1- action a).

88

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

68

b) Support the safe re-opening of buildings that provide a council service.	Target date: (dependent upon government guidance)	Head of Corporate Services/Head of Development Lead Member for Customer Focus	Deferred	Tourist Information Centres – remain closed. Re-opening Tewkesbury TIC is currently being reviewed. Winchcombe TIC is reliant on Winchcombe Library (where it is hosted) re-opening fully. Advice and Information Centres (AIC) - all four AIC remain closed. Recent discussions with the four centres have confirmed that there has been very little demand for council services since being closed. The Public Services Centre remains closed to the public.
c) Set up the new Business Transformation Team and shape the year one priorities.	Target date: September 2020	Head of Corporate Services Lead Member for Commercial Transformation	✓	The team is set up and running with several projects identified, including the implementation of a new digital platform, a corporate website review, an end-to-end review of our bulky waste service and introducing paperless billing. Updates on the work of team are reported to the Transform Working Group. This action is linked within the Council Plan performance tracker. (Customer first- objective 1- action e).
PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Rebuild				
a) Review the corporate website and Covid-19 microsite.	Target date: March 2021	Head of Corporate Services Lead Member for Customer Focus	☺	Following engagement with the ICT manager, the transformation team is currently focusing efforts on evaluating the benefits of moving to an alternative platform provider – one which will offer similar value for money but will allow more flexibility to work with the council’s new digital platform.

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

06

				Once the required supporting work has been carried out on the preferred option – including a risk register and data protection impact assessment – the final proposal will be presented to Programme Board in January.
b) Re-instigate and deliver the council tax and business rates paperless project.	Target date: February 2021	Head of Corporate Services Lead Member for Finance and Asset Management	☺	The Business Transformation Team is making good progress on the paperless billing project, which will see it being provided through the new digital platform. The new system is on track to be ready for the 2021 billing run.
c) For the benefit of customers, exploit the opportunities provided through agile working.	Target date: December 2020	Head of Corporate Services Lead Member for Organisational Development	✓	The Agile Working Policy has been consulted on by management and unions and was approved then published on 26 November 2020
d) Review communications strategy in light of new ways of working and remote meetings technologies.	Target date: January 2021	Head of Corporate Services Lead Member for Customer Focus	✓	The Communications Strategy has been reviewed and a supporting action plan produced. This will be presented at Overview & Scrutiny Committee in January. Communication both internally and externally have been at the forefront of the council's response and recovery, and has been adapted accordingly to include things such as the Covid-19 microsite, virtual staff briefings now provided on a monthly basis, continuing to produce Tewkesbury Borough News, and increased social media. This action is linked within the Council Plan performance tracker. (Customer first- objective 1- action d).

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

191

PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Reporting Line	Progress to date	Comment
Refocus				
a) Work with partners at Cheltenham to speed up delivery of the garden village site.	Target date: March 2021	Director of Garden Communities Lead Member for Built Environment	☺	Working closely with Cheltenham Borough Council and Homes England regarding the J10 Housing Infrastructure Fund (HIF) delivery as well as land assembly opportunities and the possible relocation of the Hayden Sewerage treatment works. A regular board meeting has been set up to have a platform to work with partners. This action is linked within the Council Plan performance tracker. (Garden Communities- objective 2- action b).
b) Explore opportunities to enhance new digital jobs and training with the Local Enterprise Partnership (LEP) and partners at Cyber Central.	Target date: March 2021	Director of Garden Communities Lead Member for Built Environment	☺	Continue to work with LEP and Cheltenham Borough Council as the Cyber Central project develops. Current activity includes the formation of a Cyber Leadership Board and a Cyber Festival planned for next year, both to be led by the LEP currently.

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

92

PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Reporting Line	Progress to date	Comment
Recover				
a) Seek further government funding with our partners to support sustained delivery of the garden community programmes.	Target date: December 2020	Director of Garden Communities Lead Member for Built Environment	☺	A bid for further capacity funding to support the development of the early stages of the Garden Town programme is under preparation and due to be submitted to Ministry of Housing, Communities and Local Government (MHCLG) in September. A decision is due in December.
b) Actively seek capital funding with our partners to support the programme.	Target date: March 2021	Director of Garden Communities Lead Member for Built Environment	☺	Discussions continue on many aspects of the programme to identify potential external funding opportunities/income streams, including direct grant aid, land purchase options, utility services provision, as well as private equity/investment avenues.
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Reporting Line	Progress to date	Comment
Rebuild				
a) Work with partners to seek resolutions to infrastructure	Target date: March 2021 (Junction 10)	Director of Garden Communities	☺	<u>All-ways Junction 10</u> As part of the budget announcement, Gloucestershire County Council have been awarded £249m to deliver an all-ways J10. This project consists of an all-ways motorway

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

93

<p>requirements around Junction 9 and Junction 10.</p>		<p>Lead Member for Built Environment</p>	<p>junction, link road to the West Cheltenham development site and a park and ride interchange. Public consultation has taken place and finished on 25 November 2020. Post public consultation, further detailed option analysis will be undertaken in order to support an announcement about the preferred scheme design and location in Spring 2021. Another public consultation exercise will then accompany the planning application which follows.</p> <p>Additional project information can be found on the GCC website - https://www.gloucestershire.gov.uk/highways/major-projects-list/m5-junction-10-improvements-scheme/</p> <p>This action can also be found within the Council Plan performance tracker. (Economic Growth- objective 2- action b).</p>
	<p>Target date: October 2021 (J9 and A46)</p>		<p>😊</p> <p><u>J9 and A46 Offline Solution</u></p> <p>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 first stage bid for major investment to support the delivery of an off-line J9/A46 solution has now been submitted to the Department for Transport and work continues on finalising the next stage business case. Gloucestershire County Council continue with the project with submission date to the Department of Transport of September 2021.</p> <p>This action can also be found within the Council Plan performance tracker. (Economic Growth- objective 2- action b).</p>

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

94

PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Reporting Line	Progress to date	Comment
Rebuild				
b) Work with partners to maximise sustainable development and low carbon technologies as part of the Garden Communities programme.	Target date: March 2021	Director of Garden Communities Lead Member for Built Environment	☺	To meet the principles of the garden community developments sustainability is a core requirement. West Cheltenham Supplementary Planning Document (SPD) is now adopted (Tewkesbury Borough Council adoption 28 July 2020), which promotes a number of sustainability objectives and work continues on the evolution of the Tewkesbury Garden Town masterplan to better define the principles of development and how key features of sustainability and low carbon can be fully integrated and actively promoted, from the outset. This action is linked within the Council Plan performance tracker. (Garden Communities- objective 1- action c).

PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Refocus				
a) Exploit the opportunities provided through agile working to enhance or accelerate carbon	Target date: March 2022	Head of Corporate Services	☺	With the majority of staff working from home then this will naturally contribute to reducing cost and the carbon footprint of PSC activity e.g. reduced paper consumption, reduced travel, heating and lighting etc. The impact will need to be determined through the capture of baseline data and monitoring procedures – a recommendation from the audit. Looking forward, the

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

reduction and climate change initiatives.		Lead Member for Organisational Development		advantages currently presented through agile working need to be sustained and become the 'new norm'.
b) Work with our businesses and communities to support cleaner and greener living and working.	Target date: March 2021	Head of Development Services Lead Member for Community	😊	Virtual workshops and one-to-one sessions are currently being offered to businesses through the Tewkesbury Growth Hub. Workshops on 'how to build an eco/green business' took place on 21 October 2020 and a one-to-one session on 22 October 2020. Further sessions are scheduled for the new year.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Recover				
a) Increase awareness in the effects of recycling contamination.	Target date: March 2021.	Head of Community Services Lead Member for Clean and Green Environment	😊	Ubico crews are delivering to all properties a revised information sticker for blue bins as it has been recognised the current bins have been in place for up to 10 years and the information will be wearing off the older bins. This will ensure that at the point of use, the bins will show information on what can and cannot be recycled. Crews are carrying out additional checks and reporting the bins with contamination. These bins are being left with an information sticker to ensure they know why it's not been emptied. This has been supported by a communications campaign for social media and within Tewkesbury Borough News.
b) Work with our communities to minimise waste to minimise the impact on our environment.	Target date: October 2021	Head of Community Services		A new waste communications strategy is being created through the newly reformed Gloucestershire Resource and Waste Partnership (GRWP). This will help the GRWP work closer with

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

		Lead Member for Clean and Green Environment	☺	<p>communities and encourage waste minimisation and diversion from disposal routes.</p> <p>A communications fund has been set up to pay for the activities which will be identified in the communication strategy action plan. This work will build on the waste compositional analysis which has identified recyclable waste streams still in the residual bin.</p>
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Rebuild				
a) Support the deployment of the carbon reduction action plan.	Target date: July 2021	Head of Finance and Asset Management Lead Member for Finance and Asset Management.	☺	An application is currently being made to the Decarbonisation fund for grant funding towards the replacement of the offices heating system and the provision of additional solar panels. If successful, it is anticipated that installation will be completed by September 2021.
b) Work on the Mixed Recycling Facility (MRF) contracted services procurement.	Target date: April 2021	Head of Community Services Lead Member for Clean and Green Environment	☺	Procurement is progressing well, and the team are on target to have a new contract agreed by the end of March 2021.
c) Build on our communities' connections with green space, walking and cycling to encourage healthy, sustainable living and appreciation of biodiversity.	Target date: March 2022	Head of Development Services Lead Member for Community	Deferred for six months	Through the Community Funding Officer, the council is providing funding advice for community projects, including environmental and health initiatives. Through the development process there are health and community policies to encourage new communities to access facilities and green space that encourage healthy, active lifestyles.

Appendix 4 - Quarter 2 budget report

Chief Executive

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	260,900	206,665	54,235	1
Premises	0	0	0	
Transport	0	0	0	
Supplies & Services	8,160	3,860	4,300	
Payments to Third Parties	0	0	0	
COVID-19 Costs	0	0	0	
Income	0	0	0	
TOTAL	269,060	210,525	58,535	

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

Community Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	1,329,424	1,388,273	(58,849) *	2
Premises	0	1,603	(1,603)	
Transport	900	0	900	
Supplies & Services	151,319	143,768	7,551	
Payments to Third Parties	5,136,738	5,267,239	(130,501)	3
COVID-19 Costs	0	389,127	(389,127)	4
Ringfenced Projects and Funding	0	(180,192)	180,192	5
Income	(2,279,847)	(2,222,652)	(57,195) *	6
TOTAL	4,338,534	4,787,166	(448,632)	

2) Employee costs are showing as overspent which is due to the pressures on the Environmental Health team during the COVID pandemic and the full time use of an interim Environment Health Manager to ensure continuation of services to the end of the financial year.

3) Payments to third parties are overspend due to the continuing issues with the MRF provider. Additional costs have been agreed to be paid through the contract to the end of the year in relation to the quality of our paper recycling. There is also an emerging issue where the contractor is rejecting any loads which contain contaminated material. This has been occurring since the beginning of October and on the basis of rejecting 2 loads per week this could cost the council an additional £100k during the second half of the financial year. Whilst there has been overspends reported on the Ubico contract of nearly £100k, these have been offset by one off gain where by pension contributions have not been required to be paid in the year. The pension saving had not been included in the 2020/21 budget when approved by members.

4) COVID 19 costs show the impact of additional work that is being required as a result of the pandemic, not related to normal service provision. These include the cost of implementing the national policy of placing all homeless people in accommodation, additional costs that Ubico incurred to comply with health and safety rules on social distancing, whilst delivering refuse services and also additional resources are required to deal with back log in work in environmental health, when resources were redeployed during lockdown.

5) Ringfenced projects and funding represents grants that have been received in the year but not yet spent. A large grant was received for homeless prevention initiatives. This is not a recurring budget item and if unspent at year end will be placed in a reserve. Whilst shown as a gain above, it is removed as part of corporate costs and therefore does not impact on the charge to Council Tax payers

6) The fall in income is mostly in relation to Trade Waste and Licencing. Due to the pandemic there was business closures, which meant that they did not need trade waste services or to renew licences. It is hoped that through the Central Government Fees and Charges scheme that we can recover around 70% of the lost income.

* Not included in the figures above is any risk or reward in relation to BREXIT, if the UK was to leave the EU without a trade agreement it would result in a requirement for exporting businesses to apply for licences. Whilst this would be chargeable to businesses, it would also require additional resources to manage the demand. Due to the ongoing negotiations over trade with the EU no financial impact has been calculated

Corporate Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,025,153	1,953,027	72,126	7
Premises	0	0	0	
Transport	0	0	0	
Supplies & Services	557,089	624,169	(67,080)	8
Payments to Third Parties	127,574	84,488	43,086	9
Transfer Payments - Benefits Service	12,449,021	12,449,021	0	
COVID-19 Costs	0	186,492	(186,492)	10
Income	(12,969,223)	(12,875,901)	(93,322)	11
TOTAL	2,189,614	2,421,296	(231,682)	

7) The majority of the savings relates to vacant posts within Revenues & Benefits. The overtime and backfill for this team is currently coded against COVID. This is expected to be £29k by March 2021. The digital team are currently making a saving of £16k, this is expected to be £36k by Year End. This saving will partly fund the Digital Platform, which is showing as an overspend in supplies and services. There is also a £10k saving on training as a result of COVID restrictions. Human Resources think this may change before year end with more teams opting to train online.

8) The IT department have purchased additional equipment this financial year that was not budgeted for. The estimated total overspend in IT equipment is £55k. The largest item being Epaton, who 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. There are savings in licenses and a reserve that will be used to offset this.

The expected postage savings of Council tax bills is dependent on the implementation of the E-billing project being in place by January 2021.

9) The COVID situation has resulted in fewer departments having the resources to support an apprentice. Therefore, there is currently only one apprentice being funded from the youth training budget. The saving at March is likely to be at least £22k. Courts summons have stopped since the start of COVID and are unlikely to resume. This will give a budget saving of £12k.

10) The COVID costs that relate to Corporate are £78k on laptops, £68k on staff overtime or agency and £9k on licenses

11) 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	Projected Outturn	Savings / (Deficit)	
	£	£	£	
Employees	273,305	231,105	42,200	12
Premises	0	0	0	
Transport	11,500	4,056	7,444	
Supplies & Services	456,419	439,238	17,181	13
Payments to Third Parties	37,600	32,898	4,702	
COVID-19 Costs	0	1,991	(1,991)	
Income	(2,000)	(13,285)	11,285	14
TOTAL	776,824	696,003	80,821	

12) Savings identified from the vacant post held in establishment which is used to offset additional work that the team has to deliver during elections. In the current financial year there have been no elections that have had to be managed, the Police and Crime Commissioner election has been delayed for 12 months to May 2021. This saving may reduce during the second half of the year as the team are covering a member of staff on maternity leave and so may be claiming overtime.

13) Supplies and services are underspent due to having no civic functions during the year

14) Income is above budget due to a one off grant income on electoral registration

Deputy Chief Executive

	Full Year Budget	Projected Outturn	Savings / (Deficit)	
	£	£	£	
Employees	124,939	92,175	32,764	15
Premises	0	0	0	
Transport	200	100	100	
Supplies & Services	2,400	1,200	1,200	
Payments to Third Parties	20,000	20,000	0	
COVID-19 Costs	0	0	0	
Income	0	0	0	
TOTAL	147,539	113,475	34,064	

14) The saving on employee costs is as a result of the Deputy Chief Executive leaving to take up new employment. The role is not going to be filled in the short term, pending a review by the Chief Executive of the senior management team.

Development Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,079,092	1,980,952	98,140	16
Premises	45,356	44,289	1,067	
Transport	0	826	(826)	
Supplies & Services	219,705	165,509	54,196	17
Payments to Third Parties	276,045	269,534	6,511	
COVID-19 Costs	0	56,381	(56,381)	18
Projects Funded Externally	0	1,130,958	(1,130,958)	19
Income	(1,572,605)	(1,296,472)	(276,133)	20
TOTAL	1,047,593	2,351,977	(1,304,384)	

16) There are significant salary savings within Development resulting from vacant posts. Recruitment is still ongoing for these posts. Although, some agency staff have been employed, this has been minimised in order to prioritise the filling of vacant posts. Agency staff is expensive and could jeopardise to ability to employ permanent staff later in the financial year. The projected year end savings is currently £98k. However, there is an expected deficit expected within the PPA income budget, this includes agency staff. Therefore, these salary savings will offset the overall income budget deficit.

17) Savings made on goods for resale at the tourist information centres and growth hub expenditure. Both have been closed due to COVID. The year end saving is expected to be £54k.

18) The Council have committed to match the Gloucestershire County Council £50k contribution toward COVID Community Grants.

19) This expenditure relates to the Ashchurch Bridge Project and Garden Towns. There is external funding for these projects. This shown in corporate codes funding.

20) There is a budget deficit across all income streams within Development. Planning income is expected to be under budget by £276k, including planning fees, PPAs, land charges and street name & numbering. 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. The second largest income shortfall is at the TIC's. The reduction of income has however resulted in a small saving on supplies and services. For example, no stock purchased.

Finance and Asset Management

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,584,888	2,550,119	34,769	21
Premises	569,065	541,075	27,990	22
Transport	55,870	5,806	50,064	23
Supplies & Services	501,036	507,431	(6,395)	
Payments to Third Parties	298,933	317,340	(18,407)	24
Precept	6,500	6,500	0	
COVID-19 Costs	0	909,063	(909,063)	25
Income	(1,387,516)	(894,897)	(492,619)	26
TOTAL	2,628,776	3,942,437	(1,313,661)	

21) 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

22) The saving on utility bills for the Council offices as a result of the majority of staff working from home, electricity being the major part with approx £20k expected to be saved by the end of this financial year.

23) The saving in the transport costs is a result of halving our fleet of cars due to home working arrangements and the majority of meetings and events happening online. We currently have 3 fleet cars.

24) There is an adverse variance in payments to 3rd parties. This is mostly in relation to our car parks and the fact that we are now paying the Ringo charge instead of the app users bearing the cost. It costs us £0.08 every time someone makes a payment for parking using the Ringo app.

25) £474k is the estimated cost of supporting the operators of the leisure centre as a result of the change of law during the pandemic. £430k is the balance of funding that has been set aside, but not yet allocated, for recovery

26) Predicted annual loss of £248k of revenues from car parking, as charging was suspended during the lockdown period. The expected revenue of £160k from the Leisure Centre will also be lost this year due to COVID related closures and restrictions. 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 £	Projected Outturn £	Savings / (Deficit) £	
Employees	1,951,713	1,584,697	367,016	27
Premises	0	0	0	
Transport	18,160	8,330	9,830	
Supplies & Services	95,686	85,728	9,958	
Payments to Third Parties	10,460	12,500	(2,040)	
COVID-19 Costs	0	0	0	
Income	(1,757,648)	(1,348,524)	(409,124)	27
TOTAL	318,371	342,731	(24,360)	

27) COVID-19 has impacted on the amount of third party work that One Legal has been able to do in Q1 & Q2 of the financial year. Clients have been focused on the response to the pandemic, rather than projects requiring legal support. For this reason, Legal have not expanded establishment as planned, and as result the savings in salaries can be used to offset the shortfall in income.

Appendix 5 - Analysis of capital budget 2020/21

	Q2 Budget Position £	Q2 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	0	0	0	0	No expenditure expected in Q2
Equipment	65,000	66,000	(1,000)	(2)	Payments in Q2 are in line with expectations.
Capital Investment Fund	10,565,000	10,566,809	(1,809)	(0)	Payments in Q2 are in line with expectations.
Community Grants	0	0	0	0	No expenditure expected in Q2
Housing & Business Grants	240,000	168,097	71,903	30	Not as many applications for DFG's as projected at the beginning of the year. For comparison, we spent £315,951 in the first 6 months of 2019/20
	10,870,000	10,800,906	69,094	1	

Appendix 6 - Revenue reserves for 2020/21

Reserve	Balance 31st March 2020	Spent in Reserve Quarter 2	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	2,970	122,348	
Business Transformation Reserve	618,019	55,291	562,728	1
Community Support Reserve	99,317		99,317	
Development Management Reserve	180,150	5,000	175,150	
Development Policy Reserve	264,935	2,222	262,713	
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	175,647	432,947	2
Insurance Reserve	50,000		50,000	
IT Reserve	110,195	10,376	99,819	
Open Space & watercourse Reserve	876,182	18,187	857,995	
Organisational Development Reserve	115,156	57,162	57,994	3
Risk Management Reserve	10,000		10,000	
Waste & Recycling development Reserve	1,209,955	3,628	1,206,327	
	7,328,093	353,874	6,974,219	

Notes

- 1 Funding of Digitisation team
- 2 Lead authority funding passed over to Forest of Dean DC
- 3 Payment of final essential user lump sum to staff as per savings plan

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	3 February 2021
Subject:	Budget 2021/22
Report of:	Head of Finance and Asset Management
Corporate Lead:	Chief Executive
Lead Member:	Lead Member for Finance and Asset Management
Number of Appendices:	Two

Executive Summary:

The proposed net budget totals £9.27 million and, after deducting government support and other financing streams, the resultant Council Tax requirement is £4.58 million giving a Band D Council Tax figure of £129.36.

Recommendation:

The Committee is asked to RECOMMEND TO COUNCIL:

- i. a net budget of £9,270,575.
- ii. a Band D Council Tax of £129.36, an increase of £5.00 per annum.
- iii. the use of uncommitted reserves totalling £431,108 to support the base budget.
- iv. the inclusion of growth items within the budget for 2021/22 as proposed in Appendix A.
- v. the capital programme as proposed in Appendix B.

Reasons for Recommendation:

The Council must set a balanced budget and a level of Council Tax necessary to meet its revenue needs, but it must be set at a level affordable to the taxpayer and within the parameters set by the government.

Resource Implications:

Set out in this report.

Legal Implications:

Section 32 of the Local Government Finance Act 1992 as amended places a duty on the Council, as Billing Authority, to calculate before 11 March 2021 its budget requirement for 2021/22.

Under section 25 of the Local Government Act 2003, the Section 151 Officer must report on the robustness of the estimates for the purposes of making the appropriate calculations and of the adequacy of the Council's proposed financial reserves.

Risk Management Implications:

As set out within in the report.

Performance Management Follow-up:

Performance reports are presented to Members on a quarterly basis and include details of the revenue and capital budgets performance and updates on the use of reserves.

Environmental Implications:

None directly from this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The Council considered the Council's financial position as shown in the Medium Term Financial Strategy (MTFS) at its meeting on 26 January 2021.
- 1.2** The MTFS outlines the budget pressures currently facing this Council now and in future years. It depicts the gap between the estimated net budget of the Council and the estimated funding available in order to finance that net expenditure. The deficit over the five years of the MTFS is estimated to be in the order of £7.4 million with a gap suggested in 2021/22 of approximately £2.2 million.
- 1.3** The production of the MTFS has this year included the relative content from the Spending Review and the details of the Local Government Finance Settlement. In summary, the headlines from these include:
- A one year only Spending Review period, covering 2021-22.
 - An inflationary increase to needs based central funding.
 - Confirmation of a one year delay to the Fair Funding Review and the implementation of a 75% Business Rates Retention Scheme.
 - The phased withdrawal of the New Homes Bonus scheme but with a commitment to consult on a replacement scheme.
 - A range of one off funding measures to support Councils in dealing with the impact of COVID-19 and to ensure that there is no reduction in Core Spending Power.
 - Continuation of the Council Tax threshold for District Councils being the higher of 2% or £5.
- 1.4** This report now brings together the general information on the financial climate with the detailed figures associated with the 2021/22 budget and the work undertaken by the Transform Working Group and makes a proposal for a balanced budget and resultant Council Tax. The proposal made is in light of the budget deficit for 2021/22 as a result of the impact of the previous bullet points and the detailed analysis of income and expenditure budgets for the next financial year.
- 1.5** Section 25 of the Local Government Act 2003 requires the Chief Financial Officer (nominated Section 151 Officer) to make a statement to the Council on the robustness of the estimates and adequacy of financial reserves. This statement is set out in section 11 of this report. The Council is under a statutory obligation to have regard to this when making its decision on the proposed budget.

- 1.6** In setting the budget for 2021/22, the Council has continued to provide the same level of service as in previous years and in many areas looks to provide an enhanced service. In addition, and despite the financial challenges facing the Council, including the loss of £1.25 million of New Homes Bonus funding, the proposed budget includes the addition of £416,850 of ongoing growth in our services and over £800,000 of one off growth to further support services and Council plan ambitions. The proposed budget is however reliant on the use of £431,108 of uncommitted Council reserves and a Council Tax increase of £5 per annum for a Band D property. There are no planned redundancies within the recommended budget.
- 1.7** The approval of the 2021/22 budget will mark the start of the process to set a balanced budget for 2022/23. Much will depend on the government providing clear information on proposed funding for local government in 2022/23 and beyond but the Council will also need to consider its expenditure plans over the medium term and look to align those plans with the likely level of resources available.

2.0 LOCAL GOVERNMENT FINANCE SETTLEMENT 2021/22

- 2.1** The Local Government Finance Settlement for 2021/22 includes funding levels for Revenue Support Grant (RSG), Rural Services Delivery Grant (RSDG) and the Business Rates baseline funding. This is essentially the government's assessment of the needs based funding required to provide services within the Borough.
- 2.2** The provisional Local Government Finance Settlement for 2021/22 was announced on 17 December 2020. The settlement is subject to consultation which will end on 16 January 2021, with a final settlement expected at the end of January. The figures within the settlement are in line with expectations and Table 1 highlights the confirmed level of support for the next financial year.

Table 1

	2019/20	2020/21	2020/22
	£'000	£'000	£'000
Cash levels			
Revenue Support Grant (RSG)	23	23	23
Rural Services Delivery Grant (RSDG)	14	14	14
Business Rates baseline funding	1,815	1,846	1,846
Total	1,852	1,883	1,883
Change in funding (£)			
Revenue Support Grant (RSG)	-259	0	0
Rural Services Delivery Grant (RSDG)	3	0	0
Business Rates baseline funding	39	31	0
Total	-217	31	0
Change in funding (%)			
Revenue Support Grant (RSG)	-91.84%	0.00%	0.00%
Rural Services Delivery Grant (RSDG)	27.27%	0.00%	0.00%
Business Rates baseline funding	2.20%	1.71%	0.00%
Total	-10.49%	1.67%	0.00%

- 2.3** As can be seen from Table 1, the Council's core funding level in 2021/22 is on a par with that of the current year. An inflationary increase of 0.55%, being the CPI figure for September 2020, has been applied to RSG generating an uplift of £128 whilst an injection of funding into the RSDG has seen that increase by £679. The business rates multiplier for 2021/22 has been frozen by government, despite September's CPI figures, in an effort to support business during the pandemic. The inflationary increase would have seen a small uplift in the business rates baseline funding but that will not happen given the freeze on the multiplier and our baseline funding level will stay the same. The government is required to compensate local authorities for this decision by providing a section 31 grant of the equivalent value and that will be represented in the business rates retained income figures shown in section 4.
- 2.4** In addition to the needs based funding, the Provisional Settlement also outlined several new, one-off grants to support local authorities in 2021/22. The first of these is the Council Tax Support Grant with £670 million being allocated nationally. This is not a scheme whereby the funding is passed onto taxpayers facing hardship in the current financial climate, but is in fact intended to support Councils to deal with the increase in claimants for the Local Council Tax Reduction Scheme arising from the impact of coronavirus. At the time of writing, Tewkesbury has seen a 40% increase in working age claimant caseload and, as a result of the increased Council Tax discount awarded, has seen a significant fall in the level of tax base growth expected – see section 7.7. This one-off grant is aimed at supporting that increased discount and the amount allocated to Tewkesbury is £93,201. Current government expectations are that claimant numbers should fall to normal levels for 2022/23 and therefore no grant will be required going forward.
- 2.5** The Lower Tier Services grant is also a new, one-off grant scheme with £111 million allocated nationally to support lower tier services in 2021/22. The grant takes its funding from the surplus within the New Homes Bonus scheme and effectively acts to ensure that no authority see its Core Spending Power reduce from the previous year as a result of changes in other areas of funding. As Tewkesbury Borough Council will see significant reductions in its New Homes Bonus (NHB) for 2021/22 – see section 3 – the Lower Tier Services Grant for Tewkesbury Borough Council totals £932,465. This grant offsets much of the loss being experienced in NHB but it must be stressed that currently the grant is only awarded for 2021/22 and there are no indications that it will continue beyond that year.
- 2.6** Other one off grant funding was also announced in the Provisional Settlement and includes the Tax Income Guarantee Scheme which will fund 75% of irrecoverable losses in both Council Tax and business rates for the 2020/21 year. The amount of the claim that will be made for these tax losses will be calculated at year end with the outturn figures for both Council Tax and business rates and compensation payments are expected to be made in January 2022. Given this, it is not possible to include an amount within the proposed budget and the receipt from this scheme will be treated as an in year gain rather than being part of the base budget. A further tranche of COVID-19 grant funding was also announced which will see Tewkesbury receive £424,927 in the first quarter of 2021/22. Again, this will not form part of the Council's base budget but will offset any additional expenditure or lost income as a result of Coronavirus in year.

2.7 The government's preferred measure of financial resources available to local government is called the Core Spending Power (CSP) and takes into account all of the grants referred to in the previous paragraphs, New Homes Bonus and Council Tax to forecast the level of total resources available to local government in the coming year. For upper tier authorities it also includes items such as the adult social care precept and the social care support grant. The headline figure for local government sees an increase of 4.5% or £2.2 billion in funding for 2021/22. This is largely made up of increases to Council Tax income (87% of the total) as the government assumes all Councils will make the decision to increase Council Tax by the maximum possible before referendum and an assumption of average growth in the tax base throughout the country. This continues a feature of recent settlements in that a greater burden for funding local government has been placed on the local taxpayer.

2.8 Tewkesbury's CSP forecast for 21/22 is somewhat less than the national average, standing at 0%, and only reaches 0% as a result of the new Lower Tier Services Grant and the assumption of Council Tax increases. Table 2 illustrates how Tewkesbury's CSP is calculated:

Table 2 – Tewkesbury's Core Spending Power

	2020-21	2021-22
	£ millions	£ millions
Settlement Funding Assessment	1.9	1.9
Compensation for under-indexing the rates multiplier	0.1	0.1
Council Tax Requirement excluding parish precepts	4.4	4.7
New Homes Bonus	3.8	2.5
Rural Services Delivery Grant	0.0	0.0
Lower Tier Services Grant	0.0	0.9
Core Spending Power	10.1	10.1
Increase (£)		0.0
Increase (%)		0.00%

2.9 Funding beyond 2021/22 is currently not known. The Spending Review in 2020 only provided for a one year funding settlement and it is hoped a multi-year settlement can be agreed as soon as possible in 2021. Similarly, the Fair Funding Review, which has again been delayed for a year, needs to be concluded and provide clarity on the method for allocating overall funding to individual local authorities.

3.0 NEW HOMES BONUS

3.1 The Provisional Settlement for 2021/22 has confirmed that New Homes Bonus (NHB) will be withdrawn over a three year period. This has widely been touted as the most likely direction the government would take on this funding stream for the last eighteen months and confirmation has now been received of the reduced value for 2021/22 and likely profile of reduction in the following two years.

3.2 For 2021/22, local authorities will receive NHB payments in respect of only three years rather than four:

- Years 8 and 9 (legacy payments for growth in previous years).
- Year 11 (payments earned based on data from October 2020 – no legacy payments associated with this year).

Year 10, which was first received in 2020/21, will not attract any legacy payments and therefore is withdrawn. Only one year of benefit has been derived from that particular year of growth rather than the usual four. This is particularly disappointing for Tewkesbury as year 10 was the biggest single year of bonus at £1.11 million.

For 2022/23, Tewkesbury will only receive NHB from the final year of Year 9 legacy payments. Year 8 will drop out after delivering four years of funding, whilst Year 11 has been announced for one year only i.e. no legacy payments.

3.3 For Year 11, which is based on growth between October 2019 and October 2020, the value of the NHB will be £644,982. This is significantly lower than previous years and reflects the slowdown in growth in the Borough as a result of Coronavirus and an increase in the number of empty properties. Table 3 details the projection of NHB over the medium term.

Table 3 – Projection of NHB

	2020/21	2021/22	2022/23 Projection	2023/24 Projection
Year 6	£0	£0	£0	£0
Year 7	£750,088	£0	£0	£0
Year 8	£898,713	£898,713	£0	£0
Year 9	£965,166	£965,166	£965,166	£0
Year 10	£1,148,789	£0	£0	£0
Year 11	£0	£644,982	£0	£0
Year 12	£0	£0	£0	£0
Year 13	£0	£0	£0	£0
	£3,762,756	£2,508,861	£965,166	£0
Variance (£)	£489,358	-£1,253,895	-£1,543,695	-£965,166
Variance (%)	14.94%	-33.32%	-61.53%	-100.00%

3.4 As can be seen from the table, the Council will receive £2.51 million in 2021/22 from the NHB scheme. This is a reduction of £1.25 million on the current levels. The table also forecasts the elimination of NHB over the following two years with reductions in finance of £1.54 million and then £0.96 million.

3.5 The Council's allocation in 2020/21 of £3.76 million enabled the base budget support of £2.81 million to continue whilst supporting a further £952,000 of 'one-off' uses. Given the reduction in NHB funding for 2021/22 of 33%, it will no longer be possible to support these one-off uses with NHB and, in addition, the core funding support will need to fall by nearly £302,000 to £2.51 million. This core budget support will therefore utilise 100% of the NHB available in 2021/22 and beyond.

- 3.6** Some of the one-off uses have been supported for a number of years and some are essential every few years. Examples of these uses include planning appeals, community grants, asset maintenance and the Borough Elections. Items such as planning appeals and the Borough Elections are unavoidable costs and will need to be brought inside the base budget in 2021/22 and the following years. Other items will need to be considered as growth items, either for ongoing funding as part of the base budget or as funded on a one-off basis only. Section 6 looks at the growth items recommended for inclusion within the overall budget for 2021/22.
- 3.7** Given that the government is only funding three years of NHB rather than the usual four years, the surplus within the NHB scheme, estimated at £278 million out of the £900 million allocation, would normally be returned to local government pro rata to the top slice of Revenue Support Grant that funds NHB. The government has opted not to follow this requirement of the system but has instead used the surplus to fund the new Lower Tier Services Grant of £111 million, 50% of the new Social Care grant at £150 million and also funded the inflationary uplift in needs based funding. This change in use for the surplus undermines confidence in the management of funding schemes and the settlement itself whilst allowing funding packages to be falsely represented as new. However, in Tewkesbury's case this has worked to its advantage with the £932,465 of Lower Tier Service grant being a far greater amount than would have been allocated through a normal NHB surplus redistribution.
- 3.8** Looking beyond the NHB scheme, the government is making very clear that it wants to replace NHB with something that is more "targeted". Any replacement is unlikely to distribute as much funding as the NHB currently does, or to be distributed in the same way, but at least there will be some financial reward for delivering housing growth in the coming years. A consultation document is expected early in 2021 which will give some idea of the likely replacement scheme with indications being that the new scheme will go live in 2022/23 and reduce some of the impact of known losses in the NHB scheme.

4.0 BUSINESS RATES RETENTION

- 4.1** In recent years Tewkesbury Borough has benefited from significant amounts of retained business rates income to support its base budget. The current year reflects this with a base budget estimate of £603,335 of retained income and a Business Rates Collection Fund distributable surplus of over £3.5 million, largely delivered from the release of provisions made in previous years. This position is in stark contrast to the substantial losses made in the early years of the retained business rates scheme.
- 4.2** As indicated earlier in this report, the government's intention to move the local authority sector as a whole to a 75% retention scheme from 1 April 2021 has now been delayed for a further year. In addition, the proposed reset of the system has also been postponed. Therefore, the calculation of the likely level of retention for 2021/22 has been made against the existing 50% retention scheme. The calculation has also needed to reflect the currently known impact of coronavirus on the business community and a forecast of further potential changes to the collectable debit as a result of additional properties becoming vacant, changes to valuations as a result of Material Change in Circumstances and an increase in write offs. As a result, the estimate of retained business rates income has fallen to £130,047.

- 4.3** In addition to the in budgeted in year retention, the Council budgets for the surplus or deficit arising on the Business Rates Collection Fund in the previous year. As would be expected in 2020/21, there has been a severe negative impact on rates collection as a result of the pandemic. A number of businesses have either not been required to pay rates in the year, have not been able to pay or have simply chosen to not yet pay. The collective impact of this is a substantial deficit of which Tewkesbury's share totals £4.65 million. However, this deficit will be matched out within our budget by a business rates reserve funded from s31 government grant intended to meet the cost of the retail relief provided. The overall impact on our budget is therefore nil.
- 4.4** In addition to our own, individual performance, Tewkesbury Borough has been a member of the Gloucestershire Pool which incorporates all Gloucestershire authorities and, through the inclusion of the County Council, results in a much reduced levy payment being applied, therefore generating higher levels of retained income within Gloucestershire. This increased retention is shared directly amongst the Councils and also with the Strategic Economic Development Fund in Gloucestershire. Section 151 Officers have risk assessed the proposed pool in 2021/22 and, despite the impact of coronavirus on forecast business rates, believe there is sufficient existing retention within the system to mitigate against the risk of losses materialising. Tewkesbury will therefore continue within the pool for 2021/22 and any additional retention delivered by the pool arrangements will be treated as a windfall bonus at the year end.
- 4.5** Whilst the government has again postponed the move to 75% retention and the system reset for another year, further delays cannot be ruled out given the impact of the pandemic and the withdrawal from the European Union.

5.0 COUNCIL TAX

- 5.1** Given the level of deficit for 2021/22, as described in later sections of this report, and the Medium term financial forecast of continued deficits, it is once again necessary to recommend an increase in Council Tax in order to balance next year's budget and improve the Council's financial footing as it looks towards future deficit reduction. It is recommended that a £5 per annum increase at Band D level, equivalent to 4.02%, is approved, generating an additional £177,000 of ongoing income to support the Council's core services.
- 5.2** The level of increase proposed is in line with the government's set threshold, of £5 or 1.99%, whichever is the higher, for determining whether a District Council Tax increase is excessive and should be put to a local referendum. Thresholds for other precepting bodies are:
- 1.99% for basic Council Tax and 3% for the Adult Social Care levy for upper tier authorities.
 - £15 for Police and Crime Commissioners (£10, £24 and £12 in preceding years).
 - There are again no thresholds for Town and Parish Councils.
- 5.3** The proposed increase will be the sixth year in succession that the Council will have increased the Council Tax. This follows the period from 2011 to 2016 where Tewkesbury decided to freeze its share of the Council Tax in order to support its taxpayers during tough economic times. The proposed increase would set the Band D Council Tax at £129.36 per annum and most likely keep the Council around the fifth lowest District Tax in England. The proposed tax would also keep the Council in the lowest quartile for Council Tax charges and would be approximately £43 lower than the lower quartile threshold and some £69 short of the average District Council for 2021/22.

5.4 The impact of this proposal on the Borough taxpayers is illustrated in Table 4.

Table 4

Band	No. of properties	Percent of total	Annual Council Tax 20/21	Annual Council Tax 21/22	Annual Increase
A	6,613	15.53%	£82.91	£86.24	£3.33
B	6,716	15.77%	£96.72	£100.61	£3.89
C	11,926	28.01%	£110.54	£114.99	£4.44
D	6,209	14.58%	£124.36	£129.36	£5.00
E	5,458	12.82%	£152.00	£158.11	£6.11
F	3,475	8.16%	£179.63	£186.85	£7.22
G	1,988	4.67%	£207.27	£215.60	£8.33
H	200	0.47%	£248.72	£258.72	£10.00

5.5 The Council's recent record on Council Tax is shown below for information.

Table 5

Year	Council Tax £	Increase Pa £	Increase %
2011/12	99.36	0.00	0.00
2012/13	99.36	0.00	0.00
2013/14	99.36	0.00	0.00
2014/15	99.36	0.00	0.00
2015/16	99.36	0.00	0.00
2016/17	104.36	5.00	5.03
2017/18	109.36	5.00	4.79
2018/19	114.36	5.00	4.57
2019/20	119.36	5.00	4.37
2020/21	124.36	5.00	4.19

6.0 GROWTH

6.1 As part of the formation of the Medium Term Financial Strategy, a major exercise was undertaken this year to reveal the potential cost of growth that the Council could face over the next five years. Managers were asked to put forward growth requirements where there were service needs or where a Council Plan ambition needed funding. In addition, the exercise captured the areas of expenditure which have traditionally been funded from New Homes Bonus and the revenue impact from potential capital projects that may be required.

6.2 This exercise resulted in over £2.1 million additional cost being identified for 2021/22 with the majority being required on an ongoing basis. Given the financial constraints of the Provisional Settlement and the outlook for local government funding being uncertain, it is not possible to fund all of this requirement and difficult decisions have been made with regards to which requests will receive funding, which will be funded on an ongoing basis, which will be funded on a one-off basis, which will be funded from other sources and which cannot, unfortunately, be supported at all.

6.3 Appendix A details those growth requests and highlights those included within the budget proposal.

6.4 Despite the financial challenges, the budget proposal included £416,850 of ongoing growth and a further £827,500 of one off support. In addition to this, the COVID-19 Recovery Fund, previously allocated by Executive Committee, has supported a further £206,000 of proposals which will support service requirements in the current year and into 2021/22.

7.0 BUDGET PROPOSALS

7.1 The base estimates for the Council in 2021/22 have been compiled, including the proposed growth, and are detailed in table 6.

Table 6

	2020/21 Budget	2021/22 Budget	Variance (£)	Variance (%)
Chief Executives unit	£269,060	£270,911	£1,851	0.69%
Corporate Services	£2,189,614	£2,473,907	£284,293	12.98%
Democratic Services	£776,824	£774,715	-£2,109	-0.27%
One Legal	£318,371	£325,477	£7,106	2.23%
Deputy Chief Executive	£187,539	£128,445	-£59,094	-31.51%
Development Services	£1,062,879	£1,218,309	£155,430	14.62%
Community Services	£4,296,508	£4,674,581	£378,073	8.80%
Finance and Assets	-£144,188	-£595,770	-£451,582	-313.19%
TOTAL	£8,956,607	£9,270,575	£313,968	3.51%

7.2 The estimates for 2021/22 include the following headlines:

- A reflection of the Chancellor's call for Public Sector pay restraint with estimates reflecting a pay freeze core principle with the exception of workers earning less than £24,000 per annum where a £500 uplift is included. Whilst this reflects the chancellor's call, and the funding within the provisional settlement, it should be noted that local government pay is subject to negotiations between Unions and the employers and these are yet to progress. Should agreement be reached which sees a settlement in excess of the Council's assumptions, funding from reserves will be required in 2021/22. Significant savings on the cost of employees have been derived from the amendment to our normal 2% uplift expectation.
- Additional salary savings expectations of £97,500 have been included reflecting expected savings from the senior management team and general turnover of staff.
- The Gloucestershire Local Government Pension Scheme (LGPS) was revalued in 2019 and contribution rates set for the next three years. The amount which is required to repay the accumulated deficit has been reduced significantly within the valuation and as a result a further reduction of £196,000 is factored into our 2021/22 estimates. This results in the Council's annual contribution to the deficit falling to £1.465m, significantly reduced from £1.968m in 2019/20.
- An increased cost of £183,000 (4.5%) on the annual Ubico contract. Some of this increase was already known through the increased corporate recharge of £98,549 having previously been highlighted as an issue with previous contract sums. Other elements of the increase are related to inflationary pressures on employees and vehicles. In order to manage the cost of vehicle maintenance, it has been agreed to budget at an average cost for the final three years of the vehicle fleets useful life and use a newly established reserve to manage the risk of excess costs in the next two years. This new reserve is contained within the growth proposals. Overall, the contract sum for 2021/22 stands at £4.24m.

- A stretch target for garden waste income of £46,000 resulting in an overall forecast of £991,000 income from garden waste.
- The inclusion of two new commercial properties with gross annual rent in excess of £900,000.
- Reductions in costs derived from reduced business travel and climate change action plans.
- Reflection of very low interest rates throughout 2020/21 resulting in reduced investment income but also reduced borrowing costs. Additional borrowing costs, from the purchase of two new commercial properties, have also been added to the overall treasury position leading to a net increase in treasury costs of £123,000.
- Newly identified ongoing and one-off growth as detailed within Appendix A.

7.3 The finance available to fund the Net Budget Requirement is as follows:

Table 7

Financing stream	2020/21 Budget	2021/22 Budget	Variance (£)	Variance (%)
Revenue Support Grant	-£23,157	-£23,285	-£128	0.55%
Rural Services Delivery Grant	-£13,779	-£14,458	-£679	4.93%
Business Rates Baseline	-£1,846,233	-£1,846,233	£0	0.00%
Retained Business Rates	-£738,837	£4,519,103	£5,257,940	-711.65%
New Homes Bonus	-£3,762,756	-£2,508,861	£1,253,895	-33.32%
Collection Fund surplus	-£82,200	-£24,833	£57,367	-69.79%
Minimum Revenue Provision	£642,162	£882,413	£240,251	37.41%
Net Transfer to / (from) reserves	£1,263,185	-£4,649,020	-£5,912,205	-468.04%
Council Tax Hardship Fund	£0	-£93,201	-£93,201	-
Lower Tier Services Grant	£0	-£932,465	-£932,465	-
Total	-£4,561,615	-£4,690,840	-£129,225	2.83%
Service Expenditure b/fwd	£8,956,607	£9,270,575	£313,968	3.51%
Balance to be funded by Tax Payers	£4,394,992	£4,579,735	£184,743	4.20%

7.4 Table 7 highlights an increase in the financing streams available to fund the cost of services totalling £129,225 or 2.8%. This is largely as a consequence of the use of Council revenue reserves, totalling £431,108, which is necessary to provide a balanced budget for 2021/22. This is a one-off injection of funding and is matched off against the one off growth approved thereby creating no ongoing requirement. It is estimated that the Council will have approximately £2.4m left in its uncommitted balances following the likely deficit outturn position for the current year and the one off funding being utilised during 2021/22. This is a reasonably healthy position from which the Council will be able to support future year budgets or the structural changes required in order to be financially sustainable in the future.

7.5 Also included within the financing streams are:

- An increase in the Minimum Revenue Provision of £240,251 reflecting the increased borrowing undertaken in the current year.
- Contributions to the vehicle replacement reserve and commercial property reserve of £500,000 and £225,000 respectively.
- Use of £100,000 from the open spaces reserve to fund the enhanced resource requirement in grounds maintenance.
- £5.05m contribution from business rates reserves to meet the business rates collection fund deficit.

7.6 After deducting the financing streams from the net cost of services, the balance of expenditure to be funded by Council Tax Payers is £4,579,735 for 2021/22, an increase of £184,743 on the current year.

7.7 As highlighted previously, the growth of the Council’s tax base has been suppressed in comparison to previous years. Given the development taking place in the Borough, the average annual increase in the tax base has been 2.2% resulting in the number of Band D equivalents increasing by around 777 units. Whilst growth has taken place in 2020, albeit at reduced levels, the level of discount awarded through the Local Council Tax Reduction Scheme has increased dramatically as the number of working age claimants has grown. The growth of circa 40% has resulted in a significant impact on the tax base although not to the extent seen in many local authorities where the tax base is actually reducing. The tax base for 2021/22 is 35,403.02 an increase of 62.14 Band D equivalents or 0.2%.

7.8 Table 8 highlights the movement on the tax base, the balance to be funded by tax payers and the corresponding tax increase required whilst table 9 breaks down the additional tax receipts between the tax base increase and the tax charge increase.

Table 8

	2020/21	2021/22	Variance
Balance to be funded by Tax Payers	£4,394,992	£4,579,735	£184,743
Tax base	35,340.88	35,403.02	62.14
Council tax @ Band D	£124.36	£129.36	£5.00

Table 9

Council tax raised through tax base increase	£7,727.73
Council tax raised through charge increase	£177,015.27
Additional council tax raised	£184,743.00

8.0 RISKS

8.1 The Council’s budget is prepared using best estimates for the level and timing of expenditure, budget & efficiency savings and available resources. However, a number of uncertainties exist which could have an impact on the budget of the Council:

- Government Support – the settlement is only provisional and is subject to change. Funding levels beyond 2021/22 are, as yet, unknown. A prudent view of future years funding has been included in the MTFP.
- Impact of Coronavirus – the budget has been prepared without estimation of both the cost of a continuation of the pandemic or an estimate of potential government support. It is hoped that there will be a reduced impact in 2021/22 and will be matched off by government funding but a more significant impact cannot be ruled out resulting in a call on Council reserves.
- Impact of Coronavirus – shortfalls in taxation receipts during 2021/22 will be reflected in collection fund deficits which will impact the 2022/23 budget.
- Business Rates – Until such time as the issues with backdated appeals have been resolved, accurately forecasting the level of business rate income is difficult. Provisions are made within the scheme to deal with expected bad debts and appeals but these may not be sufficient. The Council is also a member of the Gloucestershire Pool and so the performance of neighbouring authorities with regards to rates retention will impact on Tewkesbury’s overall retention.
- Interest rate forecasts – rates continue at a historically low level. The current base rate is 0.1%. Our Treasury estimates, informed by our advisors, are based upon a continuation of the current base rate but further cuts and a negative rate cannot be ruled out. Changes will affect both the level of return from investments but also

the cost of borrowing.

- Political and economic uncertainty – the estimates have been prepared based on a stable footing and normal operating conditions. Economic impacts from recession or exit from the European Union could have knock on-effects on the cost of goods and services, levels of income and costs arising from further requirements on local government.
- Budgetary control – whilst every effort is made by services to operate within their set budgets, in some circumstances, overspends are unavoidable.
- The cost of disposing of recyclate is significant and is subject to the market and the quality and quantity of materials collected. Best estimates of prices and tonnages have been made, reflecting the likely position, but this could be subject to significant change. Impact from this change will also affect the level of recycling credit income generated.
- A contract sum with our waste provider Ubico has been agreed for the new year. This is not a fixed sum and the Council is liable for any overspend occurred by the contractor.
- As previously indicated, there is currently no agreement with regards to the 2021 pay award. The budget therefore carries a risk that there is insufficient money within it to meet the agreement that will be made between the Unions and employers.
- New budgetary pressures may emerge e.g. the external funding of the Garden Town may not be agreed and delivered.

8.2 As detailed in the following section, the Council does hold reserves which can meet any unforeseen costs highlighted within the risks.

9.0 REVENUE RESERVES

9.1 As at 31 March 2020, the Council had earmarked reserves totalling £7.33 million. This is a reduction on the previous year and reflects the timing of costs and income associated with the Business Rates Collection Fund surplus. The surplus will be realised in 2020/21 and will fund the deficit created by the pandemic. In addition, and based on projections prior to the latest lockdown, it is estimated that a further £3 million will be added to the reserves of the Council, giving the Council over £10 million in its useable revenue reserves. The additional monies will replenish the MTFs fund to meet the call on reserves for 2021/22, as detailed earlier in the report, and provide funding to meet future financial challenges.

Other reserves exist to manage risk to the authority, such as the business rates reserve, whilst other reserves plan for future expenditure, such as the vehicle replacement reserve and the asset management reserve. The remainder of the reserves provide for service specific activities and in many cases are funded via external grant.

9.2 In addition, there is an uncommitted General Fund working balance of £800,000. This reserve was increased by £250,000 in June 2019 in recognition of how low it was in comparison to other District Councils. This was highlighted within CIPFA's Financial Resilience Index. This year's index suggests that this uncommitted balance is still low and should be increased should funds become available at the year end outturn.

9.3 The revenue reserves are reviewed and approved annually as part of the closure of accounts. A Financial Outturn report will be taken to Executive Committee in June to approve the reserves of the Council for 2021/22.

10.0 CAPITAL PROGRAMME

- 10.1** The current capital programme is shown at Appendix B and covers forward forecasts of the next five years.
- 10.2** The programme is reduced in size in comparison to previous year and totals £15.1 million over the five years. A pause on commercial property acquisition has been put in place pending a formal decision not to pursue any further commercial properties. This is in light of changes introduced by the government to public borrowing regulations, strong messaging about the appropriateness of commercial investment by the public sector and the obvious impact of the coronavirus impact on some sectors within the commercial property world. A formal report on this issue and the progress of the commercial portfolio will be brought to members at the earliest opportunity but in the meantime the balance of funding allocated, circa £6.6 million, will be removed from the capital programme.
- 10.3** Significant expenditure within the remaining programme includes the delivery of a bridge at Ashchurch to support the delivery of the Garden Town. This totals £8.1 million and is funded entirely from external grants. Also included in the programme is the re-provision of a large proportion of the vehicle fleet totalling £3.53 million and funded from revenue set aside. Historical levels of expenditure on Disabled Facilities Grants (DFGs) are projected throughout the programme and are financed entirely by government grant.
- 10.4** The capital programme also includes anticipated receipts and for the first time includes anticipated receipts from the Community Infrastructure Levy (CIL). These estimates will be refined and extended over time and as spending plans become clear, these will need to be added to the programme.

11.0 STATEMENT OF CHIEF FINANCE OFFICER

- 11.1** Section 25 of the Local Government Act 2003 requires the Chief Financial Officer to make a statement on the robustness of the estimates and adequacy of financial reserves when considering its budget and council tax. The Act requires Councillors to have regard to the report in making decisions at the Council's budget and Council Tax setting meeting.
- 11.2** The basis on which the budget for 2021/22 has been prepared has been set out very clearly in this report and the previous MTFs report. I am satisfied that the budgets for the General Fund and the Capital Programme have been based on sound assumptions.
- 11.3** The grant settlement for 2021/22 and the cost pressure on service areas have had a significant impact on the Council's finances and the current economic climate continues to challenge the financial affairs of the Council. The high level of uncertainty surrounding the future of local government finance also causes great difficulty. It is as a result of this continued uncertainty that the Council has had the good foresight in previous years to set aside uncommitted reserves to meet its financial challenges. The budget for 2021/22 now calls on those reserves in provide a balanced budget.
- 11.4** The potential impact of the withdrawal of New Homes Bonus coupled with a potential reset of the business rates retention system is likely to cause further significant financial challenges in the coming years. Action will need to be taken to ensure that in future years, the Council's spending plans are reduced to match the resources available.
- 11.5** The Council has a good record for only including in the budget income estimates that are deliverable. The Councils core expenditure requirements are well understood, budgeted for accordingly and delivered in accordance with the estimates. It is on this basis that I am satisfied the estimates are robust.
- 11.6** The requirement for financial reserves is acknowledged in statute. Section 32 and 43 of

the Local Government Finance Act 1992 requires billing authorities to have regard to the level of reserves needed for meeting future expenditure when calculating the budget requirement.

- 11.7** The Council's earmarked reserves are set in June of each year by the Executive Committee with scrutiny being undertaken on a quarterly basis by both the Executive Committee and the Overview and Scrutiny Committee. The earmarked reserves contain specific project and service reserves as well as risk and forward management reserves. The overall level of reserves is considered to be good and places the Council in a low risk position as highlighted by the Chartered Institute of Public Finance and Accountancy (CIPFA) Financial Resilience Index.
- 11.8** The General Fund balance on its own is low when comparisons are made with other District Councils again as highlighted by CIPFA's Financial Resilience Index and, as already highlighted, will require additional monies being added to it at the earliest opportunity. However, in making judgement about the adequacy of reserves, bringing both allocated and unallocated reserves together gives assurance that the overall level of reserves is acceptable.
- 11.9** Overall, I am satisfied that the projected levels of reserves and balances held by the Council are adequate for the forthcoming year but will continue to review the position as necessary to ensure adequacy of reserves for future years.

12.0 CONSULTATION

- 12.1** Consultation on the budget has taken place with the Transform Working Group. In addition, a public and business consultation has taken place on general budgetary principles.

13.0 OTHER OPTIONS CONSIDERED

- 13.1** The proposal within this report is for the Council to increase Council Tax by £5 or 4.02%. In producing a balanced budget proposal, officers have considered a number of options for Council Tax. A summary of different levels of Council Tax is shown in the table below alongside the impact on the Council's on-going deficit.

Table 10 – Council Tax increase options

Council Tax 20/21	Council Tax 21/22	Increase	Increase	Ongoing income produced	Ongoing savings required
£124.36	£129.36	£5.00	4.02%	£177,015	£0
£124.36	£124.36	£0.00	0.00%	£0	£177,015
£124.36	£125.36	£1.00	0.80%	£35,403	£141,612
£124.36	£125.60	£1.24	1.00%	£43,900	£133,115
£124.36	£126.36	£2.00	1.61%	£70,806	£106,209
£124.36	£126.85	£2.49	2.00%	£88,154	£88,862
£124.36	£127.36	£3.00	2.41%	£106,209	£70,806
£124.36	£128.09	£3.73	3.00%	£132,053	£44,962
£124.36	£128.36	£4.00	3.22%	£141,612	£35,403

13.2 A range of options are available within the set thresholds. A decrease on the Council Tax has been ruled out given the financial outlook for the council, as has an excessive Council Tax increase as it is not believed that the public would vote in favour of an increase in excess of £5 in a local referendum.

13.3 It has been necessary to increase Council Tax by £5 in order to meet the deficit for 2021/22. Whilst lower Council Tax increases were considered, these added additional cost to the deficit and would need to be met by either ongoing savings or ongoing income. The use of one-off sums to replace an ongoing income stream is not considered prudent and only results in the need for ongoing savings to be postponed. The use of one-offs to support a budget should only be considered as a last resort.

13.4 The recommended increase in council tax is also made against the background of a £7m+ deficit over the next five years and the uncertainty about government policy for local government finance. This leaves the Council in a risky position and it is therefore of paramount importance that the Council takes the decision to increase financing streams within its control as and when it can and to their full extent.

14.0 RELEVANT COUNCIL POLICIES/STRATEGIES

14.1 In line with Medium Term Financial Strategy approved by Council on 26 January 2021.

15.0 RELEVANT GOVERNMENT POLICIES

15.1 The government has set down excessive Council Tax increase rules. Any increase in Band D Council Tax over a set limit will trigger a local referendum. The proposal for an increased Council Tax of £5 at Band D will mean that no referendum is required for Tewkesbury Borough.

16.0 RESOURCE IMPLICATIONS (Human/Property)

16.1 No redundancies are included within the budget proposals for 2021/22 whilst a number of one off posts will be added to the establishment.

The contribution to the asset management reserve has been suspended for one year.

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

17.1 None directly arising from this report.

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

18.1 Changes may be required to the way services are provided in order to reduce costs. Service Managers are responsible for undertaking Equalities Impact Assessments for any changes they make to any services they provide and where appropriate, EIAs will have been undertaken.

19.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

19.1 Approval of Medium Term Financial Strategy – Council on 26 January 2021.

Background Papers:	Medium Term Financial Strategy.
Contact Officer:	Head of Finance and Asset Management Tel: 01684 272005
Appendices:	A - Growth proposals. B – 2020-25 Capital Programme Growth proposals.

Growth requests 2021/22**Section A Growth included in the base budget on an ongoing basis**

Food waste additional round	£100,000	Capacity will be reached shortly. Full year cost of circa £135k
Food waste transfer station	£12,500	Need will be known in March and required from October. If required, £25k needed in full year
Fleet replacement - additional fund contribution for new food waste vehicle	£13,000	Increasing size of fleet requiring additional annual contributions
Housing Benefit Award Accuracy Scheme	£16,000	New requirement from DWP
IT licensing and cyber security	£44,000	Increasing cost of licensing arrangements and safeguarding the council from cyber threats
Materials Recycling Facility contract increase	£112,000	New contract awarded
Planning appeals	£50,000	Previously funded from NHB
External Audit costs	£6,350	Additional requirements on our external auditors
Vehicle maintenance annual costs	£55,000	Age of fleet requiring additional maintenance.
HR digitisation	£8,000	Licensing costs following implementation of 2 new systems
	£416,850	

Section B Growth included on a one off basis

Audit plan - IT auditor	£10,000	Specialist skill to enable the delivery of the internal audit plan
Revenues Inspection Officer	£21,500	Providing vital intelligence on changes to domestic and business properties in the Borough
Housing strategy	£20,000	4 year strategy requirement
Commercial waste strategy	£40,000	Pump priming for expected new strategy
Carbon Neutrality	£50,000	To provide an operational budget and external specialist support when required
Investment Reserve top up	£100,000	To enable capital purchases that don't attract an immediate financial return
Borough Development Reserve top up	£100,000	To support large scale developments within the Borough
In cab technology for waste and recycling vehicles	£150,000	Funding set aside for delivery of project subject to approval of business case
Joint Core Strategy costs	£60,000	Shared cost of assessment work required for 21/22
Grants Officer	£36,000	Continuation of role with a shared focus on Council grant applications as well as community grants
New depot facility - development of business case	£20,000	Joint working with CBC to explore possible relocation of depot facilities
Revenues & Benefits System upgrades	£15,000	Key system upgrade scheduled
Digital team	£75,000	To provide additional or extended support for the current Digital team
Ubico contract - new vehicle maintenance risk reserve	£80,000	To smooth the impact on the ongoing revenue budget
Business Transformation budget	£50,000	Operational budget for business transformation activities
	£827,500	

Section C Growth funded by alternative sources

Revenues Officers	£35,600	Funded from Covid Recovery Reserve to cover 12 month role
IT Officer	£42,000	Funded from Covid Recovery Reserve to cover 12 month role
s106 Officer	£42,000	Funded from Covid Recovery Reserve to cover 12 month role
Licensing team	£80,000	£86,900 funding from Covid Recovery Reserve to fund immediate requirements
Environmental Health Officer	£15,000	As above
IT plan - sinking fund	£50,000	Partly funded from capitalisation budget
ED&T Assistant	£26,000	To be funded from Additional Restrictions Grant
	£290,600	

Section D Growth not funded

Tourism strategy recommendations	£40,000	Await final strategy
Economic Development Strategy	£40,000	Postponed for 12 months
Accountancy officer	£50,000	Withdrawn given financial challenges
Asset maintenance requirements	£100,000	1 year holiday on contribution to sinking fund
Tewkesbury Town regeneration	£450,000	Postponed until finance is available and economic climate has settled
	£680,000	

Forecast Capital Programme 2019 - 2026

Scheme	2019/20 Outturn £	2020/21 Forecast £	2021/22 Forecast £	2022/23 Forecast £	2023/24 Forecast £	2024/25 Forecast £	2025/26 Forecast £	Total £
Council Projects								
<u>Land & Property</u>								
The Grange watercourse, Bishops Cleeve	29,929	0	21,358	0	0	0	0	51,287
Asset Management Plan	0	0	320,000	0	0	0	0	320,000
Ashchurch bridge project	0	0	2,766,000	5,366,465	0	0	0	8,132,465
	29,929	0	3,107,358	5,366,465	0	0	0	8,503,752
<u>Vehicles</u>								
Vehicle replacement programme	169,375	447,000	120,000	50,000	0	3,362,000	0	4,148,375
	169,375	447,000	120,000	50,000	0	3,362,000	0	4,148,375
<u>Equipment</u>								
Asset Capitalisation	92,343	100,000	100,000	100,000	100,000	100,000	0	592,343
Car park machines	0	117,000	0	0	0	0	0	117,000
Electric charging points	14,396	0	0	0	0	0	0	14,396
Public Services Centre refurbishment	2,859	0	0	0	0	0	0	2,859
ICT Strategy - Equipment	108,433	165,000	105,000	0	0	0	0	378,433
Noise Monitoring equipment	5,018	0	0	0	0	0	0	5,018
One Legal case management system	0	75,000	0	0	0	0	0	75,000
HR systems	0	0	18,965	0	0	0	0	18,965
	223,049	457,000	223,965	100,000	100,000	100,000	0	1,204,014
<u>Capital Investment Fund</u>								
Commercial property investment	0	19,624,000	0	0	0	0	0	19,624,000
	0	19,624,000	0	0	0	0	0	19,624,000
Capital Grants								
Old scheme capital grants	0	0	25,054	0	0	0	0	25,054
Community Grants Working Group	1,672	0	87,464	0	0	0	0	89,136
	1,672	0	112,518	0	0	0	0	114,190
Housing and Business Grants								
Disabled Facilities Grants	571,561	500,000	500,000	500,000	500,000	500,000	500,000	3,571,561
	571,561	500,000	500,000	500,000	500,000	500,000	500,000	3,071,561
Transformational projects requiring Capital Direction								
Digitisation strategy	32,337	0	0	0	0	0	0	32,337
Service reform feasibility work	0	40,000	0	0	0	0	0	40,000
	32,337	40,000	0	0	0	0	0	72,337
Community Infrastructure Levy funded works								
	0	0	0	0	0	0	0	0
Capital Expenditure	1,027,923	21,068,000	4,063,841	6,016,465	600,000	3,962,000	500,000	36,738,229
GF Expenditure	1,027,923	1,444,000	4,063,841	6,016,465	600,000	3,962,000	500,000	17,114,229
Capital investments	0	19,624,000	0	0	0	0	0	19,624,000
	1,027,923	21,068,000	4,063,841	6,016,465	600,000	3,962,000	500,000	36,738,229
Anticipated Capital Receipts								
Right-to-buy receipts	20,751	20,000	20,000	20,000	20,000	20,000	20,000	140,751
Land Sales	115,000	66,000	0	0	0	0	0	181,000
Other receipts	5,949	0	0	0	0	0	0	5,949
Community Infrastructure Levy	27,117	856,000	1,386,845	2,567,808	2,600,640	1,563,840	1,500,000	10,502,250
Capital Receipts	168,817	942,000	1,406,845	2,587,808	2,620,640	1,583,840	1,520,000	10,829,950
Capital Resources required								
Capital Receipts	186,551	282,000	357,841	100,000	100,000	100,000	0	1,126,392
Capital Grants	571,561	550,000	3,586,000	5,866,465	500,000	500,000	500,000	11,574,026
Direct revenue financing	269,811	612,000	120,000	50,000	0	3,362,000	0	4,413,811
Borrowing - external	0	19,624,000	0	0	0	0	0	19,624,000
Capital resources consumed	1,027,923	21,068,000	4,063,841	6,016,465	600,000	3,962,000	500,000	36,738,229
Opening Capital Receipts	1,158,274	1,140,540	1,800,540	2,849,544	5,337,352	7,857,992	9,341,832	
Received in year	168,817	942,000	1,406,845	2,587,808	2,620,640	1,583,840	1,520,000	
Utilised in year	-186,551	-282,000	-357,841	-100,000	-100,000	-100,000	0	
Capital receipts available	1,140,540	1,800,540	2,849,544	5,337,352	7,857,992	9,341,832	10,861,832	

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	3 February 2021
Subject:	Customer Care Strategy
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Member:	Lead Member for Customer Focus
Number of Appendices:	Two

Executive Summary:

In our Council Plan, we make the promise that we will put the needs of our customers at the heart of what we do and listen to what they say, treating people fairly and without bias. Our Customer Care Strategy is an important step to making this a reality.

This Customer Care Strategy details how we plan to deliver our customer care and outlines the organisational commitments we will make to our customers.

The strategy and action plan was presented to Overview and Scrutiny Committee, where it was recommended to the Executive Committee for approval.

Our commitment throughout the strategy is to have a ‘can do’ attitude, and support our customers by going the extra mile for them. The strategy has an annual action plan which details how we will achieve this.

Recommendation:

In line with a recommendation from Overview and Scrutiny Committee, Executive Committee is asked to APPROVE the Customer Care Strategy and action plan.

Reasons for Recommendation:

We want to provide the best possible service to all our customers, particularly in terms of resolving queries at the first point of contact. We recognise how important first impressions are, and how vital it is to get things right from the start.

Every time a customer contacts us, we must remember that the way they are treated, the standard of customer care they receive, and the quality of the outcome all influence their opinion of us.

Resource Implications:

None other than officer time to implement the action plan.

Legal Implications:

None directly arising from this report.

Risk Management Implications:

Without clear customer care standards, there is a risk to our reputation.

Performance Management Follow-up:

Progress in delivering the action plan will be reported to Overview and Scrutiny Committee on an annual basis.

Environmental Implications:

None directly arising from this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1** Our Council Plan highlights our value that we will always put our customers first. We make the promise that we will put the needs of our customers at the heart of what we do and listen to what they say - treating people fairly and without bias. Supporting our values we also have an ethos that whatever we do will be 'better for customers, better for business'. This Customer Care Strategy is an important step to making these commitments a reality.
- 1.2** This strategy builds on our previous Customer Care Strategy and reinforces the Council's values and ethos by setting out how we plan to deliver our customer care, and what organisational commitments we need to make to our customers to deliver our promises.
- 1.3** It is really important to recognise that customer care should be a Council-wide priority. While we have a dedicated customer services team, which acts as the front face of the Council for many visitors and callers, valuing customer care needs to be embedded in the culture for everyone who works for Tewkesbury Borough Council.
- 1.4** Over the past year, customer behaviour has changed significantly as a result of the COVID-19 Pandemic. Customers who used to visit our offices and our Advice and Information Centres now reach us over the phone, online or in virtual meetings. The impact has been managed extremely well, with very little negative feedback and the current demand, particularly for our advice and information centres, remains low. Moving forward, we need to capture this success and ensure that we tailor our future customer care in a way that reflects this new way of working while also recognising that there will always be a need – when it is safe to do so – for face-to-face support too.
- 1.5** The strategy and action plan was presented to Overview and Scrutiny Committee at its meeting on 12 January 2021. At the Committee, Members made a number of supportive comments around the importance of customer care and agreement that customer focus needs to be a corporate-wide approach rather than something delivered solely by our specific customer services team. Discussions also took place around the value of customer care training, and our commitment to our customer care standards.

2.0 WHAT WILL OUR CUSTOMER CARE STRATEGY ACHIEVE?

- 2.1** To ensure we are fulfilling our promise to put our customers first, and put them at the heart of what we do, the Customer Care Strategy introduces six themes. These themes highlight what we as a Council need to focus on to achieve a high level of customer satisfaction.

2.2 We need to:

- Introduce a refreshed set of customer service standards.
- Make it easier, simpler and more convenient for customers to interact with us when requiring a service.
- Use feedback from residents to help shape future service delivery.
- Make sure our staff are equipped with the skills to deliver high quality customer service.
- Promote channel shift - providing services in a way that is more convenient for customers and less expensive to deliver for the Council. By doing this, we will free up capacity to support customers who need the more traditional methods of communication.
- Work with our partners in the Public Services Centre to ensure our customers experience a seamless and worthwhile experience when visiting the offices.

2.3 The strategy's supporting action plan (which can be found at the end of the strategy) is shaped around these six themes, and pulls out specific ways in which we can improve our customer care moving forward.

3.0 CUSTOMER CARE STANDARDS

3.1 The strategy is also supported by a set of customer services standards (attached at Appendix 2) which outline what our customers can expect from their experience with us.

3.2 The updated standards will be adopted and embraced across the Council, and will help us to continue being a truly customer-focused Council. The standards are split into the following categories:

- What customers can expect from us generally, as well as when they:
 - Phone us.
 - Email us.
 - Send a letter.
 - Visit in person.
 - Make an enquiry online.
 - Make a formal complaint.

3.3 The standards are largely the same as our existing ones, although there are a number of additions/amends and these have been underlined in the document at Appendix 2. The more significant changes include:

- Encouraging staff to take ownership of the calls they answer so callers have a clear point of contact.
- Reducing the number of days we are expected to respond to emails from 10 days to five days – to reflect best practice and meet customer expectation.
- Including a section on catering for people with special needs, interpretation needs or learning difficulties.

4.0 ACTION PLAN 2021

4.1 To help us achieve the commitments we set out in this strategy, it is supported by an annual action plan – which can be found at the end of the strategy. The action plan is focused around the strategy’s six themes and details how we will achieve our commitments to customer care.

4.2 Progress on this action plan will be reported each year to Overview and Scrutiny Committee.

5.0 CONSULTATION

5.1 Not applicable.

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

6.1 Council Plan 2020 to 2024.
Digital Strategy.
Communications Strategy.

7.0 RELEVANT GOVERNMENT POLICIES

7.1 None.

8.0 RESOURCE IMPLICATIONS (Human/Property)

8.1 Managed within current resources and budget.

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.

Contact Officer: Corporate Services Manager Tel: 01684 272291
Email: clare.evans@teWKesbury.gov.uk

Appendices: 1. Customer Care Strategy.
2. Customer Care Standards.

Customer Care strategy



2020

contents

Introduction	1
Who are our customers?	1
What are our customers telling us?	2
Low level of complaints	2
What do we need to do?	2
Customer experience	3
Customer services team	3
Our website	4
Delivery of customer care	4
Action plan	5



Introduction

Our Customer Care Strategy sets out how we plan to deliver our customer care and outlines the organisational commitments we will make to our customers.

Our action plan (at appendix 1) shows where we want to be, and explains how we will monitor and report our progress in achieving these pledges. As part of our commitment to customer care, we commit to delivering common customer care standards across the council.

We want to provide the best possible service to all of our customers, particularly in terms of resolving queries at the first point of contact. We recognise how important first impressions are, and how vital it is to get things right from the start.

Every time a customer contacts us, we must remember that the way they are treated, the standard of customer care they receive and the quality of the outcome all influence their opinion of us.

Given the changing nature of the way in which people interact with us, we sit within a constantly evolving environment. We must be able to respond to the transforming needs and circumstances of our customers, while recognising customers who wish to contact us using traditional methods.

We must be able to recognise and embrace any new opportunities for our customers and ourselves as they arise.

Who are our customers?

Everyone who lives, works, learns, visits and does business in Tewkesbury Borough is a potential customer of Tewkesbury Borough Council.

We know that, according to the Mid 2019 Population Estimates, our population of 95,019 is made up of people aged:

- 0 to 19 = 21,435
- 20 to 64 = 52,605
- 65 and over = 20,979
- 90 and over = 1,047

- 94 per cent of our population are white British/Scottish/Northern Irish/English (Census 2011).
- 16.5 per cent of population has a disability which limits day-to-day activity (Census 2011).
- Tewkesbury Borough is the fastest growing district outside of London (ONS 2019) and our population is projected to rise significantly in the next 25 years.
- There are more than 4290 companies with a registered address in Tewkesbury Borough.
- Tewkesbury Borough attracts more than 1.9m visitors each year – bringing in £64m spend.

We need to make sure that the council is able to support all our customers so that we can provide an excellent customer experience, whatever their needs.

What are our customers telling us?

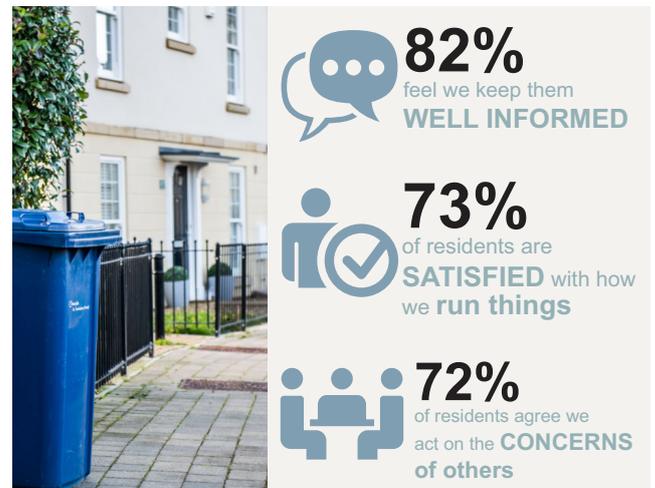
We want to provide the best possible service to all our customers. They are the best people to tell us:

- How we are doing.
- What we can do to improve a service.
- What problems they have experienced – this allows us, where appropriate, to apologise, put it right and stop it from happening again.

As a council we have a suite of policies and strategies that provide really vital foundations for our customer care approach – including our Council Plan and our digital communications strategies. But, in order for these strategies to be truly customer-focused, we need to establish a clear understanding of our customers – what do our customers want? How do they want to interact with us? What are their needs?

Reflecting this, our latest Peer Challenge 2020 recommends that we carry out a comprehensive and regular residents' survey to understand how we can ensure we are meeting our customers' needs.

In November 2019, we carried out a snapshot survey to find out what our residents think of us. This survey was published on our website, through social media and to our Citizens' Panel (a group of around 250 local residents who have signed up to our scheme, which is aimed at getting feedback on local issues, emerging policies and strategies, and service changes).



Low level of complaints

Our current complaints framework offers a digital end-to-end process to report and monitor our complaints. The framework is overseen by a designated officer within the Corporate Services team and an annual review of complaints received is undertaken by the Overview and Scrutiny Committee.

The number of complaints we receive compared to other local councils is well below average, which gives us an indication that residents are on the whole satisfied with how we run things. We recognise that it is important to have further evidence of customer satisfaction alongside the low level of complaints we receive and this is reflected within our action plan at appendix 1.

What do we need to do?

Our Council Plan highlights our value that we will always put our customers first. We make the promise that we will put the needs of our customers at the heart of what we do and listen

to what they say, treating people fairly and without bias. Supporting our values we also have an ethos that whatever we do will be 'better for customers, better for business'.

To ensure we achieve this, we need to adopt the following themes:

- Introduce a refreshed set of customer service standards.
- Make it easier, simpler and more convenient for customers to interact with us when requiring a service.
- Use feedback from residents to help shape future service delivery.
- Make sure our staff are equipped with the skills to deliver high quality customer service.
- Promote channel shift – providing services in a way that is more convenient for customers and less expensive to deliver for the council. By doing this we will free up capacity to support those customers who need the more traditional methods of communication.
- Work with our partners in the Public Services Centre to ensure our customers experience a seamless and worthwhile experience when visiting us.

The action plan, attached at appendix 1, reflects these overarching themes.

Customer experience

Everyone working for Tewkesbury Borough Council should be committed to making our customers' experience a good one. We want to treat all of our customers fairly and make our services accessible to all.

To help with this, we have developed a set of customer care standards that support the council's values to create satisfied customers, both internally and externally.

These standards cover all our contact approaches including online, email, telephone, letter, and face-to-face. Our standards will be made public, so that our customers are aware of the commitments we are making.

Separate digital and communications strategies detail our online approach to ensuring services are more convenient for customers and less expensive for us. Over time we expect this to significantly improve customer experience.

Customer services team

We also have a dedicated Customer Services team, consisting of one team leader and six advisors. The team operates primarily as our front of house – directing our customers to the correct point of contact. The team also provides customer service at our Advice and Information Centres across the borough, as well as being the main customer contact for Ubico.

As well as being champions for customer service, the team also provides information and advice for each council service and provides access for thousands of different contacts via telephone, online and face-to-facepoints.

Our year in numbers



Delivery of customer care

We want to build upon our achievements in delivering quality customer care, and make sure that we support our staff in providing the best possible experience for our customers.

Our commitment throughout this strategy is to have a 'can-do' attitude and support customers by going the extra mile for them. This will be achieved by providing the customer with an efficient service, delivered by welcoming, knowledgeable and professional staff.

To help us achieve this commitment, this strategy is supported by an annual action plan, which details how we will achieve our commitments to customer care. Progress on the action plan, and any new actions, will be reported each year to Overview and Scrutiny Committee.

Our website

The website is our customers' gateway to the council – it is how most of our customers access us, and we take pride in making sure our site is ahead of the game in terms of how easy it is to access, navigate and interact with.

Reflecting its importance, a website review is an action within the council's Covid-19 recovery plan and this will bring a number of improvements to our site, including the search function, introducing a recruitment micro-site, and making sure our content and pages are in line with the government's accessibility standards.



Customer Care Strategy action plan 2021

Customer Care action plan	
Focus area	New actions for 2021
Introduce a refreshed set of customer service standards.	<p>Develop a set of measurable customer services standards that reflect our commitment to customer care.</p> <p>Consult with customers to understand if they are satisfied with our standards.</p> <p>Monitor the performance of services in delivering the standards.</p>
Make it easier, simpler and more convenient for customers to interact with us when requiring a service.	<p>Carry out a full review of our Advice and Information Centres to ensure they are fit for purpose.</p> <p>Review the customer services team structure to ensure it delivers excellent customer care.</p> <p>Support the aim for increased first point of contact resolution in the planning admin team to reduce customer frustration and improve satisfaction levels.</p>
In line with the recommendation from the Peer Challenge, investigate the option of running a meaningful residents' satisfaction survey	<p>Involve customers in the development of services.</p> <p>Engage with our Citizens' Panel when developing new online services.</p>
Make sure our staff are equipped with the skills to deliver high quality customer service.	<p>Ensure annual customer services training is available to all staff.</p> <p>Ensure all CS advisors achieve NVQ level 3 in customer services.</p>
Promote channel shift and support those customers who need the more traditional methods of communication.	<p>Ensure the customer services team receive appropriate training on new digital systems.</p> <p>Support customers to sign up to paperless billing.</p> <p>Promote the online bulky waste service when customers phone us.</p>

Customer Care action plan	
Focus area	New actions for 2021
Ensure our reception service meets the needs of partners in the Public Services Centre.	Ensure our front of house service meets the needs of all partners in the Public Services Centre. Engage with partners to understand if improvements can be made for customers visiting the Public Services Centre.

Clare Evans
Corporate Services Manager
Tewkesbury Borough Council
Tel: 01684 272291
email: clare.evans@tewkesbury.gov.uk



Our customer care standards

What customers can expect from us

- We will provide accurate and clear information in response to your enquiries.
- We will be polite, friendly, and helpful at all times.
- Where we can't help, we will provide the relevant information or contact details of where you can go.
- We will use plain English and will arrange for a translator if required.
- We will be open and honest about what we can or cannot deliver.
- If you need special help, we will try to make arrangements that meet your needs.
- We aim to get it right first time, and where this isn't possible, we will keep you updated as we look into your enquiry.

When you phone us

- Our aim is to answer your phone call as quickly as possible during our opening office hours, Monday to Thursday 8.30am to 5pm and Friday 8.30am to 4pm.
- We will introduce ourselves on the call in a professional and courteous manner.
- The member of staff answering your call will take ownership of it, so you always have a point of contact.
- If we need to transfer your call, we will pass on your details with your permission, so you don't have to repeat yourself.
- We will keep our voicemail messages informative and up-to-date so you know when you will get a response, and we will offer an alternative number if your call is urgent.
- If the employee is on leave, the voicemail message will inform you when he/she will return and will provide an alternative number for you to call.
- Any phone messages left will be responded to within two days of the officer returning to work.

When you email us

- We will deal with your email as soon as possible and you will receive an acknowledgment so you know it has been received.
- We will send a full reply within five working days or an explanation of any delays with a new date for a full reply.
- If the employee you email is away you will receive an automatic reply giving their return date, and the name and number of an alternative contact.

When you send a letter

- We will respond to enquiries made by letter within 10 working days. In most cases this will be a full response but if the issue will take longer to consider or resolve we will tell you.
- The reply will give the name, title, department, telephone number and work address of the person dealing with your query.

When you visit us in person

- Our offices will be clean, safe, and accessible to all customers.
- Help will be available if you need advice on getting to the right place.
- We will see you as quickly as possible - within five minutes of you arriving - but if there is a delay, we will keep you updated and provide an explanation.
- Pre-booked appointments will be met within five minutes of arrival.
- Private space will be provided to discuss confidential issues.
- We will always do our best to cater for anyone with special needs, interpretation needs or learning difficulties. Please let us know what assistance might be needed when you book so we can ensure we have the appropriate facilities in place.
- We will regularly review information in our reception areas to ensure it is up to date.

When you make an enquiry online

- We will ensure information contained on our website is accurate and up-to-date, and we will use language accessible to all.
- You will receive a response to your enquiry within five working days. In most cases this will be a full response but if the issue will take longer to consider or resolve we will tell you.
- We are a digital-first council, and aim to make as many services as possible available through our website.

When you make a formal complaint

- All complaints are treated with respect and in confidence.
- We will acknowledge your complaint within two working days.
- We will provide a full response as soon as possible but within 20 working days – if it requires significant investigation then we will let you know and agree a response date.
- We welcome feedback from customers and where possible will use it to shape the future delivery of our services.

If we are not meeting these standards please let us know by emailing:

customer.services@tewkesbury.gov.uk

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	3 February 2021
Subject:	Interim Housing Strategy
Report of:	Acting Housing Services Manager
Corporate Lead:	Head of Community Services
Lead Member:	Lead Member for Housing
Number of Appendices:	One

Executive Summary:

The current Housing Strategy 2017-2021 is due for renewal from April 2021. Due to work in relation to COVID-19 the Head of Community Services, in consultation with the Lead Member for Housing, took the decision to defer producing a full, new four-year strategy document until April 2022.

Officers have also been mindful of the recent publication of the Local Housing Needs Assessment, the emerging Domestic Abuse Bill and changes to planning approaches that would inform the future strategy. A strategy 'refresh' will ensure we have an interim strategy in place for one year for guidance and monitoring and also enable us to produce a more robust document into the following year. The refreshed strategy brings the document up to date in terms of legislative changes and housekeeping and is not fundamentally different to the original strategy in terms of substance. A new full strategy will be developed over the forthcoming 12 months. This approach has been endorsed by the Overview and Scrutiny Committee as supporting to develop a full new strategy was originally in its work programme through a Task and Finish Working Group.

This report presents an Interim Housing Strategy for 2021-2022.

Recommendation:

The Executive Committee RECOMMEND TO COUNCIL that the Interim Housing Strategy be approved.

Reasons for Recommendation:

To ensure that the Council's Housing Strategy remains fit for purpose and provides a strategic document to guide Councillors and Officers in delivering our housing services.

Resource Implications:

None arising directly from this report.

Legal Implications:

None arising directly from this report.

Risk Management Implications:

In the face of complex housing challenges and significant growth comprehensive local housing strategies serve a key purposes. Local housing strategies provide a framework to draw together the many sources of funding and relevant policy strands into a single, coordinated strategy to tackle local housing challenges.

Performance Management Follow-up:

The housing strategy and the Key Performance Indicators are monitored by the Council's Overview and Scrutiny Committee as part of the Council's performance tracker and by regular strategy progress updates.

Environmental Implications:

None arising directly from this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The current Housing Strategy 2017-2021 is due for renewal from April 2021. Due to work in relation to COVID-19 the Head of Community Services, in consultation with the Lead Member for Housing, took the decision to defer producing a full, new four-year strategy document until April 2022.
- 1.2** There have however been a number of legislative changes that have resulted in changes to the way that housing allocations and homelessness are dealt with and this legislation needs to be reflected within the strategy.
- 1.3** This interim strategy has been prepared as a review from the 2017-21 strategy. The interim approach is appropriate as there are many changes both proposed and current in the housing and planning policy landscape as well as COVID-19 restrictions. These are yet to be fully resolved and impacts understood. A further comprehensive review is proposed in 2021/22 when it is anticipated matters will have settled.

2.0 INTERIM HOUSING STRATEGY

- 2.1** The Housing Strategy has been refreshed with legislation and policy brought up to date. The priorities have been reset to reflect current work and a new set of performance indicators have been produced.

3.0 OTHER OPTIONS CONSIDERED

- 3.1** An option to not refresh the strategy was dismissed as we need a functioning strategy to help guide and monitor our activities.
- 3.2** Completing a full review and delivering a brand new strategy for 2021 would not have been possible without affecting other areas of our service during an extremely challenging time.

4.0 CONSULTATION

- 4.1** The Lead Member for Housing was consulted in the development of the Interim Housing Strategy.

- 5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 5.1** The Council Plan 2020 – 2024.
The Joint Core Strategy.
Tewkesbury Borough Plan 2011 – 2031.
- 6.0 RELEVANT GOVERNMENT POLICIES**
- 6.1** Laying the foundations: a housing strategy for England 2011.
- 7.0 RESOURCE IMPLICATIONS (Human/Property)**
- 7.1** None.
- 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** None.
- 10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 10.1** None.

Background Papers: None.

Contact Officer: Acting Housing Services Manager Tel: 01684 272162
Email: john.bryant@tewkesbury.gov.uk

Appendices: 1 – ‘At home in Tewkesbury Borough, Interim Housing Strategy for our Borough’ (Tracked changes shown).
2 – ‘At home in Tewkesbury Borough, Interim Housing Strategy for our Borough’ (Tracked changes off).

At home in Tewkesbury Borough interim ~~A~~ housing strategy for our borough

2021-2022



Tewkesbury Interim Housing Strategy 2021-22



Formatted: Keep with next

Formatted: Caption, Right: 0 cm, Line spacing: single

Formatted: Indent: Left: 0 cm, Hanging: 0.02 cm, Right: 0 cm, Space After: 0.25 pt, Line spacing: Multiple 1.03 li

Formatted: Font: (Default) Arial, 11 pt, Font color: Black



This page is intentionally left blank

Foreword



Welcome to the Tewkesbury Borough Council Housing interim Strategy 2021-2022. This interim strategy has been prepared as a review from the 2017-21 strategy. The interim approach is appropriate as there are many changes both proposed and current in the Housing and Planning policy landscape as well as Covid restrictions and these are yet to be fully resolved and impacts understood. A further comprehensive review is proposed in 2022 when it is anticipated matters will have settled.

As Lead Member for Housing, I recognise how important it is for residents to be able to access good quality housing and housing related services that make a real difference to their lives. Not only is housing important for the health and wellbeing of individuals and families, but it is an important part of building and maintaining strong communities and supporting the overall economic prosperity of the borough.

Foreword



~~Welcome to the Tewkesbury Borough Council Housing Interim Strategy 2021-2022. As Portfolio Holder for the Built Environment, I recognise how important it is for residents to be able to access good quality housing and housing related services that make a real difference to their lives. Not only is housing important for the health and wellbeing of individuals and families, but it is an important part of building and maintaining strong communities and supporting the overall economic prosperity of the borough.~~

Under the Housing Acts of 1996 and 2002, and the Local Government Act 2003, Localism Act 2011 and the Homelessness Reduction Act 2017, the Council is required to have a strategy in place to set out its vision for housing and how it will address homelessness across its administrative area. National and local policies guide the principles within this strategy.

~~This overarching strategy combines the housing, homelessness (Appendix 2) and tenancy (Appendix 3) strategies.~~ This document provides a clear direction and commitment for the delivery of a customer focused, efficient housing service. By having a single overarching strategy it should make it easier for our stakeholders to understand when as well as what we

intend to do to address housing issues and tackle homelessness, ~~and when we hope to do it.~~

This strategy will enable the council to work effectively and with a range of partner organisations to actively support private sector landlords and tenants and maintain and improve all dwelling stock across the borough. We will need to work with our stakeholders to achieve our annual action plans and in doing so I am confident that the delivery of this strategy, through innovative approaches, will help the council to deliver the right mix of accommodation in the borough, ~~and to provide high quality housing advice and support to people when they need it.~~ The Council will provide high quality housing advice and support people when they need it to prevent and relieve homelessness.

Formatted: Font: 11 pt, Font color: Black

Formatted: Font: 11 pt, Font color: Black

Providing our communities with a choice of affordable and private market housing, in an area where they want to live and work now and in the future, will contribute towards making Tewkesbury Borough a place where a good quality of life is open to all.



Councillor ~~Gill Blackwell~~ Derek Davies
Lead Member for Housing ~~Portfolio Holder for the Built Environment~~
Tewkesbury Borough Council

Formatted: Tab stops: 13.54 cm, Left

Contents Page

1	Introduction and background	Page 5
2	The local context	Page 6
3	Policy context and key challenges	Page 9
3.1	Increasing housing supply	Page 9
3.2	Homelessness and Homelessness Prevention	Page 14
3.3	Meeting the needs of specific groups	Page 15
3.4	Improving the health and well-being of local people	Page 20

Formatted: Indent: Left: 1.27 cm

4	The Challenges	Page 23
5	Addressing the challenges	Page 24
6	Key Priorities	Page 25
7	Monitoring our Strategy	Page 26

8	Action Plan: Year One 2017 <u>Year one 2021</u>	_____
	Page 27 _____ <u>Page 27</u>	

9	Glossary of Terms	Page 353
---	--------------------------	----------------------------

~~10~~ **Appendices**

~~Appendix 1a: Our Local Evidence – Increasing Housing Supply~~

~~Appendix 1b: Our Local Evidence – Homelessness Prevention~~

~~Appendix 1c: Our Local Evidence – Specific Housing Needs~~

~~Appendix 1d: Our Local Evidence – Improving the Health and Well-being of Local People~~

~~Appendix 2: Homelessness and Homelessness Prevention Strategy~~

~~Appendix 3: Tenancy Strategy~~

1 Introduction and background

The Housing Strategy ~~2021-2022~~~~2017-2024~~ has a key part to play in delivering the council's overarching vision¹ for the residents and communities of Tewkesbury Borough:

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

Quality housing is fundamental to the health and well-being of our communities and ensures the borough remains a thriving one where people want to live, work and visit. Tewkesbury Borough Council recognises that access to quality affordable housing underpins the success of our area and all of the overarching corporate priorities.

The Council Plan ~~2020-2024~~~~2016-2020~~ identifies housing as a key priority. The plan commits to create a 'sustainable place' to meet the needs of our growing population.

The housing objectives are set out as follows:

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

~~*“We recognise how important it is important for residents to be able to access good quality housing and housing services that make a real difference to their lives. it is for residents to be able to access good quality housing and housing related services that make a real difference to their lives.”*~~

“Not only is housing important for the health and well-being of residents it is also an important part of building and maintaining strong communities and supporting the economic prosperity of the borough.”

Only with the right supply of homes to meet the housing needs of local people can we achieve our vision of sustainable communities supported by economic growth.

The Council Plan has other key policies on Sustainable Environment and Garden Communities both of which will impact on our housing plans.

The Climate Emergency Declaration under Sustainable Environment calls for:

- “Review and update of our plans in relation to environmental sustainability and carbon management “

This could have wide ranging effects upon new build housing construction standards as well as existing housing stock refurbishment requirements. In practice this will be effectively

Formatted: Font color: Text 2

Formatted: Indent: Left: 0 cm, First line: 0 cm

Formatted: Right: 0 cm, Space Before: 6 pt, After: 6 pt, Line spacing: At least 19.2 pt, Bulleted + Level: 1 + Aligned at: 0.63 cm + Tab after: 1.27 cm + Indent at: 1.27 cm, Pattern: Clear (White)

Formatted: Font: (Default) Roboto, 12 pt, Font color: Custom Color(17,17,17), Expanded by 0.4 pt

Formatted: Font: Not Bold, Not Italic

Formatted: Left, Indent: First line: 0 cm, Space After: 0 pt

Formatted: Font: Not Bold

Formatted: Font color: Text 2

Formatted: Underline

pursued on new build schemes when the Government issues new Building Regulation Guidance and when the JCS Plan Review has in place planning policy to support these changes. Existing housing stock refurbishment depends upon Government initiatives such as the Green Deal Grant regime and the forthcoming De-carbonisation grants aimed at large stock holders such as Housing Associations.

The Garden Communities will deliver large scale housing numbers for the Borough with a wide range of housing types and tenures as well as new employment and leisure opportunities in new sustainable communities. However, the delivery of the housing elements of this scheme is still some way off. This is because the proposal has yet to pass through the formal Local Plan stages.

In order to meet this vision, the Tewkesbury Borough Council housing priorities are: for the next five years are to:

- ◆ **— Increase the supply of sustainable housing across the borough to support growth and meet the needs of our communities**
- ◆ — Achieve a five year supply of land;
- ◆ — Deliver the homes and necessary infrastructure to create new sustainable communities in key locations;
- **Deliver affordable homes to meet local need.**

Formatted: Normal, Add space between paragraphs of the same style, No bullets or numbering

The housing strategy is an overarching strategic document. It takes account of the ~~principal principle~~ national and local issues that are likely to affect Tewkesbury Borough in the foreseeable future. Although the effects of Covid 19 and The EU-UK Trade and Cooperation Agreement are not fully understood at this time. It sets out our housing challenges and explains how we intend to address these issues through four key priorities. Key objectives are detailed within each of the priority areas with targets and outcomes for delivering these objectives will be detailed annually in the action plan. ~~Key objectives are detailed within each of the priority areas with targets and outcomes for delivering these objectives will be detailed annually in the action plan.~~

The Homelessness and Homelessness Prevention Strategy 2017-2021 can be found in Appendix 2 and the Tenancy Strategy 2017-2021 can be found in Appendix 3.

2 The local context

2.1 Our profile

Tewkesbury borough is spread across 160 square miles and despite its predominately rural nature it also includes growing communities on the fringes of Gloucester City and the town of Cheltenham. The eastern part of the borough lies within the Cotswold Area of Outstanding Natural Beauty (AONB) which accounts for 8.5% of our district².

Flooding is a natural feature of the borough particularly in relation to the River Severn which runs down the western edge of the area and ~~constraints~~creates constraints regarding flood plain³. These constraints and the AONB can make development of new homes and other buildings and infrastructure difficult in the borough. However, the borough is at the heart of the economic engine of Gloucestershire, including four junctions of the M5 motorway and has excellent national transport links making it an area of significant growth.

~~The borough's population is roughly 92,599 with just over 42,000 households. The borough's population is roughly 85,800 with just under 40,000 households.~~ There are 50 parish and town councils (includes parish meetings) covering the borough ranging in size from 3,062 households to as small as 574 households. Information from What Homes Where 2013⁴, a toolkit to help local authorities assess their housing needs shows us some of these key population issues⁵.

Assuming current population trends continue, the ONS projections⁶ for the next 25 years suggest that the population in Tewkesbury Borough will reach 93,400 by 2025 and 100,400 by 2037. The district's growth rates are higher than those predicted for Gloucestershire and England in the short, medium and long term⁷.

The dominating feature of the projected trend for Tewkesbury Borough is a sharp increase in the number of older people (aged 60 and over) to 2033. Projections for children and young people indicate slower growth, while the working-age population is expected to show little change in the long term. There continues to be an increase in one person households with this household type projected to overtake all others by 2033. Couples on their own and small families increase at a relatively steady rate but larger family growth remains small. Other households include couples with adult children living at home, friends living in a property and so on, are predicted to decline⁸.

In 2015, 11.8% of the housing stock in Tewkesbury Borough was affordable housing (owned by housing associations). The percentage increase in the actual number of all dwellings in Tewkesbury Borough from 2009 to 2015 is 7%; the market stock as increased by 7% and the housing association stock has increased by 9.5%. The extent of housing growth across Tewkesbury Borough has been beneficial for our households in need. ~~However~~However, the affordable housing dwelling stock in Tewkesbury Borough has only increased by 0.1% since 2010.

The majority of the borough's housing stock is owner-occupied and is generally in good condition. ~~However the~~However, the stock is skewed towards larger more expensive

properties. Tewkesbury Borough as a whole is generally an affluent area; ~~however~~ however, this can mask pockets of significant inequality. As an example, housing in Tewkesbury borough is relatively expensive against national and regional averages with the East of the borough having the highest values given its proximity to the AONB. Isbourne ward has the highest average house price of £490,996, with detached properties fetching over £600,000⁹. Compared against data from the Indices of Multiple Deprivation (IMD)¹⁰ where the borough has 2 lower super output areas - Tewkesbury Priors Park 2 and Tewkesbury Priors Park 3. Both perform poorly on employment, education, skills and training, and income deprivation affecting children. Tewkesbury Priors Park 3 also performs poorly on income deprivation affecting older people.

The growth in income levels has not kept pace with the increases in property values meaning that many people are priced out of owner occupation the borough. While income growth in Tewkesbury Borough is in line with the rest of England, the average house price increase has been more significant at 2.96 times the values 15 years ago. The income to house price ratio for Tewkesbury Borough in 2013/14 was higher than Gloucestershire overall, the South West and England.

Both private and social housing rents are becoming more unaffordable to our residents. From 2008/09 to 2014/15 private sector rents have increased by 15% and social sector rents have also increased by a substantial 35%¹¹.

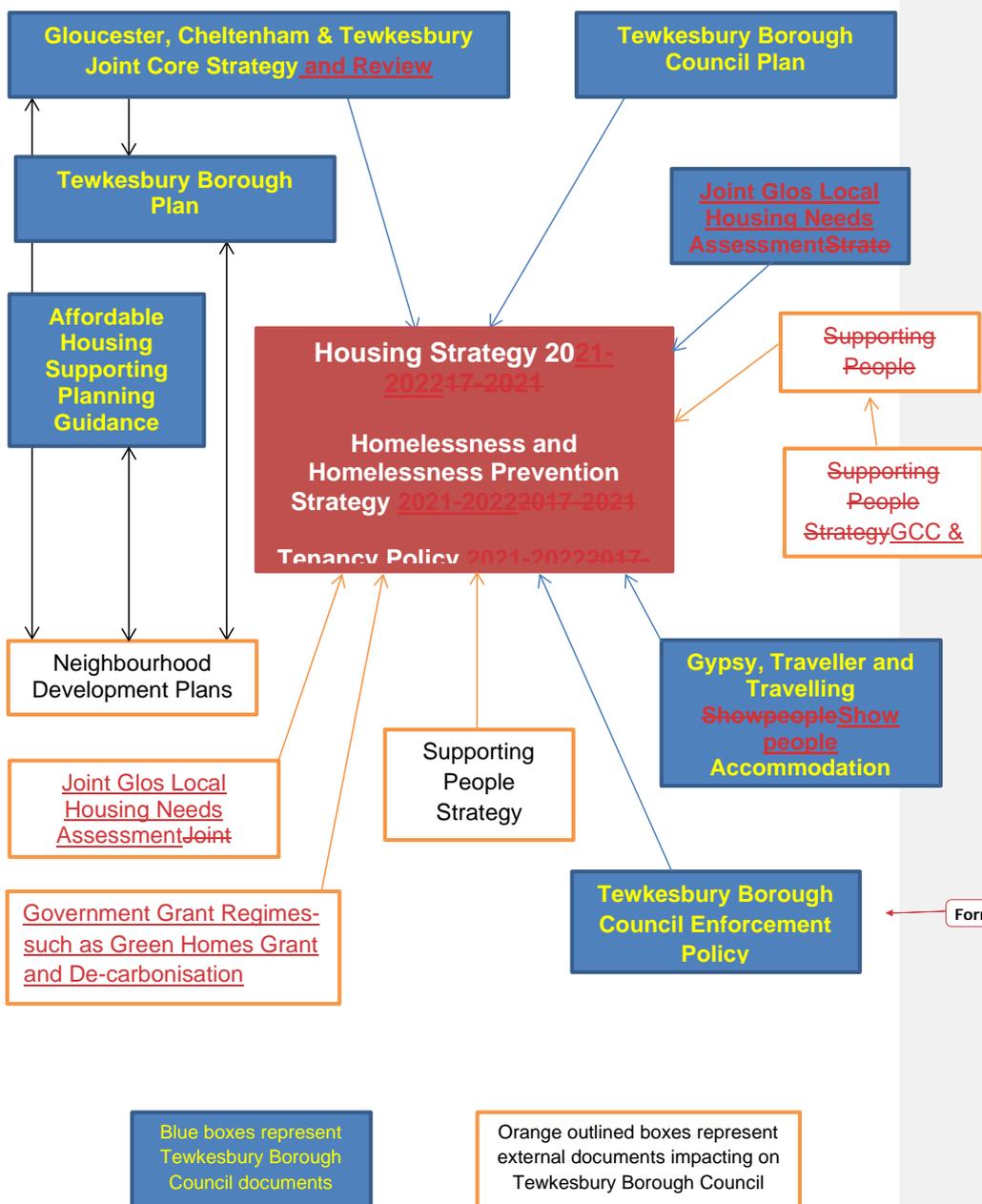
2.2 Statutory requirements

Under the [Homelessness Reduction Act 2017 and Homelessness Code of Guidance for Local Authorities 2018](#) ~~Homelessness Act 2002~~¹², the Council is required to publish a strategy setting out how it will address homelessness in its administrative area. ~~The Our~~ Homelessness and Homelessness Prevention Strategy ~~2021-2022~~~~2017-2021~~ can found in Appendix 2.

The Localism Act 2011¹³ places a duty on all local authorities to produce a tenancy strategy, setting out what housing associations should take into consideration when making decisions about their individual tenancy policies. [The Government White Paper on Social Housing \(November 2020\) currently out to consultation will likely make this process more transparent for tenants. Our Tenancy Strategy is a separate document which should be read in conjunction with this document.](#) ~~Our Tenancy Strategy can be found in Appendix 3.~~

2.3 Where the Housing Strategy fits

The following diagram shows where the Housing Strategy fits with other key Tewkesbury Borough Council and Gloucestershire county-wide strategic-level documents:



Formatted: Left

3 Policy context and key challenges

We continue to be guided by the National Strategy¹⁴ along with new legislation, such as the ~~Housing & Planning Act 2016~~ Homelessness Reduction Act 2017 and other government policies and initiatives such as the NPPF which stresses the planning importance of new housing. ~~Since 2011, there have been several~~ These key government initiatives impact on our housing services in Tewkesbury Borough. ~~key government initiatives impacting on our housing services in Tewkesbury Borough.~~

3.1 Increasing housing supply

3.1.1 Universal housing provision

The Joint Core Strategy (JCS)¹⁵ partners will, through the Strategy and emerging Local Plans¹⁶, deliver sufficient housing supply to meet the universal housing provision and economic growth needs of the borough.

~~Section 4.2 of Appendix 1a evidences our resident's ability to access the housing market and how important it is for the council to consider and provide for the whole market to meet their needs.~~ Section 4.2 of Appendix 1a evidences our resident's ability to access the housing market and how important it is for the council to consider and provide for the whole market to meet their needs. It is clear that government supported schemes and affordable housing home ownership are extremely popular and needed by our residents, but with these options being ~~less than~~ less than 12% of all sales in the borough the opportunities particularly for younger people to get on the housing ladder are limited.

Formatted: Indent: Hanging: 0.02 cm

3.1.2 Government manifesto to increase home ownership

Whilst there is still some focus on rented housing, home ownership is the government's driver for housing at present believing more homes will be built, particularly First ~~Starter~~ Homes, in the near future which has now replaced the earlier concept of Starter Homes of the previous administration.

The government manifesto to provide more homes and more homes for sale for young people has meant a new ~~their~~ First Homes concept. ~~Starter Homes initiative being brought in via the Housing and Planning Act 2016. This is a~~ A vision of 'discounting' new homes prices by up to ~~320%~~ and possibly 50% in areas of high house prices with the discount protected in perpetuity. The proposal has been out for consultation and a consultation report has been prepared (Feb 2020). ~~and at the time writing~~ The sector is now waiting for the decision as to how this product will work in reality. If ~~First~~ Starter Homes are to be considered affordable housing in the future, this will affect the council's current position of what we can provide on-site on new developments particularly impacting the rented element. The effects of the proposal are not known at the moment as final detailed proposals are awaited. However, the Local Housing Needs Assessment 2019 makes it very clear that housing need in the Borough cannot be entirely met by home ownership alone as a model. ~~The affects will need to be fully assessed as part of a new Strategic Housing~~

~~Market Assessment¹⁷ (SHMA) alongside other affordable housing products and the impact of benefit changes (to be discussed later) to ensure the needs of our borough are met.~~

Recent development in key locations has significantly increased the supply of affordable homes including shared ownership and shared equity products ensuring that there are opportunities for lower incomes households to buy a home of their own.

In the June 2014 Financial Stability Report¹⁸, the Bank of England announced measures to cut the risk of a damaging house price bubble emerging by limiting the number of high-risk mortgages. Mortgage lenders must limit the proportion of mortgages at loan to income multiples of 4.5 and above to no more than 15% of their new mortgages. However, at the Conservative Party Conference in October 2020 the Prime Minister announced plans for a state backed mortgage offer of up to 95% to encourage further home ownership particularly amongst the young. The scheme has yet to be released to the market.

Whilst mortgages remain restricted, Given this restriction on mortgages, Tewkesbury Borough's income to house price ratio, ~~may~~ make it difficult for first time buyers to get on the property ~~market~~ ladder. This ~~is likely to result~~ in the out-migration of young people in the lower income brackets of our borough and encourages people to commute into Tewkesbury Borough for work, while living in areas where housing is cheaper outside of the borough and in more urban areas.

3.1.3 Right to Buy extension

Further to the government home ownership ambition, a pilot commenced in November 2015 of 5 housing associations was undertaken to extend the Right to Buy to their tenants. The outcome to date has shown that just with 48,000 potential sales found that only "a shade under 16,000 of the 48,000 households were allowed to buy under the pilot once the exemptions were applied" and 1.6% (790) households made formal applications to buy their home¹⁹. Applications for the pilot from tenants of the housing associations closed in October 2016; in September 2016, almost a year after the pilot was launched, were sales going through. According to Inside Housing²⁰ this was an unconfirmed figure of 8 sales. In essence the government intends for 1.3million housing association tenants in England to receive Right to Buy and 3 years for the housing associations or local authority (where applicable) to start building a new home for each one sold under the new policy²¹.

3.1.4 Effects on affordable housing of the economic downturn

The economic downturn of 2008 saw a reduction in affordable housing delivery as schemes became unviable to deliver. Viability ~~n~~ Negotiations with developers meant that very low or zero affordable housing was provided and the loss was felt until delivery gained momentum again in 2012. Now, after –some years of a successful housing market, house building and affordable housing delivery have regained traction. But, the future is mired in some uncertainty given the economic effects of Covid and the impact of EU exit on the housing sector labour force and general economic performance. Currently, stamp duty relief until March 2021 and existing housing consents are providing a short boom to the housing market and delivery of affordable housing under older s106 agreements already in place.

~~Appendix 1a section 2 shows the delivery of new affordable homes in the borough from 2010 when planning permissions previously granted during and post-2008 economic downturn were coming to fruition. It is not until 2013 that we see increases in delivery. In the six year period 2010-2016 there has been 26% affordable housing of all new build delivery. However just 11.8% of the homes in Tewkesbury Borough is owned by a housing association as affordable housing. According to the Strategic Housing Market Assessment Final 2014²² (SHMA) this figure should be nearer 20%.~~

3.1.5 Delivering affordable housing

Tewkesbury Borough Council has a target to deliver 40% (~~35% on strategic sites~~) affordable housing in accordance with the ~~emerging~~ JCS plan on all market-led development within the Borough. However, the government continues to reduce planning obligations on ~~Small and Medium Enterprise (SME)~~ developers to incentivise development of new homes through a policy of zero affordable housing contributions on small sites of 10 or less dwellings or sites of less than 1000sqm unless in a designated area (for Tewkesbury Borough this is AONB only) ²³.

The council seeks to work with developers and housing associations to provide housing for sale within affordable levels, ~~giving considering~~ local incomes and house prices. At present a new-build first sale shared ownership²⁴ share for an applicant cannot exceed 75% of the property's full market value. ~~Typically~~Typically, on first sale the share sold is more likely to be between 35% and 50% of the property's full value depending on the area of the borough.

~~The Government are consulting on allowing the sale portion to fall to as low as 10% but Housing Associations have expressed concern that this may not be a mortgageable asset from the bank and building society viewpoint so that there may be a practical difficulty in delivery.~~

Evidence from the ~~LHNA 2019~~SHMA informs us of the most suitable mix of tenures across a development. However, like all policies regarding planning obligations, we negotiate the percentage of affordable housing that can be delivered considering viability ~~as well and as~~ suitable tenure mixes, ~~and~~ house types ~~as well as accessibility for disability~~. The council will continue a flexible approach to new development in the borough to ensure that new homes can be delivered within suitable timescales to meet our corporate objectives as well as delivering our housing planning policies of the JCS and Local Plan.

3.1.6 Challenges for the affordable housing sector

The rent cap affects housing associations where the rents on their rented properties are to be at local housing allowance (LHA) and will need to be considered in terms of rented housing products. A realistic percentage of rented housing on new developments will need to be established, possibly on a site-by-site basis, so that the affordable housing provision on-site is indeed affordable to local people. This may mean specific house sizes are required to be set at particular rents levels i.e. within the LHA.

The Welfare Reform Act 2012²⁵ is the borough's most significant legislative change impacting on our approaches for meeting housing need. For example, those on low incomes are struggling to find suitable low cost housing as the Localism Act brought in affordable rents. ~~Housing associations are unable to draw down government grant for social rented housing (rented at around 55% of open market rent) and are to seek affordable rent~~ (up to 80% of open market rent, inclusive of service charge). While this generates more income for housing associations, our residents in housing need now require more money towards their housing costs, often not fully met by the current housing benefit levels. The council seeks to negotiate rent levels at planning stage but this must be agreed based on the development viability. For a time grants were not available for the more affordable social rented housing from Homes England. However, this funding has now recently been re-instated in the latest Homes England funding package updated December 2020.

[Homes England funding programmes - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

~~Tewkesbury Borough Council's housing services team are working with the revenues and benefits team to identify and contact all residents who are currently claiming discretionary housing payments (DHP) to cover the financial shortfall in their rent through under occupation. This work will be ongoing to support residents to find alternative ways of 'topping up' their rent or to support them to move to a more affordable property and/or suitably sized home.~~

We continue to monitor the effects of the under-occupation charge, commonly known as the 'bedroom tax', brought in by the Welfare Reform Act where social housing tenants who are under-occupying a property are charged a rate to pay for the extra room. This is 14% of net rent for one spare bedroom or 25% for two or more spare bedrooms. In reality the charge saw a smaller number of households than anticipated move to more suitably sized accommodation with the majority of those affected by the charge able to afford to remain in their home and pay the charge.

Increasing income for housing associations and initiating more housing building by them ~~has been~~ has been contradicted by the requirement to reduce their rents by 1% per annum in each of the ~~next~~ four years with effect from 1 April 2016. The Welfare Reform and Work Act 2016²⁶ requires housing associations to comply with maximum rent requirements for new tenancies. This has placed pressure on housing associations to reduce their costs and has for some limited their capacity. Many Housing associations are committed to their new-build programmes whilst others ~~have~~ are ~~reduced~~ ing theirs. There has been a noticeable increase of the merging of Housing Associations to create larger bodies that have more flexible funding arrangements in place as a result. Smaller housing associations whose income is significantly affected by the 1% rent reduction are likely to seek opportunities such as partnering with other housing associations to deliver new homes and small rural and in-fill development.

3.1.7 Environmental impacts of new homes

During our consultation period it was brought to our attention that Tewkesbury Borough Council needs to have an awareness of the potential improvements in construction by incorporating flood resilience measures where appropriate, for example reflecting the

Environment Agency flood zones. It is therefore necessary to fully understand the requirements for new homes as well as providing support for communities when they are flooded. It will be for the Council's Flood Risk Management Group to determine measures in new housing development and the planning process; ~~however~~ it is the vision of this document that all possible support will be given to such wider priorities of Tewkesbury Borough Council and its communities.

3.1.8 Private rented sector and empty homes

The council recognises that the private rented sector is growing and will continue to do so in a growing area like Tewkesbury Borough; it will also support the borough to meet its housing needs. The council takes its statutory enforcement role seriously and where landlords are not meeting the standards required will deliver a robust service as described above. This is particularly important that the Council can now discharge its homelessness duty into the private rent sector (~~see Appendix 2: Homelessness and Homelessness Prevention Strategy~~). Ensuring such homes are available and appropriate and that the tenancy can be sustained is, therefore, increasingly important.

However, whilst a large proportion of the environmental health team's time is spent on enforcement this is only to deal with a small proportion of the worst private rented housing. Enforcement should only need to be a last resort. We wish to place a larger emphasis on the proactive role the council will play in helping landlords in the early stages. This is in particular for owners where being a landlord is not their core business, or reluctant landlords such as those who inherit a property but do not wish to sell it. The council will promote sources of advice that are available to landlords, existing private tenants and residents considering private renting.

The council will work with the other Gloucestershire district councils to promote the 'Fit to Rent' common accreditation scheme for landlords and letting agents across Gloucestershire. ~~Sign-up to the scheme has been low and so the environmental health team shall promote the scheme and the benefits of accreditation.~~

Crucially, prospective tenants need to be made aware of the advantages of selecting a property owned by an accredited landlord or managed by an accredited letting agent. The environmental health team aims to maximise the number of inspections of properties owned by accredited landlords so that they can be given advice on the improvements that could be made.

Further to new-build housing, the council's environmental health team works closely with partners on initiatives handling operational (enforcement) actions to bring empty homes back into use. Most empty homes brought back into use will become private sector homes. The team will aim to ensure that each property achieves the highest standard. Enforcement options will include the Housing Health and Safety Rating System (HHSRS) under the Housing Act 2004²⁷, Empty Dwelling Management Orders, enforced sale and compulsory purchase orders (CPO).

3.2 Homelessness and Homelessness Prevention

Local housing authorities have a statutory duty to provide advice and assistance to anyone who is homeless or threatened with homelessness. (see: Homelessness Reduction Act 2017) (as outlined in the Housing Act 1996²⁸ as amended). The Act modifies and extends existing homelessness protection in a number of key ways:

1. Improved advice and information about homelessness and the prevention of homelessness
2. Extension of the period 'threatened with homelessness'
3. Introducing new duties to prevent and relieve homelessness for all eligible people, regardless of priority need and intentionality
4. Introducing assessments and personalised housing plans, setting out the actions housing authorities and individuals will take to secure accommodation
5. Encouraging public bodies to work together to prevent and relieve homelessness through a duty to refer

Formatted: List Paragraph, Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.63 cm + Indent at: 1.27 cm

The Council's housing services team undertakes enquiries to assess what duties and assistance can be offered to those seeking help. Our focus is to work with our clients to prevent their homelessness wherever possible. If we are unable to prevent homelessness, the council has further statutory duties to secure accommodation for eligible vulnerable homeless households.

Our focus will be on preventing homelessness wherever possible and our joint interventions with our Council colleagues and partners are likely to include:

- Establishing if households are entitled to exemptions from welfare reform changes
- Advising residents of changes and the personal impact on their household
- How they can avoid financial hardship
- Offer financial advice and advice on the benefits of securing employment, and
- Working with the financial inclusion partnership to offer temporary assistance through discretionary housing payments, advice and assistance on arrears, working with housing providers to avoid possession proceedings.

Changes associated with welfare reform are likely to continue throughout the lifetime of this strategy and we will continue to take a proactive approach to identifying cohorts and clients. We will work with our partners and affected groups to offer early resolution to affordability issues. Those most likely to be affected will be:

- Those under-occupying affordable rented housing
- Those under 35 in unaffordable private rented, affordable rented housing, in supported accommodation, or at risk of homelessness.
- Those likely to be affected by the reduction of the benefit cap
- Those in affordable rents (rents set at 80% of the market rent) who may be affected by unaffordability following the implementation of the welfare reform changes.

Formatted: Indent: Left: 1.27 cm, No bullets or numbering

The challenges facing Tewkesbury Borough Council, the implications of the above changes and further analysis of homelessness and homelessness prevention can be found in Appendix 2: Homelessness and Homelessness Prevention Strategy. It outlines our commitment, priorities and objectives to meet the needs of those threatened with homelessness within Tewkesbury Borough. Actions to be taken are detailed as part of this overarching document and can be found in Section 8.

•

~~The challenges facing Tewkesbury Borough Council, the implications of the above changes and further analysis of homelessness and homelessness prevention can be found in Appendix 2: Homelessness and Homelessness Prevention Strategy 2017-2021. It outlines our commitment, priorities and objectives to meet the needs of those threatened with homelessness within Tewkesbury Borough. Actions to be taken are detailed as part of this overarching document and can be found in Section 8.~~

Formatted: Indent: Left: 0 cm, Hanging: 0.02 cm, No bullets or numbering

3.3 Meeting the needs of specific groups

3.3.1 Requirements for accommodation assessments

Many information sources have been used to assess housing needs and supply including the ~~Gloucestershire Housing Needs Assessment 2019~~~~Strategic Housing Market Assessment (SHMA)~~; the housing register for rented affordable housing, the housing register for affordable home ownership schemes, MAIDeN (Gloucestershire Information Observer) and nationally available databases such as the census, Office of National Statistics and Land Registry.

The Borough Council is required to undertake several assessments; a ~~Local Housing Needs Assessment~~~~Strategic Housing Market Assessment (SHMA)~~ and a Gypsy, Traveller and Travelling Show People Accommodation Assessment (GTTSA) as per the National Planning Policy Framework²⁹ (NPPF) and associated Planning Practice Guidance³⁰ (PPG).

The planning policy for traveller sites (~~see: NPPF 2019 para 61~~)³⁴ is one that supports provision such as rural exception sites to meet the housing and accommodation needs of gypsies, travellers and travelling showpeople. However the ~~updated~~~~updated~~ 2015 policy changes ~~se~~ the definition of these groups for planning purposes. Under the JCS the council's requirement for additional pitches and plots ~~_~~ to the year 2031 has now reduced owing to households in Tewkesbury Borough not meeting the new definition. We will continue to have an accommodation need for households who do not meet the definition and be required to provide suitable sites. These households ~~will~~ who do not meet the definition will have their needs assessed through the ~~Local Needs assessment~~~~SHMA~~. Those who do meet the definition will continue to have their accommodation needs assessed through the GTTSA, ~~including the~~ ~~—accommodation needs of gypsies, travellers and travelling showpeople.~~

~~The accommodation needs of gypsies, travellers and travelling showpeople are evidenced in Appendix 1c section 7, page 12.~~

The ~~Local Needs Assessment~~ ~~SHMA~~ assesses our Borough-wide housing and accommodation needs and we work with our neighbouring authorities ~~in Cheltenham and Gloucester~~ as our housing market areas ~~cross-cross~~ administrative boundaries. The most recent assessment was published in 2019⁴² and identifies the scale and mix of housing and the range of tenures that the local population is likely to need over the plan period. The ~~Local Needs Assessment~~~~SHMA~~ has ~~guided~~~~sed~~ us in our requirements for rented and shared ownership affordable housing. ~~However, the government is proposing further wide ranging changes with First Homes, reduced percentage sales for shared ownership and more encouragement to discounted home sales and custom build houses. It will be an on-going concern to see how these initiatives impact upon housing need in the Borough and the wider affordability challenges these initiatives address, however it does not consider more detailed aspects of the sector that are emerging. Further to changes from central government we now require a new assessment in order to meet housing needs against the initiatives. As a county we will continue to work together to appoint consultants in 2017 to address additional areas in the SHMA such as:~~

◆ ~~The future impact of welfare reform~~

Formatted: Font: Bold, Font color: Auto

Formatted: Normal, Add space between paragraphs of the same style, Line spacing: single, No bullets or numbering

- ~~Affordability of the tenures~~
- ~~Specialist housing and care for older people and people with disabilities~~
- ~~Self-Build~~
- ~~Starter Homes~~
- **Accommodation needs of non-travelling gypsies and travellers**

Formatted: Font color: Auto

Formatted: Font color: Auto

Formatted: Font color: Auto

Formatted: Font color: Auto

3.3.2 Larger families

The benefit cap for larger families will impact on the willingness of housing associations to develop larger family properties. This has already been noted in ongoing new developments where at the planning stage a 6-bed home was negotiated but at the build stage, the council and the housing association involved agreed to change the property to a smaller home. The members of staff involved from both organisations were unable to find a large family with a suitable level of income to move into the property. Many large households opted to remain in their current home and over-occupy so they can continue to afford their rent.

Welfare reform is likely to cause financial hardship for many residents on low incomes in our borough throughout the lifetime of this strategy. Homeless charities such as Crisis and Homeless Link are reporting that reductions in benefit levels associated with welfare reform, and changes in the way that benefits are paid through Universal Credit are increasing the risk of homelessness³³. We are committed to mitigating the impact of welfare reform on financially vulnerable households in the borough to reduce the risk of homelessness.

3.3.3 Financial inclusion

The rationale behind welfare reform is to incentivise work and reduce the cost of welfare³⁴. Households will be exempt from many of the most impactful reforms if they are in employment. Resolving financial hardship and preventing homelessness will inevitably involve supporting affected households to understand how the reforms will impact on them. Tewkesbury Borough Council is a key partner in the borough-wide Financial Inclusion Partnership to encourage households into employment wherever possible.

We are committed to identifying cohorts of clients likely to be affected by forthcoming reforms with a view to early intervention with partners in the Financial Inclusion Partnership. The partnership ~~has recently~~ commissioned research by Policy in Practice³⁵ on the projected cumulative impact of Welfare Reform within the borough with a view to identifying individuals and cohorts of residents likely to be significantly affected.

Evidence from the Policy in Practice research can be found in Appendix 1b where the impact of welfare reform has been analysed for Tewkesbury Borough and includes:

- The under occupation charge
- Local housing allowance
- The benefit cap at £26,000 and the new lower cap of £20,000 as at November 2016
- The profile of households capped
- Changes to benefit for young people
- The removal of the WRAG premium (work related activity group)

- Housing benefit capped at local housing allowance (LHA) rates for social rents
- The LHA freeze
- Removal of the Housing Benefit Family Premium
- The impact of universal credit
- The cumulative impact of welfare reform.

The housing services team are committed to working with our council colleagues in revenues and benefits and partners namely the Department for Work and Pensions (DWP), housing associations, support providers, and Citizens Advice Bureau to identify the vulnerable cohorts and work with the affected households to resolve these difficulties. Our strong working relationships within the Tewkesbury Borough Financial Inclusion Partnership will be invaluable in managing the effects of welfare reform.

Revenues and benefits teams can offer temporary support to those affected by welfare reform changes with Discretionary Housing Payments (DHP) to prevent financial hardship whilst alternative, more permanent solutions are sought. However, this must only be an intervening measure as the DHP funding is not long-term and is likely to diminish over time. Tenants must seek to find employment or increase working hours to enhance their income to afford rents.

We will work with our colleagues in the revenues and benefits team, the DWP and housing associations to identify affected households and offer sustainable solutions. We will also work with housing associations operating within Tewkesbury Borough to establish how they can continue to meet the housing needs of those households unable to meet their housing needs through affordable housing products.

3.3.4 Older People

Population changes will present an increasing challenge for the borough in relation to additional pressure on health and social care and the need for more specialist accommodation. There is also evidence that a number of homes in both the social/affordable rented sector and market sector are currently under-occupied, particularly in rural areas.

The Care Act 2014³⁶ includes housing as a fundamental component. The Act looks at the suitability of accommodation for those at home receiving care and support. The Act and the accompanying regulations and guidance outline how housing can support a more integrated approach of particular note:

- A duty to promote well-being.
- Housing not just the 'bricks and mortar' but also includes housing related support.
- Housing must be considered as part of the household's assessment process
- Information and advice should reflect housing options, as part of a universal service offer
- Care and support is to be delivered in an integrated way with cooperation with partner bodies, including housing services.

Tewkesbury Borough offers 40 retirement homes, sheltered housing and extra care housing accommodating 1,004 dwellings along with 25 care homes of 798 units of accommodation. Of the care homes, 12 are specific for older people (aged 55 and over), with the remaining accommodating any person with care needs and for people with specific disabilities.

Tewkesbury Borough will see significant growth in its older population and accommodation needs for this group are likely to change. For example, as we live healthier for longer our accommodation needs become different where we stay more active and mobile for longer and seek a more suitable home for our lifestyle. 36.47% of the Homeseeker Plus waiting list state that their vulnerability is worsened by their housing situation. Of this, a quarter (around 180 households) is over 60 years old.

Care homes are typically single bed units; there are few that are for couples or sharing. For many people having a disability and/or care need means living away from their family and friends in specialist housing; for some this is a necessity to receive around the clock care and support. For others their care needs can be and are being met in the family home but this often results in the home being unsuitable. More and more adaptations are required to existing homes across all tenures to ensure homes are suitable.

~~Gloucestershire County Council provide commissioning services for Disabled Facilities Grants. The countywide home improvement agency, Safe at Home, is funded by the six Gloucestershire district authorities, Gloucestershire County Council and the Gloucestershire NHS Trust, to assist clients with major works to their properties, focussing on providing services and assistance to elderly and vulnerable clients. Whilst this is the contracted countywide home improvement agency, the Council provides information on other agencies and surveyors in the local area that can help to support and assist applicants with major works to their properties, focussing on providing services and assistance to elderly and vulnerable clients.p. The current contract has been extended until 2017 and at the time of writing, partners are considering priorities for future delivery.~~ Providing adaptations is seen as particularly important given the possible health implications, care and support costs of residents not obtaining essential disabled adaptations in a timely fashion. However, it is essential that delivery of this aspect of the private sector housing service is integrated with all other aspects. We therefore work across services to assess housing need and whether a move to more appropriate accommodation is required.

3.3.5 People with a disability

Government statistics³⁷ show that people with disabilities have a poorer quality of life with a "substantially higher proportion of individuals who live in families with disabled members live in poverty, compared to individuals who live in families where no one is disabled."

Barriers to employment and education are improving but remain significant as there is "a 30.1 percentage point gap between disabled and non-disabled people, representing over 2 million people" and that disabled people "are around 3 times as likely not to hold any qualifications compared to non-disabled people, and around half as likely to hold a degree-level qualification".

In terms of housing these statistics say that “*Although the gap in non-decent accommodation has closed over recent years, 1 in 3 households with a disabled person still live in non-decent accommodation. 1 in 5 disabled people requiring adaptations to their home believe that their accommodation is not suitable*”.

With 2.5% of the housing waiting list requiring a ground floor, wheelchair property with specific adaptations, we must work with partners across the housing, health and social care sectors to consider how these homes will be built.

We must also consider the challenges faced when working with the house-building sector, particularly larger house-builders, when affordable housing that is outside of the norm is requested as part of Section 106 agreements. The Council often has to negotiate reduced overall affordable housing contributions in order to build specialist housing due to the costs associated.

3.3.6 Rural affordable housing

The Gloucestershire Rural Community Council (GRCC) state that:

*“The lack of suitable affordable housing in Gloucestershire is a serious problem for many people who are forced to move home out of the countryside and into our larger towns and cities. The movement of people away from their roots has a major impact on rural communities in Gloucestershire, both socially and economically.”*³⁸

The council’s work with GRCC is to facilitate rural exceptional housing whereby under exceptional circumstances development can be brought about to meet a specific need i.e. affordable housing need, in a village, parish or a specific area.

For a rural local authority where housing in villages and small communities (fewer than 3,000 population) comes through on small sites, the government’s small sites policy may come into effect and the Council cannot negotiate on-site affordable housing. This results in less affordable homes for local communities

Whilst planning policies will aim to maximise affordable housing delivery, the council must continue to facilitate rural exceptional housing development to meet local needs. There are numerous struggles that face the council in bringing about rural affordable housing including, sourcing suitable developable land with a willing land owner, building relationships with local representatives such as parish councils, and funding such a project.

~~Seventeen-Sixteen~~ of our 50 parishes in Tewkesbury Borough have zero affordable housing at this time. ~~- this is over a third.~~ In 19 parishes ~~there are less~~ fewer than 1% of dwellings ~~that~~ are affordable housing. The council is aspiring to deliver more homes in rural areas so that these communities continue to thrive. ~~See Appendix 1c, section 6, page 11 for a full table of the 40 most rural parishes in Tewkesbury Borough and the percentage of affordable housing stock.~~

There are numerous benefits to rural development including retaining young families in the area to support the local economy, schools and keeping families closer together as well as

enabling those wishing to downsize to remain in the village in more suitably sized accommodation.

Housing associations are essential in delivering small-scale rural development and have shown continued commitment to Tewkesbury Borough in recent years and engagement through the Gloucestershire Rural Housing Partnership³⁹.

3.3.7 *Asylum seekers and refugees*

Tewkesbury Borough is a partner within the Gloucestershire Syrian Resettlement Programme and has worked with our partners Severn Vale Housing and GARAS (Gloucestershire Action for Refugees and Asylum Seekers) to provide accommodation for vulnerable families in our borough. We will continue to meet our commitment to this group during the lifetime of this strategy.

3.4 Improving the health and well-being of local people

3.4.1 *More than bricks and mortar*

The Housing Strategy must address more than bricks and mortar; more than simply the number of homes. Tewkesbury Borough Council understands the importance of building communities as well as homes. The Joint Core Strategy not only deals with the housing development but also the infrastructure and economic development of the ~~three~~ districts of Tewkesbury, Cheltenham and Gloucester.

Here in Tewkesbury Borough the Council's community development team works from a 'place' perspective; a way of engaging with our communities as well as supporting them to achieve their potential and reduce dependency on the council and other public services. We ~~what~~ want our communities to thrive and feel empowered ~~to do it~~ for themselves. We truly want Tewkesbury Borough to be a place where a good quality of life is open for all. This is also something we pursue with our preferred Registered Housing Associations and we expect them to be concerned and supportive of the communities they build and manage.

We will ensure our residents are well supported to enable them to live life to the fullest and it starts with good quality housing.

3.4.2 *Stock condition and fuel poverty*

The condition of the existing housing stock is important to ensure that residents are living in decent, safe accommodation which is suited to their needs. The condition of the housing stock is important to ensure that the increase in net housing stock through growth is not offset by a reduction in the number of existing homes which are habitable. Equally it is necessary to mitigate against the potential unintended consequence of growth that poor quality private sector housing leads to migration from existing communities into more attractive new housing developments leading to low demand neighbourhoods.

Living in poor condition, cold, damp homes that are not suitable for a household's needs have

a detrimental effect on the health and wellbeing of the occupiers. When accidents and illness occur because homes are not fit, it has an impact on a person's ability to participate in work, education, social and other activities and consequently impacts on social care services and the NHS.

The significant shift in emphasis on home owners being responsible for repairs to their properties has to be reflected in this Strategy. The majority of home owners will, therefore, be offered no more than self-help to secure home improvements. Nevertheless, the Council recognises that there will be situations where support is necessary and appropriate for vulnerable home owners.

The council's environmental health service offers advice that aims to demonstrating to a private landlord the works that are needed to avoid enforcement action being taken against them, for landlord accreditation and or for the property to be accepted onto a Local Letting Agency; they also provide an owner of an empty home with details of the works necessary to put the property in a state suitable for letting or that are likely to affect the sale price of the property.

The Council will take appropriate action against landlords and home owners as appropriate in accordance with the Council's Corporate Enforcement Policy⁴⁹. This includes a period of informal action to encourage a landlord to take action voluntarily.

In the main the council will refer enquirers to the Gloucestershire Warm and Well energy advice helpline for general advice on how to save energy in the home. This service is currently provided by Severn Wye Energy Agency.

The Environmental Health team will establish the suitability or otherwise of the property in regards to condition, affordable warmth and space. If the householder raises a potential need for disabled adaptations details shall be referred to Gloucestershire County Council's Adult and Children Social Care, Customer Contact Centre for assessment.

3.4.3 Houses in multiple occupation

There are thought to be exceptionally few houses in multiple occupation (HMO) requiring mandatory licensing in Tewkesbury Borough. Progressing licenses has, therefore, not been a priority to date. Nevertheless, the Council now recognises it should pursue owners operating a licensable HMO illegally.

Where a HMO requiring a license comes to the attention of the Council, the Environmental Health team ~~will~~ send a standard application pack to the owner.

There also needs to be some preparation for any possible future changes in HMO licensing and therefore the Council ~~aims~~~~will be aiming~~ to identify all HMOs in the borough.

~~3.4.4 Going the extra mile~~

~~The Gloucestershire Going the Extra Mile (GEM) Project⁴¹ will engage with 1,100 people over three years until December 2019 to support the county's most vulnerable adults into~~

Formatted: Heading 3, Indent: Left: 0 cm, Line spacing: single

Formatted: Indent: Left: 0 cm

~~work, training or education. The project will identify potential work related opportunities for its Gloucestershire participants.~~

~~Target participants are women, individuals with addictions, over 50's, rural residents, people with physical disabilities, learning disabilities, carers, black and minority ethnic residents, homeless applicants, people with mental health issues, and unemployed residents.~~

Formatted: Indent: Left: 0 cm

~~The Council will ensure that all possible participants in the borough are signposted to GEM to receive the support they require.~~

Formatted: Indent: Left: 0 cm

3.4.53.4.4 *Supporting residents affected by welfare reform and helping people into work*

~~Housing associations~~Registered Providers ~~have been~~will be impacted by the 1% rent reduction and have been reviewing business plans. Non-essential services and some community work for example could be affected as housing associations cut back. This is not the case for all and may not affect Tewkesbury Borough social housing tenants greatly, however we must be prepared for possible impacts on housing association tenancy support services.

The Council is increasingly reliant on working in partnership with housing associations with stock in our borough to respond to welfare reform changes. ~~The impact is fully discussed in Housing Strategy Appendix 2 and associated evidence in Appendix 1b.~~

The Council will be working proactively with ~~housing associations~~Registered Providers and other partners to support residents not only into work and ~~to~~ seek employment, ~~but to~~ opportunities ~~to~~ gain qualifications ~~and so on, and so on, to~~ ~~but to~~ help them gain the skills and confidence they need to ~~be~~ active and productive members of their communities.

Formatted: Indent: Left: -0.03 cm, Right: 0.11 cm

4 Key Challenges

4.1 Increasing Housing Supply

- Robustness of affordable housing policies in the Tewkesbury Borough Plan that manage home ownership products as well as rented.
- Rent levels and sales values that ensure viability for developers and affordability for our residents.
- Meeting the number of new affordable homes needed.
- The possible reduction in affordable housing stock through the Voluntary Right to Buy (the extension to the Right to Buy for housing associations)
- Empty homes across the borough that should be brought into productive use.
- Quality private sector rented accommodation
- Support for both landlords and tenants in the private sector.

4.2 Homelessness and Homelessness Prevention

- Intervention at the earliest possible stage for households in crisis and ensuring they access our services
- ~~Achieving the GOLD Standard in homeless prevention to give a cost-effective and excellent service to those facing housing difficulties~~
- Working with residents and partners to mitigate the effects of Welfare Reform on tenancy affordability
- Improving choice for residents facing homelessness by improving access to the private rented sector
- Addressing the needs of home owners following the removal of the Mortgage Rescue Scheme.
- Lack of local alternatives to Bed & Breakfast -(B&B)
- Limited number of accommodation spaces available for households
- Expense of emergency accommodation/ short term accommodation
- Supporting specific groups to access suitable emergency accommodation
- Supporting households with poor tenancy history to find a sustainable solution
- Lack of temporary accommodation within the borough
- Solutions for single households with dual diagnosis/multiple needs
- Continued use of the social housing sector for discharging homelessness duty
- Sourcing sustainable housing solutions for care leavers and young people under 35.
- Discharging Homeless duties to those affected by welfare reform
- ~~Implement changes~~Continue meeting obligations associated with the forthcoming Homelessness Reduction ~~Bill~~Act

4.3 Meeting the needs of specific groups

- Affordability of housing for low-income households and households affected by Welfare Reform
- Housing large families in affordable accommodation.
- Seeking appropriate accommodation for gypsies and travellers.

- Housing those with very specific housing needs including disability and mobility issues.
- Housing older people as the population ages.
- Meeting the housing needs of our rural communities.
- Understanding, supporting and meeting the demand and need for self/custom-build and Starter Homes.
- Meeting the housing needs of refugees and asylum seekers

4.4 Improving the health and well-being of local people

- How tenants and leaseholders of affordable housing can deal with issues themselves as non-essential services lessen.
- Working with private landlords to provide suitable housing that meet basic standards.
- Ensuring homes are suitably kept warm.
- Meeting the needs of those in houses of multiple occupation and licensing such properties where appropriate.
- Energy saving, particularly for those on low incomes ensuring they are not paying too much in energy costs for their home.
- Providing appropriate support for non-working households to mitigate welfare reform.

5 Addressing the challenges

~~5.1 These challenges will be addressed during the lifetime of the Strategy. These challenges will be addressed during the lifetime of the Strategy. Key priorities and objectives have been drawn from these challenges, see Section 6 overleaf.~~

~~5.1.2 Following consultation on these priorities and objectives, we believe that Tewkesbury Borough Council is in a good position to address the challenges. Key priorities and objectives have been drawn from these challenges, see Section 6 overleaf.~~

~~5.2 Following consultation on these priorities and objectives, we believe that Tewkesbury Borough Council is in a good position to address the challenges its housing and related services face over the next 5 years.~~

Formatted: Indent: Left: 1.02 cm, No bullets or numbering

6 Tewkesbury Borough Council Housing Strategy 2017-2021 Key Priorities

From this work we have concluded that there are 4 key priorities for Tewkesbury Borough Council; under each priority there are objectives to focus on for the next 25 years.

166

Priority 1: Increasing the supply of housing

- 1.1 Encouraging new developments to meet the aims of the Joint Core Strategy.
- 1.2 Using financial sums from development to fund the building of more specialist and affordable homes.
- 1.3 Bring empty homes back into use across the Borough.
- 1.4 Maximise the opportunities of the private rented sector.

Priority 2: Prevent homelessness

- 2.1 Improve the proactive homelessness prevention programme.
- 2.2 Review the provision of temporary accommodation.
- 2.3 Stop Reduce the use of B&B accommodation for homeless households except in emergencies.
- 2.4 Continue to meet the obligations of the Homelessness Reduction Act.

Priority 3: Meet the housing needs of specific groups

- 3.1 Consider and act on the outcomes of our accommodation assessments to assess our communities' needs.
- 3.2 Promote and facilitate rural affordable housing development.
- 3.3 Work with the health and social care sectors to provide effective housing-related support for vulnerable people.
- 3.4 Evaluate the provision of accommodation-based support for specific groups.
- 3.5 Work with partners to facilitate appropriate accommodation for refugees and asylum seekers as legislation and policy requires.

Priority 4: Improving the health and well-being of local people

- 4.1 Work with private landlords to ensure their properties meet basic standards and support them to improve the condition of their properties.
- 4.2 Continue working with and supporting schemes that provide advice and assistance to vulnerable households to help them reduce fuel costs and promotes safety through the installation of minor adaptations in the home.
- 4.3 Work with our partners to actively encourage individuals to take up education, employment or other activities to support independence and create a sense of worth.

7 Monitoring our Strategy

This Strategy will be regularly monitored and reviewed by the ~~Lead Member for Housing Portfolio Holder~~. Annual action plans will be agreed by Executive Committee with annual reporting to Overview and Scrutiny Committee for review of achievements and future challenges.

Our annual action plan will be updated regularly and will be made ~~publically~~publicly available on the council's [housing webpages](#)⁴². This will ensure that all our stakeholders can see the progress we are making and when new actions are being taken to achieve our objectives.

Our action is to be shaped annually (calendar year) to be pro-active as well as re-active to the changing needs of our community and challenges facing us when new government policies are implemented.

We want our Housing Strategy to be as flexible as possible so that we can continue to take action where necessary and start new actions when appropriate. ~~to do so over the 5-year strategy period.~~

Each of the 4 priorities are referenced with the letter P and the priority number i.e. Priority ~~14~~ is P1. Each action to be achieved is then numbered (in no particular order) with a number to get the ID reference i.e. P1.1; P1.2 and so on. All actions have a deadline date ~~to befor~~achievement~~ed~~.

Section 8 overleaf details the action plan for the first year of the Strategy ~~during the 2017 calendar year~~; there is at least one action for each objective.

8 Interim Housing Strategy Action Plan Year One: 2017 (Previous Action Plan) to be amended or deleted.

This Interim Housing Strategy Action Plan ~~for 2017~~ has been created ~~by Tewkesbury Borough Councillors with officer support and with guidance from the consultation responses~~ to prioritise areas of work for the next 12 months. This action plan identifies specific steps Tewkesbury Borough Council needs to take in order to achieve the priorities and objectives of the Housing Strategy during the next year. ~~one of the strategy.~~

Priority 1 Increase the supply of housing

ID ref	Action	Objective to which the action contributes	Responsible Person	Required resources	Deadline
P1. 1	Investigate how <u>Registered Providers can be encouraged to consider</u> alternative construction methods <u>and deliver homes to a high build standard can deliver new affordable housing on council owned land</u>	Objective 1.1	Strategic Housing & Enabling Officer	Input from: Property Services Development Management Severn Vale Housing Society Registered Providers	March 2022 July 2017
P1. 2	Establish detailed affordable housing policies for the Tewkesbury Borough local plan	Objective 1.2	Strategic Housing & Enabling Officer	Input from: Planning Policy Development Management	July 2017
P1. 3	Produce a guidance note <u>and bid pro forma</u> that determines <u>assists with</u> the use of commuted sums (financial contributions in lieu of on-site affordable housing) and seek Executive Committee approval	Objective 1.3	Strategic Housing & Enabling Officer	Input from: Democratic Services Housing Services Manager Development Management	March 2017 September 2021
P1. 4	Identify long term empty homes and evaluate their potential benefit to the council's housing service.	Objective 1.4	Environmental Health Manager	Input from: Revenues and Benefits Housing Services	December 2017
P1. 5	Use a range of enforcement actions to bring vacant properties back into use	Objective 1.4	Environmental Health Manager	Input from: Revenues and Benefits Housing Services	December 2017

Formatted: Indent: Left: 0 cm, Hanging: 0.76 cm

Formatted: Heading 1, Indent: Left: 0 cm, Hanging: 0.76 cm, Line spacing: single

Formatted Table

Formatted: Indent: Hanging: 0.02 cm

Commented [JB1]: Remove as local plan work has been completed

P1. 6	Evaluate potential for additional promotional activities with private sector landlords to boost availability of homes in the borough.	Objective 1.5	Environmental Health Manager	Input from: Revenues and Benefits Housing Services	December 2017
-------	--	---------------	------------------------------	--	---------------

Commented [JB2]: Remove as SW work has not led to PRS gains

Priority 2 Homelessness and Homelessness Prevention

ID ref	Action	Objective to which the action contributes	Responsible Person	Required resources	Deadline
P2. 1.	Improve advice process in prevention paperwork to incorporate to assist in supporting customers while working remotely including personalised action plans that agree include customer actions.	Objective 2.1	Housing Services Manager	None	June 2017 September 2021
P2. 2.	Contact all housing associations and private landlords who have worked with us to prevent homelessness to develop an eviction/prevention protocol	Objective 2.1	Housing Services Manager	None	June 2021 2017
P2. 3.	Develop solutions for homeowners with special housing needs in mortgage difficulty	Objective 2.1	Housing Services Manager	Input from: — Housing association partners — Financial resources need to be identified	April 2018
P2. 4.3.	Improve housing services website and include a landlord advice section	Objective 2.1	Housing Services Manager	None	June September 2021 2017
P2. 5.4.	Update the housing services housing options/homelessness form and investigate online solutions to support this	Objective 2.1	Housing Services Manager	None Input from IT services / Business Transformation	June 2017 September 2021
P2. 5.	Reduce the use of private bed and breakfast accommodation except in emergencies.	Objective 2.4 Objective 2.5	Housing Services Manager	Input from: Housing association partners Wider homelessness pathway (County)	March 2022

Commented [JB3]: Remove as very few homeowner approaches

P2 6.	<u>Work with county local authority partners to find solutions for high risk/high support/multiple needs homeless households</u>	Objective 2.4 Objective 2.5	Housing Services Manager	<u>Input from:</u> <u>Partner local authorities for multi-authority solution</u> <u>Other agencies and accommodation providers</u>	<u>Explore funding solutions by March 2021</u>
P2. 6.	<u>Work with local authority partners on Gold Standard Programme and achieve 60% in peer review</u>	Objective 2.2	Housing Services Manager	None	September 2017
P2. 7.	<u>Introduce an early intervention protocol for tenants affected by welfare reform including transitional support and assistance to find work</u>	Objective 2.3	Housing Services Manager	<u>Input from:</u> <u>Financial Inclusion Partnership</u> <u>Council's revenues and benefits</u> <u>Department for Work and Pensions</u> <u>Housing associations</u> <u>Citizen's Advice Bureau</u> <u>Going the Extra Mile Project</u> <u>Greensquare Support</u>	July 2017

Commented [JB4]: Remove as 'Gold Standard' and NPSS now defunct

Commented [JB5]: Change to wider focus on 'Tenancy Ready' programme?

Commented [JB6]: Remove as although Welfare Reform still affects affordability this is now imbedded rather than as part of changes to the benefits system.

170

Priority 2 – Homelessness and Homelessness Prevention (continued)

Formatted: Intense Quote, Indent: Left: -0.8 cm, Right: 0.12 cm, Tab stops: 24.5 cm, Left

ID-ref	Action	Objective to which the action contributes	Responsible Person	Required resources	Deadline*
P2. 8	<u>ReduceStop the use of private bed and breakfast accommodation except in emergencies.</u>	Objective 2.4 Objective 2.5	Housing Services Manager	<u>Input from:</u> <u>Housing association partners</u> <u>Wider homelessness pathway (County)</u>	<u>March 2022</u> <u>April 2018</u>
P2. 9	<u>Procure cost effective temporary accommodation within Tewkesbury Borough for accepted households with poor tenancy histories who are difficult to rehouse including properties suitable for households with mobility needs</u>	Objective 2.4 Objective 2.5	Housing Services Manager	<u>Input from:</u> <u>Housing association partners</u>	April 2018

Formatted Table

Commented [JB7]: Absolutely key for the future but could be deferred to next strategy.

P2. 10	Work with county local authority partners to find solutions for high risk/high support/multiple needs homeless households	Objective 2.4 Objective 2.5	Housing Services Manager	Input from: Partner local authorities for multi-authority solution <u>Other agencies and accommodation providers</u>	<u>Explore/Find funding solutions by April 2018</u> <u>March 2021</u>
P2. 11	Implement changes associated with the forthcoming Homelessness Reduction Bill	Objective 2.1 Objective 2.2 Objective 2.3 Objective 2.4 Objective 2.5	Housing services Manager	To be identified	To be determined by the progress of the Bill.

Commented [JB8]: Completed

Priority 3 Meeting the housing needs of those who need it most

172

ID ref	Action	Objective to which the action contributes	Responsible Person	Required resources	Deadline
P3. 1	Commissioning, along with the district councils in Gloucestershire and other partners as appropriate, Strategy Housing Market Assessment	Objective 3.1	Planning Policy Manager	Strategic Housing & Enabling Officer	December 2017
P3. 2	Support the Evaluate/evaluation of the accommodation needs of Travellers and Non-Travellers (as determined by the 2016 updated Gypsy Traveller and Travelling Showpeople Accommodation Assessment (GTTSAA))	Objective 3.1	Planning Policy Manager	Strategic Housing & Enabling Officer	December 2017 / March 2021
P3. 3	Establish a local connection policy that ensures rural affordable housing development, via rural exception, is prioritised for the needs of the local community.	Objective 3.2	Strategic Housing & Enabling Officer	Input from: Rural Housing Enabler	In line with the Borough Plan affordable housing policy development timetable
P3. 4	Establish a strategic managers group consisting of housing, health and social care. Continue to play an active role in the Housing with Care Project Board to build relationships and create a joined-up way of working to better support vulnerable residents.	Objective 3.3	Housing Services Manager	Strategic Housing & Enabling Officer	December 2017 / March 2021
P3. 5	Profile accommodation-based support that the council has access to in the county.	Objective 3.4	Housing Services Manager	Input from: Supporting People (Gloucestershire County Council)	December 2017

Formatted Table

Commented [JB9]: LHNA completed

Commented [JB10]: New assessment process currently beginning.

Commented [JB11]: LC policy already in JCS

Formatted: Indent: Hanging: 0.02 cm

Commented [JB12]: Change to maintaining participate in Housing with Care Project Board. Not really for monitoring though?

Commented [JB13]: Access to ABS is through County START network.

Priority 4 Improving the health and well-being of local people

173

ID ref	Action	Objective to which the action contributes	Responsible Person	Required resources	Deadline
P4. 1.	Maintain and promote the “Fit to Rent” Landlord Accreditation Scheme for landlords wanting to work with the council and be better trained to provide quality accommodation and management.	Objective 4.1	Environmental Health Manager	Input from all Gloucestershire districts (partners in the scheme)	December 2017
P4. 2.	Work with RP’s and partners to offer advice and assistance with grants, loans and support services (e.g. handyman services) to vulnerable and older people to help insulate, adapt and maintain homes.	Objective 4.2	Environmental Health Manager	Warm and Well contract and partnership agreement, agency services agreement / contract	December 2017
P4. 3.	Respond within 3 working days to customer complaints about housing conditions.	Objective 4.2	Environmental Health Manager	Environmental Health team	December 2017
P4. 4.	Reduce poor quality housing by taking appropriate action to deal with identified Housing Health and Safety Rating System Category 1 hazards.	Objective 4.2	Environmental Health Manager	Environmental Health team	December 2017
P4. 5.	Carry out the actions within the Strategy for Gloucestershire and South Gloucestershire Action for Affordable Warmth 2013 -2018	Objective 4.2	Environmental Health Manager	Gloucestershire Affordable Warmth Partnership	As per Strategy action plan

Priority 4 Improving the health and well-being of local people (continued)

ID ref	Action	Objective to which the action contributes	Responsible Person	Required resources	Deadline
P4. 6.	Regulate the standards of larger houses in multiple occupation and caravan sites by enforcing mandatory license conditions	Objective 4.2	Environmental Health Manager	Environmental Health team Housing Benefit team	December 2017
P4. 7.	To work with the council's community development team to ensure all council services are signposting residents to the 'Going the Extra Mile' Project	Objective 4.3	Tewkesbury Navigator	Funded through GEM Funding	Ongoing to September 2019

Glossary of key terms

This glossary is intended to cover all terms within the Housing Strategy ~~2021-22~~2017-2021 documentation. The Homelessness and Homelessness Prevention Strategy Appendix 3 provides its own Glossary of Terms to complement.

Affordable Homes Programme	DCLG funding that is available for Housing associations and house builders via the Homes and Communities Agency to increase the supply of Affordable Housing and specialist housing in England. Programmes are normally over a 3 year period with set target dates for drawing down grant and new-build completion. https://www.gov.uk/government/collections/homes-england-funding-programmes https://www.gov.uk/government/collections/affordable-homes-programme-2015-to-2018-guidance-and-allocations
Affordable Housing	Social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices. Full definition as per National Planning Policy Framework 2012 or any successor document https://www.gov.uk/government/publications/national-planning-policy-framework--2
Affordable rent levels	Rented housing provided by a housing association subject to a rent of up to 80% of local market rents (inclusive of any Service Charge where applicable)
Building Regulations 2010 Approved Document M: Access to and use of buildings (and associated volumes and corrections) or any successor document	Building regulation in England to ensure that people are able to access and use buildings and their facilities https://www.gov.uk/government/publications/access-to-and-use-of-buildings-approved-document-m
Category 2 Housing	Optional requirement M4(2) – Category 2: Accessible and Adaptable dwellings https://www.gov.uk/government/publications/access-to-and-use-of-buildings-approved-document-m
Category 3 Housing a) Adaptable and b) Accessible	Optional requirement M4(3) – Category 3: Wheelchair user dwellings https://www.gov.uk/government/publications/access-to-and-use-of-buildings-approved-document-m
Code for Sustainable Homes – now abandoned	The Code was the national standard for the sustainable design and construction of new homes. The Code aimed to reduce our carbon emissions and create homes that were more sustainable. This policy was withdrawn on 27 th March 2015.
Compulsory purchase order (CPO)	A legal function in the United Kingdom and Ireland that allows certain bodies which need to obtain land or property to do so without the consent of the owner.
Department for Communities and Local Government (DCLG)	A UK Government department established to create great places to live and work, and to give more power to local people to shape what happens in their area. Responsibilities include driving up housing supply, increasing home ownership, devolving powers and budgets to boost local growth in

Formatted: Default Paragraph Font, Font:

	England, supporting strong communities with excellent public services.
Empty Dwelling Management Order	Empty Dwelling Management Orders: guidance https://www.gov.uk/government/publications/empty-dwelling-management-orders-guidance
Gloucestershire Going the Extra Mile (GEM) Project	The project will be managed by Gloucestershire Gateway Trust (GGT) on behalf of Gloucestershire County Council (GCC). The Gloucestershire GEM Project will engage with 1,100 people over three years from October 2016 and will focus on people who face challenges in getting into work, and support them to move closer towards education, training, volunteering or employment.
Gypsy, Traveller and Travelling Show People Accommodation Assessment (GTTSAA)	A document to provide an evidence base to enable authorities to comply with their requirements to gypsies, travellers and show people under the Housing Act 2004, the National Planning Policy Framework 2012, Planning Policy for Traveller Sites 2012 and 2015.
The Homelessness Reduction Act	The Homelessness Reduction Act 2017 The Homelessness Reduction Act ('the Act') came into force in April 2018.1 The Act modifies and extends homelessness protection in a number of key ways.
Homeseeker Plus	Homeseeker Plus is our choice based lettings system for letting social housing. It is a partnership formed between all six local Councils in Gloucestershire and West Oxfordshire District Council and many of the Housing Associations and social landlords operating in the area. Note: formerly known as Gloucestershire Homeseeker
Homes England - formerly known as Homes & Communities Agency (HCA)	The national housing and regeneration agency for England, with a capital investment budget https://www.gov.uk/government/organisations/homes-and-communities-agency
Houses of multiple occupation (HMOs)	As per government definition https://www.gov.uk/private-renting/houses-in-multiple-occupation
Housing associations	As defined in section 80 of the Housing and Regeneration Act 2008; also known as Registered Providers or Registered Social Landlords
Housing Benefit	Financial support to pay a tenant's rent if they are on a low income.
Housing & Planning Act 2016	Legislation that made de changes to housing policy and the planning system that include de Starter Homes; Extension of the Right to Buy; Sale of high value social housing; Improvements to the private rented housing sector; Self-build duty on local authorities; Planning policy for traveller sites. http://www.legislation.gov.uk/ukpga/2016/22/contents/enacted
Local Housing Needs Assessment	Glos. Local Housing Needs Assessment 2019. This document has replaced the former SHMA (see below) and details the district housing needs which feeds into the

	planning process both in policy and development control terms under legal s.106 agreements.
Lifetime Homes Standard	The Lifetime Homes standard is a set of 16 design criteria that provide a model for building accessible and adaptable homes http://www.lifetimehomes.org.uk/ .
Local Housing Allowance (LHA)	LHA is used to calculate the amount of Housing Benefit for tenants who rent privately.
Low cost home ownership	The collective term for home ownership products under the Affordable Housing definition.
National Planning Policy Framework	"The National Planning Policy Framework sets out the Government's planning policies for England and how these are expected to be applied" https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/60777/2116950.pdf
National Planning Practice Guidance	Guidance to assist practitioners in the use of the NPPF http://planningguidance.communities.gov.uk/blog/guidance/
Planning Policy for Traveller Sites 2012 and updated 2015.	Sets out the Government's planning policy for traveller sites https://www.gov.uk/government/publications/planning-policy-for-traveller-sites
Rural exceptional housing development	Where, particularly in rural areas, a local need for affordable housing can be clearly demonstrated, and cannot be met in other way; exceptionally the council may permit residential development in accordance with the appropriate housing policies and the NPPF planning guidance.
Social rent levels	Rents that are set by the housing association in accordance with the formula set by the Homes and Communities Agency (or its successor body)
Strategic Housing Market Assessment Strategic Housing Market Assessment – SHMA. Now replaced by Local Housing Needs Assessment (see above)	The SHMA assessed the District housing needs and fed into the planning system. A document that assesses the district's full housing needs and is the first step in the process of developing local plans as set out in the Planning Policy Guidance http://planningguidance.communities.gov.uk/blog/guidance/housing-and-economic-land-availability-assessment/stage-5-final-evidence-base/#paragraph_045
Warm and Well Scheme	Warm & Well can ensure older people stay safe and warm, whether they live in their own home or a rented property, by improving the energy efficiency of their homes. This will keep fuel costs down and reduce the risk of health problems linked to the cold http://www.gloucestershire.gov.uk/article/106393/Gloucestershire-Warm--Well---Energy-saving-grants-keep-older-people-safe-in-winter

Formatted: Indent: Left: 0 cm, First line: 0 cm

Formatted: Indent: Left: 0 cm, First line: 0 cm

Endnotes

- 1 Tewkesbury Borough Council Plan 2016-2020 <https://www.tewkesbury.gov.uk/tewkesbury-borough-council-plan>
- 2 Cotswold AONB <http://www.cotswoldsaonb.org.uk/userfiles/factsheet-1.pdf>
- 3 Environment Agency; Tewkesbury Borough flood map for planning <https://goo.gl/PwsxmY>
- 4 What Homes Where, 2013 <http://www.cotswoldsaonb.org.uk/userfiles/factsheet-1.pdf>
- 5 Housing Strategy 2017-2021 Appendix 1a, Section 2, Chart 1, Page 6
- 6 2012-Based Sub-national Population Projections, Office for National Statistics
- 7 Housing Strategy 2017-2021 Appendix 1a, Section 2, Chart 3, Page 7
- 8 Housing Strategy 2017-2021 Appendix 1a, Section 2, Chart 2, Page 7
- 9 Average house price for all properties over the period June 2015-May 2016; Source Land Registry via Local Insight, OCSI
- 10 IMD data and maps can be found here https://inform.gloucestershire.gov.uk/viewpage.aspx?c=page&page=Deprivation_Maps2015
- 11 Rents are covered in full in Housing Strategy 2017-2021 Appendix 1b Section 8.
- 12 Homelessness Act 2002 <http://www.legislation.gov.uk/ukpga/2002/7/section/1>
- 13 Localism Act 2011 <http://www.legislation.gov.uk/ukpga/2011/20/contents/enacted>
- 14 Laying the foundations: a housing strategy for England 2011 <https://www.gov.uk/government/publications/laying-the-foundations-a-housing-strategy-for-england--2>
- 15 The Joint Core Strategy is a partnership between Gloucester City Council, Cheltenham Borough Council, and Tewkesbury Borough Council, formed to produce a coordinated strategic development plan to show how this area will develop during the period up to 2031 <http://www.gct-jcs.org/>
- 16 The Tewkesbury Borough Plan is the development plan solely for Tewkesbury Borough <https://www.tewkesbury.gov.uk/tewkesbury-borough-plan/?rq=Tewkesbury%20Plan>
- 17 A Strategic Housing Market Assessment or SHMA is a technical study intended to help local planning authorities understand how many homes will be needed in a given period.
- 18 Bank of England, Financial Stability Report 2014 <http://www.bankofengland.co.uk/publications/Documents/fsr/2014/fsrfull1406.pdf>
- 19 Shorthand Social Case Study on the pilot housing association Right to Buy Extension <https://social.shorthand.com/insidehousing/jydttxO6P/the-right-to-buy-extension>
- 20 Inside Housing article "First tenants purchase homes under Right to Buy pilots" <http://www.insidehousing.co.uk/first-tenants-purchase-homes-under-right-to-buy-pilots/7016750.article>
- 21 Memorandum for the House of Commons, Committee of Public Accounts, Department for Communities and Local Government, Extending the Right to Buy <https://www.nao.org.uk/wp-content/uploads/2016/03/Memorandum-extending-the-right-to-buy.pdf>
- 22 The Strategic Housing Market Assessment Final 2014 can be found in the housing section of the council's webpage Strategies and Policies <https://www.tewkesbury.gov.uk/strategies-and-policies>

- 23 National Planning Policy Guidance; Planning Obligations Para 31 <http://planningguidance.communities.gov.uk/blog/guidance/planning-obligations/planning-obligations-guidance/>
- 24 Section 1 and Section 4 of the Capital Funding Guide for Shared Ownership details the main features of the scheme and the rent and service charge element <https://www.gov.uk/guidance/capital-funding-guide/11-shared-ownership>
- 25 Welfare Reform Act 2012 <http://www.legislation.gov.uk/ukpga/2012/5/contents>
- 26 Welfare Reform and Work Act 2016 <http://www.legislation.gov.uk/ukpga/2016/7/contents/enacted>
- 27 Housing Act 2004 <http://www.legislation.gov.uk/ukpga/2004/34/contents>
- 28 Housing Act 1996 <http://www.legislation.gov.uk/ukpga/1996/52/contents>
- 29 National Planning Policy Framework <https://www.gov.uk/government/publications/national-planning-policy-framework--2>
- 30 Planning Practice Guidance <http://planningguidance.communities.gov.uk/blog/guidance/>
- 31 Planning Policy for Traveller Sites 2015 <https://www.gov.uk/government/publications/planning-policy-for-traveller-sites>
- 32 Gloucestershire SHMA <http://tewkesbury.gov.uk/index.aspx?articleid=1907#SHMA>
- 33 Fair welfare campaign <http://www.homeless.org.uk/our-work/campaigns/policy-and-lobbying-priorities/fair-welfare-campaign>
- 34 Welfare Reform 2.0 - Long-term solutions, not short-term savings <https://www.policyexchange.org.uk/images/publications/welfare%20reform%20point%200.pdf>
- 35 The cumulative impact of welfare reform in Tewkesbury Borough
- 36 The Care Act 2014 <http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted/data.htm>
- 37 Figures published in 2014 by the Office for Disability Issues Department for Work and Pensions <https://www.gov.uk/government/statistics/disability-facts-and-figures>
- 38 Gloucestershire Rural Community Council <http://www.grcc.org.uk/affordable-rural-housing/affordable-rural-housing>
- 39 Gloucestershire Rural Housing Partnership <http://www.grcc.org.uk/affordable-rural-housing/gloucestershire-rural-housing-partnership->
- 40 The Tewkesbury Borough Council Corporate Enforcement Policy can be found in the housing section of the council's webpage Strategies and Policies <https://www.tewkesbury.gov.uk/strategies-and-policies>
- 41 More information can be found in the Autumn 2016 newsletter <http://www.gloucestershiregatewaytrust.org.uk/images/pdfs/GGC%20Community%20Partners%20News%20Autumn%202016.pdf>
- 42 The council's housing webpages: <https://www.tewkesbury.gov.uk/housing-strategy>

Field Code Changed

Formatted: Font color: Hyperlink

At home in Tewkesbury Borough interim housing strategy for our borough

2021-2022



Tewkesbury Interim Housing Strategy 2021-22



This page is intentionally left blank

Foreword



Welcome to the Tewkesbury Borough Council Housing interim Strategy 2021-2022. This interim strategy has been prepared as a review from the 2017-21 strategy. The interim approach is appropriate as there are many changes both proposed and current in the Housing and Planning policy landscape as well as Covid restrictions and these are yet to be fully resolved and impacts understood. A further comprehensive review is proposed in 2022 when it is anticipated matters will have settled.

As Lead Member for Housing, I recognise how important it is for residents to be able to access good quality housing and housing related services that make a real difference to their lives. Not only is housing important for the health and wellbeing of individuals and families, but it is an important part of building and maintaining strong communities and supporting the overall economic prosperity of the borough.

Under the Housing Acts of 1996 and 2002, the Local Government Act 2003, Localism Act 2011 and the Homelessness Reduction Act 2017 the Council is required to have a strategy in place to set out its vision for housing and how it will address homelessness across its administrative area. National and local policies guide the principles within this strategy.

This document provides a clear direction and commitment for the delivery of a customer focused, efficient housing service. By having a single overarching strategy it should make it easier for our stakeholders to understand when as well as what we intend to do to address housing issues and tackle homelessness.

This strategy will enable the council to work effectively and with a range of partner organisations to actively support private sector landlords and tenants and maintain and improve all dwelling stock across the borough. We will need to work with our stakeholders to achieve our annual action plans and in doing so I am confident that the delivery of this strategy, through innovative approaches, will help the council to deliver the right mix of accommodation in the borough. The Council will provide high quality housing advice and support people when they need it to prevent and relieve homelessness.

Providing our communities with a choice of affordable and private market housing, in an area where they want to live and work now and in the future, will contribute towards making Tewkesbury Borough a place where a good quality of life is open to all.

Councillor Gill Blackwell
Lead Member for Housing
Tewkesbury Borough Council

Contents Page

1	Introduction and background	Page 5
2	The local context	Page 6
3	Policy context and key challenges	Page 9
	3.1 Increasing housing supply	Page 9
	3.2 Homelessness and Homelessness Prevention	Page 14
	3.3 Meeting the needs of specific groups	Page 15
	3.4 Improving the health and well-being of local people	Page 20
4	The Challenges	Page 23
5	Addressing the challenges	Page 24
6	Key Priorities	Page 25
7	Monitoring our Strategy	Page 26
8	Action Plan: Year one 2021	Page 27
9	Glossary of Terms	Page 35

1 Introduction and background

The Housing Strategy 2021-2022 has a key part to play in delivering the council's overarching vision¹ for the residents and communities of Tewkesbury Borough:

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

Quality housing is fundamental to the health and well-being of our communities and ensures the borough remains a thriving one where people want to live, work and visit. Tewkesbury Borough Council recognises that access to quality affordable housing underpins the success of our area and all of the overarching corporate priorities.

The [Council Plan 2020-2024](#) identifies housing as a key priority. The plan commits to create a ‘sustainable place’ to meet the needs of our growing population.

The housing objectives are set out as follows:

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

It is important for residents to be able to access good quality housing and housing services that make a real difference to their lives.

Not only is housing important for the health and well-being of residents it is also an important part of building and maintaining strong communities and supporting the economic prosperity of the borough.

Only with the right supply of homes to meet the housing needs of local people can we achieve our vision of sustainable communities supported by economic growth.

The [Council Plan](#) has other key policies on [Sustainable Environment and Garden Communities](#) both of which will impact on our housing plans.

The Climate Emergency Declaration under Sustainable Environment calls for:

“Review and update of our plans in relation to environmental sustainability and carbon management “

This could have wide ranging effects upon new build housing construction standards as well as existing housing stock refurbishment requirements. In practice this will be effectively pursued on new build schemes when the Government issues new Building Regulation Guidance and when the JCS Plan Review has in place planning policy to support these

changes. Existing housing stock refurbishment depends upon Government initiatives such as the Green Deal Grant regime and the forthcoming De-carbonisation grants aimed at large stock holders such as Housing Associations.

The Garden Communities will deliver large scale housing numbers for the Borough with a wide range of housing types and tenures as well as new employment and leisure opportunities in new sustainable communities. However, the delivery of the housing elements of this scheme is still some way off. This is because the proposal has yet to pass through the formal Local Plan stages.

The housing strategy is an overarching strategic document. It takes account of the principal national and local issues that are likely to affect Tewkesbury Borough in the foreseeable future. Although the effects of Covid 19 and The EU-UK Trade and Cooperation Agreement are not fully understood at this time. It sets out our housing challenges and explains how we intend to address these issues through four key priorities. Key objectives are detailed within each of the priority areas with targets and outcomes for delivering these objectives will be detailed annually in the action plan.

2 The local context

2.1 Our profile

Tewkesbury borough is spread across 160 square miles and despite its predominately rural nature it also includes growing communities on the fringes of Gloucester City and the town of Cheltenham. The eastern part of the borough lies within the Cotswold Area of Outstanding Natural Beauty (AONB) which accounts for 8.5% of our district².

Flooding is a natural feature of the borough particularly in relation to the River Severn which runs down the western edge of the area and creates constraints regarding flood plain³. These constraints and the AONB can make development of new homes and other buildings and infrastructure difficult in the borough. However, the borough is at the heart of the economic engine of Gloucestershire, including four junctions of the M5 motorway and has excellent national transport links making it an area of significant growth.

The borough's population is roughly 92,599 with just over 42,000 households. There are 50 parish and town councils (includes parish meetings) covering the borough ranging in size from 3,062 households to as small as 574 households. Information from What Homes Where 2013⁴, a toolkit to help local authorities assess their housing needs shows us some of these key population issues⁵.

Assuming current population trends continue, the ONS projections⁶ for the next 25 years suggest that the population in Tewkesbury Borough will reach 93,400 by 2025 and 100,400 by 2037. The district's growth rates are higher than those predicted for Gloucestershire and England in the short, medium and long term⁷.

The dominating feature of the projected trend for Tewkesbury Borough is a sharp increase in the number of older people (aged 60 and over) to 2033. Projections for children and young people indicate slower growth, while the working-age population is expected to show little change in the long term. There continues to be an increase in one person households with this household type projected to overtake all others by 2033. Couples on their own and small families increase at a relatively steady rate but larger family growth remains small. Other households include couples with adult children living at home, friends living in a property and so on, are predicted to decline⁸.

In 2015, 11.8% of the housing stock in Tewkesbury Borough was affordable housing (owned by housing associations). The percentage increase in the actual number of all dwellings in Tewkesbury Borough from 2009 to 2015 is 7%; the market stock as increased by 7% and the housing association stock has increased by 9.5%. The extent of housing growth across Tewkesbury Borough has been beneficial for our households in need. However, the affordable housing dwelling stock in Tewkesbury Borough has only increased by 0.1% since 2010.

The majority of the borough's housing stock is owner-occupied and is generally in good condition. However, the stock is skewed towards larger more expensive properties. Tewkesbury Borough as a whole is generally an affluent area; however, this can mask pockets of significant inequality. As an example, housing in Tewkesbury borough is relatively expensive against national and regional averages with the East of the borough having the highest values given its proximity to the AONB. Isbourne ward has the highest average house price of £490,996, with detached properties fetching over £600,000⁹. Compared against data from the Indices of Multiple Deprivation (IMD)¹⁰ where the borough has 2 lower super output areas - Tewkesbury Priors Park 2 and Tewkesbury Priors Park 3. Both perform poorly on employment, education, skills and training, and income deprivation affecting children. Tewkesbury Priors Park 3 also performs poorly on income deprivation affecting older people.

The growth in income levels has not kept pace with the increases in property values meaning that many people are priced out of owner occupation the borough. While income growth in Tewkesbury Borough is in line with the rest of England, the average house price increase has been more significant at 2.96 times the values 15 years ago. The income to house price ratio for Tewkesbury Borough in 2013/14 was higher than Gloucestershire overall, the South West and England.

Both private and social housing rents are becoming more unaffordable to our residents. From 2008/09 to 2014/15 private sector rents have increased by 15% and social sector rents have also increased by a substantial 35%¹¹.

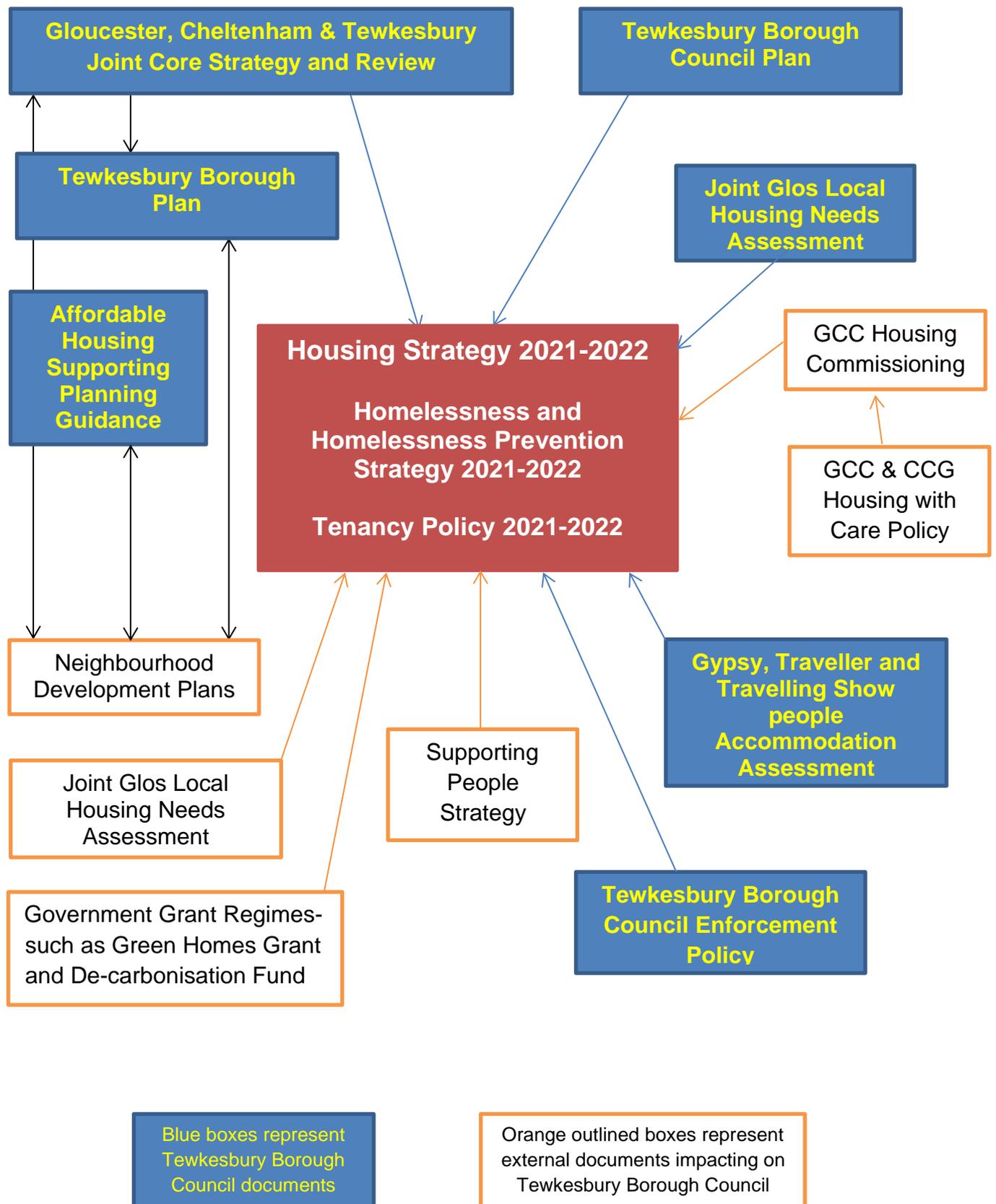
2.2 Statutory requirements

Under the Homelessness Reduction Act 2017 and [Homelessness Code of Guidance for Local Authorities](#) 2018 , the Council is required to publish a strategy setting out how it will address homelessness in its administrative area. The Homelessness and Homelessness Prevention Strategy 2021-2022 can found in Appendix 2.

The Localism Act 2011¹³ places a duty on all local authorities to produce a tenancy strategy, setting out what housing associations should take into consideration when making decisions about their individual tenancy policies. The Government White Paper on Social Housing (November 2020) currently out to consultation will likely make this process more transparent for tenants. Our Tenancy Strategy is a separate document which should be read in conjunction with this document.

2.3 Where the Housing Strategy fits

The following diagram shows where the Housing Strategy fits with other key Tewkesbury Borough Council and Gloucestershire county-wide strategic-level documents:



3 Policy context and key challenges

We continue to be guided by the National Strategy¹⁴ along with new legislation, such as the Homelessness Reduction Act 2017 and other government policies and initiatives such as the NPPF which stresses the planning importance of new housing. These key government initiatives impact on our housing services in Tewkesbury Borough..

3.1 Increasing housing supply

3.1.1 Universal housing provision

The Joint Core Strategy (JCS)¹⁵ partners will, through the Strategy and emerging Local Plans¹⁶, deliver sufficient housing supply to meet the universal housing provision and economic growth needs of the borough.

Section 4.2 of Appendix 1a evidences our resident's ability to access the housing market and how important it is for the council to consider and provide for the whole market to meet their needs. It is clear that government supported schemes and affordable housing home ownership are extremely popular and needed by our residents, but with these options being less than 12% of all sales in the borough the opportunities particularly for younger people to get on the housing ladder are limited.

3.1.2 Government manifesto to increase home ownership

Whilst there is still some focus on rented housing, home ownership is the government's driver for housing at present believing more homes will be built, particularly First Homes, in the near future which has now replaced the earlier concept of Starter Homes of the previous administration.

The government manifesto to provide more homes and more homes for sale for young people has meant a new First Homes concept . This is a vision of 'discounting' new homes prices by up to 30% and possibly 50% in areas of high house prices with the discount protected in perpetuity. The proposal has been out for consultation and a consultation report has been prepared (Feb 2020). The sector is now waiting for the decision as to how this product will work in reality. If First Homes are to be considered affordable housing in the future, this will affect the council's current position of what we can provide on-site on new developments impacting the rented element. The effects of the proposal are not known at the moment as final detailed proposals are awaited. However, the Local Housing Needs Assessment 2019 makes it very clear that housing need in the Borough cannot be entirely met by home ownership alone as a model.

Recent development in key locations has significantly increased the supply of affordable homes including shared ownership and shared equity products ensuring that there are opportunities for lower incomes households to buy a home of their own.

In the June 2014 Financial Stability Report¹⁸, the Bank of England announced measures to cut the risk of a damaging house price bubble emerging by limiting the number of high-risk mortgages. Mortgage lenders must limit the proportion of mortgages at loan to income

multiples of 4.5 and above to no more than 15% of their new mortgages. However, at the Conservative Party Conference in October 2020 the Prime Minister announced plans for a state backed mortgage offer of up to 95% to encourage further home ownership particularly amongst the young. The scheme has yet to be released to the market.

Whilst mortgages remain restricted, Tewkesbury Borough's income to house price ratio makes it difficult for first time buyers to get on the property ladder. This results in the out-migration of young people in the lower income brackets of our borough and encourages people to commute into Tewkesbury Borough for work, while living in areas where housing is cheaper outside of the borough and in more urban areas.

3.1.3 Right to Buy extension

Further to the government home ownership ambition, a pilot commenced in November 2015 of 5 housing associations was undertaken to extend the Right to Buy to their tenants. The outcome to date has shown that just with 48,000 potential sales found that only "a shade under 16,000 of the 48,000 households were allowed to buy under the pilot once the exemptions were applied" and 1.6% (790) households made formal applications to buy their home¹⁹. Applications for the pilot from tenants of the housing associations closed in October 2016; in September 2016, almost a year after the pilot was launched, were sales going through. According to Inside Housing²⁰ this was an unconfirmed figure of 8 sales. In essence the government intends for 1.3million housing association tenants in England to receive Right to Buy and 3 years for the housing associations or local authority (where applicable) to start building a new home for each one sold under the new policy²¹.

3.1.4 Effects on affordable housing of the economic downturn

The economic downturn of 2008 saw a reduction in affordable housing delivery as schemes became unviable to deliver. Viability negotiations with developers meant that very low or zero affordable housing was provided and the loss was felt until delivery gained momentum again in 2012. Now, after some years of a successful housing market, house building and affordable housing delivery have regained traction. But, the future is mired in some uncertainty given the economic effects of Covid and the impact of EU exit on the housing sector labour force and general economic performance. Currently, stamp duty relief until March 2021 and existing housing consents are providing a short boom to the housing market and delivery of affordable housing under older s106 agreements already in place.

3.1.5 Delivering affordable housing

Tewkesbury Borough Council has a target to deliver 40% (35% on strategic sites) affordable housing in accordance with the JCS plan on all market-led development within the Borough. However, the government continues to reduce planning obligations on Small and Medium Enterprise (SME) developers to incentivise development of new homes through a policy of zero affordable housing contributions on small sites of 10 or less dwellings or sites of less than 1000sqm unless in a designated area (for Tewkesbury Borough this is AONB only)

The council seeks to work with developers and housing associations to provide housing for sale within affordable levels, considering local incomes and house prices. At present a new-build first sale shared ownership share for an applicant cannot exceed 75% of the property's full market value. Typically, on first sale the share sold is more likely to be between 35% and 50% of the property's full value depending on the area of the borough. The Government are consulting on allowing the sale portion to fall to as low as 10% but Housing Associations have expressed concern that this may not be a mortgageable asset from the bank and building society viewpoint so that there may be a practical difficulty in delivery.

Evidence from the LHNA 2019 informs us of the most suitable mix of tenures across a development. However, like all policies regarding planning obligations, we negotiate the percentage of affordable housing that can be delivered considering viability and suitable tenure mixes, house types as well as accessibility for disability. The council will continue a flexible approach to new development in the borough to ensure that new homes can be delivered within suitable timescales to meet our corporate objectives as well as delivering our housing planning policies of the JCS and Local Plan.

3.1.6 Challenges for the affordable housing sector

The rent cap affects housing associations where the rents on their rented properties are to be at local housing allowance (LHA) and will need to be considered in terms of rented housing products. A realistic percentage of rented housing on new developments will need to be established, possibly on a site-by-site basis, so that the affordable housing provision on-site is indeed affordable to local people. This may mean specific house sizes are required to be set at particular rents levels i.e. within the LHA.

The Welfare Reform Act 2012²⁵ is the borough's most significant legislative change impacting on our approaches for meeting housing need. For example, those on low incomes are struggling to find suitable low cost housing as the Localism Act brought in affordable rents. (up to 80% of open market rent, inclusive of service charge). While this generates more income for housing associations, our residents in housing need now require more money towards their housing costs, often not fully met by the current housing benefit levels. The council seeks to negotiate rent levels at planning stage but this must be agreed based on the development viability. For a time grants were not available for the more affordable social rented housing from Homes England. However, this funding has now recently been re-instated in the latest Homes England funding package updated December 2020.

[Homes England funding programmes - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

We continue to monitor the effects of the under-occupation charge, commonly known as the 'bedroom tax', brought in by the Welfare Reform Act where social housing tenants who are under-occupying a property are charged a rate to pay for the extra room. This is 14% of net rent for one spare bedroom or 25% for two or more spare bedrooms. In reality the charge

saw a smaller number of households than anticipated move to more suitably sized accommodation with the majority of those affected by the charge able to afford to remain in their home and pay the charge.

Increasing income for housing associations and initiating more housing building by them has been contradicted by the requirement to reduce their rents by 1% per annum in each of the four years with effect from 1 April 2016. The Welfare Reform and Work Act 2016²⁶ requires housing associations to comply with maximum rent requirements for new tenancies. This has placed pressure on housing associations to reduce their costs and has for some limited their capacity. Many Housing associations are committed to their new-build programmes whilst others have reduced theirs. There has been a noticeable increase of the merging of Housing Associations to create larger bodies that have more flexible funding arrangements in place as a result.

3.1.7 Environmental impacts of new homes

During our consultation period it was brought to our attention that Tewkesbury Borough Council needs to have an awareness of the potential improvements in construction by incorporating flood resilience measures where appropriate, for example reflecting the Environment Agency flood zones. It is therefore necessary to fully understand the requirements for new homes as well as providing support for communities when they are flooded. It will be for the Council's Flood Risk Management Group to determine measures in new housing development and the planning process; it is the vision of this document that all possible support will be given to such wider priorities of Tewkesbury Borough Council and its communities.

3.1.8 Private rented sector and empty homes

The council recognises that the private rented sector is growing and will continue to do so in a growing area like Tewkesbury Borough; it will also support the borough to meet its housing needs. The council takes its statutory enforcement role seriously and where landlords are not meeting the standards required will deliver a robust service as described above. This is particular important that the Council can now discharge its homelessness duty into the private rent sector. Ensuring such homes are available and appropriate and that the tenancy can be sustained is, therefore, increasingly important.

However, whilst a large proportion of the environmental health team's time is spent on enforcement this is only to deal with a small proportion of the worst private rented housing. Enforcement should only need to be a last resort. We wish to place a larger emphasis on the proactive role the council will play in helping landlords in the early stages. This is in particular for owners where being a landlord is not their core business, or reluctant landlords such as those who inherit a property but do not wish to sell it. The council will promote sources of advice that are available to landlords, existing private tenants and residents considering private renting.

The council will work with the other Gloucestershire district councils to promote the 'Fit to

Rent' common accreditation scheme for landlords and letting agents across Gloucestershire.

Crucially, prospective tenants need to be made aware of the advantages of selecting a property owned by an accredited landlord or managed by an accredited letting agent. The environmental health team aims to maximise the number of inspections of properties owned by accredited landlords so that they can be given advice on the improvements that could be made.

Further to new-build housing, the council's environmental health team works closely with partners on initiatives handling operational (enforcement) actions to bring empty homes back into use. Most empty homes brought back into use will become private sector homes. The team will aim to ensure that each property achieves the highest standard. Enforcement options will include the Housing Health and Safety Rating System (HHSRS) under the Housing Act 2004²⁷, Empty Dwelling Management Orders, enforced sale and compulsory purchase orders (CPO).

3.2 Homelessness and Homelessness Prevention

Local housing authorities have a statutory duty to provide advice and assistance to anyone who is homeless or threatened with homelessness. (see: Homelessness Reduction Act 2017) The Act modifies and extends existing homelessness protection in a number of key ways:

- 1. Improved advice and information about homelessness and the prevention of homelessness**
- 2. Extension of the period ‘threatened with homelessness’**
- 3. Introducing new duties to prevent and relieve homelessness for all eligible people, regardless of priority need and intentionality**
- 4. Introducing assessments and personalised housing plans, setting out the actions housing authorities and individuals will take to secure accommodation**
- 5. Encouraging public bodies to work together to prevent and relieve homelessness through a duty to refer**

The Council’s housing services team undertakes enquiries to assess what duties and assistance can be offered to those seeking help. Our focus is to work with our clients to prevent their homelessness wherever possible. If we are unable to prevent homelessness, the council has further statutory duties to secure accommodation for eligible vulnerable homeless households.

Our focus will be on preventing homelessness wherever possible and our joint interventions with our Council colleagues and partners are likely to include:

- Establishing if households are entitled to exemptions from welfare reform changes
- Advising residents of changes and the personal impact on their household
- How they can avoid financial hardship
- Offer financial advice and advice on the benefits of securing employment, and
- Working with the financial inclusion partnership to offer temporary assistance through discretionary housing payments, advice and assistance on arrears, working with housing providers to avoid possession proceedings.

Changes associated with welfare reform are likely to continue throughout the lifetime of this strategy and we will continue to take a proactive approach to identifying cohorts and clients. We will work with our partners and affected groups to offer early resolution to affordability issues. Those most likely to be affected will be:

- Those under-occupying affordable rented housing
- Those under 35 in unaffordable private rented, affordable rented housing, in supported accommodation, or at risk of homelessness.
- Those likely to be affected by the reduction of the benefit cap
- Those in affordable rents (rents set at 80% of the market rent) who may be affected by unaffordability following the implementation of the welfare reform changes.

The challenges facing Tewkesbury Borough Council, the implications of the above changes and further analysis of homelessness and homelessness prevention can be found in Appendix 2: Homelessness and Homelessness Prevention Strategy. It outlines our commitment, priorities and objectives to meet the needs of those threatened with homelessness within Tewkesbury Borough. Actions to be taken are detailed as part of this overarching document and can be found in Section 8.

3.3 Meeting the needs of specific groups

3.3.1 Requirements for accommodation assessments

Many information sources have been used to assess housing needs and supply including the Gloucestershire Housing Needs Assessment 2019 the housing register for rented affordable housing, the housing register for affordable home ownership schemes, MAIDeN (Gloucestershire Information Observer) and nationally available databases such as the census, Office of National Statistics and Land Registry.

The Borough Council is required to undertake several assessments; a Local Housing Needs Assessment and a Gypsy, Traveller and Travelling Show People Accommodation Assessment (GTTSA) as per the National Planning Policy Framework²⁹ (NPPF) and associated Planning Practice Guidance³⁰ (PPG).

The planning policy for traveller sites(see: NPPF 2019 para 61)is one that supports provision such as rural exception sites to meet the housing and accommodation needs of gypsies, travellers and travelling showpeople. However the updated 2015 policy changes the definition of these groups for planning purposes. Under the JCS the council's requirement for additional pitches and plots to the year 2031 has now reduced owing to households in Tewkesbury Borough not meeting the new definition. We will continue to have an accommodation need for households who do not meet the definition and be required to provide suitable sites. These households who do not meet the definition will have their needs assessed through the Local Needs assessment. Those who do meet the definition will continue to have their accommodation needs assessed through the GTTSA, including the accommodation needs of gypsies, travellers and travelling showpeople.

- **The Local Needs Assessment assesses our Borough-wide housing and accommodation needs and we work with our neighbouring authorities in Cheltenham and Gloucester as our housing market areas cross administrative boundaries. The most recent assessment was published in 2019and identifies the scale and mix of housing and the range of tenures that the local population is likely to need over the plan period. The Local Needs Assessment guides us in our requirements for rented and shared ownership affordable housing. However, the government is proposing further wide ranging changes with First Homes, reduced percentage sales for shared ownership and more encouragement to discounted home sales and custom build houses. It will be an on-going concern to see how these initiatives impact upon housing need in the Borough and the wider affordability challenges these initiatives address.**

3.3.2 Larger families

The benefit cap for larger families will impact on the willingness of housing associations to develop larger family properties. This has already been noted in ongoing new developments where at the planning stage a 6-bed home was negotiated but at the build stage, the council and the housing association involved agreed to change the property to a smaller home. The members of staff involved from both organisations were unable to find a large family with a

suitable level of income to move into the property. Many large households opted to remain in their current home and over-occupy so they can continue to afford their rent.

Welfare reform is likely to cause financial hardship for many residents on low incomes in our borough throughout the lifetime of this strategy. Homeless charities such as Crisis and Homeless Link are reporting that reductions in benefit levels associated with welfare reform, and changes in the way that benefits are paid through Universal Credit are increasing the risk of homelessness. We are committed to mitigating the impact of welfare reform on financially vulnerable households in the borough to reduce the risk of homelessness.

3.3.3 *Financial inclusion*

The rationale behind welfare reform is to incentivise work and reduce the cost of welfare. Households will be exempt from many of the most impactful reforms if they are in employment. Resolving financial hardship and preventing homelessness will inevitably involve supporting affected households to understand how the reforms will impact on them. Tewkesbury Borough Council is a key partner in the borough-wide Financial Inclusion Partnership to encourage households into employment wherever possible.

We are committed to identifying cohorts of clients likely to be affected by forthcoming reforms with a view to early intervention with partners in the Financial Inclusion Partnership. The partnership commissioned research by Policy in Practice on the projected cumulative impact of Welfare Reform within the borough with a view to identifying individuals and cohorts of residents likely to be significantly affected.

Evidence from the Policy in Practice research can be found in Appendix 1b where the impact of welfare reform has been analysed for Tewkesbury Borough and includes:

- The under occupation charge
- Local housing allowance
- The benefit cap at £26,000 and the new lower cap of £20,000 as at November 2016
- The profile of households capped
- Changes to benefit for young people
- The removal of the WRAG premium (work related activity group)
- Housing benefit capped at local housing allowance (LHA) rates for social rents
- The LHA freeze
- Removal of the Housing Benefit Family Premium
- The impact of universal credit
- The cumulative impact of welfare reform.

The housing services team are committed to working with our council colleagues in revenues and benefits and partners namely the Department for Work and Pensions (DWP), housing associations, support providers, and Citizens Advice Bureau to identify the vulnerable cohorts and work with the affected households to resolve these difficulties. Our strong working relationships within the Tewkesbury Borough Financial Inclusion Partnership will be invaluable in managing the effects of welfare reform.

Revenues and benefits teams can offer temporary support to those affected by welfare reform changes with Discretionary Housing Payments (DHP) to prevent financial hardship whilst alternative, more permanent solutions are sought. However, this must only be an intervening measure as the DHP funding is not long-term and is likely to diminish over time. Tenants must seek to find employment or increase working hours to enhance their income to afford rents.

We will work with our colleagues in the revenues and benefits team, the DWP and housing associations to identify affected households and offer sustainable solutions. We will also work with housing associations operating within Tewkesbury Borough to establish how they can continue to meet the housing needs of those households unable to meet their housing needs through affordable housing products.

3.3.4 Older People

Population changes will present an increasing challenge for the borough in relation to additional pressure on health and social care and the need for more specialist accommodation. There is also evidence that a number of homes in both the social/affordable rented sector and market sector are currently under-occupied, particularly in rural areas.

The Care Act 2014 includes housing as a fundamental component. The Act looks at the suitability of accommodation for those at home receiving care and support. The Act and the accompanying regulations and guidance outline how housing can support a more integrated approach of particular note:

- A duty to promote well-being.
- Housing not just the 'bricks and mortar' but also includes housing related support.
- Housing must be considered as part of the household's assessment process
- Information and advice should reflect housing options, as part of a universal service offer
- Care and support is to be delivered in an integrated way with cooperation with partner bodies, including housing services.

Tewkesbury Borough offers 40 retirement homes, sheltered housing and extra care housing accommodating 1,004 dwellings along with 25 care homes of 798 units of accommodation. Of the care homes, 12 are specific for older people (aged 55 and over), with the remaining accommodating any person with care needs and for people with specific disabilities.

Tewkesbury Borough will see significant growth in its older population and accommodation needs for this group are likely to change. For example, as we live healthier for longer our accommodation needs become different where we stay more active and mobile for longer and seek a more suitable home for our lifestyle. 36.47% of the Homeseeker Plus waiting list state that their vulnerability is worsened by their housing situation. Of this, a quarter (around 180 households) is over 60 years old.

Care homes are typically single bed units; there are few that are for couples or sharing. For many people having a disability and/or care need means living away from their family and friends in specialist housing; for some this is a necessity to receive around the clock care and support. For others their care needs can be and are being met in the family home but this often results in the home being unsuitable. More and more adaptations are required to existing homes across all tenures to ensure homes are suitable.

Gloucestershire County Council provide commissioning services for Disabled Facilities Grants. The Council provides information on agencies and surveyors in the local area that can help to support and assist applicants with major works to their properties, focussing on providing services and assistance to elderly and vulnerable clients.. Providing adaptations is seen as particularly important given the possible health implications, care and support costs of residents not obtaining essential disabled adaptations in a timely fashion. However, it is essential that delivery of this aspect of the private sector housing service is integrated with all other aspects. We therefore work across services to assess housing need and whether a move to more appropriate accommodation is required.

3.3.5 *People with a disability*

Government statistics³⁷ show that people with disabilities have a poorer quality of life with a *“substantially higher proportion of individuals who live in families with disabled members live in poverty, compared to individuals who live in families where no one is disabled.”*

Barriers to employment and education are improving but remain significant as there is *“a 30.1 percentage point gap between disabled and non-disabled people, representing over 2 million people”* and that disabled people *“are around 3 times as likely not to hold any qualifications compared to non-disabled people, and around half as likely to hold a degree-level qualification”*.

In terms of housing these statistics say that *“Although the gap in non-decent accommodation has closed over recent years, 1 in 3 households with a disabled person still live in non-decent accommodation. 1 in 5 disabled people requiring adaptations to their home believe that their accommodation is not suitable”*.

With 2.5% of the housing waiting list requiring a ground floor, wheelchair property with specific adaptations, we must work with partners across the housing, health and social care sectors to consider how these homes will be built.

We must also consider the challenges faced when working with the house-building sector, particularly larger house-builders, when affordable housing that is outside of the norm is requested as part of Section 106 agreements. The Council often has to negotiate reduced overall affordable housing contributions in order to build specialist housing due to the costs associated.

3.3.6 *Rural affordable housing*

The Gloucestershire Rural Community Council (GRCC) state that:

“The lack of suitable affordable housing in Gloucestershire is a serious problem for many people who are forced to move home out of the countryside and into our larger towns and cities. The movement of people away from their roots has a major impact on rural communities in Gloucestershire, both socially and economically.”³⁸

The council’s work with GRCC is to facilitate rural exceptional housing whereby under exceptional circumstances development can be brought about to meet a specific need i.e. affordable housing need, in a village, parish or a specific area.

For a rural local authority where housing in villages and small communities (fewer than 3,000 population) comes through on small sites, the government’s small sites policy may come into effect and the Council cannot negotiate on-site affordable housing. This results in less affordable homes for local communities

Whilst planning policies will aim to maximise affordable housing delivery, the council must continue to facilitate rural exceptional housing development to meet local needs. There are numerous struggles that face the council in bringing about rural affordable housing including, sourcing suitable developable land with a willing land owner, building relationships with local representatives such as parish councils, and funding such a project.

Sixteen of our 50 parishes in Tewkesbury Borough have zero affordable housing at this time. In 19 parishes fewer than 1% of dwellings are affordable housing. The council is aspiring to deliver more homes in rural areas so that these communities continue to thrive. There are numerous benefits to rural development including retaining young families in the area to support the local economy, schools and keeping families closer together as well as enabling those wishing to downsize to remain in the village in more suitably sized accommodation.

Housing associations are essential in delivering small-scale rural development and have shown continued commitment to Tewkesbury Borough in recent years and engagement through the Gloucestershire Rural Housing Partnership

3.3.7 Asylum seekers and refugees

Tewkesbury Borough is a partner within the Gloucestershire Syrian Resettlement Programme and has worked with our partners Severn Vale Housing and GARAS (Gloucestershire Action for Refugees and Asylum Seekers) to provide accommodation for vulnerable families in our borough. We will continue to meet our commitment to this group during the lifetime of this strategy.

3.4 Improving the health and well-being of local people

3.4.1 More than bricks and mortar

The Housing Strategy must address more than bricks and mortar; more than simply the number of homes. Tewkesbury Borough Council understands the importance of building communities as well as homes. The Joint Core Strategy not only deals with the housing

development but also the infrastructure and economic development of the three districts of Tewkesbury, Cheltenham and Gloucester.

Here in Tewkesbury Borough the Council's community development team works from a 'place' perspective; a way of engaging with our communities as well as supporting them to achieve their potential and reduce dependency on the council and other public services. We want our communities to thrive and feel empowered to do for themselves. We truly want Tewkesbury Borough to be a place where a good quality of life is open for all. This is also something we pursue with our preferred Registered Housing Associations and we expect them to be concerned and supportive of the communities they build and manage.

We will ensure our residents are well supported to enable them to live life to the fullest and it starts with good quality housing.

3.4.2 Stock condition and fuel poverty

The condition of the existing housing stock is important to ensure that residents are living in decent, safe accommodation which is suited to their needs. The condition of the housing stock is important to ensure that the increase in net housing stock through growth is not offset by a reduction in the number of existing homes which are habitable. Equally it is necessary to mitigate against the potential unintended consequence of growth that poor quality private sector housing leads to migration from existing communities into more attractive new housing developments leading to low demand neighbourhoods.

Living in poor condition, cold, damp homes that are not suitable for a household's needs have a detrimental effect on the health and wellbeing of the occupiers. When accidents and illness occur because homes are not fit, it has an impact on a person's ability to participate in work, education, social and other activities and consequently impacts on social care services and the NHS.

The significant shift in emphasis on home owners being responsible for repairs to their properties has to be reflected in this Strategy. The majority of home owners will, therefore, be offered no more than self-help to secure home improvements. Nevertheless, the Council recognises that there will be situations where support is necessary and appropriate for vulnerable home owners.

The council's environmental health service offers advice that aims to demonstrating to a private landlord the works that are needed to avoid enforcement action being taken against them, for landlord accreditation and or for the property to be accepted onto a Local Letting Agency; they also provide an owner of an empty home with details of the works necessary to put the property in a state suitable for letting or that are likely to affect the sale price of the property.

The Council will take appropriate action against landlords and home owners as appropriate in accordance with the Council's Corporate Enforcement Policy This includes a period of informal action to encourage a landlord to take action voluntarily.

In the main the council will refer enquirers to the Gloucestershire Warm and Well energy advice helpline for general advice on how to save energy in the home. This service is currently provided by Severn Wye Energy Agency.

The Environmental Health team will establish the suitability or otherwise of the property in regards to condition, affordable warmth and space. If the householder raises a potential need for disabled adaptations details shall be referred to Gloucestershire County Council's Adult and Children Social Care, Customer Contact Centre for assessment.

3.4.3 Houses in multiple occupation

There are thought to be exceptionally few houses in multiple occupation (HMO) requiring mandatory licensing in Tewkesbury Borough. Progressing licenses has, therefore, not been a priority to date. Nevertheless, the Council now recognises it should pursue owners operating a licensable HMO illegally.

Where a HMO requiring a license comes to the attention of the Council, the Environmental Health team will send a standard application pack to the owner.

There also needs to be some preparation for any possible future changes in HMO licensing and therefore the Council aims to identify all HMOs in the borough.

3.4.4 Supporting residents affected by welfare reform and helping people into work

Registered Providers have been impacted by the 1% rent reduction and have been reviewing business plans. Non-essential services and some community work for example could be affected as housing associations cut back. This is not the case for all and may not affect Tewkesbury Borough social housing tenants greatly, however we must be prepared for possible impacts on housing association tenancy support services.

The Council is increasingly reliant on working in partnership with housing associations with stock in our borough to respond to welfare reform changes.

The Council will be working proactively with Registered Providers and other partners to support residents not only into work and to seek employment, but to opportunities to gain qualifications and so on, to help them gain the skills and confidence they need to be active and productive members of their communities.

4 Key Challenges

4.1 Increasing Housing Supply

- Robustness of affordable housing policies in the Tewkesbury Borough Plan that manage home ownership products as well as rented.
- Rent levels and sales values that ensure viability for developers and affordability for our residents.
- Meeting the number of new affordable homes needed.
- The possible reduction in affordable housing stock through the Voluntary Right to Buy (the extension to the Right to Buy for housing associations)
- Empty homes across the borough that should be brought into productive use.
- Quality private sector rented accommodation
- Support for both landlords and tenants in the private sector.

4.2 Homelessness and Homelessness Prevention

- Intervention at the earliest possible stage for households in crisis and ensuring they access our services
- Working with residents and partners to mitigate the effects of Welfare Reform on tenancy affordability
- Improving choice for residents facing homelessness by improving access to the private rented sector
- Addressing the needs of home owners following the removal of the Mortgage Rescue Scheme.
- Lack of local alternatives to Bed & Breakfast (B&B)
- Limited number of accommodation spaces available for households
- Expense of emergency accommodation/ short term accommodation
- Supporting specific groups to access suitable emergency accommodation
- Supporting households with poor tenancy history to find a sustainable solution
- Lack of temporary accommodation within the borough
- Solutions for single households with dual diagnosis/multiple needs
- Continued use of the social housing sector for discharging homelessness duty
- Sourcing sustainable housing solutions for care leavers and young people under 35.
- Discharging Homeless duties to those affected by welfare reform
- Continue meeting obligations associated with the Homelessness Reduction Act

4.3 Meeting the needs of specific groups

- Affordability of housing for low-income households and households affected by Welfare Reform
- Housing large families in affordable accommodation.
- Seeking appropriate accommodation for gypsies and travellers.
- Housing those with very specific housing needs including disability and mobility issues.
- Housing older people as the population ages.
- Meeting the housing needs of our rural communities.

- Understanding, supporting and meeting the demand and need for self/custom-build and Starter Homes.
- Meeting the housing needs of refugees and asylum seekers

4.4 Improving the health and well-being of local people

- How tenants and leaseholders of affordable housing can deal with issues themselves as non-essential services lessen.
- Working with private landlords to provide suitable housing that meet basic standards.
- Ensuring homes are suitably kept warm.
- Meeting the needs of those in houses of multiple occupation and licensing such properties where appropriate.
- Energy saving, particularly for those on low incomes ensuring they are not paying too much in energy costs for their home.
- Providing appropriate support for non-working households to mitigate welfare reform.

5 Addressing the challenges

- 5.1 These challenges will be addressed during the lifetime of the Strategy. Key priorities and objectives have been drawn from these challenges, see Section 6 overleaf.
- 5.2 Following consultation on these priorities and objectives, we believe that Tewkesbury Borough Council is in a good position to address the challenges.

6 Tewkesbury Borough Council Housing Strategy 2021-2022 Key Priorities

From this work we have concluded that there are 4 key priorities for Tewkesbury Borough Council; under each priority there are objectives to focus on for the next 2 years.

205

Priority 1: Increasing the supply of housing

- 1.1 Encouraging new developments to meet the aims of the Joint Core Strategy.
- 1.2 Using financial sums from development to fund the building of more specialist and affordable homes.
- 1.3 Bring empty homes back into use across the Borough.
- 1.4 Maximise the opportunities of the private rented sector.

Priority 2: Prevent homelessness

- 2.1 Improve the proactive homelessness prevention programme.
- 2.2 Review the provision of temporary accommodation.
- 2.3 ~~Stop~~ Reduce the use of B&B accommodation for homeless households except in emergencies.
- 2.4 Continue to meet the obligations of the Homelessness Reduction Act.

Priority 3: Meet the housing needs of specific groups

- 3.1 Consider and act on the outcomes of our accommodation assessments to assess our communities' needs.
- 3.2 Promote and facilitate rural affordable housing development.
- 3.3 Work with the health and social care sectors to provide effective housing-related support for vulnerable people.
- 3.4 Evaluate the provision of accommodation-based support for specific groups.
- 3.5 Work with partners to facilitate appropriate accommodation for refugees and asylum seekers as legislation and policy requires.

Priority 4: Improving the health and well-being of local people

- 4.1 Work with private landlords to ensure their properties meet basic standards and support them to improve the condition of their properties.
- 4.2 Continue working with and supporting schemes that provide advice and assistance to vulnerable households to help them reduce fuel costs and promotes safety through the installation of minor adaptations in the home.
- 4.3 Work with our partners to actively encourage individuals to take up education, employment or other activities to support independence and create a sense of worth.

7 Monitoring our Strategy

This Strategy will be regularly monitored and reviewed by the Lead Member for Housing.. Annual action plans will be agreed by Executive Committee with annual reporting to Overview and Scrutiny Committee for review of achievements and future challenges.

Our annual action plan will be updated regularly and will be made publicly available on the council's [housing webpages⁴²](#). This will ensure that all our stakeholders can see the progress we are making and when new actions are being taken to achieve our objectives.

Our action is to be shaped annually (calendar year) to be pro-active as well as re-active to the changing needs of our community and challenges facing us when new government policies are implemented.

We want our Housing Strategy to be as flexible as possible so that we can continue to take action where necessary and start new actions when appropriate.

Each of the 4 priorities are referenced with the letter P and the priority number i.e. Priority 1 is P1. Each action to be achieved is then numbered (in no particular order) with a number to get the ID reference i.e. P1.1; P1.2 and so on. All actions have a deadline date for achievement.

Section 8 overleaf details the action plan for the first year of the Strategy; there is at least one action for each objective.

8 Interim Housing Strategy Action Plan

This Interim Housing Strategy Action Plan has been created to prioritise areas of work for the next 12 months. This action plan identifies specific steps Tewkesbury Borough Council needs to take in order to achieve the priorities and objectives of the Housing Strategy during the next year.

Priority 1 Increase the supply of housing

ID ref	Action	Objective to which the action contributes	Responsible Person	Required resources	Deadline
P1. 1.	Investigate how Registered Providers can be encouraged to consider alternative construction methods and deliver homes to a high build standard	Objective 1.1	Strategic Housing & Enabling Officer	Input from: Property Services Development Management Registered Providers	March 2022
P1. 2.	Produce a guidance note and bid pro forma that assists with the use of commuted sums (financial contributions in lieu of on-site affordable housing) and seek Executive Committee approval	Objective 1.3	Strategic Housing & Enabling Officer	Input from: Democratic Services Housing Services Manager Development Management	September 2021

207

Priority 2 Homelessness and Homelessness Prevention

ID ref	Action	Objective to which the action contributes	Responsible Person	Required resources	Deadline
P2. 1.	Improve advice process to assist in supporting customers while working remotely including personalised plans that agree customer actions.	Objective 2.1	Housing Services Manager	None	September 2021
P2. 2.	Contact all housing associations and private landlords who have worked with us to prevent homelessness to develop an eviction/prevention protocol	Objective 2.1	Housing Services Manager	None	June 2021

P2. 3.	Improve housing services website and include a landlord advice section	Objective 2.1	Housing Services Manager	None	September 2021
P2. 4.	Update the housing services housing options/homelessness form and investigate online solutions to support this	Objective 2.1	Housing Services Manager	Input from IT services / Business Transformation	September 2021
P2. 5.	Reduce the use of private bed and breakfast accommodation except in emergencies.	Objective 2.4 Objective 2.5	Housing Services Manager	Input from: Housing association partners Wider homelessness pathway (County)	March 2022
P2 6.	Work with county local authority partners to find solutions for high risk/high support/multiple needs homeless households	Objective 2.4 Objective 2.5	Housing Services Manager	Input from: Partner local authorities for multi-authority solution Other agencies and accommodation providers	Explore funding solutions by March 2021

Priority 3 Meeting the housing needs of those who need it most

208

ID ref	Action	Objective to which the action contributes	Responsible Person	Required resources	Deadline
P3. 1.	Support the evaluation of the accommodation needs of Travellers and Non-Travellers (as determined by the 2016 updated Gypsy Traveller and Travelling Showpeople Accommodation Assessment (GTTSA))	Objective 3.1	Planning Policy Manager	Strategic Housing & Enabling Officer	March 2021
P3. 2.	Continue to play an active role in the Housing with Care Project Board to build relationships and create a joined-up way of working to better support vulnerable residents.	Objective 3.3	Housing Services Manager	Strategic Housing & Enabling Officer	March 2021

Priority 4 Improving the health and well-being of local people

209

ID ref	Action	Objective to which the action contributes	Responsible Person	Required resources	Deadline
P4. 1.	Maintain and promote the “Fit to Rent” Landlord Accreditation Scheme for landlords wanting to work with the council and be better trained to provide quality accommodation and management.	Objective 4.1	Environmental Health Manager	Input from all Gloucestershire districts (partners in the scheme)	December 2017
P4. 2.	Work with RP’s and partners to offer advice and assistance with grants, loans and support services (e.g. handyman services) to vulnerable and older people to help insulate, adapt and maintain homes.	Objective 4.2	Environmental Health Manager	Warm and Well contract and partnership agreement, agency services agreement / contract	December 2017
P4. 3.	Respond within 3 working days to customer complaints about housing conditions.	Objective 4.2	Environmental Health Manager	Environmental Health team	December 2017
P4. 4.	Reduce poor quality housing by taking appropriate action to deal with identified Housing Health and Safety Rating System Category 1 hazards.	Objective 4.2	Environmental Health Manager	Environmental Health team	December 2017
P4. 5.	Carry out the actions within the Strategy for Gloucestershire and South Gloucestershire Action for Affordable Warmth 2013 -2018	Objective 4.2	Environmental Health Manager	Gloucestershire Affordable Warmth Partnership	As per Strategy action plan

Priority 4 Improving the health and well-being of local people (continued)

ID ref	Action	Objective to which the action contributes	Responsible Person	Required resources	Deadline
P4. 6.	Regulate the standards of larger houses in multiple occupation and caravan sites by enforcing mandatory license conditions	Objective 4.2	Environmental Health Manager	Environmental Health team Housing Benefit team	December 2017
P4. 7.	To work with the council's community development team to ensure all council services are signposting residents to the 'Going the Extra Mile' Project	Objective 4.3	Tewkesbury Navigator	Funded through GEM Funding	Ongoing to September 2019

Glossary of key terms

This glossary is intended to cover all terms within the Housing Strategy 2021-22 documentation. The Homelessness and Homelessness Prevention Strategy Appendix 3 provides its own Glossary of Terms to complement.

Affordable Homes Programme	DCLG funding that is available for Housing associations and house builders via the Homes and Communities Agency to increase the supply of Affordable Housing and specialist housing in England. Programmes are normally over a 3 year period with set target dates for drawing down grant and new-build completion. https://www.gov.uk/government/collections/homes-england-funding-programmes
Affordable Housing	Social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices. Full definition as per National Planning Policy Framework 2012 or any successor document https://www.gov.uk/government/publications/national-planning-policy-framework--2
Affordable rent levels	Rented housing provided by a housing association subject to a rent of up to 80% of local market rents (inclusive of any Service Charge where applicable)
Building Regulations 2010 Approved Document M: Access to and use of buildings (and associated volumes and corrections) or any successor document	Building regulation in England to ensure that people are able to access and use buildings and their facilities https://www.gov.uk/government/publications/access-to-and-use-of-buildings-approved-document-m
Category 2 Housing	Optional requirement M4(2) – Category 2: Accessible and Adaptable dwellings https://www.gov.uk/government/publications/access-to-and-use-of-buildings-approved-document-m
Category 3 Housing a) Adaptable and b) Accessible	Optional requirement M4(3) – Category 3: Wheelchair user dwellings https://www.gov.uk/government/publications/access-to-and-use-of-buildings-approved-document-m
Code for Sustainable Homes – now abandoned	The Code was the national standard for the sustainable design and construction of new homes. The Code aimed to reduce our carbon emissions and create homes that were more sustainable. This policy was withdrawn on 27 th March 2015.
Compulsory purchase order (CPO)	A legal function in the United Kingdom and Ireland that allows certain bodies which need to obtain land or property to do so without the consent of the owner.
Department for Communities and Local Government (DCLG)	A UK Government department established to create great places to live and work, and to give more power to local people to shape what happens in their area. Responsibilities include driving up housing supply, increasing home ownership, devolving powers and budgets to boost local growth in England, supporting strong communities with excellent public services.

Empty Dwelling Management Order	Empty Dwelling Management Orders: guidance https://www.gov.uk/government/publications/empty-dwelling-management-orders-guidance
Gloucestershire Going the Extra Mile (GEM) Project	The project will be managed by Gloucestershire Gateway Trust (GGT) on behalf of Gloucestershire County Council (GCC). The Gloucestershire GEM Project will engage with 1,100 people over three years from October 2016 and will focus on people who face challenges in getting into work, and support them to move closer towards education, training, volunteering or employment.
Gypsy, Traveller and Travelling Show People Accommodation Assessment (GTTSAA)	A document to provide an evidence base to enable authorities to comply with their requirements to gypsies, travellers and show people under the Housing Act 2004, the National Planning Policy Framework 2012, Planning Policy for Traveller Sites 2012 and 2015.
The Homelessness Reduction Act	The Homelessness Reduction Act 2017 The Homelessness Reduction Act ('the Act') came into force in April 2018. ¹ The Act modifies and extends homelessness protection in a number of key ways.
Homeseeker Plus	Homeseeker Plus is our choice based lettings system for letting social housing. It is a partnership formed between all six local Councils in Gloucestershire and West Oxfordshire District Council and many of the Housing Associations and social landlords operating in the area. Note: formerly known as Gloucestershire Homeseeker
Homes England - formerly known as Homes & Communities Agency (HCA)	The national housing and regeneration agency for England, with a capital investment budget https://www.gov.uk/government/organisations/homes-and-communities-agency
Houses of multiple occupation (HMOs)	As per government definition https://www.gov.uk/private-renting/houses-in-multiple-occupation
Housing associations	As defined in section 80 of the Housing and Regeneration Act 2008; also known as Registered Providers or Registered Social Landlords
Housing Benefit	Financial support to pay a tenant's rent if they are on a low income.
Housing & Planning Act 2016	Legislation that made changes to housing policy and the planning system that included Starter Homes; Extension of the Right to Buy; Sale of high value social housing; Improvements to the private rented housing sector; Self-build duty on local authorities; Planning policy for traveller sites. http://www.legislation.gov.uk/ukpga/2016/22/contents/enacted
Local Housing Needs Assessment	Glos. Local Housing Needs Assessment 2019. This document has replaced the former SHMA (see below) and details the district housing needs which feeds into the

	planning process both in policy and development control terms under legal s.106 agreements.
Lifetime Homes Standard	The Lifetime Homes standard is a set of 16 design criteria that provide a model for building accessible and adaptable homes http://www.lifetimehomes.org.uk/ .
Local Housing Allowance (LHA)	LHA is used to calculate the amount of Housing Benefit for tenants who rent privately.
Low cost home ownership	The collective term for home ownership products under the Affordable Housing definition.
National Planning Policy Framework	" <i>The National Planning Policy Framework sets out the Government's planning policies for England and how these are expected to be applied</i> " https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6077/2116950.pdf
National Planning Practice Guidance	Guidance to assist practitioners in the use of the NPPF http://planningguidance.communities.gov.uk/blog/guidance/
Planning Policy for Traveller Sites 2012 and updated 2015.	Sets out the Government's planning policy for traveller sites https://www.gov.uk/government/publications/planning-policy-for-traveller-sites
Rural exceptional housing development	Where, particularly in rural areas, a local need for affordable housing can be clearly demonstrated, and cannot be met in other way; exceptionally the council may permit residential development in accordance with the appropriate housing policies and the NPPF planning guidance.
Social rent levels	Rents that are set by the housing association in accordance with the formula set by the Homes and Communities Agency (or its successor body)
Strategic Housing Market Assessment –SHMA. Now replaced by Local Housing Needs Assessment (see above)	The SHMA assessed the District housing needs and fed into the planning system.
Warm and Well Scheme	Warm & Well can ensure older people stay safe and warm, whether they live in their own home or a rented property, by improving the energy efficiency of their homes. This will keep fuel costs down and reduce the risk of health problems linked to the cold http://www.gloucestershire.gov.uk/article/106393/Gloucestershire-Warm--Well---Energy-savinggrants-keep-older-people-safe-in-winter

Endnotes

- 1 Tewkesbury Borough Council Plan 2016-2020 <https://www.tewkesbury.gov.uk/tewkesbury-borough-council-plan>
- 2 Cotswold AONB <http://www.cotswoldsaonb.org.uk/userfiles/factsheet-1.pdf>
- 3 Environment Agency; Tewkesbury Borough flood map for planning <https://goo.gl/PwsxmY>
- 4 What Homes Where, 2013 <http://www.cotswoldsaonb.org.uk/userfiles/factsheet-1.pdf>
- 5 Housing Strategy 2017-2021 Appendix 1a, Section 2, Chart 1, Page 6
- 6 2012-Based Sub-national Population Projections, Office for National Statistics
- 7 Housing Strategy 2017-2021 Appendix 1a, Section 2, Chart 3, Page 7
- 8 Housing Strategy 2017-2021 Appendix 1a, Section 2, Chart 2, Page 7
- 9 Average house price for all properties over the period June 2015-May 2016; Source Land Registry via Local Insight, OCSI
- 10 IMD data and maps can be found here https://inform.gloucestershire.gov.uk/viewpage.aspx?c=page&page=Deprivation_Maps2015
- 11 Rents are covered in full in Housing Strategy 2017-2021 Appendix 1b Section 8.
- 12 Homelessness Act 2002 <http://www.legislation.gov.uk/ukpga/2002/7/section/1>
- 13 Localism Act 2011 <http://www.legislation.gov.uk/ukpga/2011/20/contents/enacted>
- 14 Laying the foundations: a housing strategy for England 2011 <https://www.gov.uk/government/publications/laying-the-foundations-a-housing-strategy-for-england--2>
- 15 The Joint Core Strategy is a partnership between Gloucester City Council, Cheltenham Borough Council, and Tewkesbury Borough Council, formed to produce a coordinated strategic development plan to show how this area will develop during the period up to 2031 <http://www.gct-jcs.org/>
- 16 The Tewkesbury Borough Plan is the development plan solely for Tewkesbury Borough <https://www.tewkesbury.gov.uk/tewkesbury-borough-plan/?rq=Tewkesbury%20Plan>
- 17 A Strategic Housing Market Assessment or SHMA is a technical study intended to help local planning authorities understand how many homes will be needed in a given period.
- 18 Bank of England, Financial Stability Report 2014 <http://www.bankofengland.co.uk/publications/Documents/fsr/2014/fsrfull1406.pdf>
- 19 Shorthand Social Case Study on the pilot housing association Right to Buy Extension <https://social.shorthand.com/insidehousing/jydttxO6P/the-right-to-buy-extension>
- 20 Inside Housing article "First tenants purchase homes under Right to Buy pilots" <http://www.insidehousing.co.uk/first-tenants-purchase-homes-under-right-to-buy-pilots/7016750.article>
- 21 Memorandum for the House of Commons, Committee of Public Accounts, Department for Communities and Local Government, Extending the Right to Buy <https://www.nao.org.uk/wp-content/uploads/2016/03/Memorandum-extending-the-right-to-buy.pdf>
- 22 The Strategic Housing Market Assessment Final 2014 can be found in the housing section of the council's webpage Strategies and Policies <https://www.tewkesbury.gov.uk/strategies-and-policies>
- 23 National Planning Policy Guidance; Planning Obligations Para 31 <http://planningguidance.communities.gov.uk/blog/guidance/planning-obligations/planning-obligations-guidance/>
- 24 Section 1 and Section 4 of the Capital Funding Guide for Shared Ownership details the main features of the scheme and the rent and service charge element <https://www.gov.uk/guidance/capital-funding-guide/11-shared-ownership>
- 25 Welfare Reform Act 2012 <http://www.legislation.gov.uk/ukpga/2012/5/contents>
- 26 Welfare Reform and Work Act 2016 <http://www.legislation.gov.uk/ukpga/2016/7/contents/enacted>
- 27 Housing Act 2004 <http://www.legislation.gov.uk/ukpga/2004/34/contents>

- 28 Housing Act 1996 <http://www.legislation.gov.uk/ukpga/1996/52/contents>
- 29 National Planning Policy Framework <https://www.gov.uk/government/publications/national-planning-policy-framework--2>
- 30 Planning Practice Guidance <http://planningguidance.communities.gov.uk/blog/guidance/>
- 31 Planning Policy for Traveller Sites 2015 <https://www.gov.uk/government/publications/planning-policy-for-traveller-sites>
- 32 Gloucestershire SHMA <http://tewkesbury.gov.uk/index.aspx?articleid=1907#SHMA>
- 33 Fair welfare campaign <http://www.homeless.org.uk/our-work/campaigns/policy-and-lobbying-priorities/fair-welfare-campaign>
- 34 Welfare Reform 2.0 - Long-term solutions, not short-term savings
<https://www.policyexchange.org.uk/images/publications/welfare%20reform%20%20point%200.pdf>
- 35 The cumulative impact of welfare reform in Tewkesbury Borough
- 36 The Care Act 2014 <http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted/data.htm>
- 37 Figures published in 2014 by the Office for Disability Issues Department for Work and Pensions
<https://www.gov.uk/government/statistics/disability-facts-and-figures>
- 38 Gloucestershire Rural Community Council <http://www.grcc.org.uk/affordable-rural-housing/affordable-rural-housing>
- 39 Gloucestershire Rural Housing Partnership <http://www.grcc.org.uk/affordable-rural-housing/gloucestershire-rural-housing-partnership->
- 40 The Tewkesbury Borough Council Corporate Enforcement Policy can be found in the housing section of the council's webpage Strategies and Policies <https://www.tewkesbury.gov.uk/strategies-and-policies>
- 41 More information can be found in the Autumn 2016 newsletter
<http://www.gloucestershiregatewaytrust.org.uk/images/pdfs/GGC%20Community%20Partners%20News%20Autumn%202016.pdf>
- 42 The council's housing webpages: <https://www.tewkesbury.gov.uk/housing-strategy>

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	3 February 2021
Subject:	Tewkesbury Garden Town Governance Proposals
Report of:	Tewkesbury Garden Town Programme Director
Corporate Lead:	Chief Executive
Lead Member:	Leader of the Council
Number of Appendices:	One

Executive Summary:

This report is to update the Executive Committee on the status of the Tewkesbury Garden Town (TGT) Programme including governance proposals and on the key workstreams.

In April 2019 the Ministry of Housing, Communities and Local Government (MHCLG) awarded Tewkesbury Borough Council Garden Community status (Town level) for the planned development of 10,195 homes and approximately 100 hectares of employment land. Since then, work has been continuing as part of a programme involving a range of Garden Town workstreams.

A report was taken to Council in May 2019 and it was resolved that updates on the programme would be reported to the Executive Committee.

As part of the work programme, a Garden Town governance review has been undertaken and this report proposes a new governance structure suitable for the programme at this time.

Recommendation:

That the Executive Committee:

1. **NOTES** the progress made to date on the Tewkesbury Garden Town programme.
2. **APPROVES** the Tewkesbury Garden Town governance structure and delegates authority to the Tewkesbury Garden Town Programme Director to implement it.
3. **Notes** the financial update of the Tewkesbury Garden Town programme.

Reasons for Recommendation:

To update the Executive on progress with key elements of the Garden Town programme and to approve new governance proposals.

Resource Implications:

The Tewkesbury Garden Town work programme is primarily resourced by the Garden Communities team and so there are no specific additional resource requirements outlined within this report.

The Tewkesbury Garden Town programme has recently bid for further government funding this fiscal year 2020/21. However, whilst no decision has yet been made as to any allocation, if this is not forthcoming at any time, alternative sources of funding, including the Council's own resources, will need to be considered. Clearly, without funding to cover core costs, delivery of the whole programme could be put in jeopardy.

Legal Implications:

The proposed governance structure does not affect the formal decision-making process for the Tewkesbury Garden Town project, this being maintained by Executive Committee and Council. The governance arrangements will continue to be reviewed as the programme develops.

Risk Management Implications:

The risks associated with the recommendations are limited as the governance structure itself is low risk and will help the flow down of the formal decision-making process and serve to inform and engage a broader group of interested parties.

The wider Garden Town delivery programme however has a range of risks associated with the many workstreams and these are included within the programme management documentation.

Performance Management Follow-up:

The overall programme's performance is managed/regularly reported to the Member Reference Panel and the Officer level Programme Board.

Environmental Implications:

The primary aim of the Garden Town development programme is to promote transformational housing and employment development in design and future proofed sustainability terms, so all associated developments will be expected to embrace high standards of design, take full account of environmental impact and mitigate any implications as part of the guiding master plan and subsequent planning application processes.

1.0 INTRODUCTION/BACKGROUND

1.1 Since the award of the Garden Town status, and receipt of initial seed funding of £750,000, focus has been on resourcing the team to deliver the Garden Town, progression of the Ashchurch rail bridge project and further master planning work to bring forward comprehensive and well-planned development.

1.2 To deliver such a large programme, a number of workstreams are now underway and this report will give the Executive Committee an overall programme update with specific detail on the governance proposals.

2.0 Tewkesbury Garden Town – Programme Status Updates

2.1 Resourcing

2.1.1 To deliver the Tewkesbury Garden Town team, resourcing has taken place, successfully recruiting a Programme Manager, Project Coordinator, Strategic Advisor, as well as external legal resource. The recruitment process is set to continue further with the appointment of a Place Manager role and marketing/place promotion support.

2.2 Master Planning

2.2.1 To support phase 1 development (area to the north of the Ministry of Defence base), master planning continues with detailed framework master planning, as well as the ongoing discussions with landowners and Homes England on the preferred way to comprehensively bring forward the area for development.

2.2.2 Master planning reviews will consider the land use planning effect of recent announcements of the Ministry of Defence indicating that a substantial investment will take place in the base and it will remain operational for approximately the next 30 years. In addition, the recent planning consent for 850 homes at Fiddington will also be taken into account.

2.3 Ashchurch Rail Bridge

2.3.1 Having signed the Grant Determination Agreement (GDA) in December 2019, work has continued on design and progression of the planning application for the Ashchurch railway bridge. The application (Application reference – 20/00896/FUL) is now under planning assessment and currently scheduled for consideration by Planning Committee in February.

2.3.2 The proposed bridge will be located approximately 150m north of the residential area of Northway and the scheme will provide a 7.3m wide vehicular carriageway as well as 3m wide shared use paths on each side.

2.3.3 As the planning application progresses, attention is now turning to the construction phase with discussions continuing with Gloucestershire County Council and consultants Atkins on the overall timing schedule, and the selection of a construction partner to start in the Spring. In addition, discussions continue with the two relevant landowners on access/license requirements.

2.3.4 Further status reports on the progress of these workstreams will be brought back to a future Executive Committee.

2.4 Tewkesbury Garden Town Governance Proposals

2.4.1 To ensure that the Programme meets its objectives, work has continued, with the support of the Member Reference Panel and Homes England, to define the most appropriate governance structure. Critical to this is the opportunity to work closely with other agencies and collectively align the delivery strategy.

2.4.2 Within Appendix 1 is an organogram which proposes an indicative structure.

2.4.3 These arrangements reflect the Programme at its current development stage and consequently, it is expected that the structure will continue to evolve as the programme develops.

2.4.4 These proposals bring together, at a senior level, the many agencies and stakeholders

involved, such as Homes England, GFirst LEP and the Gloucestershire Economic Growth Joint Committee (GEGJC). This ensures that the aims of government and key local strategic growth plans are incorporated into the overall vision to support future investment opportunities and core funding requirements.

2.4.5 Experience elsewhere has shown that with programmes of this nature, with the potential for competing interests to distract delivery, it is entirely appropriate for the managing authority to facilitate the formation of the relevant Management Boards and Advisory Panels, with any funding required to be met from the Garden Communities Team core funding.

2.4.6 The proposed arrangements include:

The Council as the final decision point.

The Executive Committee to support the Council with delegated powers.

Member Reference Panel to act as a sounding board for the Garden Town's workstreams, ensuring the needs and aspirations of the Borough's communities are fully considered as the programme evolves and develops.

Oversight Board - aligned with the Member Reference Panel, it is proposed the Board will be chaired by the Leader of the Council, however, an independent Chair may be preferred and appointed once the Board is fully operational and in-place.

2.4.7 Membership of the Board is proposed to be overseen and managed by the Council and will include:

- Leader of the Council – Chair.
- Lead Member for Built Environment.
- Chief Executive, Tewkesbury Borough Council.
- Tewkesbury Garden Town Strategic Advisor – consultant.
- Homes England representative.
- Gloucestershire County Council Member and Officer.
- GFirst LEP representative.
- Community representation – a representative (nominally the Chair) of the two panels: Community and Business (see below for explanation).
- Other attendees as required.

2.4.8 The Board will be supported by Tewkesbury Borough Officers as required, including the Head of Finance and Asset Management, Head of Development Services and the Tewkesbury Garden Town Programme Director.

2.4.9 The proposed frequency to meet is every four months, with the key objective of maintaining a strategic overview of the programme and the key deliverables in-line with Council approval.

2.4.10 *Multi-Agency Delivery Board* is a Working Group of Officers chaired by the Chief Executive of Tewkesbury Borough Council. The role is to deliver the programme as per the Council's decisions. The Delivery Board will present the programme to the Oversight Board and report regularly to the Member Reference Panel.

2.4.11 *The Garden Communities Team* is the Working Group of Officers and consultants as required.

- 2.4.12** *Community Panel* - to ensure the Programme evolves with suitable community engagement, it is proposed to set up a Tewkesbury Garden Town Community Panel. As noted in the organogram, and to ensure there is an opportunity to directly influence the programme's development, the Panel will feed into the *Tewkesbury Garden Town Multi-Agency Delivery Board* and have a seat on the *Oversight Board*. The role of the Panel is to put forward thoughts on the programme from the wider community perspective and to facilitate the initial setup. It is proposed that Council Officers will support, at least until it is up and running effectively. The specific details will be determined as the Panel takes shape, however it is expected that this will focus on the local Parishes, local schools, the local churches, as well as other community-based groups which may include health, sports clubs etc. It is proposed that the Chair of the Panel will have a seat on the *Oversight Board*.
- 2.4.13** The *Business Panel* is similar to that of the Community Panel, but involving businesses located, or with interests in, the area. To facilitate the setting up of the Panel, it is proposed that initially Council Officers take the lead and that the Chair would also have a seat on the *Oversight Board*.
- 2.4.14** *Stakeholders* - listed in the organogram are those stakeholders where meetings may already routinely take place, namely the local Parishes; Ashchurch Rural and Northway Parish, the 'Design Review Panel' and developers. The list is not exhaustive and as the programme evolves, further stakeholders may be included.
- 2.4.15** *Major Projects* - noting that in many cases the projects are not 'managed' by the Garden Communities Team, these projects are nonetheless important, if not critical, to the programme's overall success. Updates on the status of these projects will be regularly reported into the Tewkesbury Garden Town governance structure through this route.
- 2.4.16** Whilst the Tewkesbury Garden Town programme is in the earlier phases of being setup, the various Boards/Panels/Groups will be stood up as and when appropriate, based upon progress with, and the respective stages of, the wider programme.
- 2.4.17** The work of the various Boards/Panels/Groups may incur some costs and it is proposed that these will be met by the Garden Communities core funding and/or additional external funding, as required and as further bids are made.

2.5 Programme Financial Status

- 2.5.1** At the time of the award of Garden Town status in 2019, the Council was granted £750,000 seed/capacity funding to launch the programme. To date, expenditure totals £460,000, leaving a balance of £290,000. Commitments are scheduled to spend this balance.
- 2.5.2** The Ministry for Housing, Communities and Local Government announced further funding for this financial year (a total national fund of £9 million) and a further capacity bid was made in September 2020. The outcome of the bid is expected shortly.
- 2.5.3** The Housing Infrastructure Fund award for the Ashchurch bridge of £8,132,465 (capital) has a contained schedule for draw-down as work is completed and invoiced.
- 2.5.4** As mentioned previously, an Expression of Interest was submitted to the Ministry for Housing, Communities and Local Government against a fund of £10 million, an outcome is also expected shortly.

2.5.5 In addition, there is the Council's £600,000 Growth Fund ring fenced to support Garden Communities development and all large-scale developments and planning requirements in the Borough. To date, this has been utilised to support activity for the West Cheltenham Garden Village, with £280,000 expended and a balance of £320,000 remaining.

2.5.6 The Medium Term Financial Strategy provision budget proposal is also understood to be recommending a one-off top up of £100,000 to the Borough Growth Reserve which, if approved, will be available to support Garden Community initiatives, along-side other strategic growth projects.

3.0 OTHER OPTIONS CONSIDERED

3.1 None.

4.0 CONSULTATION

4.1 Routine Member Reference Panel engagement on the workstreams, plus community via the local Parishes. On specific issues, key stakeholder liaison, including Gloucestershire County Council, Worcestershire County Council and Wychavon District Council and Homes England. Project Board in place overseeing Ashchurch rail bridge delivery, with representation from Network Rail, Gloucestershire County Council and Homes England.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 None.

6.0 RELEVANT GOVERNMENT POLICIES

6.1 None.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 The Tewkesbury Garden Town work programme is primarily resourced by the Garden Communities team and so the work listed will be delivered by that team and there are no specific additional resource requirements outlined within this report.

7.2 The team is still being built and a further key post of 'Place Manager' is currently being assessed for recruitment shortly.

7.3 There is an underlying risk to staffing commitments made using the programme core capacity funding from the Ministry for Housing, Communities and Local Government (£750,000). To maintain vital continuity and momentum of the programme, at this evolutionary stage, the staffing resources to deliver the full range of activity within the programme and as a priority, the work listed in this report, need to be recruited on permanent contracts. Capacity funding received to date will cover these resources for a further period of approximately one year, but there is less certainty beyond.

7.4 The Garden Communities team has recently bid for further funding this fiscal year 2020/21. However, whilst no decision has yet been made as to any allocation, if this is not forthcoming at any time, alternative sources of funding, including the Council's own resources, will need to be considered. Clearly, without funding to cover core costs, delivery of the whole programme could be put in jeopardy. For the medium term, in addition to funding direct from government, other investment options to support the programme's development, in future years, will continue to be investigated.

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 None.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None.

Contact Officer: Tewkesbury Garden Town Programme Director Tel: 01684 272237

Email: Jonathan.dibble@teWKesbury.gov.uk

Appendices: 1. Governance structure

TGT Governance Structure

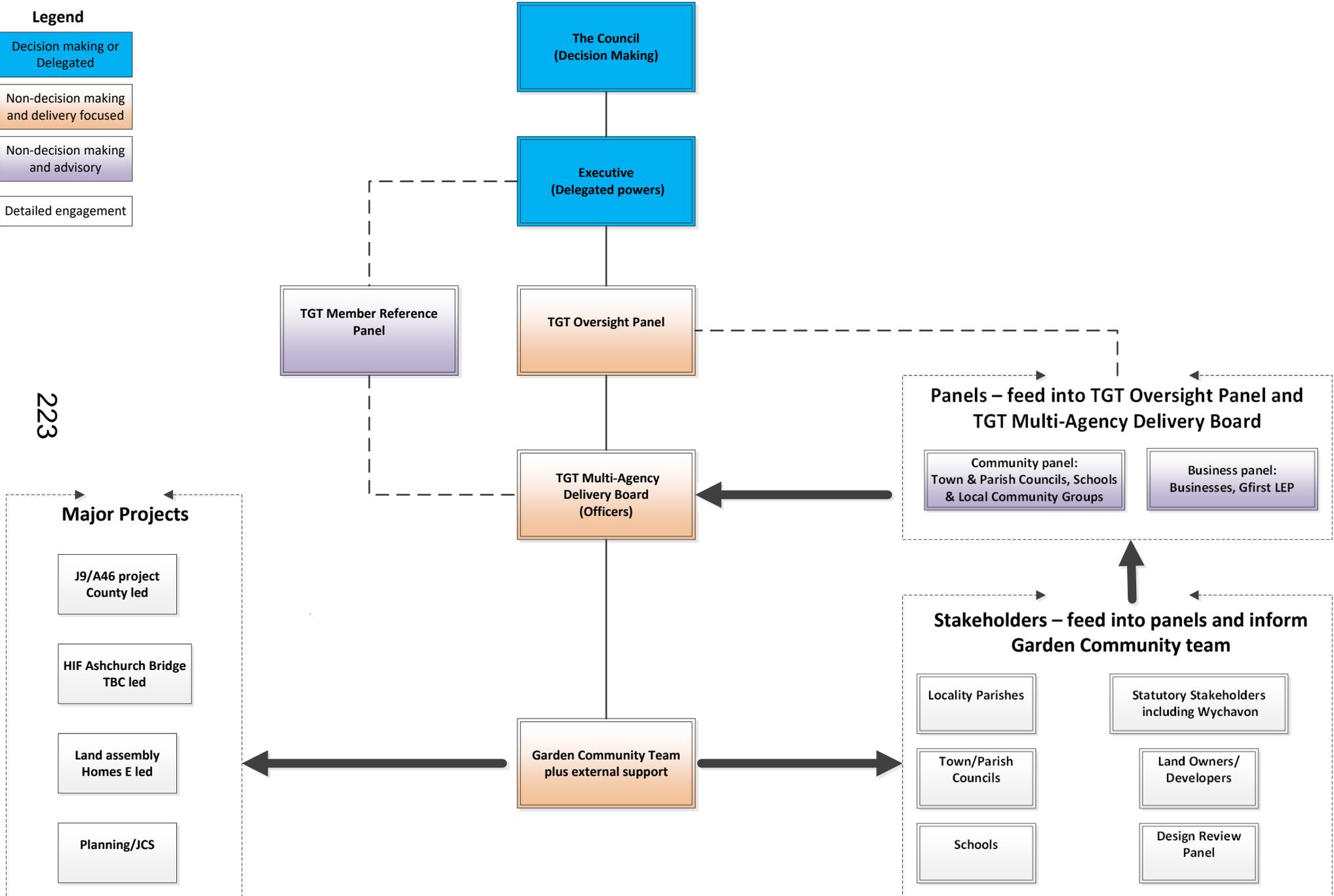
Legend

Decision making or Delegated

Non-decision making and delivery focused

Non-decision making and advisory

Detailed engagement



223

Document is Restricted