

23 July 2020

**Committee** Executive

**Date** Wednesday, 5 August 2020

**Time of Meeting** 4:00 pm

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.

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.

## 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**

To approve the Minutes of the meeting held on 8 July 2020.

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**5. ITEMS FROM MEMBERS OF THE PUBLIC**

To receive any questions, deputations or petitions submitted under Rule of Procedure 12.

*(The deadline for public participation submissions for this meeting is 30 July 2020).*

**6. COVID-19 CORPORATE RECOVERY PLAN**

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To adopt the Corporate Recovery Plan subject to any amendments from the Executive Committee; to note that it is a dynamic document which may change; and to agree that authority be delegated to the Deputy Chief Executive, in consultation with the Leader of the Council, to vary the plan as may be required in response to circumstances arising as a consequence of COVID-19.

**DATE OF NEXT MEETING****WEDNESDAY, 26 AUGUST 2020****COUNCILLORS CONSTITUTING COMMITTEE**

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

**Substitution Arrangements**

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

**Recording of Meetings**

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

## TEWKESBURY BOROUGH COUNCIL

**Minutes of a Meeting of the Executive Committee held remotely on  
Wednesday, 8 July 2020 commencing at 4:00 pm**

**Present:**

Chair  
Vice Chair

Councillor R A Bird  
Councillor J R Mason

**and Councillors:**

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

**EX.10 ANNOUNCEMENTS**

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

**EX.11 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

11.1 Apologies for absence were received from Councillor R J Stanley. There were no substitutes for the meeting.

**EX.12 DECLARATIONS OF INTEREST**

12.1 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.

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

**EX.13 MINUTES**

13.1 The Minutes of the meeting held on 10 June 2020, copies of which had been circulated, were approved as a correct record.

**EX.14 ITEMS FROM MEMBERS OF THE PUBLIC**

14.1 There were no items from members of the public.

**EX.15 FINANCIAL OUTTURN REPORT**

- 15.1 The report of the Head of Finance and Asset Management, circulated separately at Pages No. 1-22, highlighted the Council's financial performance for the previous year, setting out both the general fund and capital outturn positions. Members were asked to note the general fund outturn for 2019/20, the financing of the capital programme and the annual treasury management report and performance; and to approve the transfers to and from earmarked reserves.
- 15.2 In introducing the report, the Head of Finance and Asset Management explained that table 1 on Page No. 3 of the report summarised the service performance which had generated the reported full year surplus of £516,851 – this was a solid outturn position but was reduced against predictions as a result of the need to pay a business rates levy to the government. The table highlighted the non-service-related activity as well as other aspects of the overall budget to provide a whole view of the Council's general fund. The table concluded with the budgeted transfer to reserves of £575,000 and the actual transfer totalling £1,091,851. The outturn position for direct expenditure and income showed a positive variance of £896,892 and was mainly attributable to major items including: the employees full year budget being underspent largely as a result of staff turnover and variances in a number of service groupings; an overspend on supplies and services which was mainly generated through expenditure on holding elections during the year – this was reimbursed by the government; an overspend on payments to third parties as a result of disbursement expenditure by One Legal which was recovered directly from clients; expenditure in Development Services which was reimbursed by government grant; an overspend on the Ubico contract; and the increased cost of disposal of recycle collected.
- 15.3 Treasury performance had been strong in 2019/20 with both investment and borrowing decisions contributing to an overall surplus of £250,867; of that surplus approximately £58,858 had been generated from investments and, whilst an increase in the portfolio balance and a slight increase in market rates had benefited the portfolio, the main reason for the surplus was the continuing investment in the CCLA pooled property fund and investment in additional investment vehicles within higher asset classes. The Council had failed to acquire a further commercial investment property in the year which had resulted in a deficit of rental generation against budget of £384,173. The loss of income was offset by the savings on borrowing and savings against the expected minimum revenue provision for the year. The unspent capital monies were carried forward into the 2020/21 budget.
- 15.4 The overall position on the retained business rates scheme showed a deficit of £331,229 for the full year. The underlying position of both the Council and the Gloucestershire business rates pool was good with surpluses reported on both; of note was Tewkesbury's share of the pool which was £841,786; however, the accounting impacts of the release of provisions within the scheme meant the position was reduced to a deficit in 2019/20. Tewkesbury had been able to recalculate its requirements for provisions against successful business rates appeals in the year after the withdrawal of several, potentially substantial, appeals. As a result of the release of those provisions, some of which dated back to 2010, a significant surplus was generated from which the Council would benefit after a levy to the government was paid. The levy payment was made in-year but the release of the gross surplus happened through the collection fund a year in arrears. This meant that at this year-end, the Council's business rates position was impacted and there was a negative effect on reserves but the Council would enjoy the release of approximately £3.5million of a collection fund surplus in 2020/21. As previously highlighted, the release of the surplus would be used to replenish reserves reduced to cover the impact at year-end with the balance used to fund the

likely financial impact of COVID-19. The surplus on the general fund revenue account, and the planned contribution to reserves, had been surpassed by the expenditure incurred in-year on reserves resulting in an overall reduction in the reserve levels. In order to manage the payment of the levy prior to receiving the gain from the actual release of provisions, the Medium Term Financial Strategy reserve of £1million had been completely withdrawn at year-end but would be replaced with the release of provisions money in 2020/21; and the planned increase in the vehicle replacement reserve of £400,000 had been limited to £139,954 with the balance added to the reserve during 2020/21 as the release of business rates provisions took place. Overall, the Council was able to transfer to reserves a gross total of £1.09million.

- 15.5 In terms of the capital programme, a small overspend against forecast levels was delivered from the Disabled Facilities Grants programme; however, all expenditure was covered by capital grant funding from the government which was administered by the County Council – Tewkesbury’s allocation for the year was in excess of £1.2million so the total expenditure incurred could easily be met from that. The summarised capital programme was shown at Appendix C together with the sources of finance used. The Council had expended £1.08million on capital projects in 2019/20 utilising £156,280 of capital reserves, £571,561 of capital grants and £349,481 of revenue contributions. Following the allocation of capital receipts, primarily from some small asset sales such as the site next to Aldi in Tewkesbury, the balance on capital reserves, both receipts and grants, had reduced to £1.14million as at 31 March 2020.
- 15.6 Performance in treasury management was strong with income gains over 4.5% and borrowing requirements less than forecast; however, the year-end total of borrowing which stood at £44.3million was artificially inflated by £15million of borrowing taken at the end of March as a result of imminent recalls on other short-term borrowing to help ensure liquidity in light of the financial implications of COVID-19 – it was expected that borrowing would return to normal levels during 2020/21.
- 15.7 A Member commended the Head of Finance and Asset Management and his team for their work to date under the very difficult pressures the pandemic was placing on finances. He questioned whether there was an indication from the government about the support it would offer to Tewkesbury Borough Council. In response, the Head of Finance and Asset Management advised that a funding package had been announced recently with £500million to support spending pressures; 75% of income losses would be paid by the government after the local authority paid 5% and apportioned over three years rather than the following years as normal. The detail of the package had not yet been received and he would be particularly interested in how income losses would be calculated so he could understand the financial benefit to Tewkesbury Borough Council. At the moment there was only a high level definition of the income the Council could claim – sales, fees and charges were included but commercial income was excluded; it was likely that there would be some exclusions in sales, fees and charges but this would not be confirmed until the detailed guidance was received. In response to a query about the Ubico overspend, the Head of Finance and Asset Management confirmed that this had been discussed by Members in the final quarter of 2019/20 when the problem had been discovered and the Interim Head of Ubico had spoken to the Committee. The overspend had been made up of several issues including historic underbudgeting. The Head of Finance and Asset Management confirmed that, overall, the position was very much improved now. The financial teams at Ubico and Tewkesbury Borough Council had a good relationship and the reporting and transparency from Ubico was greatly enhanced. In response to a query regarding internal audit, he explained that the team had been redeployed due to the COVID-19 pandemic response, but the Head of Corporate Services was now looking at the

audit plan going forward.

15.8 A Member questioned what interest rate the Council was able to borrow at in the current climate. In response, the Head of Finance and Asset Management advised that the Council could borrow long-term from the government and short-term from the money markets. The money markets offered cheap borrowing whereas, in comparison, the government borrowing was based on gilt yields with an additional 1.8% which made it quite an expensive option. Local authorities were campaigning for the 1.8% uplift to be reduced as it would be better for borrowing for things like regeneration and housing schemes without affecting their viability. It was noted by a Member that, overall, the Council's strategy and approach to sound finance stood it in good stead. The Head of Finance and Asset Management advised that, as reported to Committee in June, the initial estimates in respect of COVID-19 had now increased to an impact of around £3.2million on the budget this year – including £500,000 set aside for recovery, which was well over one-third of the Council's budget. There were many unknowns in terms of financing and the Council could be facing a very significant deficit next year if funding such as New Homes Bonus was withdrawn. He would be presenting the Medium Term Financial Strategy to the Transform Working Group over the next couple of months when more detailed information was received but there would likely be many difficult decisions to be made going forward.

15.9 It was proposed, seconded and

- RESOLVED:**
1. That the general fund outturn for 2019/20, the financing of the capital programme and the annual treasury management report and performance be **NOTED**.
  2. That transfers to and from earmarked reserves be **APPROVED**.

## **EX.16 CLIMATE CHANGE AND CARBON REDUCTION AUDIT AND ACTION PLAN**

16.1 The report of the Deputy Chief Executive, circulated at Pages No. 8-93, provided Members with detail on the climate change and carbon reduction audit and action plan as required by the Motion which was approved by the Council in 2019. The Committee was asked to recommend the audit report to Council as having established the current position and carbon baseline; and to note the action plan and agree that detailed work and feasibility studies commence in relation to the carbon reduction options set out within it.

16.2 The Deputy Chief Executive explained that the Council had declared a climate emergency in October 2019 which included a commitment to doing all in its power to make Tewkesbury Borough Council Offices carbon neutral by 2030 as well as undertaking an audit of the Council's current position, together with the creation of an action plan that would set out how that aim could be achieved. The audit report set out the relevant government guidance and the detailed analysis that was undertaken in order to establish the current carbon footprint and the action plan set out the short, medium and long-term opportunities that could be explored further as part of detailed feasibility testing as ways the Council could seek to meet the ambition of carbon neutrality by 2030 in relation to its buildings. Members were advised that the Council's Climate Change and Flood Risk Management Group had been created to consider all aspects of climate change and was initially tasked with working with Officers to oversee the delivery of the audit and action plan. The discussion and key observations from the group were included at Paragraph 2.2 of the report, along with the key questions from Members and the responses received from the consultant.

16.3 In terms of next steps, the Deputy Chief Executive confirmed that the report and action plan provided an excellent base on which to build - this met the first part of the climate emergency motion and was also reflected in the sustainable environment priority within the Council Plan. It was intended to use the Council's existing governance arrangements to monitor and manage the carbon reduction work which would be helpful given the competing priorities and additional impacts currently being felt as a result of the COVID-19 pandemic. The recommendations from the current meeting would go to Council on 28 July but be preceded by an all Member Seminar to be held on 23 July at 6pm.

16.4 The consultant was invited to make his detailed presentation on the report which set the context and covered the salient points as follows:

- The remit - production of a baseline from 2019/20 and the creation of an action plan based on a set of principles including demand reduction and renewable energy information. The report covered the Council's own buildings and transport except those buildings owned for commercial investment purposes. The approach had followed nationally recognised greenhouse protocol standards – scope 1, 2 and 3 – and used government advanced conversion factor data sets.
- Scope 1 – all gas consumption in buildings in scope and also owned transport – including Ubico.
- Scope 2 – electricity consumed.
- Scope 3 – everything else – extraction, refinement and transportation of 1 and 2, water, business travel in owned vehicles and public vehicles and waste disposal.
- Specifically, the base line data incorporated Council Offices (less the areas occupied by tenants), Tewkesbury Leisure Centre, Roses Theatre, Tewkesbury Cemetery, Cold Pool Lane sports pavilion, the five homeless properties, the waste fleet and the grey fleet. As a result of data being unavailable, office waste and business travel via public transport was not included at this stage but would be when possible.
- Significantly greater reductions in the electricity network than the gas network. It was highly likely improvements would be realised by 2050 with it being expected that electricity would have made significant inroads into decarbonisation by 2030 – the speed of progress was slow.
- Some of the internal factors included the age of equipment, control systems, observation of user engagement with energy. Around five times better energy performance was possible going forward which was a strong part of reassessing diversion away from gas powered systems to heat source pump options.
- The action plan was designed on the basis of five priorities: energy consumption controlled and managed; energy efficiency maximisation through 'low cost' and 'no cost' measures; replacement of end of life equipment with most appropriate low carbon technologies; offset through increasing the extent of renewable energy generation and therefore avoiding the need to import from the national grid; and the potential for a small amount of generated energy to be procured from green energy.
- As described in the action plan, the first series related to lowering the energy needed.
- Using gas was a combustion process that lost efficiency; the current gas system was at 60% efficiency whereas using a heat pump source would be at 300% to 400% efficiency which was a stark illustration of the potential

opportunity. Everything was being reviewed as the intention was that enough energy would be generated to meet demand and therefore avoid importing it. The Council had already started purchasing for its own sites with possible 50% savings across the electric vehicles.

- The need for implementation of a waste management system was understood and was something the Council was eager to do with the prospect of realising carbon neutrality being high. The actions needed for this were outlined in the report. There was a bit more work needed on the systems/processes to ensure the data was as robust as possible so the business case stacked up and the measures were implemented in appropriate priority order.

16.5 A Member thanked the consultant for his very thorough report. He questioned whether his understanding of the figures was correct that £160,000 savings per year could be realised from the changes with £22,000 revenue included. He also questioned whether the work could be done in a shorter timescale, i.e. five years, and whether the consultant had any idea as to the rough cost to making the savings. In response, the Member was advised that his understanding of the figures was correct. In terms of implementation of the action plan, this would see a reduction of around £55,000 plus further income generation e.g. bonuses from provision of electricity to the national grid and renewable heat incentives through air source heat pumps. In terms of the length of the plan, the consultant felt five years would be a difficult aspiration to realise given the Council's financial situation. It would be more prudent to demonstrate the revenue and get a 'green pot' to fund the more expensive measures e.g. solar costs would likely be around £950,000 for a system the size required. A full feasibility study was not in scope at this stage but in due course there would have to be structural surveys on buildings to check they could support the Panels etc. needed. In terms of approximate costs, the consultant was unable to provide this from the work to date as he had not undertaken full feasibility studies. The main unknown factor was the cost of retrofitting the refuse collection vehicles - early indications were that fitting end of life vehicles with batteries to make them last longer could be a cost effective option.

16.6 A Member noted the Council's difficult financial forecast for the next two years and felt it would make good sense to focus on easy quick returns in the first instance. Other Members agreed with that view and expressed their concern about the financial implications to the Council of both the climate change crisis and the COVID-19 pandemic. It was generally felt the right approach was to implement the less costly options in the first instance. The consultant advised that the crises were not exclusive, and it should be possible to combine some good wins from both, the Council could then take stock and plan for the longer-term accordingly. In respect of the action plan, most of the short and medium-term actions could be implemented within seven years. Another Member was in agreement with the points made and felt the Council had given itself ten years to implement measures – it may be possible to do that ahead of schedule but it needed to ensure it had realistic timescales - and to reduce that to five years would not make sense at this stage. In response to a query regarding costs, the consultant explained that £193,000 was the annual cost and that would reduce to £55,000 after implementation of the actions which would be saving of £138,000. Within the action plan appendices there was a plan that provided more detail and showed a breakdown of each action point, along with the cost saving, so Members could see the scale of the opportunity e.g. if the Council looked at putting in place all energy efficient measures, time control and replacement of gas with air source heat pumps, savings of £603,000 could be realised. This was a carbon study so looked at zero carbon rather than zero cost, but he understood cost was a major influencing factor. In terms of costs, the Head of Finance and Asset Management confirmed that there were some early wins for which costs were already budgeted

e.g. replacement of boilers and changes to the server room were both contained in the asset plan meaning funding was already in place. The Chancellor had just announced money for green energy in public buildings so there may be some other funding sources available as well. In addition, the consultant noted that the Severn Wye Energy Agency was also running a scheme that the Council may be able to tap into depending on timescales. He further noted that, in terms of equipment replacement, there was a lot that was nearing end of life/obsolete, so needed to be replaced; it was a case of understanding the requirements and the cost saving equipment that could be used instead. A Member questioned whether it would make sense to borrow money to make the changes required, and therefore realise savings, rather than to invest in property in the current climate. In response, the Head of Finance and Asset Management indicated that there were competing priorities for borrowing and this needed to be considered carefully as, in some cases, the cost of expenditure before realising a return and income could be an issue and this was definitely a balancing act in ensuring it was affordable in the short/medium-term. The benefit from commercial property investment was the immediate payback but there was a risk in the loss of tenants. The climate and carbon reduction action plan had both different risks and income recovery, but he would be exploring the options to understand what worked best for Tewkesbury Borough Council.

- 16.7 Referring to Page No. 12 of the report, a Member noted that a countywide Climate Change Strategic Coordinator post was being established and he questioned whether this would be required by Tewkesbury Borough Council and how much it would cost. In response, the Deputy Chief Executive explained that there would be a big advantage to the Council in being part of the countywide initiative. This was a proposal that had been considered by Leadership Gloucestershire and it had been made clear that it would be better to work as a county to collaborate on climate change and carbon reduction. Money would be contributed to a funding pot and each district would get a share of the strategic coordinating role – that role would apply to government with proposals for the county to get grant funding etc. It would not dilute the local work but offered good economy of scale and it was anticipated the government would look more favourably on countywide bids rather than individuals – the post would be hosted by Gloucester City Council. The County Council would contribute around 35-40% of the overall total with the districts making up the rest. This was still under discussion, but it was hoped it would come forward soon as it would be helpful moving forward. The post was likely to be evaluated as a £65,000 a year position.
- 16.8 In response to a query about the timescales for other Councils in Gloucestershire, the consultant advised that, currently, over 400 Councils had declared a climate emergency and largely the timescales focused on 2030 even though the government target was 2050. The trend was gathering momentum and Tewkesbury Borough Council had joined it early. The Deputy Chief Executive confirmed that there was a variation across Gloucestershire in terms of the approaches taken e.g. Stroud District Council had resolved to be carbon neutral by 2030 for district wide emissions whereas Gloucester City and Cheltenham Borough Councils were looking at their own estates to be carbon neutral by 2030. He felt it was encouraging that so many Councils nationally were looking at a quicker timescale than 2050 and undertook to circulate a list to Members of what each District Council was doing along with the County Council's ambitions.
- 16.9 A Member expressed concerns about the timescale for delivery despite the good report and action plan, he was of the view that the timescale of ten years failed to recognise the importance of the impact of climate change even though the effects on the world could be equally as profound as the COVID-19 pandemic – the trend had to be turned around and this would not be easily achieved. He was of the view that, if the Council had to borrow to make savings and implement changes within five years instead of ten, that was what it should do. The Deputy Chief Executive

felt that the action plan gave the Council the foundation to look at the quick wins and to determine whether borrowing to generate income or savings would work. Ultimately, if there was a good business case, there was no reason that actions could not be taken sooner.

16.10 Accordingly, it was proposed, seconded and

**RESOLVED:**

That it be **RECOMMENDED TO COUNCIL** that:

1. the audit report be **AGREED** as having established the Council's current position and carbon baseline; and
2. the action plan be **NOTED**, and agreement given for detailed work and feasibility studies to commence in relation to the carbon reduction options set out in the action plan.

**EX.17 GLOUCESTERSHIRE ECONOMIC GROWTH JOINT COMMITTEE - EXTENSION OF OPERATING PERIOD**

17.1 The report of the Chief Executive, circulated at Pages No. 94-100, asked Members to consider a request from the Gloucestershire Economic Growth Joint Committee to extend the operation of the Joint Committee for a period of 18 months from 4 September 2020 together with agreement to waive the 12 months' notice period set out in the Inter Authority Agreement between the partner authorities to enable the Joint Committee to continue. Members were asked to consider the report and make a recommendation to Council.

17.2 In introducing the report, the Deputy Chief Executive advised that this was a procedural issue. It was in the Council's interest to agree the extension of the Joint Committee as it meant that all Gloucestershire authorities could work together through an effective governance mechanism in respect of the county's economy, including economic recovery from the impacts of the COVID-19 pandemic. In that regard, the Committee's operation of the countywide strategic economic development fund, which currently stood at £4.5million, would be vital.

17.3 Accordingly, it was

**RESOLVED:**

That it be **RECOMMENDED TO COUNCIL:**

1. That the notice period of 12 months, contained in the Inter Authority Agreement of the Gloucestershire Economic Growth Joint Committee in respect of the extension of that agreement, be waived and removed.
2. That it works in partnership with all Gloucestershire local authorities to enable the Gloucestershire Economic Growth Joint Committee to continue to operate for a further 18 months from 30 September 2020 until 31 March 2022, with Tewkesbury Borough Council as a member, under the terms of the existing Inter Authority Agreement.
3. That authority is delegated to the Borough Solicitor to conclude the necessary legal agreements associated with recommendations 1 and 2 above.

**EX.18 RE-OPENING THE HIGH STREETS SAFELY FUND - ACTION PLAN**

- 18.1 The report of the Interim Head of Development Services, circulated separately at Pages No. 23-28, and the amended Appendix circulated as an additional paper, explained the purpose of the Reopening High Streets Safely Fund launched by the government and set out how the funding may be spent. Members were asked to note the government criteria for the use of the fund; to agree the initial dynamic action plan; and delegate authority to the Deputy Chief Executive, in consultation with the Leader of Council, to implement the action plan or vary it in response to circumstances which may arise as a consequence of the need to re-open the local economy safely, support social distancing or respond to business intelligence, including authority to enter into agreements, notices and other legal documents as necessary.
- 18.2 The Interim Head of Development Services advised that the report explained how the funding may be spent and that it could only be used to support business and for temporary public realm measures on High Streets. A high-level initial action plan had been circulated separately which identified the necessary actions to support the safe reopening of the local economy and the need to achieve social distancing. This was an early report to Members to ensure the Council could make decisions at the pace expected by the government. A significant amount of work had already taken place to support businesses and reopen the High Street safely, including the use of ambassadors and the introduction of signage, a risk assessment tool kit, social media campaigns and direct support from both the Growth Hub and Environmental Health team – all of which was over and above ‘business as usual’. It was clear that a cautious approach had been taken to reopening by many businesses and that the work put in by the Council and the ambassadors had been very welcome. The action plan was the next stage and, although narrowly focussed by government, it allowed the Council’s work to continue and expand.
- 18.3 Attention was drawn to Page No. 25 of the report which detailed the purpose of the fund and that government had indicated it would be available up to, and including, March 2021 although the use of the fund was encouraged by the end of the calendar year. The full details of the European Regional Development Fund would be covered in a funding agreement which was yet to be issued. The action plan identified themed areas in which allocations were currently evenly distributed; however, this may change as the work progressed if businesses and community engagements identified additional relevant actions which needed to take place.
- 18.4 Referring to the amended action plan, the Interim Head of Development Services explained that theme 1 – support for the public / community engagement - was allocated £30,000 and would include public facing social media and communications campaigns; social distancing signage and stickers/pavement stamps; and community engagement. Theme 2 – business support - was allocated £26,534 for business information and small or medium-sized enterprise (SME) guidance on safe reopening; business engagement and monitoring; business facing social media and communications campaigns; and establishment of retail business groups across three retail centres. Theme 3 – temporary public realm changes - was allocated £25,000 for the introduction of a pedestrian one-way system on Church Street, Bishop’s Cleeve with pavement stencils and signage; pedestrian one-way on either side of the High Street, Winchcombe with pavement stencils and signage; one-way for pedestrians either side of the street (similar to the High Street) in North Street, Winchcombe allowing for widening of footpaths and retention of current parking; keep left on the walkway through Bishop’s Walk, Tewkesbury and signage at the entrances of alleyways which explained that social distancing would be difficult; and further activity to support social distancing following business and community engagement. Also included was a budget of

£3,397 for project management, monitoring, evaluation and admin at 4%.

18.5 The Growth and Enterprise Manager outlined some of the business engagement and support which had been offered to date and the interventions being considered going forward. She explained that the Business team had been working closely with businesses through the crisis including getting grants out, providing wider business advice and offering targeted webinars. Most recently, they had been working with the retail sector in the two phases of reopening; circulating regular newsletters; making calls; appointing ambassadors to help shoppers on opening day; offering advice on the government guidance for retailers; and helping with safety measures. The experience had been a steep learning curve for all involved and a short survey targeted at businesses that had recently been reopening had helped the Council to understand what businesses were struggling with and how it could more effectively help and advise those that needed it. Businesses in the Borough had generally been good at getting the right measures in place and acting swiftly where necessary. To date, most had been implementing practical measures and some had opened in an adjusted fashion. The Growth Hub was working with the Local Enterprise Partnership and the National High Streets Task Force to ensure it was able to provide the ongoing support that businesses required at this time of uncertainty.

18.6 In response to a query regarding the funding agreement, the Interim Head of Development Services advised that there was not a huge amount she could say as the Council had not yet received the agreement. The use of this type of agreement was standard practice so she did not expect it to contain anything unusual. The grant action plan had been received from the government which provided some further guidance and this was helpful and welcomed by Officers; this included information like the signage and posters had to include the European flag in order that the fund could be accessed to pay for them. Members generally agreed that the work in getting the High Streets open again had been of an exceptionally high standard and the feedback they had received from businesses was that the Borough Council had been doing a great job and offering excellent support. One Member suggested that there was a role for local Members and Parish/Town Councils in what was happening in those areas and, in response, the Interim Head of Development Services offered reassurance that the team would be setting up discussions with Parish/Town Councils, Members, businesses and the Tewkesbury Town Regeneration Partnership to get feedback and understand whether any changes needed to be made. The Deputy Chief Executive reiterated that consultation would be fundamental to gaining useful intelligence that could be actioned effectively.

18.7 Accordingly, it was

**RESOLVED:**

1. That the government criteria for the use of the Re-opening the High Streets Safely Fund be **NOTED**.
2. That the initial action plan be **AGREED** and that it be **NOTED** that it was a dynamic document which may change.

3. That authority be delegated to the Deputy Chief Executive, in consultation with the Leader of the Council, to make the decisions needed to implement the action plan or vary it in response to circumstances which may arise as a consequence of the need to re-open the local economy safely, support social distancing or respond to business intelligence, including authority to enter into agreements, notices and other legal documents as necessary.

**EX.19 SEPARATE BUSINESS**

19.1 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.20 SEPARATE MINUTES**

20.1 The separate Minutes of the meeting held on 10 June 2020, copies of which had been circulated, were approved as a correct record.

The meeting closed at 6:10 pm

## TEWKESBURY BOROUGH COUNCIL

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| <b>Report to:</b>            | Executive Committee   |
| <b>Date of Meeting:</b>      | 5 August 2020   |
| <b>Subject:</b>              | COVID-19 Corporate Recovery Plan  |
| <b>Report of:</b>            | Deputy Chief Executive  |
| <b>Corporate Lead;</b>       | Deputy Chief Executive  |
| <b>Lead Member:</b>          | Leader of the Council<br>Lead Member for Economic Development/Promotion |
| <b>Number of Appendices:</b> | 2   |

### **Executive Summary:**

At its meeting in June, the Executive Committee agreed that the Council's COVID-19 Corporate Recovery Plan would follow the principles, framework and governance arrangements adopted in relation to the 2020 – 2024 Council Plan.

The principles and framework report dated 10 June 2020 set out the need to support local recovery, as well as wider partnership working where a collaborative approach would be in the interests of the Council, its communities, businesses and voluntary sectors.

This report presents to the Executive Committee the detailed Corporate Recovery Plan (Appendix 1) setting out the detail and actions that will be implemented as part of the Council's recovery process.

The more 'granular' detail of the actions that will be undertaken by each service area is provided in the supporting Service (Recovery) Plans (Appendix 2). Together, these documents provide Executive Committee with a comprehensive picture of how recovery will take place across the borough and within the organisation.

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

In order to ensure the views of staff and key Members were taken into account when compiling the Corporate Recovery Plan, a series of workshops were undertaken with each service area and with Executive Committee Members. In total, over 80 staff contributed to the workshops along with the Executive Committee Members. A summary of the key observations from the workshops is included within this report.

**Recommendations:**

1. To **ADOPT** the Corporate Recovery Plan, subject to any amendments from the Executive Committee.
2. To **NOTE** that the Corporate Recovery Plan is a dynamic document which may change.
3. To **AGREE** that authority be delegated to the Deputy Chief Executive, in consultation with the Leader of the Council, to vary the plan as may be required in response to circumstances arising as a consequence of COVID-19.

**Reasons for Recommendations:**

The report updates Members on the need for a detailed COVID-19 Recovery Plan. Having a Recovery Plan will assist the organisation in terms of setting out the measures that will be required both internally, and in the support of businesses and communities, to adapt to and recover from the COVID-19 pandemic.

The report emphasises that the Corporate Recovery Plan is a dynamic document and may be subject to change. For example, should the Council face a localised outbreak, or if there was a secondary national outbreak, there would be a need to quickly return to a more response-based approach and hence review or pause some of the actions set out within the Recovery Plan. It is for this reason that delegated authority to the Deputy Chief Executive, in conjunction with the Leader of the Council, is sought.

**Resource Implications:**

None directly associated with this report; however, there will be staff resource implications in relation to the implementation and delivery of the Corporate Recovery Plan. These resource requirements will be assessed on a service-specific basis following adoption of the plan and subject to Officer and Member decision making as appropriate in relation to agreeing the additional resources required.

**Legal Implications:**

None directly associated with this report.

**Risk Management Implications:**

The report presents a detailed Corporate Recovery Plan. Having such a plan will 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:**

Further reports will be submitted as required. The creation of a recovery plan performance tracker, and scrutiny via the Council's Overview and Scrutiny Committee, will be a key part of the recovery performance management and monitoring process.

**Environmental Implications:**

None directly associated with the report.

## 1.0 INTRODUCTION / BACKGROUND

- 1.1 COVID-19 continues to present local authorities, businesses and the community at large with significant challenges. Across Gloucestershire, there has been a collective move towards ensuring recovery plans are in place to provide the short, medium and longer term support needed for each of these groups as they seek to readjust and adapt to the consequences of COVID-19.
- 1.2 Council Officers have been directly involved in a number of countywide recovery initiatives at both operational and strategic levels. This collaborative approach has identified a number of opportunities to maximise effort and minimise duplication. Good examples include working with Housing Associations to address the homelessness issues arising from COVID-19 and GFirst Local Enterprise Partnership in relation to developing a countywide economic development recovery plan. These collaborative approaches and the role of partners has been reflected the Corporate Recovery Plan.
- 1.3 Whilst the COVID-19 pandemic has created some unprecedented challenges, the Council has been well placed to respond. Strategic growth plans, particularly those associated with the Joint Core Strategy, were well developed before the pandemic and will provide a solid foundation to help kick start economic recovery across the borough.
- 1.4 Likewise, through the Growth Hub, the Council has over the last few years built up an excellent network of local business intelligence through the advice and support services provided. This has proved incredibly useful during the pandemic, allowing timely and effective engagement with businesses and an understanding as to how the Council can best support them.
- 1.5 The Housing, Community Services and Community Development teams have made a tremendous difference in terms of managing homelessness created as a result of the pandemic and supported thousands of callers through the countywide Help Hub Portal.
- 1.6 Sharing the Council offices with the Police, Department for Work and Pensions and Children's and Adult Services (Gloucestershire County Council) has enabled a multi-agency approach to address many of the complexities arising from the pandemic.
- 1.7 An excellent relationship with Places Leisure means the Council is well placed to support the recovery of the Leisure Centre, which is incredibly important for business and for community activity and health.
- 1.8 The Council's Corporate Recovery Plan (Appendix 1) reflects the national approach of setting out the short, medium and long term support needed to address the challenges associated with COVID-19. This has been done by considering what have been referred to as the 'three R's' the need to *refocus*, *recover* and *rebuild* communities, businesses and the voluntary sector:
- **Refocus:** reflects the short-term analysis of the implications of COVID-19. Working closely with partners to understand how and what resources may need to be refocussed and where opportunities to collaborate on emerging recovery plans can help gain a better understanding of what recovery looks like.
  - **Recover:** reflects the medium term, primarily focussing on the creation of a Recovery Plan, that sets out the strategy and actions that will support businesses, communities and voluntary groups, allowing them to survive, stabilise and adapt to the challenges of COVID-19.
  - **Rebuild:** reflects the longer-term measures required to allow businesses, communities and voluntary groups to rebuild and develop resilience to a post COVID-19 environment.

## **2.0 GOVERNANCE AND STRUCTURE**

- 2.1** The 2020-24 Council Plan sets out our priorities for the next four years. The Corporate Recovery Plan will be aligned with the Council Plan priorities and objectives.
- 2.2** Sitting below the Corporate Recovery Plan, will be a number of dedicated Service (Recovery) Plans (Appendix 2), setting out the specific detail of what each service area across the Council intends to do to support the short, medium and longer term recovery process. These plans - which tend to be operational - detail the actions, milestone dates and key officers responsible for leading and delivering each recovery objective. They are included here for completeness and to give Members further information on the type and range of measures service areas will be implementing.
- 2.3** To monitor recovery plan delivery and progress, a recovery plan performance tracker will be put in place. The tracker will detail each individual action, a feasible implementation date, accountable officer, a status column, plus a comments column to provide an overview on delivery. This is a proven monitoring tool as the same methodology is used to monitor delivery of the Council Plan actions. It will be a dynamic document which will allow new actions to be identified and implemented actions to be closed off.
- 2.4** Similar to the Council Plan performance tracker, the recovery tracker will be presented and scrutinised by the Council's Overview and Scrutiny Committee on a quarterly basis. As there will be synergies between both tracker documents, these will be reported alongside each other. If a Council Plan action is not progressing, it is likely this is being impacted by recovery work and there should be cross-reference between the two documents. The findings from the Overview and Scrutiny Committee are reported by the Chair of the Committee to the Council's Executive Committee and remedial action taken when appropriate.
- 2.5** By utilising the Council Plan priorities for the Recovery Plan framework, Executive Committee Members will have a lead role in the recovery process as it relates to their portfolios; however, all Members will play an important role as the recovery process develops, particularly in terms of community support and community contact. Members have been instrumental in terms of helping to develop strong links with many businesses and voluntary and community groups during the pandemic.
- 2.6** COVID-19 continues to present unprecedented challenges. Whilst it is hoped there will be not be any secondary local or national outbreaks, the Council must be prepared for this. The Council has been directly involved in the creation of a countywide Local Outbreak Management Plan (LOMP), overseen by the Director of Public Health at Gloucestershire County Council, that would be initiated should there be a need to do so.
- 2.7** The Corporate Recovery Plan therefore needs to be dynamic and flexible, and key milestones may need to change, should there be a need to return to 'response' mode at any point in the future.
- 2.8** Each service area has reviewed its pre COVID-19 workstreams and revised and reprioritised where necessary to facilitate the recovery process. This is reflected in the Service (Recovery) Plans. There will inevitably be resource implications as teams seek to deliver recovery work as well as business as usual. Consideration must be given as to how to resource and prioritise the backlog of service delivery once it is possible to do so. Resource implications will be managed in the normal way, in terms of a combination of Officer and Member decision-making as necessary/appropriate.

**2.9** Together, the Corporate Recovery Plan and associated Service (Recovery) Plans provide Executive Committee with a comprehensive picture of how the Council intends to manage and deliver COVID-19 recovery across the borough and within the organisation.

### **3.0 PREPARING THE CORPORATE RECOVERY PLAN**

**3.1** The Council's Corporate Recovery Plan must be achievable, deliverable and sustainable over the short, medium and longer term. It must set out the actions required to 'add value' to businesses, communities and the organisation in the move to recovery and have the 'buy in' from all those it seeks to support and the staff delivering it.

**3.2** A key part of delivering a successful recovery plan is proper preparation and using intelligence and knowledge gathered as part of the response phase to understand what support will add value as part of the recovery from COVID-19

**3.3** Council staff and elected Members have been heavily engaged in the response work across the borough and a great deal of good intelligence and knowledge has been gained that has helped to inform the content of the Corporate Recovery Plan. Some of the preparatory actions undertaken to help inform the plan are detailed below:

#### **3.3.1 Business engagement**

- Business engagement and intelligence gathering (webinars, business surveys, telephone, email and face to face engagement) driven through the Tewkesbury Growth Hub, business cell and business grants distribution process.
- Implementation of a Safer High Streets Reopening Fund – grant allocation of £85,000 for the direct support of the immediate recovery of high streets within the borough, direct engagement with many town centre businesses.
- Direct participation in GFirst Local Enterprise Partnership business engagement surveys.

#### **3.3.2 Community Engagement**

- Ongoing intelligence and knowledge gathering as part of the delivery of the Community Help Hub across the borough (and via participation in the countywide community resilience cell) and through the Council's community grants programme.
- Communication with Ward Councillors, Town and Parish Councils and community groups such as the Tewkesbury Town Regeneration Partnership and Winchcombe Walkers via all Member briefings, social media updates, and via initiatives such as the successful social distancing measures implemented in town centres to support the safe reopening of retail businesses.
- Liaison with voluntary and community groups, via the work undertaken by Community Services, County Help Hub staff and Community development Officers.
- Engagement in Strategic Command Group (SGC), Tactical Command Group (TCG) Local resilience Forum (LRF) Recovery Cell.

### **3.3.3 Staff and Member engagement**

- All staff survey focussing on gathering staff views relating to home working, organisational challenges and opportunities in relation to COVID1-19 and the recovery process. (134 responses, 71% response rate).
- Council-wide staff workshop programme led by the Deputy Chief Executive and externally facilitated by Lisa McCance (Shared Intelligence). The workshops focused on the lessons learnt from dealing with COVID-19 related issues and considered what should be central to the overall recovery plan while informing operational planning at a service level.
- The workshops included one to one telephone conversations with all Heads of Service and the majority of Operational Managers/Team Leaders, and bespoke workshop agendas tailored to each service area.
- A presentation and discussion with Management Team, facilitated by Lisa McCance and setting out the emerging themes from the workshops to inform on key messages and how senior managers could best lead the recovery process.
- Executive Committee Member workshop exploring what recovery means to Members and the businesses and communities they represent, what messaging they are receiving from their businesses and communities and how the Council can best respond as part of the recovery process.
- Overview and Scrutiny Committee COVID-19 response and recovery question and answer session.

## **4.0 FINDINGS FROM THE WORKSHOPS AND THOUGHTS ON THE RECOVERY PROCESS**

**4.1** The engagement process took place with Council Officers and Members of the Executive Committee, involving around 85 individuals. This was delivered through a series of one-to-one conversations and eight workshops or meetings.

**4.2** Overall, there were several key messages from participants which have helped to shape the Corporate Recovery Plan, summarised below:

- Many Officers have managed increased workloads over the past four months whilst maintaining a high standard of care for residents, communities and businesses. Much of this work is ongoing and some services continue to focus on a high level of COVID-19 related matters. It is uncertain when this is going to change as, in many cases, decisions from central government impact Council services such as the ability to process payment arrears through the courts, timeframes for inspections of business premises or continuing to prioritise planning decisions. This may create a backlog of services and pent up demand so more aligned resourcing and clarity over priority activity will be required as part of the recovery process.
- New ways of working have broadly been embedded and staff are generally happy to, or are in favour of, continue to work from home with some limited office time. This will need to be a key consideration in how the Council operates in the future, ensuring it can still meet the needs of its constituents. This will extend to digital services, reviewing what can be provided online while continuing to address the digital divide faced across the borough.
- The future role of the Council will need to be considered as new partnerships have formed and new relationships have been developing. The Council has a role as an anchor institution, showing leadership and coordination to stakeholders. It also has a role as a capacity builder, allowing others to take the lead while acting as a facilitator.

- The increase in volunteering and community activity should be harnessed to ensure that communities can be supported going forward. There has been a strong contribution from residents in supporting their neighbours and ways to embed this further need to be considered, especially with the development of new housing and communities.
- A review of local assets will be key to setting the direction of the Recovery Plan. Repurposing existing Council buildings, enhancing online support or developing a plan for using facilities differently will ensure that residents are able to access services and support they need.

**4.3** In taking these key messages forward, there are some considerations which relate to the core of the plan:

1. The Tewkesbury Borough Council Recovery Plan represents an opportunity to refresh and revise the Council's priorities for the future. This will be essential with the backdrop of budget challenges, high workload levels and a deepening community response.
2. Much progress has been made to deliver corporate programmes across the Council in a short period of time. Enabling Council Officers to work from home through the provision of IT, reducing unnecessary travel and developing online and digital solutions have been accelerated. Completing the roll out of these initiatives will set the future recovery.
3. Appreciating that the overall recovery will take place at different speeds, the Recovery Plan will need to be monitored and revised as priorities and resources shift. This will need to continue to monitor the safety of residents and future sustainability of businesses.

**4.4** As previously mentioned, not all Council service areas will recover at an equal rate. The Revenues and Benefits team, for example, are still heavily involved in 'response,' specifically the processing of Council Tax Reduction applications which have increased exponentially following the COVID-19 pandemic. A number of teams were redeployed and have only recently returned to their 'day job' which in certain cases has been on hold since the start of the pandemic.

**4.5** Conversely, the Council's Planning team has continued to process applications throughout the pandemic as this service area was identified nationally as an area where Councils should maintain a business as usual approach.

**4.6** This unequal rate of response and recovery is likely to be reflected within the businesses and community sectors too. As such, the actions and timescales associated with delivery of those actions within the Corporate Recovery Plan will need to be viewed dynamically. Should a second national or localised peak in COVID-19 cases emerge for example, the Council will need to revert to a more 'responsive' focussed approach in order to manage the situation.

**4.7** Additional resource or localised service reviews may be required in order to best deliver recovery (both within the organisation and to businesses and communities) The role of the Council as a facilitator, collaborator, and deliverer of services and its relationship with stakeholders is also important to consider in this context.

**4.8** There will probably be a need for further reprioritisation of tasks too as the Recovery Plan is implemented.

## **4.9 Feedback from Workshop with Executive Committee Members**

- 4.9.1**
- COVID-19 presented some significant challenges across the borough for residents, businesses and communities.
  - Council Officers worked in an agile manner while continuing to provide a professional service to all.
  - The Council is doing what it can to prevent a second outbreak, working closely with partners such as Public Health and the Police.
  - Residents and businesses are beginning to return to a semi-normal state and the visitor economy is beginning to pick up.
  - Consideration could be given to congratulating or celebrating businesses and individuals who rose to the challenges during the pandemic.
  - Residents need to know that they are supported and can come to the Council for help or be signposted to help.

**4.9.2** Key considerations for the Corporate Recovery Plan:

- It needs to be customer-focused, considering the challenges faced by different members of the community.
- It must build on the community activity that has been taking place and ensure capacity is built.
- Relationships will be central to the recovery, working alongside schools, the Police and the Local Enterprise Partnership among others.
- Agile working has been successful for the most part, and consideration needs to be given as to how the Council operates in the future.
- The increased spending that took place during the pandemic has brought some financial concerns which must be managed carefully going forward.
- The digital divide that impacted residents during lockdown needs to be addressed.

## **4.10 Feedback from Officer and Member Workshop Sessions**

The Officer and member workshop sessions have helped to shape the recovery plan objectives, a number of which are summarised below in relation to each of the Council's key priorities:

### **4.10.1 Finance and Resources**

- A refocus of the Council's asset management plan to encourage better use of Council and community facilities.
- A continuation of the IT roll-out programme to enable new ways of working and delivering services to customers.
- Accelerating digital, online and paperless functionality while working to close the digital divide.

#### **4.10.2 Economic Growth and Tourism**

- To shift priorities towards working even more closely with businesses and the Local Enterprise Partnership to deliver sustainable tourism and businesses.
- Targeting provision towards residents in need of employment support or reskilling to meet the needs of the new economy.
- Refocusing efforts on the younger population to ensure they can become economically independent.

#### **4.10.3 Housing and Communities**

- Harnessing community spirit and capacity, building on existing and emerging community groups.
- Update demographic data to ensure support and services can be directed at parts of the borough in greatest need.
- Focus on premises which have become vacant due to the repercussions of COVID-19.

#### **4.10.4 Customers First**

- Review the delivery of services across Council and community facilities to ensure they meet evolving needs.
- Consider emerging requirements for internal and external communications, signposting and working with delivery partners.
- Refine methods of consultation and develop innovative processes with internal and external stakeholders.

#### **4.10.5 Sustainable Environment**

- Review net carbon zero plans to consider how COVID-19 could positively impact targets for 2030.
- Refocus attention on enviro-crimes and air quality monitoring to support priorities.
- Address recent increases in recycling waste contamination levels with residents to impress environmental concerns.

#### **4.10.6 Garden Town**

- Explore the role of digital as the “4<sup>th</sup> utility” within new garden communities to enable residents in the digital age.
- Consider evolving requirements for commercial (office and retail) space to address the needs of residents and businesses.
- Reflect on the need to promote “green and blue infrastructure” to promote positive mental health and the visitor economy.

### **5.0 PROMOTING THE CORPORATE RECOVERY PLAN**

- 5.1** The prime audience for the Corporate Recovery Plan is the Council’s Members, staff and key partners (businesses, communities and voluntary sector partners). The plan will be available on the Council’s website, intranet and in hard copy format on request. Easy print and summary versions will also be available.

## **6.0 OTHER OPTIONS CONSIDERED**

6.1 None.

## **7.0 CONSULTATION**

7.1 None.

## **8.0 RELEVANT COUNCIL POLICIES / STRATEGIES**

- 8.1
- Council Plan 2020 – 2024
  - Economic Development and Tourism Strategy
  - Housing and Homelessness Strategy

## **9.0 RELEVANT GOVERNMENT POLICIES**

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

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

10.1 None directly associated with this report; however, there will be staff resource implications arising from the recovery as referenced in this report.

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

11.1 None directly arising from this report

## **12.0 IMPACT UPON (Value for Money/Equalities/E-Government/Human Rights/Health and Safety)**

12.1 None directly arising from this report

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

13.1 None.

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|                           |   |
|---------------------------|---|
| <b>Background Papers:</b> | Council Plan 2020 – 2024<br>Economic Development and Tourism Strategy<br>Housing and Homelessness Strategy                  |
| <b>Contact Officer:</b>   | Deputy Chief Executive<br>01684 272051 <a href="mailto:robert.weaver@tewkesbury.gov.uk">robert.weaver@tewkesbury.gov.uk</a> |
| <b>Appendices:</b>        | Appendix 1 – Corporate Recovery Plan<br>Appendix 2 – Service (Recovery) Plans   |



Appendix 1



**Tewkesbury**  
Borough Council

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# Tewkesbury Borough Corporate Recovery Plan

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## Covid-19

## 2020



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Councillor Rob Bird, Leader of the Council



Mike Dawson, Chief Executive

“We recognise that we need to put our residents and businesses at the very heart of our recovery plan”

## Foreword

**Covid-19 has impacted the world significantly, and has required a response at global, national and local levels. It is without doubt that we will be feeling the impact of Covid-19 for years to come, and throughout our recovery we will be supporting the work of the government to avoid further peaks of the virus.**

We have been overwhelmed by the dedication shown by our members and employees in the response to this pandemic. The commitment to supporting and protecting our borough from this virus has been nothing short of fantastic - we have seen amazing flexibility, initiative and dedication in all aspects of service delivery and community support. The response of our communities has been admirable too - thanks to the help of volunteers and community groups, we have been able to offer vital support to all of our vulnerable residents across the borough.

This document outlines how we responded to the crisis and, in more detail, how we now need to gear up to recover from it. None of this has been done or will be done solely by ourselves - throughout this pandemic we have worked closely with a wide network across Gloucestershire to help limit the impact of the virus and support our residents in every community.

Our elected councillors of all political groups, have played a really important role in their wards by supporting their vulnerable residents and voluntary groups, as well as working closely with council officers to make difficult decisions and ensure what we are doing protects our residents and makes our borough safe.

The pandemic has reshaped how we operate. It has forced us into becoming a much more flexible and agile organisation - utilising partnerships, technology and creativity in a way that we have never done before. As this document outlines, we plan to build up from this work - identifying the successes that will help make us a stronger, and more prepared council than we have ever been before.

We have had recognition from the government that local councils need support to recover from this pandemic. We are still waiting for more detail on what shape this will take. What we hope for, though, is that once this pandemic has faded, that we move forward in a more financially stable environment so we can deliver this robust recovery plan alongside continuing to deliver our excellent value-for-money services.

We recognise that we need to put our residents and businesses at the very heart of our recovery plan, which is why we are using our Council Plan priorities to shape it. Sitting under our priorities, we identify clear and deliverable actions under the themes of 'refocus', 'recover' and 'rebuild'. We are being ambitious but realistic, and we draw on the significant and successful areas of work carried out throughout this pandemic.



## The council's response to Covid-19

The council's response to Covid-19 has been unprecedented. We have had to adapt and respond to a fast-moving emergency in a way that we have never had to do before. Whilst the Covid-19 pandemic has created some unprecedented challenges, the council has been well placed to respond. Our Growth Hub, located within our council building, has over the last few years built up an excellent network of local business intelligence through the advice and support services provided. This has proved incredibly useful during the pandemic, allowing us to engage quickly and effectively with businesses, understanding how we can best support them across the borough.

Our housing, community services and community development teams have made a tremendous difference in terms of managing homelessness created as a result of the pandemic and supported thousands of callers through the countywide Help Hub Portal. Sharing our building with the Police, Department for Work and Pensions (DWP) and Children's and Adult Services has enabled a multi-agency approach to addressing many of the complexities arising from the pandemic. An excellent relationship with Places Leisure means we are well placed to support the recovery of Tewkesbury Leisure Centre, which is incredibly important for our business and for community activity and health.

Our strategic growth plans, particularly our Joint Core Strategy in partnership with Cheltenham Borough Council and Gloucester City Council, well developed before the pandemic, now provide a solid foundation to help kick start economic recovery.

Organisational changes were made which saw many members of our staff redeployed to other services. The pandemic forced us to make huge changes to the way we deliver our services, our staff adapted quickly and have worked tirelessly to overcome these challenges and continue to provide essential services to our residents and businesses.

Undoubtedly, the pandemic will have a significant impact on our budget - not only for 2020-21 but for years to come. Before the pandemic hit, we were facing increased costs and reduced income, and while coping well with years of austerity - avoiding any service reductions - we were still waiting to hear the impact of the latest government budget, particularly around New Homes Bonus and government grant funding.

So far, we have been awarded £1.1m in additional funding from government to deal with the crisis but, given the significant additional costs we have incurred as a result of Covid-19, this falls short of what is required and we will continue to lobby government for more funding to limit the impact on our local services. We currently estimate we will need to spend an additional £3.1m in 2020/21. We have allocated, £500,000 to help meet recovery cost as a result of the pandemic. Officers will work closely with members to determine the best way to prioritise and allocate this funding, which could include additional staffing resource, investing in countywide recovery initiatives where there is a clear benefit to the council and communities in doing so, or continuing the work already started to help our local economies.

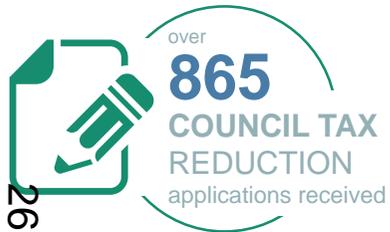
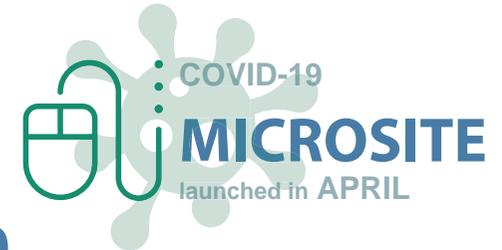
A snapshot of the impact of Covid-19 is shown on the next page.

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“The council's response to Covid-19 has been unprecedented”

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# Impact of Covid-19





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“Our recovery plan will need to reflect the national approach”

## Our plan to rebuild

Recovery plans will be created at national, regional and local levels and it is really important we recognise this interconnectedness, together with the role of working with our wide network of partners, so that we achieve a joined-up approach to our recovery.

Locally, our Corporate Recovery Plan will need to reflect the national approach of setting out the short, medium and long-term support needed to address the challenges associated with Covid-19. We will be doing this by considering the need to refocus, recover and rebuild communities, businesses and the voluntary sector.

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

Our recovery plan details key actions, these will be monitored through the Corporate Recovery Plan performance tracker. More details can be found on page 11.





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“The council is determined to meet its financial challenges”

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## Finance and resources

The pandemic has had a huge impact on our finances and will continue to do so for many years to come, we will continue to monitor the financial impact to the council. We have committed £500,000 to aid our recovery, but it is now more important than ever, that we ensure every pound spent by the council is spent efficiently and achieves maximum possible benefit to support our frontline services. The council is determined to meet our financial challenges whilst continuing to provide value for money for our residents and businesses.

To deliver this priority we will:

### Refocus

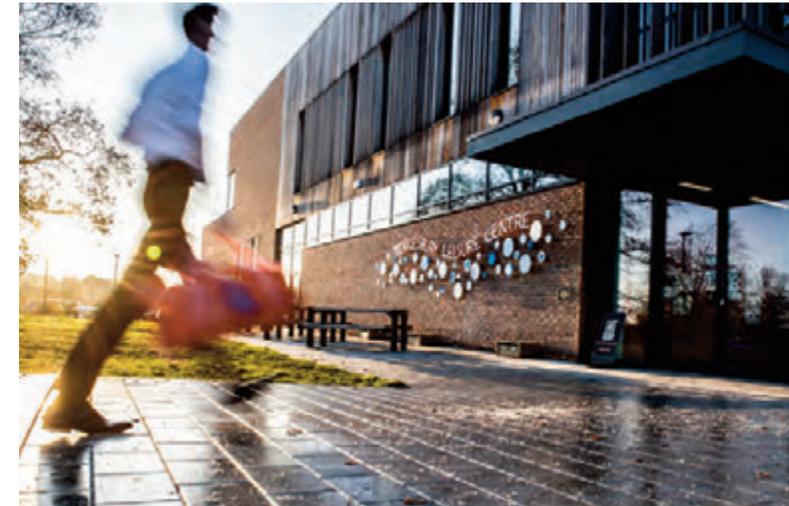
- a) Continue to work with partners to ensure adequate measures are in place on our High Streets to enable social distancing.
- b) Monitor the financial impacts of Covid-19.
- c) Produce a new six-monthly internal audit plan and review the whole suite of internal audit recommendations to determine if recommendations remain relevant and timescales for implementation remain feasible.

### Recover

- a) Agree and monitor the Tewkesbury Leisure Centre recovery plan in partnership with Places Leisure.
- b) Ensure adequate measures are in place and government guidance is adhered to for those staff that need to return to the Public Service Centre offices, whilst exploring the future demand for space in light of new ways of working.
- c) Produce a revised 2020/2021 budget.

### Rebuild

- a) Revise the Medium-Term Financial Strategy (MTFS) in light of additional financial pressures arising from Covid-19.
- b) Maximise the use of business intelligence within the council to ensure the accuracy of the rating list and help businesses build resilience.
- c) Work with businesses and residents and seek to rebuild council tax and business rate collection rates.





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“Tewkesbury  
Borough  
remains the  
place to do  
business”

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## Economic growth

Tewkesbury Borough remains the place to do business — and a focus for our recovery plan will be to utilise our Growth Hub so our current businesses, and businesses wanting to locate within our borough, are given the opportunity to thrive. We will work hard to promote our borough and its assets to visitors, to help support the future prosperity of the local tourism industry.

In addition, part of our economic growth recovery will focus on our role as an employer, and how we can look to work collectively with other councils, businesses and the voluntary and community sector, to support retraining, reskilling and placement opportunities/employment in light of the redundancies and decline in some sectors as a result of the Covid-19 pandemic.

To deliver this priority we will:

### Refocus

- a) Review the Economic Development and Tourism Strategy to identify any actions required to respond to Covid-19.
- b) Undertake an economic impact assessment and analysis to understand the needs of local businesses.
- c) Work with our partners at Cotswold Tourism to understand when and how to safely encourage visitors back to the borough.
- d) Work closely with partners, businesses and groups to enable the safe and successful reopening of high streets and retail centres.

### 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.
- b) Deliver sector specific advice and events, helping support local supply chains.
- c) Work with partners to support employment and skills initiatives targeted at those affected by unemployment.

### Rebuild

- a) Launch grant and support packages focused on innovation and growth, linking grants and Growth Hub advice.
- b) Support the revitalisation of the High Streets and retail centres across the borough, including delivery of the Tewkesbury Heritage Action Zone programme, to help drive economic recovery.
- c) Work with partners to identify funding opportunities and support key infrastructure projects.
- d) Promote Tewkesbury Borough as an excellent location for business and investment.



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“We recognise the strain the pandemic has brought to our communities”

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## Housing and communities

We recognise the pressure the pandemic has brought to our communities and we will continue to work closely with partners to help ease this strain whilst also harnessing the skills our communities have to offer. We have focused our recovery plan to show our commitment to supporting those with a housing need whilst providing much needed support to our wider communities.

To deliver this priority we will:

### Refocus

- a) Refocus the council’s Place Approach to reflect the issues within our communities arising from Covid-19.
- b) Assess the additional demand on those using the housing service, taking into consideration the county wide rough sleeper initiative.
- c) Work with landlords and tenants to assess the potential demand once restrictions are lifted.

### Recover

- a) Support our communities to become more resilient and harness community spirit.
- b) Respond to localised outbreaks of Covid-19 quickly and effectively and in conjunction with the Gloucestershire County Council’s Local Outbreak Management Plan.

### Rebuild

- a) Recognise and harness our relationship with the Voluntary and Community Sector to support the building of resilient communities.
- b) Build on the Local Housing Needs Assessment and start developing the Tewkesbury Borough Housing Strategy for 2021 onwards.
- c) Consider future working arrangements within new communities to ensure there are adequate local businesses and self-employment hubs.





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“We want to make it as easy as possible for our customers to contact and engage with us”

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## Customer first

It is more important than ever that we provide a positive customer experience by providing excellent quality services that are easily accessible. We are pushing forward with our digital services - transforming how our residents can access our services online - and this in turn is helping our teams be freed up to help support our more vulnerable residents over the phone or face-to-face. As part of our response to the pandemic, our new Business Transformation Team will look to explore new technologies so that we are delivering our services in the best way possible.

To deliver this priority we will:

### Refocus

- a) Review the effectiveness and efficiency of the Environmental Health service, including an assessment of additional demand and available resources.
- b) Develop a new customer care strategy.

### Recover

- a) Explore options for alternative ways for customer engagement e.g. housing applicants.
- b) Support the safe re-opening of buildings that provide a council service.
- c) Set up the new Business Transformation Team and shape the year one priorities.

### Rebuild

- a) Review the corporate website and Covid-19 microsite.
- b) Re-institute and deliver the council tax and business rates e-billing project.
- c) For the benefit of customers, exploit the opportunities provided through agile working.
- d) Review communication strategy in light of new ways of working and remote meeting technologies.



## Garden communities

The garden community programmes reflect our commitment to delivering sustainable, well-designed and vibrant communities where people can live, work and raise families. Whilst the pandemic has caused minor delays our programme of work remains unchanged. We will continue to work with Homes England and other partners to develop plans for the Tewkesbury Garden Town and Cyber Central in Cheltenham. We are committed to improving transport links, education provision and green infrastructure, such as new parks and cycle routes which will play a big role in the development of these communities.

We have adapted the way in which we get messages and information to residents, after the events planned had to be cancelled. Our website - [tewkesburygardentown.co.uk](http://tewkesburygardentown.co.uk) - is complete with all the information that is publicly available on the Ashchurch bridge project which will unlock land for the Garden Town. It includes the drawings, proposed location, and background information that would have been provided at the events. A letter has also been sent to residents in the Ashchurch and Northway areas to outline the project with local residents and provide details on where to find more information.

To deliver this priority we will:

### Refocus

- a) Work with partners at Cheltenham to speed up delivery of the garden village site.
- b) Explore opportunities to enhance new digital jobs and training with the Local Enterprise Partnership (LEP) and partners at Cyber Central.

### Recover

- a) Seek further government funding with our partners to support sustained delivery of the garden community programmes.
- b) Actively seek capital funding with our partners to support the programme.

### Rebuild

- a) Work with partners to seek resolutions to infrastructure requirements around Junction 9 and Junction 10.
- b) Work with partners to maximise sustainable development and low carbon technologies as part of the Garden Communities programme.



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“We will continue to work with Homes England and partners to deliver our garden communities”

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“We recognise the ongoing importance of managing our carbon footprint”

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## Sustainable environment

Globally, the lockdown period of the pandemic has highlighted the impact people have on the environment. Moving forward, we recognise the ongoing importance of managing our carbon footprint and supporting our climate change declaration. The council has undertaken an audit of its current carbon footprint and an associated action plan setting out options and opportunities to reduce carbon associated with our buildings. Our Garden Town programmes provide good opportunities to explore low carbon technologies. We also know that minimising waste and increasing recycling is key to helping our environment flourish, and we will work with our residents to promote responsible recycling habits.

To deliver this priority we will:

### Refocus

- a) Exploit the opportunities provided through agile working to enhance or accelerate carbon reduction and climate change initiatives.
- b) Work with our businesses and communities to support cleaner and greener living and working.

### Recover

- a) Increase awareness in the effects of recycling contamination.
- b) Work with our communities to minimise waste to minimise the impact on our environment.

### Rebuild

- a) Support the deployment of the carbon reduction action plan.
- b) Work on the Mixed Recycling Facility (MRF) contracted services procurement.
- c) Build on our communities' connections with green space, walking and cycling to encourage healthy, sustainable living and appreciation of biodiversity.



## Governance and performance management



Our 2020-2024 Council Plan sets out our priorities for the next four years.

We will align our Corporate Recovery Plan with our Council Plan priorities and objectives. Sitting below the corporate plan, will be a number of dedicated service recovery plans, setting out the specific detail of what each service area, across the council, intends to do to support the short, medium and longer term recovery process. To monitor progress in delivering our recovery plan we will put in place a document called a 'corporate recovery plan performance tracker'. The tracker details each individual action, a feasible implementation date, accountable officer, a status column plus a comments column to provide an overview on delivery. This is a proven monitoring tool as the same methodology is used to monitor delivery of our Council Plan actions.

Similar to the Council Plan performance tracker the recovery tracker will be presented and scrutinised by the council's Overview and Scrutiny Committee on a quarterly basis. As there are synergies between both tracker documents, these will be reported alongside each other. So for example, if a council plan action is not progressing, it is likely this is being impacted by recovery work and there should be cross-reference between the documents.

The findings from the review of Overview and Scrutiny Committee are personally reported by the chair of the committee to the council's Executive Committee and remedial action taken when appropriate.

All members will play a really important role as the recovery process develops, particularly in terms of community support and community contact. Members have been instrumental in terms of helping to develop strong links with many businesses and voluntary and community groups during the pandemic. We need to capture this community spirit and use it to help in the recovery phases, together with the local knowledge that members have. By utilising our Council Plan priorities for the Recovery Plan framework, Executive Committee members will have a lead role in the recovery process as it relates to their portfolio.

Whilst Covid-19 has, and continues to present us with unprecedented challenges, we hope there will be no secondary local or national outbreaks however, we have to be prepared for this. We have a Local Outbreak Management Plan (LOMP) overseen by the Director of Public Health at Gloucestershire County Council, that we would initiate should there be a need to do so. Our recovery plan needs to be dynamic and flexible, and actions may need to change, should there be a need to return to 'response' mode at any point in the future.

Should you require any further information about the recovery plan, please contact:

**Graeme Simpson, Head of Corporate Services**  
Email: [corporateservices@teWKesbury.gov.uk](mailto:corporateservices@teWKesbury.gov.uk)





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Produced: July 2020

# Finance & Asset Management Recovery Plan 2020-21

## 1. COVID-19 impact on services

### Asset Management

- Cemeteries adaptation to online services and new procedures for burial attendance
- Assisting with the County 'excess death cell'
- Closure of the leisure centre and planning for re-opening
- Play areas closed
- Car parks – temporary removal of payment facilities, introduction of new payment system, COVID compliance
- General maintenance delayed due to limited and redeployed resources i.e. Car park machines, property maintenance
- Homeless Properties delayed transfer
- Closure of offices to all but essential staff
- Facilitating equipment requirements for home workers across the organisation
- No site visits to commercial property portfolio requiring new methods to inspect
- New arrangements for post
- Rent negotiations due to COVID

### Financial Services

- Monitoring the financial impact of Covid-19 on the Council's budget
- Completion of several monthly financial returns
- Significant resources redeployed to the Business Cell and COVID-19 grants processing– meaning workload has increased and non critical work has been left
- Managing cash flows with increased grants income and expenditure
- Changes to the budget as a result of financial impact of Covid-19
- Reduction in support to teams (particularly as projects were put on hold during April to July)
- Housing Benefit audit testing has not been commenced.
- Audit timetable for the Statement of Accounts has been extended to October 2020
- Projects within Finance such as Cashless Public Service Centre and Office 365 have been delayed.
- Greater support for services struggling with access to systems or diverted to direct Covid related activities

## 2. Recovery actions

| Action   | Purpose  | Date to be achieved                | Governance                              |
|--|--|------------------------------------|---|
| <b>Property</b>  |  |                                    |   |
| Reintroduction of staff and public to the offices following COVID 19 | <ul style="list-style-type: none"> <li>• To ensure the building is safe for visitors and staff to visit and operate in the building</li> </ul> | Dependent on Government guidelines | Actions to be agreed by Management Team |
| New procurement system introduced which requires                     | <ul style="list-style-type: none"> <li>• To ensure all services meet the current legislation for the</li> </ul>                                | October 2020                       | Asset Management with Lead Member       |

# Finance & Asset Management Recovery Plan 2020-21

| Action   | Purpose   | Date to be achieved                | Governance                                  |
|--|---|------------------------------------|---|
| a new approach to training and operation   | procurement for goods and services  |                                    |   |
| Agree financial compensation for the operator of Tewkesbury Leisure Centre                     | <ul style="list-style-type: none"> <li>To comply with contractual requirements and ensure the viability of the operator</li> </ul>  | July 2020                          | Asset Management with Lead Member           |
| Agree and monitor the Tewkesbury Leisure Centre recovery plan in partnership with the operator | <ul style="list-style-type: none"> <li>To enable the centre to be safely opened and available to as many people as possible</li> </ul>                                      | Ongoing                            | Asset Management with Lead Member           |
| Communications supporting the agreed reintroduction of parking charges and enforcement         | <ul style="list-style-type: none"> <li>To minimise the financial impact to the authority and ensure car parks are managed accordingly</li> </ul>                            | July 2020                          | Asset Management with Lead Member           |
| Car parking – tender new contract for cashless parking and introduce COVID 19 safety measures  | <ul style="list-style-type: none"> <li>Offering incentives to use cashless payment systems to protect users of the car parks</li> </ul>                                     | September 2020                     | Asset Management with Lead Member           |
| Extend the contract for the management of homeless properties                                  | <ul style="list-style-type: none"> <li>To ensure continued management of properties prior to transfer to TBC when resources are available</li> </ul>                        | July 2020                          | Asset Management with Lead Member           |
| Re-opening of playgrounds  | <ul style="list-style-type: none"> <li>New procedures to be developed to enable the safe use of playgrounds across the borough</li> </ul>                                   | July 2020                          | Asset Management with Lead Member           |
| Arranging burials and internments in line with Government guidance                             | <ul style="list-style-type: none"> <li>To ensure safe use of our cemeteries</li> </ul>  | Dependent on Government guidelines | Asset Management with Lead Member           |
| Re-let vacant units on top floor of PSC  | <ul style="list-style-type: none"> <li>Due to COVID 19, early break clauses have been exercised therefore additional resource is required to fill the void space</li> </ul> | December 2020                      | Asset Management with Lead Member           |
| High Streets reopening   | <ul style="list-style-type: none"> <li>Assist with the physical measures required with the high streets along with agreeing the terms with County highways</li> </ul>       | Ongoing                            | Town Recovery Cell                          |
| Support the deployment of the climate change action plan                                       | <ul style="list-style-type: none"> <li>To ensure 'green' is a focus of recovery</li> </ul>  | March 2021                         | Flood risk and climate change working group |
| Review and present options for the future of Cleeve Hill golf club                             | <ul style="list-style-type: none"> <li>To ensure a viable and sustainable way forward</li> </ul>  | October 2021                       | Executive Committee                         |

# Finance & Asset Management Recovery Plan 2020-21

| Action  | Purpose   | Date to be achieved | Governance   |
|---|---|---------------------|--|
|   | following the giving of notice by the current tenant  |                     |  |
| Visits to newly acquired commercial property as not possible during lockdown      | <ul style="list-style-type: none"> <li>Build understanding of property and relationships with tenants</li> </ul>  | September 2020      | Asset Management   |
| To re-programme existing Council or Service Plan actions                          | <ul style="list-style-type: none"> <li>To enable the effective management of workload matched to resources available</li> </ul>   | July 2020           | Head of Finance & Asset Management. Council Plan actions to be updated through Performance Tracker |
| <b>Finance</b>  |   |                     |  |
| Monitoring of financial impacts of Covid-19                                       | <ul style="list-style-type: none"> <li>To understand the cost to the Council of the pandemic and ensure appropriate actions are taken</li> </ul>  | Ongoing             | Executive Committee  |
| Completion of all financial data returns relating to Covid-19 as required         | <ul style="list-style-type: none"> <li>To provide Government and others with detailed information on the financial impact of the pandemic</li> </ul>  | Ongoing             | Financial Services with Lead Member  |
| Re-cast the MTFS in light of additional financial pressures arising from Covid-19 | <ul style="list-style-type: none"> <li>To provide the Council with a medium term view of Council finances to enable appropriate actions to be undertaken to ensure a balanced budget</li> </ul>                         | September 2020      | Council  |
| Produce a revised 20/21 budget  | <ul style="list-style-type: none"> <li>Reflect the impact of COVID-19 on the 2020-21 budget</li> </ul>  | September 2020      | Executive Committee  |
| Review treasury management strategy, practices and liquidity requirements         | <ul style="list-style-type: none"> <li>In view of impact on money markets and the Council's financial position to ensure financial impact is minimised and the council remains able to meet its cash demands</li> </ul> | September 2020      | Financial Services with Lead Member  |
| Post payment assurance for COVID-19 business grants                               | <ul style="list-style-type: none"> <li>Process for post payment assurance to be outlined by BEIS in July.</li> </ul>  | November 2020       | Business Cell  |
| Reintegrate resources deployed to support business grants back into Finance       | <ul style="list-style-type: none"> <li>Release pressure on the rest of the team.</li> </ul>   | August 2020         | Financial Services with Lead Member  |
| Undertake Housing Benefit testing required to complete DWP requirements           | <ul style="list-style-type: none"> <li>Testing delayed due to Covid-19. Needs to be undertaken to meet DWP requirements and ensure recovery of sums paid out in HB</li> </ul>   | September 2020      | Financial Services, Revenues & Benefits with Lead Member   |

# Finance & Asset Management Recovery Plan 2020-21

| Action   | Purpose  | Date to be achieved | Governance   |
|--|--|---------------------|--|
| Produce final audited accounts                                     | <ul style="list-style-type: none"> <li>New deadline 30<sup>th</sup> November moved from 31<sup>st</sup> July in response to Covid-19 impacts</li> </ul>  | November 2020       | Audit and Governance Committee   |
| Implementation of ICHRIS   | <ul style="list-style-type: none"> <li>Allowing better remote access to the HR and payroll system for continued homeworking and wider council access</li> </ul>  | August 2020         | Financial Services with Lead Member  |
| Finance processes relating to team and wider council to be updated | <ul style="list-style-type: none"> <li>With wider home working finance need to ensure a seamless, digital back office process for all staff to engage with us and our systems.</li> </ul>  | December 2020       | Financial Services with Lead Member  |
| HR21 implementation  | <ul style="list-style-type: none"> <li>Implementing HR21 would allow staff to submit mileage claims, timesheets digitally and would mean overtime and leave could be authorised through the system. This would update payroll automatically without the need for rekeying data.</li> </ul> | October 2020        | Financial Services, HR with Lead Members   |
| To re-programme existing Council or Service Plan actions           | <ul style="list-style-type: none"> <li>To enable the effective management of workload matched to resources available</li> </ul>  | July 2020           | Head of Finance & Asset Management. Council Plan actions to be updated through Performance Tracker |

# Development Services Recovery Plan 2020-21

## 1. COVID-19 impact on services

- Community Cell, Business Cell affecting delivery of existing priorities
- Focus on Community Help Hub and Shielding the Vulnerable
- Focus on business support, including grants, to enable recovery
- Focus on High Street recovery
- Remote working and collaborative site visits
- Delivery of targeted Covid-19 Growth Hub support and webinars
- Tourist Information Centres temporary closure
- Active Travel Fund bid to support Cycling & Walking
- New ways of working collaboratively with customers including remote site visits
- Designing new processes to support temporary regulations in planning

## 2. Recovery actions

| Action  | Purpose   | Date to be achieved | Governance                                 |
|---|---|---------------------|--|
| <b>Community Development</b>  |   |                     |  |
| Work with partners to address priorities arising from Covid19, particularly focussing on a community approach to mental health, food poverty, social isolation /loneliness and the vulnerable people in our communities | <ul style="list-style-type: none"> <li>• To address needs highlighted through Covid-19, such as social isolation</li> </ul>   | Ongoing             | Locality Partnership<br>CLT<br>Lead Member |
| In line with place approach, develop community principles and approach to working effectively with communities  | <ul style="list-style-type: none"> <li>• Following on from how the council has worked with communities during the pandemic - to take an asset-based approach to working with our communities</li> </ul> | January 2021        | CLT<br>Lead Member                         |
| To enable and support the Voluntary and Community sector develop through the recovery period, including community funding and particularly linking into the upsurge in volunteering                                     | <ul style="list-style-type: none"> <li>• To enable the VCS to access the resources and structures it needs to support the community</li> </ul>  | December 2020       | CLT<br>Lead Member                         |
| Work with NHS, district and county partners on the community resilience recovery county plan  | <ul style="list-style-type: none"> <li>• To take collaborative approach to recovery</li> </ul>  | July 2020           | Community Resilience Cell<br>Lead Member   |

# Development Services Recovery Plan 2020-21

| Action  | Purpose   | Date to be achieved | Governance                               |
|---|---|---------------------|--|
| Work with county and district partners to identify appropriate way forward for Community Help Hub                                 | <ul style="list-style-type: none"> <li>To support community need, volunteering and emergency situations</li> </ul>  | September 2020      | Community Resilience Cell<br>Lead Member |
| Assess the council's local partnerships to ensure they are supporting the Covid-19 response                                       | <ul style="list-style-type: none"> <li>To make best use of the Locality Partnership / Integrated Locality Partnerships</li> </ul>                                 | January 2021        | CLT                                      |
| To work with parishes regarding development of new communities in post Covid environment  | <ul style="list-style-type: none"> <li>Meet community needs through CIL/S106</li> <li>Identify parish priorities</li> </ul>                                       | October 2020        | Lead Member                              |
| Commence organisation of remote seminars to support local organisations e.g. CIL readiness, VCS Forum, Community Funding          | <ul style="list-style-type: none"> <li>Build relationships within the community and help communities to help themselves</li> </ul>                                | November 2020       | Lead Member                              |
| To utilise the community interest in the outdoors, walking and cycling to influence infrastructure and environmental improvements | <ul style="list-style-type: none"> <li>Healthy active lifestyles</li> <li>Attractive natural environment</li> </ul>   | January 2021        | Lead Member                              |
| <b>Economic Development and Tourism</b>   |   |                     |  |
| Economic impact assessment / business engagement to understand needs following Covid-19   | <ul style="list-style-type: none"> <li>To inform ED Strategy</li> </ul>   | Oct 2020            | Lead Member                              |
| Develop revised Economic Development and Tourism Strategy for 2021 - 2025   | <ul style="list-style-type: none"> <li>To identify vision, way forward and priorities to meet the council's growth agenda and council plan</li> </ul>             | June 2021           | Executive Committee                      |
| To provide targeted business support, advice and events through the Growth Hub  | <ul style="list-style-type: none"> <li>To support business recovery and growth</li> </ul>   | July 2021           | Lead Member                              |
| Carry out tourism review  | <ul style="list-style-type: none"> <li>To identify priorities and resources for tourism service</li> <li>To feed into Economic Development and Tourism</li> </ul> | January 2021        | CLT<br>Executive Committee               |

# Development Services Recovery Plan 2020-21

| Action  | Purpose   | Date to be achieved | Governance   |
|---|---|---------------------|--|
|   | Strategy  |                     |  |
| Assess safety of, re-open and grow offer of Tourist Information Centres   | <ul style="list-style-type: none"> <li>To provide help and advice to visitors, and promote the open for business message</li> </ul>   | August 2021         | Reported through Performance Tracker Management Team |
| Review criteria for business grants   | <ul style="list-style-type: none"> <li>To reflect the changing needs of businesses, post Covid-19</li> </ul>  | September 2020      | Executive Committee                                  |
| Work with Tewkesbury Together 2021 committee on their celebrations  | <ul style="list-style-type: none"> <li>To assist in recovery of Tewkesbury Town Centre, and act as a community celebration</li> </ul>   | January 2021        | Lead Member  |
| To support the High Street renewal, incorporating creating action plan for the Re-opening High Streets Safely Fund  | <ul style="list-style-type: none"> <li>To enable the use of High Streets and to support town centre businesses</li> <li>To link in with HAZ</li> </ul>  | July 2020           | Executive Committee                                  |
| <b>Development Management</b>   |   |                     |  |
| Early review of the implemented Transformation Plan   | <ul style="list-style-type: none"> <li>To identify newly established ways of working. Use the learning experience of lockdown to inform ongoing improvements to operational working practices.</li> </ul>       | March 2021          | Lead Member  |
| Planning Committee - Work with Democratic Services, review feedback and agree any permanent positive changes to working practice which might be incorporated into procedures  | <ul style="list-style-type: none"> <li>To improve the customer experience, respond to positive feedback from professional agents and the public about their experience of virtual planning committee</li> </ul> | March 2021          | Chair of Planning Committee                          |
| Review all of the mechanisms, powers and tools at the disposal of the LPA in order to respond positively to the need to bring forward development at pace. This will include Local Development Orders and conditions monitoring | <ul style="list-style-type: none"> <li>To respond positively to the government planning policy paper due to be issued by end of July 2020</li> </ul>  | December 2020       | Lead Member  |
| Work with partners to   | <ul style="list-style-type: none"> <li>To ensure that the</li> </ul>  | December            | Lead Member  |

# Development Services Recovery Plan 2020-21

| Action   | Purpose  | Date to be achieved | Governance  |
|--|--|---------------------|-------------|
| Implement a programme of training for officers to ensure they have the skills necessary to respond to the upcoming changes to the planning system  | Development Management Team can respond positively to the introduction of new legislation, regulations and policy and be early adopters of new procedures and practice   | 2020                |             |
| Expand and improve the information service offered to businesses as part of the Growth Hub offer. Improvement will be informed by new ways of working. EG topic-based planning advice through webinars | <ul style="list-style-type: none"> <li>Support the economic recovery and using resources efficiently to have maximum impact</li> </ul>   | March 2020          | Lead Member |
| <b>Planning Policy including the Joint Core Strategy</b>   |  |                     |             |
| Review of the Statement of Community involvement (SCI) to respond to the temporary regulation changes and identify new ways of community engagement taking advantage of digital media                  | <ul style="list-style-type: none"> <li>This piece of work has close links with the work of the Community Development Team and will be informed by their relationship and partnership building work during COVID-19 as well as the need to ensure an inclusive approach to Community involvement</li> </ul> | December 2020       | Lead Member |
| Commence the delayed housing and employment monitoring programme which was delayed due to COVID-19   | <ul style="list-style-type: none"> <li>To ensure we have the most up to date information to inform our five-year housing land supply position</li> </ul>   | August 2020         | Lead Member |
| Complete a programme management piece of work across all policy workstreams including Local Plan, Joint Core Strategy, M5Junction 10, Garden Towns and Heritage Action Zone                            | <ul style="list-style-type: none"> <li>Co-ordinate timetables to maximise efficiencies and resource planning and efficiencies. The context is to be in a position to respond positively to the forthcoming government economic recovery programme and growth strategy.</li> </ul>                          | March 2020          |             |

# Corporate Services Recovery Plan 2020-21

## 1. COVID-19 impact on services

- All internal audit work currently suspended – team re-deployed.
- ICT support to homeworking including mass deployment of laptops.
- Significant support to Democratic Services on virtual committee meetings.
- Development of COVID-19 microsite and associated on-line forms.
- HR organisational support including new and amended policies.
- Communications team bolstered through redeployment and creation of a new cell.
- Significant increase in customer contact for Revenues & Benefits team.
- 30% increase in council tax reduction scheme caseload.
- Number of Revenues and Benefits officers deployed to the Business Cell.
- All customer services advisors homeworking – closure of PSC and areas offices.
- Officers representing the council on County Cells.
- Support to new recovery framework.

## 2. Recovery actions

| Action   | Purpose   | Date to be achieved | Governance   |
|--|---|---------------------|--|
| <b>Internal Audit</b>  |   |                     |  |
| Review agreed internal audit recommendations.  | <ul style="list-style-type: none"> <li>To establish with services that implementation dates remain feasible and recommendations remain relevant.</li> </ul> | September 2020      | All recommendations are presented to CMT and reported to Audit and Governance Committee when they are followed up.                                   |
| Produce a new 6 monthly IA plan (Sept-March).  | <ul style="list-style-type: none"> <li>A risk based plan that is reflective of the 'new' internal control environment.</li> </ul>                           | September 2020      | IA plan endorsed by CMT and approved by Audit and Governance Committee.  |
| Review actions within the team's Quality Assurance and Improvement Programme (QAIP). | <ul style="list-style-type: none"> <li>To establish implementation dates remain feasible.</li> </ul>  | October 2020        | QAIP is presented on an annual basis to Audit and Governance Committee.  |
| Review work programme of Audit and Governance Committee.                             | <ul style="list-style-type: none"> <li>Re-establish meetings and committee's work agenda.</li> </ul>  | September 2020      | Audit and Governance Committee.  |
| <b>Corporate</b>   |   |                     |  |
| Produce a new GDPR action plan.  | <ul style="list-style-type: none"> <li>Re-establish the importance of GDPR and mitigate the risk of future data breaches.</li> </ul>                        | August 2020         | Action plan monitored by internal Information Board. Internal Audit provides assurance to Audit and Governance Committee on general GDPR compliance. |

# Corporate Services Recovery Plan 2020-21

| Action   | Purpose   | Date to be achieved | Governance  |
|--|---|---------------------|---|
| Facilitate review and update of corporate risk register including consideration of a separate COVID-19 recovery risk register.             | <ul style="list-style-type: none"> <li>Corporate risks are adequately identified, evaluated, managed and reported.</li> </ul>   | September 2020      | Register is reviewed regularly by CMT and reported to each Audit and Governance Committee.    |
| Development of performance tracker for new council plan (2020-2024).   | <ul style="list-style-type: none"> <li>Tracker to reflect new actions including feasible target dates in light of response to COVID-19 and review of Key Performance Indicators to ensure they remain relevant.</li> </ul>  | July 2020           | Tracker will continue to be reviewed on a quarterly basis by Overview and Scrutiny Committee. |
| Development of a recovery tracker for the new corporate recovery plan.   | <ul style="list-style-type: none"> <li>To document actions, implementation dates and responsibility for implementation so assurance can be obtained that actions are being delivered.</li> </ul>  | September 2020      | Tracker will be presented on a quarterly basis to Overview and Scrutiny Committee.            |
| Support Gloucestershire Counter Fraud Unit (CFU) in reviewing their annual work programme.   | <ul style="list-style-type: none"> <li>Draft programme that was to be approved by Audit &amp; Governance Committee will need re-visiting to establish if activities remain relevant and milestones are achievable.</li> </ul>   | September 2020      | Revised plan will be approved by Audit and Governance Committee.                              |
| Upon receipt of the Local Government Association (LGA) peer challenge report implement an action plan to deliver the recommendations made. | <ul style="list-style-type: none"> <li>When the report is received it will have a number of recommendations. An action plan to implement those recommendations will be required. Consideration will need to be given to feasible implementation dates and how they may fit into the council's recovery plan.</li> </ul> | September 2020      | Action plan will be approved by Council.  |
| Produce 2019/20 Annual Governance Statement (AGS).   | <ul style="list-style-type: none"> <li>Production of AGS is a statutory requirement. It is approved at the same time as the council's Statement of Accounts. CIPFA have issued guidance on how to reference COVID-19 in this year's AGS.</li> </ul>   | September 2020      | Approved by Audit and Governance Committee.   |

# Corporate Services Recovery Plan 2020-21

| Action  | Purpose  | Date to be achieved | Governance  |
|---|--|---------------------|---|
| <b>Customer Services</b>  |  |                     |   |
| Determine viability of re-opening Advice and Information Centres. (initial intention was to set up an O&S working group to look at this longer term)                    | <ul style="list-style-type: none"> <li>To ascertain if this is still a safe and effective way to engage with our customers.</li> </ul>                 | August 2020         | Internal management decision. Update to Lead Member.  |
| Support Property Services to produce a plan for the re-opening of the building to customers.  | <ul style="list-style-type: none"> <li>To provide a safe and effective way to engage with our customers.</li> </ul>                                    | July 2020           | Internal management decision. Update to Lead Member.  |
| <b>ICT</b>  |  |                     |   |
| Continued support to homeworking.   | <ul style="list-style-type: none"> <li>All staff are able to work from home effectively.</li> </ul>  | March 2021          | Heads of Service will monitor.                        |
| Finalise deployment of mobile phone roll out.   | <ul style="list-style-type: none"> <li>To ensure all business related activity is undertaken on TBC equipment.</li> </ul>                              | December 2020       | ICT Technical Board                                   |
| Review ICT team structure.  | <ul style="list-style-type: none"> <li>Look to improve the effectiveness and individual skills of the team.</li> </ul>                                 | March 2021          | ICT Technical Board and Transform Working Group       |
| Implement ICT Technical Board   | <ul style="list-style-type: none"> <li>To provide challenge and advocacy to strategic ICT matters.</li> </ul>  | August 2020         | Terms of reference approved by management team        |
| Review all actions within the ICT strategy Year 1 action plan.  | <ul style="list-style-type: none"> <li>Ascertain if implementation dates remain feasible and re-prioritise actions where necessary.</li> </ul>         | August 2020         | Transform Working Group                               |
| In relation to cyber security, a programme of training, awareness and technical knowledge is appropriately conveyed across all levels of the council including Members. | <ul style="list-style-type: none"> <li>To protect the council from potential cyber security threats.</li> </ul>  | March 2021          | ICT Technical Board                                   |
| <b>Revenues and Benefits</b>  |  |                     |   |
| Look at ways to improve council tax and business rates income.  | <ul style="list-style-type: none"> <li>Maximise council tax and business rates collection rate.</li> </ul>   | March 2021          | KPI reported to Overview and Scrutiny Committee.      |
| Continued support to the Business Cell.   | <ul style="list-style-type: none"> <li>Remaining eligible businesses receive grants they are entitled to and provide support to the quality</li> </ul> | September 2020      | Regular reporting to management team and Lead Member. |

# Corporate Services Recovery Plan 2020-21

| Action   | Purpose  | Date to be achieved | Governance  |
|--|--|---------------------|---|
|  | assurance and debt recovery and clawback phase of the scheme.  |                     |   |
| Recruit to the Business Intelligence post.   | <ul style="list-style-type: none"> <li>Maximise council tax and business rates income and verify accuracy of the rating list and valuation list.</li> </ul>  | October 2020        | Post approved through budget setting.   |
| Re-instigate and deliver e-billing project.  | <ul style="list-style-type: none"> <li>Efficiency savings and contribution to the green agenda i.e. reduction in paper.</li> </ul>   | February 2021       | Update to Transform Working Group   |
| Continue to support economically vulnerable residents through the council tax hardship fund. | <ul style="list-style-type: none"> <li>Working age council tax reduction claimants continue to be provided with support.</li> <li>Use any remaining grant allocation to provide support through a Local Welfare scheme or suitable alternative.</li> </ul> | October 2020        | Lead Member update plus Executive Committee approval if a new scheme is required. |
| <b>Human Resources</b>   |  |                     |   |
| Develop workforce development strategy action plan – year 2.                                 | Prioritise key actions for the remaining part of 2020/21 that support the principles of the strategy and support organisational recovery from COVID-19.  | March 2021          | Annual report to Overview and Scrutiny Committee.                                 |
| Work with Property, Comms and MT to position the council for a more agile future:            |  |                     | Corporate Management Team/Trade Union Liaison Group/Transform Working Group       |
| Conducting all staff survey, analysis and action on results                                  | <ul style="list-style-type: none"> <li>Engage and understand the challenges and opportunities for the future.</li> </ul>   | August 2020         |   |
| Development of Agile Working Policy  | <ul style="list-style-type: none"> <li>Create a clear framework for agile working.</li> </ul>  | September 2020      |   |
| Provide training for managers and staff on remote working                                    | <ul style="list-style-type: none"> <li>Equip everyone with key skills for the future. Sustain a safe and healthy workplace and provide reassurance to staff.</li> </ul>  | March 2021          |   |
| Work with Comms on initiatives to maintain the council's culture.                            | <ul style="list-style-type: none"> <li>Ensure that what makes the council great is maintained</li> </ul>   | December 2020       |   |

# Corporate Services Recovery Plan 2020-21

| Action  | Purpose  | Date to be achieved | Governance  |
|---|--|---------------------|---|
| Look to take forward opportunities to digitise elements of the service.   | <ul style="list-style-type: none"> <li>Create efficiencies and free up capacity</li> </ul>   | March 2021          | Annual report to Overview and Scrutiny Committee (as part of workforce development strategy update)<br>Transform Working Group for individual projects. |
| Provide support to Property Services for the safe integration of staff returning to work.   | <ul style="list-style-type: none"> <li>Sustain a safe and healthy workplace and provide reassurance to staff.</li> </ul>   | August 2020         | Corporate Management Team   |
| <b>Overview and Scrutiny</b>  |  |                     |   |
| Work with Democratic Services, other services and Chair of Overview & Scrutiny Committee to reshape the committee's work programme. | <ul style="list-style-type: none"> <li>There will be slippage within the programme so will need to re-prioritise the work for this municipal year. This will need to consider the demands upon services.</li> </ul>  | August 2020         | Work programme will be approved by Overview and Scrutiny Committee.   |
| <b>Communications</b>   |  |                     |   |
| To continue to provide support to both internal and external communication related matters.   | <ul style="list-style-type: none"> <li>Communication will be essential on recovery, routine business, project related work and ongoing COVID response so that staff, members, residents, businesses and communities are kept up to date on council matters.</li> </ul> | March 2021          | Is dependent upon the type of communication. Press releases are signed off at least by Head of Service and lead member.                                 |
| Review year one of the Communication Strategy action plan.  | <ul style="list-style-type: none"> <li>The new strategy was approved in February 2020. The year one action plan will need to be revisited to determine feasibility of delivery.</li> </ul>   | September 2020      | Overview and Scrutiny Committee receive an annual report on delivery of the action plan.  |
| Produce a late summer edition of Tewkesbury Borough News.   | <ul style="list-style-type: none"> <li>To promote the response and recovery of council services to our residents.</li> </ul>   | August 2020         | Management team agree articles for publication.   |
| <b>Business Transformation</b>  |  |                     |   |
| To set up the new Business Transformation Team (BTT) and the team's priorities.   | <ul style="list-style-type: none"> <li>This was on the cusp of being launched in April. BTT will be pivotal to the delivery of the council's digital strategy and support other services in their recovery.</li> </ul>   | August 2020         | The work of the team will be reported through the Transform Working Group.  |

# Community Services Recovery Plan 2020-21

## 1. COVID-19 impact on services

### *Environmental Health & Licensing*

- Interim manager in post
- New EHO recruited and started end of April
- Service review implemented end of April working across 3 districts for all functions
- Majority of staff working remotely
- No proactive food inspection carried out since March 2020 – current backlog of approximately 160 premises. Authority was unable to meet its 2019-20 inspection target for high - medium risk businesses due to the Covid outbreak.
- Food sampling and complaint work has stopped
- All health & safety inspections now Covid related. The authority was unable to complete its normal 2019/20 health and safety inspection programme because of Covid
- No LAPC inspection carried out – 6 inspections remain from the 2019/20 programme
- Limited air quality monitoring – diffusion tubes have not been changed for April, May & June 2020
- Limited number of DFG's processed
- Increase in the number of fly tipping, bonfire and noise complaints
- Limited number of prosecutions progressed including significant cases.
- Ongoing high call on services to undertake Covid 19 work including Business Restrictions regulations and outbreak management
- Pent up demand for licence applications
- No Licensing reviews carried out
- No Licensing inspections carried out
- No new PHV driver licences processed
- Service review of licensing capacity, fees, online applications under Business Transformation not commenced
- Taxi & PHV policy review delayed
- Policy for Mobile Homes Act 2013 not commenced

### *Housing & Homelessness*

- All staff working remotely, this causes some problems due to the nature of the client group they deal with and the conversations they are having.
- No physical checking of documents to assess eligibility
- High number of rough sleepers and homeless in hotel accommodation (Countywide issue)
- Shortage of accommodation (particularly one bed)
- Interim manager in post

### *Community Safety*

- Increased number of anti-social behaviour complaints
- Delays in developing ASB case management system

### *Waste & Recycling*

- Increase in recycling contamination
- Significantly increased levels of waste generated
- Trade waste review delayed
- Greater demand for bin deliveries and bulky waste services and review on hold
- Street cleansing review delayed
- Equipment purchases delayed due to time and suppliers furloughed
- Client staff working remotely with occasional office, site visits and audits
- Appointment of waste officer post delayed due to time constraints
- Some suppliers for recycling services suspended (textile recycling)
- Increase in street litter, litter bin usage and fly tips

# Community Services Recovery Plan 2020-21

- Grounds maintenance – tree risk assessments to resume
- Waste and resource policies, reviews, agreements and projects all need to be completed within the next 18 months.

## 2. Recovery actions

| Action  | Purpose  | Date to be achieved | Governance   |
|---|--|---------------------|--|
| <b>Environmental Health</b>   |  |                     |  |
| Review the implemented service delivery arrangements for efficiency and effectiveness, making adjustments as required   | <ul style="list-style-type: none"> <li>To establish a robust service delivery mechanism considering training needs and responsibilities</li> </ul>   | August 2020         | Head of Community Services   |
| Undertake an assessment of the tasks below versus the current staffing and additional demand of Covid-19 work to ascertain whether additional resource needs to be brought into the team. This will need to consider advice from various bodies e.g. PHE, FSA, HSE etc on demand for undertaking routine investigations | <ul style="list-style-type: none"> <li>To identify the work demands on the team and ascertain whether the current staffing structure can cope with expected and additional demand.</li> </ul>                                    | August 2020         | CLT / MT / Lead Member   |
| Respond to localised outbreaks of Covid-19  | <ul style="list-style-type: none"> <li>EH departments are expected to assist PHE with the management of localised Covid-19 outbreaks</li> </ul>  | 12-18 months        | Public Health England<br>Head of Community Services                                |
| Respond to single cases of Covid-19 in workplaces   | <ul style="list-style-type: none"> <li>EH departments are expected to respond to, and risk assess single cases of Covid-19 in workplaces</li> </ul>  | 12-18 months        | Public Health England<br>Head of Community Services                                |
| Provide advice on infection control and social distancing to business premises that are reopening   | <ul style="list-style-type: none"> <li>The EH department will play a key role in providing advice and support to local businesses</li> </ul>   | 12 – 18 months      | Public Health England<br>Health and Safety Executive<br>Head of Community Services |
| Participate in the Gloucestershire wide recruitment of additional EHOs to support Covid-19 outbreak management work   | <ul style="list-style-type: none"> <li>EH departments are expected to assist PHE in the management of localised Covid-19 outbreaks. Funding is available to recruit additional officers for this, subject to approval</li> </ul> | August 2020         | Public Health England<br>Head of Community Services                                |

# Community Services Recovery Plan 2020-21

| Action  | Purpose  | Date to be achieved | Governance  |
|---|--|---------------------|---|
| Review the ability of the team to respond to other infectious disease reports including the additional ask of PHE (SW) to undertake additional investigations to release pressure on Health Protection Teams until September 2020   | <ul style="list-style-type: none"> <li>Establish the number of infectious disease notifications received other than Covid-19 and assess the resources required to deal effectively with these</li> </ul>   | September 2020      | Public Health England Head of Community Services.   |
| Review backlog of food hygiene inspections cancelled or delayed due to lockdown in terms of risk and prepare an action plan to address the backlog.   | <ul style="list-style-type: none"> <li>To identify food premises that are overdue a food hygiene inspection and prioritise premises for inspection based on risk and in accordance with advice provided by the Food Standards Agency</li> </ul>                      | September 2020      | Food Standards Agency returns and audits. Report in performance tracker on % of premises that are below score of 3. |
| Review status of proactive health and safety inspection programme and prepare revised work programme. Undertake spot checks of businesses at request of HSE. Analyse the potential increase in inspections required via spot checks | <ul style="list-style-type: none"> <li>To identify and prioritise inspections that have been displaced by the Covid-19 outbreak work and put in place an action plan to address the backlog and account for increase in requirements</li> </ul>                      | September 2020      | Health & Safety Executive (HSE) returns   |
| Assess the potential nuisance arising from an increase in private parties and celebrations following the end of lockdown  | <ul style="list-style-type: none"> <li>To identify the potential demand on the team in terms of nuisance complaints, arising from increased numbers of domestic parties.</li> <li>Include the department's ability to respond to out of hours complaints.</li> </ul> | September 2020      | Head of Community Services  |
| Undertake an assessment of the potential increase in nuisance complaints arising from planned community parties and celebrations following the Covid-19 lockdown  | <ul style="list-style-type: none"> <li>To identify the potential demand on the service in terms of nuisance complaints and health and safety advice arising from an increase in community events</li> </ul>  | July 2020           | Head of Community Services  |

# Community Services Recovery Plan 2020-21

| Action  | Purpose   | Date to be achieved | Governance  |
|---|---|---------------------|---|
| Review the status of existing large-scale event applications  | <ul style="list-style-type: none"> <li>To establish the level of resources required to effectively deal with large events including the availability of appropriate personnel to chair SAG meetings</li> </ul>                      | August 2020         | Gloucestershire Safety Advisory Group<br>Head of Community Services |
| Review the impact of the reduction in air quality monitoring during the Covid-19 outbreak period                    | <ul style="list-style-type: none"> <li>To assess the impact of the reduced monitoring on the ability of the council to deliver its air quality management obligations and to respond to requests regarding exposure data</li> </ul> | September 2020      | DEFRA<br>Head of Community Services                                 |
| Review the status of the pollution permit inspection programme  | <ul style="list-style-type: none"> <li>To establish the level of resources required to complete permit inspections that were delayed because of Covid-19 and inspections that are due for the rest of 2020/21</li> </ul>            | September 2020      | Head of Community Services.   |
| Undertake an assessment of the Disabled Facility Grant (DFG) workload following resumption of normal services       | <ul style="list-style-type: none"> <li>To assess the impact of an increase in DFG referrals following the return to normal service</li> </ul>   | September 2020      | Head of Community Services  |
| Review the status of significant enforcement cases that have been put on hold because of Covid-19                   | <ul style="list-style-type: none"> <li>To assess the impact of the delay on the investigation and the resources required to progress the cases further</li> </ul>   | July 2020           | Head of Community Services  |
| Review the status of planning application consultation responses  | <ul style="list-style-type: none"> <li>To assess the potential impact of a large volume of planning application responses once the planning section returns to normal</li> </ul>  | September 2020      | Head of Community Services<br>Head of Development                   |
| Review the backlog of licensing applications and establish whether we currently have the resource to deal with this | <ul style="list-style-type: none"> <li>To establish the number of outstanding licence applications and assess the capacity of the Licensing Team to process the applications</li> </ul>   | July 2020           | Head of Community Services<br>Chair of Licensing Committee          |
| Review number of outstanding Licensing reviews  | <ul style="list-style-type: none"> <li>Establish a timetable for completion with Democratic Services</li> </ul>   | July 2020           | Licensing Committee<br>Head of Community Services                   |
| Review the skills and capacity to carry out inspections of licensed premises, including skin                        | <ul style="list-style-type: none"> <li>Establish capacity and skills in EH and Licensing Teams to operate an inspection regime</li> </ul>   | September 2020      | Licensing Committee<br>Head of Community Services                   |

# Community Services Recovery Plan 2020-21

| Action  | Purpose  | Date to be achieved | Governance  |
|---|--|---------------------|---|
| piercing and caravan sites  |  |                     |   |
| Assess need and arrangements for on-site meetings with applicants for new PHV driver licences processed   | <ul style="list-style-type: none"> <li>Establish new operating methods for applications and availability to meet on site.</li> </ul>   | July 2020           | Head of Community Services<br>Head of Property Services                         |
| Review Service to assess licensing capacity, review fees, and develop online applications under Business Transformation   | <ul style="list-style-type: none"> <li>To establish a robust online application regime, review fee setting to meet regulatory requirements and ensure service operates effectively and efficiently. Establish interim arrangements for redirection of callers to website via customer services.</li> </ul> | December 2020       | Licensing committee<br>Head of Community Services                               |
| Review consultation outcomes and apply to Taxi & PHV policy   | <ul style="list-style-type: none"> <li>To establish and adopt an up to date Taxi and PHV policy</li> </ul>   | December 2020       | Head of Community Services<br>Licensing committee                               |
| Develop and implement a Policy for Mobile Homes Act 2013  | <ul style="list-style-type: none"> <li>To establish a complaint regime and apply fees</li> </ul>   | December 2020       | Head of Community Services<br>Licensing Committee                               |
| <b>Housing</b>  |  |                     |   |
| <b>Note: all entries below are highly speculative and draft. At the time of writing, it is not known if CEAP will be cancelled nor when, or what the landscape of funding looks like over the next year, what changes RP's might be prepared to make to their operational methods, etc.</b> |  |                     |   |
| Undertake an assessment of the tasks below versus the current staffing and additional demand of Covid-19 work to ascertain whether additional resource needs to be brought into the team. This will need to take into consideration the county wide rough sleeper initiative                | <ul style="list-style-type: none"> <li>To identify the work demands on the team and ascertain whether the current staffing structure can cope with expected and additional demand</li> </ul>   | August 2020         | CLT / MT / Lead Member  |
| Building on the Local Housing Needs Assessment and start developing the Tewkesbury Borough Housing Strategy for 2021 onwards  | <ul style="list-style-type: none"> <li>The current strategy runs until 2021 and will need further development in light of the LHNA and the revised Council Plan.</li> </ul>  | March 2021          | Head of Community Services / Lead Member / O&S Committee / Executive / Council. |

# Community Services Recovery Plan 2020-21

| Action  | Purpose  | Date to be achieved   | Governance  |
|---|--|---|---|
| <b>DEMAND - RESOURCES</b>   |  |   |   |
| <p>Decision taken on whether or not to end the current CEAP approach of providing accommodation to everyone who is roofless, regardless of eligibility or priority need or whether we have discharged our statutory duties.</p> <p>This needs to be decided at the start because it affects everything else.</p> <p>Switching off CEAP will need a lengthy slow-down period; Autumn time probably. When the NTQ restrictions are lifted there is likely to be a flood of new applicants, both priority and non-priority. Politically it might be more acceptable to provide accommodation to all of this cohort, including the non-priority need section and then close off CEAP.</p> | <ul style="list-style-type: none"> <li>• The scale and nature of the resources needed over the coming 12-18 months are vastly different depending on whether or not CEAP is cancelled or continued. It is difficult to accurately plan without a decision on this being in place along with a timescale for its closure.</li> <li>• CEAP is currently placing a huge demand on resources across the county with no end date. Continuing with this approach will require a fundamental reshaping of how housing advice services operate.</li> <li>• If continuing, then extra funds and extra accommodation will be needed because the number of people approaching will not cease. It is indicating a genuine level of housing need which until now was ignored because it was largely outside of statutory accommodation duties.</li> <li>• Managing the accommodation requires: accommodation management staff, resident management staff (for support and move on) and accommodation itself.</li> <li>• Legal advice will be needed because if we continue to accommodate people outside of the statutory duty framework then if we make a decision a person does not like, then there is no framework to guide how it is done nor what recourse the person has. The only option</li> </ul> | <p>ASAP – end of July 2020 at the latest for a decision on whether or not to continue</p> | <p>Head of Community Services / MT / CLT &amp; Lead Member.</p> |

# Community Services Recovery Plan 2020-21

| Action   | Purpose  | Date to be achieved   | Governance                    |
|--|--|---|-------------------------------|
|  | is judicial review. Local legal firms could have a field day and we cannot afford to be fighting judicial reviews. We would then be stuck with applicants with no way to discharge any duty to them, just an ongoing cost.   |   |                               |
| Complete the assessment of the size of the 'hidden' demand from held back possession orders. This is based on returns from social landlords, private landlords and tenants, to build an estimate of held-back demand | <ul style="list-style-type: none"> <li>This is a housing demand which will hit the service once the current restrictions on evictions are lifted. An early estimate will help us to plan what resources are required to deal with this demand.</li> </ul>  | End of July 2020 for report to be issued  | Head of Service / Lead Member |
| At least one more housing officer likely to be needed to cope with the sudden increase in demand once NTQ / Possession order restrictions are needed in September  | <ul style="list-style-type: none"> <li>The service is going to experience a sudden spike in demand when eviction restrictions are lifted and will require extra officers to deal with this. This is on top of the increased demand from the CEAP approach.</li> <li>The service is already dealing with higher numbers in temporary accommodation than we have seen in over a year. This will only increase until/unless CEAP is switched off</li> <li>How long a temporary officer is required for likely depends heavily on whether a CEAP approach is cancelled or continued</li> </ul> | September 2020 to begin recruiting with a person in place before the end of the month | Head of Service / MT          |
| Extend the contract for the current Private Sector officer and extend the remit of the role to include focussing on relocating applicants to other parts of the UK   | <ul style="list-style-type: none"> <li>The current officer's contract runs until the end of November.</li> <li>The need for this kind of specialised role is continual.</li> <li>With regard to relocating applicants, there is likely to be a significant time</li> </ul>   | By October 2020   | Head of Service / MT          |

# Community Services Recovery Plan 2020-21

| Action  | Purpose  | Date to be achieved  | Governance                 |
|---|--|--|----------------------------|
|   | between the local demand and any kind of local housing supply being able to meet this demand. Other locations in the UK will have lower demand and greater supply  |  |                            |
| <b>APPROACH – REMOTE AND NEW BAU</b>  |  |  |                            |
| Support for staff to work safely and effectively from home or a rota for return to the office as a priority. Provision of full office equipment for staff to work safely and effectively from home: such as large monitors, desks, chairs, phones, headsets, risers. Specific, separate and secure broadband connections to officer's homes, specifically for work use only (Wiltshire did this) or at the very least, subsidies for staff's home broadband and heating bills | <ul style="list-style-type: none"> <li>The current situation is not sustainable as not all officers have suitable home-work environments (working from their bed for example, other residents, lack of privacy for sensitive conversations and work, lack of secure storage).</li> <li>Post Autumn, heating bills will rise significantly if staff are predominantly at home rather than in an office.</li> <li>Broadband usage, phone usage not always unlimited and work use should be subsidised if not provided separately.</li> </ul> | Solution agreed by November 2020<br>Implementation may take longer depending on the solution   | Head of Community Services |
| Development of 'doc-drop' locations where applicants can get documents scanned, copied and emailed to us. Locations based as much as possible on heat map of where applicants come from. Libraries, health centres, etc are possible facilities. Local newsagents with a copier could also be included. Would help local businesses by providing an extra reason for people to visit them.<br><br>Agile approach recommended with   | <ul style="list-style-type: none"> <li>Applicants currently submitting documents by taking photographs on their phones and emailing them in. They are rarely legible, and jpg's require time consuming processing to convert into single pdf documents for easier handling.</li> </ul>   | Trial location confirmed by October 2020<br><br>Trial facility in place by January 2021<br><br>Timescale re further facilities dependent on learning from trial but by June 2021 for public sector facilities and December 2021 for private facilities | Head of Community Services |

# Community Services Recovery Plan 2020-21

| Action   | Purpose   | Date to be achieved  | Governance                             |
|--|---|--|--|
| <p>trialling in one location first to iron out any difficulties and learn what is needed. Communications will be required to publicise the facility, posters, website pages to promote etc.</p>                        |   |  |  |
| <p>Setting up of alternative locations around the borough from which face to face interviews can be carried out.</p>   | <ul style="list-style-type: none"> <li>Avoids all visits focussed on the office – risky to applicants and staff. Enables staff to work remotely more easily and is easier for applicants to be interviewed closer to where they live.</li> </ul>  | <p>Trial location confirmed by October 2020</p> <p>Trial facility in place by January 2021</p>   | <p>Head of Community Services</p>      |
| <p>Pool Cars: system needs some reviewing and also the mileage allowance may need to be revised to allow staff to use own vehicles. Electric bikes could potentially be an option and possibly cheaper than a car.</p> | <ul style="list-style-type: none"> <li>Current system is currently based on people taking trips from and back to the office. If staff working remotely for days at a time, this doesn't fit.</li> </ul>   | <p>Solution agreed by October 2020 (solution in place by date likely to depend on the solution)</p>  | <p>Head of Community Services / MT</p> |
| <p>Finalise a system of how housing staff will work from the office and how the office can be made available for individual housing staff to use as an alternative work environment one day per week.</p>              | <ul style="list-style-type: none"> <li>This needs to be managed to ensure a limited and known number of officers in the office at any one time, who is there, when and for what and in a way that is visible to all other staff/housing officers.</li> <li>We could use the office for staff to come in - to get away from home environments - to work and use the office resources, with a maximum of one or two officers in at a time. This would give some benefits to ameliorate the dispersed working whilst still minimising the risk of cross infection if only 2 staff were allowed into the office on the same day. If limited to just one officer in at any one time this would still provide significant benefits to each</li> </ul> | <p>System finalised by August 2020</p> <p>Implementation by October 2020 depending on building works required (dependence on third parties could cause delay here)</p> | <p>Head of Community Services</p>      |

# Community Services Recovery Plan 2020-21

| Action  | Purpose   | Date to be achieved  | Governance                                      |
|---|---|--|---|
|   | <p>officer if making use of this facility. We could coordinate this internally very easily. This is dependent on what the organisation's plans are regarding the building and what other teams intend on doing.</p>   |  |   |
| <p>Development of the housing section of website to provide a) more accessible assistance and information for those in housing need and b) greater functionality such as document uploading (excluding jpgs), chat functionality, online homeless applications.</p> | <ul style="list-style-type: none"> <li>For understandable reasons, the current housing service has developed with face to face interviews taking place at TBC offices at its core. There exists great potential for making interaction with the service much easier for customers without the need to travel to the central offices.</li> </ul>   | <p>Availability of third party resources required to confirm dates. Three phases: December 2020</p> <p>June 2021</p> <p>For different functionalities</p>              | <p>Head of Community Services</p>               |
| <p>Reinstatement of face2face team meetings once a week, socially distanced. Not necessarily at TBC offices</p>   | <ul style="list-style-type: none"> <li>To recognise the social and psychological importance of physical contact, the positive impact this has on the sense of being part of a team and the ease of communication it allows. With the tremendous amount of change in work approach that is going to be required, enabling face to face meetings and workshops will make it far easier to discuss, develop and coordinate this work.</li> </ul> | <p>System finalised by August 2020</p> <p>Implementation by October 2020 depending on building works required (dependence on third parties could cause delay here)</p> | <p>Head of Community Services</p>               |
| <p>The service to operate with slightly restricted operating hours: from 10 until 4 (with an all-day emergency service)</p>   | <ul style="list-style-type: none"> <li>This allows time for a morning coordination meeting, an essential part of managing any dispersed team but particularly so when remote working is new to all of the team members. It also allows time to deal with any end of day emergency presentations whilst other agencies are still open to enable enquiries or bookings to be made later</li> </ul>  | <p>From August 2020 unless made a dependency on website functionality then would depend on what functionality was required to shorten office hours.</p>                | <p>Head of Community Services / Lead Member</p> |

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| Action  | Purpose   | Date to be achieved   | Governance   |
|---|---|---|--|
|   | <p>than this time and the Out of Hours service will be triggered to book anyone roofless that night into accommodation.</p> <ul style="list-style-type: none"> <li>Restricted hours respect the fact that normal work activities may take longer when working remotely, particularly in the early stages when tech-teething problems are most likely to be experienced.</li> </ul>          |   |  |
| <b>SUPPLY - ACCOMMODATION</b>   |   |   |  |
| <p>Even if CEAP is being cancelled – it is likely that we need to lease some small hotels and staff - all self-contained, as a staging post until other more settled options become available. We have info on what is available and possible cost though not final figures as these will be subject to negotiation</p> | <ul style="list-style-type: none"> <li>At the end of September, all of the held back NTQ's can be acted on via possession orders. It is expected to result in a sudden flood of homelessness from both priority need and non-priority households. Who we house depends on the decision around CEAP but there is very likely to be a surge in demand for temporary accommodation.</li> </ul> |   | <p>Head of Community Services / Supply cell / MT / Lead Member</p> |
| <p>Examining what land, we have that 'pop-up-type houses could be built on to accommodate singles in particular (the biggest cohort of CEAP) (recently done in Cambridge)</p> <p>Identification of land options to be done by/with Property Services</p>  | <ul style="list-style-type: none"> <li>This could provide a short-term rapid solution to the immediate housing need.</li> </ul>   |   | <p>Head of Community Services / Supply cell / MT / Lead Member</p> |
| <p>Working with RP's to significantly increase the provision of social rent units specifically. Both one bedroom accommodation and social rent levels are already a focus for us when negotiating</p>   | <ul style="list-style-type: none"> <li>Increasing the supply longer term will provide more resilience and enable us to consider alternative ways of working in the future.</li> </ul>   | <p>Work on this will be ongoing but an initial exercise to seek opportunities will be completed</p> | <p>Head of Community Services / Supply cell / MT / Lead Member</p> |

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| Action   | Purpose   | Date to be achieved   | Governance  |
|--|---|---|---|
| Affordable Housing contributions. Future sites through 'normal' delivery methods on major developments can take 2-5 years to provide results with rural sites often even longer.                         |   | September 2020  |   |
| We hold commuted sums that can be used for the provision of Affordable Housing in Tewkesbury Borough. These can be used to support RPs. Will need to further reach out to RP's and promote.              | <ul style="list-style-type: none"> <li>These properties would have to be delivered as longer-term Affordable Housing units initially but could be leased for temporary accommodation or 'Housing First' model units once delivered. This process would be in the longer-term category as it relates to new builds.</li> </ul> | Work on this will be ongoing but an initial exercise to seek opportunities will be completed September 2020 | Head of Community Services / Supply cell / MT / Lead Member |
| If a provider (P3, Rooftop, CCP?) could be found to manage units then TBC could spot purchase properties as Affordable Housing and lease them to be managed in whatever form would be appropriate.       | <ul style="list-style-type: none"> <li>This option would bring properties online much more quickly and would provide a capital investment for TBC.</li> </ul>   | Work on this will be ongoing but an initial exercise to seek opportunities will be completed September 2020 | Head of Community Services / Supply cell / MT / Lead Member |
| Another source of accommodation could be from RPs existing stock. If they could make current provision available outside of usual lettings procedures then this could be another short-term option.      | <ul style="list-style-type: none"> <li>Although potentially another quick option, this would impact on provision for other cohorts as stock would be removed from circulation.</li> </ul>   | Work on this will be ongoing but an initial exercise to seek opportunities will be completed September 2020 | Head of Community Services / Supply cell / MT / Lead Member |
| Another option for use of commuted sums could be to get 'additionality' on a site through spot purchasing units from a developer. These funds could also be used to convert tenure types from Affordable | <ul style="list-style-type: none"> <li>Any of these pre-existing sites would be further ahead in the planning process so maybe closer to 6 months to 2 years for results.</li> </ul>  | Work on this will be ongoing but an initial exercise to seek opportunities will be completed                | Head of Community Services / Supply cell / MT / Lead Member |

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| Action  | Purpose   | Date to be achieved   | Governance                               |
|---|---|---|--|
| Rents to Social Rents on developments already in progress   |   | September 2020  |  |
| Pursue local private rented sector initiative. Incentives and structure are now in place. Has been held back by lockdown but agencies now beginning to reopen and landlords open to offers  | <ul style="list-style-type: none"> <li>Private sector is an essential part of rehousing plans. From our role in the countywide scheme we have a ready-made structure of incentives for landlords</li> </ul>   | From now PRSO is already in talks with agents and landlords | Head of Community Services / Lead Member |
| <b>RISKS</b>  |   |   |  |
| <b>See related risk register</b>  |   |   |  |
| <b>Community Safety</b>   |   |   |  |
| Undertake an assessment of the tasks below versus the current staffing and additional demand of Covid-19 work to ascertain whether additional resource needs to be brought into the team.   | <ul style="list-style-type: none"> <li>To identify the work demands on the team and ascertain whether the current staffing structure can cope with expected and additional demand.</li> </ul>   | August 2020   | CLT / MT / Lead Member                   |
| Develop the ASB case management system / database.  | <ul style="list-style-type: none"> <li>To allow ASB to be properly tracked and intelligence gathered to focus resource.</li> </ul>  | March 2021  | Head of Community Services / Lead Member |
| <b>Waste, recycling &amp; grounds maintenance</b>   | Purpose   | Date  | Governance                               |
| Undertake an assessment of the tasks below versus the current staffing and additional demand of Covid-19 work to ascertain whether additional resource needs to be brought into the team.   | <ul style="list-style-type: none"> <li>To identify the work demands on the team and ascertain whether the current staffing structure can cope with expected and additional demand.</li> </ul>   | August 2020   | CLT / MT / Lead Member                   |
| All waste streams have seen an increase in usage as people work from home more and the schools are closed. This is causing some challenges. Project team to review the challenges posed and | <ul style="list-style-type: none"> <li>Ensure the services and resources are able to meet the greater demand. Higher tonnages and more participation in recycling services. Food waste in particular, has seen an increase. Residual waste is increasing as well. Review</li> </ul> | Ongoing as trends continue                                  | Head of Community Services / Lead Member |

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| Action  | Purpose   | Date to be achieved | Governance                               |
|---|---|---------------------|--|
| likelihood of the timeframes (i.e. ongoing or just C19)   | vehicle capacity and opportunities to increase capacity at low costs within existing arrangements.  |                     |  |
| MRF contracted services procurement   | <ul style="list-style-type: none"> <li>This project cannot be delayed as there is not a desire to extend on the current contract. A waste consultant procurement specialist has been appointed to provide industry support and insight on how best to proceed with this contract.</li> </ul>  | March 2021          | Head of Community Services / Lead Member |
| Increase in blue bin recycling contamination is causing the contractor to review TBC material and has rejected 2 loads in June.   | <ul style="list-style-type: none"> <li>This may be due to people not having enough refuse capacity, not understanding recycling properly if they are doing more or because someone in the home is doing the recycling as everyone is at home. There is usually a person who manages the refuse and recycling at home. A new bin sticker is being designed to help people recycle properly.</li> </ul> | September 2020      | Head of Community Services / Lead Member |
| The Trade waste review has been delayed. APSE have carried out some preliminary work on this. The service has been impacted following Covid-19 lockdown and many businesses have suspended the service. | <ul style="list-style-type: none"> <li>Reengage with APSE to commence the next phase of the review looking at options available for the services in light of Covid-19 recovery and businesses need / new need.</li> </ul>   | December 2020       | Overview & Scrutiny Committee            |
| Bulky waste and bin delivery service has seen a surge in demand.  | <ul style="list-style-type: none"> <li>The bulky waste review needs to be resumed so the service can ensure recycling takes place, that the service can manage the demands and neither the bin or bulky delivery service reputation is impacted by the increase in demand and the inability to provide a regular service with reasonable lead times.</li> </ul>                                       | April 2021          | Programme Board                          |

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| Action   | Purpose  | Date to be achieved | Governance  |
|--|--|---------------------|---|
| Street cleansing review  | <ul style="list-style-type: none"> <li>The service review has been delayed as the staff have been implementing the Covid-19 response and ensuring that the collection operates safely and effectively. The review has restarted in late June 2020 with some positive steps to improve the services. As the service review scope expands, there are opportunities to improve and develop other services which causes delays but will provide greater improvements in the long run. The sweeper routes review will be drawn up in line with the new sweeper purchase (item below) rather than the current asset which is due to be replaced this year</li> </ul> | June 2021           | Head of Community Services / Lead Member              |
| Equipment purchases – grounds and street cleansing   | <ul style="list-style-type: none"> <li>There are items in the fleet and equipment procurement and replacement plan for 2020-21. There may be a slight delay in these being purchased as staff are working remotely, some sales businesses have back logs following lockdown closures. Trials have begun to sample different vehicles and equipment, specifications soon to be drawn up and options of machinery and assets appraised</li> </ul>  | April 2021          | Head of Community Services / Head of Finance & Assets |
| Client and contract monitoring staff continue to work remotely but are still able to carry out socially distanced site visits and inspections and audits | <ul style="list-style-type: none"> <li>One waste officer post to be recruited. This is taking longer than anticipated due to extra workload due to Covid-19 and move from the JWT back into the council</li> </ul>   | September 2020      | Head of Community Services / Lead Member              |
| Recycling contract and recycled paper market still problematic   | <ul style="list-style-type: none"> <li>Although the market issues not majorly impacted by Covid-19, the ability to monitor the contract</li> </ul>   | September 2020      | Head of Community Services / Lead Member              |

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|---|--|---------------------|---|
|   | <p>way which would be preferable during this contract issue is not able to happen e.g. inspecting operations, monitoring batch tests and material outputs. This will hopefully resume in July / August. Contractual discussions still ongoing via web calls and conference calls.</p>  |                     |   |
| <p>Grounds maintenance project to work with communities for more joined up working on grass cutting is delayed but potential to start up again this summer with a view to completing for next year's season</p> | <ul style="list-style-type: none"> <li>• Trials possible with some local communities with a view to roll out to others dependant on their success / lessons learned. Partnerships with Registered Providers, other LAs, parishes etc.</li> </ul>   | <p>April 2021</p>   | <p>Head of Community Services / Lead Member / Dept Services Working Group</p> |
| <p>Grounds maintenance tree inspections</p>   | <ul style="list-style-type: none"> <li>• A review of the land and tree inspection schedule to take place to review the risk scores in line with the Tree Inspection Policy.</li> </ul>   | <p>October 2021</p> | <p>Head of Community Services / Property / Lead Member</p>                    |
| <p>Waste strategies, agreements and service reviews and projects</p>  | <p>There are a number of countywide projects and waste agreements that require the council's input and monitoring over the next few months to years:</p> <ul style="list-style-type: none"> <li>• Waste transfer arrangements</li> <li>• Waste procurement projects</li> <li>• Contract appraisals</li> <li>• Incentive agreements and payment mechanism monitoring</li> <li>• National resources and waste strategy consultations</li> <li>• Countywide waste and resources strategy and consultation</li> <li>• Local and countywide communications campaigns for waste minimisation and recycling</li> <li>• Formation of the new Gloucestershire Resource and Waste Partnership</li> </ul> | <p>October 2021</p> | <p>Head of Community Services / Lead Member</p>                               |