

29 June 2021

<b>Committee</b>	Executive
<b>Date</b>	Wednesday, 7 July 2021
<b>Time of Meeting</b>	2:00 pm
<b>Venue</b>	Tewkesbury Borough Council Offices, Severn Room

## **ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND**

### **Agenda**

#### **1. ANNOUNCEMENTS**

When the continuous alarm sounds you must evacuate the building by the nearest available fire exit. Members and visitors should proceed to the visitors' car park at the front of the building and await further instructions (during office hours staff should proceed to their usual assembly point; outside of office hours proceed to the visitors' car park). Please do not re-enter the building unless instructed to do so.

In the event of a fire any person with a disability should be assisted in leaving the building.

#### **2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

To receive apologies for absence and advise of any substitutions.

#### **3. DECLARATIONS OF INTEREST**

Pursuant to the adoption by the Council on 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.



	Item	Page(s)
4.	<b>MINUTES</b>  To approve the Minutes of the meeting held on 2 June 2021.	1 - 7
5.	<b>ITEMS FROM MEMBERS OF THE PUBLIC</b>  To receive any questions, deputations or petitions submitted under Rule of Procedure 12.  <i>(The deadline for public participation submissions for this meeting is 1 July 2021)</i>	
6.	<b>EXECUTIVE COMMITTEE FORWARD PLAN</b>  To consider the Committee's Forward Plan.	8 - 16
7.	<b>COUNCIL PLAN PERFORMANCE TRACKER AND COVID-19 RECOVERY TRACKER - QUARTER FOUR 2020/21</b>  To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter four performance management and recovery information.	17 - 116
8.	<b>FINANCIAL OUTTURN REPORT (INCLUDING CAPITAL FINANCING AND EARMARKED RESERVES)</b>  To consider the Council's financial outturn and approve the transfers to and from earmarked reserves.	117 - 142
9.	<b>CARBON REDUCTION ACTION PLAN</b>  To note the progress made in in delivering the year 1 action plan; to approve the year 2 action plan; and to recommend to Council the inclusion of a permanent Carbon Reduction Programme Officer post within the ongoing base budget of the Council from April 2022.	143 - 161
10.	<b>A417 MISSING LINK</b>  To note the update on the A417 Missing Link Development Consent Order process and to delegate authority to the Head of Development Services, in consultation with the Leader of the Council, and the Lead Member for the Built Environment, the decisions needed to agree the Statement of Common Ground and the Local Impact Report on the scheme with Highways England.	162 - 167
11.	<b>INITIAL PROPOSALS FOR NEW PARLIAMENTARY CONSTITUENCY BOUNDARIES IN THE SOUTH WEST REGION</b>  To consider what, if any, representation the Committee may wish to make on the Boundary Commission's proposals for new Parliamentary constituencies in the Gloucestershire and Wiltshire sub-region.	168 - 179

**12. SEPARATE BUSINESS**

The Chairman will move the adoption of the following resolution:

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

**13. SEPARATE MINUTES**

180 - 183

To approve the separate Minutes of the meeting of the Committee held on 2 June 2021.

**DATE OF NEXT MEETING****WEDNESDAY, 1 SEPTEMBER 2021****COUNCILLORS CONSTITUTING COMMITTEE**

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

**Substitution Arrangements**

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

**Recording of Meetings**

In accordance with the Openness of Local Government Bodies Regulations 2014, please be aware that the proceedings of this meeting may be recorded and this may include recording of persons seated in the public gallery or speaking at the meeting. Please notify the Democratic Services Officer if you have any objections to this practice and the Chairman will take reasonable steps to ensure that any request not to be recorded is complied with.

Any recording must take place in such a way as to ensure that the view of Councillors, Officers, the public and press is not obstructed. The use of flash photography and/or additional lighting will not be allowed unless this has been discussed and agreed in advance of the meeting.

## TEWKESBURY BOROUGH COUNCIL

**Minutes of a Meeting of the Executive Committee held at the Council Offices,  
Gloucester Road, Tewkesbury on Wednesday, 2 June 2021 commencing  
at 2:00 pm**

### **Present:**

Chair  
Vice Chair

Councillor R A Bird  
Councillor J R Mason

### **and Councillors:**

G F Blackwell, M Dean, M A Gore, E J MacTiernan, M G Sztymiak and R J E Vines

### **EX.1 ANNOUNCEMENTS**

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

### **EX.2 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

2.1 Apologies for absence were received from Councillors D J Harwood, C Softley and R J Stanley. There were no substitutions for the meeting.

### **EX.3 DECLARATIONS OF INTEREST**

3.1 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.

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

### **EX.4 MINUTES**

4.1 The Minutes of the meeting held on 31 March 2021, copies of which had been circulated, were approved as a correct record and signed by the Chair.

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

5.1 There were no items from members of the public.

### **EX.6 EXECUTIVE COMMITTEE FORWARD PLAN**

6.1 Attention was drawn to the Committee's Forward Plan, circulated at Pages No. 9-17. Members were asked to consider the Plan.

6.2 A Member referred to the item due to be considered on 7 July 2021 entitled 'A417 Missing Link Development Consent Order' and questioned what this was about. In response, the Head of Development Services advised that the Order would be submitted to the Planning Inspectorate and, as part of that process, Tewkesbury Borough, Cotswold District and Gloucestershire County Councils had been working with Highways England on a Statement of Common Ground and it was that which Members would be considering at the Executive Committee. If it was agreed it would mean those issues would not need to be discussed at the examination. Another Member referred to the Tewkesbury Shop Front Design Guidance

Supplementary Planning Document and queried whether it would be for Tewkesbury Town or Boroughwide. In response, the Head of Development Services explained that, historically, the document was related to the Heritage Action Zone (HAZ) funding but in actual fact it would be for the whole Borough so that would need to be clarified in the report.

6.3 Accordingly, it was

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

**EX.7 LOCAL AUTHORITY REMOTE MEETINGS: GOVERNMENT CALL FOR EVIDENCE**

7.1 The report of the Head of Democratic Services, circulated at Pages No. 18-25, asked Members to approve the Council's response to the government consultation entitled Local Authority Remote Meetings: Call for Evidence.

7.2 The Borough Solicitor advised that the Regulations which had been introduced to enable meetings to be held remotely had expired on 7 May 2021 and the government had now issued a consultation paper asking for evidence on local authority remote meetings. The intention was that it would gain an understanding of how much, if any, appetite there was for remote meetings to continue, either solely or in a hybrid way, and therefore how any primary legislation should be drafted. The report before Members had been drafted from the Officer perspective of how the meetings had been administered and comments received from Members over the last year and the Committee was asked to add the Member perspective should they so wish; there was of course no requirement for the Council to make a submission should that be the Committee's choice.

7.3 The Chair welcomed comments; he knew there were a wide variety of views and felt it would be a good idea for them to be shared and then encapsulated at the end. During the discussion which ensued, a Member expressed the view that the report was a fair assessment of the issues but felt there was room to clarify the issues that some members of the public had experienced when trying to access public speaking remotely at Planning Committee. He also questioned whether the Council was considering introducing the option of webcasting its meetings. In response, the Borough Solicitor confirmed that this was being considered and the costs being calculated for further discussion.

7.4 One Member expressed the view that the questions put forward in the consultation were not very balanced. He felt remote meetings were leading the Council into Members being isolated in their homes with no contact with fellow Councillors. Meetings had tended to take longer as some had difficulty accessing them meaning they did not commence on time and the requirement to take the vote by asking each Councillor in turn to state for, against or abstain took a long time. He agreed that the Council should be webcasting meetings, as it provided more opportunity for members of the public to observe, but he would not want to see a situation where all meetings became remote – although he could see the scope for smaller, one-to-one type meetings to be held in that way. In terms of costs, whilst he could see there would be reductions there would also have been costs and this was not something which was mentioned within the consultation document. Referring to the benefits in terms of climate change, it was the case that people working from home were using their vehicles less but, of course, those that walked, cycled or had electric vehicles were already reducing their carbon footprint. He also felt that being made to work from home could cause a strain on family life due to the inconvenience for other family members of having to avoid certain rooms or being quiet at different times so as not to disturb meetings. In particular, he had missed the contact with other Councillors and Officers which was gained from

seeing each other face to face.

7.5 Referring to the questions asked within the consultation, a number of Members felt the report did that well. It was accepted that remote meetings did not suit everyone but there were those that it worked for really well in terms of being able to better fit life and work together; particularly where they had a lot of Parish Meetings to attend and could do so without taking up a lot of time driving from home to the meetings. One Member expressed the view that the answer to question five was incorrect and that Members had not had difficulties gauging the 'mood in the room' at remote meetings; she asked for that point to be removed.

7.6 The Chair advised that, from his perspective, he had found working remotely a challenge and, if it was expected that Members would continue to work from home, there were certainly some who would need additional equipment which would come at an extra cost. Furthermore, he felt that remote meetings had possibly inhibited some Members from speaking and therefore stifled some of the debate which would have been had if a meeting had been held in a face to face forum. He also felt the Council had moved to a recorded vote system by default in the way the vote had to be taken when working remotely which was an unintended consequence – in his view this was unfortunate and made the meetings take much longer.

7.7 Accordingly, it was

**RESOLVED:**

That the Council's response to the consultation entitled Local Authority Remote Meetings: Call for Evidence be delegated to the Borough Solicitor, in consultation with the Leader of the Council, taking account of the Committee's discussion, including:

- Delete the first bullet point in response to Q5 and replace with wording to indicate that Members missed the informal exchanges they were able to have when meeting in person.
- Expand on the point that members of the public had encountered some issues with accessing Zoom meetings when speaking at Committee.
- Include reference to there being additional costs of remote meetings as well as savings.
- Reflect both sides of the arguments for and against hybrid meetings e.g. improved work/life balance / not always conducive to individual domestic circumstances of participants.
- While there was no evidence that some Members were not participating in remote meetings in the same way they would if the meetings were held in person, there was concern expressed that there may be reticence on the part of some Members to participate.
- The Council had moved to a recorded vote by default which was not the right thing from a Constitutional point of view but also it lengthened the meeting process considerably.

**EX.8 COMMUNITY GOVERNANCE REVIEW**

8.1 The report of the Head of Democratic Services, circulated at Pages No. 26-35, sought approval for the commencement of a Boroughwide Community Governance Review. Members were asked to agree to the Review; approve the Terms of Reference as attached to the report; and authorise the Borough Solicitor to determine the membership of the Working Group, in consultation with the Leader of the Council following nominations from Group Leaders.

8.2 The Borough Solicitor explained that the Council was now the responsible body for undertaking a Community Governance Review in its area with the advice being to undertake a review every 10 to 15 years. Tewkesbury Borough Council's last full review had been undertaken in 2003 and a lot of development had taken place in the interim which had given rise to a number of anomalies meaning that some houses next to each other were in different Parishes - this caused confusion for residents and resulted in issues at election time for people attending the wrong polling station because their actual polling station was further away than the one geographically closer to them. To begin the review process, the Committee had to determine the Terms of Reference and then work could commence immediately to ensure any changes could be made in time for the next Borough and Parish elections in 2023. The next stage would be to consult the people affected, including the electorate, the County Council and Parish and Town Councils. Once those responses were received, some proposals could be formed for the Working Group to consider. In terms of the Working Group membership, it was suggested that seven Councillors would be ideal and that, preferably, they would be people that had an interest in the topic as it would involve quite a lot of work in a short time. The Working Group would then make proposals to Executive Committee to make a recommendation to Council which could include things like changing the name of a Parish, merging Parishes, agreeing a different number of Councillors. A Member questioned whether the population increases following development would be looked at as part of the review and it was confirmed that they would – although population was not a determining factor in the same way as it had been when the Borough Wards were reviewed. The Borough Solicitor expressed the view that there was never a good time to undertake a review as the amount of development would always change but now would be the best time to ensure any changes could be made for the next election cycle. The Member also noted that Parishes already struggled to get enough Councillors to be quorate so this would need to be taken into account if it was decided that numbers needed to change. The Borough Solicitor agreed that this was a relevant consideration. She reminded Members that the Community Governance Review would only look at Parish boundaries and any consequential amendments to Borough Wards – it would not review the Borough Wards or District Boundaries.

8.3 Accordingly, it was

**RESOLVED:**

1. That the commencement of a Boroughwide Community Governance Review be **AGREED**.
2. That the draft Terms of Reference, attached to the report at Appendix 1, be **APPROVED**.
3. That a Community Governance Review Working Group consisting of seven Members be established, with those Members being nominated by Group Leaders, and that authority to determine the membership of the Working Group be delegated to the Borough Solicitor, in consultation with the Leader of

the Council.

## **EX.9 WELCOME BACK FUND**

- 9.1 The report of the Head of Development Services, circulated at Pages No. 36-39, outlined the purpose of the Welcome Back Fund and asked Members to delegate authority to the Head of Development Services, in consultation with the Leader of the Council, to develop and implement the action plan arising from the fund, or subsequent funds, or vary it in response to circumstances which may arise as a consequence of the need to reopen 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.
- 9.2 Members were advised that the Welcome Back Fund built on the Reopening High Streets Safely Fund which had been announced in May 2020 and provided Councils across England with a share of the European Regional Development Fund to support the safe and continued return to High Streets. From 16 April, local authorities could spend the money on eligible activities and claim it back from the Ministry for Housing, Communities and Local Government in arrears – Tewkesbury Borough Council had been awarded funding of £84,931. The fund could be used to boost the look and feel of the High Streets by investing in street planting, parks, green spaces and seating areas to make High Streets welcoming; run publicity campaigns and prepare to hold events that would boost footfall and encourage people back into High Streets thereby supporting local businesses; install and refresh signage and floor markings to encourage social distancing and safety; and improve green spaces on High Streets and town centres by planting flowers or removing graffiti. As part of the plans for the next stage, there would be engagement with the Parish/Town Councils in Bishop’s Cleeve, Tewkesbury and Winchcombe – being the towns with High Streets in the Borough – as well as other stakeholders such as the business community and the County Council. Following that engagement, a revised grant action plan would be produced which would outline the measures planned and the delegation which was requested by the report would enable the Council to implement any new measures quickly and efficiently.
- 9.3 During the brief discussion which ensued, a Member questioned how much of the funding was left and was advised that there was around £35,000 for the Council to spend by March 2022. The terms of the fund were very specific but Officers were looking at other funding streams for use in other areas across the Borough which did not qualify for the Welcome Back funding.
- 9.4 Accordingly, it was

**RESOLVED:** That authority be delegated to the Head of Development Services, in consultation with the Leader of the Council, to make the decisions needed to develop and implement the action plan arising from the Welcome Back Fund, or subsequent funds, 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 the authority to enter into agreements, notices and other legal documents as necessary.

**EX.10 DECISION TAKEN UNDER URGENCY POWERS - HERITAGE ACTION ZONE FUNDING**

10.1 The report of the Chief Executive, circulated at Pages No. 40-44, advised Members of a decision taken under the urgency powers set out in Part 3 of the Constitution as required by the Constitution. The Committee was asked to note the decision taken.

10.2 The Head of Development Services explained that in 2019 the Council had been successful in its bid for Housing Action Zone (HAZ) status for Tewkesbury Town focussing on revitalising the High Street. This was a four year programme which had been due to start in April 2020; however, due to the COVID-19 pandemic this had been put back to September 2020. The Council had worked with Historic England to make it aware of the Officer resource which had been diverted and the reason for the need to delay the HAZ work. However, at short notice, the Council had been asked to pull together an action plan to take the programme forward and that decision had been taken under urgency powers in consultation with the Lead Members for Community, Economic Development/Promotion and Built Environment. Historic England had agreed the action plan which had focused on the public realm, shop front improvements, traditional skills and upper floor conversions and a Programme Manager had been employed.

10.3 In response to a query, the Head of Development Services undertook to circulate the action plan for information. The intention was for 23/24 shopfront improvements which would be applied for on a grant-based approach for repair rather than redecoration; 3/4 upper floor conversions which Officers would be keen to explore with Registered Social Landlords for affordable housing units; traditional skills such as carpentry; and to work with the owner and developers on how to make improvements to Healings Mill and remove barriers to development. In response, a Member questioned who would teach the traditional skills and how they would be funded. She also expressed great concern about the current situation with Healings Mill and the surrounding buildings which were falling further and further into disrepair and dilapidation. Planning permission for some of the buildings had lapsed without any action being taken and they were now dangerous as well as being an eyesore. She understood that the owner had received offers for some of the buildings but had wanted to sell it as a whole project - this would be very difficult as that would be incredibly expensive. The Head of Development Services explained that £10,000 had been allocated to the traditional skills element but she would have to respond following the meeting as to who would be providing the training. In terms of Healings Mill, this was a massive project and Officers were trying to work with agents to move it forward but this was a very slow process. Another Member suggested that footfall could be improved with the inclusion of a trail like the Cirencester hares with a launch at Tewkesbury Abbey to bring together heritage and shopping in Tewkesbury Town. The Head of Development Services welcomed any ideas Members may have and advised that everything would be considered.

10.4 Accordingly, it was

**RESOLVED:** That the decision taken by the Chief Executive, in consultation with the Lead Members for Community, Economic Development/Promotion and Built Environment, as set out at Appendix 1 to the report, be **NOTED**.

**EX.11 SEPARATE BUSINESS**

11.1 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.12 SEPARATE MINUTES**

12.1 The separate Minutes of the meeting held on 31 March 2021, copies of which had been circulated, were approved as a correct record.

**EX.13 FINANCIAL SUPPORT FOR CROWN CLOSE REDEVELOPMENT BY ROOFTOP HOUSING FROM COMMUTED SUMS FUNDS**

*(Exempt –Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 –Information relating to the financial or business affairs of any particular person (including the authority holding that information))*

13.1 Members agreed to support the request for financial support from commuted sums funds for redevelopment at Crown Close by Rooftop Housing Association.

The meeting closed at 4:30 pm

**EXECUTIVE COMMITTEE FORWARD PLAN 2021/22**

**REGULAR ITEM:**

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

<p><b><u>Additions to 7 July 2021</u></b></p> <ul style="list-style-type: none"> <li>• Climate Change Strategy Annual Report.</li> <li>• Parliamentary Constituency Boundaries Consultation.</li> </ul> <p><b><u>Deletions from 7 July 2021</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>
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**Committee Date: 1 September 2021**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Financial Update – Quarter One 2021/22.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
∞ <b>Proceeds of Crime and Anti-Money Laundering Policy.</b>	<b>To approve the Money Laundering Policy following a recommendation from the Audit and Governance Committee.</b>	<b>Head of Corporate Services.</b>	<b>Yes – Moved from June meeting to enable consideration by the Audit and Governance Committee in July.</b>
Internet and Social Media Investigation Policy.	To approve the Internet and Social Media Investigation Policy following a recommendation from the Audit and Governance Committee.	Head of Corporate Services.	No.
<b>Shop Front Design Guidance Supplementary Planning Document (SPD).</b>	<b>To agree the document for the purposes of consultation.</b>	<b>Planning Policy Manager.</b>	<b>Yes, from July to enable the inclusion of comments from Members.</b>
<b>Heritage Strategy.</b>	<b>To seek approval for consultation</b>	<b>Planning Policy Manager.</b>	<b>Yes, from July to enable the inclusion of comments from Members.</b>

Changes from previously published Plan shown in bold

**Committee Date: 1 September 2021**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
<b>Managing Contractors Safely Policy.</b>	<b>To approve the Policy.</b>	<b>Head of Community Services.</b>	<b>No.</b>
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.

(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).

<b>Committee Date: 6 October 2021</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter One 2021/22.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter one performance management and recovery information.	Head of Corporate Services.	No.
<b>Fixed penalty policy and fine levels for environmental offences.</b>	<b>To approve the fixed penalty policy and the fine levels for environmental offences.</b>	<b>Head of Community Services.</b>	<b>No.</b>

**Committee Date: 17 November 2021**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Financial Update – Quarter Two 2020/21.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
<b>Absence Management Policy</b>	<b>To approve the Absence Management Policy.</b>	<b>Head of Corporate Services.</b>	<b>No.</b>
<b>Redundancy and Redeployment policy</b>	<b>To approve the Policy.</b>	<b>Head of Corporate Services.</b>	<b>No</b>
<b>Allocations Policy</b>	<b>To approve the Policy.</b>	<b>Head of Corporate Services.</b>	<b>No.</b>
<b>Tree Safety Management Policy.</b>	<b>To approve the Policy.</b>	<b>Head of Finance and Asset Management.</b>	<b>No.</b>
<b>Environmental Health Enforcement Policy.</b>	<b>To approve the Environmental Health Enforcement Policy.</b>	<b>Head of Community Services.</b>	<b>No.</b>
<b>Planning Service Review Action Plan.</b>	<b>To consider the Planning Service Review Action Plan.</b>	<b>Head of Development Services.</b>	<b>No.</b>
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.

(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).

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Committee Date: 5 January 2022

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Medium Term Financial Strategy (Annual).	To recommend to Council the adoption of the five-year MTFs which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.	Head of Finance and Asset Management.	No.
Housing Strategy Monitoring Report (Annual).	To approve the Housing Strategy Monitoring Report.	Housing Services Manager.	No.
Treasury and Capital Management (Annual) (Policies including Capital Strategy, Investment Strategy, Minimum Revenue Provisions and Flexible use of Capital receipts).	To approve and recommend approval to Council, a range of statutorily required policies and strategies relating to treasury and capital management.	Head of Finance and Asset Management.	No.
<b>Social Media Policy and Guidelines.</b>	<b>To approve the Social Media Policy and Guidelines.</b>	<b>Head of Corporate Services.</b>	<b>No.</b>
<b>Discretionary Rate Relief Policy.</b>	<b>To consider the Discretionary Rate Relief Policy.</b>	<b>Head of Corporate Services.</b>	<b>No.</b>
<b>Procurement Strategy.</b>	<b>To approve the Procurement Strategy.</b>	<b>Head of Finance and Asset Management.</b>	<b>No.</b>
<b>Sandbag Policy.</b>	<b>To approve the Sandbag Policy.</b>	<b>Head of Community Services.</b>	<b>No.</b>

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<b>Committee Date: 2 February 2022</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Budget 2022/23 (Annual).	To recommend a budget for 2022/23 to the Council.	Head of Finance and Asset Management.	No.
Financial Update - Quarter Three 2021/22.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Two 2021/22.	To receive and respond to the findings of the Overview and Scrutiny Committee’s review of the quarter two performance management and recovery information.	Head of Corporate Services.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

<b>Committee Date: 2 March 2022</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
<b>Digital Strategy.</b>	<b>To approve the Digital Strategy.</b>	<b>Head of Corporate Services.</b>	<b>No.</b>
<b>Asset Management Strategy.</b>	<b>To approve the Asset Management Strategy.</b>	<b>Head of Finance and Asset Management.</b>	<b>No.</b>
<b>Housing Strategy.</b>	<b>To approve the Housing Strategy.</b>	<b>Head of Community Services.</b>	<b>No.</b>
<b>Action for Affordable Warmth 2013-18.</b>	<b>To consider and approve.</b>	<b>Head of Community Services.</b>	<b>No.</b>
<b>Tewkesbury Borough Council domestic waste and recycling collection services policy and procedures.</b>	<b>To consider and approve.</b>	<b>Head of Community Services.</b>	<b>No.</b>
<b>Equalities and Diversity Policy.</b>	<b>To approve the Equalities and Diversity Policy.</b>	<b>Head of Corporate Services.</b>	<b>Moved from September meeting to enable a bid for consultant funding to undertake work on equalities.</b>

**Committee Date: 30 March 2022**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Three 2021/22.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management and recovery information.	Head of Corporate Services.	No.
Council Plan 2020/24 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	Head of Corporate Services.	No.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2021/22.	Head of Corporate Services.	No.
<b>Car Parking Strategy.</b>	<b>To approve the Car Parking Strategy.</b>	<b>Head of Development Services.</b>	<b>No.</b>
<b>Economic Development and Tourism Strategy.</b>	<b>To approve the Strategy.</b>	<b>Head of Development Services.</b>	<b>No.</b>

15

**PENDING ITEMS**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Date Item Added to Pending</b>
Spring Gardens Regeneration Phase 1a report.	To agree the recommendation of the preferred option for the regeneration of Spring Gardens.	4 September 2019
Parking Strategy Review.	To consider the recommendations from the Overview and Scrutiny Committee.	6 January 2020
Parking Strategy Review.	To consider the statutory responses to the Parking Strategy Review.	6 January 2020
Council Plan 2020/24 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	3 February 2021
COVID-19 Corporate Recovery Plan Refresh	To consider the COVID-19 Corporate Recovery Plan.	3 February 2021

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	7 July 2021
<b>Subject:</b>	Council Plan Performance Tracker and COVID-19 Recovery Plan Tracker 2020/21 (Qtr4)
<b>Report of:</b>	Chair of Overview and Scrutiny Committee
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Members:</b>	Leader of the Council
<b>Number of Appendices:</b>	Three

**Executive Summary:**

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

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

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

Key financial information is usually reported alongside the tracker documents but given the complexities of year end closedown this information is not yet available. The outturn reports will be presented to Executive in July and the Statement of Accounts will go to the Audit and Governance Committee in September.

This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee. At Overview and Scrutiny Committee on 8 June 2021, consideration was given to the quarter four performance management information for 2020/21. The observations made by the Committee can be found in Appendix 1. The Council Plan performance tracker can be found at Appendix 2 and the corporate recovery plan tracker can be found at Appendix 3.

**Recommendation:**

**To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter four performance management and recovery information.**

**Reasons for Recommendation:**

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

**Resource Implications:**

None directly associated with this report other than to note that a number of actions have been impacted by the Council's response to COVID-19.

**Legal Implications:**

None directly associated with this report.

**Risk Management Implications:**

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

**Performance Management Follow-up:**

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

**Environmental Implications:**

None directly associated with this report.

**1.0 INTRODUCTION/BACKGROUND**

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

- 1.2** Since the approval of the new Council Plan, the Council’s response to the COVID-19 pandemic has meant that resources have been prioritised and deployed to support staff, residents, businesses and communities whilst maintaining core service delivery. Whilst COVID-19 continues to present the Council with significant challenges, a corporate COVID-19 recovery plan has been established to address those challenges. The plan has been designed around the six priorities of the Council Plan as despite COVID-19 the strategic priorities of the Council remain the same. Similar to the Council Plan, the recovery plan has a number of objectives and actions. The recovery plan was approved by Executive Committee on 5 August 2020. A recovery plan tracker has been created to monitor progress in delivering those objectives and actions.
- 1.3** Given the synergies of the two tracker documents, they are reported together. For example, given that resources have been deployed in response to the pandemic, this will inevitably mean that some of the actions within the Council Plan will not have progressed as intended. It could also mean that those actions remain undeliverable as prioritisation is given to actions within the recovery plan.
- 1.4** This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee. At Overview and Scrutiny Committee on 8 June 2021, consideration was given to the quarter four performance management information for 2020/21. The observations made by the Committee can be found in Appendix 1. The Council Plan performance tracker can be found at Appendix 2 and the corporate recovery plan tracker can be found at Appendix 3.

**2.0 COUNCIL PLAN PERFORMANCE TRACKER**

**2.1** The Council Plan (2020-24) has six priorities which contribute to the overall Council Plan vision “*Tewkesbury Borough, a place where a good quality of life is open to all*”. The priorities are:

- Finance and resources.
- Economic growth.
- Housing and communities.
- Customer first.
- Garden communities.
- Sustainable environment.

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

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

 – action progressing well.

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

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

Grey – project has not yet commenced.

✓ – action complete or annual target achieved.

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

↑ - PI is showing improved performance on previous year.

↔ - PI is on par with previous year performance.

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

**2.3** This report presents the final quarter's update of the new Council Plan (2020-2024). Key successful activities to bring to Members' attention since the last performance report include:

- A recent investment benchmarking activity with 128 other Councils highlighted Tewkesbury's excellent performance in 2020/21. (page 1 of the tracker).
- A new 10-year lease was agreed and signed for the long term let of Cleeve Hill Golf Club from 1 April 2021. (page 3 of the tracker).
- Five homeless properties are now managed in-house resulting in £18,000 savings. (page 3 of the tracker).
- The Growth Hub delivered over 100 events throughout the year which includes online business workshops, 1-2-1 events to help support businesses. (page 5 of the tracker).
- The cultural consortium (also known as Tewkesbury Culture) has been successful in its bid to Historic England for up to £80,000 for the projects that will cover the three-year Heritage Action Zone (HAZ). Official launch of the HAZ is due to take place in June 2021. (Page 10 of the tracker).
- Since April 2020 Community Infrastructure Levy (CIL) payments have been paid out to multiple Parish Councils resulting in a collective total of over £192,000 being paid. (Page 20 of the tracker).
- The annual renewal of garden waste subscriptions has been highly successful with an income generated to date of £910,000. (Page 30 of the tracker).
- A new digital platform has now been developed and implemented. With the first services going live in April. These were bulky waste, missed bins and assisted waste collections. (Page 31 of the tracker).
- The implementation of the new bulky waste service includes a new service provider, the provision of a recycling service, a reduction in wait times from 5-6 weeks to one week, the ability to book online and a revision of charges. (Page 32 of the tracker).
- The evolution of the concept masterplan for Tewkesbury Garden Town is in its final draft and has been presented to the Member Reference Panel. This will be submitted as supporting evidence for the Joint Core Strategy review later in the year. (Page 41 of the tracker).
- The Ashchurch Bridge planning application was approved by the Planning Committee in March. (Page 41 of the tracker).

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

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

Action	Status and reason for status
<p>Deliver employment land through allocating land in the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).</p> <p>(Page No. 6 of the Council Plan performance tracker).</p>	<p>😞Tewkesbury Borough Plan - The target date has been amended from <b>Autumn 2021</b> to <b>February 2022</b>. The Council is awaiting comments from the inspector following the examination in Feb/March. Timings are dependant on the inspector's preliminary findings and if further work is required the target date could be subject to change.</p>
<p>Finalise and adopt the Tewkesbury Borough Plan.</p> <p>(Page No. 14 of the Council Plan performance tracker).</p>	<p>😞For same reasons above.</p>
<p>Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.</p> <p>(Page No. 17 of the Council Plan performance tracker).</p>	<p>😞 For same reasons above.</p>
<p>Deliver the planning service improvement plan.</p> <p>(Page No. 30 of the Council Plan performance tracker).</p>	<p>😞The previous improvement plan inherited by the Head of Development has been reviewed and the remaining actions are not proposed to be brought forward. This is due to a new review of the systems and procedures of Development Management Service being undertaken which commenced in April by Planning Officers Enterprises.</p>

**2.6** Some actions of the Council Plan have been put on hold as staff resource has been deployed to the response and recovery from COVID-19. The greyed actions within the Council Plan affected as a result are as follows:

<p>Introducing and complying with CIPFA's new Financial Management Code (Page No. 1 of the Council Plan performance tracker).</p>	<p><b>Project has been deferred</b>-until the next financial year or until resources becomes available. The majority of the code is within the Council's working practices so broadly compliant in any case.</p>
<p>Update the Council's Asset Management Plan (AMP). (Page No. 2 of the Council Plan performance tracker).</p>	<p><b>Project has been deferred</b> until the next financial year. The current AMP will be rolled over into the new year.</p>
<p>Approve a new planned maintenance programme. (Page No. 2 of the Council Plan performance tracker).</p>	<p><b>Project has been deferred</b> until the next financial year.</p>
<p>Work with the Local Enterprise Partnership (LEP) and other partners to deliver the Local Industrial Strategy (LIS). (Page No. 5 of the Council Plan performance tracker).</p>	<p>The LEP is still awaiting guidance from Business, Energy and Industrial Strategy (BEIS) on the next steps and timescales. Until this has been received <b>no further updates can be provided</b>.</p>
<p>Bring forward plans for the redevelopment of Spring Gardens. (Page No. 9 of the Council Plan performance tacker).</p>	<p><b>Project has been deferred</b> until resources become available. Whilst a draft phase 1a report has been completed by the consultants and presented to the Member Reference Group, there is no dedicated internal resources to take this project forward.</p>
<p>Continue to improve the proactive homelessness prevention programme. (Page No. 29 of the Council Plan performance tacker).</p>	<p><b>Project has been deferred</b>- due to the changes in the last year in the way the housing team works with clients. The learning from this will be picked up as part of the COVID-19 review and learning.</p>
<p>Implement an online offering for the licensing service. (Page No. 32 of the Council Plan performance tacker).</p>	<p><b>This project is yet to start</b> - it has been identified as one of the Business Transformation Team's priority projects to deliver between June and September.</p>
<p>Work with Gloucestershire County Council and other partners to help local residents and businesses take action to reduce their own carbon footprint, and to make better use of resources. (Page No. 44 of the Council Plan performance tacker).</p>	<p><b>Project has been deferred</b> for six months.</p>

<p>Improve bio-diversity across the borough and educate communities on its benefits.</p> <p>(Page No. 45 of the Council Plan performance tacker).</p>	<p><b>Project has been deferred</b> for six months - initial projects had commenced.</p>
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### 3.0 COUNCIL PLAN KEY PERFORMANCE INDICATORS (KPIs)

3.1 The set of Key Performance Indicators (KPIs) are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of March 2021. For 2020/21, four new KPI's (KPI 15- KPI 18) have been added. These were requested by Overview and Scrutiny Committee and relate to planning enforcement responsiveness. Crime related indicators have been removed, again this was at the request of the Committee.

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

☺ (on target)	☹ (below target)	Data not available
5	13	3*

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

↑ (better performance than last year)	↓ (not as good as last year)	↔ (on par with previous year performance)	Data not available
3	13	2	3*

\*3 KPIs where data is not available relate to KPI 5 (number of visitors to Tewkesbury Tourist Information Centre), KPI 6 (number of visitors to Winchcombe Tourist Information Centre) and KPI 7 (number of visitors entering the Growth Hub). The sites in which the KPIs relate to are currently closed due to the pandemic.

3.3 KPIs where the direction of travel is down and/ or KPI is ☹ are highlighted below:

KPI No.	KPI description	Reason for ☹ or ↓
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant. (Page No. 24 of the Council Plan performance tracker).	↓ ☹ Whilst Q4 seen all major decisions being made within the target timescale. The cumulative figure for the year (80%- 20 out of 25 decisions) is slightly below the outturn of last year (81%) and did not meet the 85% target for 2020-21. It did however meet the national target of 60%.
13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant. (Page No. 24 of the Council Plan performance tracker).	↓ ☹ The Q4 figure is significantly lower than other quarters with only 26 out of 54 (48.15%) decisions being issued within the timescale. The over figure for the year- 121 out of 173 decisions issued resulted in a cumulative figure of 69.94%. This meant

		the target figure of 80% and the outturn for last year 75.27% were not met.
14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant. (Page No. 25 of the Council Plan performance tracker).	↓ 😞 140 of 172 decisions were made within agreed timescales during Q4. This equates to performance of 81.40%. For the year 84.37% (475 of 563) applications were agreed in the timescale, which is just below last year's outturn of 87% and below the local target of 90%.
16	Investigate category B cases within five working days (development causing, or likely to cause, irreparable harm or damage). (Page No 27 of the Council Plan performance tracker).	😞 Two category B cases were received during Q4, neither were investigated within the timescale. The overall year performance- 8 cases of 13 were investigated within the timescale, totalling to 61.54%. This is lower than the local target of 90%. It was an improvement when compared to last year's outturn of 57.14%.
17	Investigate category C cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity). (Page No. 28 of the Council Plan performance tracker).	↓ 😞 42 category C cases were received in Q4, and 12 of these were handled within the target timeframe. Cumulatively for the year 46 of 126 cased (36.51%) have been handled within the timeframe for the year so far. This is below both the local target of 80% and last year's outturn of 66.10%.
18	Investigate category D cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment). (Page No. 28 of the Council Plan performance tracker).	↓ 😞 During Q4, 12 category D cases were received, and four cases (33.33%) of these were handled within the target timeframe. The cumulative figure for the year is 40.68%. This is lower than this year's target of 70% and also last year's outturn of 76.92%.
24	Average number of days to process new benefit claims. (Page No. 36 of the Council Plan performance tracker).	↓ Whilst performance for quarter Q4 (eight days), is well below the Council's target of 14 days, it is slightly above last year's outturn of six days. It is still considerably lower than the national average of 17 days.
26	Percentage of council tax collected. (Page No. 37 of the Council Plan performance tracker).	↓ 😞 During the year the council tax collection performance has been significantly affected by the COVID-19 pandemic, the Council remains unable to take formal action for unpaid council tax as the Magistrates' Court has not reopened for liability order hearings. This has

		resulted in 97.6% collected which slightly below both last years outturn (98.1%) and the local target of 98.3%.
27	Percentage of NNDR collected. (Page No. 37 of the Council Plan performance tracker).	↓ 😞 Business rates collection was below target at the end of year. We continue to send reminders for non-payment, however as the Magistrates' Court remained closed for the whole of 2020/21 financial year to liability order hearings, no further enforcement action to collect outstanding debt could be taken. This has resulted in 95.9% NNDR collected.
28	Average number of sick days per full time equivalent. (Page 38 of the Council Plan performance tracker).	😞 Whilst this year's performance of 9.68 days has been a significant improvement compared to last year's outturn of 12.62 days, it is above the local target of 8 days.
30	Percentage of Freedom of information (FOI) requests answered on time. (Page 40 of the Council Plan performance tracker).	↓ The overall performance for the year was slightly lower than last years performance of 90%. This year has seen 575 requests of which 498 were answered within the timescale- 87%.
31	Percentage of formal complaints answered on time. (Page 40 of the Council Plan performance tracker).	↓ 😞 47 formal complaints were received in Q4, of which 35 were answered within the timeframe. The overall figure for the year for complaints answered on time is 84%. This is below this year's target of 90% and also slightly below the outturn of last year's performance of 86%. The impact of the pandemic has affected capacity to respond within the required timescales throughout the year.
32	Number of reported enviro crimes. (Page No. 47 of the Council Plan performance tracker).	↓ 😞 716 enviro crimes were reported in Q4 bringing the total this year to 2,185. This is exceeding both this year's target of 1000 and last year's outturn of 1,271. There has been an increase in all areas of enviro-crimes when compared to 2019/20.
33	Percentage of waste recycled or composted. (Page No. 48 of the Council Plan performance tracker).	↓ 😞 The figure is an unverified figure and might be subject to change but performance for Q4 was 45.18%. Overall performance for the year was 48.73% this is below the local target of 52% and last year's outturn of 51.47%. This has been due to an increase in all waste streams during the pandemic. There has been an increase of recyclable material in the

		residual waste and fly tipping.
34	Residual household waste collected per property in Kgs. (Page No. 49 of performance tracker).	↓ ☹️ The residual household waste collected during Q4 is 116kg, and the cumulative figure for the year is 461kg - an increase as a result of the pandemic. Both last year's outturn of 414kg and this year's local target of 430kg have not been met.

#### 4.0 COVID-19 CORPORATE RECOVERY TRACKER

4.1 For monitoring the progress of the corporate recovery plan actions and for consistency, the same symbols as the Council Plan tracker are used:

☺️ – action progressing well.

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

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

Grey – project has not yet commenced.

4.2 Key activities to bring to Members' attention include:

- Tewkesbury Leisure Centre reopened on 12 April. An additional £11,000 grant has been received from Sports England to support the costs of re-opening the centre. A total of £181,000 has now been received. (Page 2 of the recovery tracker).
- Tewkesbury Tourist Information Centre re-opened week commencing 12 April. (Page 5 of the recovery tracker).
- Worked with our partners at Cotswold Tourism and other District Councils to launch a recovery strategy in April 2021 for the newly established Visit Gloucestershire. (Page 5 of the recovery tracker).
- With new legislation and guidance changes officers continue to carry out regular patrols and provide advice to businesses, including to licenced premises at weekends and evenings. (Page 6 of the recovery tracker).
- The Growth Hub Network promoted and delivered the government's Small and Medium-sized Enterprises (SME) recovery grant and Kickstart Tourism Grant. (Page 7 of the recovery tracker).
- A draft bid has been developed with Department for Work and Pensions (DWP) to offer a Youth Hub Service, hosted within the Tewkesbury Growth Hub. This will provide advice and information for young people, particularly focussing on young people impacted by COVID-19. (Page 8 of the recovery tracker).
- A survey carried out with householders on the housing register to assess the potential demand once restrictions are lifted. Responses indicated positive trends regarding percentages of respondents in fields such as difficulties paying rent, furloughed or lost employment. (Page 12 of the recovery tracker).
- Working with groups such as Caring for Communities and People (CCP), Foodbanks, Children's Centres and Health Visitors has helped 556 vulnerable families who are struggling to pay for food, essential supplies and fuel costs. This was using the Winter Grant Scheme from Gloucestershire County Council. (Page 13 and 14 of the recovery tracker).

- The Council has realigned reopening its buildings to with the government’s roadmap out of lockdown. This be being led by Operational Managers within the Council with the key date being 21 June. (Page 18 of the recovery tracker).
- The new Mixed Recycling Facility (MRF) contract has been mobilised and is going well. (Page 27 of the recovery tracker).

**4.3** As explained when the recovery tracker was first presented in October 2020, a number of areas of the Council are still in response mode - for example in relation to business grants. This means there are services operating across one of response, recovery and business as usual mode or, in some cases, operating across a combination of the three, for example, communications. This will inevitably mean that actions within the recovery tracker may not progress as originally intended. Such actions are detailed in the table below:

Action	Status of action
Produce a new six-monthly internal audit plan and review the whole suite of internal audit recommendations to determine if recommendations remain relevant and timescales for implementation remain feasible. (Page 1 of recovery tracker).	☺ At present due to new roll out of government grants, internal audit work is limited to reviewing the suite of previous audit recommendations. No planned audit assignments have yet commenced.
Maximise the use of business intelligence within the Council to ensure the accuracy of the rating list. (Page 3 of recovery tracker).	☹ The target date has been amended from <b>March 2021</b> to <b>March 2022</b> . Recruitment of a new business intelligence officer has commenced. A cross service project plan will need to be developed so business intelligence is shared by relevant services moving forward.
Work with businesses and residents an seek to rebuild council tax and business rate collection rates. (Page 4 of recovery tracker).	☹ The target date has been amended from <b>March 2021</b> to <b>March 2022</b> . Formal recovery action has been outside of the control of the council for over 12 months due to Courts being closed. In recent weeks the Courts have reopened.
Undertake an economic impact assessment and analysis to understand the needs of local businesses. (Page 5 of the recovery tracker).	<b>Deferred-</b> This assessment will be commissioned once the long-term impact on the business community is clearer.
Refocus the Council’s Place Approach to reflect the issues within our communities arising from COVID-19. (Page 11 of recovery tracker).	<b>Deferred for six months -</b> The place approach will be simplified to reflect some of the key priorities arising through the community from COVID-19. Principles around how we can work best with our communities have been drafted.
Consider future working arrangements within new communities to ensure there are adequate local businesses and self-employment hubs. (Page 15 of recovery tracker).	<b>Deferred-</b> Work has not yet commenced.
Review the effectiveness and efficiency of	<b>Deferred-</b> The effectiveness review has

the environmental health service, including an assessment of additional demand and available resources. (Page 16 of recovery tracker).	been on hold due to the level of COVID-19 response needed. Once we are through the remaining stages of lockdown and seen cases further stabilise this can be revisited.
Re-instigate and deliver the council tax and business rates paperless project. (Page 19 of the recovery tracker).	☹️ Due to priority being focused on the annual billing run, this has resulted in the target date has been amended from <b>May 2021</b> to <b>July 2021</b> to allow the team time to test the new system before it goes live.
Seek further government funding with our partners to support sustained delivery of the garden community programmes. (Page 21 of the recovery tracker).	<b>Awaiting decision from MHCLG-</b> A decision for a bid for further capacity funding to support the early stages of the Garden Town programme was due in December from the Ministry of Housing and Communities and Local Government (MHCLG). The MHCLG have informed the team it is still pending.

## 5.0 OTHER OPTIONS CONSIDERED

5.1 None.

## 6.0 CONSULTATION

6.1 None.

## 7.0 RELEVANT COUNCIL POLICIES/STRATEGIES

7.1 Council Plan 2020-24.  
Covid-19 Corporate Recovery Plan 2020.

## 8.0 RELEVANT GOVERNMENT POLICIES

8.1 None directly.

## 9.0 RESOURCE IMPLICATIONS (Human/Property)

9.1 None directly.

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

10.1 Linked to individual Council Plan and Covid-19 Corporate Recovery Plan actions.

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

11.1 Linked to individual Council Plan and Covid-19 Corporate Recovery Plan actions.

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

**12.1** Council Plan 2020-24 approved by Council 28 January 2020.

Covid-19 Corporate Recovery Plan 2020 approved by Executive Committee 8 August 2020.

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**Background Papers:** None.

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**Appendices:**

1. Questions raised by Overview and Scrutiny Committee at its meeting 8 June 2021.
2. Council Plan Performance Tracker Qtr 4 2020/21.
3. Covid-19 Corporate Recovery Plan performance tracker Qtr 4 2020/21.

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

**8 June 2021**

<b>Council Plan</b>	
<b>Questions raised by Overview and Scrutiny</b>	<b>Response from officers</b>
<b>Performance tracker- priority: Finance and Resources</b>	
<p>Recovery plan action a) Continue to work with partners to ensure adequate measures are in place on our high streets to enable social distancing – A Member pointed out that he had not seen any hand sanitiser or signage recently on the high streets and he queried whether it was still in place and who was responsible for its maintenance.</p>	<p>The Head of Development Services explained that hand sanitisers had been installed in Tewkesbury, Bishop’s Cleeve and Winchcombe high streets but some had been vandalised and they had needed to be constantly repaired and refilled, plus the stickers had come loose during bad weather and had been blown away; as such, the decision had reluctantly been taken to remove them. Spray paint was now being used on pavements for social distancing markers. The Member suggested it would be beneficial to work with local businesses who could maintain hand sanitising stations outside of their own properties and could take them inside at the end of the day. The Head of Development Services explained that the Council was the accountable body with money for such measures coming from the authority; furthermore, the hand sanitising stations were fixed to the pavements so could not be removed at the end of the day. She confirmed that it was no longer intended to supply hand sanitiser in localities as people were now used to taking their own with them and using the ones provided within the shops and businesses in the High Streets.</p>
<p>Objective 4 – Action a) Develop a business case to ensure our trade waste service operates more commercially – A Member noted that the recruitment process for the project manager had commenced and he questioned whether there was any update on that.</p>	<p>In response, the Head of Community Services confirmed that the project manager post had been recruited to along with a Waste Services Manager to replace another member of staff who had recently left the authority.</p>
<b>Performance Tracker – Priority: Economic Growth</b>	

<p>Objective 2 – Action a) Deliver employment land through allocating land in the Joint Core Strategy (JCS) and Tewkesbury Borough Plan – A Member indicated that every Parish Council meeting he had attended since he had joined the Council had highlighted concerns about the JCS and urban extensions within the borough and yet it seemed that the Council was at the mercy of developers as it was not meeting its quotas in terms of housing delivery so he questioned how the Overview and Scrutiny Committee could input into that process.</p> <p>In addition, he questioned how Members could input into planning, where appropriate, in terms of what they might consider to be suitable housing design as another regular complaint from Parish Councils was in relation to the amount of homogenous identikit development within the borough.</p>	<p>The Head of Development Services clarified that the JCS was under review so there would be a number of opportunities for Members to get involved. Work was ongoing with the Planning Policy Reference Panel and consideration was starting to be given to development opportunities and development type, urban extensions on new settlements and the quantum of development.</p> <p>In terms of housing design, the government had recognised that greater quality was needed and the national design guide was currently being consulted upon. There was a clear desire to move away from standardised housing types in character areas and housing design was something that would be closely considered as part of the Council’s ambitious growth agenda with the Garden Town acting as one of the key drivers for changing the principles of design going forward. She indicated that she would be happy to discuss both of these matters with the Member in more detail outside of the meeting and reminded the Committee that all Members were welcome to attend the Planning Policy Reference Panel where these issues would be discussed in more detail. If Members so wished, she could also arrange a Member seminar on design in the future.</p>
<p>Objective 3 – Action b) Bring forward plans for the redevelopment of Spring Gardens – A Member noted that the project had not yet been delivered but the reserve allocated had been spent.</p>	<p>The Head of Finance and Asset Management explained that up until early 2020, MACE consultants had been used by the Council to move this action forward; he confirmed that all of the works that had been paid for during that time had been completed.</p>
<p><b>Performance Tracker – Priority: Housing and Communities</b></p>	

<p>Objective 4 – Action b) Promote through the Heritage Action Zone (HAZ) the heritage offer of Tewkesbury through the cultural consortium – A Member noted that one of the projects which would be covered as part of ‘Rise Up Tewkesbury Culture’ was setting up a ‘youth space’ and he asked what this was.</p>	<p>The Head of Development Services explained that, as part of the three year Heritage Action Zone programme, the Tewkesbury culture consortium – known as ‘Tewkesbury Culture’ – had successfully secured funding from Historic England. A number of working groups had been set-up as a result, one of which was an engagement group with Tewkesbury schools and youth groups who were concerned there was no central place for young people to get involved with conservation. As such, attempts were being made to identify a dedicated space within the High Street for 12-18 year olds, for instance, this could involve a trial pop-up youth centre in an empty shop. The redeveloped front of Tewkesbury Methodist Church was a place where they could come together in the interim to build a strategy and programme of partnerships to engage young people in conservation and heritage within Tewkesbury.</p> <p>In response to a query as to whether a Heritage Action Zone could be set-up in any area, the Chief Executive clarified that a bid had been made to Historic England for funding which was specifically for historic towns and was why Tewkesbury had qualified; the Heritage Action Zone had come forward on the basis.</p>
<p>Objective 4 – Action c) Celebrate with partners the significance of 2021 for Tewkesbury – A Member noted that the Council had been awarded £25,000 toward the 2021 celebrations and he questioned whether that was just for Tewkesbury Abbey. He also pointed out that Members had been told they would receive updates from the Community and Economic Development Manager on the 2021 Committee and what was being done in that regard.</p> <p>A Member sought further information in respect of the son et Lumiere.</p>	<p>The Head of Development Services clarified that a steering group, which included Tewkesbury Abbey, the Medieval Society and others, was proposing that the money be spent on three key areas and she indicated that she would speak to the Community and Economic Development Manager to ensure Member Updates were sent out in a timely fashion.</p> <p>In terms of the son et Lumiere, Members were informed that this project was being led by the Roses Theatre and a working group had been set-up to take it forward. The son et Lumiere was proposed to be held at Tewkesbury Abbey on 3-4 November 2021; it would be a ticketed event which was expected to attract approximately 10,000 visitors.</p>

<p>Objective 1 – General - Deliver the housing needs of our communities – A Member raised concern that residents’ view was that affordable housing meant social housing as opposed to the wider scope, e.g. right to buy, partial lets etc. and he questioned how the definition of affordable housing could be addressed by the Overview and Scrutiny Committee, or other relevant Committees.</p>	<p>The Head of Community Services advised that the definition of affordable housing was set by national planning policy and was linked to factors such as local housing rates etc. The point made by the Member had been recognised as a concern and the House of Commons was carrying out research as to what affordable housing was and whether it was truly affordable. He indicated that the Council’s Housing Strategy was in the process of being reviewed and the revised strategy would be brought to the Overview and Scrutiny Committee for consideration later in the year.</p>
<p>Objective 1 – Action b) Finalise and adopt the Tewkesbury Borough Plan – A Member asked for an overview of the steps that needed to be taken to get from the current position to the adoption of the Borough Plan and she questioned what input Members would have into the process.</p>	<p>The Head of Development Services advised that the next stage was receipt of the examination in public findings and a letter was expected from the Inspector within the next few weeks. This would set out whether the Council needed to do further work or may suggest a number of modifications in order to make the plan sound; if it was the latter, it would be necessary to take any modifications to the Executive Committee and Council for approval for consultation and any representations received would go straight to the Inspector. She clarified that any modifications the Inspector recommended would be to move the plan forward and, if the Council decided it did not wish to proceed with those modifications, this would effectively mean that it would not have a sound plan and the local plan would not be adopted.</p>
<p>Objective 3 – Action a) Work with partners, infrastructure providers and developers to progress the delivery of key sites – With regard to the developments at South Churchdown and Brockworth, a Member sought clarification as to whether the Section 106 funding had been received from developers.</p>	<p>The Head of Development Services explained that she would need to check the triggers for the Section 106 payments and whether the money had been paid and she would update the Member following the meeting.</p>

<p>KPIs 12 and 13 – Percentage of ‘major’ applications determined within 13 weeks or alternative period agreed with the applicant and percentage of ‘minor’ applications determined within eight weeks or alternative period agreed with the applicant – A Member noted that performance was significantly lower during quarter four compared to previous quarters and she sought an explanation for this.</p>	<p>The Head of Development Services advised there were a number of contributing factors that had led to the downturn in performance and the team was working incredibly hard against a backdrop of changing how they worked. She explained that certain applications took longer to determine, particularly those which needed to go to Planning Committee; the second lockdowns had meant that officers had been unable to undertake visits once again; and a number of staff had been off sick. Nevertheless, she accepted that performance was a concern - this was one of the reasons for the review of the service that had commenced earlier in the year – and additional staffing resources were being brought in to assist the team.</p> <p>Another Member expressed the view that performance in relation to KPI 13 was particularly concerning – he could understand that ‘major’ applications would be more complex and time consuming given their nature but he was still unclear as to why determination of ‘minor’ applications was taking so long. He noted there was an option to agree an extension of time with applicants and questioned how much worse the figures would be if that was not possible. From his perspective, extending a house was likely to be a very significant and important part of an individual’s life and one of the roles of the Planning team was to make this process as simple as possible. He was especially concerned at comments that had been made to him about applicants not being able to reach officers or find out the status of their applications and this was something which must be urgently addressed. The Head of Development Services undertook to look into this further to establish response rates in terms of officers getting back to customers.</p>
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<p>KPIs 16,17 and 18 – Investigate category B cases within five working days, investigate category C cases within 10 working days and investigate category D cases within 15 working days – A Member raised concern regarding enforcement performance.</p>	<p>The Head of Development Services advised that a category A case, as detailed at Page No. 67 (KPI 15), had taken up a lot of officer time and there had also been an increase in the number of cases with more being reported over the last few months. The Council had unsuccessfully tried to recruit to the vacant Senior Enforcement Officer role early last year and that post would shortly be re-advertised.</p> <p>Another Member indicated that he had previously requested that the email Councillors were sent regarding enforcement cases in their area be updated to include information about the action taken and the reasons behind that as currently it only gave the address which was very unhelpful. The Head of Development Services confirmed that consideration was being given to an enforcement tracker which would be available on the Member area of the intranet; unfortunately this had not yet been completed but she provided assurance that it was an action for the Business Transformation Officer and she undertook to find out the timetable for delivery. The Chief Executive advised that officers were currently looking at a corporate system for tracking Member questions in order to understand when they were not being answered and to chase up responses from a corporate point of view. In terms of enforcement, he acknowledged that the Overview and Scrutiny Committee had raised concerns before and officers had given a commitment to providing Members with feedback on enforcement cases; however, that was not what had happened and he provided assurance that this would be picked up as a matter of urgency.</p> <p>A Member noted that category B enforcement cases were defined as development causing, or likely to cause, irreparable harm or damage and she questioned whether the Council was responsible if these were not dealt with in the timescales. The Head of Development Services explained that the situation would be assessed and responded to appropriately – for instance, if work to a listed building had been carried out five years hence, the response required was not the same as if the work had just commenced. She assured Members that in the latter</p>
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	situation, officers would respond very quickly.
<b>Performance Tracker – Priority: Customer first</b>	

<p>Objective 1 – Action c) Deliver the planning service improvement plan – A Member acknowledged that a new review had commenced in April and questioned when it was likely to be finished and whether it would be brought to the Overview and Scrutiny Committee for consideration.</p>	<p>The Head of Development Services confirmed that a consultant had been commissioned to undertake a review of the systems, processes and procedures within the Development Management service. The report was expected in July from which an action plan would need to be produced and November was the target date for that. It was proposed to use Transform Working Group as the vehicle for updating Members on the actions coming out of the review. The Chief Executive indicated that, should Members feel it appropriate, the Overview and Scrutiny Committee may wish to recommend to the Executive Committee that delivery of the action plan arising from the review be monitored by the Overview and Scrutiny Committee. Members agreed this would be appropriate and that this should be recommended to the Executive Committee when it received the report arising from the review.</p> <p>In response to a query as to whether the report would make recommendations in respect of new staffing structures and systems for the Development Management service, the Chief Executive indicated that it was not clear at this stage exactly what the report would recommend but it was expected that it would make recommendations in terms of how the planning service should operate in order to improve performance. The service had some very good staff who worked extremely hard on behalf of the Council but there were issues with the current systems within the service and performance had fluctuated over the year due to a number of factors. The consultants that had been commissioned were planning professionals with knowledge of best practice across the country so were well placed to assess the current structures and systems and make recommendations on the best way of operating the service now and in the future; this may or may not include staffing structures but the main point was ensuring that the right resources were in place and that would be addressed when the report and recommendations came forward.</p> <p>In response to a query as to whether there were any quick wins which could be achieved between now and November when the action</p>
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	<p>plan would be available, the Head of Development Services confirmed that it was hoped to recruit to Senior Planning Officer and Enforcement Officer posts over the next few weeks as well as securing some additional support from temporary posts to assist with the current officer caseload. The Chief Executive reiterated that provision could be made for additional resources in the long term depending upon the outcome of the review.</p>
<p>KPI 28 – Average number of sick days per full time equivalent – A Member was pleased to see that the average number of sick days had reduced quite significantly from 12.62 to 9.68 days and he questioned whether this included COVID-19 related absences.</p>	<p>The Head of Corporate Services confirmed that 168 days had been lost to COVID-19 absence and they were included within the figures; in terms of self-isolation, whether those figures were included depended on if the person was sick or not. The Member indicated that, if the COVID-19 related absences were removed from the figures, the average number of sick days would actually be around 8 which was in line with the local target so that was a great achievement.</p>
<p><b>Performance Tracker – Priority: Sustainable environment</b></p>	
<p>Objective 2 – Action b) Improve bio-diversity across the borough and educate communities on its benefits – A Member noted that this action had been deferred for six months; however, only Grange Field was referenced in the tracker and she asked what other biodiversity schemes were being deferred.</p>	<p>The Head of Development Services undertook to ask the Community and Economic Development Manager to circulate a list following the meeting.</p>

KPI 32 – Number of reported enviro-crimes  
 – A Member raised concern that the number of reported enviro-crimes was particularly high and he questioned whether this could be attributed to an increase in reporting as he was aware there had been a drive to encourage that amongst members of the public, particularly in Brockworth.

The Head of Community Services advised that, unfortunately, the increase was not due to greater reporting and explained that there was considerable flytipping across the county which was significantly adding to officer workloads. Discussions were taking place with Gloucestershire County Council around a countywide awareness campaign and he confirmed that Tewkesbury Borough Council was still doing all it could to deter people in terms of issuing Fixed Penalty Notices, advertising etc; however, the courts had been closed due to COVID-19 which meant it had been unable to take any prosecutions and, although there were some pending, it was difficult to balance the increased workload of those carrying out the investigations. One of the conversations with the County Council had been around the booking system currently in place for the Household Recycling Centres and whether that had contributed to increased flytipping and officers would make a case for it being changed should that be shown to be correct. A Member indicated that she was amazed by how quickly any reported flytipping was being removed and she had found this very impressive. In response, the Head of Community Services advised that this was due to a combination of the new system in place and the fact that the bulky waste service had moved away from Ubico which had freed up more capacity to pick up flytipping.

Another Member went on raise concern that a lot of litter pickers were frustrated that they were unable to carry out litter picking on certain roads. He referred to a specific case in Brockworth where 12 fly tips had been left for several weeks on a particular section of the bypass, with litter spread all across the road and down the verges, but nothing could be done for at least another month whilst Tewkesbury Borough Council obtained the relevant permissions and he questioned whether anything could be done to speed up this process. In response, the Head of Community Services explained that the authority had a statutory duty to close certain roads in order for litter picking to be undertaken due to health and safety and, unfortunately, this did not happen overnight. There was a process to go through with the

	<p>County Council which included going out to consultation and it was expensive; nevertheless, road closures were programmed in regularly for the locations which were known to be problematic. He stressed that volunteer litter pickers would not be insured without these road closures and the position would be taken away from anyone found to be litter picking without the necessary closures in place. The Head of Community Services indicated that he would speak to the County Council to see if there was a faster way to obtain a road closure and would report back to Members. Furthermore, should the Member want him to attend a community group meeting to explain why that particular road closure was taking so long, he would be more than happy to do so.</p>
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## Appendix 2 - Council Plan Performance Tracker and Key Performance Indicators 2020-21 Progress Report

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

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PRIORITY: FINANCE AND RESOURCES										
Actions	Target date	Responsible Officer/Group	Progress to date	Comment						
<b>Objective 1. To ensure the council remains financially secure in the long term.</b>										
a) Introducing and complying with CIPFA's new Financial Management Code.	Target date: to be confirmed.	Head of Finance & Asset Management Lead Member for Finance and Asset Management	Deferred for 2020/21	Project on hold until the next financial year or until resource becomes available to support it. The majority of the code's requirements are already standard practice within the council.						
b) To maximise the return and balance the risk of our treasury investments.	Target date: March 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	Recent benchmarking activity with 128 other councils highlights Tewkesbury's good performance in 2020/21 compared to others. <table border="1" data-bbox="1339 1262 2002 1401"> <tr> <td>Yield</td> <td>Tewkesbury BC</td> <td>128 LA's average</td> </tr> <tr> <td>Internal Investment Return</td> <td>0.58%</td> <td>0.15%</td> </tr> </table>	Yield	Tewkesbury BC	128 LA's average	Internal Investment Return	0.58%	0.15%
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Internal Investment Return	0.58%	0.15%								

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

				All External Funds - Income Only Return	4.67%	3.85%
				All External Funds - Capital Gains/Losses	7.54%	5.49%
				Total Investments - Income Only Return	2.46%	0.90%
<b>PRIORITY: FINANCE AND RESOURCES</b>						
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>		
<b>Objective 2. Maintain a low council tax.</b>						
a) Produce a Medium-Term Financial Strategy, which ensures that council tax remains low for our residents.	Target date: January 2021	Head of Finance & Asset Management  Lead Member for Finance and Asset Management	✓	MTFS approved at Council on 26 January 2021.		
<b>Objective 3. Maintain our assets to maximise financial returns.</b>						
a) Update the council's asset management plan.	Target date: to be confirmed.	Head of Finance & Asset Management  Lead Member for Finance and Asset Management	<b>Deferred for 2020/21</b>	No resource available to undertake the task in the current year. The current Asset Management Plan (AMP) will be rolled over for a further year and the need for an updated version will be addressed in the new financial year.		
b) Approve a new planned maintenance programme.	Target date: to be confirmed.	Head of Finance & Asset Management  Lead Member for Finance and Asset Management	<b>Deferred for 2020/21</b>	No resource available to undertake the task in the current year.		

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c) Review our property portfolio to ensure ongoing benefits to our communities.	Target date: March 2021	Head of Finance & Asset Management  Lead Member for Finance and Asset Management	☺	Lease agreed and signed for the long-term let of Cleeve Hill Golf Club from 1 April 2021.  A new tenant has moved into a vacant unit within the public service centre.  A new 10-year lease agreed with existing tenant for the commercial property in Clevedon.
<b>PRIORITY: FINANCE AND RESOURCES</b>				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 4. Deliver the council's commercial strategy.</b>				
a) Develop a business case to ensure our trade waste service operates more commercially.	Target date: <del>April 2017</del> <del>July 2017</del> <del>August 2017</del> <del>April 2018</del> <del>April 2019</del> <del>December 2019</del> <del>September 2020</del> February 2021  Target date: <del>March 2021</del> <del>March 2022</del> (in accordance with project milestones reported to O&S 6 April 2021)	Head of Community Services  Lead Member for Clean and Green Environment	☺	A business case for commercially improving the service was approved by Executive Committee in March 2021. A high-level overview of project milestones was presented to Overview and Scrutiny Committee on 6 April 2021. The recruitment process for the project manager has commenced in accordance with those milestones.
b) In-source the management of our homeless property portfolio.	Target date: April 2021	Head of Community Services  Lead Member for Housing	✓	The five homeless properties are now managed internally. Management was previously outsourced to Stonham Housing. This has resulted in £18k savings. Property Services will oversee the on-going maintenance and Housing Services will oversee the management of tenants.

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 1. Deliver our strategic plans and economic development plans.</b>				
a) Deliver the final year of the Economic Development and Tourism Strategy	Target date: <del>June 2021</del> June 2022 (reported to O&S committee in November 2020)	Head of Development Services  Lead Member for Economic Development/ Promotion	😊	<p>Year four of the strategy started in June 2020.</p> <p>Work achieved includes:</p> <ul style="list-style-type: none"> <li>• Growth Hub service moved online</li> <li>• Proactive support to the business community</li> <li>• Year 2 delivery of Tewkesbury Growth Hub and Service.</li> <li>• Roll out and delivery of Hub Surgery Sessions for businesses with a Planning Champion.</li> <li>• Delivery of Countywide Inward Investment Service</li> <li>• Year 2 delivery of 'Uncover the Cotswolds' project.</li> <li>• Successful Tewkesbury Heritage Action Zone Fund bid and delivery programme development.</li> <li>• Delivery of Reopening High Streets Safely and Welcome Back Fund – working closely with the retail centres in the borough, supporting the safe re-opening of businesses.</li> </ul> <p>As reported to November O&amp;S committee, the current strategy will now run until 2022.</p> <p>This will be monitored through the Covid-19 recovery performance tracker. (Economic Growth- refocus- action a).</p>

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<p>b) Deliver growth hub services in the Public Services Centre.</p>	<p>Target date: April 2021</p>	<p>Head of Development Services  Lead Member for Economic Development/ Promotion</p>	<p>😊</p>	<p>The hub was launched in November 2018 and continues to support the business community. Since opening, 1965 businesses have visited the hub.</p> <p>In this quarter, 23 online business workshops and 1-2-1 events have been delivered including social media, video promotion, branding, developing an eco-business and social enterprise. A total of 107 events has taken place throughout 2020/21.</p> <p>Advice continues to include Covid-19 response and recovery support, providing advice and signposting to relevant support, as well as 'business as usual' Growth Plans. In line with Government guidelines the service remains as a virtual offer - online and telephone. The team has also been partially redeployed into both the Covid-19 business cell and the recovery cell. A presentation on the hub's activities was reported to O&amp;S committee in April.</p> <p>Also reported in the Covid-19 Corporate Recovery Plan performance tracker. (Economic Growth- Recover- action a).</p>
<p>c) Work with the Local Enterprise Partnership (LEP) and other partners to deliver the Local Industrial Strategy (LIS).</p>	<p>Target date: <del>December 2019</del> June 2020  Date to be confirmed  (as reported to O&amp;S July 2020)</p>	<p>Head of Development Services  Lead Member for Economic Development/ Promotion</p>	<p><b>Deferred pending response from BEIS</b></p>	<p>The draft Local Industrial Strategy (LIS) had successfully passed through the Local Industrial Strategy analysts' panel and was ready to be submitted to central government for approval. As a result of Covid-19, submission has been postponed with further guidance awaited from the Department for Business, Energy and Industrial Strategy (BEIS) on the next steps and timescales. Further work will now be looked at to potentially to include a Covid-19 recovery plan/ addendum as part of the final LIS.</p> <p>May 2021- still awaiting response from BEIS.</p>

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 2. Deliver employment land and infrastructure to facilitate economic growth.</b>				
a) Deliver employment land through allocating land in the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).	<del>Autumn 2019</del> <del>Spring 2020</del> Target date: <del>Winter 2020</del> Summer 2021 (preferred options consultation) (revised date reported to O&S committee in October 2020)	Head of Development Services  Lead Member for the Built Environment	☺	112ha of employment land has been allocated within the JCS. The take up of employment land will be monitored in the Authority Monitoring Report (AMR), which government planning guidance requires the council to publish.  At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This sets out the timetable for the JCS review. <ul style="list-style-type: none"> <li>• Issues &amp; Options Consultation – Winter 2018/19</li> <li>• Preferred Options Consultation – Summer 2021</li> <li>• Pre-Submission Consultation – Winter 2022</li> <li>• Submission to the Secretary of State – Spring 2023</li> <li>• Examination – Summer 2023</li> <li>• Adoption – Winter 2023</li> </ul>
	<del>Winter 2018</del> <del>Summer 2019</del> <del>Autumn 2019</del> <del>December 2019</del> <del>Spring 2021</del> <del>Autumn 2021</del> New target date: Adoption: February 2022*  *Timings are dependant on the inspector's preliminary findings		☹	The Tewkesbury Borough Plan has identified further employment sites which have been informed by the Employment Land Review.  Potential employment sites have been assessed to see if they would make sustainable allocations for inclusion in the plan. This has been supported by several evidence base documents to support evidence of deliverability. As such, over 40ha of new employment has been identified in the plan.  The examination into the Local Plan started on 16 February 2021 and completed on 18 March 2021. The council is now awaiting comments from the inspector with regards to the proposed modifications.  Adoption is expected early next year.

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

	and if further work is required.  (new revised date reported to O&S committee in June 2021)			
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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 2. Deliver employment land and infrastructure to facilitate economic growth.</b>				
47 b) Work with partners to secure transport infrastructure improvements around the borough, including the all-ways junction 10, junction 9 and the A46 improvements.	Target date: March 2021  Announcement (Junction 10)	Director of Garden Communities  Lead Member for the Built Environment	☺	<p><b>All-ways Junction 10</b> As part of the budget announcement, Gloucestershire County Council has been awarded £249m to deliver an all-ways J10. This project consists of an all-ways motorway junction, link road to the West Cheltenham development site and a park and ride interchange.</p> <p>Public consultation has taken place and finished on 25 November 2020. A summary report from the Options Consultation can be found <a href="#">here</a>.</p> <p>Post consultation, further engineering, design and survey work will be ongoing to support an announcement about the preferred route in Summer 2021. Another public consultation exercise will then accompany the planning application which follows.</p> <p>Also reported in the Covid-19 Corporate Recovery Plan performance tracker. (Garden communities- Rebuild- action a).</p>

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	Target date: October 2021 (next stage business case for Gov't funding submitted)		☺	<p><u>J9 and A46 Offline Solution</u></p> <p>The council continues to be actively engaged in both the A46 Partnership and Midlands Connect to promote the development opportunities at the Garden Town. A first stage bid for major investment to support the delivery of an off-line J9/A46 solution has been submitted to the Department for Transport/Highways England and work continues finalising the next stage business case. Gloucestershire County Council continues with the project with next stage submission date to the Department of Transport of September 2021.</p> <p>Also reported in the Covid-19 Corporate Recovery Plan performance tracker. (Garden communities- Rebuild- action a).</p>
c) Support the delivery of the County's Local Transport Plan.	Target date: March 2021 (Ongoing project)	Head of Development Services  Lead Member for the Built Environment	✓	<p>Officers have been working with Gloucestershire County Council on developing a revised Gloucestershire Local Transport Plan 2021-2041.</p> <p>The Gloucestershire Local Transport Plan was adopted by Gloucestershire County Council's full Council on 17 March 2021.</p>

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 3. Deliver borough regeneration schemes.</b>				
a) Work with partners to deliver the Heritage Action Zone (HAZ).	Target date: March 2021 (ongoing project)  Final HSHAZ delivery will be in 2024.	Head of Development Services  Lead Member for Economic Development/Promotion	☺	<p>Although the preparation work has been ongoing, the three-year HAZ scheme will be officially launched in June 2021, following the delay caused by Covid19. All areas of the programme have been asked to submit a revised programme. This has been signed off by Historic England.</p> <p>A new temporary High Street Heritage Action Zone (HSHAZ) Co-ordinator has been appointed and bi-weekly meetings with Historic England are now in place.</p> <p>The HSHAZ programme will include several activities such as:</p> <ul style="list-style-type: none"> <li>• Manage a grant scheme for shopfront and façade improvements including promotion of habitation above historic shops and the promotion of the use of traditional skills and materials for repair.</li> <li>• A 'Cultural Consortium', set up by the council, consisting of local community groups (from business groups to amenity societies and schools etc.). The Consortium has been able to access external funding from Historic England.</li> </ul> <p>Background work is now being implemented. The final HSHAZ delivery will be in 2024.</p>
b) Bring forward plans for the redevelopment of Spring Gardens.	Target date: <del>June 2019, July 2019, March 2020, October 2020</del>  Revised target date: To be confirmed.	Head of Development Services and Head of Finance and Asset  Lead Member for Economic Development/Promotion	<b>Deferred</b>	<p>A draft phase 1a report has been completed by the council's appointed consultants and was presented to the member working group in November 2020. An assessment of the resource needed to take this project forward will need to be made as the original reserve allocated is spent and there is no dedicated internal resource for the project as these have been deployed to the Covid response and recovery.</p>

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

PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 4. Promote the borough as an attractive place to live and visit.</b>				
a) Work with Cotswold Tourism to promote the area.	Target date: March 2021	Head of Development Services  Lead Member for Economic Development/Promotion	☺	<p>Working with Cotswold Tourism over the last quarter, the following has occurred:</p> <ul style="list-style-type: none"> <li>• Regular social media posts</li> <li>• Website promotion</li> <li>• Promotional campaigns</li> <li>• Interactive workshops and training sessions, supporting businesses affected by Covid-19</li> </ul> <p>This work will be ongoing throughout the year.</p> <p>A Visit Gloucestershire Recovery Strategy was launched in April 21 and council officers inputted into the strategy. The strategy will focus on attracting tourists back into the county.</p> <p>Tewkesbury TIC reopened in April 21.</p> <p>This action will also be monitored through the Corporate Covid-19 Recovery performance tracker (economic growth- refocus- action c), to understand when and how to safely encourage visitors back to the borough.</p>
b) Promote, through the Heritage Action Zone (HAZ), the heritage offer of Tewkesbury through the cultural consortium.	Target date: March 2021 (ongoing project)	Head of Development Services  Lead Member for Economic Development/Promotion	☺	<p>The Cultural Consortium (also known as Tewkesbury Culture) has been instigated and includes over 12 community organisations. It is currently chaired by the director of the Roses Theatre. The group has developed ideas for community projects and started drawing down funds from Historic England.</p> <p>The initial project, which is now completed, was entitled 'Light Up for Tewkesbury' and was in response to cancelling of the town's annual Christmas lights switch on celebrations.</p>

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				<p>Tewkesbury Culture has been successful in its bid to historic England for up to £80,000 to cover projects for the next three years entitled 'Rise up Tewkesbury Culture'. Projects include:</p> <ul style="list-style-type: none"> <li>• Setting up a 'youth space'</li> <li>• Tewkesbury in Medieval Bloom' (a school project)</li> <li>• Tewkesbury festival of light</li> <li>• Tewkesbury Arts Festival</li> </ul>
c) Celebrate with partners the significance of 2021 for Tewkesbury.	Target date: December 2021	<p>Head of Development Services</p> <p>Lead Member for Economic Development/ Promotion</p>	☺	<p>The 2021 committee will be focussing on three major events for 2021, incorporating a son et lumiere, Tewkesbury Tapestry community artwork and school engagement through a virtual festival.</p> <p>As a result of the pandemic, much of the activity has been scaled back or will now not go ahead this year.</p> <p>In line with the Executive Committee resolution, the council has awarded £25,000 towards the 2021 celebrations.</p>

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Key performance indicators for priority: ECONOMIC GROWTH											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Employment rate 16-64 year olds.	81.8%		82.4%						82.4% relates to 47,700 people within the borough. This is above the national rate of 76.0%  (Source ONS April 2019 – March 2020 current figures)	Lead Member for Economic Development/Promotion Head of Development Services
2	Claimant unemployment rate.	1.8%		4.2%	4.1%	3.8%	3.9%			March figure of 3.9% relates to 2205 people within the borough. This figure is below the county rate of 4.6% and UK rate of 6.5%.  (Source: ONS).	Lead Member for Economic Development/Promotion Head of Development Services
3	Number of business births.	425 (2018 figure)				465 (2019 figure)				These are the current ONS figures for Business Births and Death Rates.	Lead Member for Economic Development / Promotion
4	Number of business deaths	395 (2018 figure)				415 (2019 figure)				Business births have increased with 465 new businesses in 2019.  The number of business deaths has increased on last year but remains below the county, regional and national average.	Head of Development Services

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5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	22,551	4,000 (2019-20 target-28,000)	0	0	0	0			Both TICs were closed throughout the year, due to Covid-19.  The reopening of the Tewkesbury TIC is planned for week of 12 April 2021 in line with government guidance when non-essential shops are able to re-open.  Discussions are ongoing regarding lease for moving back to the refurbished Winchcombe Heritage Centre, rather than its temporary location.	Lead Member for Economic Development / Promotion  Head of Development Services
6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	Data for Q4 not available (Q1-Q3= 8,960)	1,000 (2019-20 target-7,500)	0	0	0	0				
7	Number of visitors entering the Growth Hub	1346	1000	0	0	0	0			Tewkesbury Growth Hub remains closed to visitors as a result of Covid-19.	Lead Member for Economic Development / Promotion  Head of Development Services

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PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 1. Deliver the housing needs of our communities</b>				
a) Work with partners to undertake the required review of the JCS.	<p><del>Autumn 2019</del>  <del>Spring 2020</del>                      Target date:  <del>Winter 2020</del>                      Summer 2021                      (Preferred Options Consultation)                      (revised date reported to O&amp;S committee in October 2020)</p>	<p>Head of Development Services                      Lead Member for the Built Environment</p>	<p>☺</p>	<p>Key pieces of evidence for the review have been completed or are nearing completion. This includes a retail assessment, a study on the potential for strategic sites; a sustainable transport strategy and an assessment of economic need requirements. Two dedicated JCS staff have also now been appointed to progress the plan towards a draft for consultation.</p> <p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This sets out the timetable for the JCS review.</p> <ul style="list-style-type: none"> <li>• Issues &amp; Options Consultation – Winter 2018/19</li> <li>• Preferred Options Consultation – Summer 2021</li> <li>• Pre-Submission Consultation – Winter 2022</li> <li>• Submission to the Secretary of State – Spring 2023</li> <li>• Examination – Summer 2023</li> <li>• Adoption – Winter 2023</li> </ul>
b) Finalise and adopt the Tewkesbury Borough Plan.	<p><del>Winter 2018</del>  <del>Summer 2019</del>  <del>Autumn 2019</del>                      December 2019                      Spring 2021  <del>Autumn 2021</del>                      New target date:                      Adoption:                      February 2022*                      *Timings are dependant on the inspector's</p>	<p>Head of Development Services                      Lead Member for the Built Environment</p>	<p>☹</p>	<p>The examination in public was completed on 18 March 2021. The council is awaiting comments from the Inspector with regard to the proposed modifications. Adoption is expected early next year.</p>

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	preliminary findings and if further work is required.  (new revised date reported to O&S committee in June 2021)			
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver the housing needs of our communities				
c) Develop a work programme with landlords to ensure residents have a supply of rented properties to meet their needs.	<del>March 2019, June 2019, September 2019, December 2019, November 2020, January 2021</del> March 2021 Target date: June 2021  (revised date reported to O&S committee in March 2021)	Head of Community Services  Lead Member for Housing		Work with private landlords remained limited during Q4 due to Covid-19 restrictions. Whilst lettings continued, the council was unable to meet with landlords and tenants face-to-face to build relationships.  The county-wide pilot has ended, and a summary report has been produced from a county perspective. The report focussing on the activity for Tewkesbury specifically was received on 8 February, this is currently being reviewed and will be brought to the committee in June 2021.
d) Carry out housing needs assessments to deliver affordable housing in rural areas.	<del>March 2020</del> Target date: February 2021  March 2023 (overall completion)	Head of Community Services  Lead Member for Housing		Gloucestershire Rural Community Council (GRCC) undertakes Housing Needs Surveys on our behalf. To capture all rural areas across the borough, surveys will be carried out in phases. The latest round of surveys was posted to households throughout September 2020.  These surveys went to households in Forthampton, Chaceley, Tirley, Hasfield, Ashleworth and Deerhurst and included a focus on

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	(Target date reported to O&S committee in October 2020)			<p>Community Led Housing (CLH) - where people and communities play a leading role in addressing their own housing needs. Homes England is helping with funds to support the delivery of CLH and we have used this survey to inform our next steps in this area.</p> <p>The target date of February 2021 was achieved with the survey reports being available on the council's website. GRCC will contact each parish to offer some time to discuss the findings and next steps. This piece of work has been instructive and led to GRCC adopting a change in approach across the rest of the County in relation to Community Led Housing (CLH).</p> <p>The next phase of surveys is scheduled for spring 2021 and will continue until March 2023 to ensure all areas of the borough are covered.</p>
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 2. Ensure development plans provide for the five year land supply requirement.</b>				
a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	<p>Autumn 2019 Spring 2020</p> <p>Target date: <del>Winter 2020</del></p> <p>Summer 2021 (Preferred Options Consultation)</p> <p>(revised date reported to O&amp;S committee in October 2020)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	☺	<p>The JCS Review and the initial issues and options consultation was completed on 11 January 2019. Responses to the consultation are now being considered to progress the review to Draft Plan stage.</p> <p>The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS as well as planning for the long term. A key piece of ongoing work is an assessment of the potential options for strategic growth in the area.</p> <p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This sets out the timetable for the JCS review.</p> <ul style="list-style-type: none"> <li>• Issues &amp; Options Consultation – Winter 2018/19</li> <li>• Preferred Options Consultation – Summer 2021</li> </ul>

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				<ul style="list-style-type: none"> <li>• Pre-Submission Consultation – Winter 2022</li> <li>• Submission to the Secretary of State – Spring 2023</li> <li>• Examination – Summer 2023</li> <li>• Adoption – Winter 2023</li> </ul>
57	<p> <del>Winter 2018</del>  <del>Summer 2019</del>  <del>Autumn 2019</del>  <del>December 2019</del>  <del>Spring 2021</del>  <del>Autumn 2021</del> </p> <p>New target date: Adoption: February 2022*</p> <p>*Timings are dependant on the inspector's preliminary findings and if further work is required.</p> <p>(new revised date reported to O&amp;S committee in June 2021)</p>		<p style="text-align: center;">☹</p>	<p>The examination in public was completed on 18 March 2021. The council is awaiting comments from the Inspector with regard to the proposed modifications. Adoption is expected early next year.</p>

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b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.	Target date: March 2021	Head of Development Services  Lead Member for the Built Environment	☺	<p>The JCS was adopted on 11 December 2017. The JCS sets out the overall housing requirement for the borough and sets the spatial strategy for meeting development needs.</p> <p>In undertaking strategic duties with the planning authority, officers are working to deliver housing needs.</p> <p>The JCS review will further consider development needs and the identification of additional sites to meet growth requirements going forward. This will involve further work with developers and stakeholders to progress sustainable site options.</p>
c) Annually monitor the delivery of homes within the borough.	Target date: October 2020	Head of Development Services  Lead Member for the Built Environment	✓	<p>Both the five-year housing land supply statement and the Tewkesbury Borough Council housing monitoring report for 2019/20 is complete and are both available on the council's website.</p>
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.</b>				
a) Work with partners, infrastructure providers and developers, to progress the delivery of key sites.	Target date: March 2021	Head of Development Services  Lead Member for the Built Environment	☺	<p><u>Innsworth</u></p> <ul style="list-style-type: none"> <li>Phase 5 for 170 dwellings has been submitted (21/00133/APP) and is pending. Early stages and no target committee date yet.</li> <li>A full application for 99 dwellings has been submitted (20/00679/FUL) within the strategic allocation but outside of the allowed appeal sites and is pending. No target committee date yet.</li> </ul> <p><u>Twigworth-</u></p> <ul style="list-style-type: none"> <li>Reserved matters application received for the erection of a local centre has been approved.</li> </ul>

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				<ul style="list-style-type: none"> <li>Reserved matters application received for public open space (including formal sports area and Multi Use Games Area (MUGA)), changing rooms and car park and infrastructure. Currently awaiting a Deed of Variation to be finalised in respect of the changing facilities. The Deed of Variation in respect of the changing facilities has been finalised and it's anticipated a decision will be issued in the next couple of weeks.</li> <li>Phase 2 for 147 dwellings (21/00079/APP) has been approved</li> </ul> <p><u>South Churchdown</u></p> <ul style="list-style-type: none"> <li>Reserved matters application granted for 465 dwellings as a first phase of development within this allocation. The development is progressing on site with several dwellings now out of the ground.</li> </ul> <p><u>Brockworth</u></p> <ul style="list-style-type: none"> <li>Reserved matters applications approved for 600 dwellings: Phase 1 (135 dwellings) and Phase 2&amp;5 (240 dwellings) and Phase 3 (225 dwellings). Delivery of houses has now begun on two phases of this site. No further updates.</li> </ul> <p><u>North West Cheltenham</u></p> <p>Outline application has been submitted. Officers are continuing to work with the developers on transport issues in order to progress the planning application. The additional transport modelling has now been completed with a view to resolving the highway issues.</p> <p>The outputs have been provided to Highways England and once it has provided its comments the application can progress to determination. Due to delays, there will need to be updates to matters including ecology and the Transport Statement. A package of information will be submitted this month which will immediately go out to consultation. Work continues on the s106 agreement.</p> <p><u>West Cheltenham</u></p>
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				Related to above, officers are working on transport matters as well as other master planning/development issues. The Gold Valley (West Cheltenham) SPD has now been adopted to guide the development. No further updates.
b) Through the development process, work with communities to deliver the Community Infrastructure Levy (CIL) and Section 106.	Target date: March 2021	Head of Development Services  Lead Member for the Built Environment	☺	<p>Funds are currently advertised for determination by a future S106 Panel in June 21.</p> <p>Regulation 59 of the Community Infrastructure Levy Regulations 2010 requires the council to collect and pay a 'Neighbourhood Portion' of CIL to the parish in whose area a chargeable development takes place. CIL monies is paid out twice a year, the last instalment was paid out in April 2021. Since 28 April 2020 multiple parish councils have received CIL payments which has resulted in a collective total of £192,699.08 being paid.</p> <p>Town and parish councils are required to produce a 'Parish Funding Statement' in any reporting year that they receive, hold or spend CIL 'Neighbourhood Funding'. In the first reported year (01 April 2019 to 31 March 2020) no towns or parishes were required to do this in December 2020. However, this year (December 2021) these parishes who have received funding in 2020/21 will be required to do so.</p> <p>To help in doing this the CIL pages on the council's website <a href="http://www.tewkesbury.gov.uk/community-infrastructure-levy">www.tewkesbury.gov.uk/community-infrastructure-levy</a> have been updated to include guidance information for parish and town councils.</p>

### Key performance indicators for priority: HOUSING AND COMMUNITIES

KP I no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
8	Total number of homeless applications presented during quarter	704		135	178	146	132			This includes 58 triage cases as an indication of total service demand.	Lead member for Housing Head of Community Services

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										<p>This quarter has again been quieter than the previous quarter.</p> <p>This demand is primarily made up of triage or advice only cases, indicating the ongoing demand for housing advice.</p> <p>Whilst there has been a steady level of homeless applications being presented. The number of main duty and relief cases handled shows the Housing Advice Team is still assisting households at an early stage.</p>	
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
9	Total number of homeless applications with main duty accepted at end of the quarter	48		7	8	12	13			<p>Following changes in legislation, a statutory homeless duty is accepted to all applicants likely to be homeless within 56 days.</p> <p>The way in which we record KPI 9 and 11 has changed due to updated legislation and practice. This makes the data more</p>	<p>Lead member for Housing</p> <p>Head of Community Services</p>

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										difficult to interpretate in this format. This will be rectified in the new 2021/22 performance tracker.	
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
10	Total number of active applications on the housing register	1775 1 bed single = 674 1 bed couple = 184 2 bed = 555 3 bed = 259 4 bed = 83 5 bed = 17 6 bed = 3		1801 1 bed single= 699 1 bed couple= 192 2 bed= 538 3 bed= 260 4 bed=90 5 bed= 19 6 bed= 2 7 bed= 1	1877 1 bed single= 727 1 bed couple= 200 2 bed= 543 3 bed= 279 4 bed= 104 5 bed= 21 6 bed= 2 7 bed= 1	1857 1 bed single= 747 1 bed couple= 171 2 bed= 546 3 bed= 269 4 bed= 99 5 bed= 22 6 bed= 2 7 bed= 1	1835 1 bed single= 732 1 bed couple= 170 2 bed= 531 3 bed= 272 4 bed= 102 5 bed= 23 6 bed= 4 7 bed= 1			The breakdown of bands is: Emergency – 53 Gold – 76 Silver – 573 Bronze – 1133  Total – 1835	Lead member for Housing  Head of Community Services

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63	11	Total number of homeless prevention, relief and legacy prevention cases	311	70	88 (Q1 & Q2= 158)	74 (Q1-Q3= 232)	74 (Q1-Q4=306)		<p>Essentially, this is the total number of homeless applications present (Q4-132 applications) minus the number of triage cases (Q4- 58 cases). This equates to the total number of homeless prevention, relief and legacy prevention cases opened- Q4 74.</p> <p>There are three distinct duties. Q4 figures are as follows:</p> <ul style="list-style-type: none"> <li>• Prevention duty which lasts 56 days: 48</li> <li>• Relief duty for homeless households which lasts 56 days: 23</li> <li>• Full or main statutory homeless duty (this is similar to the old duty): 3</li> </ul> <p>The way in which we record KPI 9 and 11 have changed due to changes in legislation and practice. This makes the data more difficult to interpretate in this format. This will be rectified in the new 2021/22 performance tracker.</p>	Lead member for Housing Head of Community Services
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Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2019-2020	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
12	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	81%	85%	83.33%	62.50% (Q1-Q2= 71.43%)	85.71% (Q1-Q3 = 76.19%)	100% (Q1-Q4 = 80%)	↓	☹	<p>For Q4, 100% of major decisions were within target timescales (4 decisions).</p> <p>For the year, 25 decisions were issued, 20 were issued within the target timescales.</p> <p>Performance fell just short of the local indicator but exceeded national target of 60%.</p>	Lead Member Built Environment/ Head of Development Services
13	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	75.27%	80%	93.55%	65.12% (Q1-Q2= 77.03%)	84.44% (Q1-Q3 = 79.83%)	48.15% (Q1-Q4 = 69.94%)	↓	☹	<p>In Q4, 48.15% of minor decisions (26 of the 54 decisions issued) were within agreed timescales.</p> <p>For the year 69.94% (121 of the 173 decisions issued) were within agreed timescales. This meant the local indicator was missed for the year, but in combination with 'other' applications below, the national target for non-major applications (70%) was exceeded.</p>	Lead Member Built Environment/ Head of Development Services

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										<p>Officers have been working hard to maintain performance but unfortunately there has been a significant downturn in performance due to various reasons such as the impact of the second lockdown, additional workloads, customers refusing extension of time requests and sickness.</p> <p>A review of current ways of working is taking place during which will look at structures, staffing levels, improving systems and decision-making protocols.</p>	
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2019-2020	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
14	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	87%	90%	88.70%	83.19% (Q1-Q2= 85.90%)	88.37% (Q1-Q3 = 85.93%)	81.40% (Q1-Q4 = 84.37%)	↓	☹️	For Q4, 81.40% of other applications were within agreed timescales (140 out of 172 decisions issued). A less pronounced downturn in performance than for 'minor' applications which has remained	Lead Member Built Environment/ Head of Development Services

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										<p>relatively strong over the year.</p> <p>As set out above, whilst the local indicator has not been achieved, in combination with 'minor' applications, the national target of 70% for non-major applications has been met for the year.</p> <p>For 2020/21- 475 out of 563 applications were determined within the agreed timescale. This gives the cumulative percentage figure of 84.37%.</p>	
15	<p>Enforcement - Investigate category A cases within 24 hours (without prompt action, material risk of further harm which could be reduced by early intervention).</p>	66.67%	90%	100%	100% (Q1-Q2= 100%)	100% (Q1-Q3 = 100%)	0% (Q1-Q4 = 100%)	↑	😊	<p>There were no category A cases received in Q4.</p> <p>Total Category A cases received for 2020/21 is four and all were investigated within the 24- hour target.</p> <p>Excellent performance throughout the year reflecting the importance given to Priority A cases despite the pandemic.</p>	<p>Lead Member Built Environment/ Head of Development Services</p>

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67	16	Investigate category B cases within five working days (development causing, or likely to cause, irreparable harm or damage).	57.14%	90%	83.33%	100% (Q1-Q2=100%)	50% (Q1-Q3 = 72.73%)	0% (Q1-Q4 = 61.54%)	↑	<p>During Q4 two Category B cases were received and neither were investigated within the target timescale.</p> <p>In Q4 one of the cases registered was an ongoing breach which was registered as a new case but did not require a visit within five working days of the case being opened.</p> <p>Overall performance relates to a relatively small number of cases so it only takes a couple of cases not investigated within target to affect overall figures as can be seen from Q4.</p> <p>For 2020/21, 13 cases of which eight were investigated within the timescale totalling to 61.54% which is an improvement compared to last year's outturn of 57.14%.</p>	Lead Member Built Environment/ Head of Development Services
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Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2019-2020	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
17	Investigate category C cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity).	66.10%	80%	50%	40% (Q1-Q2= 44.82%)	30.77% (Q1- Q3 = 40.48%)	28.57% (Q1-Q4 =36.51 %)	↓	☹	<p>42 Category C cases were received during Q4. 12 were investigated within 10 working days.</p> <p>Overall performance for 2020/21 126 category C cases were received of which 46 were investigated within the timescale.</p> <p>Officers unable to conduct site visits for a significant number of cases due to second lockdown restrictions. There is a backlog of site visits waiting to be carried out.</p>	Lead Member Built Environment/ Head of Development Services
18	Investigate category D cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment).	76.92%	70%	50%	50% (Q1-Q2= 50%)	29.41% (Q1- Q3 = 42.55%)	33.33% (Q1-Q4 =40.68 %)	↓	☹	<p>During Q4, 12 category D cases were reported, four cases were reviewed within 15 working days.</p> <p>Overall performance for 2020/21 was 40.68%- 59 category D cases were received of which 24 were investigated within the timescale.</p>	Lead Member Built Environment/ Head of Development Services

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										<p>Performance reflects the priority being Given to, and large amount of time required to deal with, formal action being taken on category A and B cases.</p> <p>Officers unable to conduct site visits for a significant number of cases due to second lockdown restrictions. There is a backlog of site visits waiting to be carried out.</p> <p>Performance is also hindered by the vacant senior enforcement post.</p>
<b>PRIORITY: CUSTOMER FIRST</b>										
Actions		Target date	Reporting Line		Progress to date	Comment				
<b>Objective 1. Maintain our culture of continuous service improvement.</b>										
a) Continue to improve the proactive homelessness prevention programme.		Target date: March 2021	Head of Community Services Lead Member for Housing		<b>Deferred</b>	<p>Much has changed over the last year in the way that the housing team works with clients. The learning from this will be picked up as part of the Covid-19 review and learning.</p> <p>This action is linked to the Covid-19 Corporate Recovery Plan, Customer First – recover- action a- ‘Explore options for alternative ways for customer engagement e.g. housing applicants.’</p>				

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b) Continue to build on the success of our garden waste club.	Target date: April 2021	Head of Community Services Lead Member for Clean and Green Environment	☺	<p>The annual renewal process for 2021/22 has been highly successful with income generated to date of £910,000.</p> <p>Over 17,300 residents have renewed. The channel split is as follows:</p> <ul style="list-style-type: none"> <li>• Online renewal (using link in email) – 11661 (67.4%)</li> <li>• Website (garden waste page) – 2901 (16.8%)</li> <li>• Service (Customer Services) – 2634 (15.2%)</li> <li>• Paypoint – 104 (0.6%)</li> </ul>
<b>PRIORITY: CUSTOMER FIRST</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Line</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 1. Maintain our culture of continuous service improvement.</b>				
c) Deliver the planning service improvement plan.	<p>New target date: March 2021</p> <p>November 2021</p> <p>(New revised date reported to O&amp;S committee in June 2021)</p>	Head of Development Lead Member Built Environment	☹	<p>The previous improvement plan inherited by the Head of Development has been reviewed and the remaining actions are not proposed to be brought forward. This is due to a new review of the systems and procedures of Development Management Service being undertaken.</p> <p>This review commenced in April and is being undertaken by Planning Officers Enterprises, an arm of the Planning Officers' Society. The review will include performance, staff structure and systems.</p> <p>A report is expected in July and a new action plan to be developed by November. The review has been endorsed by Corporate Leadership Team and Transform Working Group.</p>
d) Deliver the council's	Target date:	Head of Corporate Services	✓	The 2021/22 action plan was approved by Overview and Scrutiny Committee on 12 January. There are a range of actions

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Communication Strategy	March 2021	Lead Member for Customer Focus		<p>introduced, including carrying out a review of internal communications, increasing the use of video as a communications channel, and supporting the council's transformation team to promote new online services. This builds upon the 2020/21 actions which were mostly delivered.</p> <p>Responding to Covid-19 continues to require significant communications resource.</p> <p>This action is linked to the Covid-19 Corporate Recovery Plan. (Customer First – rebuild- action d)</p>
e) Establish a new business transformation team to support service improvements	Target date: April 2020.	Head of Corporate Services Lead Member for Commercial Transformation	✓	See recovery tracker for further details and successful implementation of this action. (Recovery tracker- Customer first-rebuild- action a)
<b>PRIORITY: CUSTOMER FIRST</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Line</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 2. Develop online services to achieve 'digital by preference, access for all'.</b>				
a) Develop and implement a corporate digital platform.	Target date: March 2021	Head of Corporate Services Lead Member for Commercial Transformation	✓	<p>A new digital platform has now been developed and implemented.</p> <p>The Business Transformation Team is working on moving the final processes from our previous digital platform to our new one.</p> <p>The team went live with bulky waste, missed bins and assisted waste collections in April. All of these new online services have been being very well received by customers and have made a significant positive impact on the back office processes for Ubico and customer services.</p> <p>Report a problem, FOIs and 'complaints, compliments, comments and concerns' will move over to the new digital platform by the</p>

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				<p>end of May 2021, which is when the contract for our previous platform ends.</p> <p>The team is also in the process of prioritising the next projects to be built on the new digital platform - upcoming projects include online licensing, online cemeteries, support to digitisation of HR recruitment, paperless billing and a review of our litter picking scheme.</p>
b) Implement an online offering for the licensing service.	<p>April 2021</p> <p>Target date: Sept 2021</p> <p>(revised date reported to O&amp;S committee in March 2021)</p>	<p>Head of Community Services</p> <p>Lead Member for Clean and Green Environment</p>		<p>This project has yet to start but it has been identified as one of the Business Transformation Team's priority projects to deliver between June and September.</p>
c) A full review of the bulky waste service including the online bookings.	<p>Target date: March 2021</p>	<p>Head of Community Services</p> <p>Lead Member for Clean and Green Environment</p>	✓	<p>The new bulky waste service went live in the first week of April. Although early days, all aspects of the project are positive and the project team has delivered the key objectives including:</p> <ul style="list-style-type: none"> <li>- A new set of charges</li> <li>- A new service provider who delivers a recycling/reuse service</li> <li>- An online booking service through our new digital platform</li> <li>- A reduction in wait times from 5-6 weeks to one week</li> </ul>
d) Explore the opportunity for an online offering for our cemeteries function.	<p>Target date: 31 March 2022</p>	<p>Head of Finance and Asset</p> <p>Lead Member for Finance and Asset Management</p>		<p>Work will start once the Business Transformation Team has delivered its initial priorities. Anticipated work will start 2021/22. It was always the intention this would be within a second phase, even pre-Covid.</p>

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Key performance indicators for priority: CUSTOMER FIRST											
KP I no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
19	Total enquiries logged by the Area Information Centre (AIC).	686		0	0	0	0			The AICs have been closed since 11 March due to Covid-19. Regular communication with the parish councils has been maintained. No requests for council services have been received at the AICs. The AICs will reopen from 21 June in line with government guidance.	Lead Member Customer Focus/ Head of Corporate Services
20	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1,644		415	742	1,300	1,548			<p>Throughout the period under review face-to-face advice was suspended and the service continued to be a telephone and website service.</p> <p>During the 12 months, residents presented 3,664 issues compared to 3,370 last year- an increase of 8.7%</p> <p>With 67% (1,907) of the 3,664 issues raised being represented by the following: Benefits &amp; Tax credits- 22% Universal Credit: 9%</p>	Lead Member Economic Development/ Promotion / Head of Development Services

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										<p>Debt and Financial: 15%</p> <p>Employment: 13%</p> <p>Housing: 8%</p> <p>Relationships: 10%</p> <p>Of the 1,548 Tewkesbury clients seen the heaviest demand was Churchdown, St. John's at 145 (9.4%).</p> <p>The following six wards represent 706 (46%) of all clients seen:</p> <p>Churchdown St Johns- 145 clients</p> <p>Northway- 119 clients</p> <p>Cleeve St Michael- 119 clients</p> <p>Brockworth West- 104 clients</p> <p>Tewkesbury South- 115 clients</p> <p>Innsworth- 104 clients</p>	
21	Financial gain to clients resulting from CAB advice	£1,832,984		£377,852	£329,926	£471,748	£605,238			<p>During the 12 months, clients in Tewkesbury have benefitted from £1,784,764 of financial gains , of which £539,765 represented debts written-off.</p>	Lead Member Economic Development/ Promotion / Head of Development Services
22	Community groups assisted with funding advice	124		71	82	68 (Q1-Q3= 221)	55 (Q1-Q4= 276)			<p>Over the Quarter:</p> <ul style="list-style-type: none"> <li>55 Voluntary &amp; Community Sector groups supported with funding advice</li> </ul>	Lead Member Community Development / Head of Development Services

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					(Q1 & Q2= 153)					<ul style="list-style-type: none"> <li>50 attending training (36 Severn Trent Community Fund workshop, 14 Crowdfunding workshop)</li> <li>11 groups received a Covid-19 Community grant</li> <li>Other work includes the development of a Community Funding Toolkit and the launch of a time limited Capital Funding Scheme and two online funding seminars.</li> </ul>	
Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
23	Benefits caseload: a) Housing Benefit b) Council Tax Reduction	2,687 4,318		2,617 4,747	2,564 4,802	2,519 4,871	2,437 4,874			The housing benefit caseload continues to fall due to the migration of claimants to Universal Credit, however still not to the extent estimated previously. We receive an average of 13 new claims a month. Delays in managed migration means that we will continue to deal with	Lead Member Finance and Asset Management/ Head of Corporate Services

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										some claim types until September 2024.  There continues to be a significant increase in the working age Council Tax Reduction caseload due to the financial impact of the COVID-19 pandemic. The split at year end was as follows:  Pension age 1,847 (down from 1,887 as at 31.03.2020). Working age 3,027 (up from 2,431 as at 31.03.2020).	
24	Average number of days to process new benefit claims	6	14 (2019-20 target 15)	8	7	7	8	↓	☺	Performance on new housing benefit claims continues to be well below the national average of 17 days.	Lead Member Finance and Asset Management/ Head of Corporate Services
<b>Key performance indicators for priority: CUSTOMER FIRST</b>											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
25	Average number of days to process change in circumstances	2	3 (2019-20 target 4)	3	3	4	2	↔	☺	Performance on change in circumstances continues to be well below the national average of six days.	Lead Member Finance and Asset Management/ Head of Corporate Services

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26	Percentage of council tax collected	98.1%	98.3%	29.5%	57.5%	85.6%	97.6%	↓	☹️	<p>Council tax collection performance continues to be significantly affected by the Covid-19 pandemic. We have been unable to take formal recovery action for unpaid council tax for 12 months as the magistrates' court has not reopened for liability order hearings. It was also not possible to take meaningful enforcement action during the various lockdowns.</p> <p>We continue to send reminders for non-payment and are trying to engage with residents in other ways by making alternative payment plans.</p> <p>More positively we now have a liability order court on 28 May which will assist in getting recovery action back on track again.</p>	Lead Member Finance and Asset Management/ Head of Corporate Services
27	Percentage of NNDR collected	99.2%	98.5%	31.1%	59.8%	79.8%	95.9%	↓	☹️	<p>Business rates collection performance is significantly below target, primarily because of the continuing impact of the Covid-19 pandemic.</p> <p>We continue to send reminders for non-payment, however as the magistrates' court</p>	Lead Member Finance and Asset Management/ Head of Corporate Services

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										remained closed to liability order hearings for the whole of the 2020/21 financial year, we have been unable to take any further enforcement action to collect outstanding debt.  More positively we now have a liability order hearing scheduled for 28 May.	
Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
28	Average number of sick days per full time equivalent	12.62	8.0	2.09	2.21 (Q1 & Q2= 4.3)	2.95 (Q1 -Q3 = 7.25)	2.43 (Q1 – Q4 = 9.68)	↑	☹️	There has been a significant improvement in absence rates from 2019/20 (12.62 days to 9.68 days). This decrease was driven by a reduction in short term sickness absence which seems likely to be linked to the increase in home working and the covid restrictions resulting in a reduction in transmission of common illnesses.  The total comprised of: Short term = 476.6 (19/20 = 913.3) Long term = 1279.4 (19/20 = 1264.8)	Lead Member Organisational Development/ Head of Corporate Services

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											The HR and OD team are actively supporting the management of those currently on long term sickness, have added to a wellbeing agenda and will be reviewing the absence management policy to try to further reduce rates.	
<b>Key performance indicators for priority: CUSTOMER FIRST</b>												
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service	
29	Food establishment hygiene ratings.	3.6%	5% With a food hygiene rating Under three	3.47%	4.01%	2.6%	3.6%	↔	😊	<p>There are 840 registered food premises, an overall increase of 13 on the previous quarter with new businesses still registering.</p> <p>Food inspections have been on hold during lockdown however these are being restarted during May 2021 using external contractors. We have calculated we have a backlog of 474 inspections and a further 200 inspections due of to be completed in 2021/22. Internally we have continued to progress remote inspections in line with Food Safety Agency (FSA) guidance by virtual inspections.</p>	Lead Member Clean and Green Environment / Head of Community Services	

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											This remains below the target of no more than 5% of food business having a food hygiene rating of less than 3.	
30	Percentage of Freedom of Information (FOI) requests answered on time.	90%	80%	91%	92% (Q1 & Q2 = 92%)	85% (Q1-Q3= 89%)	81% (Q1-Q4= 87%)	↓	☺	164 FOIs were received in Q4. 133 of these were answered within the 20 working days deadline.  Total received in 2020-21= 575 of which 498 were answered in time (87%). (565 received during 2019/20)	Lead Member Customer Focus/ Head of Corporate Services	
31	Percentage of formal complaints answered on time.	86%	90%	97%	93% (Q1 & Q2 = 95%)	70% (Q1-Q3= 89%)	75% (Q1-Q4= 84%)	↓	☹	47 formal complaints were received in Q4. 35 were answered within the 20 working days deadline. Total received to date for 2020-21= 144 of which 121 were answered on time and two were withdrawn. (199 received during 2019/20)	Lead Member Customer Focus/ Head of Corporate Services	

### PRIORITY: GARDEN COMMUNITIES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 1. Delivery of Tewkesbury Garden Town</b>				
a) Formally establish the Garden Town planning status.	Target date: Submission for examination 2022	Lead Member Built Environment	☺	The Garden Town will form part of the Joint Core Strategy Review which is scheduled for submission for examination in 2022.

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		Director of Garden Communities		<p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This sets out the timetable for the JCS review.</p> <ul style="list-style-type: none"> <li>• Issues &amp; Options Consultation – Winter 2018/19</li> <li>• Preferred Options Consultation – Summer 2021</li> <li>• Pre-Submission Consultation – Winter 2022</li> <li>• Submission to the Secretary of State – Spring 2023</li> <li>• Examination – Summer 2023</li> <li>• Adoption – Winter 2023</li> </ul>
b) Establish a governance structure and ways of working with key stakeholders.	Target date: March 2021	Lead Member Built Environment Director of Garden Communities	✓	The Tewkesbury Garden Town governance structure was approved at Executive Committee on 3 February 2021. This will now be taken forward by the Tewkesbury Garden Town Team.
c) Prepare a masterplan that sets out the key principles, quality development and infrastructure requirements.	Target date: March 2021 (Evolution of masterplan)	Lead Member Built Environment Director of Garden Communities	✓	<p>The evolution of the concept masterplan is in its final draft form and has been presented to the Member Reference Panel. The team are making the final amendments before the plan is submitted as supporting evidence for the JCS Review later in the year.</p> <p>Linked to Covid-19 Corporate Recovery Plan performance tracker. (Garden communities- Rebuild-action b).</p>
d) Deliver the first phase of the 'bridge project', in line with the funding requirements.	New target date: March 2021	Lead Member Built Environment Director of Garden Communities	✓	<p>The Ashchurch Bridge was approved at planning committee in March.</p> <p>Work is now starting on the next stage of the programme, finalising detailed design and assembling</p>

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				the land required, ahead of commencing the procurement of a contractor in Spring 2022.
<b>PRIORITY: GARDEN COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 2. Delivery of Golden Valley Garden Community.</b>				
a) Produce a Supplementary Planning Document (SPD) for West Cheltenham Cyber Park in collaboration with Cheltenham Borough Council.	Target date: Summer 2020	Lead Member Built Environment Director of Garden Communities	✓	The SPD, now known as the Golden Valley Development SPD, was adopted by Tewkesbury Borough Council on 28 July 2020.
b) Prepare a land assembly programme to aid in the delivery of the Golden Valley Garden Village	Target date: March 2021	Lead Member Built Environment Director of Garden Communities	😊	Work underway in collaboration with Cheltenham Borough Council and Homes England to identify key land holdings for potential acquisition.  Linked to Covid-19 Corporate Recovery Plan- Garden Communities, refocus- action a.

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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 1. Deliver the climate emergency action plan</b>				
a) Review and update our plans in relation to environmental sustainability and carbon management, taking account of the latest evidence and national policy.	Target date: March 2021	All Heads of Services Lead Member for Clean and Green Environment	☺	Early work on drafting year two of the Climate Change and Carbon reduction action plan has now begun ready for adoption in early Summer.
b) Seek to reduce waste and emissions across our own estate, assets and activities, and use natural resources more efficiently.	Target date: July 2021	Head of Finance and Asset Management Lead Member for Finance and Asset Management	☺	<p>The year one outturn report for Climate Change Strategy will be brought to O&amp;S Committee on 13 July 2021, this will highlight the achievements during the year to reduce waste and emissions.</p> <p>Feasibility studies for the replacement of the heating system at the Public Service Centre have now concluded with the recommendation of an Air-to-Air system being the most efficient for the council's needs. The council has also secured £284,000 of grant funding from Department for Business, Energy and Industrial Strategy (BEIS) to support this project. The intention is for the project to be completed by Autumn 2021.</p> <p>In addition, carbon surveys of our homeless properties and the Horsford Trust properties continue to be undertaken as the properties become vacant which will then provide a mini-action plan for works to these properties.</p>

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c) Work with Gloucestershire County Council and other partners to help local residents and businesses take action to reduce their own carbon footprint, and to make better use of resources.	Target date: March 2021	Head of Development Services  Lead Member for Clean and Green Environment	<b>Deferred for six months</b>	Discussions are underway reviewing and implementing cycle pathways and other measures with Gloucester County Council to increase the options of walking and cycling.
<b>PRIORITY: SUSTAINABLE ENVIRONMENT</b>				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 2. Promote a healthy and flourishing environment in the borough.</b>				
a) Establish planning policies to ensure the delivery of healthy and sustainable communities.	Target date: March 2021 (ongoing as action is across a number of plans)	Head of Development Services  Lead Member for Built Environment	☺	<p>The adopted JCS already contains strategic policies around sustainability and health.</p> <p>The emerging Tewkesbury Borough Plan is proposing further detailed policies around environmental quality, green infrastructure and biodiversity and sustainable transport to help to deliver healthy and sustainable communities. The Borough Plan has been submitted for examination which finished in March 2021. The council are awaiting comments from the inspector on any modifications required.</p> <p>The JCS review will reconsider existing strategic policies around health and sustainability as well as whether any additional policy guidance would be appropriate.</p> <p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This sets out the timetable for the JCS review as:</p> <ul style="list-style-type: none"> <li>• Issues &amp; Options Consultation – Winter 2018/19</li> </ul>

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				<ul style="list-style-type: none"> <li>• Preferred Options Consultation – Summer 2021</li> <li>• Pre-Submission Consultation – Winter 2022</li> <li>• Submission to the Secretary of State – Spring 2023</li> <li>• Examination – Summer 2023</li> <li>• Adoption – Winter 2023</li> </ul>	
	b) Improve bio-diversity across the borough and educate communities on its benefits.	Target date: March 2023	Head of Development Services Lead Member for Community	<b>Deferred for six months</b>	<p>Quotes are being sought to create, design and install interpretation signage in the Grangefield to help educate the community. This will be in line with the European Regional Development Fund (ERDF) funding criteria to enhance biodiversity.</p> <p>Green space improvements are incorporated within the Local Plan.</p>
85	c) Work with volunteers across the borough, and help communities to maintain our “place”.	Target date: March 2021	Head of Development Services Lead Member for Community	😊	<p>Officers have been continuing to assist the community through the pandemic, proving support to residents through the:</p> <ol style="list-style-type: none"> <li>1. Community Help Hub</li> <li>2. Contacting the Clinically Extremely Vulnerable</li> <li>3. Those self-isolating</li> </ol> <p>The Help Hub is now in the process of being scaled down, in line with reducing need.</p> <p>The team continues to work closely with the Voluntary and Community Sector to provide support to residents in need through the Covid-19 pandemic.</p>

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				<p>The council has also continued to run the Emergency Community funding scheme for the Voluntary Sector.</p> <p>A Winter Grants scheme has also been in operation providing financial support to vulnerable people who required assistance with food, fuel and essential supplies.</p>
<b>PRIORITY: SUSTAINABLE ENVIRONMENT</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 3. Promote responsible recycling across the borough.</b>				
a) Take a robust approach towards fly-tipping and other enviro-crimes.	Target date: March 2021	Head of Community Services Lead Member for Clean and Green Environment	☺	<p>Flytipping complaints have increased by 92% in this quarter; noise complaints by 48%, with a slight increase in bonfire complaints.</p> <p>Abandoned vehicle and dog fouling complaints have reduced in 20/21 by 15.5% and 11.9% respectively compared to 2019/20 - however there has been an overall increase in envirocrimes of 61% compared to 2019/2020.</p> <p>There has been one successful prosecution in the year and this has mainly been due to the courts being closed.</p> <p>There are a number of active investigations underway with two further prosecutions pending.</p>
b) Working with Gloucestershire Waste and Resources Partnership to encourage recycling and reduce plastic waste.	Target date: June 2021	Head of Community Services Lead Member for Clean and Green Environment	☺	<p>The Gloucestershire Waste and Resource partnership is currently running a "Be Clear on Plastics" Campaign to cover all the issues regarding the different types of plastics and how people can reduce, reuse and recycle their plastics. Tewkesbury Borough Council's communication team are and will continue to promote the 'Gloucestershire recycles' campaigns through social media channels.</p>

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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 4. Preserve and enhance the natural assets and built heritage of our borough.</b>				
a) Work with the local nature partnership on the natural capital asset mapping.	Target date: March 2021	Head of Development Services Lead Member for Built Environment	✓	Natural capital assets mapping is now complete and available online- <a href="https://naturalcapital.gcerdata.com/">https://naturalcapital.gcerdata.com/</a> or via <a href="http://www.gloucestershirenature.org.uk">www.gloucestershirenature.org.uk</a> .
b) Publish the heritage strategy to set out the actions to protect our built environment.	Target date: March 2021	Head of Development Services Lead Member for Built Environment	✓	The draft Heritage Strategy is one of the evidence documents that is being used to support the examination in public for the local plan- <a href="https://www.tewkesbury.gov.uk/tewkesbury-borough-plan-examination-library">https://www.tewkesbury.gov.uk/tewkesbury-borough-plan-examination-library</a>

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Key performance indicators for priority: SUSTAINABLE ENVIRONMENT											
KPI no.	KPI description	Outturn 2019-20	Target 2020-21	Outturn Q1 2020-21	Outturn Q2 2020-21	Outturn Q3 2020-21	Outturn Q4 2020-21	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
32	Number of reported enviro crimes	1,271	1000	419	508 (Q1 & Q2 = 927)	542 (Q1-Q3= 1,469)	716 (Q1-Q4= 2185)	↓	☹️	Enviro crime figures for Q4 (figures in brackets comparable for 2019/20) <ul style="list-style-type: none"> <li>fly tips- 570 (124)</li> <li>Littering - 5 (3)</li> <li>dog fouling- 34(22)</li> <li>abandoned vehicles- 54 (32)</li> <li>noise- 43 (21)</li> <li>Bonfire – 10 (7)</li> </ul>	Lead Member Clean and Green Environment/Head of Community Services

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

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										<p>Flytipping complaints have increased by 92% in this quarter; Noise complaints by 48%, with a slight increase in bonfire complaints. Abandoned vehicle and dog fouling complaints have reduced in 20/21 by 15.5% and 11.9% respectively compared to 2019/20 however there has been an overall increase in enviro crime of 61% compared to 2019/2020.</p>	
33	Percentage of waste recycled or composted.	51.47%	52%	50.26%	52.79% (Q1+Q2= 51.54%)	45.92% (Q1-Q3= 49.82%)	45.18% (Q1-Q4= 48.73%)	↓	☹️	<p>The figure for Q4 is an unverified figure and may be subject to change. The downturn in recycling is in part due to the number of loads rejected at the MRF in Avonmouth and partly due to the high levels of waste we have seen as part of the third lockdown period. Indications for the first month of the new contract are positive with no loads rejected by the new contractor.</p>	Lead Member Clean and Green Environment/Head of Community Services

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

34	Residual household waste collected per property in kgs.	414KG	430kg	117kg	114KG (Q1 & Q2 = 263KG)	114KG (Q1-Q3= 377KG)	116KG (Q1-Q4= 461KG)	↓	☹️	<p>In line with the comments above, as the impact of Covid-19 has had a detrimental effect on the waste sent for disposal which in turn impacts the % of waste collected sent for recycling or composting. The amount sent for energy from waste disposal per household remained high again for Q4 and is similar to the figures seen during the first lockdown. Increased residual waste is being seen across the county and country as more people are at home for the majority of time and working from home also. This is also an initial figure and will need verification and is subject to minor change.</p>	Lead Member Clean and Green Environment/Head of Community Services
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# Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

Corporate Covid-19 Recovery Plan tracker actions:	
😊	Action progressing well/ on or above target
😐	Action has some issues/delay but not significant slippage/ below target but likely to achieve end of year target
😞	Significant risk to not achieving the action or there has been significant slippage in the timetable, or performance is below target/ significantly below target and unlikely to achieve target
	Project has not yet commenced/ date not available or required to report
✓	Tracker action is complete or annual target achieved

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PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Refocus</b>				
a) Continue to work with partners to ensure adequate measures are in place on our high streets to enable social distancing.	Target date: August 2020	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	All required and agreed health and safety signage and systems now installed on our High Streets. Further signage and hand sanitisers have now been agreed to be installed. Any further measures agreed will be implemented as and when required.
b) Monitor the financial impacts of Covid-19.	Target date: March 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	Monthly monitoring and reporting, including detailed financial returns to MHCLG, is in place and will likely continue for the rest of the financial year and into the new year.
c) Produce a new six-monthly internal audit plan and review the whole suite of internal	New target date: <del>October</del> 2020	Head of Corporate Services	😐	At present, due to a new roll out of government grants, internal audit work is limited to reviewing the suite of previous audit recommendations. No planned audit

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

audit recommendations to determine if recommendations remain relevant and timescales for implementation remain feasible.	April-2021 July 2021 New target date reported to O&S June 2021)	Lead Member for Corporate Governance		assignments have yet to commence. It is anticipated this work will start end of June/early July.
<b>PRIORITY: FINANCE AND RESOURCES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Recover</b>				
a) Agree and monitor the Tewkesbury Leisure Centre recovery plan in partnership with Places Leisure.	Target date: September 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	Monitoring arrangements are in place and the council maintains a good working relationship with Places Leisure as both parties look to return to normal levels of activity as soon as possible.  The centre re-opened on the 12 April for individual activities whilst classes will open as soon as government restrictions allow.  A number of campaigns are being run by the centre including NHS thank you and home town heroes.  An additional £11k grant has been received from Sports England to support the costs of re-opening the centre. A total of £181k has now been received.
b) Ensure adequate measures are in place and government guidance is adhered to	Target date: September 2021	Head of Finance & Asset Management	😊	We are aligning our return to work in accordance with the government's roadmap – the key date being 21 June. Directed through the operational manager's cohort

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for those staff that need to return to the Public Services Centre offices, whilst exploring the future demand for space in light of new ways of working.	June 2021 (aligned to govt roadmap)	Lead Member for Finance and Asset Management		services are currently working on various work streams to meet this date.
c) Produce a revised 2020/2021 budget.	Target date: No longer required	Head of Finance & Asset Management Lead Member for Finance and Asset Management	<b>No longer required</b>	Following consideration of all issues relevant to producing a revised budget, it was agreed that the council's needs would be better served by maintaining the original budget.
<b>PRIORITY: FINANCE AND RESOURCES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Rebuild</b>				
a) Revise the Medium-Term Financial Strategy (MTFS) in light of additional financial pressures arising from Covid-19.	Target date: January 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	The MTFS was approved at Council on 26 January 2021.  The 'production of an MTFS' action can also be found within the Council Plan performance tracker. (Finance and resources- objective 2- action a).
b) Maximise the use of business intelligence within the council to ensure the accuracy of the rating list and help	New target date: <del>March 2021</del> March 2022	Head of Corporate Services Lead Member for Finance and Asset Management	☹	Recruitment of a new Business Intelligence Officer has commenced. A cross service project plan will need to be developed so business intelligence is shared by relevant services moving forward.

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businesses build resilience.	(New target date reported to O&S June 2021)			
c) Work with businesses and residents and seek to rebuild council tax and business rate collection rates.	New target date: <del>March 2021</del> March 2022 (New target date reported to O&S June 2021)	Head of Corporate Services  Lead Member for Finance and Asset Management		Formal recovery action has been outside of the control of the Revenue' team for over 12 months as the magistrates court has remained closed. In the absence of formal action, softer action has been taken during the year and the team has continued to engage with residents and business to identify the reasons for non-payment and signposting to further support and assistance if required.  Positively, in recent weeks the court has re-opened (by telephone) and authorised the recovery action on 1,820 council tax accounts and 140 business rates accounts.

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

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	November 2020)			Delivery of 'the next year of the current Economic Development and Tourism Strategy' action can be found within the Council Plan performance tracker. (Economic Growth- objective 1- action a).
b) Undertake an economic impact assessment and analysis to understand the needs of local businesses.	Target date: January 2022	Head of Development Services Lead Member for Economic Development/ Promotion	Deferred	This economic assessment will help to inform the new Economic Development and Tourism Strategy. This assessment will be commissioned once the long-term impact on the business community is clearer.  As some businesses are still in the process of reopening as well as the furlough scheme still being in operation the economic assessment will not commence until at least the autumn.
<b>PRIORITY: ECONOMIC GROWTH</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Refocus</b>				
c) Work with our partners at Cotswold Tourism to understand when and how to safely encourage visitors back to the borough.	Target date: March 2021	Head of Development Services Lead Member for Economic Development/ Promotion	😊	In line with Government guidance, as of 12 April 2021 self-catering accommodation and camping could re-open.  Tewkesbury Tourist Information Centre re-opened in week of 12 April.  The council has been working with Cotswold Tourism on low level promotional messages and marketing, including: <ul style="list-style-type: none"> <li>• Social media</li> </ul>

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

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				<ul style="list-style-type: none"> <li>• Website</li> <li>• Campaign work</li> <li>• Interactive workshops</li> </ul> <p>The focus has been particularly on the domestic market and post Covid 19 restrictions.</p> <p>The newly established Visit Gloucestershire launched a recovery strategy in April 2021, this was developed in engagement with districts.</p> <p>This action is also linked to with the Council Plan performance tracker. (Economic Growth- objective 4- action a).</p>
d) Work closely with partners, businesses and groups to enable the safe and successful reopening of high streets and retail centres.	Target date: March 2021	Head of Community Services  Lead Member for Clean and Green Environment	😊	<p>Most businesses across the Borough have remained very compliant with Covid-19 regulations with a few notable exceptions where advice and guidance has been provided and in a very few exceptional cases enforcement action.</p> <p>Officers have been extremely busy in carrying out regular patrols and providing advice including to licenced premises at weekends and evenings often alongside the police where necessary.</p> <p>Further and continuing changes to legislation and guidance means that this area of work is ongoing and will be for some time.</p>

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Recover</b>				
a) Work with our partners to engage with businesses to create tailored business support solutions through Tewkesbury Growth Hub, as a single point of contact to support business recovery- helping businesses to recover, innovate and thrive.	Target date: July 2021	Head of Development Services  Lead Member for Economic Development/ Promotion	☺	<p>Delivering tailored covid-19 business support interactions and online events through Tewkesbury Growth Hub.</p> <p>20 online webinar workshops and 1-2-1 sessions were delivered in quarter 1, 21 in quarter 2, 23 in quarter 3 and 23 in quarter 4 - With over 364 attendees. Events included support with online marketing, video development, social media, goal setting and Covid-19 support plan development.</p> <p>The team also proactively contacted over 2,000 businesses to offer advice and support and promote the Government grant opportunities available.</p> <p>The Growth Hub Network promoted and delivered the Government's Small and Medium-sized Enterprises (SME) Recovery Grant and Kickstart Tourism Grant.</p> <p>A dedicated Survive and Thrive section has been set up on the Growth Hub Website – providing Covid-19 support.</p> <p>Growth Hub Mentors ran three panel Q&amp;A sessions providing Covid support and advice.</p> <p>This action is also linked to with the Council Plan performance tracker. (Economic Growth- objective 1- action b).</p>

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Recover</b>				
b) Deliver sector specific advice and events, helping support local supply chains.	Target date: July 2021	Head of Development Services Lead Member for Economic Development/ Promotion	☺	As part of a Growth Hub Network and GFirst LEP project - specialist advisors have been employed across priority growth areas, providing support to local supply chains. Specialist advice includes the following areas: <ul style="list-style-type: none"> <li>• Digital transformation</li> <li>• Low carbon / renewable energy sector</li> <li>• Change Management and transition, including Covid 19 recovery</li> <li>• Advanced manufacturing</li> </ul> <p>The support can be accessed through each growth hub.</p> <p>Sector-specific campaign work has included Destination Growth – Rebuilding the Tourism sector in the county. This has also included online training for businesses.</p> <p>A dedicated Survive and Thrive section to provide targeted Covid-19 support to businesses has been set up on Growth Hub Website.</p>
c) Work with partners to support employment and skills initiatives targeted at those	Target date: July 2021	Head of Development Services Lead Member for Economic Development/ Promotion	☺	A draft bid has been developed with Department for Work and Pensions (DWP) to offer a Youth Hub service hosted within Tewkesbury Growth Hub. Providing advice and information for young people, particularly focussing on young people impacted by Covid-19. Likely to be a virtual

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

affected by unemployment.				<p>service to start with. Working with DWP to make amendments before submission.</p> <p>Promotion of the Kickstart Campaign to local businesses.</p> <p>Promotion of support and webinars delivered through the National Careers Service to help job seekers.</p>
<b>PRIORITY: ECONOMIC GROWTH</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Rebuild</b>				
<p>a) Launch grant and support packages focused on innovation and growth, linking grants and Growth Hub advice.</p>	<p>Target date: December 2020 March 2021 (revised date reported to O&amp;S committee in January 2021)</p>	<p>Head of Development Services Lead Member for Economic Development/Promotion</p>	<p>☺</p>	<p>The delivery and promotion of the Government's Small and Medium-sized Enterprises (SME) Recovery and Kick-starting Tourism Package Grant Schemes, (administered through the Gloucestershire Growth Hub Network) has been delivered.</p> <p>The council has continued to provide Covid-19 business grants including the recently launched Additional Restriction Grants.</p>
<p>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</p>	<p>Target date: March 2024</p>	<p>Head of Development Services Lead Member for Economic Development/Promotion</p>	<p>☺</p>	<p>Delivery of Reopening High Street Safely Fund project work. Grant action plan in development with key themes focussing on:</p> <ol style="list-style-type: none"> <li>1. Communications and public information activity to ensure that reopening of local economies can be successfully and safely</li> </ol>

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<p>drive economic recovery.</p>				<p>2. Business-facing awareness raising activities to ensure that reopening of local economies can be managed successfully and safely</p> <p>3. Temporary public realm changes to ensure that reopening of local economies can be managed successfully and safely</p> <p>Work includes:</p> <ul style="list-style-type: none"> <li>• Promotion and marketing contract with V8 – promotional material produced</li> <li>• Posters and stickers in town centres</li> <li>• Accessibility audits completed</li> <li>• Footfall counts commissioned and in process</li> <li>• Social media campaign work</li> </ul> <p>The Government has announced a follow on, extension scheme to the Reopening the High Street Safely Funding Programme. This is called The Welcome Back Fund and is proposed to run until March 2022.</p>
<p>c) Work with partners to identify funding opportunities and support key infrastructure projects.</p>	<p>Target date: December 2022</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p>😊</p>	<p>Successful funding allocation from Reopening High Street Safely Fund to support Tewkesbury, Bishop’s Cleeve and Winchcombe centres</p> <p>Grant Action Plan for the reopening of the high street safety fund has been submitted to Government and approved.</p> <p>The Government has announced a follow on, extension scheme to the Reopening the High Street Safely Funding Programme. This is called The Welcome Back Fund and is proposed to run until March 2022.</p>

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d) Promote Tewkesbury Borough as an excellent location for business and investment.	Target date: July 2021	Head of Development Services  Lead Member for Economic Development/Promotion	☺	Working with the Countywide Inward Investment Project Team to promote investment opportunities within the borough and fielding enquiries. Working with Department for International Trade (DIT) to help promote the trade and investment in the Western Gateway partnership (Gloucestershire, West of England, Swindon & Wiltshire and South Wales). DIT employed two specialists in advanced manufacturing and tech/cyber security to support inward investment.  Promotion activity taking place through www.investingloucestershire.com website and campaign work, where possible, under government Guidance
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Refocus</b>				
a) Refocus the council's Place Approach to reflect the issues within our communities arising from Covid-19.	Target date: January 2021  September 2021	Head of Development Services  Lead Member for Community	<b>Deferred for six months</b>	The place approach will be simplified to reflect some of the key priorities arising through the community from Covid-19. Principles around how we can work best with our communities have been drafted.  Until now the focus has been on responding to our communities during the pandemic. The focus will now move towards the recovery element.
b) Assess the additional demand on those using the housing service, taking into	Target date:	Head of Community Services  Lead Member for Housing	✓	The Housing Advice Team is still maintaining an active part of the county response to rough sleepers. The initial assessment has been completed and has shown that there was an increase in numbers of housing advice cases

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<p>consideration the county wide rough sleeper initiative.</p>	<p>Initial assessment October 2020</p>			<p>presenting but still within the usual range from recent years. The number of temporary accommodation placements decreased slightly.</p> <p>The focus on rough sleepers has led to weekly meetings between county operational housing managers, the county homelessness coordinator and homeless outreach representatives to enable a swift response and deliver suitable outcomes.</p> <p>New Temporary Accommodation (TA) placements Q1 = 26 Q2 = 21, Q3 = 25, Q4 = 30. New approaches for homelessness assistance Q1 = 135, Q2 = 178, Q3 = 146, Q4 = 132.</p> <p>TA placements have increased slightly again from Q3 to Q4 despite a further decrease in total homeless approaches. This is likely to be linked to the ongoing 'lockdown' restrictions and a period of severe weather. Of these 30 only 7 remain in TA as of 15 April.</p> <p>While the numbers of rough sleepers identified have remained low (zero recorded in TBC area during Q4), there is a level of 'hidden homelessness' of households in insecure accommodation.</p>
<p>c) Work with landlords and tenants to assess the potential demand once restrictions are lifted.</p>	<p>Target date: First stage December 2020  To be repeated</p>	<p>Head of Community Services  Lead Member for Housing</p>	<p>✓</p>	<p>To gain an understanding of 'pent up' homelessness, contact was made with all households on the housing register and separate posts made through social media outlets to target tenants.</p> <p>During quarter four- the survey was refreshed and was sent out again to all households on the housing register. Responses have been collated and analysed in to highlight</p>

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	ending February 2021			<p>any broad trends and issues. There appears to be positive trends regarding percentages of respondents in fields such as difficulties paying rent and furloughed or lost employment.</p> <p>In the initial survey (first stage) there was a strong response from social housing tenants. We have started to engage regularly with Bromford Housing at an operational level to ensure struggling tenants are flagged to us at an early stage. Bromford have prepared information regarding Notices of Seeking Possession, Court Orders and tenants in arrears in order for us to gauge possible future cases approaching in housing need. This information shows an improving picture regarding arrears levels.</p>
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Recover</b>				
a) Support our communities to become more resilient and harness community spirit.	Target date: December 2021	Head of Development Services Lead Member for Community	☺	<p>The council has been particularly focussing on the Clinically Extremely Vulnerable in this quarter, supporting them with basic care needs. Shielding has now paused.</p> <p>In addition, the council has been working with groups such as Caring for Communities and People (CCP), Foodbanks, Children's Centres and Health Visitors on a Winter Grant Scheme, with funds from Gloucestershire County Council. This has helped 556 vulnerable families who are struggling to pay for food, essential supplies and fuel costs.</p> <p>Emergency community grants continue to be awarded.</p>

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b) Respond to localised outbreaks of Covid-19 quickly and effectively and in conjunction with the Gloucestershire County Council's Local Outbreak Management Plan.	Target date: August 2021	Head of Community Services  Lead Member for Clean and Green Environment	☺	This work has continued throughout quarter four. Joint working between all districts, Police and Public Health has been key to reducing the risk of local outbreaks. Numbers are now decreasing however we need to remain vigilant through the final stages of the easing of restrictions. The number of deaths and people entering hospitals with significant illness has also decreased.
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## PRIORITY: HOUSING AND COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Rebuild</b>				
a) Recognise and harness our relationship with Voluntary and Community Sector (VCS) to support the building of resilient communities.	Target date:  December 2021	Head of Development Services  Lead Member for Community	☺	<p>The council has been working with groups such as Caring for Communities and People (CCP), Foodbanks, Children's Centres and Health Visitors on a Winter Grant Scheme, with funds from Gloucestershire County Council. This has helped 556 vulnerable families who are struggling to pay for food, essential supplies and fuel costs. This fund ended at the end of March 21.</p> <p>The council continues to support the VCS sector. The council has been distributing emergency community grants. The criteria has been adapted again to take into account the changing needs of the VCS over the course of the pandemic. It particularly now focusses on assisting community groups reopen following a relaxation in the guidelines.</p>

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				<p>Supporting the VCS has been identified as a key issue within the County Community Resilience Recovery Plan.</p> <p>The council's community funding officer has been supporting the VCS to find external funding to support their communities, as well as offering online funding workshops.</p> <p>Volunteers are continuing to be sent a list of volunteering opportunities to access.</p>
b) Build on the Local Housing Needs Assessment and start developing the Tewkesbury Borough Housing Strategy for 2021 onwards.	Target date: 6 April 2021	Head of Community Services Lead Member for Housing	✓	<p>The new five-year term Housing Strategy was due to be renewed this year but has been deferred due to the resources required to respond to Covid-19. This will now be produced ready for Spring 2022.</p> <p>In the meantime, an interim version of the current strategy will be refreshed to cover 2021-2022, this will include updates to any legislation changes.</p> <p>On 23 February 2021 Council approved the interim Housing Strategy.</p>
c) Consider future working arrangements within new communities to ensure there are adequate local businesses and self-employment hubs.	Target date: To be confirmed	Head of Development Services Lead Member for Community	Deferred	Work has not yet commenced.

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PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Refocus</b>				
a) Review the effectiveness and efficiency of the Environmental Health Service, including an assessment of additional demand and available resources.	Target date: <del>December 2020</del> April 2021 Target date: September 2021 (target date reported to O&S Committee in March 2021)	Head of Community Services Lead Member for Clean and Green Environment	Deferred	The effectiveness review has been on hold due to the level of Covid-19 response needed. Once we are through the remaining stages of lockdown and seen cases further stabilise this can be revisited.
b) Develop a new customer care strategy.	Target date: January 2021	Head of Corporate Services Lead Member for Customer Focus	✓	A new strategy was endorsed by Overview and Scrutiny Committee in January 2021 and approved by Executive Committee in February 2021. The strategy is accompanied by an action plan and refreshed set of Customer Care Standards, which will now be rolled out across the council.

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PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
<b>Recover</b>				
a) Explore options for alternative ways for customer engagement e.g. housing applicants.	Target date: March 2021	Head of Corporate Services  Lead Member for Customer Focus	😊	<ul style="list-style-type: none"> <li>The bulky waste service was launched in April, which offers customers the opportunity to make bulky waste bookings online for the first time. The aim is for online take-up to reflect our garden waste service, which sees 85 per cent of customers book through our website. Previously all bookings were made through our customer services team.</li> <li>An officer working group has been set up to establish what the office set-up will look like for staff returning, and how this will work for customers. This includes considering face-to-face contact, as well as alternative customer engagement such as online appointments.</li> <li>The customer services team is now supporting the planning admin team by aiming to resolve less complex enquiries at the first point of contact, and only passing the more complex/detailed issues through to the planning admin team/officers. A detailed set of FAQs has also been added to the website to avoid the need for contact in the first place.</li> </ul> <p>This action is also linked to with the Council Plan performance tracker. (Customer first- objective 1- action a).</p>

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

<p>b) Support the safe re-opening of buildings that provide a council service.</p>	<p>Target date: June 2021</p>	<p>Head of Corporate Services/Head of Development  Lead Member for Customer Focus</p>	<p>😊</p>	<p>Since the last quarterly update, government announced their roadmap out of lockdown and we are aligning the re-opening of our buildings to this roadmap. Tewkesbury Tourist Information Centre (TIC) and Tewkesbury Leisure Centre both re-opened in the week of 12 April. Winchcombe TIC will open shortly once a lease has been agreed with the newly refurbished Winchcombe Heritage Centre. A key work stream, led by the operational manager cohort is to oversee the re-opening of the main offices in line with the government's key date (21 June).</p>
<p>c) Set up the new Business Transformation Team and shape the year one priorities.</p>	<p>Target date: September 2020</p>	<p>Head of Corporate Services  Lead Member for Commercial Transformation</p>	<p>✓</p>	<p>The team is up and running and working on the implementation of the new digital platform ('report it' forms, waste services, FOI system, complaints etc), has successfully delivered the new bulky waste service project, has delivered council tax paperless billing to test stage, undertaken a review of the website, leading on the Ubico 'spare resource' project and is responsible for the 2021 garden waste renewals. Updates on the work of team are reported to Transform Working Group.</p> <p>This action is linked within the Council Plan performance tracker. (Customer first- objective 1- action e).</p>

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PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
<b>Rebuild</b>				
a) Review the corporate website and Covid-19 microsite.	Target date: March 2021	Head of Corporate Services Lead Member for Customer Focus	✓	The website project team has identified a preferred new platform. It is anticipated the website will be delivered by December 2021, taking into account the additional pressures that covid-19 is placing on instrumental members of the team.  The new site will need to continue to offer excellent value-for-money, as well as offer improvements for the search function and our recruitment section. In addition, the new site must work well with our digital platform – given our website is the front face of the council for most customer interactions. The actual delivery of the project will be a new action within the refresh of the council plan and corporate recovery plan.
b) Re-instigate and deliver the council tax and business rates paperless project.	Target date: <del>February 2021</del> May 2021 Revised target date: July 2021 (New target date reported to O&S Committee in June 2021)	Head of Corporate Services Lead Member for Finance and Asset Management	☹	A paperless billing solution has been developed by the Business Transformation Team, and testing by the revenues team will take place from June. This was delayed due to the requirement for the revenues team to focus on the annual billing run.

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c) For the benefit of customers, exploit the opportunities provided through agile working.	Target date: December 2020	Head of Corporate Services  Lead Member for Organisational Development	✓	The Agile Working Policy has been consulted on by management and unions and was approved then published on 26 November 2020.
d) Review communications strategy in light of new ways of working and remote meetings technologies.	Target date: January 2021	Head of Corporate Services  Lead Member for Customer Focus	✓	The communications strategy was reviewed and endorsed by Overview and Scrutiny Committee at its meeting in January 2021.  This action is linked within the Council Plan performance tracker. (Customer first- objective 1- action d).
<b>PRIORITY: GARDEN COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Line</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Refocus</b>				
a) Work with partners at Cheltenham to speed up delivery of the garden village site.	New target date: March 2021	Director of Garden Communities  Lead Member for Built Environment	☺	Working closely with Cheltenham Borough Council and Homes England regarding the J10 Housing Infrastructure Fund (HIF) delivery as well as land assembly opportunities and the possible relocation of the Hayden Sewerage treatment works.  Board meetings and other meetings with partners, Severn Trent etc have been scheduled to look at these opportunities.  This action is linked within the Council Plan performance tracker. (Garden Communities- objective 2- action b).

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b) Explore opportunities to enhance new digital jobs and training with the Local Enterprise Partnership (LEP) and partners at Cyber Central.	New target date: March 2021	Director of Garden Communities Lead Member for Built Environment	😊	Continue to work with LEP and Cheltenham Borough Council as the Cyber Central project develops. Current activity includes the formation of a Cyber Leadership Board and a Cyber Festival, planned for the future, both to be led by the LEP currently.
<b>PRIORITY: GARDEN COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Line</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Recover</b>				
a) Seek further government funding with our partners to support sustained delivery of the garden community programmes.	Target date: <del>December 2020</del> (Awaiting MHCLG decision) (target date reported to O&S committee in 9 March 2021)	Director of Garden Communities Lead Member for Built Environment		A bid for further capacity funding to support the development of the early stages of the Garden Town programme is under preparation and was submitted to Ministry of Housing, Communities and Local Government (MHCLG) in September. A decision was due in December, but this has yet to be received. The team have been informed by MHCLG it is still pending (covid delays).
b) Actively seek capital funding with our partners to support the programme.	Target date: March 2021	Director of Garden Communities Lead Member for Built Environment	😊	Discussions continue on many aspects of the programme to identify potential external funding opportunities/income streams, including direct grant aid, land purchase options, utility services provision, as well as private equity/investment avenues.

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PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Reporting Line	Progress to date	Comment
<b>Rebuild</b>				
a) Work with partners to seek resolutions to infrastructure requirements around Junction 9 and Junction 10.	Target date: March 2021 (Junction 10)	Director of Garden Communities Lead Member for Built Environment	☺	<p><u>All-ways Junction 10</u></p> <p>As part of the budget announcement, Gloucestershire County Council has been awarded £249m to deliver an all-ways J10. This project consists of an all-ways motorway junction, link road to the West Cheltenham development site and a park and ride interchange. Public consultation has taken place and finished on 25 November 2020. A summary report from the Options Consultation can be found on the GCC webpages -</p> <p><a href="https://www.gloucestershire.gov.uk/highways/major-projects-list/m5-junction-10-improvements-scheme/">https://www.gloucestershire.gov.uk/highways/major-projects-list/m5-junction-10-improvements-scheme/</a></p> <p>Post consultation, further engineering, design and survey work will be ongoing to support an announcement about the preferred route in Summer 2021. Another public consultation exercise will then accompany the planning application which follows.</p> <p>This action can also be found within the Council Plan performance tracker. (Economic Growth- objective 2- action b).</p>

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	Target date: October 2021 (next stage business case for Gov't funding submitted - J9 and A46)		☺	<p><u>J9 and A46 Offline Solution</u></p> <p>The council continues to be actively engaged in both the A46 Partnership and Midlands Connect to promote the development opportunities at the Garden Town. A first stage bid for major investment to support the delivery of an off-line J9/A46 solution has been submitted to the Department for Transport/Highways England and work continues finalising the next stage business case. Gloucestershire County Council continues with the project with next stage submission date to the Department of Transport of September 2021.</p> <p>This action can also be found within the Council Plan performance tracker. (Economic Growth- objective 2- action b).</p>
<b>PRIORITY: GARDEN COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Line</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Rebuild</b>				
b) Work with partners to maximise sustainable development and low carbon technologies as part of the Garden Communities programme.	Target date: March 2021	Director of Garden Communities Lead Member for Built Environment	☺	To meet the principles of the garden community developments sustainability is a core requirement. West Cheltenham Supplementary Planning Document (SPD) is now adopted (Tewkesbury Borough Council adoption 28 July 2020), which promotes a number of sustainability objectives and work continues on the evolution of the Tewkesbury Garden Town masterplan to better define the principles of development and how key features of sustainability and low carbon can be fully integrated and

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

				<p>actively promoted, from the outset. The Garden Town Team are in the process of contracting a consultant to help support this work.</p> <p>This action is linked within the Council Plan performance tracker. (Garden Communities- objective 1- action c).</p>
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## PRIORITY: SUSTAINABLE ENVIRONMENT

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Refocus</b>				
a) Exploit the opportunities provided through agile working to enhance or accelerate carbon reduction and climate change initiatives.	Target date: March 2022	Head of Corporate Services  Lead Member for Organisational Development	☺	With the majority of staff working from home then this will naturally contribute to reducing cost and the carbon footprint of the council e.g. reduced paper consumption, reduced travel, heating and lighting etc. The impact will need to be determined through the capture of baseline data and monitoring procedures – a recommendation from the audit. It is very likely that beyond the government roadmap, the ‘new norm’ will see most staff working in a hybrid way.
b) Work with our businesses and communities to support cleaner and greener living and working.	Target date: March 2021	Head of Development Services  Lead Member for Community	☺	Virtual support and advice sessions are currently being offered to businesses through the Tewkesbury Growth Hub on ‘how to build an eco/green business’. Sessions took place on 21 and 22 October 2020, the 31 March 2021 and 1 April 2021. Further sessions are planned for the 7 and 8 July.

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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Recover</b>				
a) Increase awareness in the effects of recycling contamination.	Target date: July 2021.	Head of Community Services Lead Member for Clean and Green Environment	☺	Ubico crews continue to deliver to all properties a revised information sticker for blue bins. This will ensure that at the point of use, the bins will show information on what can and cannot be recycled. Crews are still carrying out additional checks and reporting the bins with contamination. These bins are being left with an information sticker to ensure they know why it's not been emptied. This has been supported by a communications campaign for social media and the new refuse and recycling calendar have a feature on recycling contamination.
b) Work with our communities to minimise waste to minimise the impact on our environment.	Target date: October 2021	Head of Community Services Lead Member for Clean and Green Environment	☺	A new communications strategy has been developed by the Gloucestershire Resources & Waste Partnership (GR&WP) and there will be a major campaign in each quarter of the year, including:  May/June- Metal Matters, an Alupro supported campaign aimed at recycling more metal (cans, trays, foil etc) at kerbside.  Summer- A campaign to focus on recycling in other rooms in the house (rather than kitchen).  Christmas- A Christmas campaign with a focus on wasting less, and recycling . Campaign to start late

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				<p>autumn so that choices can be informed in plenty of time..</p> <p>Spring- A campaign to promote reuse/repair messages (repair cafes, reuse and charity shops etc). To include videos on how to do things such as repairing clothing and 'upcycling' furniture.</p> <p>These four campaigns will be supplemented with ongoing service specific communications and supporting projects (eg composting, real nappies, website development and maintenance).</p>
<b>PRIORITY: SUSTAINABLE ENVIRONMENT</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Rebuild</b>				
a) Support the deployment of the carbon reduction action plan.	Target date: July 2021	Head of Finance and Asset Management Lead Member for Finance and Asset Management.	☺	<p>Feasibility studies for the replacement of the heating system at the Public Service Centre have now concluded with the recommendation of an Air-to-Air system being the most efficient for the Council's needs. The Council has also secured £284,000 of grant funding from Department for Business, Energy and Industrial Strategy (BEIS) to support this project. The intention is for the project to be completed by Autumn 2021.</p> <p>In addition, carbon surveys of our homeless properties and the Horsford Trust properties continue to be undertaken as the properties become vacant which will then provide a mini-action plan for works to these properties.</p>

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<p>b) Work on the Mixed Recycling Facility (MRF) contracted services procurement.</p>	<p>Target date: April 2021</p>	<p>Head of Community Services Lead Member for Clean and Green Environment</p>	<p>✓</p>	<p>The new contract has been mobilised and recent monitoring appears to be going well.</p>
<p>c) Build on our communities' connections with green space, walking and cycling to encourage healthy, sustainable living and appreciation of biodiversity.</p>	<p>Target date: March 2022</p>	<p>Head of Development Services Lead Member for Community</p>	<p>😊</p>	<p>Elements of this action has been deferred for six months. Some work continues through the Community Funding Officer as the council continues to provide funding advice for community projects, including environmental and health initiatives. Also, through the development process there are health and community policies to encourage new communities to access facilities and green space that encourage healthy, active lifestyles.</p>

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## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	7 July 2021
<b>Subject:</b>	Financial Outturn 2020/21
<b>Report of:</b>	Head of Finance and Asset Management
<b>Corporate Lead:</b>	Head of Finance and Asset Management
<b>Lead Member:</b>	Lead Member for Finance and Assets
<b>Number of Appendices:</b>	Four

**Executive Summary:**

The report highlights the Council's financial performance for the previous year, setting out the General Fund and capital outturn positions. To support this, a detailed statement on both positive and negative variances against budget is included.

The formation of the Council's reserves for the forthcoming year requires the approval of Executive Committee.

The performance of the Treasury Management function is also included within the report as required by the Council's Treasury Management Policy.

The report outlines a significant revenue surplus of over £13m and details the reasons for this position. It should be noted that whilst this is very satisfying outturn position and provides a welcome boost to reserves, it does not resolve any of the difficulties with the ongoing position of the Council's budget. There still remains a lack of clarity around government funding plans and the financial challenge of balancing an ongoing budget, in light of further potential reductions, remains in place and will be demanding.

**Recommendation:**

**That the Executive Committee:**

- 1. NOTE the General Fund outturn for 2020/21, the financing of the capital programme and the annual treasury management report and performance.**
- 2. APPROVE the transfers to and from earmarked reserves.**

**Reasons for Recommendation:**

In line with the requirement to provide Members with regular information on the Council's finances and financial performance, a report on progress against budget is produced on a quarterly basis. This report on the outturn position for the Council offers more detail on the final financial position and compliments the existing reporting framework. Members are also required to approve the transfers to and from earmarked reserves and the carry forward of budgets.

The Council's Treasury Management Policy requires the Section 151 Officer to report to Members annually, by 30 September, on the treasury management activities and prudential indicators for the previous financial year.

<p><b>Resource Implications:</b></p> <p>As detailed within the report.</p>
<p><b>Legal Implications:</b></p> <p>Nothing specific arising from the report recommendations.</p>
<p><b>Risk Management Implications:</b></p> <p>A number of reserves have been set aside to deal directly with specific service risk or general financial risk to the Council.</p>
<p><b>Performance Management Follow-up:</b></p> <p>The performance of services against their set budget is monitored on an on-going. In addition, performance is reported to Members on a quarterly basis.</p>
<p><b>Environmental Implications:</b></p> <p>The creation of a new reserve to support the carbon reduction programme is contained within the reserves proposal.</p>

## **1.0 INTRODUCTION/BACKGROUND**

- 1.1** This report sets out the final outturn position for the 2020/21 financial year. The main purpose of this report is to provide Members with an overview of the performance against the General Fund revenue budget for 2020/21 and explain significant variances.
- 1.2** The report also addresses the movement on reserves and requests Member approval for the creation of newly requested reserves or additions to existing reserves that fall outside of a previously approved sum.
- 1.3** In addition to the revenue budget outturn, this report also seeks to confirm the full year progress against the capital programme and the sources of finance used in delivering that programme and also to report the performance in 2020/21 of the treasury management function in line with the requirements of the code of practice.
- 1.4** All of the information within this report will be contained within the Council's Statement of Accounts which will be approved by the Audit and Governance Committee later in 2021 following the audit conducted by Grant Thornton.

## **2.0 GENERAL FUND REVENUE OUTTURN 2020/21**

- 2.1** In March 2021, the quarter three outturn position was reported to Executive Committee. The report confirmed an estimated year end surplus of £818,822.

**2.2** The final General Fund revenue outturn position for the full year can now be reported as a £13,340,273 surplus. This is heavily inflated by a number of factors including:

- Business rates in year and past performance as well as government grant for reliefs.
- Covid general and specific grants.
- Other, non covid, related grants including the drawn down of funding to cover Ashchurch Bridge expenditure.
- Covid related income loss compensation.
- In year service savings.
- Budgeted transfer to reserves of £1.26 million.

**2.3** The table below summarises the service performance which has generated the reported surplus. In addition, the table highlights the non-service related activity and other aspects of the overall budget to provide a whole view of the Council's general fund. The table concludes with the budgeted transfer to reserves of £1.263 million and the actual transfer totalling £14.603 million. The budget was set without the one off windfall from Business Rates and before the COVID-19 pandemic began, hence the major variations reported for 2020/21.

**Table 1 – General Fund outturn summary**

	<b>Full Year Budget</b>	<b>Outturn Position</b>	<b>Savings/Deficit</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Employees	10,543,453.00	9,928,123.65	615,329.35
Premises	614,421.00	598,593.29	15,827.71
Transport	86,630.00	35,069.39	51,560.61
Supplies & Services	1,991,284.00	1,997,834.93	- 6,550.93
Payments to Third Parties	5,810,076.00	5,982,995.00	- 172,919.00
Transfer Payments - Benefits Service	- 69,796.00	- 98,046.60	28,250.60
COVID-19 Costs	-	1,069,443.00	- 1,069,443.00
Projects Funded Externally	61,591.00	- 910,634.38	972,225.38
Income	- 7,321,348.00	- 8,611,995.59	1,290,647.59
<b>Services Total</b>	<b>11,716,311.00</b>	<b>9,991,382.69</b>	<b>1,724,928.31</b>
Treasury activity	11,700.00	- 251.00	11,951.00
Commercial activity	- 2,713,904.00	- 2,870,978.00	157,074.00
New Homes Bonus	- 3,762,756.00	- 3,762,756.00	-
Business Rates Income Budget	- 2,585,070.00	- 3,290,724.00	705,654.00
Business Rates COVID-19 Reliefs	-	- 5,190,768.00	5,190,768.00
Business Rates 2019/20 Surplus	-	- 3,524,341.00	3,524,341.00
Council Tax	- 82,200.00	- 369,244.00	287,044.00
COVID-19 Grants	-	- 2,177,703.00	2,177,703.00
Other adjustments	- 3,847,266.00	- 3,408,077.00	- 439,189.00
<b>Reserves</b>	<b>1,263,185.00</b>	<b>14,603,457.96</b>	<b>-13,340,272.96</b>

- 2.4** The outturn position for direct service expenditure and income shows a surplus of £1,724,928 and is mainly attributable to the major items outlined below:
- The employees full year budget is underspent largely as a result of staff turnover and vacancies in a number of service groupings.
  - Transport is underspent due to staff working from home and being unable to attend meetings or training in person.
  - Payments to third parties is showing a significant overspend because several provisions were raised, at year end, for planning appeals lodged in the financial year. It is anticipated that these appeals will need specialist legal representation.
  - It should also be noted that within payments to third parties that the outturn position for the Ubico contract, budgeted at £4.058 million, reported a surplus of £160,455.
  - Costs that were directly attributable to COVID-19 total £1,069,443. This includes:
    - A management fee of £442,000 paid to Places for People. This was to help with the unavoidable costs of closing during the pandemic.
    - Additional staff costs across various departments. Some full-time staff were redeployed fully to the COVID response, for example, administering grant schemes. Therefore, agency staff were contracted to backfill the day jobs. More staff were also needed to cope with demand, such as additional cleaners and IT support.
    - £115,000 of additional Ubico costs due to additional staff, vehicles, PPE and cleaning products in order to be COVID secure.
  - Projects funded externally contains the costs and income of the Joint Core Strategy, Community Infrastructure Levy and Garden Towns. The balances on these individual funds are moved to reserves at year end. The surplus seen is additional government funding received, particularly relating to the Garden Town.
  - Council income is showing additional income levels of £1.29 million over the budgeted position. The majority of fees and charges budgets were under target due to the pandemic with the exception of planning fees which had a surplus of £115,000. The large variance is therefore as a result of substantial external grant income being received during the year. The Council has received grants for a range of activities including homelessness prevention, carbon reduction and supporting the leisure centre. The Council also received a further £2.18 million of grant funding for COVID-19 to relieve our spending pressures and compensate our losses. These have been included in the corporate codes and are detailed further down in the report.
- 2.5** A full explanation of all variances exceeding £40,000 at a group subjective level is contained at Appendix A. The appendix also contains an explanation of the variance on the corporate codes with a more detailed explanation within paragraphs 2.6 to 2.11.
- 2.6** The treasury outturn for 2020/21 is a small gain of £12,000. More detail on the performance of the treasury function is shown in section 5 of the report and Appendix D.
- 2.7** With regards to commercial activity, the Council acquired two new commercial investment properties in the year at a cost of £19.7 million which has resulted in a surplus of gross rental generation against budget of £157,074. This completed the acquisition phase for the Council with the portfolio investment totalling £59.3 million and producing a gross rental income of £3.4 million, a yield of 5.78%.

- 2.8** The overall position on the retained business rates scheme shows a surplus of £9.42 million for the full year. This surplus is constructed from several elements as follows:
- £5.19 million of business rates relief funding was given to us by government in advance of the 100% relief given to businesses impacted by the pandemic. This is grant funding to cover the loss of income from businesses not being required to pay business rates. The loss of income manifests itself into a collection fund deficit at year end which is not realised until the following financial year. Therefore, we must hold the £5.19 million in a reserve to fund the future deficit that will form part of outturn next year.
  - Similarly, the 2019/20 surplus of £3.5 million on the business rates collection fund has been realised in the 2020/21 outturn. This derived from the release of provisions being held against the potential successful appeals by a number of businesses. This position was reported in the outturn report for 2019/20 and was earmarked to replenish the Medium Term Financial Strategy reserve after it was used to pay the levy due on the collection fund surplus.
  - The remaining surplus of £705,000 is a genuine gain on budget. This includes additional income from growth of new businesses within the borough and the Gloucestershire Business Rates Pool reported an estimated gain of £450,000.
- 2.9** The Council Tax surplus reported in the table above comprises of two government grants. Firstly, the Council was awarded £532,000 in Council Tax Hardship. This is a central government scheme administered by local authorities where those residents, who were most impacted by the pandemic, could have additional relief on their Council Tax of £150. At year end the remaining balance was £123,000. The other grant received was specifically to compensate the Council for 75% of their losses in Council Tax, as a result of the COVID-19 impact. The Council received £127,000 which will be transferred to reserves in order offset any future deficits linked to COVID-19. In addition to these grants, Tewkesbury's share of the Council Tax Collection Fund surplus has been released.
- 2.10** As mentioned earlier, the Council received a general grant from central government to relieve expenditure pressures relating to COVID-19. This was given in four tranches throughout the year totalling £1.25 million. These were not ringfenced for specific services, which is why they have been included in the corporate codes. The balance of the £2.178 million received relates, in the main, to new burdens funding for administering the numerous grant schemes introduced by central government throughout the various stages of the pandemic. In addition, the Council claimed £450,000 of compensation from the government for losses incurred in its sales, fees and charges income streams as a result of the pandemic.
- 2.11** The final row in the table picks up all of the remaining items within the base budget to reconcile back to the budgeted transfer to reserves. This row mainly contains the precepts on the tax payer for both the Borough Council and Parish Councils but also contains other items such as the Minimum Revenue Provision.
- 2.12** Overall, the Council is able to transfer to reserves a gross total of £14.6 million.
- 2.13** The Council has gained significantly in 2020/21 despite the impact of coronavirus on its expenditure patterns as compensation and grant funding from the government and grant funding from other sources have met the majority of costs incurred. In addition, known impacts from the business rates retention scheme and the draw down of funding from the Ashchurch Bridge project have significantly boosted the Council's reserves.

**2.14** This places the Council in a good position, with significant one-offs available to meet service requirements and mitigate risk in a number of areas. However, it must be stressed that this good financial outturn does not mean that our ongoing budget pressures have eased. There remains much uncertainty around government plans for funding and our Medium Term Financial Strategy still shows a substantial ongoing deficit over the next five years. The one offs now available will help the Council to meet the financial challenge it will face but they do not resolve that challenge.

### **3.0 COUNCIL RESERVES**

- 3.1** A breakdown of the reserves of the Council as at 31 March 2021 is shown at Appendix B. Also included is a breakdown of the previous year's reserves, under the same strategic headings, to inform members about the movement on those reserves in the last two years.
- 3.2** Total revenue reserves of the Council stand at £31.78 million as at the end of March 2021 and include earmarked reserves, planning obligations and the general fund working balance. The increase in overall revenue reserves totals £14.6 million and is as a result of a number of factors:
- In year surplus within the general fund of £3.92, including external grant funding as highlighted in section 2 but excluding business rates.
  - The movement back to reserves of £1.26 million added to balance the 2020/21 budget, but unnecessary considering the many favourable variances on budget.
  - The Business Rates surplus of £9.42 million, in part for funding the 2021/22 Business Rates deficit totalling £5.2 million – mentioned in section 2.8.
- 3.3** Members will recall from the previous outturn, the accounting treatment required for the surplus on the business rates collection fund where it was necessary to pay a levy to government before receiving the benefit of the surplus in the following year. As a result, the Medium Term Financial Strategy reserve of £1 million and circa £260,000 of the vehicle replacement reserve were withdrawn to meet the levy cost in 2019/20. The surplus of £3.52 million is now available to the Council and has been used to replenish those reserves and also fund the £500,000 in-year COVID recovery reserve.
- 3.4** The remaining balance of the collection fund surplus has been set aside in the Medium Term Financial Strategy reserve which, together with an allocation of other surpluses, results in a reserve balance of £3.089 million. This is a significant sum compared to previous years and leaves the Council well placed to meet the future financial challenges it will face as further government funding reforms loom.
- 3.5** Also contained within the reserves list are the balances of funding attracted for specific COVID actions and recovery activities. Around £1.75 million is held for this purpose and covers a range of activities including outbreak management, community grants and leisure support as well as our own service recovery.
- 3.6** The attraction of external grants was not limited solely to COVID related activities, and the reserves reflect further allocations for the Garden Town, housing, carbon reduction and a review of the Community Infrastructure Levy.

**3.7** The surpluses generated within the general fund have allowed Corporate Leadership Team (CLT) to consider the best use of those one-off funds to support the Council. In making a recommendation for the allocation of surpluses, CLT have considered further COVID recovery actions that may be necessary, immediate risks facing the Council, supporting service transformation and the funding of new priority areas. The surplus allocated by CLT is shown below and contained within the reserve appendix.

Covid recovery reserve	£200,000
Pay award reserve	£200,000
Vehicle replacement reserve	£200,000
Digital team	£200,000
Climate change reserve	£100,000
Service review reserve	£130,000
IT replacement fund	£100,000
Immediate support to Development Management	£120,000
Garden Town communications officer	£35,000

**3.8** Of the net increase in reserves of £14.6 million, £645,913 can be attributed to an increase in the Planning Obligations Reserve which is funded by developer contributions. Large sums have been received for commitments such as affordable housing, community centres and sports facilities.

**3.9** Where significant movements in other reserves have occurred during the year, a note in Appendix B has been included, to explain the reason for the movement. Members are asked to approve the balances on the reserves for the new financial year.

#### **4.0 CAPITAL PROGRAMME**

**4.1** The Council has committed to a substantial capital programme in the last few years and this is highlighted in the level of planned capital expenditure for 2020/21, totalling £26 million. The bulk of the planned expenditure was the expected purchase of a further two investment properties (£21.6 million), Infrastructure Projects such as Ashchurch Bridge (£2.9 million), replacement vehicles and equipment (£0.75 million) and disabled facilities grants (£0.5 million).

**4.2** The actual delivery of the capital programme saw the acquisition of two new investment properties in 2020, totalling £19.7 million. This was £1.9 million less than the budgeted amount of £21.6 million.

**4.3** In addition, within Council Land and Buildings, a total of £792,334 was spent on the new infrastructure project, Ashchurch Bridge, all of which is funded by Homes England. Again, this was significantly less than the original budget expectations. This means that despite spending £20.5 million on land and buildings, the capital programme reports an underspend of £4 million against this heading.

**4.4** A total of £233,276 was spent during the year on vehicles and equipment. This included the purchase of a couple of new mowers for our grounds maintenance operation, the purchase of waste and recycling bins and the purchase of IT hardware. This is a significant underspend against budgeted expectations (70.8%) as a result of the expected replacement of the grounds maintenance fleet being delayed until the new financial year.

- 4.5** An underspend of 100% is reported against the remaining capital balances from the community grants programme as no further draw downs on existing balances took place. The balance of £57,700 from Wormington Village Hall was formally reallocated during the year and new community bids for the pot of money are currently being assessed.
- 4.6** A small underspend against forecast levels was delivered from the Council's Disabled Facilities Grants (DFG) programme. All expenditure is covered by capital grant funding from the government which is administered by the County Council. Tewkesbury's allocation for the year was £500,000 and so the total expenditure incurred of £424,928 was met from this.
- 4.7** As well as the grant income received for DFG's, capital receipts were received for Right-to-Buy sales on the housing stock previously owned by Tewkesbury Borough Council and for the sale of the former garage site in Winchcombe. The capital grant monies drawn down for Ashchurch Bridge is also shown within the capital statement before its transfer to revenue.
- 4.8** The summarised capital programme is shown in Appendix C together with the sources of finance used. In summary, the Council expended £21.2 million on capital projects in 2020/21 utilising £233,276 of capital reserves, £1,219,526 of capital grants and £19,740,309 of borrowing. Following the allocation of capital receipts, the balance on capital reserves, both receipts and grants, has increased to £1.195 million as at 31 March 2021.

## **5.0 TREASURY MANAGEMENT**

- 5.1** Treasury Management in local government is governed by the CIPFA Code of Practice on Treasury Management in the Public Services. This Council has adopted the code and complies with its requirements, one of which is the receipt by Members of an annual review report after the financial year end.
- 5.2** The detailed treasury report is attached at Appendix D. The report details the economic environment, local performance and a number of prudential indicators.
- 5.3** The prudential indicators have been monitored regularly and there were no deviations from these indicators arising during the year. The in-year performance of treasury investments resulted in an average return of 2.46% and total income of £552,712. In addition, the Council had an in year gain from the capital growth of its pooled funds totalling £574,000, recovering much of the loss experienced at the outset of the COVID pandemic.
- 5.4** Given the lack of available investment opportunities the Council temporarily invested in short-dated, liquid instruments such as call accounts and money market funds. Total short-term investments at 31 March 2020 was £33.2 million reducing to £10 million at the end of this financial year. The average income return, across all investments, has increased by 1.02% to 2.46%. Whilst capital values of these investments have deteriorated as a result of the impact of Coronavirus, the Council holds these investments for the long term and expects capital levels to return to normal levels in the medium term.
- 5.5** The Council began the financial year holding £44.84 million of loans, in order to part-fund the investment in commercial property and ensure liquidity during the early months of the COVID pandemic. The Council has adopted a balanced borrowing strategy between the financial benefit of short-term borrowing and the cost certainty over the long term. This has resulted in the total borrowing cost being kept to a minimum with actual cost totalling £552,461 and representing an average cost of 1.54%. At 31 March 2021 the Authority held £39.4 million of loans, a decrease of £5.44 million since 31 March 2020.

## **6.0 CONSULTATION**

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

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

**7.1** Treasury Management strategy approved at Council on 8 January 2020 and the Medium-Term Financial Strategy approved at Council on 8 January 2020.

## **8.0 RELEVANT GOVERNMENT POLICIES**

**8.1** None.

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

**9.1** As detailed within the report and appendices.

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

**10.1** None.

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

**11.1** None.

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

**12.1** Approval of Treasury Management Strategy 2020/21 – Council on 8 January 2020.  
Approval of Budget 2020/21 – Council on 5 February 2020.

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**Background Papers:** As per section 12.1

**Contact Officer:** Head of Finance and Asset Management Tel: 01684 272005  
Email: [simon.dix@tewkesbury.gov.uk](mailto:simon.dix@tewkesbury.gov.uk)

**Appendices:** A – Revenue outturn by group.  
B – Earmarked reserves and carry forwards.  
C – Capital outturn 2020/21.  
D – Annual treasury management report.

# General Fund Outturn by Group 2020/2021

	Budget	Actual	Savings / (Deficit)	Notes
<b>Chief Executive</b>				
Employees	£260,900	£223,829	£37,071	
Premises	£0	£0	£0	
Transport	£0	£0	£0	
Supplies & Services	£8,160	£176	£7,984	
Payments to Third Parties	£0	£0	£0	
Income	£0	£0	£0	
<b>TOTAL</b>	<b>£269,060</b>	<b>£224,005</b>	<b>£45,055</b>	

	Budget	Actual	Savings / (Deficit)	Notes
<b>Community</b>				
Employees	£1,329,424	£1,339,069	-£9,645	
Premises	£0	£0	£0	
Transport	£900	£89	£811	
Supplies & Services	£151,319	£175,702	-£24,383	
Payments to Third Parties	£5,072,113	£5,095,662	-£23,549	
COVID-19 Costs	£0	£250,651	-£250,651	1
Income	-£2,241,962	-£2,933,392	£691,430	2
<b>TOTAL</b>	<b>£4,311,794</b>	<b>£3,927,781</b>	<b>£384,013</b>	

1) £115k of additional Ubico costs due to additional staff, vehicles, PPE and cleaning products in order to be COVID secure. £100k of agency costs for the Environmental Health department to manage the increased workload purely due to COVID. £16k of emergency accommodation costs for COVID homeless placements and £10k of costs to assist with the recovery plan.

2) Additional income received that was not within budget including £250k grant for COVID compliance and £170k for Homelessness. The remaining additional income was across various services where income generated was greater than budget.

	Budget	Actual	Savings / (Deficit)	Notes
<b>Corporate Services</b>				
Employees	£2,068,927	£1,908,622	£160,305	3
Premises	£0	£0	£0	
Transport	£0	£0	£0	
Supplies & Services	£557,089	£513,877	£43,212	4
Payments to Third Parties	£83,800	£55,380	£28,420	
Transfer Payments - Benefits Service	-£69,796	-£98,047	£28,251	
COVID-19 Costs	£0	£285,909	-£285,909	5
Income	-£450,406	-£465,074	£14,668	
<b>TOTAL</b>	<b>£2,189,614</b>	<b>£2,200,667</b>	<b>-£11,053</b>	

3) The majority of the savings relates to vacant posts within Revenues & Benefits. The overtime and backfill for this team is currently coded against COVID. There are also savings within the Business Transformation Team as the team did not become operational until midway through the financial year and also from the apprenticeship scheme which was suspended for the financial year.

4) The bulk of the savings was due to emergency equipment coming from the COVID budget for laptops and other essential equipment rather than the core ICT budget.

5) The majority of the expenditure relates to salary and agency costs within the Revenues & Benefits team plus £37k ICT costs.

	Budget	Actual	Savings / (Deficit)	Notes
<b>Democratic Services</b>				
Employees	£273,305	£237,592	£35,713	
Premises	£0	£0	£0	
Transport	£11,500	£92	£11,408	
Supplies & Services	£456,419	£458,316	-£1,897	
Payments to Third Parties	£37,600	£14,641	£22,959	
COVID-19 Costs	£0	£2,017	-£2,017	
Income	-£2,000	-£52,637	£50,637	6
<b>TOTAL</b>	<b>£776,824</b>	<b>£660,021</b>	<b>£116,803</b>	

6) Government grants were received in year for Elections that took place during the 2019/20 financial year.

<b>Deputy Chief Executive</b>	<b>Budget</b>	<b>Actual</b>	<b>Savings / (Deficit)</b>	
Employees	£124,939	£96,254	£28,685	
Premises	£0	£0	£0	
Transport	£200	£0	£200	
Supplies & Services	£2,400	£124	£2,276	
Payments to Third Parties	£20,000	£0	£20,000	
Income	£0	£0	£0	
<b>TOTAL</b>	<b>£147,539</b>	<b>£96,378</b>	<b>£51,161</b>	

<b>Development Services</b>	<b>Budget</b>	<b>Actual</b>	<b>Savings / (Deficit)</b>	
Employees	£1,949,357	£1,857,327	£92,030	7
Premises	£45,356	£43,254	£2,102	
Transport	£0	£826	-£826	
Supplies & Services	£219,175	£197,470	£21,705	
Payments to Third Parties	£216,045	£405,989	-£189,944	8
COVID-19 Costs	£0	£53,115	-£53,115	9
Projects Funded Externally	£61,591	-£910,634	£972,225	10
Income	-£1,443,931	-£1,718,037	£274,106	11
<b>TOTAL</b>	<b>£1,047,593</b>	<b>-£70,690</b>	<b>£1,118,283</b>	

7) There were a couple of vacant posts within Development Control. Recruitment was attempted on these posts but this was unsuccessful. Agency staff were appointed as additional resources but an overall saving was still made.

8) A number of provisions were raised, at year end, for planning appeals lodged in the financial year. It is anticipated that these appeals will need specialist legal representation.

9) Local Community Groups were given grants of up to £1,000 in order to help them during the pandemic. This was funded jointly by Gloucestershire County Council and Tewkesbury Borough Council.

10) The total represents the balance remaining across the Garden Communities project and the Joint Core Strategy after taking into account all income and expenditure in 2020/21. This will be added to the relevant earmarked reserves.

11) Planning income had a surplus of £115k at year end. A large application resulted in a receipt of £138,416.67 in the last few days of March.

In addition, a Community Development grant was received in year from NHS Gloucestershire for district strategies to achieve Integrated Locality Partnership (ILP) objectives.

<b>Finance and Asset Management</b>	<b>Budget</b>	<b>Actual</b>	<b>Savings / (Deficit)</b>	
Employees	£2,584,888	£2,568,750	£16,138	
Premises	£569,065	£555,340	£13,725	
Transport	£55,870	£27,662	£28,208	
Supplies & Services	£501,036	£572,382	-£71,346	12
Payments to Third Parties	£363,558	£377,362	-£13,804	
Precept	£6,500	£6,876	-£376	
COVID-19 Costs		£477,840	-£477,840	13
Income	-£1,425,401	-£1,862,331	£436,930	14
<b>TOTAL</b>	<b>£2,655,516</b>	<b>£2,723,881</b>	<b>-£68,365</b>	

12) The overspend is all offset against the COVID and flood grants received in the year (£100k). There is a £29k saving on supplies and services

13) The overspend is made up of a £442k management fee paid for the Leisure Centre and additional staff costs for cleaning of £30k.

14) A Government grant was received of £171k for the Leisure Centre, to offset some of the £442k of the management fee paid in 2020/21. Only £75k of this grant was apportioned to 2020/21, the remaining £96k is being held in reserve for 2021/22. Another Government grant of £304k was received for Climate Change . Normal income streams had a £38k overall loss.

<b>One Legal</b>	<b>Budget</b>	<b>Actual</b>	<b>Savings / (Deficit)</b>
Employees	£1,951,713	£1,696,682	£255,031

Premises	£0	£0	£0	
Transport	£18,160	£6,400	£11,760	
Supplies & Services	£95,686	£79,788	£15,898	
Payments to Third Parties	£10,460	£27,084	-£16,624	
Income	-£1,757,648	-£1,580,525	-£177,123	15
<b>TOTAL</b>	<b>£318,371</b>	<b>£229,429</b>	<b>£88,942</b>	

15) Included in the income figures is a claim for loss of fees and charges due to COVID-19 of £69k as the pandemic prevented the service from achieving their budget for third party work.

All fees and charges income was under budget due to the pandemic however this was mitigated (in part) by staff vacancies, hence the variances on both lines.

Stroud DC joined One Legal in October 2020 and paid a fixed amount for One Legal to provide their service for the 6 months to 31 March 2021 and this was kept separate from the original 3 way partnership between ourselves, Cheltenham BC and Gloucester City Council.

<b>Service Summary</b>	<b>Budget</b>	<b>Actual</b>	<b>Savings / (Deficit)</b>	
Employees	£10,543,453	£9,928,124	£615,329	
Premises	£614,421	£598,593	£15,828	
Transport	£86,630	£35,069	£51,561	
Supplies & Services	£1,991,284	£1,997,835	-£6,551	
Payments to Third Parties	£5,810,076	£5,982,995	-£172,919	
Transfer Payments - Benefits Service	-£69,796	-£98,047	£28,251	
COVID-19 Costs	£0	£1,069,443	-£1,069,443	
Projects Funded Externally	£61,591	-£910,634	£972,225	
Income	-£7,321,348	-£8,611,996	£1,290,648	
	<b>£11,716,311</b>	<b>£9,991,383</b>	<b>£1,724,928</b>	

#### Corporate Codes

Treasury activity	£11,700	-£251	£11,951	
Commercial activity	-£2,713,904	-£2,870,978	£157,074	16
New Homes Bonus	-£3,762,756	-£3,762,756	£0	
Business Rates Income Budget	-£2,585,070	-£3,290,724	£705,654	17
Business Rates COVID-19 Reliefs	£0	-£5,190,768	£5,190,768	17
Business Rates 2019/20 Surplus	£0	-£3,524,341	£3,524,341	17
Council Tax	-£82,200	-£369,244	£287,044	18
Reserves	£1,263,185	£0	£1,263,185	19
COVID-19 Grants	£0	-£2,177,703	£2,177,703	20
Other adjustments	-£3,847,266	-£3,408,077	-£439,189	
	<b>-£11,716,311</b>	<b>-£24,594,842</b>	<b>£12,878,531</b>	

16) A target of £326k, for new commercial income, was set in the 2020/21 budget. Two new properties were purchased during the year resulting in excess gross rental income.

17) The total surplus on Business rates in £9m. However only £705k is an actual gain on budget. There is a £3.5m one off surplus gain from 2019/20 being realised. Business Rates surplus' and deficit's are always realised the following year in which they occur. We also had income of £5m from the central Government in advance of the expanded retail and nursery relief given to support businesses during COVID. This will need to be carried in reserve in order to pay for the 2020/21 deficit on Business Rates, that will be realised in 2021/22

18) £123k of the gains on Council Tax is the remaining Council Tax Hardship fund that had not been spent in year. This scheme allowed us to give additional relief off Council Tax for those most impacted by the pandemic. The remainder is being held in relief for further support next financial year. There is also a £127k in compensation on losses, granted by Central Government.

19) The 2020/21 budget was set with the support of £1.26m of reserves. Income and expenditure has differed from budget, as a result of COVID-19.

20) Government grants were allocated in year to support local authorities with coronavirus related spending pressures.

<b>Net total</b>	<b>£0</b>	<b>-£14,603,459</b>	<b>£14,603,459</b>	
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## Council Revenue Reserves for 21/22

Reserve	Balance	Net Movement	Balance	Net Movement	Balance	Note
	31st March 2019	2019/20	31st March 2020	2020/21	31st March 2021	
Asset Management Reserve	1,003,731.21	144,932.44	1,148,663.65	173,707.50	1,322,371.15	Planned contribution to commercial properties reserve
Borough Growth Reserve	930,609.81	339,556.52	1,270,166.33	-641,875.73	628,290.60	The Garden Town monies have now been moved to a new reserve
Borough Regeneration Reserve	201,537.30	-112,478.50	89,058.80	-7,400.00	81,658.80	
Business Rates Reserve	500,000.00	0.00	500,000.00	0.00	500,000.00	
Business Support Reserve	167,339.10	-42,021.65	125,317.45	400,330.40	525,647.85	Internal and external funding added to support business with the impact of COVID-19
Business Transformation Reserve	659,336.84	-41,317.87	618,018.97	381,092.46	999,111.43	An increase in the reserve to support digitalisation and service reviews.
Carbon Reduction Reserve	0.00	0.00	0.00	404,200.00	404,200.00	Internal and external funding to support carbon reduction objectives
Community Support Reserve	80,056.59	19,260.00	99,316.59	735,758.31	835,074.90	Internal and external funding added to support the community with the impact of COVID-19
Council Tax Reserve	0.00	0.00	0.00	251,390.65	251,390.65	Hardship balance plus compensation for tax losses
Development Management Reserve	254,686.55	-74,536.55	180,150.00	305,000.00	485,150.00	Increased funding to support immediate service pressure and appeals
Development Policy Reserve	565,436.42	-300,501.31	264,935.11	645,932.14	910,867.25	An Increase in the JCS fund held on behalf of the partnership and an additional commitment toward JCS from TBC
Elections Reserve	85,348.16	-44,500.00	40,848.16	150,000.00	190,848.16	Reserve set aside to fund the 2023 Borough Elections
Flood Support and Protection Reserve	10,196.22	-550.00	9,646.22	0.00	9,646.22	
Garden Town Reserve	0.00	0.00	0.00	1,202,257.79	1,202,257.79	A specific Garden Town reserve has been created
Health & Leisure Development Reserve	1,989.03	-100.00	1,889.03	98,653.91	100,542.94	External grant funding to support the re-opening of the leisure centre
Housing & Homeless Reserve	522,841.66	85,752.20	608,593.86	-65,794.91	542,798.95	
Information Technology Reserve	109,500.00	695.49	110,195.49	121,207.92	231,403.41	Additional monies set aside to support IT investment requirements
Insurance Reserve	0.00	50,000.00	50,000.00	10,000.00	60,000.00	
Investment Reserve	0.00	0.00	0.00	350,000.00	350,000.00	A reserve held specifically for the revenue impact from potential land purchase
MTFS Equalisation Reserve	1,000,000.00	-1,000,000.00	0.00	3,226,293.00	3,226,293.00	MTFS reserve replenished in 20/21 through the release of business rates surplus
Open Spaces Reserve	678,720.40	197,461.73	876,182.13	-138,608.48	737,573.65	
Organisational Development Reserve	145,572.00	-30,415.75	115,156.25	-11,566.12	103,590.13	
Risk Management Reserve	5,000.00	5,000.00	10,000.00	250,000.00	260,000.00	Additional reserve to cover the risk of a pay award being agreed for April 2021
Transport Initiatives Reserves	0.00	0.00	0.00	0.00	0.00	
Vehicle Replacement Reserve	1,000,000.00	139,954.62	1,139,954.62	853,045.38	1,993,000.00	Planned contribution plus addition to monies to cover potential shortfall in funding
Waste & Recycling development Reserve	90,835.00	-20,835.00	70,000.00	89,807.85	159,807.85	
Horsford Reserve	60,455.13	9,701.74	70,156.87	4,886.55	75,043.42	
Mayors Charity Reserve	6,238.25	-848.54	5,389.71	-51.29	5,338.42	
Planning Obligations Reserve	5,808,354.99	3,165,974.57	8,974,329.56	645,912.63	9,620,242.19	Net increase in contributions from section 106 agreements.
General Fund Working Balance	800,000.00	0.00	800,000.00	0.00	800,000.00	
Business Rates COVID-19 Reserve	0.00	0.00	0.00	5,169,278.00	5,169,278.00	Expanded retail and nursery relief, paid in advance by Central Government, held in a reserve to pay for 21/22 deficit.
<b>Totals</b>	<b>14,687,784.66</b>	<b>2,490,184.14</b>	<b>17,177,968.80</b>	<b>14,603,457.96</b>	<b>31,781,426.76</b>	

## Capital Outturn 20/21

	Budget Profile for 2020/21	Capital Outturn 2020/21	(Over)/ Under spend	% Slippage	Financed from Capital Reserves	Financed from Capital Grants	Financed from Borrowing	Financed from Revenue
<b>Expenditure</b>								
Council Land & Buildings	£24,539,208.62	£20,534,907.16	£4,004,301.46	16.32%	£0.00	£794,597.82	£19,740,309.34	£0.00
Vehicles & Equipment	£800,965.00	£233,276.36	£567,688.64	70.88%	£233,276.36	£0.00	£0.00	£0.00
Community Grants	£115,382.55	£0.00	£115,382.55	100.00%	£0.00	£0.00	£0.00	£0.00
Housing & Business Grants	£500,000.00	£424,928.17	£75,071.83	15.01%	£0.00	£424,928.17	£0.00	£0.00
Flexible use of capital receipts	£0.00	£0.00	£0.00	0.00%	£0.00	£0.00	£0.00	£0.00
<b>Total</b>	<b>£25,955,556.17</b>	<b>£21,193,111.69</b>	<b>£4,762,444.48</b>	<b>18.35%</b>	<b>£233,276.36</b>	<b>£1,219,525.99</b>	<b>£19,740,309.34</b>	<b>£0.00</b>
<b>Income</b>								
Council Land & Buildings	£0.00	£997,346.84	£997,346.84	-				
Vehicles & Equipment	£0.00	£0.00	£0.00	-				
Housing & Business Grants	£0.00	£506,587.47	£506,587.47					
CIL Receipts	£0.00	£0.00	£0.00	-				
<b>Total</b>	<b>£0.00</b>	<b>£1,503,934.31</b>	<b>£1,503,934.31</b>	<b>-</b>				

## Treasury Management Outturn Report 2020/21

### Introduction

In February 2012 the Authority adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve treasury management semi-annual and annual reports.

The Authority's treasury management strategy for 2020/21 was approved at a meeting on 28<sup>th</sup> January 2020. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Authority's treasury management strategy.

Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year and, as a minimum, a semi-annual and annual treasury outturn report. This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.

The 2017 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Authority's Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 28<sup>th</sup> January 2020.

### External Context

**Economic background:** The coronavirus pandemic dominated 2020/21, leading to almost the entire planet being in some form of lockdown during the year. The start of the financial year saw many central banks cutting interest rates as lockdowns caused economic activity to grind to a halt. The Bank of England cut Bank Rate to 0.1% and the UK government provided a range of fiscal stimulus measures, the size of which has not been seen in peacetime.

Some good news came in December 2020 as two COVID-19 vaccines were given approval by the UK Medicines and Healthcare products Regulatory Agency (MHRA). The UK vaccine rollout started in earnest; over 31 million people had received their first dose by 31<sup>st</sup> March.

A Brexit trade deal was agreed with only days to spare before the 11pm 31<sup>st</sup> December 2020 deadline having been agreed with the European Union on Christmas Eve.

The Bank of England (BoE) held Bank Rate at 0.1% throughout the year but extended its Quantitative Easing programme by £150 billion to £895 billion at its November 2020 meeting. In its March 2021 interest rate announcement, the BoE noted that while GDP would remain low in the near-term due to COVID-19 lockdown restrictions, the easing of these measures means growth is expected to recover strongly later in the year. Inflation is forecast to increase in the near-term and while the economic outlook has improved there are downside risks to the forecast, including from unemployment which is still predicted to rise when the furlough scheme is eventually withdrawn.

Government initiatives supported the economy and the Chancellor announced in the 2021 Budget a further extension to the furlough (Coronavirus Job Retention) scheme until September 2021. Access to support grants was also widened, enabling more self-employed people to be eligible for government help. Since March 2020, the government schemes have helped protect more than 11 million jobs.

Despite the furlough scheme, unemployment still rose. Labour market data showed that in the three months to January 2021 the unemployment rate was 5.0%, in contrast to 3.9% recorded for the same period 12 months ago. Wages rose 4.8% for total pay in nominal terms (4.2% for regular pay) and was up 3.9% in real terms (3.4% for regular pay). Unemployment is still expected to increase once the various government job support schemes come to an end.

Inflation has remained low over the 12 month period. Latest figures showed the annual headline rate of UK Consumer Price Inflation (CPI) fell to 0.4% year/year in February, below expectations (0.8%) and still well below the Bank of England's 2% target. The ONS' preferred measure of CPIH which includes owner-occupied housing was 0.7% year/year (1.0% expected).

After contracting sharply in Q2 (Apr-Jun) 2020 by 19.8% q/q, growth in Q3 and Q4 bounced back by 15.5% and 1.3% respectively. The easing of some lockdown measures in the last quarter of the calendar year enabled construction output to continue, albeit at a much slower pace than the 41.7% rise in the prior quarter. When released, figures for Q1 (Jan-Mar) 2021 are expected to show a decline given the national lockdown.

After collapsing at an annualised rate of 31.4% in Q2, the US economy rebounded by 33.4% in Q3 and then a further 4.1% in Q4. The US recovery has been fuelled by three major pandemic relief stimulus packages totalling over \$5 trillion. The Federal Reserve cut its main interest rate to between 0% and 0.25% in March 2020 in response to the pandemic and it has remained at the same level since. Joe Biden became the 46<sup>th</sup> US president after defeating Donald Trump.

The European Central Bank maintained its base rate at 0% and deposit rate at -0.5% but in December 2020 increased the size of its asset purchase scheme to €1.85 trillion and extended it until March 2022.

**Financial markets:** Monetary and fiscal stimulus helped provide support for equity markets which rose over the period, with the Dow Jones beating its pre-crisis peak on the back of outperformance by a small number of technology stocks. The FTSE indices performed reasonably well during the period April to November, before being buoyed in December by both the vaccine approval and Brexit deal, which helped give a boost to both the more internationally focused FTSE 100 and the more UK-focused FTSE 250, however they remain lower than their pre-pandemic levels.

Ultra-low interest rates prevailed throughout most of the period, with yields generally falling between April and December 2020. From early in 2021 the improved economic outlook due to the new various stimulus packages (particularly in the US), together with the approval and successful rollout of vaccines, caused government bonds to sell off sharply on the back of expected higher inflation and increased uncertainty, pushing yields higher more quickly than had been anticipated.

The 5-year UK benchmark gilt yield began the financial year at 0.18% before declining to -0.03% at the end of 2020 and then rising strongly to 0.39% by the end of the financial year. Over the same period the 10-year gilt yield fell from 0.31% to 0.19% before rising to 0.84%. The 20-year declined slightly from 0.70% to 0.68% before increasing to 1.36%.

1-month, 3-month and 12-month SONIA bid rates averaged 0.01%, 0.10% and 0.23% respectively over the financial year.

The yield on 2-year US treasuries was 0.16% at the end of the period, up from 0.12% at the beginning of January but down from 0.21% at the start of the financial year. For 10-year treasuries the end of period yield was 1.75%, up from both the beginning of 2021 (0.91%) and the start of the financial year (0.58%).

German bund yields continue to remain negative across most maturities.

**Credit review:** After spiking in March 2020, credit default swap spreads declined over the remaining period of the year to broadly pre-pandemic levels. The gap in spreads between UK ringfenced and non-ringfenced entities remained, albeit Santander UK is still an outlier compared to the other ringfenced/retail banks. At the end of the period Santander UK was trading the highest at 57bps and Standard Chartered the lowest at 32bps. The other ringfenced banks were trading around 33 and 34bps while Nationwide Building Society was 43bps.

Credit rating actions to the period ending September 2020 have been covered in previous outturn reports. Subsequent credit developments include Moody's downgrading the UK sovereign rating to Aa3 with a stable outlook which then impacted a number of other UK institutions, banks and local government. In the last quarter of the financial year S&P upgraded Clydesdale Bank to A- and revised Barclay's outlook to stable (from negative) while Moody's downgraded HSBC's Baseline Credit Assessment to baa3 whilst affirming the long-term rating at A1.

The vaccine approval and subsequent rollout programme are both credit positive for the financial services sector in general, but there remains much uncertainty around the extent of the losses banks and building societies will suffer due to the economic slowdown which has resulted due to pandemic-related lockdowns and restrictions. The institutions and durations on the Authority's counterparty list recommended by treasury management advisors Arlingclose remain under constant review, but at the end of the period no changes had been made to the names on the list or the recommended maximum duration of 35 days.

### **Local Context**

On 31<sup>st</sup> March 2020, the Authority had net borrowing of £767k arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors are summarised in Table 1 below.

Table 1: Balance Sheet Summary

	31.3.21 Actual £m
General Fund CFR	55.25
Less other debt liabilities	0.0
<b>Total CFR</b>	<b>55.25</b>
External borrowing	39.60
<b>Internal borrowing</b>	<b>15.65</b>
Less: Usable reserves	-36.70
Less: Working capital	0.98
<b>Net Borrowing</b>	<b>20.07</b>

Lower official interest rates have lowered the cost of short-term, temporary loans and investment returns from cash assets that can be used in lieu of borrowing. The Authority pursued its strategy of keeping borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low.

The treasury management position at 31<sup>st</sup> March 2021 and the change during the year is shown in Table 2 below.

Table 2: Treasury Management Summary

	31.3.20 Balance £m	Movement £m	31.3.21 Balance £m	31.3.21 Rate %
Long-term borrowing	18.83	2.57	21.40	2.01%
Short-term borrowing	26.00	-8.00	18.00	0.35%
<b>Total borrowing</b>	<b>44.83</b>	<b>-5.43</b>	<b>39.40</b>	<b>1.54%</b>
Long-term investments	10.88	0.57	8.45	4.67%
Short-term investments	26.00	-21.00	5.00	1.49%
Cash and cash equivalents	7.19	-2.19	5.00	0.07%
<b>Total investments</b>	<b>44.07</b>	<b>-25.62</b>	<b>18.45</b>	<b>2.46%</b>
<b>Net borrowing</b>	<b>0.76</b>	<b>20.19</b>	<b>20.95</b>	

### Borrowing Update

In November 2020 the PWLB published its response to the consultation on ‘Future Lending Terms’. From 26<sup>th</sup> November the margin on PWLB loans above gilt yields was reduced from 1.8% to 0.8% providing that the borrowing authority can confirm that it is not planning to purchase ‘investment assets primarily for yield’ in the current or next two financial years. Authorities that are purchasing or intending to purchase investment assets primarily for yield will not be able to access the PWLB except to refinance existing loans or externalise internal borrowing. As part of the borrowing process authorities will now be required to submit more detailed capital expenditure plans with confirmation of the purpose of capital expenditure from the Section 151 Officer. The PWLB can now also restrict local authorities from borrowing in unusual or large amounts.

Acceptable use of PWLB borrowing includes service delivery, housing, regeneration, preventative action, refinancing and treasury management. Misuse of PWLB borrowing could result in the PWLB requesting that Authority unwinds problematic transactions, suspending access to the PWLB and repayment of loans with penalties.

Competitive market alternatives may be available for authorities with or without access to the PWLB. However, the financial strength of the individual authority and borrowing purpose will be scrutinised by commercial lenders.

The Authority is not planning to purchase any investment assets primarily for yield within the next three years and so is able to take advantage of the reduction in the PWLB borrowing rate.

Municipal Bonds Agency (MBA): The MBA revised its standard loan terms and framework agreement. Guarantees for the debt of other borrowers are now proportional and limited and a requirement to make contribution loans in the event of a default by a borrower has been introduced. The agency has issued 5-year floating rate and 40-year fixed rate bonds in 2020, in both instances Lancashire County Council is the sole borrower and guarantor. A planned third bond issuance by Warrington Borough Council was withdrawn in early December after the reduction in PWLB borrowing rates.

If the Authority intends future borrowing through the MBA, it will first ensure that it has thoroughly scrutinised the legal terms and conditions of the arrangement and is satisfied with them.

UK Infrastructure Bank: In his March 2021 budget the Chancellor confirmed that a UK Infrastructure Bank will be set up with £4bn in lending earmarked for local authorities from the summer of 2021. Loans will be available at gilt yield plus 0.60%, 0.20% lower than the PWLB certainty rate. A bidding process to access these loans is likely with a preference to projects likely to help the government meet its Net Zero emissions target. However other “high value and complex economic infrastructure projects” may also be considered.

### **Borrowing strategy**

At 31<sup>st</sup> March 2021 the Authority held £39.4m of loans, a decrease of £5.44m since 31<sup>st</sup> March 2020, as part of its strategy for funding previous and current years’ capital programmes. Outstanding loans on 31<sup>st</sup> March are summarised in Table 3 below.

Table 3: Borrowing Position

	<b>31.3.20 Balance £m</b>	<b>Net Movement £m</b>	<b>31.3.21 Balance £m</b>
Public Works Loan Board	18.84	2.56	21.40
Banks (LOBO)	0.00	0.00	0.00
Banks (fixed-term)	0.00	0.00	0.00
Local authorities (long-term)	0.00	0.00	0.00
Local authorities (short-term)	26.00	-8.00	18.00
<b>Total borrowing</b>	<b>44.84</b>	<b>-5.44</b>	<b>39.40</b>

The Authority’s chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority’s long-term plans change being a secondary objective.

The Authority has an increasing CFR due to the capital programme and an estimated borrowing requirement as determined by the Liability Benchmark which also takes into account usable reserves and working capital. Having considered the appropriate duration and structure of the Authority's borrowing need based on realistic projections, the Authority decided to take some advantage of the fall in external borrowing rates and borrowed £3.0m of medium-term repayment loans (EIP) whilst allowing £8.0m of short term fixed rate loans to mature without replacement. This new loan structure provides some longer-term certainty and stability to the debt portfolio and creates a more rounded debt portfolio.

The Authority's borrowing decisions are not predicated on any one outcome for interest rates and a balanced portfolio of short- and long-term borrowing was maintained.

<b>Long-dated Loans borrowed</b>	<b>Amount £m</b>	<b>Rate %</b>	<b>Period (Years)</b>
PWLB Maturity Loan 1	11.00	2.35	40
PWLB Maturity Loan 2	3.00	2.47	40
PWLB EIP Loan 1	5.00	1.05	15
PWLB EIP Loan 2	3.00	1.80	15
<b>Total borrowing</b>	<b>22.00</b>	<b>2.00</b>	

PWLB funding margins have lurched quite substantially and there remains a strong argument for diversifying funding sources, particularly if rates can be achieved on alternatives which are below gilt yields + 0.80%. The Authority will evaluate and pursue these lower cost solutions and opportunities with its advisor Arlingclose.

#### **Treasury Investment Activity**

Throughout 2020/21 the Authority received central government funding to support small and medium businesses during the coronavirus pandemic through grant schemes. £29.75m was received, temporarily invested in short-dated, liquid instruments such as call accounts and Money Market Funds. £26.32m was disbursed by the end of March.

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the year, the Authority's investment balances ranged between £45.18 and £18.993 million due to timing differences between income and expenditure. The investment position is shown in table 4 below.

Table 4: Treasury Investment Position

	31.3.20	Net	31.3.21	31.3.21
	Balance	Movement	Balance	Income Return
	£m	£m	£m	%
Banks & building societies (unsecured)	6.187	-4.187	2.0	0.09%
Government (incl. local authorities)	20.0	-18.0	2.0	0.22%
Money Market Funds	7.0	-4.0	3.0	0.01%
Registered Providers	3.0	0.0	3.0	1.70%
Other Pooled Funds	8.993	0.0	8.993	4.67%
<b>Total investments</b>	<b>45.180</b>	<b>-26.187</b>	<b>18.993</b>	<b>2.46%</b>

Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

Continued downward pressure on short-dated cash rate brought net returns on sterling low volatility net asset value money market funds (LVNAV MMFs) close to zero even after some managers have temporarily lowered their fees. At this stage net negative returns are not the central case of most MMF managers over the short-term, and fee waivers should maintain positive net yields, but the possibility cannot be ruled out.

Deposit rates with the Debt Management Account Deposit Facility (DMADF) have continued to fall and are now largely around zero.

The net return on Money Market Funds net of fees, which had fallen after Bank Rate was cut to 0.1% in March, are now at or very close to zero; fund management companies have temporarily lowered or waived fees to avoid negative net returns.

The progression of risk and return metrics are shown in the extracts from Arlingclose's quarterly investment benchmarking in Table 5 below.

Table 5: Investment Benchmarking - Treasury investments managed in-house

	Credit Score	Credit Rating	Bail-in Exposure	Weighted Average Maturity (days)	Rate of Return %
31.03.2020	4.03	AA-	31%	86	1.44%
31.03.2021	5.4	A+	50%	93	2.46%
<b>Similar LAs</b>	4.63	A+	65%	40	1.38%
<b>All LAs</b>	4.63	A+	63%	14	0.90%

**Externally Managed Pooled Funds:** £8.5m of the Authority's investments are invested in externally managed strategic pooled equity, multi-asset and property funds where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability. These funds generated a total return of £941k, comprising a £367k income return which is used to support services in year, and £574k of capital growth.

The Authority is invested in equity, multi-asset and property funds. During the initial phase of the pandemic in March 2020, the sharp falls corporate bond and equity markets had a negative impact on the value of the Council's pooled fund holdings and was reflected in the 31<sup>st</sup> March 2020 fund valuations with every fund registering negative capital returns over a 12-month period. Since March 2020 there has been improvement in market sentiment which is reflected in an increase in capital values of these equity and multi-asset income funds in the Authority's portfolio. The recovery in UK equities has lagged those of US and European markets.

Similar to many other property funds, dealing (i.e. buying or selling units) in the CCLA Local Authorities' Property Fund was suspended by the fund in March 2020 and lifted in September. There was also a change to redemption terms for the CCLA Local Authorities Property Fund; from September 2020 investors are required to give at least 90 calendar days' notice for redemptions.

Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's medium- to long-term investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three- to five-year period total returns will exceed cash interest rates.

Following the cut in Bank rate from 0.75% to 0.10% in March 2020, the Authority had expected to receive significantly lower income from its cash and short-dated money market investments, including money market funds in 2020/21, as rates on cash investments are close to zero percent. Income from most of the Authority's externally managed funds will also be lower than in 2019/20 and earlier years. Whilst the arrival and approval of vaccines against COVID-19 and the removal of Brexit uncertainty that had weighed on UK equities were encouraging developments, dividend and income distribution was dependent on company earnings in a very challenging and uncertain trading environment as well as enforced cuts or deferral required by regulatory authorities.

### **Non-Treasury Investments**

The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. This is replicated in the Investment Guidance issued by Ministry of Housing, Communities and Local Government's (MHCLG) and Welsh Government, in which the definition of investments is further broadened to also include all such assets held partially for financial return.

The Authority also held £47m of such investments in directly owned property as shown in the table below:

Property	Purchase date	Purchase Price	Sector
Challenge House, Tewkesbury	Dec-16	£8,730,000	Office
Challenge House, Tewkesbury	Dec-16	£5,820,000	Industrial
Retail units, Clevedon	Jul-06	£2,199,250	Retail
The Chase, Hertford	Nov-17	£3,700,000	Office
SPL House, Ellesmere Port	Nov-17	£3,490,000	Industrial
Wickes, Trowbridge	Dec-17	£5,542,000	Retail
Edmund House, Leamington	Aug-18	£3,610,000	Office
M&S, Walton on the Naze	Oct-18	£4,335,000	Retail
Vaughan Park, Tipton	May-20	£9,365,000	Industrial
Volvo, Crawley	Dec-20	£9,400,000	Alternatives
<b>Total</b>		<b>£56,191,250</b>	

These investments generated £2.713k of investment income for the Authority after taking account of direct costs, representing a rate of return of 4.83%.

### Treasury Performance

The Authority measures the financial performance of its treasury management activities both in terms of its impact on the revenue budget and its relationship to benchmark interest rates, as shown in table 6 below.

Table 6: Performance

	Actual £	Budget £	Over/ Under £	Actual %	Benchmark %	Over/ under
Treasury Investments	552,712	501,300	51,412	1.50%	0.07%	1.63%
Borrowing	552,461	513,000	-39,461	1.34%	N/A	N/A
<b>GRAND TOTAL</b>	<b>-250</b>	<b>-11,700</b>	<b>11,950</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

### Compliance

The Chief Finance Officer reports that all treasury management activities undertaken during the year complied fully with the CIPFA Code of Practice and the Authority's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 7 below.

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 7 below.



Table 7: Debt Limits

	2020/21 Maximum	31.3.21 Actual	2020/21 Operational Boundary	2020/21 Authorised Limit	Complied?
Borrowing	£44.84m	£39.40m	£55.0m	£60.0m	Yes
<b>Total debt</b>	<b>£44.84m</b>	<b>£39.40m</b>	<b>£55.0m</b>	<b>£55.0m</b>	Yes

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

Table 8: Investment Limits

	Maximum	30.9.21 Actual	2020/21 Limit	Complied? Yes/No
Any single organisation, except the UK Government	£2.0m	£2.0m	£2.0m	Yes
Any group of organisations under the same ownership	£2.0m	£2.0m	£2.0m	Yes
Any group of pooled funds under the same management	£3.93m	£3.93	£6.0m	Yes
Negotiable instruments held in a broker's nominee account	£0.0m	£0.0m	£4.0m	Yes
Limit per non-UK country	£2.0m	£0.0m	£3.0m	Yes
Registered providers and registered social landlords	£3.0m	£3.0m	£6.0m	Yes
Unsecured investments with building societies	£0.0m	£0.0m	£2.0m	Yes
Loans to unrated corporates	£0.0m	£0.0m	£1.0m	Yes
Money Market Funds	£10.0m	£3.0m	50% of total portfolio balance	Yes

### Treasury Management Indicators

The Authority measures and manages its exposures to treasury management risks using the following indicators.

**Security:** The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	31.3.21 Actual	2020/21 Target	Complied?
Portfolio average credit rating	A+	A	Yes

**Maturity Structure of Borrowing:** This indicator is set to control the Authority’s exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

	31.3.21 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	45.69%	100%	0%	Yes
12 months and within 24 months	0.0%	100%	0%	Yes
24 months and within 5 years	0.0%	100%	0%	Yes
5 years and within 10 years	0.0%	100%	0%	Yes
10 years and above	54.31%	100%	0%	Yes

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

**Principal Sums Invested for Periods Longer than a year:** The purpose of this indicator is to control the Authority’s exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

	2020/21	2021/22	2022/23
Actual principal invested beyond year end	£3.0m	£0.0m	£0.0m
Limit on principal invested beyond year end	£6.0m	£5.0m	£4.0m
Complied?	Yes	Yes	Yes

#### Other

**CIPFA consultations:** In February 2021 CIPFA launched two consultations on changes to its Prudential Code and Treasury Management Code of Practice. These follow the Public Accounts Committee’s recommendation that the prudential framework should be further tightened following continued borrowing by some authorities for investment purposes. These are principles-based consultations and will be followed by more specific proposals later in the year.

In the Prudential Code the key area being addressed is the statement that “local authorities must not borrow more than or in advance of their needs purely in order to profit from the investment of the extra sums borrowed”. Other proposed changes include the sustainability of capital expenditure in accordance with an authority’s corporate objectives, i.e. recognising climate, diversity and innovation, commercial investment being proportionate to budgets, expanding the capital strategy section on commercial activities, replacing the “gross debt and the CFR” with the liability benchmark as a graphical prudential indicator.

Proposed changes to the Treasury Management Code include requiring job specifications and “knowledge and skills” schedules for treasury management roles to be included in the Treasury Management Practices (TMP) document and formally reviewed, a specific treasury management committee for MiFID II professional clients and a new TMP 13 on Environmental, Social and Governance Risk Management.

**IFRS 16:** The implementation of the new IFRS 16 Leases accounting standard has been delayed for a further year until 2022/23.

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	7 July 2021
<b>Subject:</b>	Carbon Reduction Action Plan
<b>Report of:</b>	Head of Finance and Asset Management
<b>Corporate Lead:</b>	Head of Finance and Asset Management
<b>Lead Member:</b>	Lead Member for Clean and Green Environment
<b>Number of Appendices:</b>	One

**Executive Summary:**

Following the declaration of a climate emergency in October 2019, Officers, together with Members of the Climate Change and Flood Risk Management Group, undertook a baseline audit of the Council's current carbon consumption. This was reported to Council in July 2020 along with an overarching Action Plan designed to achieve carbon neutrality in Council services by 2030.

Despite the impact of coronavirus on service delivery, good progress has been made on a range of actions in the first twelve months. This includes the application and award of external grant funding, totalling £305,200, to support the change of the heating system within the Council Offices, timetabled for later in 2021.

The appendix also includes a draft action plan for year two. The actions recommended are aimed at formally embedding climate change within the Council, delivery of a number of actions which will reduce the Council's carbon consumption and an initial study scoping the potential requirements of the Council should it wish to pursue a Boroughwide carbon neutrality target. As always, the action plan has been prepared in acknowledgement of the resources available to pursue the ambition.

To support the delivery of the action plan, the report requests the support and recommendation from Executive Committee for the addition of a permanent Carbon Reduction Programme Officer being added to the base budget from April 2022. Whilst this request is out of sync with the usual budget timetable, it is made now to give the best possible chance of a successful recruitment of an Officer this summer in order to help support delivery and take advantage of the wider opportunities.

**Recommendation:**

**Executive Committee is asked to:**

- 1. NOTE the progress achieved in Year 1 of the Action Plan.**
- 2. APPROVE the recommended Year 2 Action Plan.**
- 3. RECOMMEND TO COUNCIL the inclusion of a permanent Carbon Reduction Programme Officer post within the ongoing base budget of the Council, at an estimated cost of £40,600, from April 2022.**

**Reasons for Recommendation:**

To give Members a formal opportunity to consider progress against the Carbon Reduction Programme and approve the recommended actions of year two. In addition, to support the allocation of resources on a permanent basis to meet the needs of delivery the Council Plan priority.

**Resource Implications:**

Actions highlighted within the report will require funding from the Council's Asset Management Reserve and the newly formed Climate Change Reserve. In addition, the Council has secured £284,200 of external grant funding to deliver the replacement heating system project. Further external funding will be sourced but it is likely that additional delivery budgets will be required in future years.

The report also recommends the employment of a permanent Carbon Reduction Programme Officer to support the Council's green ambitions. Whilst this post will be subject to job evaluation, it is estimated that the cost of a full time, permanent member of staff will be circa £40,600. If approved, this post would form part of the ongoing establishment and base budget of the Council from April 2022. It will replace the annual request for one-off support funding for climate change.

**Legal Implications:**

None associated with the report.

**Risk Management Implications:**

If sufficient resources to allow the delivery of the ambition are not allocated, the Council will not be able to deliver all of the points within the Council motion and will not be able to play a proactive role in anything wider than energy efficiency measures within the Council Offices.

**Performance Management Follow-up:**

The progress against the Action Plan will be reported on a quarterly basis to the Climate Change and Flood Risk Management Group and an annual outturn report produced for Committee.

**Environmental Implications:**

The Action Plan aims to deliver the changes necessary in order to ensure the Council reduces its carbon footprint.

**1.0 INTRODUCTION/BACKGROUND**

**1.1** Tewkesbury Borough Council declared a climate emergency at a Council meeting in October 2019.

The motion as agreed is reproduced below.

Motion **AGREED**:

- Declare a 'climate emergency'.
- Commit to doing all in its power to make Tewkesbury Borough Council offices carbon neutral by 2030.
- Expand the remit of the existing Flood Risk Management Group to deal with climate change matters with the following delegations to the Borough Solicitor in

consultation with the Group:

1. Preparation of revised Terms of Reference to include an audit of the Council's current position, an action plan to achieve carbon neutrality by 2030, funding and promotion of good practice throughout the Borough including buildings that provide a public service, such as the Tewkesbury Leisure Centre; and

2. Membership of the Group, taking account of its wider role.

- Call upon central government to provide additional powers and resources to support local and national action towards the 2030 target.
- Commit to working with partners in Gloucestershire to achieve countywide carbon neutrality aims.

**1.2** In July 2020, the Risk Management Group recommended to Council the approval of the initial Climate Change and Carbon Reduction baseline audit report and the adoption of the action plan.

**1.3** This report details progress made against the initial action plan targets over the last 12 months and recommends the adoption of new targets for the next twelve months to ensure the Council remains on course to meet its stated target.

**1.4** The report also sets out the need for permanent resources to be allocated to support the delivery of the action plan.

## **2.0 ACTION PLAN**

**2.1** Following the adoption of the Climate Change and Carbon Reduction Audit and Action Plan, Officers have been reviewing the overarching targets and working on the delivery of a number of actions to advance the Council's ambition. As with all services, coronavirus had an impact on delivery of the action plan in 2020 and a change of Corporate Leadership in December also impacted on delivery. Nonetheless, good progress has been made through the first half of 2021.

**2.2** Appendix A, taken from a presentation to the Risk Management Group, highlights the achievements in the first year of the Action Plan including:

- The application and agreement for external funding to support the feasibility study and delivery of replacing the gas boiler heating system at the Council Offices.
- Significant work undertaken to establish energy diaries for all Council operational buildings. The diaries provide a baseline of energy usage and carbon consumption and a means of monitoring these issues in the medium term.
- The survey work already undertaken at both the Roses Theatre and our domestic properties.
- A range of smaller achievements including the appointment of the Countywide Climate Change Coordinator and the works in our car parks.

- 2.3** Whilst further work is being undertaken to compile the 2020 update of energy and carbon consumption at our other operational properties and through mileage incurred, the data for the Council Offices shows a significant reduction in electricity consumption (25%) but an increase in gas consumption (8%) for Tewkesbury's operations. This would be expected as a result of the change to working patterns during the coronavirus pandemic. The demand on electricity, particularly from IT equipment, has fallen in the offices as staff have been based at home whilst gas usage has increased as the normal levels of staffing, and the associated natural level of heat coming from the workforce, has decreased but the working office temperature needs to be maintained at a consistent level. The lack of zoning and the open office nature of the workplace has also not helped to reduce gas consumption. Overall, around 16 tonnes of CO<sub>2</sub> has been saved by the Council in 2020 compared to 2019.
- 2.4** Appendix A also highlights the actions recommended by Officers to take forward the Council ambition over the next twelve months. The recommended Year 2 Action Plan contains actions that cover a number of aspects of delivery but they have been grouped under four themes:
- Communications and Engagement.
  - Technical Implementation.
  - Scoping Studies and Policies and Schemes.
  - Budgets and External Funding.
- 2.5** The action plan has been set against the backdrop of the resources available but provides a broad range of actions which will further embed carbon reduction within the Council, will deliver a number of projects with tangible outcomes and will cast one eye to the future as we source further funding opportunities and consider carbon reduction in the wider Borough.
- 3.0 CARBON REDUCTION PROGRAMME OFFICER**
- 3.1** The carbon reduction agenda and delivery of the action plan now sit with the Finance and Asset Management service. The agenda is supported by a one-off allocation of funding of £50,000 in the current year plus ongoing funding to part finance the Countywide Climate Change Coordinator. The one-off funding is being utilised to fund a temporary, part-time resource to deal with all aspects of climate change. This role is supported by input from the Head of Finance and Asset Management and the Asset Manager. Whilst specific services support specific items relating to the green agenda, such as planning policies and recycling education, the part-time role is the only dedicated climate change resource in the Council.
- 3.2** Whilst good progress has been made over the last six months to deliver the year one action plan, it is apparent that the current resource allocation is not sufficient and the time being dedicated by both the Head of Finance and Asset Management and the Asset Manager is not sustainable in the longer term against other work demands. The employment of the current officer in a part-time capacity has worked well and allowed the Council to utilise a senior role to establish the action plan and build the foundations for future successful delivery. However, with those building blocks now in place, the delivery aspect will require a permanent full-time role.

- 3.3** There are many actions in the pipeline for delivery in the medium term in order to address the Council's own carbon neutrality, all of which will require significant input for project specification and project delivery. In addition to this, further strategic work will be required to define our medium to long term path and to construct appropriate medium term strategies. As already highlighted, there are a number of activities already being undertaken by Council services, all linked to supporting the environment and carbon reduction, that need coordinating and presenting under the umbrella of carbon reduction/climate change.
- 3.4** In addition to the above, there are opportunities to attract grant funding and deliver green projects beyond the remit of the Council service property, but currently capacity does not exist to investigate and take forward those opportunities. Finally, whilst an early scoping exercise will be undertaken to understand the requirements of a carbon neutrality strategy wider than just within the Council, if Members wished to take this forward and perhaps declare carbon neutral targets for the Borough, as our neighbouring Councils have done, this will require a significant amount of Officer time.
- 3.5** It is clear to Officers that the scope of works falling under this agenda is significant and a dedicated resource is required. This issue has also been recognised by the Lead Member for Clean and Green Environment and discussions have been taking place on how best to meet the workload requirement. Those discussions have resulted in the recommendation in this report for the approval of a full-time Carbon Reduction Programme Officer, with an estimated ongoing cost of £40,600. Whilst the Council faces tough financial challenges and decisions to increase the base budget in light of those challenges are not taken lightly, it is imperative that investment is made in this area as soon as possible so that the Council can progress on its journey towards carbon neutrality and deliver the Council priority.
- 3.6** Should Members approve the addition to base budget, recruitment will begin immediately and, if successful, the post will be funded from the current one-off allocation in the current year before it becomes part of the ongoing base budget.
- 4.0 OTHER OPTIONS CONSIDERED**
- 4.1** The Council could continue with an annual one-off allocation of resources to support the agenda. This would not provide certainty to allow the recruitment of a permanent member of staff and would jeopardise the successful delivery of the action plan.
- 5.0 CONSULTATION**
- 5.1** Details of the Year 1 and Year 2 action plan targets have been discussed with the Climate Change and Flood Risk Management Group.
- 6.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 6.1** Climate Change and Carbon Reduction Audit and Action Plan.

## **7.0 RELEVANT GOVERNMENT POLICIES**

**7.1** United Nations Framework Convention on Climate Change's (UNFCCC) 21st Conference of Parties (COP21) and adopted on December 12, 2015, (The Paris Agreement).

International Panel on Climate Change (IPCC) special report on 'Global Warming of 1.5°C', following the UN Framework Convention on Climate Change in 2015. (October 2018).

Climate Change Act 2008.

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

**8.1** As set out in the report.

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

**9.1** The carbon reduction action plan targets carbon neutrality for Council activities by 2030.

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

**10.1** None.

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

**11.1** None.

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**Background Papers:** Climate Change and Carbon Reduction Audit and Action Plan – Council 28 July 2020

**Contact Officer:** Head of Finance and Asset Management Tel: 01684 272005  
Email: [simon.dix@teWKesbury.gov.uk](mailto:simon.dix@teWKesbury.gov.uk)

**Appendices:** A – Year 1 Outturn and Year 2 Action Plan.

CN2030 YEAR 1 REVIEW & YEAR 2 ACTION PLAN

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# Context



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- ▶ Report of carbon baseline for 2019 was developed in spring 2020
- ▶ High level 10 year Action Plan produced to identify pathways to 2030 carbon neutrality
- ▶ Full Council adopted the report and action plan in late July 2020
- ▶ Implementation of year 1 objectives commenced in August 2020
- ▶ Internal management team comprising Dept. CEO (then Head of Finance and Asset Management), Asset Manager, Facilities Officer and Low Carbon Consultant established, with often weekly progress meetings held

# Year 1 Objectives from Action Plan

	Objective	Success Indicators	Outcome
1	Support the creation of Monitoring & Targeting processes across all elements to ensure the capture of accurate data alongside the finalisation of the ongoing emissions tracking system	Energy diaries created and in use	All energy diaries created, including SMT reporting graphs. TBC Officer populating with ongoing data
2	Specification for procurement and securing appropriate quotes (against procurement policy) for works relating to the Action Plan/Baseline Emissions Report recommendations	Documents produced to support procurement process	Completed and produced resulting from successful PSDS funding application
3	Production of full Business Case detail (prioritising emissions and finance) of all relevant Action Plan activities so as to support informed decision making	Produced Business cases	Being developed as required, however, initial success with PSDS bid £305,700 secured
151 4	Coordination of any necessary feasibility studies for the Heat Pump and/or Solar Panel scenarios to include: A) Network Operator position to supply capacity levels B) Planning for location of equipment for installation C) Contingency Plans (Battery Storage) D) Full cost report for recommended measures (estimated costs produced at application were verified by cost consultants, however Feasibility consultants suggest costs significantly higher. The actual position will not be fully known until procurement is complete	A) N/A – no network impact B) Pre plan map of sites C) N/A D) Known budgets for measures	N/A – no network impact Full Feas study complete N/A – not required Headline costs produced, exact costs to follow on procurement
5	Increase the level of sub-metering of services so as to enable accurate and specific reporting of impacts to be made	More granular data available	Not part of funding application. Delayed to yr 2
6	Regular production and presentation of update/progress reports to Full Council on at least a quarterly basis	Meetings held with positive feedback	Annual reporting to O & S and Executive
7	Ensure council representation throughout Gloucestershire as required at meetings or networks and feedback relevant information and actions	Meetings attended and PR conducted	1 x press release issued and attendance at Glos Local Nature Partnership

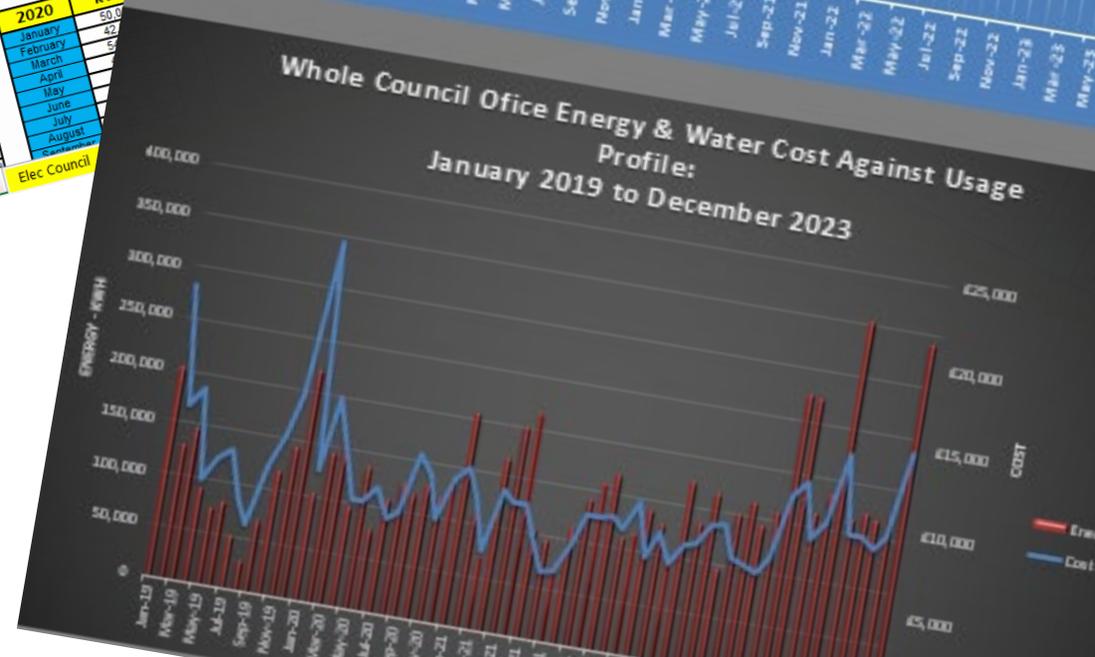
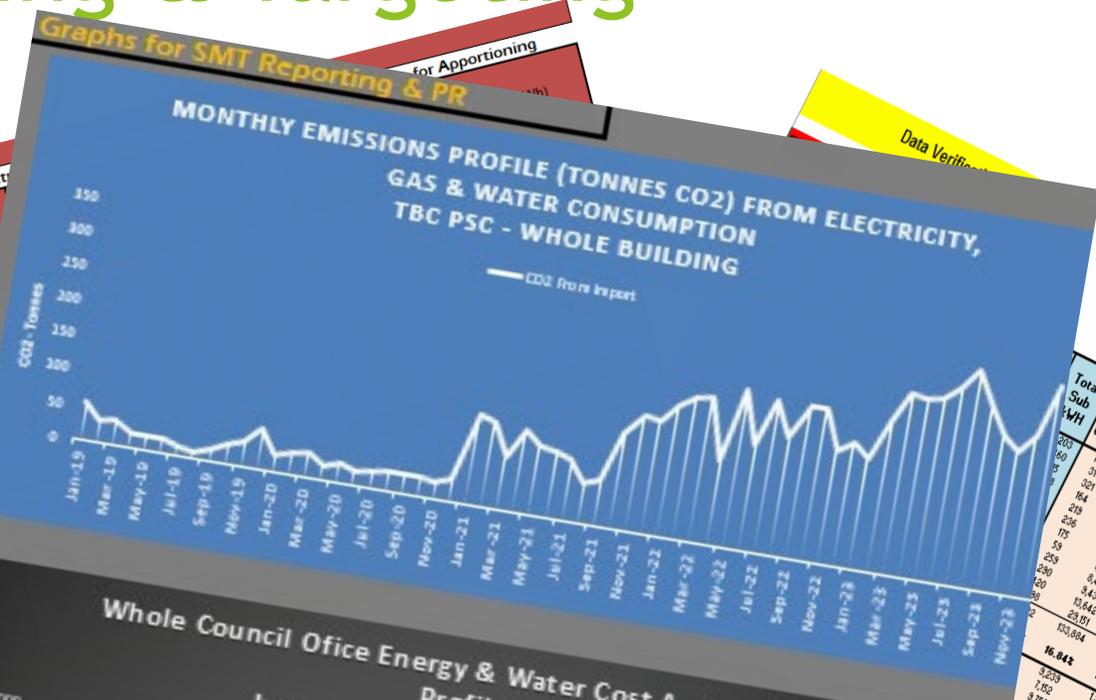
# A look at the main specific outputs

1. Monitoring and Targeting - Energy diaries
2. Detailed surveys informing implementation plans: Domestic & Roses
3. Applications for External Funding
4. PSC: Low Carbon Skills Fund & the Public Sector Decarbonisation Scheme

# 1) Monitoring & Targeting

**Electricity - Total Use**

Date	Import Mtr Rdg	Kilowatt-hours (kWh)
2019	25000	25,000
2020	130000	130,000
2021	130000	130,000
2022	130000	130,000
2023	130000	130,000
2024	130000	130,000
2025	130000	130,000
2026	130000	130,000
2027	130000	130,000
2028	130000	130,000
2029	130000	130,000
2030	130000	130,000
2031	130000	130,000
2032	130000	130,000
2033	130000	130,000
2034	130000	130,000
2035	130000	130,000
2036	130000	130,000
2037	130000	130,000
2038	130000	130,000
2039	130000	130,000
2040	130000	130,000
2041	130000	130,000
2042	130000	130,000
2043	130000	130,000
2044	130000	130,000
2045	130000	130,000
2046	130000	130,000
2047	130000	130,000
2048	130000	130,000
2049	130000	130,000
2050	130000	130,000



Date	Main Meter	Total of sub & Ap data	Sub 1	AP Mole Vly	AP Comp p	AP Flagas	Ap - CAB	Ap GCC	Ap DWP	Ap TBC	Total Gas kWh
01/01/2019	61,643	61,643	32,571	4,502	5,795	498	14,285	2,383	207,413	37,602	38,500
01/02/2019	64,340	64,340	32,984	4,502	5,795	498	14,285	2,383	207,413	38,002	38,900
01/03/2019	67,037	67,037	33,397	4,502	5,795	498	14,285	2,383	207,413	38,502	39,400
01/04/2019	69,734	69,734	33,810	4,502	5,795	498	14,285	2,383	207,413	39,002	39,900
01/05/2019	72,431	72,431	34,223	4,502	5,795	498	14,285	2,383	207,413	39,502	40,400
01/06/2019	75,128	75,128	34,636	4,502	5,795	498	14,285	2,383	207,413	40,002	40,900
01/07/2019	77,825	77,825	35,049	4,502	5,795	498	14,285	2,383	207,413	40,502	41,400
01/08/2019	80,522	80,522	35,462	4,502	5,795	498	14,285	2,383	207,413	41,002	41,900
01/09/2019	83,219	83,219	35,875	4,502	5,795	498	14,285	2,383	207,413	41,502	42,400
01/10/2019	85,916	85,916	36,288	4,502	5,795	498	14,285	2,383	207,413	42,002	42,900
01/11/2019	88,613	88,613	36,701	4,502	5,795	498	14,285	2,383	207,413	42,502	43,400
01/12/2019	91,310	91,310	37,114	4,502	5,795	498	14,285	2,383	207,413	43,002	43,900
Sub Total	530,000	530,000	265,000	22,510	28,735	2,490	73,275	11,915	1,037,065	213,012	215,500
% of Colmas	100.00%	100.00%	50.00%	4.34%	5.38%	0.46%	13.84%	2.20%	197.41%	37.60%	38.50%
% of Main	100.00%	100.00%	50.00%	4.34%	5.38%	0.46%	13.84%	2.20%	197.41%	37.60%	38.50%

The sum of all sub meters and apportioned data must equal the main import meter value every month. It is possible for formula to accidentally be changed during data entry, so it is important to verify the data on a monthly basis in order that the energy diary can more easily be repaired.

NB test data only

# 2a) Surveys for Domestic Estate

## Summary of Recommendations

Building Fabric Measures	Saving (kWh)	%	Carbon (Tonnes)	Carbon Remaining (Tonnes)	Estimated install cost
Insulation on garage wall and behind cladding under front windows (U-0.32 100mm)	937	10.9	0.195		£2,000
Insulation in loft (400mm U-0.11)	1247	14.5	0.259		£500
Insulate flat roof (150mm U-0.3)	155	1.8	0.032		£500
Insulate garage ceiling (150mm U-0.22)	301	3.5	0.063		£1,000
<b>All building fabric measures combined except windows</b>	<b>2,730</b>	<b>31.8</b>	<b>0.567</b>	<b>2.663</b>	<b>£4,000</b>

Heating	Carbon Saving (Tonnes)	Carbon Remaining (Tonnes)	Estimated install cost
Air Source Heat pump	0.81	1.853	Net £10,000 (£15,000 install and £5,000 RHI income)

Renewables	Carbon Saving (Tonnes)	Carbon Remaining (Tonnes)*	Estimated install cost
4.4kWp Solar panels (South roof)	1.153	0.7	£6,500

\*This is based on 2020 carbon conversion factors.

Offsite Renewables	Carbon Saving (Tonnes)	Carbon Remaining (Tonnes)	Estimated install cost**
2.7kWp Solar panels (South facing)	0.7	0	£2,200

Annual Emission	CO <sub>2</sub> e Emissions		Annual Cost	
	Tonnes	%	£	%
0	0.84			
5	2.22	26%		
	0.17	69%	464	34%
	<b>3.23</b>	<b>5%</b>	<b>418</b>	<b>31%</b>
		<b>100%</b>	<b>1,364</b>	<b>100%</b>

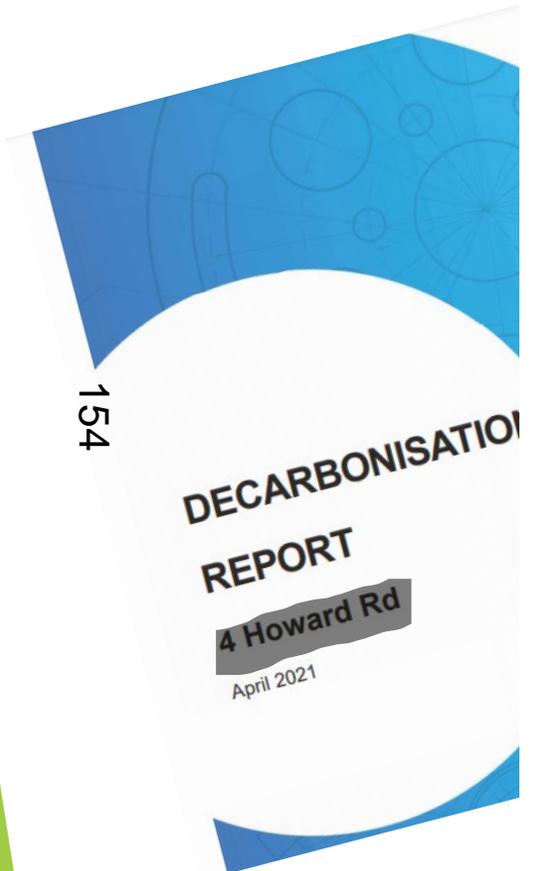
...ability consumption, carbon, and cost  
 ...ual energy consumption, cost and carbon impact.  
 ...n factors 2020 have been used to estimate the  
 ...ble 4 below:

Carbon Factor (kg CO <sub>2</sub> e)
0.28813
0.20778
1.052

2020 consumption

and

...general maintenance and repair.  
 ...r measures.



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## 2b) Surveys for Roses

- ▶ Severn Wye Energy Agency's Target 2030 project provided >£10,000 of technical survey support at no cost to the council
- ▶ Potential for a 30% grant contribution from T2030
- ▶ Ineligible for PSDS funding
- ▶ Other external grants identified for low level support
- ▶ Next steps are to:
  - ▶ Secure quotes for works
  - ▶ Complete funding applications
  - ▶ Commence implementing the decarbonisation plan

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Measure	Estimated Annual Savings (£)	Ten year cost of inaction (£)
<b>Investigate alternative HVAC solutions including heat pumps &amp; improved controls to reduce reliance on mains gas</b>	TBC	TBC
<b>Replace stage lighting &amp; remaining fluorescent lighting with LED's incorporating intelligent lighting control</b>	£125+	£1,250+
<b>Improve insulation levels to walls and roofs where possible</b>	TBC – dependent on size of area insulated	
<b>Insulate exposed pipework, valves &amp; flanges within the plant room</b>	TBC	TBC
<b>Install ambient "free" cooling to beer cellar</b>	£250-£500	£2,500-£5,000
<b>Fit timers on drinks fridges</b>	Approximately £50-£100 per fridge	
<b>Inn Energy / Beertech Python monitor</b>	£70-£140	£700-£1,400
<b>Install 54kWp solar array</b>	£7,520	£75,200

# 3) External Funding

Successful submissions:

- ▶ BEIS - Low Carbon Skills Fund - PSC Heating and PV Feasibility: £21,700
- ▶ BEIS Public Sector Decarbonisation Scheme - Heat & PV measures: £284,000
- ▶ S Wye Target 2030: Technical Survey & access to 30% install grant: >£10,000

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Funding identified for 2021-22:

- ▶ Theatre Trust: Sustainability actions (Roses): up to £20,000
- ▶ Arts Council: Various schemes (Roses) typical award circa £50,000
- ▶ SW Energy Hub Grant (Domestic): £25,000
- ▶ Domestic retrofit grants (LAD2, HUG): typical award £5-£10,000
- ▶ Possible Government subsidy grant for domestic Heat Pumps: circa £4,000

## 4) PSC & the Public Sector Decarbonisation Scheme

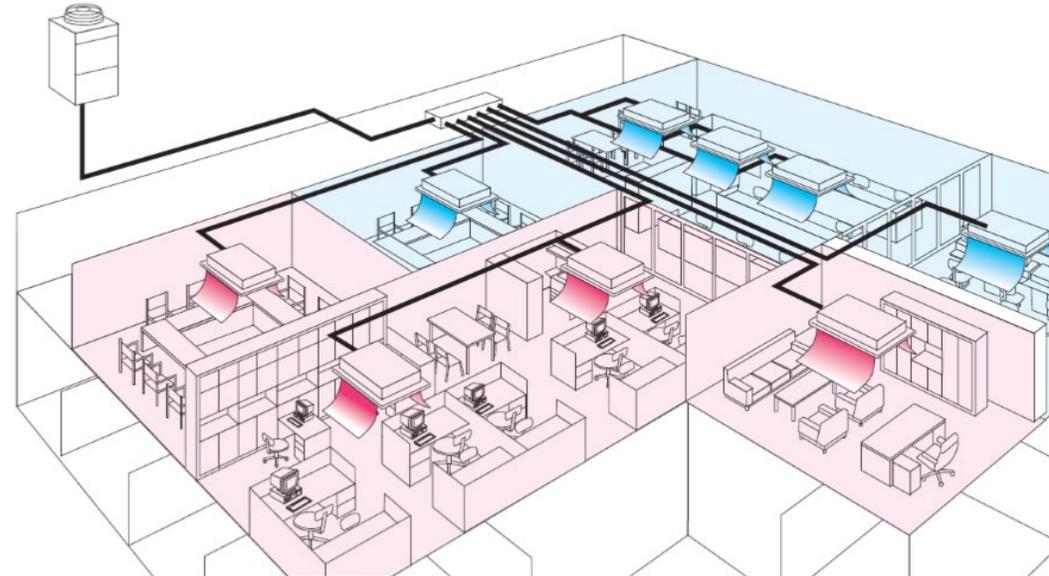
- ▶ Well reported to working group during year 1
- ▶ Feasibility study recommendations lead to change from GSHP to ASHP, which is in final stage of securing funder approval to proceed
- ▶ Cost estimated from Feasibility study of £650k subject to procurement. To be funded from PSDS grant and asset management reserves
- ▶ Expressions of interest already sought by council, and procurement route identified. We are ready to go to market upon approval from BEIS/SALIX
- ▶ Whilst implementation timescales are becoming tight, end of September completion remains the aim, however flexibility on the funder deadline is likely

## 4) PSC and PSDS Continued...

Measures confirmed as:

- ▶ Hybrid ASHP: minimum use of refrigerant
- ▶ Localised system offers better in-use efficiency
- ▶ Upgrades to the heating control system increases savings
- ▶ Solar PV (44KW) in form of a carport in rear car park remains the intended solution, however it is possible to use roof space should costs dictate.

Emission reductions from heating in the order of 74%, with further reductions achieved from control and PV systems



# Additional Outputs Achieved in 2020

- ▶ Waste Management Systems
- ▶ Domestic Surveys & external funding research
- ▶ Roses Theatre Surveys & external funding research
- ▶ Solar Powered Car Park Machines
- ▶ LED Car Park Lighting
- ▶ Cycle Scheme
- ▶ Appointment of County wide Coordinator
- ▶ Gloucestershire Local Nature Partnership participation & SW Energy Hub Interviews to define new iteration of Green Homes Grant approach for Glos
- ▶ Press Releases
- ▶ Electricity Bill for O & S Committee

# PSC Data for 2020

- ▶ At the current time only PSC data is available. We have started a review of all 2020 data which will be compared against the baseline and reported in the month ahead.

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- ▶ Against the 2019 Baseline:

- ▶ Emissions from Electricity for TBC has REDUCED by 20.79 tonnes, or 25%
  - ▶ Emissions from Gas for TBC has INCREASED by 4.88 tonnes, or 8%
- ▶ Emissions from Electricity for whole office has REDUCED by 34.53 tonnes, or 24%
  - ▶ Emissions from Gas for whole office has INCREASED by 8.47 tonnes, or 7%

# Year 2 '20 Point' Action Plan (2021-22)

	Objective	Success Indicators by end March 2022
1	<b>Communications &amp; Engagement</b> A) CN2030 Branding and web presence B) Climate Change (Service) Champions C) Staff Training – carbon literacy D) Appoint CN2030 Officer E) Establish protocol/ Plan of action with County-wide Climate Coordinator F) Ensure environmental impacts are 'properly considered in Committee Reports'	A) Agreed, utilise and maintained branding and web presence B) At least 1 CC Champion 'recruited' in each council service area C) Production and delivery of carbon literacy training D) Officer in post by December & induction complete (Feb '22) E) Action Plan outputs achieved once plan agreed F) Report template updated
2	<b>Technical Implementation</b> A) PSC Low carbon heating and Solar PV systems B) Further PSC Energy Efficiency improvements – LED lighting retrofit & Water Flow Restrictors C) Electric Vehicle Charge Points (EVCP) at car parks D) Conversion of car fleet to electric E) Agree Action Plans & Commencement of Domestic property decarbonisation F) Commencement of Roses Theatre decarbonisation plans (subject to funding)	A) Systems installed and operational with no negative user impacts B) Assessments & install costs secured – installation dates planned C) Scoping study to determine sites, system size, cost & charges for use D) Conversion cost defined, business case approved and date agreed E) Source quotes for works. Agree tech by tech or property approach F) Funding secured for initial measures that are installed March '22
3	<b>Scoping Studies and Policies &amp; Schemes</b> A) Detailed feasibility studies in support of Roses Theatre decarbonisation plans (as applicable) B) Commence planning and Scoping study for implications of and opportunities for Borough wide decarbonisation consideration C) Update Tree Safety Management Policy D) Electric vehicle car purchase scheme	A) Completed feas studies as req'd to enable installations to commence B) A Carbon Neutral Tewkesbury Borough high level plan mapped C) Policies updated D) Scheme for EV purchasing produced and available for staff to utilise
4	<b>Budgets &amp; External Funding</b> A) Agree council budget (£100k) for 2021-22 CN2030 implementation B) Secure Theatre Trust grant & (where available) Target 2030 grant for Roses decarbonisation C) Secure LAD2 funding for domestic property decarbonisation D) Research and applications to wider funding streams (as applicable/available)	A) 2021-22 CN 2030 internal budget agreed and spent on demonstrable emission reduction measures B) External funding secured and spent on emission reduction measures C) External funding secured and spent on emission reduction measures D) Funding research doc produced and new applications submitted

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	7 July 2021
<b>Subject</b>	A417 Missing Link
<b>Report of:</b>	Head of Development Services
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Member:</b>	Lead Member for Built Environment
<b>Number of Appendices:</b>	None

### **Executive Summary:**

This report provides an update on the A417 Missing Link Development Consent Order (DCO) process, which is being promoted by Highways England. Highways England will be submitting a Development Consent Order to the Secretary of State for independent examination imminently. As part of the process the respective local planning authorities will be asked to enter a Statement of Common Ground (SOCG) with Highways England. The purpose of the Statement of Common Ground is to set out areas of agreement and disagreement relating to a range of issues, including technical and procedural. The SOCG will then be submitted to the examination panel appointed to consider the proposal. In addition to comments on a Local Impact Report (LIR) and various other deliverables during the Examination. The LIR provides the opportunity for the relevant local authorities to provide details of the likely impact of the proposed development on the authority's area. Given the nature of the DCO process and the continuing need to engage and update the Statement of Common Ground and LIR, the production of both will be an ongoing and iterative process.

### **Recommendation:**

- 1. To note the update on the A417 Missing Link, Development Consent Order process.**
- 2. To delegate authority to the Head of Development Services, in consultation with the Leader of the Council, and the Lead Member for the Built Environment, the decisions needed to agree the Statement of Common Ground and the Local Impact Report on the scheme with Highways England.**

### **Reasons for Recommendation:**

To ensure the areas of agreement and disagreement between the Council and Highways England in connection with the A417 Missing Link scheme are clearly set out and the Council is able to respond to changes within the Statement of Common Ground and the Local Impact Report in a timely manner.

**Resource Implications:**

Officer time in considering the content of the Statement of Common Ground.

**Legal Implications:**

The use of Statements of Common Ground (SOCG) is an integral part of the DCO process. There will be an expectation from the examining authority that the local authorities will engage in the process. The SOCG is designed to clarify which issues are agreed and which issues remain in dispute between the promoter of the DCO and the local authorities. As stated in the report, the Council will also need to input into the Local Impact Report which must be submitted by the local authorities and, in addition, may be required to input into other matters. The completion of the DCO examination will follow a timetable set by the examining authority which is required to meet the statutory timescale for the examination. To this end the responses by the local authorities on the SOCG and LIR and to other requests will need to be both flexible and timely.

**Risk Management Implications:**

Not applicable.

**Performance Management Follow-up:**

None.

**Environmental Implications:**

As part of the Development Consent Order process an Environmental Impact Assessment will be undertaken to identify environmental impacts and identify mitigation where necessary.

**1.0 INTRODUCTION/BACKGROUND**

**1.1** Over the past few years Highways England and been working on and promoting a new highway scheme known as the A417 Missing Link. The scheme proposes the following:

- 3.4 miles of new dual carriageway connecting the existing A417 Brockworth bypass with the existing A417 dual carriageway south of Cowley.
- the section to the west of the existing Air Balloon roundabout would follow the existing A417 corridor. However, the section to the south and east of the Air Balloon roundabout would be offline, away from the existing road corridor.
- a new junction at Shab Hill, providing a link from the A417 to the A436 towards Oxford and into Birdlip.
- a new junction would be included near Cowley, replacing the existing Cowley roundabout.
- the existing A417 between the Air Balloon roundabout and the Cowley roundabout would be repurposed. Some lengths of this existing road would be converted into a route for walkers, cyclists and horse riders, while retaining other sections to maintain local access for residents.

**1.2** The A417 Missing Link scheme is situated wholly within the boundary of Gloucestershire County Council (GCC) and falls within the boundaries of Tewkesbury Borough Council (TBC) and Cotswold District Council (CDC). As TBC and CDC are the local planning authority for the area in which the respective scheme falls and GCC is the highway authority also responsible for Minerals and Waste Planning, together with Public Rights of Way, all three Councils are statutory consultees on the proposed scheme, as defined under section 42 (1)(b) and section 43 (b) of the Planning Act 2008.

**2.0 DEVELOPMENT CONSENT ORDER PROCESS AND TIMEBABLE**

**2.1** Highways England has been developing plans to improve the A417 Missing Link since 2015. Following several consultation events on the initial concept to detailed proposals, the next step in the process is for Highways England to submit the DCO application to the Secretary of State who will appoint an examination panel to hold an Independent Examination in Public to consider the proposals.

<b>2.2</b>	Submission of DCO	June 2021.
	Examination in Public	Oct / Nov 2021 (6 months).
	Decision	Not sure when anticipated.
	Start on site	Not sure when anticipated.
	Completion	Not sure when anticipated.

**3.0 STATEMENT OF COMMON GROUND**

**3.1** During the scheme’s evolution, the Council, along with Gloucestershire County Council and Cotswold District Council have been engaged with Highways England and their appointed consultants in order to make comments on the various elements of the project related to our role as statutory consultee.

**3.2** Given the scale and nature of the issues involved in a DCO process it is common practice for interested parties to enter into a Statement of Common Ground (SOCG). The purpose of the SOCG is to set out the areas the agreement and disagreement relating to a range of issues.

**3.3** The range of topics included within the Statement of Common Ground include:

Principle of Development
Consultation.
Assessment of Alternatives (Chapter 3 of the ES).
Environmental Impact Assessment Methodology (Chapter 4 of the ES).
Air Quality (Chapter 5 of the ES).
Cultural Heritage (Chapter 6 of the ES).
Landscape and Visual Effects (Chapter 7 of the ES).
Biodiversity (Chapter 8 of the ES).

Geology and Soils (Chapter 9 of the ES).
Material Assets and Waste (Chapter 10 of the ES).
Noise and Vibration (Chapter 11 of the ES).
Population and Human Health (Chapter 12 of the ES).
Road Drainage and the Water Environment (Chapter 13 of the ES).
Climate (Chapter 14 of the ES).
Assessment of Cumulative Effects (Chapter 15 of the ES).
De-trunking.
Traffic and Transport.
Crossings of the A417.
Engineering design, also including: <ul style="list-style-type: none"> <li>• Design of local roads.</li> <li>• Safety.</li> <li>• Drainage.</li> <li>• Signage.</li> <li>• Lighting.</li> </ul>
Draft Development Consent Order.
Land.
Environmental Management Plan (EMP).
Construction Traffic Management Plan (CEMP).

**3.4** Given the nature of the DCO process, and the continuing need engage and update the Statement of Common Ground, the production of the SOGC will be an ongoing and iterative process.

**4.0 Local Impact Reports**

**4.1** As part of the 2008 Act process, the relevant local authorities are invited to submit a local impact report (LIR) giving details of the likely impact of the proposed development on the authority's area.

**4.2** Local authorities have a very important role in the 2008 Act process. They are encouraged to discuss and work through the issues raised by NSIP proposals with prospective applicants well before the application is submitted, and to engage with applicants in the preparation of statements of common ground 1.

- 4.3** Topics which may be of assistance in the report include:
- Site description and surroundings/ location.
  - Details of the proposal.
  - Relevant planning history and any issues arising.
  - Relevant development plan policies, supplementary planning guidance or documents, development briefs or approved masterplans and an appraisal of their relationship and relevance to the proposals.
  - Relevant development proposals under consideration or granted permission but not commenced or completed.
  - Local area characteristics such as urban and landscape qualities and nature conservation sites.
  - Local transport patterns and issues.
  - Site and area constraints.
  - Designated sites.
  - Socio-economic and community matters.
  - Consideration of the impact of the proposed articles and requirements within the draft Order (such as the scheme) in respect of all the above.
  - DCO obligations and their impact on the local authority's area.
- 4.4** This list is neither exhaustive nor prescriptive. Local authorities should cover any topics they consider relevant to the impact of the proposed development in their area.
- 4.5** In producing a LIR, the local authority is not required to carry out its own consultation with the community.
- 4.6** The submission of the LIR is set a fixed timetable with strict deadlines for submission. Timely responses are therefore required.
- 5.0 OTHER OPTIONS CONSIDERED**
- 5.1** None.
- 6.0 CONSULTATION**
- 6.1** None.
- 7.0 RELEVANT COUNCIL POLICIES/STRATEGIES**
- 7.1** Not applicable.
- 8.0 RELEVANT GOVERNMENT POLICIES**
- 8.1** Planning Act 2008.  
Nationally Significant Infrastructure Projects (NSIP).
- 9.0 RESOURCE IMPLICATIONS (Human/Property)**
- 9.1** As outlined in the report.

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

**10.1** As part of the DCO process a Strategic Environmental Impact Assessment will be undertaken.

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

**11.1** The proposed DCO process and comments from statutory consultees/stakeholders will be cognisant of equalities/HRA issues.

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

**12.1** Not applicable.

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**Background Papers:** [The process | National Infrastructure Planning \(planninginspectorate.gov.uk\)](http://planninginspectorate.gov.uk)

<https://infrastructure.planninginspectorate.gov.uk/wp-content/uploads/2013/04/Advice-note-1v2.pdf>

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**Appendices:** None.

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	7 July 2021
<b>Subject:</b>	Initial Proposals for new Parliamentary Constituency Boundaries in the South West Region
<b>Report of:</b>	Head of Democratic Services
<b>Corporate Lead:</b>	Borough Solicitor
<b>Lead Member:</b>	Lead Member for Corporate Governance
<b>Number of Appendices:</b>	Seven

<p><b>Executive Summary:</b></p> <p>To advise Members of the Boundary Commission’s initial proposals for new Parliamentary constituencies in the Gloucestershire and Wiltshire sub-region.</p>
<p><b>Recommendation:</b></p> <p><b>To consider what, if any, representation the Committee may wish to make on the Boundary Commission’s proposals for new Parliamentary constituencies in the Gloucestershire and Wiltshire sub-region.</b></p>
<p><b>Reasons for Recommendation:</b></p> <p>To provide Members with the opportunity to make representations on the proposals should they wish to do so.</p>

<p><b>Resource Implications:</b></p> <p>Not applicable.</p>
<p><b>Legal Implications:</b></p> <p>Not applicable.</p>
<p><b>Risk Management Implications:</b></p> <p>Not applicable.</p>
<p><b>Performance Management Follow-up:</b></p> <p>Not applicable.</p>
<p><b>Environmental Implications:</b></p> <p>Not applicable.</p>

## **1.0 INTRODUCTION/BACKGROUND**

**1.1** The Boundary Commission for England is currently conducting a review of Parliamentary constituency boundaries on the basis of rules most recently updated by Parliament in 2020. These rules require that constituencies must have no fewer than 69,724 electors and no more than 77,062 but the Commission may also take into account:

- special geographical considerations, including in particular the size, shape and accessibility of a constituency.
- local government boundaries which existed, or were prospective on 1 December 2020.
- boundaries of existing constituencies.
- any local ties that would be broken by changes in constituencies.
- the inconveniences attendant on such changes.

## **2.0 THE TIMETABLE**

**2.1** The Commission published its initial proposals on 8 June 2021 and is consulting on them for a period of eight weeks until 2 August 2021. The Commission is then required to publish all the responses received on its initial proposals and this publication will mark the start of a six-week secondary consultation period which is currently planned to take place in early 2022. There will also be public hearings in each region where representations can be made directly to an Assistant Commissioner.

**2.2** The representations and comments from both the initial and secondary consultation periods will then be analysed and the Commission will decide whether changes should be made to their initial proposals. This being the case, any revised proposals must be consulted upon for a further period of four weeks; this is likely to be towards the end of 2022. The Commission must then submit its final report and recommendations to the Speaker of the House of Commons by 1 July 2023. The Speaker will then lay the recommendations before the House on behalf of the Commission.

## **3.0 THE SOUTH WEST REGION**

**3.1** The South West region comprises; the County Council area of Gloucestershire; the unitary authority areas of Wiltshire and Swindon, the four unitary authority areas of Bath and North East Somerset, Bristol, North Somerset and South Gloucestershire, the County Council area of Somerset, the County Council area of Dorset and the unitary authority area of Bournemouth, Christchurch and Poole; the County Council area of Devon and the unitary authority areas of Plymouth and Torbay; and the unitary authority areas of Cornwall and the Isles of Scilly.

**3.2** The region currently has 55 constituencies. Of these constituencies, only 23 have electorates within the permitted electorate range. The Commission's initial proposal for the South West region is for 58 constituencies, an increase of three. In order to achieve this the Commission has grouped local authorities into sub-regions.

**3.3** Gloucestershire's electorate of 483,442 results in a mathematical entitlement of 6.59 constituencies. This is too large for six whole constituencies, and too small for seven. The Commission, therefore, proposes a pairing with Wiltshire to create a sub-region.

## **4.0 INITIAL PROPOSALS FOR THE GLOUCESTERSHIRE AND WILTSHIRE SUB-REGION**

- 4.1** There are currently 13 constituencies in the area covered by this sub-region with a combined mathematical entitlement to 13.86 constituencies. The Commission's initial proposals allocate 14 constituencies to the sub-region, an increase of one. This includes a cross-county boundary constituency that extends along most of the boundary between Gloucestershire and Wiltshire.
- 4.2** With an electorate of 81,509, the existing Gloucester constituency is too large to form a single constituency and thus needs to be reduced in order to bring it within the permitted electorate range. The Commission considered the possibility of transferring three wards that form the community of Quedgeley to The Cotswolds constituency, however, felt that transferring wards from the north of Gloucester city to the Tewkesbury constituency would better satisfy the statutory factors. The City of Gloucester ward of Longlevens is currently within the Tewkesbury constituency and it is proposed that it should remain and be joined by the City of Gloucester wards of Elmbridge and Barnwood. Consideration was given to including the City of Gloucester ward of Kingsholm & Wotton in the Tewkesbury constituency, rather than the Barnwood ward, but the Commission was of the view that Kingsholm & Wotton had a particularly strong association with the Gloucester identity, containing half of Gloucester railway station, the council offices, the Premiership rugby club and Gloucestershire Royal Hospital. See map shown at Appendix 1.
- 4.3** The electorate of the existing Cheltenham constituency is at 79,980 above the permitted electorate range. The Cheltenham borough wards of Prestbury and Swindon Village are currently included in the existing Tewkesbury constituency. It is proposed that they should remain with the addition of the Springbank ward in order to bring the Cheltenham constituency within the permitted electorate range. See map shown at Appendix 2.
- 4.4** At 83,818 the electorate of the existing Tewkesbury constituency is above the permitted range. The Commission's proposal for the constituencies of Gloucester and Cheltenham would further increase the electorate size by including one more ward from the Borough of Cheltenham and two additional wards from the City of Gloucester. To bring the constituency within the permitted electorate range, the Commission propose the transfer of seven Tewkesbury Borough wards from the existing Tewkesbury constituency, including the Winchcombe and Isbourne wards, together with the wards of Badgeworth, Brockworth East and West, Churchdown Brookfield with Hucclecote and Shurdington that form the geographical area between the proposed constituencies of Gloucester and Cheltenham to the proposed The Cotswolds constituency. See map shown at Appendix 3.
- 4.5** The existing Forest of Dean constituency is the only constituency in the County of Gloucestershire within the permitted electorate range which the Commission proposes should remain unchanged. The constituency currently comprises the Tewkesbury Borough ward of Highnam with Haw Bridge. See map shown at Appendix 4.
- 4.6** The existing Stroud constituency is too large to remain unchanged, with an electorate of 84,573. In order to bring the Stroud constituency within the permitted electorate range it is proposed that four of the Stroud wards, Hardwicke, Painswick & Upton, Bisley and Chalford be transferred to The Cotswolds constituency. These changes would result in the Stroud constituency falling below the permitted electorate range and therefore it is proposed to expand the existing constituency southwards to include the two Stroud district wards of Kingswood & Wotton-under-Edge. See map shown at Appendix 5.

4.7 The boundaries of The Cotswolds constituency are proposed to change significantly extending westwards to include seven wards from Tewkesbury Borough and four wards from Stroud. See map shown at Appendix 6.

4.8 Twenty wards from the existing The Cotswolds constituency, including the town of Cirencester would be included in the new cross-county boundary constituency, together with seven wards from the existing North Wiltshire constituency, including the town of Malmesbury: the A429 road links both of these towns. It is proposed that this constituency be named Cirencester and North Wiltshire. See map shown at Appendix 7.

4.9 The remainder of the sub-region constituencies solely affect the County of Wiltshire.

## 5.0 **RESPONSE TO THE PROPOSALS**

5.1 The Committee is asked to consider whether it wishes to make any response to the consultation proposals. In terms of administration the proposed Tewkesbury constituency will be extremely complex to administer, losing parts of the Borough to the Forest of Dean and The Cotswold constituencies and taking in areas from Cheltenham Borough and Gloucester City Councils. This is also very confusing for the electorate to understand why they are receiving voting paperwork from Local Authorities which they do not fall under for day-to-day services and the payment of Council Tax. It is also difficult to understand how this fits in with the Council's growth agenda and will result in the Borough being represented by three different MPs. Clearly the overriding factor, from the Government's perspective is the size of electorate, as in terms of connectivity and community identity it is difficult to see any affinity between areas like Brockworth to the Cotswolds and areas such as Springbank to Tewkesbury.

## 6.0 **OTHER OPTIONS CONSIDERED**

6.1 Not applicable.

## 7.0 **CONSULTATION**

7.1 Not applicable.

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

8.1 Not applicable.

## 9.0 **RELEVANT GOVERNMENT POLICIES**

9.1 Not applicable.

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

10.1 Not applicable.

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

11.1 Not applicable.

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

**12.1** Not applicable.

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

**13.1** Not applicable.

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**Background Papers:** Boundary Commission for England – Initial proposals for new Parliamentary constituency boundaries in the South West Region

**Contact Officer:** Head of Democratic Services Tel: 01684 272020  
Email: lin.o'brien@teWKesbury.gov.uk

**Appendices:**

1. Map for Gloucester constituency.
2. Map for Cheltenham constituency.
3. Map for Tewkesbury constituency.
4. Map for Forest of Dean constituency.
5. Map for Stroud constituency.
6. Map for The Cotswolds constituency.
7. Map for new Cirencester and North Wiltshire constituency.

Boundary Commission for England - Initial Proposals for the South West Region

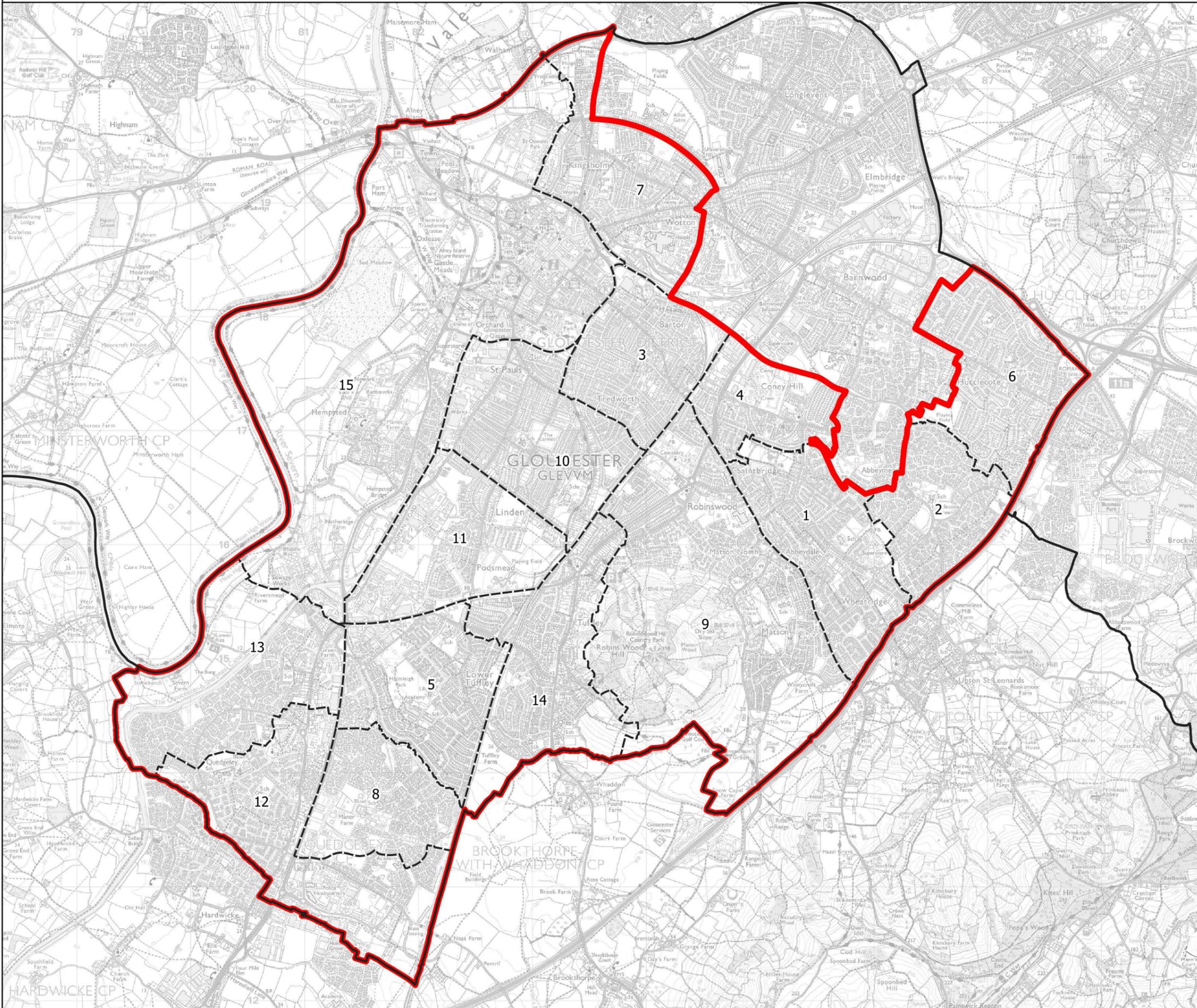
Gloucester Borough Constituency - Electorate 71,715



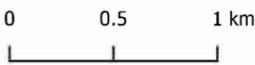
Wards:

- 1 Abbeydale
- 2 Abbeymead
- 3 Barton & Tredworth
- 4 Coney Hill
- 5 Grange
- 6 Hucclecote
- 7 Kingsholm & Wotton
- 8 Kingsway
- 9 Matson & Robinswood
- 10 Moreland
- 11 Podsmead
- 12 Quedgeley Fieldcourt
- 13 Quedgeley Severn Vale
- 14 Tuffley
- 15 Westgate

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- Constituency
- Local Authorities
- Wards



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Gloucester Borough Constituency

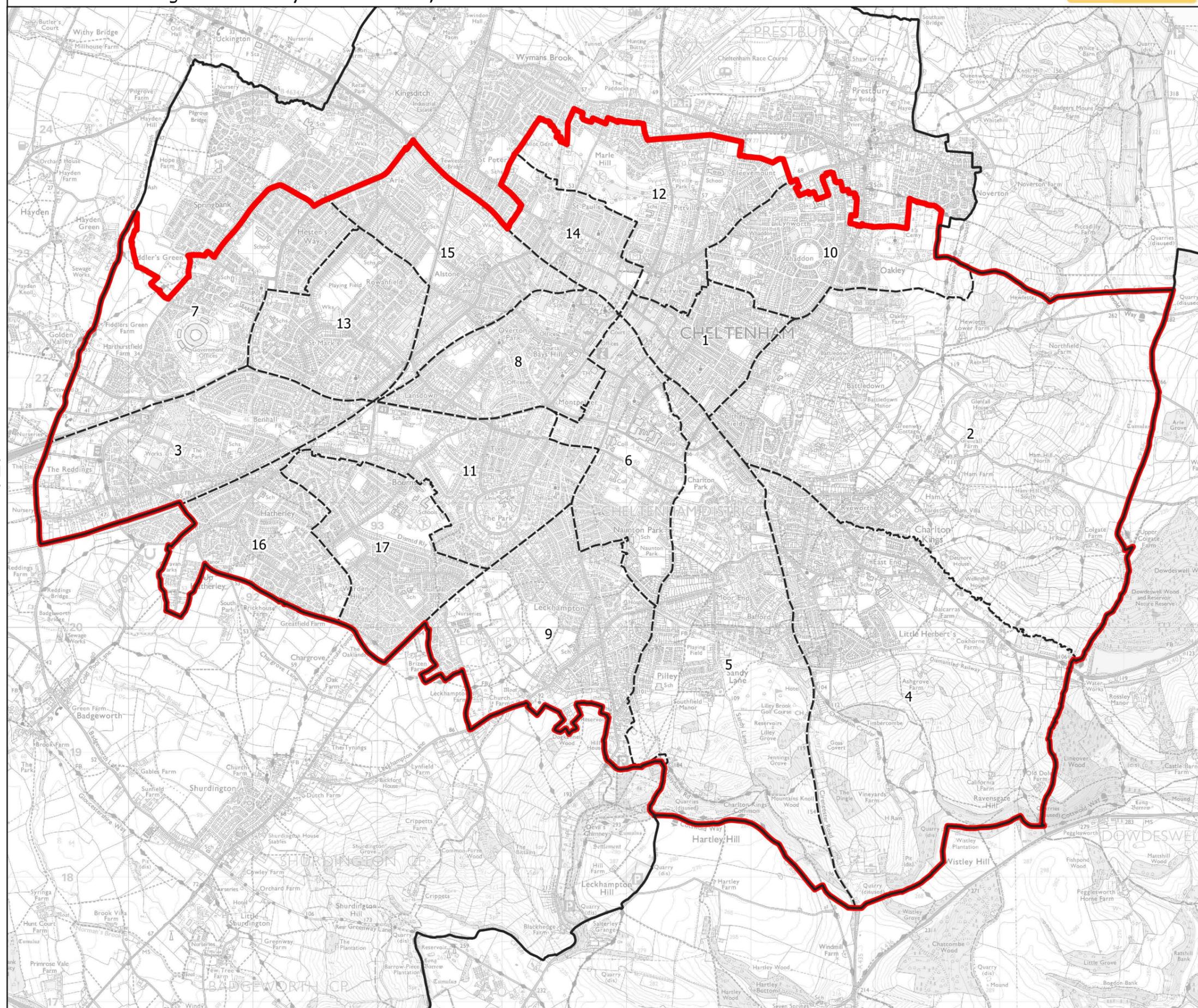
Boundary Commission for England - Initial Proposals for the South West Region

Cheltenham Borough Constituency - Electorate 75,292



- Wards:
- 1 All Saints
  - 2 Battledown
  - 3 Benhall and the Reddings
  - 4 Charlton Kings
  - 5 Charlton Park
  - 6 College
  - 7 Hesters Way
  - 8 Lansdown
  - 9 Leckhampton
  - 10 Oakley
  - 11 Park
  - 12 Pittville
  - 13 St. Mark's
  - 14 St. Paul's
  - 15 St. Peter's
  - 16 Up Hatherley
  - 17 Warden Hill

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- Constituency
- Local Authorities
- Wards

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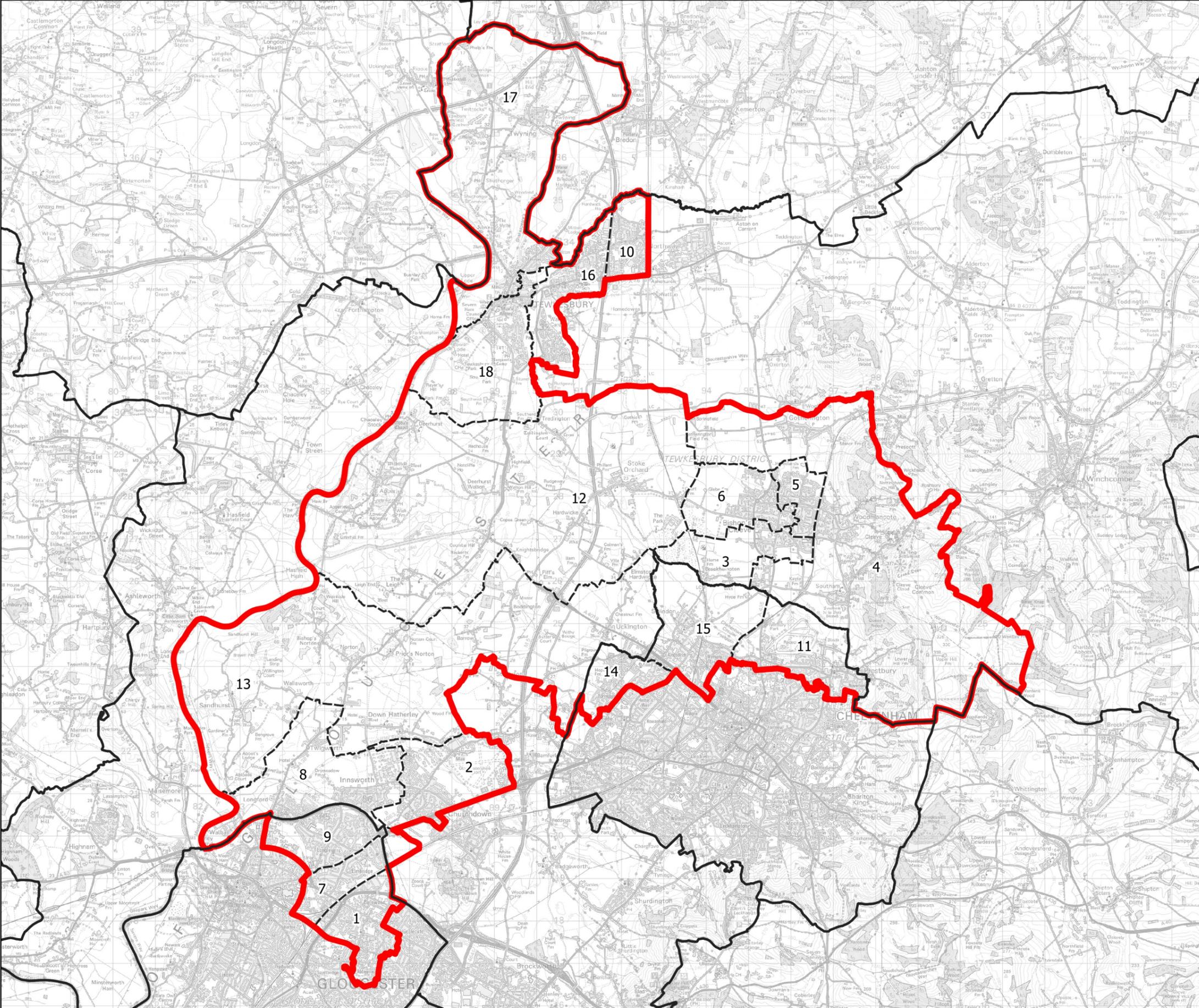
Cheltenham Borough Constituency

Boundary Commission for England - Initial Proposals for the South West Region

Tewkesbury County Constituency - Electorate 74,366



- Wards:
- 1 Barnwood
  - 2 Churchdown St. John's
  - 3 Cleeve Grange
  - 4 Cleeve Hill
  - 5 Cleeve St. Michael's
  - 6 Cleeve West
  - 7 Elmbridge
  - 8 Innsworth
  - 9 Longlevens
  - 10 Northway
  - 11 Prestbury
  - 12 Severn Vale North
  - 13 Severn Vale South
  - 14 Springbank
  - 15 Swindon Village
  - 16 Tewkesbury East
  - 17 Tewkesbury North & Twyning
  - 18 Tewkesbury South



175

- Constituency
- Local Authorities
- Wards

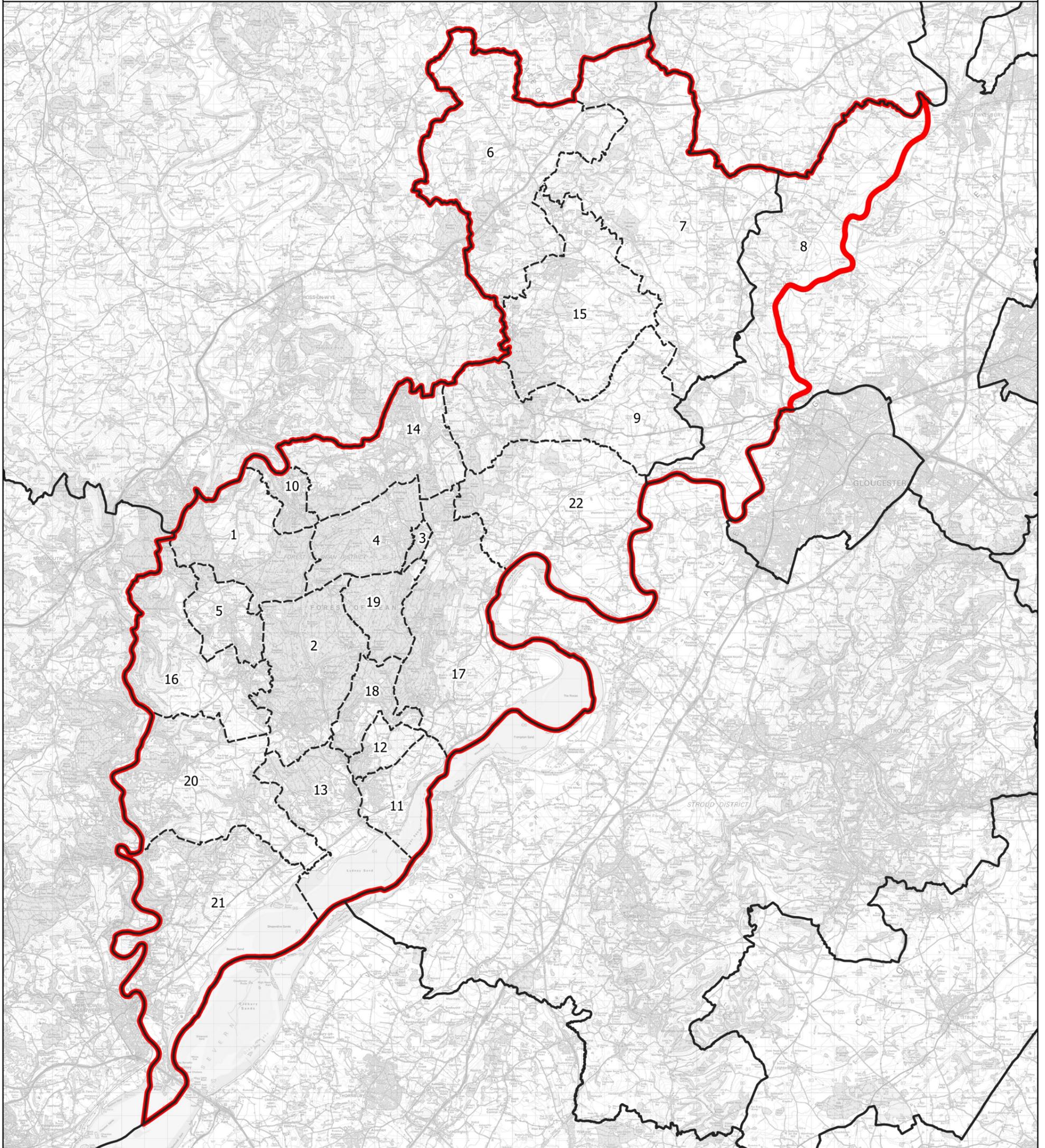
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Tewkesbury County Constituency

Boundary Commission for England - Initial Proposals for the South West Region

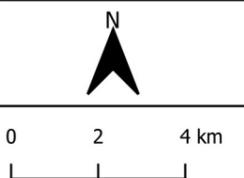
Forest of Dean County Constituency - Electorate 71,510



Wards:

- |                           |                                     |                       |
|---------------------------|-------------------------------------|-----------------------|
| 1 Berry Hill              | 9 Longhope & Huntley                | 16 Newland & Sling    |
| 2 Bream                   | 10 Lydbrook                         | 17 Newnham            |
| 3 Cinderford East         | 11 Lydney East                      | 18 Pillowell          |
| 4 Cinderford West         | 12 Lydney North                     | 19 Ruspidge           |
| 5 Coleford                | 13 Lydney West & Aylburton          | 20 St. Briavels       |
| 6 Dymock                  | 14 Mitcheldean, Ruardean & Drybrook | 21 Tidenham           |
| 7 Hartpury & Redmarley    | 15 Newent & Taynton                 | 22 Westbury-on-Severn |
| 8 Highnam with Haw Bridge |                                     |                       |

- Constituency
- Local Authorities
- Wards



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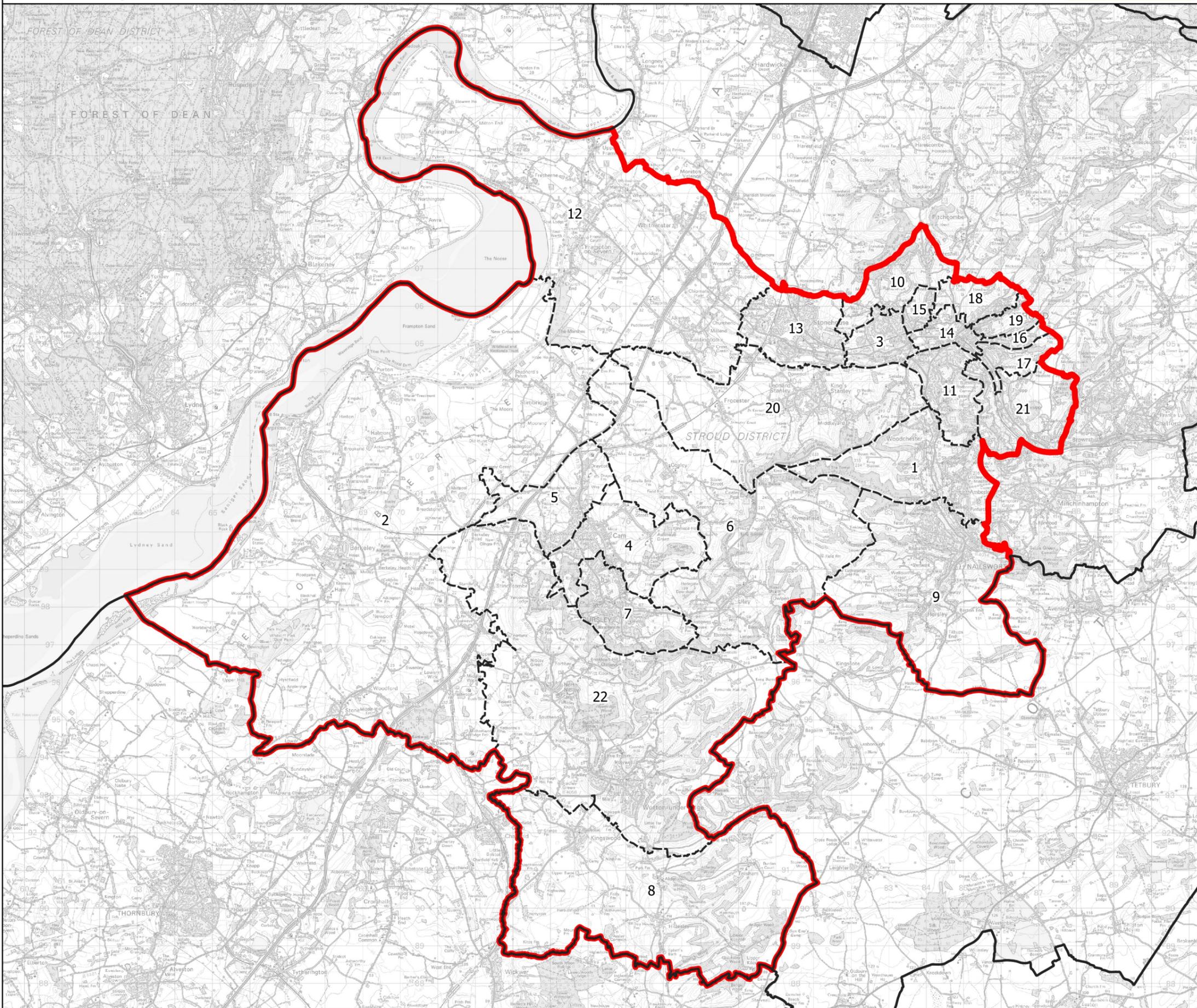
# Boundary Commission for England - Initial Proposals for the South West Region

## Stroud County Constituency - Electorate 72,760



Wards:

- 1 Amberley and Woodchester
- 2 Berkeley Vale
- 3 Cainscross
- 4 Cam East
- 5 Cam West
- 6 Coaley & Uley
- 7 Dursley
- 8 Kingswood
- 9 Nailsworth
- 10 Randwick, Whiteshill & Ruscombe
- 11 Rodborough
- 12 Severn
- 13 Stonehouse
- 14 Stroud Central
- 15 Stroud Farmhill & Paganhill
- 16 Stroud Slade
- 17 Stroud Trinity
- 18 Stroud Uplands
- 19 Stroud Valley
- 20 The Stanleys
- 21 Thrupp
- 22 Wotton-under-Edge



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- Constituency
- Local Authorities
- Wards

0 1 2 km

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Stroud County Constituency

Boundary Commission for England - Initial Proposals for the South West Region

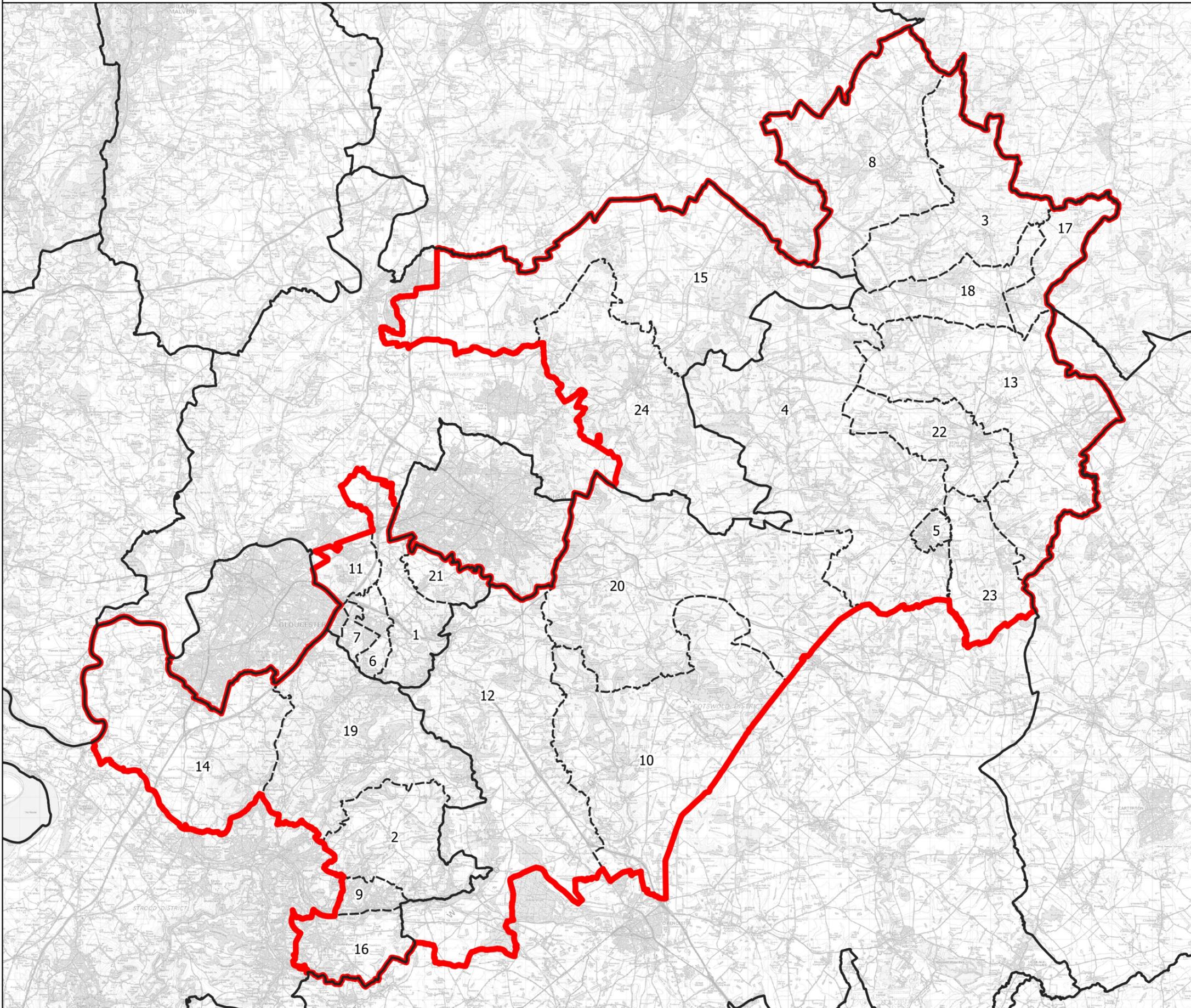
The Cotswolds County Constituency - Electorate 74,985



Wards:

- 1 Badgeworth
- 2 Bisley
- 3 Blockley
- 4 Bourton Vale
- 5 Bourton Village
- 6 Brockworth East
- 7 Brockworth West
- 8 Campden & Vale
- 9 Chalford
- 10 Chedworth & Churn Valley
- 11 Churchdown Brookfield with Hucclecote
- 12 Ermin
- 13 Fossebridge
- 14 Hardwicke
- 15 Isbourne
- 16 Minchinhampton
- 17 Moreton East
- 18 Moreton West
- 19 Painswick & Upton
- 20 Sandywell
- 21 Shurdington
- 22 Stow
- 23 The Rissingtons
- 24 Winchcombe

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- Constituency
- Local Authorities
- Wards

0 2 4 km

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The Cotswolds County Constituency

# Boundary Commission for England - Initial Proposals for the South West Region

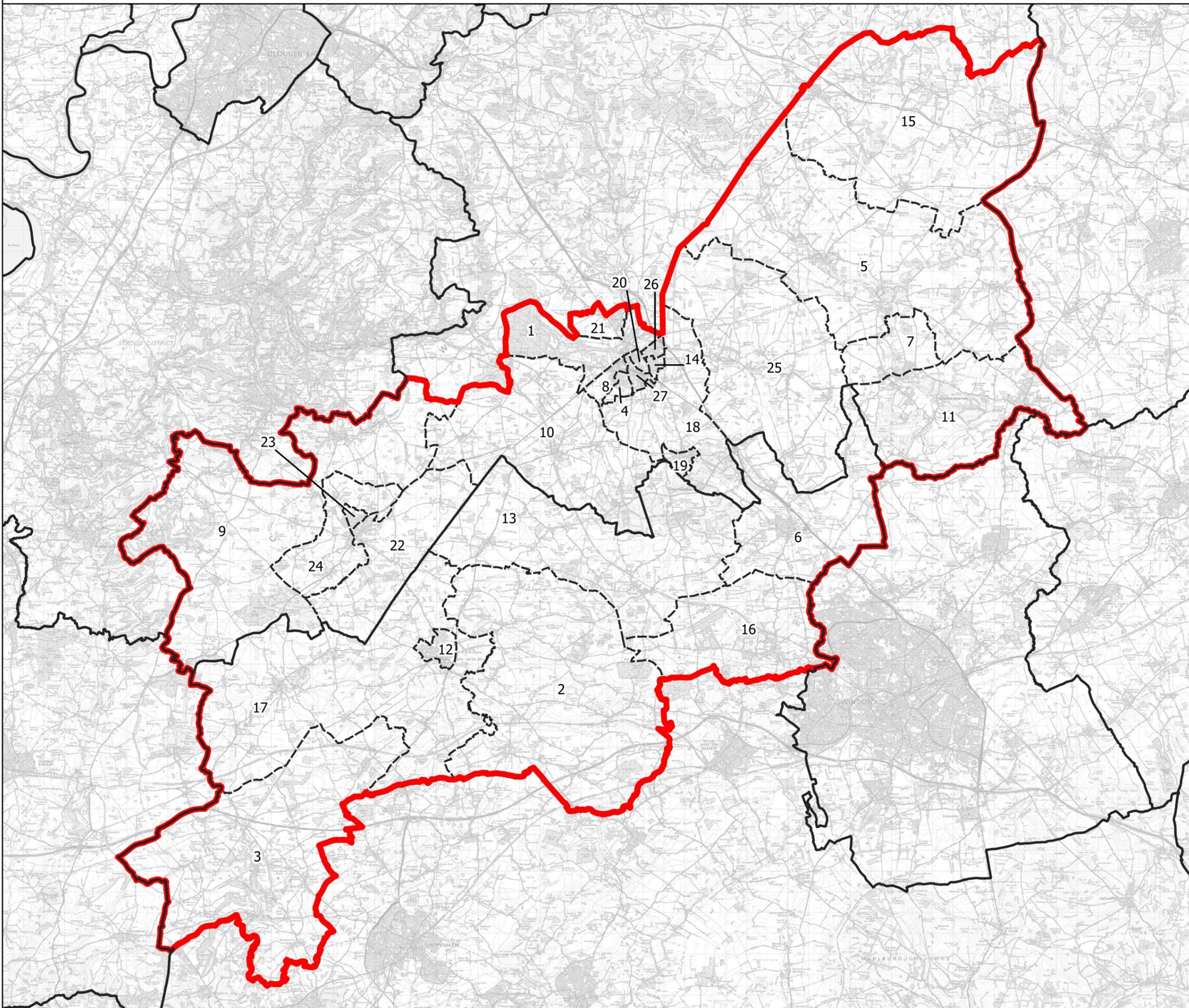
## Cirencester and North Wiltshire County Constituency - Electorate 71,222



### Wards:

- 1 Abbey
- 2 Brinkworth
- 3 By Brook
- 4 Chesterton
- 5 Coln Valley
- 6 Cricklade & Latton
- 7 Fairford North
- 8 Four Acres
- 9 Grumbolds Ash with Avening
- 10 Kemble
- 11 Lechlade, Kempsford & Fairford South
- 12 Malmesbury
- 13 Minety
- 14 New Mills
- 15 Northleach
- 16 Purton
- 17 Sherston
- 18 Siddington & Cerney Rural
- 19 South Cerney Village
- 20 St. Michael's
- 21 Stratton
- 22 Tetbury East & Rural
- 23 Tetbury Town
- 24 Tetbury with Upton
- 25 The Ampneys & Hampton
- 26 The Beeches
- 27 Watermoor

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- Constituency
- Local Authorities
- Wards

0 2 4 km

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Cirencester and North Wiltshire County Constituency

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