

25 January 2022

Committee	Executive
Date	Wednesday, 2 February 2022
Time of Meeting	2:00 pm
Venue	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.	MINUTES To approve the Minutes of the meeting held on 5 January 2022.	1 - 10
5.	ITEMS FROM MEMBERS OF THE PUBLIC To receive any questions, deputations or petitions submitted under Rule of Procedure 12. <i>(The deadline for public participation submissions for this meeting is 27 January 2022)</i>	
6.	EXECUTIVE COMMITTEE FORWARD PLAN To consider the Committee's Forward Plan.	11 - 14
7.	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.	15 - 108
8.	BUDGET 2022/23 To recommend a budget for 2022/23 to the Council.	109 - 134

DATE OF NEXT MEETING
WEDNESDAY, 2 MARCH 2022
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, 5 January 2022 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, D J Harwood, M L Jordan (Substitute for C Softley),
E J MacTiernan, R J Stanley, M G Sztymiak and R J E Vines

also present:

Councillor G J Bocking

EX.63 ANNOUNCEMENTS

- 63.1 The evacuation procedure, as noted on the Agenda, was advised to those present.
- 63.2 The Chair advised of his intention to change the order of the Agenda so Item 14 – Community Governance Review 2021/22 – Draft Proposals would be taken after Agenda Item 6 – Executive Committee Forward Plan.

EX.64 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

- 64.1 Apologies for absence were received from Councillor C Softley. Councillor M L Jordan would be acting as a substitute for the meeting.

EX.65 DECLARATIONS OF INTEREST

- 65.1 The Committee's attention was drawn to the Tewkesbury Borough Council Code of Conduct which was adopted by the Council on 26 June 2012 and took effect from 1 July 2012.
- 65.2 There were no declarations of interest on this occasion.

EX.66 MINUTES

- 66.1 The Minutes of the meeting held on 17 November 2021, copies of which had been circulated, were approved as a correct record and signed by the Chair.

EX.67 ITEMS FROM MEMBERS OF THE PUBLIC

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

EX.68 EXECUTIVE COMMITTEE FORWARD PLAN

68.1 Attention was drawn to the Committee's Forward Plan, circulated at Pages No. 13-18. Members were asked to consider the Plan.

68.2 Accordingly, it was

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

EX.69 COMMUNITY GOVERNANCE REVIEW DRAFT PROPOSALS

69.1 The report of the Head of Democratic Services, circulated at Pages No. 215-256, set out the draft recommendations for the Boroughwide Community Governance Review which Members were asked to consider and endorse for consultation purposes. Members were also asked to delegate authority to the Borough Solicitor, in consultation with the Working Group, to consider the suggestion of forming a new Coopers Edge Parish Council covering the areas in the Borough that fell within the Parishes of Brockworth and Hucclecote and to make a recommendation to be included in the draft proposals consultation report as well as to make any minor wording/accuracy changes prior to the draft proposals being released for consultation.

69.2 The Executive Committee Chair welcomed the Chair of the Community Governance Review Working Group to the meeting. In introducing the report, the Head of Democratic Services explained that, in June 2021, the Executive Committee had agreed to carry out a Boroughwide Community Governance Review, approved the Terms of Reference and established a Community Governance Review Working Group. Following that, all Parish and Town Councils had been asked for their views on any changes they may like to see within their Parishes e.g. name, size, boundaries. The Working Group had subsequently worked through all the suggestions submitted with the aid of maps, and had been on a coach trip to visit the relevant areas, which had culminated in the draft recommendations which were attached at Appendix 1 to the report. The Committee report also sought a delegation to make any minor amendments to the draft recommendation report and further consider what, if anything, could be done to provide better representation for the residents of Coopers Edge that were within the Borough. The proposals involving residents outside of the Borough were outside the remit of the review. Following consultation on the draft recommendations, the Working Group would meet to consider any responses before finalising the recommendations for Executive Committee and Council. Tewkesbury Borough Council was not the determining body for all of the proposals as there were some elements that could only be decided by the Local Government Boundary Commission for England (LGBCE) – these included any changes that affected the Borough Wards / areas that had previously been considered by the LGBCE e.g. changes to Innsworth/Longford were within the Council's gift as they were in one Borough Ward whereas Wheatpieces and Ashchurch Rural Parishes were in separate Borough Wards therefore any changes would have to be agreed by the LGBCE. The final proposals had to be sent to the LGBCE in May in order that they would be in place for the 2023 Borough and Parish elections.

69.3 The Chair of the Working Group thanked Officers for their preparation and the quality of the maps provided to the Working Group as well as the tour which had been arranged at short notice. He indicated that the information had been discussed in great depth by the Working Group so he was happy to answer any questions Members may have. During the discussion which ensued, a Member indicated that, when the review of Borough Wards had been undertaken, Toddington Parish had requested something similar to the current proposals and at

that time a representative from Stanway Parish had been unhappy at the proposals. In response, the Head of Democratic Services explained that the draft recommendations would go out to consultation and that would be when people would make their comments – the overriding factors were about community identity and strong boundaries rather than whether people liked the recommendations or not. All representations received would be considered and may result in different final recommendations. Another Member understood a lot of work had gone into the report to date and indicated that he had some questions regarding Coopers Edge and Bishops Cleeve. In respect of Coopers Edge, he questioned whether a Parish Council could be located within two Districts and, in terms of Bishops Cleeve, what the reasoning was for the recommendation not to include the proposed school site in Gotherington within the Bishops Cleeve Parish boundary. In response, the Head of Democratic Services advised that she was unaware of any Parish that crossed into two Districts - making a Ward of an existing Parish may be an option for Coopers Edge but this needed to be considered carefully which was the reason for the delegation. In respect of the Bishops Cleeve Parish boundary, the Head of Democratic Services advised that the proposal from Bishops Cleeve Parish Council had been carefully considered but Members of the Working Group were concerned that this could open up the land for development and were of the view that the current boundary of Dean Brook provided a strong definable division between Gotherington and Bishops Cleeve. In addition, the Chair of the Working Group indicated that Members felt they could only judge matters on the existing circumstances and residents' current feelings – in this instance it was felt the area would be considered part of Gotherington Parish. The Group did not feel that the fact that a new school was to be built on this site which would serve Bishops Cleeve provided a strong argument to move a boundary, since the catchment area for the school would be much wider than Bishops Cleeve, including Gotherington. In addition, there were many examples of schools named after a Parish even though they were not actually situated within that Parish. In response to a query regarding Brockworth Parish Council's request that the Parish warding be removed and that the number of Parish Councillors be increased, the Head of Democratic Services confirmed that the Working Group was happy to increase the number of Parish Councillors but that would not take effect until the elections in 2023. Regarding the removal of Parish warding, this had been introduced by the LGBCE to mirror the new Borough Wards and therefore would require its consent to change which was very unlikely to be forthcoming. The LGBCE had undertaken a full consultation process prior to introducing these Warding arrangements.

69.4 Upon being proposed and seconded, it was

RESOLVED:

1. That the draft recommendations for the Borough-wide Community Governance Review be **ENDORSED** for further consultation purposes.
2. That authority be delegated to the Borough Solicitor, in consultation with the Community Governance Review Working Group, to:
 - a. consider the suggestion of forming a new Coopers Edge Parish Council covering the areas in the Borough that fall within the Parishes of Brockworth and Hucclecote and to make a recommendation to be included in the draft proposals report; and
 - b. make any minor wording / accuracy changes prior to the draft proposals being released for

consultation.

EX.70 INTERIM HOUSING STRATEGY 2021/22 MONITORING REPORT

- 70.1 The report of the Housing Services Manager, circulated at Pages No. 19-79, presented the Committee with an action plan for 2021/22 which formulated the actions to continue to meet the priorities in line with the strategy; and a summary of the key activities which had been achieved during the year. Members were asked to consider the Housing Strategy Action Plan progress for 2021/22.
- 70.2 A Member asked a question about the idea of Tewkesbury Borough Council providing social housing in partnership with a Housing Association as it was generally agreed that affordable housing needed to be more affordable. In response, the Chief Executive confirmed that Members had had informal discussions about whether the Council could try and work in partnership with a Registered Social Landlord to provide a greater percentage of social housing and, in turn, ensure a higher percentage of actual affordable housing. The Housing Services Manager confirmed that, in the last couple of years, there had been a big swing in the evidence base demand for social rent as well as a change in the approach Homes England took in asking for all rented tenures to be social rent. The key was having housing providers on board and to try and encourage them to change tenures to social rent. In simple terms, there was more focus in the new strategy on social rent rather than affordable rent. The Chief Executive advised that it would be difficult for the Council to get into housing development as housing stock required a lot of administrative/funding arrangements of the Council which were resources it simply did not have; however, there would be a focus on social rented homes in the new Housing Strategy moving forward. In addition, Officers were looking at the commuted sum spend with Registered Providers. In terms of requesting affordable housing, the Housing Services Manager confirmed there was a cascade for negotiating affordable housing and the Council used the evidence base to request that 60% of the 40% of affordable housing should be rented and that 100% of that should be social rent.
- 70.3 In terms of the community fund of £380,000, the Council had so far spent £17,000 for the relief of people at risk of losing their tenancies. This was a fund which the Council drew down rather than it being allocated per property; this meant the Council was getting the share it needed.
- 70.4 Accordingly, it was

RESOLVED: That the Housing Strategy Action Plan progress for 2021-2022 be **NOTED**.

EX.71 TREASURY AND CAPITAL MANAGEMENT

- 71.1 The report of the Head of Finance and Asset Management, circulated at Pages No. 80-112, set out a range of strategies and statements which the Council was required to adopt before the start of the financial year to provide clarity on the plans for the financial management of the authority in the forthcoming year. Members were asked to consider the strategies and statements and recommend them to the Council for adoption.
- 71.2 A revised edition of the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code had been consulted on during 2021 and had been published in December 2021 with immediate adoption – the new requirements had been included within the particular documents. The main changes in the revised Prudential Code were a change in emphasis on borrowing in advance of need purely to profit from the investment so it was now prohibited rather than advised

against; inclusion of proportionality as an objective (assessing risk to levels of resources); clear definition and clarification of commercial activity and investment; and official introduction of the liability benchmark into the indicators (this had previously been included by the Council anyway).

- 71.3 The Finance Manager introduced the appendices to the report which included: the Capital Strategy – this gave a high-level view of how capital expenditure, capital financing and treasury management activity contributed to the provision of local public services along with an overview of how associated risk was managed and the implications for future financial sustainability. The liability benchmark had also been introduced which demonstrated the lowest level of risk borrowing; Investment Strategy – this followed statutory guidance and was not the Council’s strategy for actual investment in either commercial or service property. It also did not commit the Council to any future direction or expenditure; Minimum Revenue Provision Statement 2022/23 – this set the policy for prudent minimum revenue provision which was the money the Council set aside to pay for the principal element of capital expenditure; and Treasury Management Strategy – set the framework in which day-to-day treasury management activities were operated. Members were provided with an updated Treasury Management Strategy document which included the liability benchmark chart, this set out the amount allowed to borrow and the cost of borrowing and was used by the Council for strategic direction and cashflow as it showed how the Council could borrow ensuring priority was given to security and liquidity over return.

- 71.4 Upon being proposed and seconded, it was

RESOLVED: That it be **RECOMMENDED TO COUNCIL** that the following strategies and statements be **ADOPTED**:

- The Capital Strategy 2022/23.
- The Investment Strategy 2022/23.
- The Minimum Revenue Provision Statement 2022/23.
- The Treasury Management Strategy 2022/23.

EX.72 SOCIAL MEDIA POLICY - REVIEW

- 72.1 The report of the Head of Corporate Services, circulated at Pages No. 113-123, attached an updated Social Media Policy and Guidelines which Members were asked to approve. The documents had been considered by the Overview and Scrutiny Committee at its meeting in November and had been recommended to the Executive Committee for approval.
- 72.2 The Corporate Services Manager explained that the previous policy had been introduced in 2015 and it was felt prudent to review it to ensure it continued to reflect the Council’s approach and best practice. The Policy was really important as it set out Tewkesbury Borough Council’s approach and expectations regarding the use of social media and, alongside the corporate style guide, ensured social media was consistent and in line with the Council’s brand. Social media had grown hugely since 2015 and was now one of the most used ways of engaging with residents and the approach the Council took meant it was friendly and understandable with the use of humour when appropriate.
- 72.3 There had not been any significant changes during the review of the policy with the main amendments being the inclusion of Instagram as a social media channel used by the Communications team; the recommendation that Members help promote the Council’s messages to their own social media followers by sharing

content from the corporate accounts on their own pages; and an explanation of why the Council did not currently interact on Facebook noticeboards.

72.4 During the brief discussion which ensued, a Member referred to a recent cyber attack at a neighbouring local authority and asked if Tewkesbury Borough Council was satisfied there was no risk to the Council's network through its social media. In response, the Corporate Services Manager indicated that, generally, there was a risk with anything digital but the Council's network and its social media accounts were very separate so she was happy with things as they stood. Referring to the use of social media by Councillors, a Member questioned what the dos and don'ts were, whether Councillor Facebook accounts were monitored and what the comeback was on Councillors who used it. In response, the Corporate Services Manager advised that Facebook accounts were not monitored but there had been occasions where things had been brought to the attention of Officers and, in those cases, she had worked with the Monitoring Officer to ensure the matters raised were not in breach of the Code of Conduct – generally speaking, it was each Councillors' responsibility to make their followers aware whether their comments were made as a Councillor or as an individual. The Chief Executive indicated that he had been working with the Local Government Association (LGA) on further training around civility in local government when engaging with members of the public and had been putting together a case for Members to look at those issues in terms of written correspondence, face to face and social media interactions – the Head of Democratic Services was working with the LGA to bring that to the Council as a pilot, hopefully in the first quarter of this year.

72.5 Upon being proposed and seconded, it was

RESOLVED: That the updated Social Media Policy and Guidelines be **APPROVED**.

EX.73 REVIEW OF PROCUREMENT STRATEGY

73.1 The report of the Asset Manager, circulated at Pages No. 124-138, set out an updated Corporate Procurement Policy which the Executive Committee was asked to approve.

73.2 The Asset Manager explained that the policy was last updated in October 2016 and was now due for review. There were three major changes that had occurred since the last review: the United Kingdom had exited from the European Union; the Council had introduced e-tendering; and the Council had committed to declaring a climate emergency. It was understood that there may be substantial changes to procurement in 2023 which may result in the need for a larger review and this would be carefully monitored. The draft Corporate Procurement Strategy contained actions to ensure that procurement within the organisation was taken forward over the period of the Strategy and, since 2016, a number of actions had been delivered, along with improvements to the service which included: the introduction of e-tendering and an e-contract software system; the procurement process had been streamlined to ensure quick and efficient tendering processes for goods and services; procurement training had been completed by all key Officers; the toolkit had been updated; and the Council was compliant with the requirements to publish all contracts on the government website 'find a contract'.

73.3 The e-tendering system used a portal which was easy to use for businesses. The Council did a lot of work with small and medium-sized enterprise (SME) businesses which had indicated they found the system useful and easy to use; larger businesses had also advised they found it easier to re-tender as they could update previously submitted information rather than submitting entirely new information each time. The process for Officers was also easier as the updated

toolkit made it much simpler. The ‘find a contract’ system was a government platform which communicated automatically with the Council’s system as well as the ‘find a tender’ system – this ensured the Council met transparency requirements. The climate emergency requirements the Council had put into place aimed not to stifle the amount of tenders received by being too onerous but there were requirements for supply chains etc. to be low carbon/carbon zero and it was expected, where possible, for contactors to supply data for carbon usage/waste management. This information helped the Council understand its carbon usage and what it needed to do moving forward. This area would be kept under review and it was anticipated it would become more stringent over the next five year period. Another large element was collaboration, the Council bought energy in partnership with Gloucester City Council on the wholesale market through a broker – this made significant savings as it could purchase energy in advance before prices increased. Tewkesbury Borough Council did not have a large enough energy use portfolio to do this on its own so working in partnership was the best way to achieve this outcome. In terms of including Parish Councils in the partnership, the Asset Manager undertook to look into this, he explained that there were examples of other areas where the Borough Council worked with Parishes but each contract was taken in isolation to ensure the benefits of the arrangements were clear for both parties. At the moment it was not possible to get the rates that the Council had taken advantage of so it was too late now for Parishes to gain those savings.

73.4 Upon being proposed and seconded, it was

RESOLVED: That the updated Corporate Procurement Policy be
APPROVED.

EX.74 REVIEW OF THE COUNCIL'S SANDBAG POLICY

74.1 The report of the Environmental Health Manager, circulated at Pages No. 139-145, attached a revised Sandbag Policy which the Executive Committee was asked to approve. Members were also asked to authorise the Head of Community Services to make minor amendments to the policy e.g. adding or removing Parish Councils to the list in the appendix to the policy.

74.2 The Environmental Health Manager explained that the Policy set out when and where the Council issued sandbags during a flooding event. Officers had reviewed the policy and found it to be substantially fit for purpose and the Climate Change and Flood Risk Management Group had also considered the Policy and agreed the minor changes suggested. It was noted that the Council did not have a statutory duty to provide sandbags to the public and it had generally been the policy to only supply filled sandbags to vulnerable members of the community. Householders and business owners were responsible for protecting their own property but experience had shown that the public expected the Council to help if flooding was imminent.

74.3 There were two changes proposed to the policy: one was to reduce the number of filled sandbags distributed to protect vulnerable persons property from twelve to six; and the other change – which had been suggested by the Climate Change and Flood Risk Management Group – was to add a policy on the disposal of sandbags. A Member noted that Parish Councils could keep a stock of sandbags so residents could get them from there and, in response, the Environmental Health Manager confirmed that the Parish and Town Councils had a stock of empty sandbags and their locations and contact details were contained within the Policy. Another Member questioned why there was no recommended action in the policy on how sandbags should be disposed of and the Environmental Health Manager explained that they were difficult to dispose of as they took a long time to degrade but he

would consider what advice could be included on where to take them and how to dispose of them. The Head of Community Services agreed that this could be added to the Policy and information placed on the Council's website.

- 74.4 A Member indicated that he felt the Council needed to be flexible with its policy. As could be seen from the 2007 flooding event, there were often people in those type of events who felt vulnerable that would not normally. In his view, the Council was seen as an emergency service by people that wanted to do all they could to protect their property and, in some cases, residents felt the Council had a moral/technical obligation to provide sandbags that may mean more than six per property were required. In response, the Head of Community Services advised that the policy had been amended to six following experience of flooding – the Council did all it could to help residents in flooding events and always went above and beyond to help its residents when needed. Another Member was of the view that everyone had to take some responsibility for their own welfare – the Council did everything it could but residents had to help themselves as well.
- 74.5 Members were advised that Officers needed a framework within which to operate to ensure they were putting resources in the right place as the Council must be able to help those who were truly vulnerable rather than those that shouted loudly but who were actually capable of doing it themselves. There would always be exceptions and the Chief Executive confirmed that in any emergency Tewkesbury Borough Council Officers went the extra mile and reserved the right to make decisions based on the event which was ongoing; generally he had found that people were grateful for the support they received from the Council's Officers and Members at times of flooding.
- 74.6 Accordingly, it was

- RESOLVED:**
1. That the revised Sandbag Policy be **APPROVED**.
 2. That the Head of Community Services be authorised to make minor amendments to the policy e.g. adding or removing Parish Councils to the list in the appendix to the policy.

EX.75 SUPPORTING ATTENDANCE POLICY

- 75.1 The report of the Head of Corporate Services, circulated at Pages No. 146-194, attached an updated and renamed policy which sought to provide a strong basis for the compassionate but effective management of attendance and absence within the Council. Members were asked to approve the revised policy and associated documents and agree that it should be reviewed every three years.
- 75.2 The Human Resources and Organisational Development Manger explained that this was a policy which people would more readily understand as a Sickness Absence Policy and the Supporting Attendance Policy was a fairly significant rewrite of that. The rewritten policy reflected the Council's more supportive approach to managing sickness/attendance rather than being punitive. It intended to reflect the Council's great provision for support and help for Officers as well as the value placed in employees while keeping focus on managing levels of attendance and absence to ensure there was not a culture of absenteeism. The process was still in the policy to ensure absences could be escalated as needed to ensure managers were not put off from having those important conversations. In terms of changes, the short term absence process had changed from a four step to three step process to ensure it moved forward more quickly; reference had been removed to formal caution in the first steps so it did not feel like the Council was criticising a person for an absence that they may not be able to help; the trigger points for a mutually agreed termination process had stepped back from a formal

and rigid process to a more gentle and collaborative approach (this was previously called final long term sickness case review); IVF treatment, sickness in pregnancy and gender reassignment had all now been included; Officers would manage the process – except in the case of Chief Officers where the Employee Appointments and Disciplinary Committee would be involved; appendices had been added to provide clarity on how and when the Council would agree an extension of half and full pay sick pay; and to add clarity around how the Council would manage claims for injury allowance. The new policy had been through Management Team and Trade Union liaison groups.

75.3 Referring to Page No. 161, which referenced absences due to a third party and a personal injury pay out being made, a Member queried how the Council would know that an employee had received a pay out and would be required to repay the contractual sick pay which had been paid to them. She also questioned whether this was something that other Councils did. In response, the Human Resources and Organisational Development Manager advised that the Council would only know about such payments when employees declared them and this was a policy common to other organisations. Another Member questioned whether it was the case that employees could now self-certify for 28 days and, if so, what impact that had on the Council. In response, he was advised that this had been a temporary measure to try and relieve some pressure on GPs during the COVID-19 pandemic and it was due to be reviewed at the end of January 2022. There had been no suggestion from the government that this would be a long-term change. There were options within the Supporting Attendance Policy to mitigate against absence by using the Council's occupational health provision as well as its mental health provision as they provided a whole range of services from advice on sleep and nutrition through to cognitive therapy.

75.4 Upon being proposed and seconded, it was

- RESOLVED:**
1. That the revised Supporting Attendance Policy and associated documents be **APPROVED**.
 2. That it be **AGREED** that the Policy be reviewed every three years.

EX.76 SHOPFRONTS, SHUTTERS AND SIGNAGE: DESIGN GUIDANCE FOR TEWKESBURY BOROUGH SUPPLEMENTARY PLANNING DOCUMENT

76.1 The report of the Planning Policy Manager, circulated at Pages No. 195-214, provided a consultation statement and amended Supplementary Planning Document for consultation and recommended that the amended documents be consulted on for four weeks during January and February. It was further recommended that, providing no substantive comments were received, the amended Supplementary Planning Document be put forward to Council at the end of the consultation period and that authority be delegated to the Head of Development Services to make any necessary minor amendments to the draft document as considered appropriate prior to adoption.

76.2 The Head of Development Services explained that the Executive Committee had previously approved consultation on the Supplementary Planning Document and that consultation had been undertaken for six weeks from 17 September until Friday 29 October 2021. During the period, seven comments had been received four of which stated they had no comment. In line with the legislation, the Council had to set out a consultation statement which also had to be consulted upon for a minimum of four weeks. The Council had written to over 165 organisations to inform them of the initial consultation and to invite comments and those contacts had been taken from the existing Tewkesbury Borough Plan consultation database

as those who had been involved in, or had an interest in, the plan-making process in Tewkesbury; this included all Parish and Town Councils in the Borough, neighbouring local authorities, Gloucestershire County Council and statutory consultees – in addition to that, a notice of consultation had been placed in the local press through the Gloucestershire Echo as well as being advertised on the Borough Council's website news feed.

76.3 Accordingly, it was

RESOLVED:

1. That the Consultation Statement and amended Supplementary Planning Document: Shopfronts, Shutters and Signage Design Guidance for Tewkesbury Borough be **APPROVED FOR CONSULTATION**.
2. That, at the end of the consultation period, the amended Supplementary Planning Document be **RECOMMENDED TO COUNCIL** subject to there being no substantive comments being made during the consultation.
3. That authority be delegated to the Head of Development Services to make any minor amendments to the draft document as considered appropriate prior to adoption.

The meeting closed at 3:50 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2021/22

REGULAR ITEM:

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

<u>Additions to 2 February 2022</u>
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Committee Date: 2 March 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update - Quarter Three 2021/22.	To consider the quarterly budget position.	Head of Finance and Asset Management.	Yes, from February to enable figures to be collated.
Digital Strategy.	To approve the Digital Strategy.	Head of Corporate Services.	No.
Asset Management Strategy.	To approve the Asset Management Strategy.	Head of Finance and Asset Management.	No.
Housing Strategy.	To recommend the Housing Strategy to Council for approval.	Head of Community Services.	No.
Action for Affordable Warmth 2013-18.	To consider and approve.	Head of Community Services.	No. Deleted as not a matter for Executive Committee.
Tewkesbury Borough Council domestic waste and recycling collection services policy and procedures.	To consider and approve.	Head of Community Services.	No.
Equalities and Diversity Policy.	To approve the Equalities and Diversity Policy.	Head of Corporate Services.	Moved from September meeting to enable a bid for consultant funding to undertake work on equalities.
Medium Term Financial Strategy (Annual).	To recommend to Council the adoption of the five-year MTFS which describes the	Head of Finance and Asset Management.	Yes – deferred from January to allow the necessary information from the

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Agenda Item 6

Committee Date: 2 March 2022

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
	financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.		government.
Discretionary Housing Payments Policy.	To consider the Discretionary Housing Payments Policy.	Head of Corporate Services.	No.
Statement of Community Involvement.	To recommend to Council for adoption.	Head of Development Services.	Yes, deferred from February 2022.
Managing Contractors Safely Policy.	To approve the updated Policy.	Head of Community Services.	Yes, deferred from February 2022.
Redundancy and Redeployment Policy and HR Allocations Policy.	To approve the Policy.	Head of Corporate Services.	Yes, deferred from November 2021.
Discretionary Rate Relief Policy.	To approve the Discretionary Rate Relief Policy.	Head of Corporate Services.	Yes, deferred from February 2022.
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: 30 March 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Three 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.

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ITEMS FOR 2022/23

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Community Infrastructure Levy Review – New Draft Charging Schedule.	To recommend to Council for approval.	Head of Development Services.	No.
Car Parking Strategy – June 2022.	To approve the Car Parking Strategy.	Head of Development Services.	No.
Economic Development and Tourism Strategy – June 2022.	To approve the Strategy.	Head of Development Services.	No.

PENDING ITEMS

Agenda Item	Overview of Agenda Item	Date Item Added to Pending
Spring Gardens Regeneration Phase 1a report.	To agree the recommendation of the preferred option for the regeneration of Spring Gardens.	4 September 2019
Council Plan 2020/24 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	3 February 2021

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	2 February 2022
Subject:	Council Plan Performance Tracker and Covid-19 Recovery Plan Tracker 2021/22 (Qtr2)
Report of:	Chair of Overview and Scrutiny Committee
Corporate Lead:	Chief Executive
Lead Members:	Leader of the Council
Number of Appendices:	One

Executive Summary:

At Overview and Scrutiny Committee held on 11 January 2022, consideration was given to 2021/22, quarter two performance management and Covid-19 recovery plan information. The observations made by the Committee can be found below in section 2.1. The supporting documents presented at the Committee can be found in Appendix 1.

Recommendation:

To receive and respond to the findings of the Overview and Scrutiny Committee’s review of the quarter two 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. The outcome of each quarterly review is then reported to Executive Committee.

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

- 1.1** The 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 are reported through a Council Plan Performance Tracker. The tracker is a combined document which also includes a set of key performance indicators. As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and where appropriate they are refreshed. The refreshed plan was approved by Council on 20 October 2021.
- 1.2** Since the approval of the 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. 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. Similar to the Council Plan, the Recovery Plan actions have also been refreshed.
- 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** Key financial information is also reported at the same time, so Members have a rounded view of overall performance information. This includes the revenue budget summary statement, capital monitoring statement and the reserves position summary.

2.0 OBSERVATIONS FROM THE OVERVIEW AND SCRUTINY COMMITTEE

2.1 At Overview and Scrutiny Committee on 11 January 2022, consideration was given to the second quarter's performance management and recovery information for the 2021/22 financial year.

A summary of the questions raised at its meeting can be found below:

Questions raised by Overview and Scrutiny Committee	Response from officers
Performance tracker- priority: Economic Growth	
<p>P70 – Objective 2 – Action c) Publish the Infrastructure Funding Statement – A Member noted that the target date had been revised to December 2021 and he asked whether this had been achieved.</p>	<p>The Head of Development Services confirmed the Infrastructure Funding Statement had been published in accordance with the deadline.</p>
Performance tracker priority: Housing and Communities	
<p>P75 – Objective 1 – Action a) Work with partners to undertake the required review of the Joint Core Strategy – A Member noted that Deloitte UK had now been appointed to help review the Joint Core Strategy (JCS) timetable and asked who had approved the funding and the scope of the work.</p>	<p>The Head of Development Services explained that Deloitte UK had been commissioned to assist with the JCS following the resignation of the JCS Manager in July. Deloitte's role was to act as the programme manager and to advise the Council on a common timetable for the three JCS authorities and the resources required to deliver it. She reminded Members that the JCS was adopted in December 2017 and had been due to be immediately reviewed so there were a number of technical issues which needed to be addressed. The three authorities had gone out to consultation on its issues and options document but, due to a number of factors including COVID-19, things had not progressed as quickly as hoped. There had been several planning policy changes since the original JCS was adopted, as well as enactment of the Environment Bill in November 2021; this represented a substantial material change in circumstances and meant that a more complete review would need to be undertaken to take account of the national changes to the planning policy framework and the new legislation. Deloitte had produced a draft programme which Officers were now considering to ensure it was robust and that it could be delivered within budget and this would be taken to the JCS Member Liaison Group at the end of January and the Planning Policy Reference Panel in February. In terms of funding, all three authorities, plus Gloucestershire County Council, contributed to the JCS budget and approximately £87,000 had been approved for the work commissioned to Deloitte, some of which was via staff savings as two staff previously funded through the JCS budget were no longer in</p>

	<p>post. It had been agreed that if the funding set aside was insufficient, each Council would put forward the additional money required for the work to be undertaken.</p> <p>In response to a query as to whether Members should be concerned about the delay in the review, the Head of Development Services advised that, whilst nobody wanted to see this delayed, it was intended to deliver a very detailed draft plan at the Regulation 18 stage - as opposed to a high level plan which was also an option at that stage - in order to shorten the timetable at the Regulation 19 stage the work was effectively being frontloaded in order to move more quickly going forward. It was to be borne in mind that there were a number of variables which could impact the timetable but she provided assurance there was a plan, resources were being put in place to deliver the review and there was a strong commitment from the three authorities to progress – with the expertise brought by Deloitte, which had experience of examinations around the country, she was confident there would be a robust strategy to move forward and hit all of the necessary requirements so Members should not be worried.</p>
<p>P81 – Objective 3 – Action a) Work with partners, infrastructure providers and developers to progress the delivery of key sites – A Member noted that the update for Brockworth did not mention sports provision and he assumed that these facilities were coming forward on developments in other areas.</p>	<p>The Head of Development Services explained that this action did not go into that level of detail, rather it looked at the strategic allocations within the Joint Core Strategy and gave an update in relation to planning applications which had been submitted, approved etc. to give Members an idea of the overall trajectory. She indicated that she would be happy to discuss this with the Member further outside of the meeting.</p>
<p>Performance tracker KPI's priority: Housing and Communities</p>	
<p>P84 – KPI 14 – Total new affordable housing properties – A Member asked whether there were any sub-targets in terms of the affordable housing type as the number of social rented properties seemed low compared to the other categories.</p>	<p>The Head of Community Services confirmed that social rent had not been identified as a priority through the strategic housing assessment until last year when it had been found that 86% of affordable housing properties should be social rent. On that basis, there would be a much higher focus on that tenure between now and April with the intention to achieve 100% affordable rent developments where possible.</p>
<p>P85-88 – KPIs 16-22 – A Member noted there were several unhappy faces pertaining to the planning KPIs and, given there was now an action plan in place for the Development Management service, he asked when</p>	<p>The Head of Development Services explained that, unfortunately, there were no quick fixes as there were a range of issues to address. As Members were aware, there had been staffing issues within the Development Management team but consultancy support and agency planners had been contracted to assist with the backlog of planning applications. Officers were looking into the various processes to</p>

<p>improvements would start to be reflected in the performance tracker.</p>	<p>ensure they were efficient but, as set out in the report to the Executive Committee in November, it would be 12-24 months before the service was turned around; notwithstanding this, she hoped the performance figures would start to improve within the next six months.</p> <p>The Member was disappointed that it would take such a long period of time before any improvement would be seen given that the performance had been poor for a considerable time already. He was particularly concerned that the Planning Committee had recently been required to consider two applications which were subject to non-determination appeals as this put the Council on the backfoot. The Head of Development Services reiterated that there were many different issues to be addressed, for instance, Members would be aware of the proposal to amend the Planning Scheme of Delegation which had not been supported by Council. She felt it was important that the timescale for delivery of the action plan was realistic and she would not like to promise Members something which could not be delivered.</p>
<p>P87 – KPI 20 – Investigate category B* cases within five working days – A Member noted that enforcement investigations were slipping quite rapidly and she asked if that was due to staffing issues or whether it was a low priority.</p>	<p>The Head of Development Services provided assurance that enforcement was a high priority; however, the team did focus on category A and B cases as those caused the most harm. A member of the team had been appointed to a senior post leaving a vacancy which she was pleased to report had recently been recruited to with the new Officer starting later that week; she hoped there would be improvement moving forward with a fully established team.</p>
<p>Performance tracker KPI'S- priority: Customer First</p>	
<p>P99 – KPI 36 – Percentage of Freedom of Information (FOI) requests answered on time – A Member noted that 127 requests had been received in quarter two, 106 of which had been responded to within the 20 working days deadline; this meant that around 17% had not been answered within that timescale and he asked if there was a common reason for this, whether every request would receive a response and if there was a final deadline for response.</p>	<p>The Head of Corporate Services confirmed that all FOI requests would receive a response; unfortunately, due to competing priorities, it was not always possible to meet the 20 working day deadline. The figures are reported to Management Team on a quarterly basis. Whilst there was no common reason for a delay in response, requests could be complex and, although it was possible to ask for an extension of time, that was not always done on a timely basis. He felt that 17% was not a concerning figure – the aim was certainly to achieve more but he reiterated that all requests would receive a response even if it was after the 20 working day target. The Member asked whether the customer was given an indication as to when a response could be expected if it was likely to be after the 20 working day target and the Head of Corporate Services confirmed that should be the case and a new timescale should be provided. He indicated that he would be happy to circulate a breakdown of the FOI requests received across each service area and those</p>

	which had not been answered in time.
P99 – KPI 37 – Percentage of formal complaints answered on time – A Member was heartened to see the number of complaints had reduced over the year compared to the previous year which showed that the introduction of the Comments, Compliments and Concerns system was working.	The Head of Corporate Services agreed with this sentiment. It meant that customers were able to give feedback without making a formal complaint; provided services responded in a timely manner, this could prevent formal complaints from coming forward.
Performance tracker- priority: Sustainable Environment	
P103 – Objective 1 – Action a) Deliver the Public Service Centre’s low carbon heating and solar PV systems – A Member asked when the solar canopy in the Council Office’s rear car park would commence bearing in mind that the project was expected to be complete by May 2022.	The Head of Finance and Asset Management advised that Officers would shortly be going out to tender for a supplier and installation of the solar canopy. An application for planning permission had been submitted the previous week so it was hoped that work would commence on site in March. Whilst it was necessary to wait for the outcome of the tender before this could move forward, he was confident that the scheme would be delivered between March and May and would be a great contribution towards the Council’s carbon reduction ambitions.
P106 – Objective 3 – Action a) Take a robust approach towards fly-tipping and other environmental crimes – A Member noted that the public consultation on the Public Space Protection Order had been due to go live in December and run until February 2022 but he did not remember receiving notification that it had commenced.	The Head of Community Services undertook to check with the Environmental Health Manager and send a link to Members if the consultation had commenced.
P109 – Objective 4 – Action c) Establish and publish a local list of non-designated heritage assets in the borough – A Member asked for clarification on the significance of any assets added to the local list; the criteria for being included; and who would comprise the panel that would approve the list.	The Head of Development Services advised that the Supplementary Planning Document (SPD) set out the local listing criteria. The advantage of being included on the list was the asset would be seen as important within the locality; however, in terms of planning applications, this did not carry the same statutory weight as a national listed building. The panel had not yet been established but she believed it would be Officer-led; she undertook to find out the details and update Members following the meeting. A Member noted that the Heritage Engagement Officer had been appointed on a temporary contract and he asked what happened if the Officer left before the end of that contract as the revised target date for this action was June. The Head of Development Services advised that the Officer had originally been contracted until March but that had been extended until June in order to take account of the work which

	<p>needed to be done to achieve the publication of the local list which was not a quick or straightforward process. The consultation on the SPD would finish at the end of January and she was confident that resources were in place to address any comments that were received and make any revisions by the end of March.</p>
<p>Performance tracker KPI's- priority: Sustainable Environment</p>	
<p>P109 – KPI 38 – Number of reported enviro-crimes – A Member noted that fly-tipping complaints had reduced by 30% and asked if there was any indication as to why that had happened.</p>	<p>The Head of Community Services welcomed the reduction but, unfortunately, there was no specific reason for it; he would like to think it could be attributed to the good work that had been done to publicise successful prosecutions.</p> <p>A Member drew attention to Appendix 3 to the report which set out the quarter two budget report and she noted that item 3 stated that there had been a significant increase in fly-tipping which Ubico predicted would be £11,000 over budget which contradicted the KPI. In response, the Head of Community Services advised there had certainly been an increase in fly-tipping as that was one of the biggest concerns in the borough; however, he assumed there had been a reduction in some enviro-crimes, such as abandoned vehicles, which was offsetting that within the figures – this was something he would need to check following the meeting and he would update Members accordingly.</p> <p>A Member felt it would be helpful to know the cost of clearing up the various enviro-crimes if that information could be easily broken down and the Head of Community Services undertook to provide this.</p> <p>In connection with fly-tipping, a Member expressed the view that the requirement to book a slot online to visit the Household Recycling Centre at Wingmoor Farm was making it more difficult for people to dispose of their waste, for instance, it was not possible to make a same-day appointment. He recognised this may not deter those who were responsible for fly-tipping but he was aware that other local authority areas had removed the requirement for online bookings so he presumed Gloucestershire could do the same. The Head of Community Services understood that Gloucestershire County Council was happy with the online booking system and this was supported by feedback from residents so he believed it was likely to be a permanent structure; nevertheless, he would be happy to pass these comments directly to the County Council. The Chief Executive felt it was unlikely that the people who were responsible for fly-tipping intended to dispose of their waste at one of the Household Recycling Centres in any case; fly-tipping often comprised commercial waste and/or rubbish which required payment for disposal so the perpetrators found it more convenient to fly-tip.</p>

COVID-19 Recovery Tracker Priority: Economic Growth	
<p>P116 – Action – Recover b) Develop a bid to host a Department of Work and Pensions Youth Hub within the Tewkesbury Growth Hub – A Member noted that the target date had been revised to December 2021 and he asked whether this had been achieved.</p>	<p>The Head of Development Services confirmed that a draft bid had been produced and was now being finalised.</p>
<p>P117 - Action – Rebuild b) Develop and deliver the Welcome Back Fund action plan – A Member sought clarification as to how much money had been spent and what it had been spent on; there was little evidence in Bishop’s Cleeve to demonstrate what the fund had achieved.</p>	<p>The Head of Development Services explained there were two tranches of money the first of which was approximately £84,000, some of which had been spent on campaigns to communicate with residents and businesses. Officers had been working with the three Parishes which were eligible for the second tranche of funding – Bishop’s Cleeve Parish Council, Tewkesbury Town Council and Winchcombe Town Council – to put together a list of ideas as to how the money could be spent. It was her understanding that Officers were now in detailed discussion about which options to take forward and she undertook to ask the Economic and Community Development Manager to circulate an agreed list to Members.</p> <p>In response to a query as to whether local Members could have any input as to where the money was spent, the Head of Development Services understood that Officers had met with relevant Ward Members in September/October to obtain their initial ideas as expenditure had to be approved under certain categories; however, she would need to check the details of this and report back to Members following the meeting.</p>

3.0 OTHER OPTIONS CONSIDERED

3.1 None.

4.0 CONSULTATION

4.1 None.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

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

6.0 RELEVANT GOVERNMENT POLICIES

6.1 None directly.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 None directly.

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

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

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

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

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 Council Plan 2020-24 approved by Council 28 January 2020.

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

Background Papers: None.

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Appendices:
1 – Overview and Scrutiny Committee report of Q2 2021/2022 Council Plan, recovery plan and financial performance information.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	11 January 2022
Subject:	Council Plan Performance Tracker and Covid-19 Recovery Plan Tracker 2021/22 (Qtr2)
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Members:	Leader of the Council
Number of Appendices:	5

Executive Summary:

The 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 are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of key performance indicators. As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and where appropriate they are refreshed. The refreshed plan was adopted by Council on 20 October 2021.

Since the approval of the Council Plan in January 2020, 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. A corporate Covid-19 recovery plan was subsequently established to address the challenges represented by Covid-19. The plan was 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 (Appendix 2). Similar to the Council Plan, the Recovery Plan actions have also been refreshed.

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 may not have progressed as intended.

Key financial information is also reported so members have a rounded view of overall performance information. Attached is the revenue budget summary statement (Appendix 3), capital monitoring statement (Appendix 4) and the reserves position summary (Appendix 5).

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. This report introduces the performance information for the second quarter of the second year of our Council Plan.

Recommendation:

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

Reasons for Recommendation:

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

Resource Implications:

None directly associated with this report other than to note that a number of actions 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 are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of key performance indicators. As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and where appropriate they are refreshed. The refreshed plan was adopted by Council on 20 October 2021.
1.2	Since the approval of the Council Plan in January 2020, 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. A corporate Covid-19 recovery plan was subsequently established to address the challenges represented by Covid-19. The plan was 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 (Appendix 2). Similar to the Council Plan, the Recovery Plan actions have also been refreshed.

1.3	<p>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.</p>
2.0	<p>COUNCIL PLAN PERFORMANCE TRACKER</p>
2.1	<p>The Council Plan (2020-24) has six priorities which contribute to the overall Council Plan vision “<i>Tewkesbury Borough, a place where a good quality of life is open to all</i>”. The priorities are:</p> <ul style="list-style-type: none"> • Finance and resources • Economic growth • Housing and communities • Customer first • Garden communities • Sustainable environment <p>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.</p>
2.2	<p>For monitoring the progress of the Council Plan actions, the following symbols are used:</p> <p>😊 – action progressing well</p> <p>😐 – the action has some issues or delay but there is no significant slippage in the delivery of the action</p> <p>😞 – significant risk to not achieving the action or there has been significant slippage in the timetable or performance is below target</p> <p>Grey – project has not yet commenced</p> <p>✓ – action complete or annual target achieved</p> <p>For monitoring of key performance indicators, the following symbols are used:</p> <p>↑ - PI is showing improved performance on previous year</p> <p>↔ - PI is on par with previous year performance</p> <p>↓ - PI is showing performance is not as good as previous year</p>
2.3	<p>This report presents the second quarter of year two of the Council Plan (2020-2024). Key successful activities to bring to members’ attention since the last performance report include:</p> <ul style="list-style-type: none"> • Linked to the bulky waste review, a savings of c.£30k has been made and will be reflected within the 2022/23 Ubico budget. (Page 4 of the tracker) • A Director of Law has been successfully appointed with a start date of March 2022. This is a key element in delivering the One Legal service review. (Page 4 of the tracker).

- The growth hub delivered 11 events during quarter two, 24 achieved for the year so far. This is on target to meet the 50 workshops/ events target. The events were on social media, marketing, and action planning. (Page 5 of the tracker).
- Consultants, Deloitte, have been appointed and commenced work on reviewing the timetable to get the JCS to the next stage of consultation. (Page 6 of the tracker).
- Public consultation commenced on 1 November for the main modifications to the Tewkesbury Borough Plan. Closing date for comments is Tuesday 4 January 2022. (Page 7 of the tracker).
- On 8 December 2021, a 10-week public consultation was launched for the proposed upgrade to M5 all-ways Junction 10. (Page 7 of the tracker).
- Council approved the Infrastructure Funding Statement on 7 December 2021. (Page 8 of the tracker).
- The shop front grant scheme, a work stream of the High Street Heritage Action Zone scheme was launched in September, this has resulted in at least 15 queries/ expressions of interest being received. (Page 9 of the tracker).
- In November 2021, over 5,000 people attended the Tewkesbury Abbey for the 'Tewkesbury Festival of Light'. This was the main event of celebrating the '2021 celebrations'. (Page 10 of the tracker).
- In partnership with ARK Consultancy, work on a new Housing Strategy has commenced. (Page 14 of the tracker).
- In October and November 2021 training was given to individual parishes receiving Community Infrastructure Levy (CIL) funding for the first time. (Page 20 of the tracker).
- Executive Committee in November agreed the high- level action plan to address the issues raised from the review of the planning service. (Page 27 of the tracker).

2.4

Due to the complex nature of the actions being delivered, inevitably some may not progress as smoothly or quickly as envisaged. Actions with either a ☹️ or 😊 are highlighted below:

Action	Status and reason for status
Produce a Medium-Term Financial Strategy that recognises the impact of funding reform and, delivers a balanced approach to meeting funding gaps. (Page No. 1 of the Council Plan performance tracker).	☹️ The target date has been amended from January 2022 to March 2022 . It is hoped that the Provisional Local Government Settlement will provide some clarity on a number of key areas announced in the recent Spending review.
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).	The LEP is still awaiting guidance from Business, Energy and Industrial Strategy (BEIS) on the next steps and timescales. Until this has been received no further updates can be provided .
Work with partners to undertake the required review of the JCS. (Page No. 13 of the Council Plan	☹️ The target date is still waiting to be determined following the review of the JCS timetable. Deloitte have been appointed, to help review the timetable and get the JCS

	performance tracker).	to the next stage of consultation. This work commenced in September 2021.
	Finalise and adopt the Tewkesbury Borough Plan (Page No. 14 of the Council Plan performance tracker).	☹️ The target date of February 2022 has been amended to Spring 2022 . It is noted the new target date is still dependent on receipt of the inspector's report following consultation. The consultation period was extended to allow sufficient time for representations to be made.
	Formally establish the Garden Town planning status through the JCS. (Page No. 38 of the Council Plan performance tracker).	☹️ Joint Core Strategy- please see first action above- <i>'Work with partners to undertake the required review of the JCS'</i>
	Deliver the Public Services Centre's low-carbon heating and solar PV systems. (Page No. 41 of the Council Plan performance tracker).	☹️ Market tenders returned costs in excess of budget for the replacement of the heating system which has led to this project being put on hold. The grant funding originally secured has now been approved to be used for providing an extended solar canopy in the council's rear car park. It is anticipated for this project to be completed by May 2022 .
	Carry out a review of our litter pickers' scheme. (Page No. 44 of the Council Plan performance tracker).	☹️ The proposed event planned for September 2021 was postponed and will now take place in Spring 2022 . This has been reflected in the target date.
	Establish and publish a local list of non-designated heritage assets in the borough. (Page No. 47 of the Council Plan performance tracker).	☹️ The target date has been amended from February 2022 to June 2022 . This is due to the consultation of the Supplementary Planning Document on the local listing criteria due to finish in January 2022, adoption will take place in June 2022 to allow for the necessary works required to follow after the consultation.
2.5	It is inevitable that not everything can be delivered at once. Any actions which have yet to commence are 'greyed out' in the tracker with indicative dates for commencement stated.	
3.0	COUNCIL PLAN KEY PERFORMANCE INDICATORS (KPIs)	
3.1	<p>The set of Key Performance Indicators (KPIs) are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of September 2021.</p> <p>For 2021/22, six new KPIs have been added. These are KPIs 12-15 and KPIs 28-29.</p> <p>Due to changes into reporting, the housing-related KPIs 9- 11 have also been revised in order to report more effectively, as requested by Overview and Scrutiny Committee.</p>	

<p>3.2</p>	<p>Of the 22 indicators with targets, their status as at the end of the second quarter for 2021/22 is:</p> <table border="1" data-bbox="260 250 1331 443"> <tr> <td style="text-align: center;">☺ (on target)</td> <td style="text-align: center;">☹ (below target but confident annual target will be achieved)</td> <td style="text-align: center;">⊗ (below target)</td> </tr> <tr> <td style="text-align: center;">9</td> <td style="text-align: center;">4</td> <td style="text-align: center;">9</td> </tr> </table> <p>In terms of the direction of travel i.e. performance compared to last year, for all indicators the status is:</p> <table border="1" data-bbox="260 542 1383 730"> <tr> <td style="text-align: center;">↑ (better performance than last year)</td> <td style="text-align: center;">↓ (not as good as last year)</td> <td style="text-align: center;">↔ (on par with previous year performance)</td> <td style="text-align: center;">Data not available</td> </tr> <tr> <td style="text-align: center;">10</td> <td style="text-align: center;">8</td> <td style="text-align: center;">1</td> <td style="text-align: center;">3*</td> </tr> </table> <p>*The three KPIs where data is not available relate to:</p> <ul style="list-style-type: none"> • KPI 7 (number of visitors entering Growth Hub) due to the hub remaining closed to face-to-face contact during 2020/21. • KPI 28 (Average number of days to process new Council Tax Reduction claims) • KPI 29 (Average number of days to process change in circumstances for Council Tax Reductions). <p>KPIs 28 and 29 are new monitoring KPIs that do not have an outturn figure for 2020-21.</p>	☺ (on target)	☹ (below target but confident annual target will be achieved)	⊗ (below target)	9	4	9	↑ (better performance than last year)	↓ (not as good as last year)	↔ (on par with previous year performance)	Data not available	10	8	1	3*
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<p>3.3</p>	<p>KPIs where the direction of travel is down and/ or KPI is ☹ are highlighted below:</p> <table border="1" data-bbox="260 1155 1406 2076"> <thead> <tr> <th style="text-align: center;">KPI No.</th> <th style="text-align: center;">KPI description</th> <th style="text-align: center;">Reason for ☹ or ↓</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">7</td> <td>Number of visitors entering the Growth Hub (Page No. 12 of the Council Plan performance tracker)</td> <td>☹ In line with Government guidance the hub has a gradual and phased reopening part way through quarter two from late July 2021. The reduced target for visitor numbers reflects a phased return to a fully operational service, in accordance with guidance. The 250 targets for the year is unlikely to be achieved.</td> </tr> <tr> <td style="text-align: center;">16</td> <td>Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant. (Page No. 23 of the Council Plan performance tracker)</td> <td>↓ ☹ 8 decisions out of 13 were determined within the target (61.5%) during Q2 figure. The cumulative figure for the year is 65.2%, this is below both the councils target of 85% and the outturn for 2020/21 which was 80%. This decrease is a result of applicants not agreeing to extension of time on applications.</td> </tr> <tr> <td style="text-align: center;">17</td> <td>Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.</td> <td>↓ ☹ The Q2 figure is lower than last year's outturn with only 40 out of 62</td> </tr> </tbody> </table>	KPI No.	KPI description	Reason for ☹ or ↓	7	Number of visitors entering the Growth Hub (Page No. 12 of the Council Plan performance tracker)	☹ In line with Government guidance the hub has a gradual and phased reopening part way through quarter two from late July 2021. The reduced target for visitor numbers reflects a phased return to a fully operational service, in accordance with guidance. The 250 targets for the year is unlikely to be achieved.	16	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant. (Page No. 23 of the Council Plan performance tracker)	↓ ☹ 8 decisions out of 13 were determined within the target (61.5%) during Q2 figure. The cumulative figure for the year is 65.2%, this is below both the councils target of 85% and the outturn for 2020/21 which was 80%. This decrease is a result of applicants not agreeing to extension of time on applications.	17	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	↓ ☹ The Q2 figure is lower than last year's outturn with only 40 out of 62		
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	(Page No. 23 of the Council Plan performance tracker)	(64.5%) decisions being issued within the timescale. This meant the target figure of 80% has not been met this quarter. Measures are being implemented to address the reduction in performance and these measures will be supplemented by improvements arising from the review of planning.
18	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant. (Page No. 24 of the Council Plan performance tracker)	↓ 😞 180 of 222 decisions were made within agreed timescales during Q2. This equates to performance of 81.1%, which is just below last year's outturn of 84.37% and below the local target of 90%.
19	Enforcement - Investigate category A* cases within 24 hours (without prompt action, material risk of further harm which could be reduced by early intervention). (Page No. 24 of the Council Plan performance tracker)	↓ Three category A cases were received in Q2. Whilst quarter two outturn was 100% cumulatively for the year so far; 4 out of 5 cases were investigated within the target timescales equating to 80% for 2021/22. This is below the outturn of 100% last year.
20	Investigate category B cases within five working days (development causing, or likely to cause, irreparable harm or damage). (Page No 25 of the Council Plan performance tracker).	😞 Four category B cases were received during Q2, and three were investigated within the timescale (75%). This is lower than the local target of 90% but was an improvement when compared to last year's outturn of 61.54%.
21	Investigate category C cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity). (Page No. 25 of the Council Plan performance tracker)	↓ 😞 25 category C cases were received in Q2, and nine of these were handled within the target timeframe (36%). The cumulative percentage for 2021/22 is 27.5%. This is significantly below both the local target of 80% and last year's outturn of 36.51%.
22	Investigate category D cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment). (Page No. 26 of the Council Plan performance tracker)	↓ 😞 During Q2, 13 category D cases were received, and two cases (15.4%) of these were handled within the target timeframe. The cumulative percentage for 2021/22 is 18.8%. Performance has fallen when compared to last year's outturn of 40.68%. This is lower than last year's outturn of 40.68% and significantly lower than this year's target of 70%.
33	Percentage of NNDR collected. (Page No. 35 of the Council Plan performance tracker)	↓ Business rates collection performance is 5.5% below target for Q2 which is a continuing impact from Covid-19. Despite this it is hoped the target of 98% will still

			be achieved by the end of the year.
	37	Percentage of formal complaints answered on time. (Page No. 37 of the Council Plan performance tracker)	↓ 😞 Whilst the lowest number of formal complaints have been received to date with only 19 being received during Q2 only 13 of these were answered within the timescale (68%). The cumulative figure for the year is 73% this is below both the outturn for 2020/21 (84%) and the target figure of 90%.
	38	Number of reported enviro crimes. (Page No.47 of the Council Plan performance tracker).	😞 Whilst there has been a 30% reduction in enviro crimes when compared to Q2 in 2020/21. 370 enviro crimes were reported in Q2, making the total for the year so far to 802 reports. If figures remain at this rate throughout the year, it will exceed this year's target of 1000 but will be lower than last outturn of 2,185.
4.0	COVID-19 CORPORATE RECOVERY TRACKER		
4.1.	<p>For monitoring the progress of the Corporate Recovery Plan actions, and for consistency, the same symbols as the Council Plan tracker are used:</p> <p>😊 – action progressing well</p> <p>😐 – the action has some issues or delay but there is no significant slippage in the delivery of the action</p> <p>😞 – significant risk to not achieving the action or there has been significant slippage in the timetable or performance is below target</p> <p>Grey – project has not yet commenced</p>		
4.2	<p>Key activities to bring to members' attention include:</p> <ul style="list-style-type: none"> • Tewkesbury Leisure Centre delivered a surplus in September and therefore did not require financial support from the council. This is as a result of the recovery plan put in place for the centre and the increased usage from customers. (Page 2 of the recovery tracker). • A local marketing company, V8 were awarded the contract in December 2021 to lead on the communication campaign for the Welcome Back Fund. (Page 7 of the recovery tracker). • Support continues to be provided to community groups through funding advice, grants and activities. The Holiday Activities Fun took place and will be repeated in December along with the summer grants for vulnerable families. (Page 8 of the recovery tracker). • The Housing Advice Team have contacted the councils registered provider partners to inform them of the County-wide Covid Contain Outbreak Management Fund available. This fund is to help assist households with rent arrears as a result of Covid e.g. reduced hours, furlough or redundancy. As of mid-December £17,821. have been awarded to help homeless households. (Page 9 of the recovery tracker). • The Covid-19 Community Grant Scheme continues to be promoted with 154 grants 		

	<p>being awarded £127,025 in total. (Page 10 of the recovery tracker).</p> <ul style="list-style-type: none"> • Since April, 75 groups from the Voluntary and Community Sector attended an online training seminar hosted by Inform Gloucestershire. (Page 11 of the recovery tracker). • Funding was agreed by Council in October for a new Carbon Reduction Officer to support the council's Carbon Reduction Action Plan. The recruitment took place, and the officer is due to start in February 2022. (Page 16 of the tracker). 										
4.3	<p>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 business grants and Environmental Health. This means there are services operating across one of 'response', 'recovery' or 'business as usual' mode. Or, in some cases, operating across a combination of the three. This will inevitably mean that actions within the recovery tracker may not progress as originally intended. Such actions are detailed in the table below:</p> <table border="1"> <thead> <tr> <th>Action</th> <th>Status of action</th> </tr> </thead> <tbody> <tr> <td> <p>Maximise the use of business intelligence within the council to ensure the accuracy of the rating list and help businesses build resilience.</p> <p>(Page 3 of recovery tracker).</p> </td> <td> <p>☹️ The Business Intelligence Officer post has now been recruited to although the postholder is currently still redeployed to the Business Grants team. This means not as much progress as hoped has been made to date.</p> </td> </tr> <tr> <td> <p>Develop a bid to host a Department of Work and Pensions Youth Hub within the Tewkesbury Growth Hub.</p> <p>(Page 6 of recovery tracker).</p> </td> <td> <p>☹️ The target date of September 2021 has been amended to December 2021. This is to allow for the final amends to be made before the bid is submitted.</p> </td> </tr> <tr> <td> <p>Review the effectiveness and efficiency of the environmental health service, including an assessment of additional demand and available resources.</p> <p>(Page 11 of recovery tracker).</p> </td> <td> <p>Deferred- The effectiveness review has been on hold due to the level of Covid-19 response needed. Once cases further stabilise this will be revisited.</p> </td> </tr> <tr> <td> <p>Deliver the council tax and business rates e-billing project.</p> <p>(Page 12 of the recovery tracker).</p> </td> <td> <p>☹️ There have been delays in this project, which has resulted in the target date being amended from November 2021 to February 2022. The target date for the project has been amended to reflect the decision to split the sign up from the launch of the paperless billing portal. Residents will be able to sign up to receive their council tax bills electronically in early January.</p> </td> </tr> </tbody> </table>	Action	Status of action	<p>Maximise the use of business intelligence within the council to ensure the accuracy of the rating list and help businesses build resilience.</p> <p>(Page 3 of recovery tracker).</p>	<p>☹️ The Business Intelligence Officer post has now been recruited to although the postholder is currently still redeployed to the Business Grants team. This means not as much progress as hoped has been made to date.</p>	<p>Develop a bid to host a Department of Work and Pensions Youth Hub within the Tewkesbury Growth Hub.</p> <p>(Page 6 of recovery tracker).</p>	<p>☹️ The target date of September 2021 has been amended to December 2021. This is to allow for the final amends to be made before the bid is submitted.</p>	<p>Review the effectiveness and efficiency of the environmental health service, including an assessment of additional demand and available resources.</p> <p>(Page 11 of recovery tracker).</p>	<p>Deferred- The effectiveness review has been on hold due to the level of Covid-19 response needed. Once cases further stabilise this will be revisited.</p>	<p>Deliver the council tax and business rates e-billing project.</p> <p>(Page 12 of the recovery tracker).</p>	<p>☹️ There have been delays in this project, which has resulted in the target date being amended from November 2021 to February 2022. The target date for the project has been amended to reflect the decision to split the sign up from the launch of the paperless billing portal. Residents will be able to sign up to receive their council tax bills electronically in early January.</p>
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4.4	<p>Similar to the council plan actions, not all recovery actions will commence at once. Again, any yet to commence are 'greyed out' in the tracker.</p>										
5.0	<p>FINANCIAL SUMMARY - REVENUE POSITION</p>										
5.1	<p>The financial budget summary for Q2 shows a projected surplus of £3,611,060 for the full year against the approved budget. This includes a £3.62m government grant for business rate reliefs which must be set aside to meet future deficits – see paragraph 5.13. The net forecast position of the rest of the budget is therefore in line with estimates for the year.</p>										

	Whilst there are early indications that income streams are improving and there is potential for increased government support, given the report is based on performance in only the first half of the year, a prudent position is taken with regards to full year estimates.			
5.2	The following table highlights the forecast outturn position for service provision, the net position on corporate income and expenditure and the resulting surplus.			
	Budget	Full Year Projection	Full Year Variance	
	<u>Services expenditure</u>			
	Employees	£11,032,559	£10,599,947	£432,612
	Premises	£590,411	£622,196	-£31,785
	Transport	£55,270	£38,163	£17,107
	Supplies & Services	£2,131,818	£2,175,149	-£43,331
	Payments to Third Parties	£6,462,630	£6,559,306	-£96,676
	Transfer Payments - Benefits Service	£13,544,132	£13,529,942	£14,190
	Central Recharges	£29,929	£29,929	£0
	COVID-19 Costs	£0	£350,983	-£350,983
	COVID-19 Recovery	£0	£100,000	-£100,000
	Projects Funded Externally	30	-£247,252	£247,252
	Income	-£21,429,831	-£21,424,688	-£5,143
	Services Sub Total	£12,416,918	£12,333,674	£83,244
	<u>Corporate expenditure</u>			
	Treasury – Interest Received	-£345,000	-£400,000	£55,000
	Treasury – Borrowing Costs	£480,000	£460,000	£20,000
	Investment Properties	-£3,176,343	-£3,046,104	-£130,239
	Corporate Savings Targets	-£155,000	£0	-£155,000
	Core Government funding	-£1,013,409	-£1,618,563	£605,154
	New Homes Bonus	-£2,508,861	-£2,508,861	£0
	Business Rates	-£1,976,280	-£1,243,714	-£732,566
	Business Rates – deficit from 20/21	£4,649,150	£4,639,263	£9,887
	Business Rates – new s31 grants set aside for 22/23	£0	-£3,619,320	£3,619,320
	Council Tax Surplus	-£24,833	-£24,833	£0
	Council Tax precept	-£4,579,735	-£4,579,735	£0
	Use of reserves & MRP	-£3,766,607	-£4,002,867	£236,260
	Corporate Sub Total	-£5,595,281	-£9,123,097	£3,527,816
	Surplus / (deficit)			£3,611,060
5.3	<u>Service Expenditure</u>			
	The quarter two full year projection highlights a full year cost of service provision totalling £12.334m, resulting in a surplus against the approved budget of £83,244. The following paragraphs highlight the main reasons for this projected surplus. In addition, appendix 3 provides detail at a service level with notes on variances over £10,000.			

5.4	<p>The full year projection for employees highlights a potential gross surplus of £432,612. It should however be noted that within the council's corporate expenditure is a target to save £155,000 from employment costs across the Council. The net position is therefore a surplus against target of £277,612. Savings have accrued across a number of service areas including One Legal, Development, Democratic and Community but also with senior management following the decision in June to delete the post of Deputy Chief Executive. This saving is offset to some degree this year by the cost of recruitment to a new Director of One Legal. The figures do not include a pay award which is still being negotiated between Unions and Employers. A reserve of £200,000 is set aside to meet an agreed pay award which would equate to a 2% increase. Any agreed pay award in excess of this would need to be met by current employee savings.</p>
5.5	<p>Premises costs highlights a projected overspend of £31,785. This includes the rental charges that relate to the May 21 Police Crime Commissioner election, which are fully reclaimable. Due to the vacant office space within the public service centre the business rates due have been charged to the council and therefore are showing an overspend against budget.</p>
5.6	<p>The projected outturn for Supplies & Services highlights a potential overspend of £43,331. This includes the election fees from the May 21 Police Crime Commissioner election, which are fully reclaimable. Card terminal bank charges are 30% lower than budget which is a combination of changing the merchant provider and a prudent budget.</p>
5.7	<p>Payments to third parties highlights a projected overspend of £96,676. This includes additional costs relating to the cost of a Domestic Abuse Review which is fully funded by the Domestic Abuse grant. There has been an increase in demand for emergency accommodation in the first half of this year. We have been prudent with our forecast by forward projecting at the same rate as Q1 & 2; any overspends will be funded from the homelessness grant.</p> <p>There is a projected overspend on the Ubico contract sum in relation to extra payment being made in order to attract and retain drivers for our services. A national shortage of drivers, estimated to be around 70,000, has resulted in an impact on many forms of business with local authority waste collection services not immune to this impact. There have been a growing number of examples where authorities have had to suspend collections as a result of driver shortage. To help mitigate the problem on the Tewkesbury contract, an increased market supplement has been agreed, whilst driver training for loaders continues. The rest of the contract sum is on target.</p> <p>We have seen a significant saving in our MRF gate contract since changing provider, we expect this to continue for the foreseeable.</p>
5.8	<p>Tewkesbury services continue to see a financial impact from the covid pandemic with a full year cost estimated at £450,983. The costs include the continued work of the business cell, additional costs for the provision of our waste and recycling services and the continued support to Tewkesbury Leisure Centre. These costs will be met from the additional covid grant funding provided by the Government and new burdens funding for the business cell work – see paragraph 5.12.</p>
5.9	<p>Income in many areas of Council activity has recovered well from the impact of coronavirus with a number of income streams either back on budget or delivering a small surplus. Some areas however continue to be affected by the covid pandemic with reductions in income levels in our car parks during the first quarter, an expectation that the Tewkesbury Leisure Centre contract fee won't be provided during the year and current vacancies for our office units within the Council Offices. In addition, One Legal income remains below target although this is offset to an extent by the savings on employee costs.</p>

5.10	<p><u>Corporate Expenditure</u></p> <p>The expenditure associated with corporate activities as well as the financing of the Council is shown in the second section and highlights an estimated surplus of £3,527,816 for the financial year.</p>
5.11	<p>Treasury activities are expected to deliver small savings in borrowing costs and an increase in interest received from investing. Our commercial property portfolio is currently predicting a deficit on the year as a result of the expected temporary void at one office unit, a tenant exercising a mid year break clause at an industrial unit and the inducements offered to secure leases at our Clevedon units. Should the commercial property account remain in deficit for the full year, the council will utilise the commercial property reserve to cover the void and lease costs resulting in no impact on the base budget position - see paragraph 5.14.</p>
5.12	<p>Core government funding is showing a significant surplus as a result of the additional covid general fund grant of £424,927. In addition to this, the council will also receive additional new burdens funding for its continuing administration of business grants and it is also able to claim compensation for losses on its sales, fee and charges (SFC) as a result of covid for the first quarter of the year. The level of new burdens funding is not yet known although clarity is likely to be provided in November. A prudent estimate of £100,000 for new burdens has been included within the projection. The loss on SFC for the first quarter has been calculated at £49,000 and is included within the estimate, although it is yet to be certified by DLUHC.</p>
5.13	<p>Our anticipated retention of business rates income shows a net surplus of approximately £2.9m from the original budget, compiled in December 2020. The major component of this surplus is the £3.62m s31 grant paid by the government to provide further relief from business rates for businesses in certain sectors. These businesses will receive the relief in the current year and therefore pay reduced business rates. For the council, the impact of this reduced business rates is a deficit on the collection fund which impacts in 2022/23. The government compensates the local authority by paying the s31 grant and, as they have made payment upfront, the sum needs to be set aside at year end to meet the deficit in 2022/23. This element of the surplus is therefore not a usable surplus and is only as a result of timings within the business rates system.</p> <p>The underlying position of business rates in the current year shows a small amount of growth and an improving position against the prudent estimates made in the budget. The level of empty business premises across the Borough continues to be much lower than forecast and bad debts are not materialising to the levels originally envisaged. In addition to this, the government announced that Material Change in Circumstance (MCC) business rate appeals will not be dealt with as appeals but will be subject to a separate grants system. With this announcement, the council is able to remove the provision for these type of appeals from within its retention calculation. As a result of these factors the levels of retention for 21/22 are likely to be much higher for Tewkesbury with a net gain of over £1.4m currently being forecast. However, this gain will only be released at the end of 2022/23 and therefore is not available to the Council until April 2023.</p> <p>In contrast to the £1.4m gain, the additional levy now payable by Tewkesbury – all gain is subject to a 50% levy – is due in the current year. As a result, the net position for the in-year business rates retention is a deficit of £732,566.</p>
5.14	<p>The income line 'Use of Reserves & MRP' highlights the intended level of reserves being brought into the general fund during the year less the cost of the repayment of borrowing – the Minimum Revenue Provision. Outside of the budgeted transfer from reserves, expenditure being financed by reserves is usually allocated directly to reserves and shown separately in section 7 of the report. However, some expenditure is recorded in the general fund and so additional funding is brought in to match off that expenditure. In this case, the</p>

	additional reserve use relates to new burdens funding already received for business grant administration and the use of the commercial property reserve to cover any deficit on that account.
5.15	Overall, the first half projection for the full financial year shows an anticipated surplus of £3.6m. This surplus is effectively the s31 business rates grant mentioned in 5.13 and means that the remainder of the base budget is on target to be delivered in line with original estimates.
6.0	CAPITAL BUDGET POSITION
6.1	Appendix 4 shows the capital budget position as at Q2. This is currently showing an underspend of £325,309 against the profiled budget of £695,000.
6.2	The capital programme estimates total expenditure for the year to be circa £3.9m. This is much reduced on previous years as a result of the end of the acquisition phase of the commercial investment property strategy. The main elements of this year's forecast include: <ul style="list-style-type: none"> • Ashchurch Bridge • Vehicle replacement • The replacement of the heating system at the council offices • Disabled Facilities Grants (DFG)
6.3	As can be seen in Appendix 4, the previously reported deficit on Disabled Facilities Grants has now been reversed into a surplus whilst an underspend on vehicles for both grounds maintenance and food waste is currently being reported.
6.4	The expected replacement of the council offices heating system will not now take place in the second half of the year as a result of a significant increase in prices. However, grant funding will now be used to support the delivery of a solar canopy above a number of car parking spaces in the rear car park of the offices. This work is expected to be completed in the final quarter.
7.0	RESERVES POSITION
7.1	Appendix 5 provides a summary of the current usage of available reserves. Supporting notes are provided for reserves where expenditure is high or the expenditure is of note.
7.2	Reserves have been set aside from previous years to fund known future costs and the strategic planning of the authority's operation. This year's reserves have been boosted by both grant funding related to covid and also the release of provisions from the retained business rates scheme. The information in the appendix does not take account of reserves which have been committed, but not yet paid.
7.3	Whilst the Q2 position shows that there remains a significant balance on the reserves, the expectation is that the balances will be spent in the future. Finance has asked for updates from all departments about their plans to ensure that earmarked reserves are either used for their intended purpose or released back to the general fund.
8.0	OTHER OPTIONS CONSIDERED
8.1	None
9.0	CONSULTATION
9.1	None

10.0	RELEVANT COUNCIL POLICIES/STRATEGIES
10.1	Council Plan 2020-24. Covid-19 Corporate Recovery Plan 2020.
11.0	RELEVANT GOVERNMENT POLICIES
11.1	None directly.
12.0	RESOURCE IMPLICATIONS (Human/Property)
12.1	None directly.
13.0	SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)
13.1	Linked to individual Council Plan and Covid-19 Corporate Recovery Plan actions.
14.0	IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)
14.1	Linked to individual Council Plan and Covid-19 Corporate Recovery Plan actions.
15.0	RELATED DECISIONS AND ANY OTHER RELEVANT FACTS
15.1	Council Plan 2020-24 approved by Council 28 January 2020. Covid-19 Corporate Recovery Plan 2020 approved by Executive Committee 8 August 2020.

Background Papers: None

Contact Officer: Graeme Simpson, Head of Corporate Services (Appendix 1 and 2)
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Appendices:

- Appendix 1 – Council Plan Performance Tracker Qtr 2 2021/22
- Appendix 2 – Covid-19 Corporate Recovery Plan performance tracker Qtr 2 2021/22
- Appendix 3 - Revenue Budget
- Appendix 4 - Capital Budget
- Appendix 5 - Reserves

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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
Objective 1. To ensure the council remains financially secure in the long term.				
a) Introducing and complying with the Chartered Institute of Public Finance and Accountancy's (CIPFA) new Financial Management Code.	Target date: December 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	Review of code underway with an action plan to address gaps, if any, being compiled by the end of the calendar year.
b) Produce a Medium-Term Financial Strategy that recognises the impact of funding	Target date: January 2022 March 2022	Head of Finance & Asset Management	😞	The recent Spending Review announcement remained silent on a number of key areas therefore undermining the ability of constructing a reliable medium-term estimate at this time.

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reform and, delivers a balanced approach to meeting funding gaps.		Lead Member for Finance and Asset Management		It is hoped that the Provisional Local Government Settlement will provide some clarity and potentially a three-year settlement. The detail of the settlement is not expected to arrive much before Christmas. In view of this, the production of the MTFS will be pushed back until after the budget is finalised.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Maintain a low council tax.				
a) Ensure our council tax remains in the lowest quartile nationally.	Target date: February 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management		The budget and subsequent MTFS will ensure the central scenario and agreed annual council tax will remain within the lowest quartile. Council tax setting thresholds will be outlined in the Provisional Local Government Settlement.
Objective 3. Maintain our assets to maximise financial returns.				
a) Update the council's asset management plan.	Target date: March 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management		The Asset Management Plan (AMP) is scheduled to be updated in the final quarter.
b) Approve a new planned maintenance programme.	Target date: June 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management		The long term planned maintenance programme will follow the production of the Asset Management Plan.

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<p>c) Ensure that voids within our commercial property portfolio are re-let at the earliest opportunity.</p>	<p>Target date: March 2022</p>	<p>Head of Finance & Asset Management Lead Member for Finance and Asset Management</p>	<p>😊</p>	<p>Both units in our Clevedon property, where leases expired in May, have now been re-let.</p> <p>Unit 5 in Tipton, which was vacant on acquisition, has Heads of Terms agreed with completion expected this quarter. Unit 3, also in Tipton, has seen a tenant exercise a break clause but a new tenant found immediately, and terms agreed.</p> <p>An office building in Hertfordshire saw the surrender of the lease for two units earlier in the year. One new lease has been agreed and there are interested parties in the other unit.</p> <p>Vacant units at the Council Offices remain advertised but are not generating any significant interest.</p>
<p>PRIORITY: FINANCE AND RESOURCES</p>				
<p>Actions</p>	<p>Target date</p>	<p>Responsible Officer/Group</p>	<p>Progress to date</p>	<p>Comment</p>
<p>Objective 4. Deliver the council's commercial strategy.</p>				
<p>a) Deliver the approved trade waste business case to make the service commercially viable.</p>	<p>Target date: April 2017 July 2017 August 2017 April 2018 April 2019 December 2019 September 2020 February 2021 March 2021 Target date: March 2022</p>	<p>Head of Community Services Lead Member for Clean and Green Environment</p>	<p>😊</p>	<p>A project officer was appointed in July to lead on project delivery. A project plan has been developed with progress tracked through an internal project programme board as well as oversight by the Depot Working Group. A progress report is scheduled within the Overview and Scrutiny Committee's work programme for 11 January 2022.</p>

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	(in accordance with project milestones reported to O&S 6 April 2021)			
a) Ensure that the Ubico resource made available as a result of the bulky waste review is redeployed.	Target date: March 2022	Head of Community Services Lead Member for Clean and Green Environment	✓	Ubico have proposed a saving of c.£30k in the 2022/23 budget. This will be achieved by reducing the remaining bin delivery and collection service to 2.5 days a week.
b) Deliver the One Legal service review and action plan.	Target date: January 2022 (Stage one of the review)	Borough Solicitor Lead Member for Corporate Governance	😊	The review of the operating model has been completed, together with the recruitment to the key post of Director of Law – the successful candidate commences in March 2022. Other recruitment, such as the Practice and Professional Development Manager is to follow.

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver our strategic plans and economic development plans.				
a) To deliver an economic assessment of businesses within Tewkesbury Borough.	Target date: June 2022	Head of Development Services Lead Member for Economic Development/ Promotion		The economic assessment will form part of the work to develop the new Economic Development and Tourism Strategy. Since the last quarter a brief is now being prepared for the economic assessment. Following this, we will then approach companies for quotes to carry out the assessment early 2022.
b) Deliver 50 workshops/ events through the Tewkesbury Growth Hub.	Target date: April 2022	Head of Development Services Lead Member for Economic Development/ Promotion	☺	The Growth Hub delivers a range of workshops and 1-2-1 events to support business growth. As a result of Covid-19 the events have been delivered online. At the end of quarter two, a phased approach was being re-introduce to allow events to take place 'in person'. This started however, following the Covid-19 announcement from Government in December it has been agreed the Growth Hub will continue providing online events instead. In Quarter 2, 11 events have been delivered on subjects which include: social media, marketing and action planning. Total events delivered (Qtrs. 1 and 2): 24.
c) Work with the Local Enterprise Partnership (LEP) and other partners to deliver the Local Industrial Strategy (LIS).	Target date: December 2019 June 2020 Date to be confirmed (as reported to O&S July 2020)	Head of Development Services Lead Member for Economic Development/ Promotion	Deferred pending response from BEIS	In April, Central Government launched their latest plan for economic growth, called Build Back Better. This plan for growth and recovery builds on the local industrial strategy and looks to maximise strengths across the economy. It is expected that this will include a focus on high quality infrastructure, skills, innovation and support for transition to net zero in 2050. Further information and update is awaited from the LEP on how this will be rolled out regionally/locally.

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Deliver employment land and infrastructure to facilitate economic growth.				
a) Deliver employment land through allocating land in the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).	<p><u>JCS</u></p> <p>Target date: Autumn 2019</p> <p>Spring 2020</p> <p>Winter 2020</p> <p>Summer 2021 (preferred options consultation)</p> <p>Date to be confirmed (reported to O&S committee in September 2021)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	<p>😊</p>	<p>112ha of employment land has been allocated within the JCS. The take up of employment land will be monitored in the Authority Monitoring Report (AMR), which government planning guidance requires the council to publish. At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This set out the below timetable for the JCS review.</p> <ul style="list-style-type: none"> • Issues & Options Consultation – Winter 2018/19- completed • Preferred Options Consultation – Summer 2021 • Pre-Submission Consultation – Winter 2022 • Submission to the Secretary of State – Spring 2023 • Examination – Summer 2023 • Adoption – Winter 2023 <p>The timetable for the review of the JCS is currently under another review with our JCS partners. This requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth etc, that need to be agreed with all three local authorities. This has resulted in the Preferred Options Consultation (POC), which was due to commence in Summer 2021, being delayed. Reviewing the timetable will provide new timings for the POC to take place but this is unknown at this stage and will be confirmed in due course. The Council has now appointed consultants, Deloitte, to help review the timetable and get</p>

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				the JCS to the next stage of consultation. This work commenced in September 2021.
	<p><u>Tewkesbury Borough Plan</u> Winter 2018 Summer 2019 Autumn 2019 December 2019 Spring 2021 Autumn 2021</p> <p>New target date: Adoption: February 2022 Spring 2022*</p> <p>*Timings are dependant on the inspector's is on receipt of the inspectors final report following consultation.</p> <p>(New revised date reported to O&S committee in January 2022)</p>		☺	<p>40ha of new employment has been identified in the Borough Plan. The examination into the Local Plan completed in March 2021. An initial letter was received from the Inspector in June setting out the main modifications required to make the Plan sound. These have been agreed with the Inspector and approved by Council on 20 October 2021.</p> <p>The main modifications are now out for consultation. This commenced in November 2021 and has been extended until Tuesday 4 January 2022 in order to allow sufficient time for representations to be made.</p> <p>The next stage will be the inspector will write his final report following receipt of all representations following the main modifications consultation. During the examination, evidence was presented to the Inspector which showed that the JCS authorities had met and exceeded its employment requirement of 192ha, this was accepted by the Inspector.</p> <p>Adoption of the Plan is expected in the Spring of next year.</p>
b) Work with partners to secure transport infrastructure improvements for the all-ways Junction 10.	Target date: September 2024	Director of Garden Communities Lead Member for the Built Environment	☺	<p><u>All-ways Junction 10</u> Gloucestershire County Council (GCC) has been awarded £249m to deliver an all-ways J10. This project includes a link road to the West Cheltenham development site and a park and ride interchange.</p> <p>In June 21 GCC announced Option Two as its preferred design and formal Public Route Announcement (PRA) for the proposed upgrade to M5 Junction 10 and following further development of the detail, a statutory public consultation for the proposed improvements scheme launched on the 8 December to run for 10 weeks until 15 February 2022 comprising of an online survey, as well as both virtual and face to face consultation events.</p>

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				<p>The consultation feedback will then be used to shape the final design, before the scheme is submitted as a Development Consent Order (DCO) application due to the scheme's status as a Nationally Significant Infrastructure Project (NSIP).</p> <p>It is currently anticipated that the upgraded junction will be open in 2024.</p> <p>A copy of the Public Consultation Brochure can be found here - M5 Junction 10 Improvements Scheme (goucestershire.gov.uk)</p> <p>Useful FAQs about the scheme can be found here - m5-junction-10-faqs-december-2021.pdf (goucestershire.gov.uk)</p> <p>Also reported in the Covid-19 Corporate Recovery Plan performance tracker. (Garden communities- Rebuild- action a).</p>
c) Publish the Infrastructure Funding Statement.	Target date: December 2021.	Head of Development Services Lead Member for Built Environment	😊	<p>The Infrastructure Funding statement was considered by Executive Committee on 17 November 2021 and subsequently approved at Council on Tuesday 7 December 2021.</p> <p>This will be published no later than 31 December each year in accordance with Community Infrastructure Levy (Amendment) (England) Regulations 2019.</p>

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver borough regeneration schemes.				
a) Increase community engagement through delivery of a range of community initiatives and events for the Tewkesbury High Street Heritage Action Zone.	Target date: March 2022	Head of Development Services Lead Member for Economic Development/Promotion		<p>Following the successful 'Regenerate the High Street' event, which was held on 18 September 2021 with over 300 people attending, progress has been made on the planning of other events. The next event, 'The dating of Tewkesbury's Medieval Buildings' a talk by a Dendrochronologist, will be held on 31 March 2022 at the TIC; publicity for this event will be launched in January 2022.</p> <p>Discussions are also now underway with Tewkesbury School and the Priors Park Community Project, and contact has been made with Alderman Knight with a view to ensuring that these groups all have the opportunity to engage with the HSHAZ.</p> <p>Discussions have also been had with Gloucestershire Archives and a historical and archaeological specialist from Bristol City Council and Local Learning to explore what these providers could offer to the scheme.</p>
b) Introduce a shop-front grant scheme through the Tewkesbury High Street Heritage Action Zone.	Target date: October 2021	Head of Development Services Lead Member for Economic Development/Promotion		<p>The shop front grant scheme was launched in September and contact has now been made with each of the properties on the 'approved schedule'. Currently, at least 15 queries/expressions of interest have been received, and discussions are currently ongoing with seven or the tenants/owners with a view to pursuing grant funding.</p>

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Promote the borough as an attractive place to live and visit.				
a) Work with Cotswold Tourism to increase digital marketing to promote the borough.	Target date: March 2022	Head of Development Services Lead Member for Economic Development/Promotion	☺	<p>Marketing campaigns - #mycotswoldsmile campaign has seen a huge response and high levels of engagement on Cotswold Tourism (CT) helping share the message about how great a place the Cotswolds are to visit. The next main campaign focuses on how dog-friendly the Cotswolds are.</p> <p>Interest in the Cotswolds shows no sign of abating. The website Cotswolds.com had its best ever October (86% up when compared to October 2019) with 148,232 unique visitors and 338,715 page views.</p> <p>CT have also been promoting the Cotswolds in Japan via a three-day virtual travel trade event in association with VisitBritain Japan and the Japan Association of Travel Agents. Operators are optimistic of a gradual return to pre-Covid levels of Japanese tourists from April 2022 onwards.</p>
b) Celebrate with partners the significance of 2021 for Tewkesbury.	Target date: December 2021	Head of Development Services Lead Member for Economic Development/Promotion	✓	<p>The 2021 committee will be focussing on three major events for 2021, incorporating a light show, Tewkesbury Tapestry community artwork and school engagement through a virtual festival.</p> <p>In line with the Executive Committee resolution, the council has awarded £25,000 towards the 2021 celebrations.</p> <p>In November, the Abbey hosted the 'Tewkesbury Festival of Light,' which had over 5,000 attendances.</p>

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Key performance indicators for priority: ECONOMIC GROWTH											
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Employment rate 16-64 year olds.	82.4%		81.6%						81.6% relates to 47,200 people within the borough. This is above the national rate of 75.4% (Source ONS Jan 2020 – Dec 2020 current figures)	Lead Member for Economic Development/ Promotion Head of Development Services
2	Claimant unemployment rate.	3.9%		3.2%	2.8%					Sept 2021 figure of 2.8% relates to 1580 people within the borough. This figure is below the county rate of 3.3 % and UK rate of 5.0%. (Source: ONS).	Lead Member for Economic Development/ Promotion Head of Development Services
3	Number of business births.	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	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)	0	8,000	2997	7199 (Q1 & Q2= 10,196)			↑	😊	<p>Both TICs were closed throughout last year, due to Covid-19.</p> <p>Tewkesbury TIC re-opened in April 2021 in line with government guidance when non-essential shops were able to re-open.</p>	<p>Lead Member for Economic Development/ Promotion</p>
6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	0		0	0					<p>Overseas visitor numbers remain low, although domestic numbers are high, reflecting visitor confidence.</p> <p>Winchcombe TIC successfully reopened in October 2021, in the refurbished Heritage Centre.</p>	<p>Head of Development Services</p>
7	Number of visitors entering the Growth Hub	0	250	0	21				☹️	<p>Tewkesbury Growth Hub (located in the reception area of the PSC) was closed throughout last year, due to Covid-19.</p> <p>In line with Government guidance the hub has a gradual and phased reopening part way through this quarter from late July 2021 and running an appointment service. The reduced target for visitor numbers reflects a phased return to a fully operational service, in accordance with guidance.</p>	<p>Lead Member for Economic Development/ Promotion</p> <p>Head of Development Services</p>

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PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver the housing needs of our communities				
a) Work with partners to undertake the required review of the JCS.	<p>Autumn 2019</p> <p>Spring 2020</p> <p>Target date: Winter 2020</p> <p>Summer 2021 (Preferred Options Consultation)</p> <p>Date to be confirmed (Reported to O&S committee in September 2021)</p>	<p>Head of Development Services</p> <p>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.</p> <p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This set out the below timetable for the JCS review.</p> <ul style="list-style-type: none"> • Issues & Options Consultation – Winter 2018/19 • Preferred Options Consultation – Summer 2021 • Pre-Submission Consultation – Winter 2022 • Submission to the Secretary of State – Spring 2023 • Examination – Summer 2023 • Adoption – Winter 2023 <p>The timetable for the review of the JCS is currently under another review with our JCS partners. The JCS review requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth etc, that need to be agreed with all three local authorities. This has resulted in the Preferred Options Consultation (POC), which was due to commence in Summer 2021, being delayed. Reviewing the timetable will provide</p>

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				<p>new timings for the POC to take place but this is unknown at this stage and will be confirmed in due course.</p> <p>The Council has now appointed consultants, Deloittes, to help review the timetable and get the JCS to the next stage of consultation. This work commenced in September 2021.</p>
b) Finalise and adopt the Tewkesbury Borough Plan.	<p>Winter 2018 Summer 2019 Autumn 2019</p> <p>December 2019 Spring 2021 Autumn 2021</p> <p>New target date: Adoption: February 2022 Spring 2022*</p> <p>*Timings are dependant on receipt of the inspectors final report following consultation.</p> <p>(New revised date reported to O&S committee in January 2022)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	☹️	<p>The examination in public was completed on 18 March 2021. The Council received an initial letter from the Inspector in June setting out the main modifications required to make the Plan sound. These have been agreed with the Inspector and approved by Council on 20 October 2021.</p> <p>The main modifications are now out for consultation, this commenced on 1 November 2021 and has been extended until Tuesday 4 January 2022 in order to allow sufficient time for representations to be made.</p> <p>The next stage will see the inspector write his final report following receipt of all representations following the main modifications consultation.</p> <p>Adoption of the Plan is expected in the Spring of next year.</p>
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver the housing needs of our communities				
c) Developing a fit for purpose four-year	Target date: April 2022	Head of Community Services	☺️	In partnership with ARK Consultancy, work on the new Housing Strategy has commenced. A member workshop was held in October 2021 and further opportunity to provide comment following three stakeholder sessions in November.

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housing strategy.		Lead Member for Housing		The final strategy will be taken through the committee process. It is scheduled for final approval by Council on 12 April 2022.
d) Carry out housing needs assessments to deliver affordable housing in rural areas.	<p>March 2020 February 2021 Target date: March 2022 March 2023 (overall completion) (short term target date was reported to O&S committee in September 2021)</p>	<p>Head of Community Services Lead Member for Housing</p>	☺	<p>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.</p> <p>GRCC will contact each parish from the latest set of surveys in Forthampton, Chaceley, Tirley, Hasfield, Ashleworth and Deerhurst 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 has been delayed from spring 2021 due to capacity issues at GRCC. The next set of surveys will cover Boddington, Elmstone Hardwicke, Stoke Orchard and Uckington and will be issued early in 2022. The longer-term target of March 2023 should still be achievable.</p>
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Ensure development plans provide for the five-year land supply requirement.				
a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	<p><u>JCS</u> Autumn 2019 Spring 2020 Winter 2020 Target date: Summer 2021 (Preferred Options Consultation) Date to be confirmed</p>	<p>Head of Development Services 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</p>

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	<p>(Reported to O&S committee in September 2021)</p>		<p>options for strategic growth in the area. This is currently being worked on by the Planning policy Team.</p> <p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This set out the below timetable for the JCS review.</p> <ul style="list-style-type: none"> • Issues & Options Consultation – Winter 2018/19- completed. • Preferred Options Consultation – Summer 2021 • Pre-Submission Consultation – Winter 2022 • Submission to the Secretary of State – Spring 2023 • Examination – Summer 2023 • Adoption – Winter 2023 <p>The timetable for the review of the JCS is currently under another review with our JCS partners. The JCS review requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth etc, that need to be agreed with all three local authorities. This has resulted in the Preferred Options Consultation (POC), which was due to commence in Summer 2021, being delayed. Reviewing the timetable will provide new timings for the POC to take place but this is unknown at this stage and will be confirmed in due course.</p> <p>The Council has now appointed consultants, Deloitte, to help review the timetable and get the JCS to the next stage of consultation. This work commenced in September 2021.</p> <p>It is noted the adoption of the Borough Plan will provide a 5-year housing land supply up until 2029/30. The review of the JCS will look to address any shortfall looking forward.</p>
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	<p><u>TBP</u> Winter 2018 Summer 2019 Autumn 2019 December 2019 Spring 2021Autumn 2021 New target date: Adoption: February 2022 Spring 2022*</p> <p>*Timings are dependant on the inspector's preliminary findings and if further work is required. (new revised date reported to O&S committee in January 2022)</p>		<p>😊</p>	<p>The examination in public was completed on 18 March 2021. The Council received an initial letter from the Inspector in June setting out the main modifications required to make the Plan sound. These have been agreed with the Inspector and approved by Council on 20 October 2021.</p> <p>The main modifications are now out for consultation, this commenced on 1 November 2021 and has been extended until Tuesday 4 January 2022 in order to allow sufficient time for representations to be made.</p> <p>On adoption of the Plan, the Council will have a five-year housing land supply up unto 2029-30.</p> <p>The next stage will see the inspector write his final report following receipt of all representations following the main modifications consultation.</p> <p>Adoption is expected in Spring of next year.</p>
<p>b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.</p>	<p>Target date: March 2022</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>😊</p>	<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. 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. Officers are currently undertaking an assessment of possible areas of search.</p>

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PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.				
a) Work with partners, infrastructure providers and developers, to progress the delivery of key sites.	Target date: March 2022	Head of Development Services Lead Member for the Built Environment	😊	<p><u>Innsworth</u></p> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 428 dwellings to date. • 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. • A Reserved Matters application for phase 5 (179 dwellings) is being considered. The application is currently delayed as discussions are ongoing about affordable housing clustering and we are still waiting for a consultation response from County Highways to the revised proposals. • Land North of Innsworth Lane (21/00821/APP) – Phase 6 – 144nos. dwellings, associated landscaping and infrastructure – No target committee date as yet – potentially February 2022 <p><u>Twigworth</u></p> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 385 dwellings to date. • Reserved matters approval has also been granted for key infrastructure including the erection of a local centre. • An application for 160 houses is currently being considered. The site is within the Strategic Allocation but outside of the allowed appeal sites. Target committee – 18 January 2022.

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			<p><u>South Churchdown</u></p> <ul style="list-style-type: none"> Development is underway with reserved matters application granted for 465 dwellings as a first phase of development within this allocation. The development is progressing on site with at least 50 occupations. <p><u>Brockworth</u></p> <ul style="list-style-type: none"> Development is underway with reserved matters applications approved for 600 dwellings and key infrastructure. Permission was refused for 47 dwellings at the strategic allocation but outside the 'Perrybrook' application site. An appeal is expected later and we are awaiting a start date. <p><u>North West Cheltenham</u></p> <p>An 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. Some additional work has also been necessary to ensure the proposals align with the J10 Development Consent Order (DCO) proposal that will be submitted imminently.</p> <p>There will need to be updates to matters including ecology and the Transport Statement before a further round of consultation can take place. Work continues on the s106 agreement.</p> <p>It is anticipated that the application will go to planning committee in July 2022.</p> <p><u>West Cheltenham</u></p> <p>As above, officers are working on transport matters as well as other master planning/development issues. The Golden Valley (West Cheltenham) SPD has now been adopted to guide the development. A scoping opinion has now been</p>
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				submitted. A scoping opinion informs the content of the Environmental Statement that will be submitted with the Environmental Impact Assessment as part of the application. The developers have decided to submit the outline application later than originally planned of December 2021; it is anticipated that it will be submitted in April 2022.
b) Provide training to parish councils on Community Infrastructure Levy (CIL) monies.	Target date: November 2021- Complete and April 2022.	Head of Development Services Lead Member for the Built Environment	☺	In October and November 2021 training has been undertaken with individual Parishes receiving CIL Neighbourhood Funding for the first time. Training was offered to all Parishes who are required to monitor and report their CIL spending will be undertaken prior to the financial year end in March 2022. Information for Parish Councils webpage on the TBC website now provides information and links to further information as well as the TBC Guide for Parish Councils which can be downloaded.
c) Support community groups to access funding to deliver improved community facilities.	Target date: March 2022	Head of Development Services Lead Member for the Built Environment	☺	Various funding support has been provided during the quarter: <ul style="list-style-type: none"> - Covid-19 Small Community Grants (promoted, processed and awarded) - £11,766 awarded to 14 Voluntary & Community Sector groups from July to September 2021 (total amount awarded since start of scheme, April 2020 = £127,025). - Ongoing support for community groups to access external funding.

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Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
8	Total number of active applications on the housing register at the end of the quarter.	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		1823 1 bed single= 705 1 bed couple= 161 2 bed= 545 3 bed= 284 4 bed= 100 5 bed= 24 6 bed= 3 7 bed= 1	1814 1 bed single= 684 1 bed couple= 156 2 bed= 556 3 bed= 281 4 bed= 113 5 bed= 20 6 bed= 2 7 bed= 2					The breakdown of bands is: Emergency – 57 Gold – 66 Silver – 575 Bronze – 1116 Total – 1814	Lead member for Housing Head of Community Services
9	Total number of new homeless applications opened during quarter.	Revised KPI		111	144 (Q1 & Q2= 255)					This will include 72 Triage (advice only), 42 Prevention and 30 Relief cases newly approaching for assistance. The increase in numbers here is nearly all due to 'advice only' cases.	Lead member for Housing Head of Community Services

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10	Total number of homeless relief cases held at the end of the quarter.	Revised KPI		20	38					This is the total number of homeless applications held at the Relief Duty stage usually when the applicant has had to leave their previous accommodation.	Lead member for Housing Head of Community Services						
11	Total number of homeless applications with main duty accepted held at end of the quarter.	Revised KPI		25	20					This is the total number of cases that we have a Main Duty to following a full homelessness application process.	Lead member for Housing Head of Community Services						
12	Total number of homeless prevention cases held at the end of the quarter.	New KPI		54	51					This is the total number of homeless applications held at the Prevention Duty stage while still in the accommodation they are threatened with homelessness from. This is a new KPI for 2021/22.	Lead member for Housing Head of Community Services						
13	Numbers in Temporary Accommodation at the end of the quarter.	12		17	25					Total numbers of households in temporary accommodation including hotel, B&B & our temporary houses. This is a new KPI for 2021/22.	Lead member for Housing Head of Community Services						
14	Total New Affordable Housing properties	80		47	60					This is a new KPI for 2021/22. <table border="1"> <tr> <td></td> <td>Q1</td> <td>Q2</td> </tr> <tr> <td>Social rent</td> <td>0</td> <td>2</td> </tr> </table>		Q1	Q2	Social rent	0	2	Lead member for Housing Head of Community Services
	Q1	Q2															
Social rent	0	2															

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	delivered by tenure type.				(Q1 & Q2= 107)							Affordable rent	29	32		
												Affordable home ownership	0	0		
												Total	18	26		
												Total	47	60		
15	New Affordable Housing properties delivered on JCS sites by tenure type.	2		28	44 (Q1 & Q2= 72)							This is a new KPI for 2021/22.			Lead member for Housing Head of Community Services	
												Q1	Q2			
												Social rent	0	0		
												Affordable rent	18	29		
												Affordable home ownership	0	0		
												Total	10	15		
												Total	28	44		

Key performance indicators for priority: HOUSING AND COMMUNITIES

KPI no.	KPI description	Outturn 2020-2021	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
16	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	80%	85%	87.5%	61.5% (Q1 & Q2= 65.2%)			↓	☹️	For Q2, 61.5% of major decisions were within target timescales (eight out of 13 decisions). This decrease since Q1 is a result of applicants not agreeing to extension of time. Cumulatively for the year so far- 15 out of 23 decisions were determined within target timescales.	Lead Member Built Environment/ Head of Development Services
17	Percentage of 'minor' applications determined	69.94%	80%	55.10%				↓	☹️	In Q2, 40 of the 62 decisions issued were within agreed timescales.	Lead Member Built

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	within 8 weeks or alternative period agreed with the applicant.				64.5% (Q1 & Q2= 60.4%)					Cumulatively for the year so far; 67 out of 111 decisions were determined within target timescales.	Environm ent/ Head of Developme nt Services
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2020-2021	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
18	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	84.37%	90%	76.79%	81.1% (Q1 & Q2= 79.2%)			↓	☹️	For Q2, 180 out of 222 applications were determined in time. Cumulatively for the year so far; 309 out of 390 decisions were determined within target timescales.	Lead Member Built Environm ent/ Head of Developme nt Services
19	Enforcement - Investigate category A* cases within 24 hours (without prompt action, material risk of further harm which could be reduced by early intervention).	100%	90%	50%	100% (Q1 & Q2= 80%)			↓	☹️	There were three category A cases received in Q2 all of which were investigated within the 24-hour target. Whilst the quarter outturn was 100% cumulatively for the year so far; 4 out of 5 cases were investigated within target timescales equating to 80% for 2021/22	Lead Member Built Environm ent/ Head of Developme nt Services

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										<i>*Category A- Development causing, or likely to cause, irreparable harm or damage.</i>	
20	Investigate category B* cases within five working days (development causing, or likely to cause, irreparable harm or damage).	61.54%	90%	75%	75% (Q1 & Q2= 75%			↑	☹	<p>During Q2 four Category B cases were received and three of these were investigated within the target timescale.</p> <p>Relates to a small number of cases, only one of which was not visited in the target timescale.</p> <p>Cumulatively for the year so far; 6 out of 8 cases were investigated within target timescales equating to 75% for 2021/22</p> <p><i>*Category B- Unless prompt action is taken, there is a material risk of further harm being caused which could be reduced or prevented by early intervention.</i></p>	Lead Member Built Environment/ Head of Development Services
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2020-2021	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
21	Investigate category C* cases within	36.51%	80%	19.23%	36%			↓	☹	25 Category C cases were received during	Lead Member Built

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	10 working days (risk of material harm to the environment or undue harm to residential amenity).				(Q1 & Q2= 27.5%)					Q2, nine were investigated within 10 working days. Cumulatively for the year so far; 14 out of 51 cases were investigated within target timescales equating to 27.5% for 2021/22 <i>*Category C- unless action is taken, there is a risk of material harm to the environment or undue harm to residential amenity.</i>	Environment/ Head of Development Services
22	Investigate category D* cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment).	40.68%	70%	21.05%	15.4% (Q1 & Q2= 18.8%)			↓	☹️	During Q2, 13 category D cases were reported, two cases were reviewed within 15 working days. Cumulatively for the year so far; 6 out of 32 cases were investigated within target timescales equating to 18.8% for 2021/22 <i>*Category D- breaches of planning control causing limited material disturbance to local residents or harm to the environment, which do not come with any of the higher categories, and where a delay would not prejudice the council's ability to resolve the matter.</i>	Lead Member Built Environment/ Head of Development Services

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PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain our culture of continuous service improvement.				
a) Continue to improve the proactive homelessness prevention programme.	Target date: March 2022	Head of Community Services Lead Member for Housing	☺	The Housing Advice Team have made contact with the major housing providers to encourage early contact for potential homeless cases. They have begun working with Bromford at both strategic and operational levels to increase activity around prevention of eviction. Future activity will be supported by Business Transformation (BT) to help improve engagement with customers. BT are mapping the Housing Advice Team's customer contact routes to enable assessment of the options and suggest enhancements to their options.
b) Continue to build on the early success of our new bulky waste service.	Target date: March 2022	Head of Community Services Lead Member for Clean and Green Environment	☺	There have been over 2,000 collections in the year and income has increased by over 100%. Customer wait times have reduced from 6 weeks to less than 1 week and the new service also includes a recycling element. 48% of bookings are online and this is expected to increase as the service is promoted further.
c) Deliver the planning service improvement plan.	March 2021 Target date: November 2021 (revised date reported to O&S committee in June 2021)	Head of Development Lead Member Built Environment	✓	A review of the planning service was undertaken by Planning Officers Enterprises, an arm of the Planning Officers' Society. At Executive Committee, held on 17 November 2021, the committee agreed the high-level action plan to address the issues raised in the report. The project board, set up to deliver the action plan, is in the process of developing detailed action plans, which will go to the council's internal project management framework in early 2022 for approval. The delivery of the action plan will also be monitored through the Transform Working Group.

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PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 2. Develop online services to achieve 'digital by preference, access for all'.				
a) Carry out a review of our corporate website.	Target date: April 2022	Head of Corporate Services Lead Member for Commercial Transformation	☺	A review of the council's website has started, and the transformation team has identified a preferred platform. Options for the 'look and feel' of the new website are being consulted on, including with our Citizens' Panel as well as at Transform Working Group. Key improvements will be with the search function and meeting the government's accessibility standards. The business transformation team has the delivery of this project as one of its priorities and is confident the target date will be achieved.
b) Implement an online offering for the licensing service.	April 2021 Target date: Sept 2021 (revised date reported to O&S committee in March 2021) Target date: November 2021 (revised date reported to O&S committee in September 2021) New target date: May 2022 (new revised date reported to O&S	Head of Community Services Lead Member for Clean and Green Environment		An interim team leader started on 29 November 2021 and will manage the review going forward. A project plan is in place and work has commenced to link with the other service areas essential to the delivery of the project. In respect of the online offering, the information on the team's internal system (Uniform) is now up-to-date and set up correctly – this was a vital piece of work to enable to transformation team to progress with the online offering. The transformation team has scheduled this piece of work into its workplan from March onwards to be delivered by May 2022.

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	committee in January 2022)			
c) Implement a digital solution to improve internal HR processes.	Target date: December 2021	Head of Corporate Services Lead Member for Commercial Transformation	✓	<p>The first phase of the project has been successfully achieved through the development of a new recruitment microsite and a digital recruitment system (Eploy). These are now well established and have been very well received internally and offer a better experience for candidates.</p> <p>The next phase of the project is to build and implement a self-service tool for managers and staff to allow online access to activities such as monitoring absence, approving travel and subsistence claims, annual leave records etc. This piece of work has been programmed into the Business Transformation Team's priorities. The development is likely to be phased which will see annual leave, sickness and timesheets recording to be carried out first. This phase is hoped to be achieved by Spring 2022. Moving forward, a new target date will be set to monitor this.</p>
d) Explore the opportunity for an online offering for our cemeteries function.	New target date: 31 March 2022 September 2022 (new revised date reported to O&S committee in January 2022)	Head of Finance and Asset Lead Member for Finance and Asset Management		This work is scheduled within the Business Transformation Team's work programme but for a later date than envisaged due to other priorities.

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Key performance indicators for priority: CUSTOMER FIRST																													
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service																		
23	Total enquiries logged by the Area Information Centre (AIC).	0		0	76					<p>The AIC'S re-opened on 19.07.2021. Customer visits are reduced due to customers finding alternative communication methods during the pandemic.</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> </tr> </thead> <tbody> <tr> <td>Bishops Cleeve</td> <td>0</td> <td>9</td> </tr> <tr> <td>Brockworth</td> <td>0</td> <td>25</td> </tr> <tr> <td>Churchdown</td> <td>0</td> <td>21</td> </tr> <tr> <td>Winchcombe</td> <td>0</td> <td>21</td> </tr> <tr> <td>Total</td> <td>0</td> <td>76</td> </tr> </tbody> </table>		Q1	Q2	Bishops Cleeve	0	9	Brockworth	0	25	Churchdown	0	21	Winchcombe	0	21	Total	0	76	Lead Member Customer Focus/ Head of Corporate Services
	Q1	Q2																											
Bishops Cleeve	0	9																											
Brockworth	0	25																											
Churchdown	0	21																											
Winchcombe	0	21																											
Total	0	76																											
24	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1,548		345	437 (Q1 & Q2= 782)					<p>CAB has introduced face to face advice for generalist appointments from September 2021 and have now extended face to face services so they are available at Priors Park, Tewkesbury Borough Council offices, Bishops Cleeve, and Brockworth.</p> <p>For 21/22, 782 clients have raised 1,615, this is slightly lower than last year. However, the number of clients seen is higher when compared to 742 in 2020-21. 64% (1,025) of the issued raised represented by the following:</p>	Lead Member Community Development / Head of Development Services																		

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										<ul style="list-style-type: none"> • Benefits including UC- 33% (532 issues), Last year: 32% • Debt and Financial- 13% (208 issues), late year: 17% • Employment- 11% (177 issues), last year: 14% • Housing- 7% (108 issues), last year: 7% <p>Of the clients seen, the heaviest demand was Tewkesbury South and Churchdown St John's with both having 63 (8%). The following seven wards represents 391 (50%) of all clients seen</p> <ul style="list-style-type: none"> • Tewkesbury South 63 (8%) • Churchdown St John's 63 (8%) • Brockworth West 61 (7.8%) • Innsworth 61 (7.8%) • Northway 57 (7.3%) • Churchdown Brookfield with Hucclecote 44 (5.6%) • Winchcombe 42 (5.4%) <p>It was noted, those who tell the CAB they have a monthly household income below £1,000 was 5% higher than last year (45.2% compared to 40.2% last year.)</p> <p>At 52% there was a significant number of clients who presented themselves</p>
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										as disabled, suffering from a long-term health issue, or having a mental health issue. Of those who have sought help in Q2, 85% were of working age, but less than 46.9% declared themselves as in paid employment and 32% described themselves as permanently sick and/or not working.	
25	Financial gain to clients resulting from CAB advice	£1,784,764		£260,990	£417,805 (Q1 & Q2=£678,795)					During the quarter clients have benefitted from £417,805 of financial gains of which £142,219 represented new benefit entitlement.	Lead Member Community Development / Head of Development Services
26	Community groups assisted with funding advice	276		96	110 (Q1 & Q2=206)					Over quarter two: <ul style="list-style-type: none"> • 40 Voluntary & Community Sector groups supported with 1:1 funding advice • 56 attended training (Crowdfunding workshop, Meet the Funder - Gloucestershire Community Foundation, Inform Glos session). • 14 groups received a Covid-19 Community grant 	Lead Member Community Development / Head of Development Services

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Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
27	<p>Benefits caseload:</p> <p>a) Housing Benefit</p> <p>b) Council Tax Reduction</p>	2,437 4,874		2,375 4,914	2,328 4,892					<p>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 17 new claims a month. Delays in managed migration means that we will continue to deal with some claim types until December 2024.</p> <p>There has been a levelling off the council tax reduction caseload which increased significantly at the start of the Covid-19 pandemic.</p> <p>The split at the end of quarter two was as follows: Pension age 1,834. Working age 3,058</p>	Lead Member Finance and Asset Management/ Head of Corporate Services
28	Average number of days to process new claim for Council Tax Reduction (CTR).	New KPI	20	21	22.5				☺	<p>This is a new performance indicator for 2021/22.</p> <p>In Q2 we continued to receive a large number of new CTR claims. There were some delays experienced due to the</p>	Lead Member Finance and Asset Management/ Head of Corporate Services

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										time taken for DWP to notify us that universal credit had gone into payment. For UC CTR claims it is not possible to fully assess them until we receive this information.	
Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
29	Average number of days to process change in circumstances for Council Tax Reduction.	New KPI	10	3	2				☺	This is a new performance indicator for 2021/22. 6,263 notified changes were processed in quarter 2. The high volume of changes is mainly due to universal credit assessment periods.	Lead Member Finance and Asset Management/ Head of Corporate Services
30	Average number of days to process new Housing benefit claims.	8	15	7	5			↑	☺	Performance on new housing benefit claims continues to be well below the national average of 20 calendar days.	Lead Member Finance and Asset Management/ Head of Corporate Services
31	Average number of days to process change in circumstances to housing benefit claims.	2	4	5	4			↔	☺	Performance on change in circumstances continues to be below the national average of seven calendar days.	Lead Member Finance and Asset Management/ Head of Corporate Services

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32	Percentage of council tax collected	97.6%	98%	30.4%	58.3%			↑	😊	We have been able to reintroduce normal recovery processes following the reopening of the magistrates' court in May for liability order hearings. Reminders and summonses are sent monthly in accordance with the recovery timetable. This has had a positive impact on our council tax collection rate and were exactly on target at the end of quarter two.	Lead Member Finance and Asset Management/ Head of Corporate Services
33	Percentage of NNDR collected	95.9%	98%	25.5%	53%			↓	😐	Business rates collection performance is 5.5% below target, primarily because of the continuing impact of the Covid-19 pandemic. Despite this it is hoped the target of 98% will still be achieved. Staffing resources in the Revenues Team have been realigned to put more focus on the collection of business rates, however this remains a difficult time for businesses who are still recovering from the impact of the Covid-19 pandemic.	Lead Member Finance and Asset Management/ Head of Corporate Services

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Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
34	Average number of sick days per full time equivalent	9.68	8.0	2.1	2.4 (Q1 & Q2 = 4.5)			↑	☹️	<p>468.3 days were lost to sickness absence during Qtr 2 compared with 403 in Q1. This comprised 175.6 short term days and 292.7 long term days. Of the total, 58.4 days are accounted for by those who tested COVID positive, which is approximately the same amount as the rise in days absence this quarter.</p> <p>A new counselling service and a new absence management policy are currently going through approval processes.</p>	Lead Member Organisational Development/ Head of Corporate Services
35	Food establishment hygiene ratings.	3.6%	5% With a food hygiene rating Under three	3.5%	3%			↑	☺️	<p>There are 759 registered and rated food premises, an overall decrease of 12 on the previous quarter. Of these 23 are rated with a score of 2 or less therefore the figure for this KPI remains below target at 3%</p> <p>The decrease in registered premises relates to businesses no longer trading. New businesses are still</p>	Lead Member Clean and Green Environment/ Head of Community Services

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										<p>registering and the backlog of unregistered premises will be completed by end of March 2022.</p> <p>Food inspections, backlog and those due in the current year, is progressing well and will be completed by end of March 2022.</p>	
36	Percentage of Freedom of Information (FOI) requests answered on time.	87%	80%	92%	84% (Q1 & Q2= 88%)			↑	😊	<p>127 requests were received in Q2. 106 of these were answered within the 20 working days deadline. in Q1.</p> <p>Total received to date for 2021-22= 270 (577 received in 2020/21)</p>	Lead Member Customer Focus/ Head of Corporate Services
37	Percentage of formal complaints answered on time.	84%	90%	76%	68% (Q1 & Q2= 73%)			↓	😞	<p>19 formal complaints were received in Q2. This is the lowest number of complaints received to date. 13 of these were answered within the 20 working days.</p> <p>Total received to date for 2021-22= 56 (144 received in 2020/21)</p>	Lead Member Customer Focus/ Head of Corporate Services

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PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Delivery of Tewkesbury Garden Town				
a) Formally establish the Garden Town planning status through the JCS.	<p>Target date: Submission for examination summer 2023. Date to be confirmed (Reported to O&S committee in September 2021)</p>	<p>Director of Garden Communities Lead Member Built Environment</p>	<p>☹️</p>	<p>The Garden Town will form part of the Joint Core Strategy Review which is scheduled for submission for examination in 2022.</p> <p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved for the examination to take place in the Summer 2023. However, the timetable for the review of the JCS is currently under another review with our JCS partners. The JCS review requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth etc, that need to be agreed with all three local authorities. This has resulted in the Preferred Options Consultation (POC) being delayed, which was due to commence in Summer 2021, this will impact on other timings within the timetable including the submission for examination in Summer 2023. Reviewing the timetable will provide new timings to take place but these dates at this stage are unknown and will be confirmed in due course.</p> <p>The Council has appointed consultants, Deloitte, to help review the timetable and get the JCS to the next stage of consultation. This work commenced in September 2021.</p> <p>See relevant comment by Head of Development Services under priority 'Housing and Communities', objective 2, action a.</p>

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<p>b) Prepare a Design Guide and Sustainability Strategy.</p>	<p>Target date: March 2022</p>	<p>Director of Garden Communities Lead Member Built Environment</p>	<p>😊</p>	<p>Work has just commenced on the first stages of the preparation of a Sustainability Strategy, plus the drafting of a brief to support the development of a Design Code for Tewkesbury Garden Town, which if resources allow, will also be Borough wide.</p> <p>The first draft of the strategy is expected early in the new year ahead of launching a commission to develop the Design Code.</p>
<p>c) Deliver the planning and design phase of the Ashchurch and Northway Bridge Over Rail.</p>	<p>Target date: April 2022</p>	<p>Director of Garden Communities Lead Member Built Environment</p>	<p>😊</p>	<p>Planning permission was secured in March 2021. Work continues on finalising the detailed design ahead of the procurement in Spring 2022, in preparation for the construction phase in Summer 2022.</p>
<p>d) Work with partners to progress the business case for the Junction 9 and A46 improvements.</p>	<p>Target date: March 2022</p> <p>March 2024 for finalisation of business case <u>by GCC</u></p>	<p>Director of Garden Communities Lead Member Built Environment</p>	<p>😊</p>	<p>Note this project is led by Gloucestershire County Council (GCC), but Tewkesbury Borough Council remain active partners in helping to develop the business case.</p> <p>Latest update in terms of the technical work ongoing is that the planned non-statutory consultation by GCC has been re-scheduled to next Summer (2022), on the advice of Department for Transport (DfT), however, following a productive round table meeting, MHCLG (now DLUHC)- Department for Levelling Up, Housing and Communities), Homes England and DfT have committed to working in partnership to finalise the design and funding options in support of the delivery of a solution.</p> <p>Further information including FAQs available at -</p> <p>M5 Junction 9 and A46 (Ashchurch) Transport Scheme - Highways (goucestershire.gov.uk)</p>

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PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Delivery of Golden Valley Garden Community.				
a) Work with Cheltenham Borough Council (CBC) and landowners towards the submission of a planning application in accordance with the Golden Valley Supplementary Planning Document.	Target date: March 2022	Director of Garden Communities Lead Member Built Environment	☺	<p>We continue to work closely with Cheltenham Borough Council (CBC) and landowners with delivering the £1 billion first phase of The Golden Valley Development. Since CBC's announcement in July that HBD X Factory has been selected as its preferred development partner, discussions continue on finalising the detail.</p> <p>The schedule remains for submission of a planning application later in 2022 which will lead to the start of construction and completion of the first phases of the development, centring on the employment zone.</p> <p>More details relating to the Golden Valley Development can be found on the website - The Golden Valley Development (goldenvalleyuk.com)</p>
b) Prepare a land assembly programme to aid in the delivery of the Golden Valley Garden Village	Target date: March 2022	Director of Garden Communities Lead Member Built Environment	☺	Work continues in collaboration with Cheltenham Borough Council to assess land assembly options to ensure comprehensive delivery of the garden community.

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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Deliver the climate emergency action plan				
a) Deliver the Public Services Centre's low-carbon heating and solar PV systems.	Target date: Dec 2021 New target date: May 2022 for PV system (New date reported to O&S committee in January 2022)	Head of Finance and Asset Management Lead Member for Clean and Green Environment	☹️	Market tenders returned costs in excess of budget for the replacement of the heating system which has led to this project being put on hold. An application for further grant funding towards the project has now been made and we expect the outcome of the bid early in the new year. The grant funding originally secured for the heat replacement system has now been approved to be used for providing an extended solar canopy above circa 100 spaces in the council offices rear car park. It is anticipated that this project will be completed by May 2022.
b) Embed our carbon reduction objectives within council services and raise awareness of our programme across staff, communities and partners.	Target date: July 2022	Head of Finance and Asset Management Lead Member for Finance and Asset Management	☺️	Year two of the Carbon Reduction Action Plan was approved at Executive Committee in July 2021. Recent focus of activity has been on the heat system tender and re-application, the solar canopy project, insulation measures at our domestic properties and the recruitment of a new carbon reduction officer following approval at Council in October.
c) Source and secure funding opportunities to support the delivery of our carbon reduction programme.	Target date: March 2022	Head of Finance and Asset Management Lead Member for Clean and Green Environment	☺️	As previously highlighted, a further funding application has been submitted for the heat replacement system. Funding to support works at the domestic properties is being sourced and applied for. In addition, the government now accepts bids from local authorities in respect of their car parks to part fund vehicle charging points. This is being reviewed before a funding bid is submitted.

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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Promote a healthy and flourishing environment in the borough.				
a) Establish planning policies to ensure the delivery of healthy and sustainable communities.	Target date: March 2022 (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. This completed on 18 March 2021. The Council received an initial letter from the Inspector in June setting out the main modifications required to make the Plan sound. These have been agreed with the Inspector and approved by Council on 20 October 2021. The main modifications are now out for consultation, this commenced in November 2021 and has been extended until Tuesday 4 January 2022 in order to allow sufficient time for representations to be made.</p> <p>The next stage will be the inspector will write his final report following receipt of all representations following the main modifications consultation. Adoption of the Plan is expected in the Spring of next year.</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>The current timetable for the review of the JCS is currently under another review with our JCS partners. The JCS review requires a number of technical studies and covers a number of complex issues e.g. location of</p>

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				<p>employment and housing growth etc, that need to be agreed with all three local authorities. This has resulted in the Preferred Options Consultation (POC) being delayed, which was due to commence in Summer 2021. This will impact on other timings within the timetable including the submission for examination in Summer 2023. The Council has now appointed consultants, Deloitte, to help review the timetable and get the JCS to the next stage of consultation. This work commenced in September 2021.</p> <p>Reviewing the JCS timetable will provide new timings to take place but these dates at this stage are unknown and will be confirmed in due course.</p>
08	<p>b) Support community-led bio-diversity projects across the borough.</p>	<p>Target date: March 2022</p>	<p>Head of Development Services Lead Member for Community</p>	<p>☺</p> <p>The community development team has supported a number of biodiversity projects in the community, either assisting groups or through funding advice.</p> <p>Some of the projects the council has been directly or indirectly involved in are as follows:</p> <ul style="list-style-type: none"> • Churchdown Park- community orchard and wetlands/ponds • Highnam - increasing biodiversity around Oakridge and open space • We All Matter (WAM) Winchcombe – woodland focussing on nature/environment • Northway Parish Council – nature trail • Deer Park Archers, Shurdington –environmental projects including work around badgers • Tewkesbury Nature Reserve – community led organisation on TBC leased land. • Twyning woodland • Mill Lane Playing Fields • Winchcombe Park- development of a new park • Horsbere Brook- improving accessibility and biodiversity along the brook.

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c) Carry out a review of our litter pickers' scheme.	Target date: September 2021 New target date: June 2022 (New date reported to O&S committee in January 2022)	Head of Community Services Lead Member for Clean and Green Environment	☹️	Following the review of litter pickers we now have 550 members registered with us across all areas of the borough. We have updated our guidance to include Covid safety measures and this has been sent to everyone and is included in the induction for new pickers. The proposed event planned for September 2021 was postponed and will now take place in Spring 2022. The Business Transformation team have also been asked to review the scheme and to identify any opportunities to automate some of the processes. This work is scheduled for April – June 2022.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Promote responsible recycling across the borough.				
a) Take a robust approach towards fly-tipping and other enviro-crimes.	Target date: March 2022	Head of Community Services Lead Member for Clean and Green Environment	☺️	<p>We have seen a significant drop over all with enviro crime reporting which is down nearly 30% compared to the same quarter in 2020/21.</p> <p>Fly-tipping complaints have reduced by 30% compared to the same quarter in 2020/21.</p> <p>Noise complaints have also dropped by 26% as have bonfire complaints by 55%.</p> <p>Abandoned vehicle complaints have also reduced by 12% and, dog fouling complaints have increased by 10% compared to the same period in 2020/21.</p> <p>It is likely that people working less from home has contributed to this and the increased voluntary litter picking members are also helping.</p> <p>Litter complaints rose by 25%.</p>

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				<p>There are a number of active investigations underway with two further prosecutions pending and 4 fixed penalty notices were issued for littering and fly-tipping.</p> <p>The current Public Space Protection Order relating to dog fouling expired in June 2021. The public consultation will be going live in December 2021 and will end the beginning of February 2022. It is proposed to issue a further order subject to the outcomes of this consultation. Once this is in place, we propose to work with schools to promote the scheme. It is not planned to reinstate dog patrols as there is still little capacity to do this with covid measures still taking up a lot of time however, we have tasked our Community Protection Officers with monitoring enviro crimes while in the district to engage with the public and provide witness statements relating to any offences.</p>
b) Working with Gloucestershire Waste and Resources Partnership to improve our recycling figures and reduce waste.	Target date: March 2022	Head of Community Services Lead Member for Clean and Green Environment	☺	<p>The Gloucestershire Waste and Resource partnership has run a “Metal Matters” Campaign, which was well received. New county-wide campaigns planned include a focus on fly tipping, littering and real nappies. These will be finalised in the coming months.</p> <p>Tewkesbury Borough Council’s communication team is and will continue to promote the ‘Gloucestershire recycles’ campaigns through social media channels.</p>
c) Introduce a small Waste Electrical and Electronic Equipment (WEEE) scheme across the borough.	Target date: September 2021	Head of Community Services Lead Member for Clean and Green Environment	✓	<p>The full launch of this service has now taken place, with it going live in August 2021 followed by a campaign going live on the radio and YouTube in September. The campaign was utilised by TBC as part of the resources of the national ‘recycle your electricals’ campaign to increase take up, which is paid for by producers of electricals.</p> <p>The service means that small waste electrical items e.g. kettles, toasters and hairdryers can be placed in a bag</p>

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				on recycling collection day and they will be collected by the crews and recycled. It is estimated around 4 tonnes of waste has been collected since the scheme went live.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Preserve and enhance the natural assets and built heritage of our borough.				
a) Utilise the high street heritage action zone funding to implement a programme of projects that contribute towards regeneration and enhancement of the town's historic environment.	Target date: March 2022	Head of Development Services Lead Member for Built Environment	☺	There are five areas of the HSHAZ and considerable progress has been made on them in the last few months on the implementation of the HSHAZ. <ul style="list-style-type: none"> • Shop fronts and upper floor schemes- have both been launched and publicised, and there have been a number of queries related to these, some of which are now moving forward. • Traditional Skills- the first traditional skills/community event was held in September and attendance was good. A second event has now been confirmed whilst a number of other events/community activities are currently being planned. • Healings Mill- a number of regular meetings have now been held between HE, TBC and Evolution SP (who represent the Mill owners). A brief for the first structural survey has been agreed, and Evolution SP are currently out to tender for a company to undertake the works. • Public realm scheme- discussions are being held with HE to consider the most appropriate approach to the community consultation that is to be held as part of the public realm scheme. A PIF will be presented to the internal project management board in December for the first element of the project – the creation of a client team.
b) Adopt a Shopfront Design Guide (SPD) to	Target date:	Head of Development Services	☺	The Shopfront Supplementary Planning Document (SPD) went to Executive in September to obtain approval for consultation

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<p>provide guidance on shopfronts to ensure they contribute to a quality urban and historic environment.</p>	<p>February 2022</p>	<p>Lead Member for Built Environment</p>		<p>in the Autumn. Consultation has now been completed, and the team are reviewing the document.</p> <p>A further stage of the consultation will be required in the New Year to consult on the Consultation Statement and the amended SPD, taking into account representations from the consultation in the Autumn. This is in accordance with regulation 13 of the Town and Country Planning Act 2012.</p> <p>Adoption is expected in February 2022.</p>
<p>c) Establish and publish a local list of non-designated heritage assets in the borough.</p>	<p>New target date: February 2022 June 2022. (New date reported to O&S committee in January 2022)</p>	<p>Head of Development Services Lead Member for Built Environment</p>	<p>☹️</p>	<p>A Heritage Engagement Officer (HEO) has been appointed and they have put together a project plan for this project.</p> <p>They have produced a draft Supplementary Planning Document on the local listing criteria and this is out for consultation this is due to finish in January 2022. Adoption of this document will be due in June 2022, this will allow time to amend the document and consult alongside the consultation statement.</p> <p>The HEO have also been gathering nominations for the draft Local List, and a panel will be meeting to approve these. Additional funding has been secured to extend the Officer's contract until June 2022.</p>

Key performance indicators for priority: SUSTAINABLE ENVIRONMENT											
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
38	Number of reported enviro crimes	2,185	1000	432	370 (Q1 & Q2= 802)			↑	☹️	Enviro crime figures for Q2 (figures in brackets comparable for 2020/21) <ul style="list-style-type: none"> fly tips- 182 (261) Littering – 4 (5) dog fouling- 9 (10) abandoned vehicles- 58 (66) noise- 94 (127) 	Lead Member Clean and Green Environment/Head of Community Services

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										<ul style="list-style-type: none"> Bonfire – 21 (47) Flytipping complaints have reduced by 30% in this quarter; Noise complaints by 26%, and bonfire complaints by 55%. Abandoned vehicle complaints have reduced by 12% and dog fouling and littering complaints have increased slightly in 20/21 by 10% and 25% respectively compared to 2020/21. There has been an overall reduction in enviro crime of 30% compared to the same period in 2020/21. 	
39	Percentage of waste reused, recycled or composted.	48.73%	52%	55.99%	57.23%(Q1 & Q2 = 56.6%			↑	😊	The recycling rate is artificially increased in Q1 and Q2 due to seasonality of garden waste collections. However, the recycling rate is significantly higher than 2020/2021 and on course to achieve the full year target.	Lead Member Clean and Green Environment/Head of Community Services
40	Residual household waste collected per property in kgs.	460KG	430kg	104.67kg	99.81kg (Q1 & Q2= 204.48kg)			↑	😊	99.81Kg per household in Q2. Kg collected per household have decreased from 2020/2021 as people have returned to work, meaning this measure is on target for 2021/2022.	Lead Member Clean and Green Environment/Head of Community Services

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2021-2022

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
Refocus				
a) Continue to monitor the financial impacts of Covid-19 and revise the Medium-Term financial Strategy in light of those impacts.	Target date: Jan 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	Monthly monitoring returns to the DLUHC continue into the second half of the year. Internal monitoring covering covid will continue as part of the budget monitoring process. The 'production of an MTFS' action can also be found within the Council Plan performance tracker. (Finance and resources- objective 1- action b).
b) Ensure the effective recovery of the internal audit function.	Target date: March 2022	Head of Corporate Services Lead Member for Corporate Governance	😊	One member of the team has now transferred back from the Business Cell. The suite of audit recommendations has been reviewed and their status reported to Audit and Governance Committee on 15 December 2021. Audit assignment work has also commenced. There is additional finance to support the team's recovery and a fixed term post of one year has recently been advertised.

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				The team's status has been updated to the Audit and Governance Committee.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Recover				
a) In partnership with Places Leisure build on the early success of the Tewkesbury Leisure Centre recovery plan.	Target date: March 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management Lead Member for Health and Wellbeing	😊	The leisure centre recovery goes from strength to strength thanks to the hard work of the centre management team in partnership with council officers. As a result, usage has increased to the position whereby the centre delivered a surplus for September and therefore did not require financial support from the council. The recovery progress is ahead of projections at the leisure centre.
b) Continue to monitor the safety of our working environment now that restrictions have been lifted and moving forward utilise our office space effectively.	Target date: March 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	Current arrangements for safe working are working well with staff and customers feeling confident about using the facilities. The Health and Safety Executive recently inspected the office environment and were happy with the measures that were in place. A proposed further relaxation of restrictions was put on hold as covid numbers locally spiked. Initial scoping of an office layout redesign to meet future working practices has been initiated.

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PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Rebuild				
a) Maximise the use of business intelligence within the council to ensure the accuracy of the rating list and help businesses build resilience.	March 2021 Target date: March 2022 (target date amendment reported to O&S June 2021)	Head of Corporate Services Lead Member for Finance and Asset Management	☹️	The Business Intelligence Officer post has now been recruited to although the postholder is currently still redeployed to the Business Grants team. This means not as much progress as hoped has been made to date. Reporting direct to the Revenues and Benefits Manager, a cross service project plan will start to be developed so business intelligence is shared by relevant services moving forward.
b) Work with businesses and residents and seek to rebuild council tax and business rate collection rates.	March 2021 Target date: March 2022 (target date amendment reported to O&S June 2021)	Head of Corporate Services Lead Member for Finance and Asset Management	😊	Formal recovery action for unpaid Council Tax and Business Rates recommenced in April 2021 with monthly liability order hearings continuing to be held remotely. Where possible, payment arrangements are being made with customers and enforcement remedies such as attachment of earnings and benefits and referring debts to enforcement agents are also being used.

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Refocus				
a) Develop a new four-year Economic Development and Tourism strategy that includes a focus upon the economic recovery of the borough.	<p>June 2021</p> <p>Target date: June 2022</p> <p>(revised date reported to O&S committee in November 2020)</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/ Promotion</p>	☺	<p>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. An update on the current strategy was provided to Overview and Scrutiny Committee in November 2021. The priorities within the strategy will obviously reflect the changing needs of businesses resulting from Covid-19.</p>
b) Work with our partners at Cotswold Tourism to promote the borough as a safe destination to visit.	<p>Target date: March 2022</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/ Promotion</p>	☺	<p>Marketing campaigns - #mycotswoldsmile campaign has seen a huge response and high levels of engagement on Cotswold Tourism (CT) helping share the message about how great a place the Cotswolds are to visit. The next main campaign focuses on how dog-friendly the Cotswolds are.</p> <p>Interest in the Cotswolds shows no sign of abating. The website Cotswolds.com had its best ever October (86% up on October 2019) with 148,232 unique visitors and 338,715 page views.</p> <p>CT have also been promoting the Cotswolds in Japan via a three-day virtual travel trade event in association with VisitBritain Japan and the Japan Association of Travel Agents. Operators are optimistic of a gradual return to</p>

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2021-2022

				<p>pre-Covid levels of Japanese tourists from April 2022 onwards.</p> <p>This action is also linked to with the Council Plan performance tracker. (Economic Growth- objective 4- action a).</p>
PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Recover				
<p>06 a) Continue to support businesses through the Tewkesbury Growth Hub to aid their economic recovery.</p>	<p>Target date: March 2022</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p>😊</p>	<p>The hub continues to support local businesses with their economic recovery.</p> <p>11 online webinar workshops and 1-2-1 sessions were delivered in quarter two (24 for Q1 and Q2 2021/22). Events included support with social media, action planning and branding.</p> <p>The team support the work of the Business Cell where required.</p> <p>The Growth Hub Network promoted and delivered the Government's Small and Medium-sized Enterprises (SME) Recovery Grant and Kickstart Tourism Grant. 40 grants have been awarded to borough businesses.</p> <p>A dedicated Survive and Thrive section has been set up on the Growth Hub Website – providing Covid-19 support.</p> <p>The Growth Hub Network promoted and delivered a Covid Digital Recovery Grant Scheme, to support digital recovery projects. 19 grants have been awarded to borough businesses. A Digital October Month took place providing</p>

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				<p>targeted support to businesses, with a range of events to support businesses with their digital skills.</p> <p>The Growth Hub reopened to businesses on 19 July 2021 as an appointment-based service, with a further phased return to and fully operational in person services and events – in line with guidance. All services continue to be offered virtually.</p> <p>This action is also linked to the Council Plan performance tracker (Economic Growth- objective 1- action b).</p>
PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Recover				
b) Develop a bid to host a Department of Work and Pensions Youth Hub within the Tewkesbury Growth Hub.	<p>Target date: September 2021</p> <p>New target date: December 2021 (New target date reported to O&S committee in January 2022).</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/ Promotion</p>		<p>A draft bid has been developed in partnership with Department for Work and Pensions (DWP) to provide support to young claimants seeking to attain work/self-employment by removing barriers and developing confidence. Providing mentoring and information for young people, particularly focussing on those impacted by Covid-19. Following discussions with DWP final amends are being made to the bid for submission.</p>

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Rebuild				
a) Launch a new Tewkesbury Borough Business Grants scheme.	Target date: January 2022	Head of Development Services Lead Member for Economic Development/ Promotion		A new business grant scheme will be launched in the new year, to avoid any confusion with the existing government business support grants that are currently available.
b) Develop and deliver the Welcome Back Fund action plan.	Target date: March 2022	Head of Development Services Lead Member for Economic Development/ Promotion	😊	<p>A Welcome Back Fund Grant Action Plan for the Borough's retail centres has been agreed by Government. This will enable new projects to be developed and implemented.</p> <p>This funding builds on the Reopening High Streets Safely Fund announced in May 2020. The Welcome Back Fund supports the safe and continued return to high streets and will allow the council to put in place additional measures to create and promote a safe environment for local trade and tourism, as the local economy continues to reopen.</p> <p>Delivery to date has included:</p> <ul style="list-style-type: none"> • Business and public facing communication campaigns, including: social media campaigns, targeting both the public and businesses, Print and digital advertising in local publications, Promotional videos featuring local businesses from retail centres in the borough. • The design and promotion of unique 'hands, face, space, fresh air' graphics.

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				<ul style="list-style-type: none"> • Awareness posters distributed to parishes and businesses • Temporary public realm changes/safety measures (e.g. planters). <p>Further meetings have been held with parishes regarding projects within their area.</p> <p>A new contract with a local marketing company, V8 commences in December 2021.They are leading on the communication campaign.</p>
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Refocus				
a) Continue to support our communities with issues arising from Covid-19	Target date: March 2022	Head of Development Services Lead Member for Community	☺	<p>Support continues to be provided to community groups through funding advice, grants and activities.</p> <p>The Holiday Activities Fund has enabled Young Gloucestershire to deliver holiday activities and food for families in the borough on free school meals. This will be repeated in December 2021.</p> <p>Summer grants for vulnerable families were also distributed in the form of supermarket vouchers during September. This will also be repeated in December.</p>

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<p>b) Assess the additional demand on the housing service.</p>	<p>Target date: Complete</p>	<p>Head of Community Services Lead Member for Housing</p>	<p>✓</p>	<p>Surveys released to current Housing Register applicants showing an improving picture regarding households with tenancy difficulties.</p> <p>This has been supported by steady numbers of housing advice & homelessness cases held by the Housing Advice Team as opposed to an increase that would reflect greater demand.</p> <p>New Temporary Accommodation (TA) placements 2020-21 Q1 = 26 Q2 = 21, Q3 = 25, Q4 = 30. 2021-22 Q1 = 15, Q2= 25</p> <p>New approaches for homelessness assistance 2020-21 Q1 = 135, Q2 = 178, Q3 = 146, Q4 = 132. 2021-2022 Q1 = 111, Q2= 144</p> <p>TA placements and homelessness approaches have increased into Q2 but remained at levels consistent with previous years.</p> <p>The Housing Advice Team will continue to monitor levels of cases through the Council Plan Tracker under KPI's 8-14</p>
<p>c) Work with landlords and tenants to assess the potential demand now that restrictions have been lifted.</p>	<p>Target date: March 2022</p>	<p>Head of Community Services Lead Member for Housing</p>	<p>😊</p>	<p>A County-wide Covid Contain Outbreak Management Fund (COMF) has been set up to assist with household with rent arrears that have been affected by reduced hours, furlough or redundancy. The Housing Advice Team have contacted our Registered Provider partners to inform them of the scheme details. At 10/12/2021 £17,821.08 had been used to help homeless households.</p> <p>Progress continues to be made in dealing with housing deficiencies and a number of mandatory licensed House in</p>

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				Multiple Occupation's (HMO's) have been registered. This reduces the potential demand on rehousing.
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Recover				
a) Work with the Integrated Locality Partnership to build community resilience within the borough	Target date: March 2022	Head of Development Services Lead Member for Community	☺	The Integrated Locality Partnership (ILP) has highlighted a particular focus on mental health, social isolation, healthy lifestyles and employment and skills. Place based projects, using a strengthening local communities approach, are being developed in Brockworth and Tewkesbury initially. In Brockworth a community engagement post will be appointed to take this work forward, hosted by the Parish Council. In Tewkesbury an extensive asset mapping exercise is underway.
b) Continue to deliver the Covid-19 community grant scheme.	Target date: March 2022	Head of Development Services Lead Member for Community	☺	So far 154 grants, totalling £127,025, have been awarded to voluntary and community groups.

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Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2021-2022

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PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Rebuild				
a) Deliver a series of online training seminars to support the Voluntary and Community Sector (VCS).	Target date: March 2022	Head of Development Services Lead Member for Community	☺	Since April, 75 VCS groups have attended online training sessions. These have included 'Meet the Funder' sessions with Gloucestershire Community Foundation & Severn Trent Community Fund, as well as a Crowdfunding workshop and two sessions with Inform Gloucestershire.
PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Refocus				
a) Review the effectiveness and efficiency of the Environmental Health Service, including an assessment of additional demand and available resources.	Target date: December 2020. April 2021 September 2021 New target date: October 2022 (New target date reported to O&S committee in January 2022).	Head of Community Services Lead Member for Clean and Green Environment	Deferred	Demand on the service remains high particularly relating to the hosting of events in a covid secure manner. Business as usual has also remained high. Covid response is expected to continue into 2022 particularly in relation to contact tracing. The effectiveness review remains on hold due to the level of Covid-19 response still needed. Once we have seen cases further stabilise this can be revisited. However, an alternative to generic area-based operation has commenced on a specialist function basis to accurately compare which method is the most effective

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2021-2022

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				going forward. The trial will end at the end of March 2022 and feed into the effectiveness review.
PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Recover				
a) Continue to monitor the safety of our buildings now that restrictions have been lifted.	Target date: March 2022	Head of Services Lead Member for Finance and Asset Management.	☺	The government lifted restrictions on the 19 July but a new Plan B announcement took place on 08 December 2021. The council's buildings and operations are aligned to the Governments Plan B announcement.
Rebuild				
a) Review the future of the Covid-19 microsite.	Target date: April 2022	Head of Corporate Services Lead Member for Customer Focus	☺	This will be reviewed over the coming months as to whether the site needs to be retained. It will form part of the corporate website project.
b) Deliver the council tax and business rates e-billing project.	February 2021 May 2021 July 2021 November 2021 New target date: February 2022 (New revised target date reported to O&S Committee January 2022)	Head of Corporate Services Lead Member for Finance and Asset Management	☹	The target date for the project has been amended to reflect the decision to split the signup from the launch of the paperless billing portal. Residents will be able to sign up to receive their council tax bills electronically in early January. However, they will not start to receive their bills in this format until the end of February 2022. Splitting the project in this way allows more time to test and polish the paperless billing portal whilst still ensuring

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2021-2022

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				we are able to get residents signed up in time for annual billing.
c) Continue to review the operational effectiveness of our return to the office and the opportunities provided through agile working.	Target date: March 2022	Head of Corporate Services Lead Member for Organisational Development	😊	Services are running effectively with reduced numbers in the office. All departments have a regular presence in the office, in line with the Chief Executive's Guiding Principles. A working group continues to meet and discuss the office and agile working, taking any necessary actions. This work includes actions to make the office space a better working environment for the future. Staff continue to work in a hybrid way and a further staff 'pulse' survey will be undertaken in January 2022.
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Reporting Line	Progress to date	Comment
Refocus				
a) Explore opportunities to enhance new digital jobs and training with the Local Enterprise Partnership (LEP) and partners at Cyber Central.	Target date: March 2022	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.

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2021-2022

Recover				
a) Actively seek capital funding with our partners to support the programme.	Target date: March 2022	Director of Garden Communities Lead Member for Built Environment	☺	Discussions continue on many aspects of the programme to identify potential external funding opportunities/income streams, including direct grant aid, land purchase options, utility services provision, as well as private equity/investment avenues.
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Reporting Line	Progress to date	Comment
Rebuild				
a) Work with partners to maximise sustainable development and low carbon technologies as part of the Garden Communities programme.	Target date: March 2022	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 in place and work continues to progress the evolution of the Tewkesbury Garden Town masterplan to better define the principles of development and how key features of sustainability and low carbon can be fully integrated and actively promoted, from the outset. Work has commenced on the early stages of the preparation of a Sustainability Strategy for the Garden Town programme, a first draft of which is expected early in the new year.

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Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2021-2022

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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Refocus				
a) Harness the benefits of changes to working practices in order to ensure our reduced carbon footprint continues.	Target date: March 2022	Head of Finance and Asset Management Lead member for Clean and Green Environment	☺	2020/21 saw a significant reduction in emissions from council activities due to reduced business mileage and reduced electricity demand. The carbon reduction action plan and the council's approach to agile working will support the reduction in demand whilst projects such as the solar car parking canopy, the heating replacement system and the electrification of the pool car fleet will meet demand in a greener way.
b) Work with partners to promote climate change and carbon reduction awareness and activities across our communities and businesses in the run up to the United Nations Climate Change Conference in November.	Target date: November 2021	Head of Finance and Asset Management Lead member for Clean and Green Environment	✓	A number of events and activities have been supported to raise awareness of the summit and the work going on in Gloucestershire.

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2021-2022

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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Recover				
a) Increase awareness in the effects of recycling contamination.	Target date: July 2021	Head of Community Services Lead Member for Clean and Green Environment	✓	There have been no loads rejected by our MRF contractor during Q2 and contamination levels are within the target range. We will continue to encourage our communities to increase recycling and reduce contamination as part of normal business as usual. This includes an increase in the use of contamination stickers by crews, to give immediate feedback to residents where there is an issue.
b) Work with our communities to minimise waste to reduce the impact on our environment.	Target date: October 2021	Head of Community Services Lead Member for Clean and Green Environment	✓	We are no longer seeing the high levels of waste generated that we saw at the height of the pandemic or through the various lockdowns and levels have returned to normal meaning this have returned to business as usual. The work that we do with the Gloucestershire Waste & Resources partnership is aimed at reducing waste and increasing recycling.
c) Agree funding for and appoint a new Carbon Reduction officer to support the council's climate emergency declaration and the delivery of its action plans.	July 2021 Target date: September 2021 (Target date amendment reported to O&S Committee on 7 September 2021)	Head of Finance and Asset Management Lead member for Clean and Green Environment	✓	Funding was agreed by Council in October and the role has subsequently been filled. The new Carbon Reduction Officer is due to start in February 2022.

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2021-2022

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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Rebuild				
a) Commence planning and scoping study for implications of, and opportunities for, borough wide decarbonisation.	Target date: July 2022	Head of Finance and Asset Management Lead member for Clean and Green Environment		Given the additional work around the heating and solar canopy system, this piece of work will not now commence until Spring 2022.
b) Promote a healthier lifestyle through working with Active Gloucestershire through the 'we can move' programme.	Target date: March 2022	Head of Development Services Lead Member for Community	😊	In March 2021 Executive Committee agreed a package of funding of £10,000 per year for the next five years (until 2025/26) to support the Active Gloucestershire 'We Can Move' project. A partnership agreement has now been signed. Following a meeting with the lead member, Active Gloucestershire are planning to run a session for Members to outline 'We Can Move' in the new year.

Appendix 3 - Quarter 2 budget report

Chief Executive

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	262,751	254,865	7,886	1
Premises	0	0	0	
Transport	0	0	0	
Supplies & Services	8,160	17,656	(9,496)	
Payments to Third Parties	0	0	0	
COVID-19 Costs	0	0	0	
Income	0	0	0	
TOTAL	270,911	272,521	(1,610)	

1) The saving on Employee costs is as a result of the Chief Executive no longer paying into the pension scheme.

Community Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	1,358,594	1,340,380	18,214	2
Transport	900	103	797	
Supplies & Services	142,479	145,942	(3,463)	
Payments to Third Parties	5,500,704	5,615,294	(114,590)	3
COVID-19 Costs	0	75,303	(75,303)	4
COVID-19 Recovery	0	100,000	(100,000)	5
Ringfenced Projects and Funding	0	0	0	
Income	(2,328,096)	(2,690,235)	362,139	6
TOTAL	4,674,581	4,586,787	87,794	

2) The favourable variance of £18k includes the following:

£30k saving due to the Planning Liason/Contaminated Land Officer vacancy, this post will remain vacant for the majority of the year, we have been using Bromsgrove DC for Planning advice, these costs are included in Payments to Third Parties.

The Community Safety/ASB Coordinator post was vacant for part of the year equating to £14k

£16k favourable variance as various posts in Environmental Health are part time but are budgeted as FTE

£12k favourable variance as the Licensing & Systems Officer reduced his contracted hours

Environmental Health Manager post is £12k over budget as the role has been backfilled through an agency

£11k adverse variance as the Ubico Contract Manager role was temporarily backfilled through an agency during the recruitment process

3) The adverse variance of £115k is due to the following:

Ubico informed us that due to the national driver shortage, from September they will need to increase the drivers hourly rate by a market supplement, this equates to £68k this financial year.

Ubico are no longer the provider of the Bulky Waste Collection service, currently there is a cost for the extra resource of £30k which needs to be redeployed. We are currently working closely with Ubico to reduce this cost and utilise the extra resource within other service streams.

There has been a significant increase in flytipping which Ubico predict will be £11k over budget.

Ubico are also projecting an additional £15k to the Trade Waste Service.

£35k to be spent on Domestic Abuse which is offset against the £35k grant we have received, which is included in income.

We have seen a reduction in the MRF gate fee which we expect for the foreseeable, this is due to transferring the MRF gate contract to the new provider and a reduction in waste rejection, which in turn has reduced costs by £108k. We also received a £20k credit note from Suez relating to 20/21, which was unforseen.

£25k adverse variance due to obtaining planning advice from Bromsgrove District Council as we currently do not have the resource in house as the Planning Liason & Contaminated Land Officer post is vacant.

We have seen a large increase in demand of emergency accommodation which we project to be £32k over budget, this overspend will have to be funded by the homelessness grant.

£20k adverse variance as the pharmacy collection of NHS sharps for 21/22 was omitted from the budget.

4) Breakdown of COVID expenditure:

Ubico costs for extra PPE, staffing, sick pay, cleaning materials etc..expected to be £50k by the end of the financial year

£20k - Environmental Health Manager's resource on COVID related matters.

5) Breakdown of COVID recovery expenditure:

We have £100k to spend by 31st March 22 on COVID related matters.

6) Breakdown of £362k favourable variance:

£216k homelessness grant received

Due to a decrease in residual waste we are expected to receive £40k more in recycling credits this year.

The bulky waste service is expected to generate an additional £27k by the end of the year.

Domestic Abuse grant of £35k not within base budget

Income received from the garden waste service is currently £11k greater than budget

We have generated an additional £19k from the trade waste service.

Corporate Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,147,308	2,138,323	8,985	
Transport	0	0	0	
Supplies & Services	642,093	621,048	21,045	7
Payments to Third Parties	172,800	161,623	11,178	8

Transfer Payments - Benefits Service	13,544,132	13,529,942	14,190	9
COVID-19 Costs	0	160,957	(160,957)	10
Income	(14,032,426)	(14,143,686)	111,260	11
TOTAL	2,473,907	2,468,206	5,701	

7) The projected underspend of £21k mainly comprises; procurement of new broadband contract (£4k), reduction in printer usage (£3k) and procurement of new landline configuration (£11k).

8) The bulk of the £11k underspend is in relation to council tax and business rates court fees totalling just under £9k.

9) Budget is performing well with minor variances in housing benefit overpayment recovery.

10) Relates to the service's response to the pandemic including £150k staff costs (additional hours and agency) and £13k additional equipment eg ICT related.

11) Additional £34k relates to the recovery of summons/court costs as a result of council tax recovery being re-instigated. £44k is receipt of government grant through new burdens funding and £16k payment relating to a legacy fraud case.

Democratic Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	278,230	254,130	24,100	12
Premises	0	15,455	(15,455)	13
Transport	9,600	9,249	351	
Supplies & Services	452,785	536,786	(84,001)	14
Payments to Third Parties	37,100	49,891	(12,791)	15
COVID-19 Costs	0	0	0	
Income	(3,000)	(178,264)	175,264	16
TOTAL	774,715	687,247	87,468	

12) A full time vacant post gives a saving of £43k. This is offset against some overtime to cover maternity leave.

13) Rental charges for Police and County Elections. These election costs are fully reclaimable and there is grant income to offset.

14) Other election fees that are fully reclaimable and income is shown above.

15) Other election fees that are fully reclaimable and income is shown above.

16) Grant income - mostly relating to Police and County Election - May 2021

Deputy Chief Executive

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	125,845	0	125,845	17
Transport	200	0	200	
Supplies & Services	2,400	0	2,400	
Payments to Third Parties	0	150	(150)	
TOTAL	128,445	150	128,295	

17) Deputy Chief Exec post has been vacant all financial year and post is to be removed from establishment from 2022/23

Development Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,049,431	1,995,155	54,276	18
Premises	43,320	40,977	2,343	
Transport	0	2587.9	(2,588)	
Supplies & Services	204,885	197,571	7,314	
Payments to Third Parties	311,795	292,812	18,983	19
COVID-19 Costs	0	0	0	
Income	(1,391,122)	(1,501,903)	110,781	20
TOTAL	1,218,309	1,027,200	191,109	

18) The employee variance of £54k relates to savings across the Development group. The Planning Department has recently experienced a number of internal moves, resulting in new posts being made vacant. These have gone out for recruitment. Planning policy have a vacant senior Policy Officer, this is also currently being recruited. Moreover, the policy manager is contracted to work 7 hours less a week than budgeted for. The remaining salary savings within Development is the Tourism post. The remaining savings are to be allocated to the Development Service review. However, nothing is yet committed so the saving is being shown.

19) Planning Appeal costs already total almost £100k at Q2. Some expenditure has been reallocated to provisions. Any other expenditure should now be allocated to the earmarked reserve, where we have £140k. The Tourist Information centres would usually purchase tickets for resale. Due to COVID, large events have still not gone ahead. As a result, there is an anticipated saving of £29k where these tickets have not been purchased. This does also give a negative variance on the income budget where we've not sold them on. £10k of this saving is being reduced by a predicted overspend in agency planning advice and support. The overspend in this area aligns with the number of planning applications received this financial year. It's also reflected in the planning income surplus.

20) Planning income is expected to be above target by year end. A £250k application was received from the MOD in Q1. This was not included in the original income forecast for the year and therefore is a gain. At this point in the year there are no plans to commit the planning income surplus to other projects. This is because the remaining applications, expected to be submitted, are not guaranteed. Moreover, pre-app income is down on budget. This is difficult to predict so, to be prudent, we've assumed the trend will continue. This would result in an overall estimated shortfall of £20k. There is also a high court decision due on speculative development sites. This is having an impact on the amount of pre-planning applications being submitted. Finally, the Tourist Information Centres will have a likely shortfall of £40k against budget, due to closure in their busiest period.

Finance and Asset Management

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,408,348	2,399,856	8,492	
Premises	547,091	565,764	(18,673)	21
Transport	35,870	25,333	10,537	22
Supplies & Services	563,688	549,556	14,132	23
Payments to Third Parties	399,511	399,062	449	
Drainage Board Levy	6,500	7,172	(672)	
COVID-19 Costs	0	114,723	(114,723)	24
Income	(1,410,435)	(1,135,093)	(275,342)	25
TOTAL	2,550,573	2,926,372	(375,799)	

21) Rates for the public offices is greater than budget due to us paying the rates for the vacant offices.

22) Surplus expected due to less pool car use than budgeted for

23) Savings due to £34k on bank charges and expected £8k on postage. These are reduced by additional audit costs of £12k, possible £6k higher insurance costs (mainly on cyber cover), and £7k of additional treasury brokerage fees for future dated borrowing deal.

24) Leisure centre costs based on latest Places for People report, we are committed to supporting the contractor financially during COVID restrictions.

25) Expected losses of £55k on car parks income due to lockdown restrictions in Q1. Car Park excess charges due to be at least £6k down too. The rent at the Council Offices is also due to be £62k down on budget due to a number of vacant offices. At present we expect no income from the leisure centre so a £160k loss. There are some gains expected on Car Park Permits and cemeteries, with cemeteries nearly reaching their full year target. However, it is expected that income will be considerably lower in the second half of the year.

One Legal

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,276,597	1,843,581	433,016	26
Transport	8,700	891	7,809	
Supplies & Services	115,313	105,489	9,824	
Payments to Third Parties	34,220	26,620	7,600	
Central Recharges	29,929	29,929	0	
Income	(2,221,101)	(1,753,672)	(467,429)	27
TOTAL	243,658	252,838	(9,180)	

26) The £433k employee variance relates to various vacant posts across One Legal. Agency staff being utilised where possible to meet the work requirements.

27) Limited resources available to undertake additional work have had an impact on the ability to achieve the income targets and as a result, the actual income for Q2 is below the budget.

In addition, year end projection is based on the current performance and some historical data to reflect income fluctuations. Historically, income figures increased significantly towards the end of financial year.

Borough Solicitor

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	125,455	134,174	(8,719)	
Supplies & Services	15	15	0	
Income	(43,651)	(21,834)	(21,817)	
TOTAL	81,819	112,355	(30,536)	28

28) On the 1st of October, the Borough Solicitor stepped down from her role of the Monitoring Officer (MO) for Cheltenham Borough Council (CBC). As a result, CBC will not contribute £21.8k towards the total cost of the MO in quarter 3 and 4

Appendix 4 - Analysis of capital budget 2021/22

	Q2 Budget Position £	Q2 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	0	0	0	0	No expenditure expected in Q2
Vehicles	330,000	34,428	295,572	90	Additional food waste vehicle expected within this year and replacement of the grounds maintenance fleet.
Equipment	95,000	94,788	212	0	
Capital Investment Fund	0	0	0	0	No budget in 2021/22
Community Grants	20,000	20,350	(350)	(2)	
Housing & Business Grants	250,000	220,125	29,875	12	Fewer Disabled Facilities Grants paid out in Q2 than expected.
	695,000	369,691	325,309	47	

Appendix 5 - Revenue reserves for 2021/22

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Reserve	Balance 31st March 2021	Spent in Reserve Q2	Reserve Remaining	Note
Service Reserves				
Asset Management Reserve	1,322,371	10,019	1,312,353	
Borough Growth Reserve	628,291		628,291	
Borough Regeneration Reserve	81,659		81,659	
Business Rates Reserve	500,000		500,000	
Business Support Reserve	1,004,328	15,433	988,894	
Business Transformation Reserve	999,111	138,816	860,295	3
Climate Change Reserve	404,200	33,667	370,533	
Community Support Reserve	883,575	154,406	729,169	4
Council Tax Reserve	251,391		251,391	1
Development Management Reserve	485,150	14,311	470,839	
Development Policy Reserve	910,867	- 25,625	936,492	2
Elections Reserve	190,848		190,848	
Flood Support and Protection Reserve	9,646		9,646	
Garden Communities Reserve	1,202,358	115,181	1,087,177	6
Health & Leisure development reserve	100,543		100,543	
Housing & Homeless Reserve	542,799	32,285	510,514	
Insurance Reserve	60,000		60,000	
Investment Reserve	350,000		350,000	
IT Reserve	231,403	15,493	215,910	
MTFS Equalisation Reserve	2,781,207		2,781,207	
Open Space & watercourse Reserve	737,574	- 12	737,585	2
Organisational Development Reserve	103,590	110	103,480	
Risk Management Reserve	260,000		260,000	
Waste & Recycling development Reserve	2,152,808	12,308	2,140,500	5
	<u>16,193,719</u>	<u>516,394</u>	<u>15,677,325</u>	

Notes

- 1 Council Tax reserve relates to residual hardship monies and compensation of losses. Both are central Government support for COVID.
- 2 Negative amounts relate to accruals from 20/21 still awaiting invoices.
- 3 Expenditure against a combination of specific reserves including the One legal service review, the Digitalisation team and the appointment of a business rates intelligence officer
- 4 Predominantly Covid compliance but also includes Tewkesbury 2021 grant
- 5 Installation of WEEE cages on recycling vehicles
- 6 Salary costs of Garden Town team

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	2 February 2022
Subject:	Budget 2022/23
Report of:	Head of Finance and Asset Management
Corporate Lead:	Head of Finance and Asset Management
Lead Member:	Lead Member for Finance and Asset Management
Number of Appendices:	Three

Executive Summary:

The proposed net budget totals £9.82m and, after deducting Government support and other financing streams, the resultant Council Tax requirement is £4.81m giving a Band D Council Tax figure of £134.36.

Recommendation:

The Committee is asked to RECOMMEND TO COUNCIL:

- i. a net budget of £9,821,535;
- ii. a Band D Council Tax of £134.36, an increase of £5.00 per annum;
- iii. the inclusion of growth items within the budget for 2022/23 as proposed in Appendix A; and
- iv. the capital programme as proposed in Appendix B.

Reasons for Recommendation:

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

Resource Implications:

Set out in this report.

Legal Implications:

Section 32 of the Local Government Finance Act 1992 as amended places a duty on the Council, as Billing Authority, to calculate before 11 March 2022 its budget requirement for 2022/23.

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

Risk Management Implications:

As set out within in the report.

Performance Management Follow-up:

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

Environmental Implications:

None directly from this report.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The Council considered the Council's financial position as shown in the Medium Term Financial Strategy (MTFS) at its meeting on 26 January 2021.
- 1.2** The MTFS outlines the budget pressures facing this Council now and in future years. It depicts the gap between the estimated net budget of the Council and the estimated funding available in order to finance that net expenditure. The deficit over the five years of the MTFS is estimated to be in the order of £7.4million.
- 1.3** Given the uncertainties with the majority of funding streams, accentuated by the lack of information provided by the Government as part of the spending review, it has not been possible to provide an updated and reliable MTFS for Council approval during the current financial year. Further modelling did take place and has been shared with Transform Working Group which highlighted a potential 2022/23 deficit of circa £1.1m after allowing for growth and assuming a carry forward of the principal that the Government would not allow any individual authority to see a reduction in its overall Core Spending Power (CSP).
- 1.4** It is hoped that a refresh of the MTFS will happen after the 2022/23 budget has been set but, as this report sets out, the offer of another one year financial settlement from the Government and the lack of commentary on funding reform plans, continue to make sound financial planning and projections extremely difficult.
- 1.5** The Spending Review in October headlined a three year funding position for local government coupled with additional general funding of £4.8bn over 3 years in addition to specific social care funding. No further details were provided at the time to help local authorities plan their budgets and medium term projections and the Council had to wait for the Provisional Local Government Settlement, received on 16 December 2021, for some clarity on future funding streams. The following sections of this report provide further detail on the Provisional Settlement but, in summary, the headlines relevant to this Council from the Settlement include:
- A one year only Settlement period, covering 2022-23 despite the three year funding headline from the Spending Review.
 - A 0.5% inflationary increase to Revenue Support Grant.
 - A freeze of the Business Rates Baseline funding although compensation will be paid to Council's for the freeze.
 - An additional one year, one off payment of New Homes Bonus.
 - The extension of the Lower Tier Services Grant for a further year.
 - The introduction of a new one year, one off Services Grant.
 - Continuation of the Council Tax threshold for District Councils being the higher of 2% or £5.
 - A freeze to Core Spending Power for Tewkesbury in 2022-23.

- 1.6** This report now brings together the information from the Settlement with the detailed figures associated with the 2022/23 budget and the work undertaken by the Transform Working Group and makes a proposal for a balanced budget and resultant Council Tax. The proposal made is in light of the budget deficit for 2022/23 as a result of the impact of the previous bullet points and the detailed analysis of income and expenditure budgets for the next financial year.
- 1.7** Section 25 of the Local Government Act 2003 requires the Chief Financial Officer (nominated Section 151 Officer) to make a statement to the Council on the robustness of the estimates and adequacy of financial reserves. This statement is set out in section 11 of this report. The Council is under a statutory obligation to have regard to this when making its decision on the proposed budget.
- 1.8** In setting the budget for 2022/23, the Council has continued to provide the same level of service as in previous years and in many areas looks to provide an enhanced service. In addition, and despite the financial challenges facing the Council, the proposed budget includes the addition of £450,050 of ongoing growth in our services and £392,548 of one-off growth to further support services and Council Plan ambitions.
- 1.9** The approval of the 2022/23 budget will mark the start of the process to set a balanced budget for the following year. Much will depend on the Government providing clear information on proposed funding reform for local government in 2023/24 and beyond but the Council will also need to consider its expenditure plans over the medium term and look to align those plans with the likely level of resources available.

2.0 LOCAL GOVERNMENT FINANCE SETTLEMENT 2022/23

- 2.1** The Local Government Finance Settlement for 2022/23 includes monetary allocations for a variety of funding streams including New Homes Bonus, Lower Tier Services Grant (LTSG), Services Grant, Revenue Support Grant (RSG), Rural Services Delivery Grant (RSDG) and the Business Rates baseline funding. In addition, it confirms what the Government deem as an excessive Council Tax increase which would be subject to local referendum before it could be introduced.
- 2.2** The provisional Local Government Finance Settlement for 2022/23 was announced on 16 December 2021. The settlement is subject to consultation which will end on 13 January 2022, with a final settlement expected at the end of January. Given that historically the figures contained within the provisional settlement have not changed on publication of the final settlement, the budget report is based on those figures within the provisional settlement. Any movement to the funding streams will be notified to Members and changes to the budget made if necessary.
- 2.3** Despite the Spending Review providing funding quantum for the next three years, the Department of Levelling Up, Housing and Communities (DLUHC) opted to only provide confirmed funding levels for the next financial year. This was in order 'to prioritise certainty for 2022/23' and to 'focus on stability.' A commitment was once again made that over the coming months the Government would 'work closely with the sector and other stakeholders ... to look at the challenges and opportunities facing the sector before consulting on any potential changes.' The 2022/23 Settlement is therefore, in effect, a roll over Settlement with no permanent funding changes being introduced.

2.4 Needs based funding

The Government's assessment of funding support required to deliver services to the Borough, net of the resources that could be raised locally, is provided via three funding streams, these being, Revenue Support Grant (RSG), Rural Services Delivery Grant (RSDG) and the Business Rates baseline funding.

The figures within the settlement are in line with expectations and Table 1 highlights the confirmed level of support for the next financial year.

Table 1

	2020/21	2021/22	2022/23
Cash levels			
Revenue Support Grant (RSG)	23,157	23,286	23,990
Rural Services Delivery Grant (RSDG)	13,779	14,459	14,459
Business Rates baseline funding	1,846,234	1,846,234	1,846,234
Total	1,883,170	1,883,979	1,884,683
Change in funding (£)			
Revenue Support Grant (RSG)	371	129	704
Rural Services Delivery Grant (RSDG)	0	680	0
Business Rates baseline funding	29,599	0	0
Total	29,970	809	704
Change in funding (%)			
Revenue Support Grant (RSG)	1.63%	0.56%	3.02%
Rural Services Delivery Grant (RSDG)	0.00%	4.94%	0.00%
Business Rates baseline funding	1.63%	0.00%	0.00%
Total	1.62%	0.04%	0.04%

2.5 As can be seen from Table 1, the Council's core funding level in 2022/23 is on a par with that of the current year. An inflationary increase of 3.02%, being closely aligned to the CPI figure for September 2021, has been applied to RSG generating an uplift of £704. The RSDG has been frozen for 2022/23 having previously seen an increase of nearly 5% in the current year.

Also frozen for 2022/23 is the business rates multiplier, despite September's CPI figures, in an effort to support business during the pandemic. The inflationary increase would have seen a small uplift in the business rates baseline funding but that will not happen given the freeze on the multiplier and our baseline funding level will stay the same. The Government are required to compensate local authorities for this decision by providing a section 31 grant of the equivalent value and that will be included in the business rates retained income figures shown in section 4.

2.6 Lower Tier Services Grant

The Lower Tier Services Grant (LTSG) was introduced for 2021/22 as a one-off grant. The scheme allocated £111m on a national basis to support lower tier services and effectively provide funding to compensate for reductions elsewhere in the settlement. The funding in Tewkesbury's case ensured that the Council did not see a reduction in Core Spending Power according to the Government's calculations.

Given the roll over nature of the 2022/23 Settlement, the LTSG has been retained for a further year as has the overall quantum of funding for the grant. Tewkesbury's share of the LTSG has increased from £932,465 in the current year to £1,345,362 for 22/23. This is in view of the further reduction in New Homes Bonus funding as detailed at 2.8 and section 3 and once again ensures no reduction to Tewkesbury's Core Spending Power. It is not known whether LTSG will go on beyond March 2023.

2.7 Services Grant

The Services Grant is a new, one-off allocation of £822m coming from the additional £1.5bn per annum that was announced during the Spending Review, with the balance going to support social care. The grant is available for all tiers of local government and is un-ringfenced so that Councils can use it on supporting all services. The grant also includes the compensation for the cost increases in the employers National Insurance Contributions from April 2022.

The Government has decided to use the 2013/14 shares of Settlement Funding Assessment to allocate the £822m. This is an interesting choice for allocation basis and has a unique distributional effect, which could be said to be supporting the Levelling Up agenda. As a result, the allocation for Tewkesbury is £127,274.

The Government has a clear intention for this grant to be one off for 2022/23. It has prioritised using an available distribution for 2022/23 but intends to work closely with local government on how to best use this funding from 2023/24 onwards. This funding would be excluded from any proposed baseline for transitional support as a result of any proposed system changes.

2.8 New Homes Bonus

The Government is proposing to roll-over last year's policy on new Homes Bonus (NHB) for a new round of NHB payments in 2022/23. New legacy commitments ceased to be made in allocations from 2020/21, and the Government confirmed in February 2021 that it did not intend to reintroduce the concept of legacy payments. As a result, Tewkesbury will see a NHB allocation of £1,633,094 in 2022/23. Full details are provided in section 3.

2.9 Other grant funding

A new cyber resilience grant was announced at the Spending Review with £12m made available at a national level for 2022/23. Confirmation of individual allocations are still awaited from the Government.

2.10 Council Tax principles

The Government has set a core principle of a maximum increase in Council Tax of 1.99% but has given greater freedoms for most precepting bodies. For District Councils, the principle that has been in place since 2016/17, being the higher of £5 or 1.99%, will remain for 2022/23.

The Government assumes every authority will increase Band D Council Tax by the maximum allowed. In its Core Spending Power figures, the Government also assumed that the taxbase would increase in 2022-23 for each authority in line with their average taxbase increase between 2017-18 and 2021-22.

Full details of the Council Tax calculation can be found in section 7.

2.11 Core Spending Power

The Government's preferred measure of financial resources available to Local Government is called the Core Spending Power (CSP) and takes into account all of the grants referred to in the previous paragraphs, New Homes Bonus and Council Tax to forecast the level of total resources available to local government in the coming year. For upper tier authorities it also includes items such as the adult social care precept and the social care support grant.

The headline figure for local government sees an increase of 6.9% in cash terms or £3.46bn in funding for 22/23. This includes assumed increases to Council Tax income of £1.4bn based on maximum Council Tax increases and five year average growth to tax bases. This continues a feature of recent settlements in that a greater burden for funding local government has been placed on the local taxpayer. Also included in the national calculation of CSP is the £822m for the Services Grant, £636m added to social care grants, £162m for social care reform and £447m for baseline funding increases.

2.12 Tewkesbury's CSP forecast for 22/23 is, once again, somewhat less than the national average, standing at 0%, and only reaches 0% as a result of the Lower Tier Services Grant and the assumption of Council Tax increases. Table 2 illustrates how Tewkesbury's CSP is calculated:

Table 2 – Tewkesbury's Core Spending Power

	2020-21	2021-22	2022-23
	£ millions	£ millions	£ millions
Settlement Funding Assessment	1.9	1.9	1.9
Business rates multiplier compensation	0.1	0.1	0.2
Council Tax Requirement	4.4	4.6	4.9
New Homes Bonus	3.8	2.5	1.6
Rural Services Delivery Grant	0.0	0.0	0.0
Lower Tier Services Grant	0.0	0.9	1.3
Services Grant	0.0	0.0	0.1
Core Spending Power	10.1	10.0	10.0
Increase (£)		-0.1	0.0
Increase (%)		-1.12%	0.00%

NB 2021-22 adjusted to reflect actual council tax levels

2.13 It should be noted that, whilst the overall CSP of the Council remains unchanged at £10.0m, the split between locally controlled funding and funding from central government continues to come closer together. The Council Tax element of CSP is again expected to rise by £0.3m meaning that it will account for around 49% of the Council's CSP, up from 34.7% in 2015/16. This continues the journey of the last seven years which has put an ever-increasing emphasis on local tax payers to pay for the cost of services.

Whilst the Council's CSP will have remained relatively cash flat over the last two-year period, this is because of an increase in Council Tax income of £500,000 which has replaced central funding of an equivalent amount.

2.14 Funding beyond 2022/23 is currently not known. Whilst the Spending Review in 2021 provided for a three-year funding position, DLUHC has only provided one-year local government settlement. It is hoped that the Department will engage with local government as soon as possible to provide clarity on funding reform early in the financial year and to enable a two-year settlement to be reached in good time.

3.0 NEW HOMES BONUS

3.1 The Provisional Settlement for 2021/22 confirmed that New Homes Bonus (NHB) would be withdrawn over a three-year period after much speculation in the preceding couple of years. Despite a consultation on a replacement scheme taking place in early Spring 2021, no further announcements have been made. It therefore came as no surprise that the Government has decided to roll over the scheme and award one more year of funding.

3.2 For 2022/23, local authorities will receive NHB payments in respect of the following years:

- Year 9 final legacy payment.
- Year 12 (payments earned based on data from October 2021 – no legacy payments associated with this year).

Years 10 and 11 were only awarded for that specific year and did not attract the usual three years' worth of legacy payments.

3.3 For Year 12, which is based on growth between October 20 and October 21, the value of the NHB will be £677,928. Whilst this is on a par with the year 11 allocation, it is significantly down on previous years partly as a result of the Government's inclusion of a payment threshold but also reflecting the slow down in new property delivery experienced in the Borough over the last eighteen months. Only 529 new properties were added to the valuation list in the twelve months to October 2021 whereas 852 were added in the period to October 2019.

Table 3 details the projection of NHB over the next two years.

Table 3 – Projection of NHB

	2020/21	2021/22	2022/23	2023/24 Projection
Year 6	£0	£0	£0	£0
Year 7	£750,088	£0	£0	£0
Year 8	£898,713	£898,713	£0	£0
Year 9	£965,166	£965,166	£965,166	£0
Year 10	£1,148,789	£0	£0	£0
Year 11	£0	£644,982	£0	£0
Year 12	£0	£0	£667,928	£0
Year 13	£0	£0	£0	£0
	£3,762,756	£2,508,861	£1,633,094	£0
Variance (£)	£489,358	-£1,253,895	-£875,767	-£1,633,094
Variance (%)	14.94%	-33.32%	-34.91%	-100.00%

3.4 As can be seen from the table, the Council will receive £1.63m in 2022/23 from the NHB scheme. This is a reduction of £0.88m on the current levels. All of the £1.63m will be used to support the base budget of the Council. The table also forecasts the elimination of NHB in the following year with a cliff edge reduction of £1.63m currently projected.

3.5 Given that the Government is only funding two years of NHB rather than the usual four years, the surplus within the NHB scheme, estimated at £346m out of the £900m allocation, would normally be returned to local government pro rata to the top slice of Revenue Support Grant that funds NHB. The Government has, once again, opted not to follow this requirement of the system but have instead used the surplus to fund the Lower Tier Services Grant of £111m, the Social Care grant at £150m and also funded the inflationary uplift in needs based funding.

- 3.6** No details were presented in the Provisional Local Government Settlement as to what, if anything, might replace the NHB scheme and what transitional arrangements might look like. The only comment made was found in the press release accompanying the Settlement and stated:

‘The Government remains committed to reforming New Homes Bonus to improve how housing growth is incentivised, and our response to the consultation on the New Homes Bonus will be published in the coming months.’

It is therefore currently impossible to forecast potential sums due from NHB or a revised scheme beyond March 2023.

4.0 BUSINESS RATES RETENTION

- 4.1** In recent years Tewkesbury Borough has benefited from significant amounts of retained business rates income to support its base budget. The budgeted current year retained income is much reduced at £130,047 as a result of expectations around issues such as empty properties, appeals and bad debts linked to the impact of coronavirus. The in year performance is much improved against this base position with a significant surplus expected to be accrued. This puts the Council in a good position to consider retained business rates in 2022/23.

- 4.2** As part of the retention calculation, the Council will receive compensation from the Government for its decision to freeze the business rates multiplier and therefore deny local authorities the expected inflationary increase to the business rates baseline position. This is the second year where the government has decided to do this and as a result the compensation total currently stands at £151,694 as indicated within our CSP figures. The government also provides compensation for other historical adjustments to the business rates multiplier.

- 4.3** Reform of the business rates retention scheme has long been an ambition of the government with a move to 75% retention widely expected and a number of pilots run to test the scheme and its benefits. Following comments by the new Secretary of State about 75% retention and its incompatibility with the levelling up agenda, it no longer appears that this move will happen and the sector will remain on 50% retention. The figures for 2022/23 are based on this level of retention.

The national reset of the retention scheme, whereby accumulated growth in individual authorities is taken back by the government and potentially redistributed amongst the whole local government sector, has also been earmarked to happen for a number of years but has been delayed in successive years. A further year’s delay is now in place for 2022/23 but indications are that the reset will happen in 2023/24.

- 4.4** The calculation of business rates due and therefore retained by the Council is contained within our NNDR1 return to DLUHC and is based on the standstill position highlighted in the preceding paragraph, the compensation due highlighted at 4.2, the underlying growth of the business community within the Borough and the reassessment of provisions made for appeals and bad debts. The resultant level of expected business rates retention for Tewkesbury Borough Council is £1,319,109 for 2022/23.

- 4.5** In addition to the budgeted in year retention, the Council budgets for the surplus or deficit arising on the Business Rates Collection Fund in the previous year. Given the impact of the pandemic and the Government’s rate relief programme in 2020/21, there was a substantial deficit within the collection fund of which Tewkesbury’s share totalled £4.65m resulting in a significant negative impact on our 2021/22 base budget position. This impact was however, matched off within our budget by a business rates reserve funded from s31 Government grant intended to meet the cost of the retail relief provided.

For the coming year, the position is clearer with no such substantial figures distorting the budget calculations. Whilst there continues to be an impact on business from the pandemic and a continuation of the relief programme, other positive adjustments to the collection fund mean that only a £42,619 deficit exists for the 2022/23 budget which can be met from the increased levels of retention previously highlighted.

- 4.6** In addition to our own, individual performance, Tewkesbury Borough has been a member of the Gloucestershire Pool which incorporates all Gloucestershire authorities and, through the inclusion of the County Council, results in a much reduced levy payment being applied, therefore generating higher levels of retained income within Gloucestershire. This increased retention is shared directly amongst the Councils and also with the Strategic Economic Development Fund in Gloucestershire.

Given the Government's decision not to make any alterations to the business rates retention scheme in 2022/23 and thus maintain the intrinsic benefit of pooling, Section 151 officers have risk assessed the proposed pool and believe there is sufficient benefit and risk mitigation to maintain the pool for a further year. Tewkesbury will therefore continue within the Pool for 2022/23 and any additional retention delivered by the pool arrangements will be treated as a windfall bonus at the year end. The windfall can be used to boost a number of our long-term planning reserves such as vehicle replacement, asset maintenance and IT replacement and therefore mitigate the need for additional ongoing budget growth.

5.0 GROWTH

- 5.1** Following a decade of austerity in local government and with the Borough expanding rapidly in recent years, our services, across the Council, are under severe pressure to meet the demands placed upon them. In addition, the ambition of both national and local government continues to present new challenges and financial demands whilst the impact of the pandemic has presented both opportunities and challenges. Alongside this, the withdrawal of new homes bonus – traditionally used to support growth in the Council - without a replacement scheme has created further financial pressures and removed a growth funding resource from our budget position. The restriction on Council Tax increases as well as new restrictions on commercial property investment also mean that there is limited ongoing funding available to support the growth requests put forward.

- 5.2** It is against this backdrop that growth bids were requested from services and from which nearly £1.5m of ongoing funding was requested. Clearly this level of additional ongoing cost is not affordable for the Council and so choices needed to be made so that a balanced budget proposition could be developed. In order to assess the growth bids an exercise was undertaken to:

- remove bids that could be funded, at least on a temporary basis, by alternative sources.
- highlight bids where a one off funding solution was acceptable.
- highlight bids where further work was required.
- identify bids that could be delayed.

As a result of this exercise:

- £179,918 of bids have been included in the budget on a one-off basis.
- £212,630 of bids have had alternative sources of funding identified.
- £608,857 of bids have not been supported at this time.

5.3 Having completed this exercise, it left 15 bids where it was felt that ongoing resources were needed to meet the identified requirement. Given that information on funding from the Government arrived very late and the Council was unaware what funding, if any, it would have available to support growth, the 15 remaining bids were prioritised without knowing whether they were affordable or whether cuts would be required to support the highest priority bids. Nine 'levels' of priority were established and each bid was assessed by Corporate Leadership Team and categorised.

Appendix A details the growth bids and, for the ongoing growth, details the prioritisation level assigned to it.

5.4 Upon calculation of the overall position of the base budget, it was identified that all 15 bids could be afforded without additional support from reserves or reductions in other service areas and no line would need to be drawn based on affordability. This level of affordability is as a result of the substantial savings identified for inclusion in the new base budget such as pension fund contributions and MRF savings as well as increases in income and funding levels, particularly the retained business rates position. As a result, £450,050 of ongoing growth can be recommended for approval in the 2022/23 budget.

5.5 Despite the inclusion of £450,050 of ongoing growth in the coming budget, on top of the £416,000 included in the current year, it is likely that there will continue to be large demands for additional ongoing funding in the coming years for the reasons outlined at 5.1. The 2023/24 budget will need to consider in particular the increased capacity requirements that will be needed in both our residual waste and recycling services.

6.0 PROPOSED BUDGET

6.1 The base estimates for the Council in 2022/23 have been compiled, including the proposed growth, and are detailed in table 4.

Table 4

	2021/22 Budget	2022/23 Budget	Variance (£)	Variance (%)
Chief Executives unit	£270,911	£283,874	£12,963	4.78%
Deputy Chief Executive	£128,445	£0	-£128,445	-100.00%
Monitoring Officer	£81,819	£132,200	£50,381	61.58%
Corporate Services	£2,473,907	£2,865,781	£391,874	15.84%
Democratic Services	£774,715	£852,387	£77,672	10.03%
One Legal	£243,658	£285,037	£41,379	16.98%
Development Services	£1,218,309	£1,373,380	£155,071	12.73%
Community Services	£4,674,581	£4,830,437	£155,856	3.33%
Finance and Assets	-£595,770	-£801,561	-£205,791	-34.54%
TOTAL	£9,270,575	£9,821,535	£550,960	5.94%

6.2 The budget proposals for 2022/23 include a number of variances against the current year and are summarised in the following paragraphs.

6.3 Additional costs

- The current year estimate for staff salary growth was set at 0% following comments from the Chancellor about pay restraint and the ensuing local government settlement. Subsequent to this, negotiations between employers and the Unions have resulted in the rejection of a 1.75% pay offer and the ballot of members for industrial action. As a result of the current impasse, the salary growth figure for 2022/23 includes a backdated increase of 2% for the current year.
- A salary growth assumption of 2% has also been made for the year commencing 1 April 2022.
- An increase to employer National Insurance contributions of 1.25% with effect from 1 April 2022.
- With consumer price inflation running at 5.1% at the time of writing, this has inevitably affected a number of individual budget lines within the Council such as computer licences, diesel and insurances.
- The cost of gas and electric is also rising but the Council is currently insulated from the steep rises being reported in the press as a result of its contract arrangements with supplier West Mercia Energy where energy has been purchased in advance of need and in advance of the significant price increases. Increases of 13% on electric and 23% on gas have been included with the budget for 2022/23.
- Each year a forecast of likely planning income is made by the Development Control Manager based on intelligence of likely major applications in addition to the standard level of minor applications. As a result of this year's exercise a small reduction in planning application income is forecast. It should be noted that the government has not increased planning application fees for a number of years. In addition to the reduced income, extra budgetary provision has been made for the cost of planning appeals and the specialist input require for planning applications.
- An increase to the overtime provision within the Ubico budgets to cater for partial round growth in residual waste and recycling. This is an interim measure before full round growth is needed, probably in 2023/24
- An increased cost for the operation of the transfer station relating to comingled recycle as a result of Environment Agency recommendations, increased pest control and general inflationary pressures. Increased tonnage collected has also increased the cost as it has done with tipping charges for trade waste collections.
- The two office accommodation units within the Council Offices remain vacant after 12 months of advertising and whilst a change of marketing approach may help to secure a tenant for one space it has been recognised that the Council are unlikely to fill both spaces given such limited demand for office accommodation both in Tewkesbury and nationally. The budget has therefore been reduced to reflect that and a decision taken to relocate One Legal to one of the vacant units. This space should provide scope for extended One Legal operations in future years.

6.4 Budget savings and increase income

- Council took the decision to delete the vacant Deputy Chief Executive post in summer 2021. The net saving from this deletion, amendments to the Heads of Service roles and the inclusion of the Borough Monitoring Officer as a full-time corporate officer have been included in the 2022/23 budget.
- For a third year, the Council is able to reduce its contribution to the pension fund deficit. A further reduction of £196,000 has been factored into the base budget resulting in an annual contribution of £1.269m, a reduction of £699,000 from the position three years ago. This is the last planned reduction and a further valuation of the fund will take place in 2022.
- The bulky waste service has been subject to a transformation programme over the last 18 months which has seen a change in service provider, a change to the fee structure and the digitisation of the booking service. As a result, the service has moved from a loss generating service to a fee earning service. In addition, the digitisation of bookings has allowed capacity to be released in customer services.
- A new Materials Recovery Facility (MRF) operator has been contracted for the current year and based on current performance the Council is able to reduce the estimated cost of service provision by £84,000.
- A £35,000 reduction in the cost of processing digital transactions as a result of a tender for merchant acquirer services.
- An increase of £104,000 expected from treasury activities given the performance of the Council's pooled investments and expected higher interest rates.
- The annual review of Council controlled fees and charges in areas such as cemeteries, licensing and garden waste resulting in inflationary increases in all areas.

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

Table 5

Financing stream	2021/22 Budget	2022/23 Budget	Variance (£)	Variance (%)
Revenue Support Grant	-£23,285	-£23,990	-£705	3.03%
Rural Services Delivery Grant	-£14,459	-£14,459	£0	0.00%
Business Rates Baseline	-£1,846,233	-£1,846,233	£0	0.00%
Retained Business Rates	£4,519,103	-£1,319,109	-£5,838,212	129.19%
New Homes Bonus	-£2,508,861	-£1,633,094	£875,767	-34.91%
Collection Fund surplus	-£24,832	-£98,009	-£73,177	294.69%
Minimum Revenue Provision	£882,413	£905,359	£22,946	2.60%
Net Transfer to / (from) reserves	-£4,649,020	£492,233	£5,141,253	-110.59%
Council Tax Hardship Fund	-£93,201	£0	£93,201	-100.00%
Lower Tier Services Grant	-£932,465	-£1,345,362	-£412,897	44.28%
Services Grant	£0	-£127,275	-£127,275	100.00%
Total	-£4,690,840	-£5,009,939	-£319,099	6.80%
Service Expenditure b/fwd	£9,270,575	£9,821,535	£550,959	5.94%
Balance to be funded by Tax Payers	£4,579,735	£4,811,596	£231,860	5.06%

6.6 Table 5 highlights the financing streams as described in the previous sections. Despite the £875,000 reduction in NHB, other funding streams such as the LTSG and business rates retention in particular have more than compensated for that loss.

6.7 Also included within the financing streams are:

- An increase in the Minimum Revenue Provision of £22,946 reflecting the annuity method of calculation used.
- Contributions to the vehicle replacement reserve and commercial property reserve of £500,000 and £225,000 respectively offset with the use of £100,000 from the open spaces reserve to fund the enhanced resource requirement in grounds maintenance, as well as other contributions from specific reserves giving a total net transfer to reserves of £492,233.
- A Council Tax collection fund surplus of £98,009.

6.8 As a result of the movement on individual funding streams, the net total of funding available to the Council has increased by £319,099 or 6.8%.

6.9 After deducting the funding streams from the net cost of services, the balance of expenditure to be funded by Council Tax Payers is £4,811,595 for 2022/23, an increase of £231,860 on the current year.

7.0 COUNCIL TAX

7.1 As highlighted earlier in the report, the Government expects all Councils to increase Council Tax to the maximum level permissible before a referendum is required. The increased council tax delivers the national headline 6.9% increase in CSP but in Tewkesbury's case, simply replaces the lost of government funding.

This funding pressure comes on top of the current inflationary pressures (CPI was 5.1% in December) affecting the cost of delivering existing services and the growth required to meet the additional demand of our services.

It is therefore recommended that a £5 per annum increase at Band D level, equivalent to 3.87%, is approved, generating an additional £179,056 of ongoing income to support the Council's core services.

7.2 The level of increase proposed is in line with the Government's set threshold, of £5 or 1.99%, whichever is the higher, for determining whether a District council tax increase is excessive and should be put to a local referendum. Thresholds for other precepting bodies are:

- 1.99% for basic Council Tax and 1% for the Adult Social Care (ASC) levy for upper tier authorities.
- ability to add any unused parts of the 3% ASC Precept flexibility available in 2021/22.
- £10 for Police and Crime Commissioners (£15, £10 and £24 in preceding years).
- There are again no thresholds for Town and Parish Councils.

7.3 The proposed increase will be the seventh successive year that the Council will have increased the Council Tax. This follows the period from 2011 to 2016 where Tewkesbury decided to freeze its share of the Council Tax in order to support its taxpayers during tough economic times. The proposed increase would set the Band D Council Tax at £134.36 per annum and most likely keep the Council around the sixth lowest District Tax in England. The proposed tax would also keep the Council in the lowest quartile for Council Tax charges and would be approximately £43 lower than the lower quartile threshold and some £70 short of the average District Council for 2022/23.

7.4 The impact of this proposal on the Borough taxpayers is illustrated in Table 6.

Table 6

Band	No. of properties	Percent of total	Annual Council Tax 21/22	Annual Council Tax 22/23	Annual Increase
A	6,658	15.47%	£86.24	£89.57	£3.33
B	6,729	15.63%	£100.61	£104.50	£3.89
C	12,032	27.95%	£114.99	£119.43	£4.44
D	6,283	14.60%	£129.36	£134.36	£5.00
E	5,566	12.93%	£158.11	£164.22	£6.11
F	3,554	8.26%	£186.85	£194.08	£7.22
G	2,018	4.69%	£215.60	£223.93	£8.33
H	205	0.48%	£258.72	£268.72	£10.00

7.5 The Council's recent record on council tax is shown in table 7 for information.

Table 7

Year	Council Tax £	Increase Pa £	Increase %
2013/14	99.36	0.00	0.00
2014/15	99.36	0.00	0.00
2015/16	99.36	0.00	0.00
2016/17	104.36	5.00	5.03
2017/18	109.36	5.00	4.79
2018/19	114.36	5.00	4.57
2019/20	119.36	5.00	4.37
2020/21	124.36	5.00	4.19
2021/22	129.36	5.00	4.02
2022/23	134.36	5.00	3.87

7.6 As highlighted previously, the growth of the Council's tax base has been suppressed in comparison to previous years. Given the development taking place in the Borough, the average annual increase in the tax base has been 2.2% resulting in the number of band D equivalents increasing by around 777 units. Whilst growth has taken place in 2021, albeit at reduced levels, the level of discount awarded through the Local Council Tax Reduction Scheme has remained exceptionally high as the number of working age claimants has grown throughout the pandemic. As a result, the tax base for 2022/23 has been calculated at 35,811.22 an increase of 408.22 band D equivalents or 1.15%.

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

Table 8

	2021/22	2022/23	Variance
Balance to be funded by Tax Payers	£4,579,735	£4,811,596	£231,861
Tax base	35,403.02	35,811.22	408.20
Council tax @ Band D	£129.36	£134.36	£5.00

Table 9

Council tax raised through tax base increase	£52,804.75
Council tax raised through charge increase	£179,056.10
Additional council tax raised	£231,860.85

7.8 Table 9 illustrates that the Council will be able to raise a further £231,860 of Council Tax income through tax rate and tax base increases. Within the Government's CSP assessment, it has assumed that the Council will be able to raise an additional £279,394 from these increases. This shortfall of £47,534 in actual Council Tax collectable, due to over estimating the growth of the tax base, means that even with the maximum permissible increase in Council Tax, the Council will not attain the 0% change in CSP laid out by the Government. The actual change in CSP is a 0.47% reduction.

8.0 RISKS

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

- Government Support – the settlement is only provisional and is subject to change. Funding levels beyond 2022/23 are, as yet, unknown. A prudent view of future years funding has been included in the MTFP.
- Impact of Coronavirus – the budget has been prepared without estimation of both the cost of a continuation of the pandemic or an estimate of potential government support. It is hoped that there will be a much reduced impact in 22/23 and will be matched off by Government funding if required.
- Business Rates – Until such time as the issues with backdated appeals have been resolved, accurately forecasting the level of business rate income is difficult. Provisions are made within the scheme to deal with expected bad debts and appeals but these may not be sufficient. The Council is also a member of the Gloucestershire Pool and so the performance of neighbouring authorities with regards to rates retention will impact on Tewkesbury's overall retention.
- Interest rate forecasts – rates continue at a historically low levels despite the recent increase. The current base rate is 0.25%. Our Treasury estimates, informed by our advisors, are based upon a number of increases to the base rate over the next twelve months but further increases cannot be ruled out, given potential economic and inflationary pressures. Changes will affect both the level of return from investments but also the cost of borrowing.
- Budgetary control – whilst every effort is made by services to operate within their set budgets, in some circumstances, overspends are unavoidable.
- The cost of disposing of recyclate is significant and is subject to the market and the quality and quantity of materials collected. Best estimates of prices and tonnages have been made, reflecting the likely position, but this could be subject to significant change. Impact from this change will also affect the level of recycling credit income generated.

- A contract sum with our waste provider Ubico has been agreed for the new year. This is not a fixed sum and the Council is liable for any overspend incurred by the contractor.
- As previously indicated, there is currently no agreement with regards to either the 2021 or 2022 pay award. The budget therefore carries a risk that there is insufficient money within it to meet the agreement that will be made between the Unions and employers. A pay award reserve exists to support backdated and excess pay awards.
- New budgetary pressures may emerge e.g. the external funding of the Garden Town may not be agreed and delivered.
- Rental levels from our commercial property portfolio remain at risk given the current flux in the economy. It is as a result of this risk that the Council sets aside £225,000 per annum from its current rental stream to meet void costs or the costs of inducements for new tenants.
- Inflation – increased cost as a result of inflation has been factored into expenditure budgets but it cannot be guaranteed that these increased budgets will be sufficient to meet costs as prices continue to rise and supplies are restricted.
- Cost of living – given cost of living increases forecast to impact households, it is possible that forecast income levels will not be achieved as households decide against expenditure in areas such as garden waste collection or planning applications, or simply do not have the funds to meet taxation obligations. As a result, income levels may reduce and arrears may increase.

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

9.0 REVENUE RESERVES

9.1 As at 31 March 2021, the Council had earmarked reserves totalling £16.19m. This is a significant increase on the previous year and reflects planned contributions to reserves, the release of a business rates collection fund surplus and the receipt of external grants for both covid related and non-covid related activities. The release of a business rates collection fund surplus in particular has allowed the creation of a £2.78m MTFS reserve which is set aside to support the Council budget whilst funding reform is reviewed and delivered.

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

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

9.3 The latest financial outturn projection for 2021/22 suggests that the budget is on track to be delivered in line with original estimates. This means, on current projections, there will be no surplus at year end to increase reserves but neither will there be a deficit requiring further reserve contributions. The Council is also a member of the Gloucestershire Business Rates Pool and the latest estimate of the Pool's position suggests that Tewkesbury will be due a business rates windfall of over £500,000 at year end which can support increased reserve provision.

9.4 The Council's reserves are in their strongest position for sometime and allow for the delivery of a number of specific service actions as well as guarding against significant financial impact from planned funding reviews. The revenue reserves are reviewed and approved annually as part of the closure of accounts. A Financial Outturn report will be taken to Executive Committee in July to approve the reserves of the Council for 2022/23.

10.0 CAPITAL PROGRAMME

10.1 The current capital programme is shown at Appendix B and covers forward forecasts of the next five years.

10.2 The programme is reduced in size in comparison to previous years and currently totals £13.57m over the next five years. The reduction in the size of the programme is largely as a result of the cessation of the acquisition phase of the commercial property portfolio. The portfolio, currently valued at £60m, is of an appropriate size and risk for our Council. Recent changes to the regulatory framework have also made it clear that the purchase of assets solely for the yield they attract is not an appropriate activity for a local authority.

10.3 Significant expenditure within the remaining programme includes the delivery of a bridge at Ashchurch to support the delivery of the Garden Town. This totals £8.1m and is funded entirely from external grants. Also included in the programme is the re-provision of a large proportion of the vehicle fleet expected to total £4m and funded from revenue set aside. Historical levels of expenditure on Disabled Facilities Grants (DFGs) are projected throughout the programme and are financed entirely by government grant. The programme also now includes a number of activities associated with the carbon reduction programme such as the solar car park canopy at the council offices, the replacement heating system for the Council Offices and rollout of a number of electric vehicle charging units.

10.4 Further additions to the capital programme can be made at any time of the year following Council approval. Members must be mindful of the revenue consequences, both negative and positive, of any decision to commit further capital expenditure.

11.0 STATEMENT OF CHIEF FINANCE OFFICER

11.1 Section 25 of the Local Government Act 2003 requires the Chief Financial Officer to make a statement on the robustness of the estimates and adequacy of financial reserves when considering its budget and council tax. The Act requires Councillors to have regard to the report in making decisions at the Council's budget and Council Tax setting meeting.

11.2 The basis on which the budget for 2022/23 has been prepared has been set out very clearly in this report and in previous MTFs reports. I am satisfied that the budgets for the General Fund and the Capital Programme have been based on sound assumptions. The Council has a good record for only including in the budget income estimates that are deliverable. The Council's core expenditure requirements are well understood, budgeted for accordingly and delivered in accordance with the estimates. It is on this basis that I am satisfied the estimates are robust.

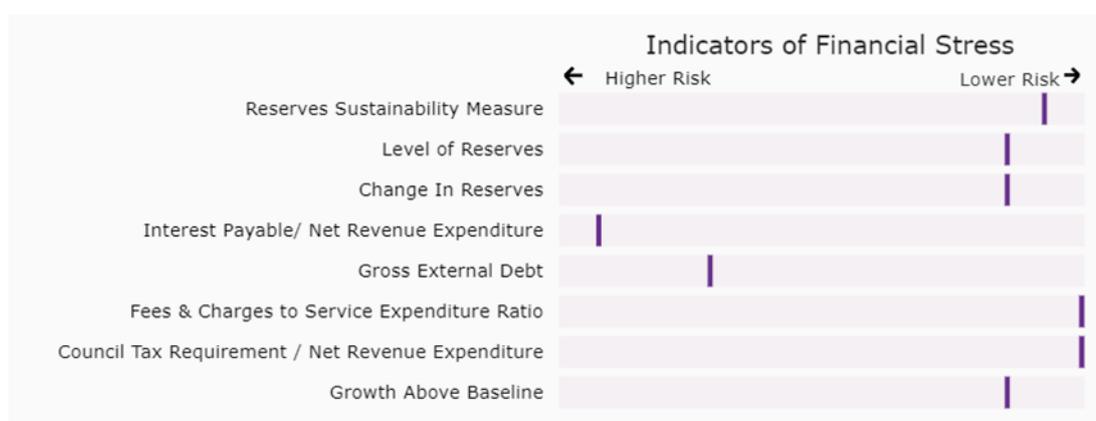
11.3 The grant settlement for 2022/23 and the cost pressure on service areas have had a significant impact on the Council's finances and the current economic climate continues to challenge the financial affairs of the Council.

The high level of uncertainty surrounding the future of local government finance also causes great difficulty. The forecast impact of the withdrawal of New Homes Bonus, without confirmation of a replacement scheme or transitional funding, leaves the Council facing a £1.6m cliff edge in 2023/24. In addition to this, the potential reset of the business rates retention system in 2023/24 is likely to result in significant reductions in retained

business rates which will cause further significant financial challenges in the coming years. Potential changes to the funding distribution model, should the Fair Funding Review be concluded, also appear to have a negative impact on Shire Districts.

11.4 Given these financial uncertainties and challenges, it is imperative that our income streams are secure, our services continue to make efficiency improvements and we have adequate reserves to provide a contingency and to effect change if necessary. I am pleased to say that in all three regards the Council is now well placed.

11.5 The Council's income from fees and charges is generally in good health, despite the impact of the pandemic. The majority retain a good customer base and inflationary increases continue to be applied on an annual basis to the fee charged. As a result, our fees and charges as a percentage of service expenditure is relatively high when compared to other district councils. The Chartered Institute of Public Finance and Accountancy (CIPFA) Financial Resilience Index for 2021, shown below, highlights this together with other indicators of financial risk, the vast majority of which show the Council to be well placed in comparison to other Councils.



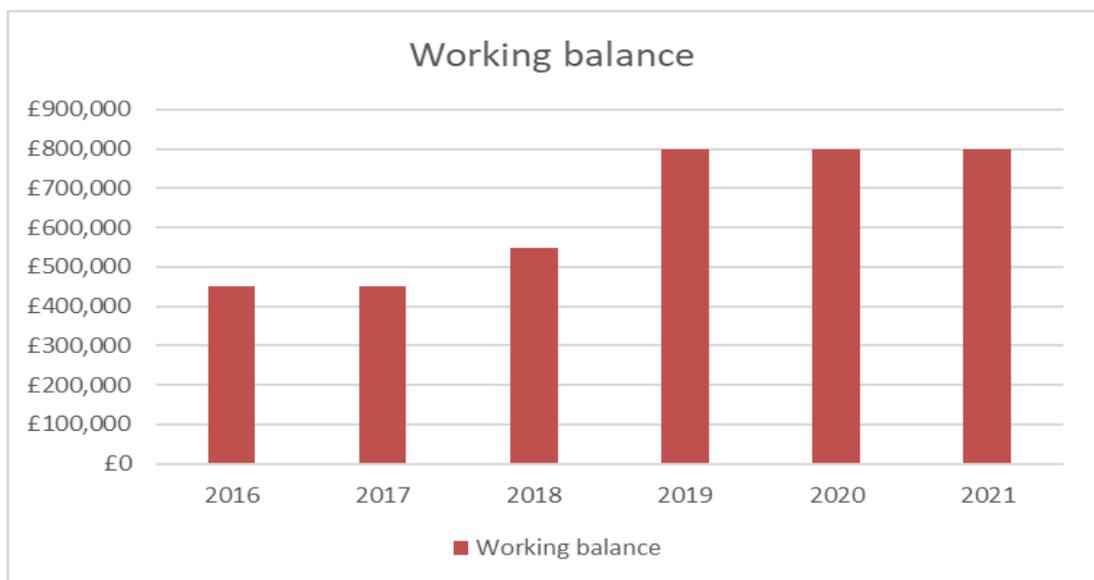
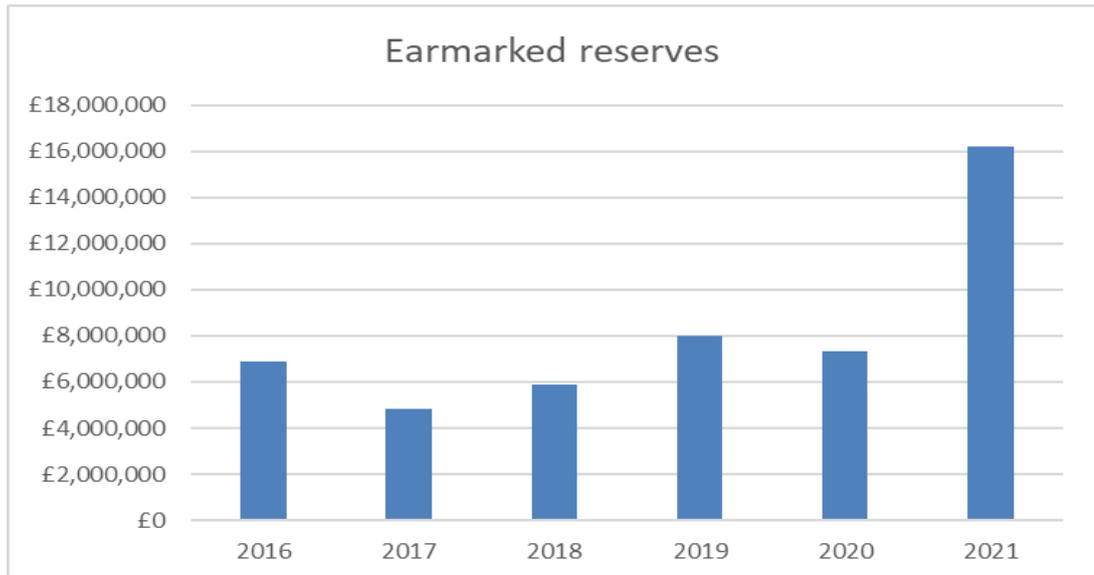
11.6 A potential threat to fees and charges is the Government's intention to make garden waste free of charge to the customer. For 2022/23, Tewkesbury Borough expects to charge its garden waste customers £1.035m and therefore if the Government does move forward with its intention, the Council will expect to see compensation in full and on an ongoing basis.

11.7 With regards to Council Tax, which is the largest of the funding streams available to the Council, the position is improving but remains low in comparison to other districts and is therefore a higher risk when it comes to financial resilience. The level of Council Tax income is becoming ever more important to local authorities as the government continues to reduce central funding in favour of higher levels of funding from Council Tax payers. Over the last seven years, the percentage of Tewkesbury's Core Spending Power taken from Council Tax has risen from 34.7% to 48.6%. Nationally the figure now stands at 58.9% of CSP. Tewkesbury's percentage is naturally lower given that the tax that is charged is the sixth lowest in England. In addition, the Council's tax base is relatively modest given the rural nature of the Borough and the conversion rate from actual properties into Band D equivalents.

These two issues combine to leave the Council with a relatively modest income stream from Council Tax compared to other authorities which not only means less cash to pay for services but also heightened risk to medium term financial planning due to a smaller proportion of 'certain' funding as opposed to the uncertainties and volatility of other funding streams.

11.8 The formation of the Business Transformation team has enabled a number of services to benefit from their support. A number of service reviews have already been undertaken with more already underway and others planned. Investment in this service area will mean that the Council can improve both the scale and speed of transformation within our services.

11.9 In terms of reserves, the Council has seen these grow over the last five years as illustrated in the tables below. Whilst some of the reserves are held for specific purposes, many are at the discretion of the Council and could be utilised to support areas of need should the council run into financial difficulties. As can be seen, both the earmarked reserves and the working balance have grown over the last five years funded in large part by windfalls of business rates retention, year end surpluses and specific grants.



11.10 The requirement for financial reserves is acknowledged in statute. Section 32 and 43 of the Local Government Finance Act 1992 requires billing authorities to have regard to the level of reserves needed for meeting future expenditure when calculating the budget requirement.

- 11.11** The Council's earmarked reserves are set in July of each year by the Executive Committee with scrutiny being undertaken on a quarterly basis by both the Executive Committee and the Overview and Scrutiny Committee. The earmarked reserves contain specific project and service reserves as well as risk and forward management reserves. The overall level of reserves is considered to be good and places the Council in a low risk position as highlighted by the Chartered Institute of Public Finance and Accountancy (CIPFA) Financial Resilience Index at 11.5.
- 11.12** The General Fund balance on its own is low when comparisons are made with other District Councils and will require additional monies being added to it at the earliest opportunity. However, in making judgement about the adequacy of reserves, bringing both allocated and unallocated reserves together gives assurance that the overall level of reserves is acceptable.
- 11.13** Overall, I am satisfied that the projected levels of reserves and balances held by the Council are adequate for the forthcoming year but we will continue to review the position as necessary to ensure adequacy of reserves for future years.

12.0 CONSULTATION

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

13.0 OTHER OPTIONS CONSIDERED

- 13.1** The proposal within this report is for the Council to increase Council Tax by £5 or 3.87%. In producing a balanced budget proposal, officers have considered a number of options for Council Tax. A summary of different levels of Council Tax is shown in the table below alongside the impact on the Council's on-going deficit.

Table 10 – Council Tax increase options

Council Tax 21/22	Council Tax 22/23	Increase	Increase	Ongoing income produced	Ongoing savings required
£129.36	£134.36	£5.00	3.87%	£179,056	£0
£129.36	£129.36	£0.00	0.00%	£0	£179,056
£129.36	£130.36	£1.00	0.77%	£35,811	£143,245
£129.36	£130.65	£1.29	1.00%	£46,325	£132,731
£129.36	£131.36	£2.00	1.55%	£71,622	£107,434
£129.36	£131.95	£2.59	2.00%	£92,651	£86,405
£129.36	£132.36	£3.00	2.32%	£107,434	£71,622
£129.36	£133.24	£3.88	3.00%	£138,976	£40,080
£129.36	£133.36	£4.00	3.09%	£143,245	£35,811

- 13.2** A range of options are available within the set threshold. A decrease on the Council Tax has been ruled out given the financial outlook for the council, as has an excessive Council Tax increase as it is not believed that the public would vote in favour of an increase in excess of £5 in a local referendum.
- 13.3** It has been necessary to increase Council Tax by £5 in order to meet the financial challenges facing the council. Whilst lower council tax increases were considered, these did not provide the income required to fund the demand pressures within services. The use of one-off sums to replace an ongoing income stream is not considered prudent and only results in the need for ongoing savings to be postponed. The use of one-offs to support a budget should only be considered as a last resort.

13.4 The recommended increase in council tax is also made against the background of a £3.8m projected deficit over the next five years and the uncertainty about Government policy for local government finance. This leaves the Council in a risky position and it is therefore of paramount importance that the council takes the decision to increase financing streams within its control as and when it can and to their full extent.

14.0 RELEVANT COUNCIL POLICIES/STRATEGIES

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

15.0 RELEVANT GOVERNMENT POLICIES

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

16.0 RESOURCE IMPLICATIONS (Human/Property)

16.1 No redundancies are included within the budget proposals for 2022-23 whilst a number of both permanent and one off posts will be added to the establishment.

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

17.1 None directly arising from this report.

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

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

19.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

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

Background Papers: Medium Term Financial Strategy.

Contact Officer: Head of Finance & Asset Management
Tel: 01684 272005

Appendices: A - Growth Proposals.
B – 2021-26 Capital Programme.
C – Detailed Estimates 2022/23.

Growth requests 2022/23

Appendix A

Section A Growth included in the base budget on an ongoing basis

1	Director of One Legal	£36,750	New post shared equally with other partners in One Legal
1	Carbon Reduction Officer	£46,000	New post approved by Council in October
1	Driver market supplements	£67,700	Driver shortage has forced market prices up
2	Information Governance Officer	£35,500	New post to improve capacity in this area
3	External audit costs	£10,000	Increasing regulatory requirements increasing cost of audit
3	Disaster Recovery & IT back up system replacement	£30,000	End of life technology to be replaced and upgraded to counter threats to IT infrastructure
3	Borough Elections	£41,000	Annual contribution to reserve. Previously met from new homes bonus every four years
4	One Legal Business Development Manager	£15,000	New post shared equally with other partners in One Legal
4	Revenues Inspection Officer	£16,000	New part time post to improve capacity in this area
4	Business Rates Officer	£36,600	New post to improve capacity in this area
6	Digital Officer	£45,000	Temporary officer now made permanent
7	IT helpdesk operator	£30,000	Temporary officer now made permanent
7	IT Team Leader	£6,500	Temporary role now made permanent
9	Ubico Fleet apprentice	£9,000	New post to support TBC's fleet requirements and look at new technology
-	Neighbour notification letters	£25,000	Allocation made in advance of detailed costings and member approval

£450,050

130

Section B Growth included on a one off basis

-	IT Network Officer	£43,518	Funding to cover a twelve month fixed term contract
-	Audit plan - IT audit	£10,000	Funding to support external audit review of IT set up
-	Economic Development Strategy	£10,000	Funding to support four yearly review due in 2022
-	Business Transformation operating budget	£50,000	Top up allocation to assist delivery of transformational programme
-	Economic Development & Tourism Assistant	£29,800	Funding to cover a twelve month fixed term contract
-	Grants Officer	£36,600	Funding to cover a twelve month fixed term contract

£179,918

Section C Growth funded by alternative sources

-	Regeneration Officer	£60,000	Borough Growth reserve to be utilised to support employment on a fixed term contract
-	Housing team additional capacity	£41,030	Housing & homeless reserve to be utilised to support employments on fixed term contracts
-	Cyber Officer - market supplement	£20,000	PCI compliance reserve to support two year market supplement
-	s106 Officer	£40,000	Use of s106 reserve to support two year post pending admin charge on s106 agreements
-	Environmental Health Officer	£15,000	Service structure realignment to provide ongoing required funding
-	Revenues Officer	£36,600	New burdens funding for business grants to be assessed at year end

£212,630

Section D **Growth not funded**

-	In cab technology	£30,000	Replacement funding to be met from one off funding when required
-	Housing strategy	£3,000	One off funding to meet need in 2025
-	West Cheltenham garden village	£100,000	Need to be assessed at year end and potential allocation from business rates pool windfall to be used
-	Asset maintenance sinking fund contribution	£100,000	Need to be assessed at year end and potential allocation from business rates pool windfall to be used
-	Licensing team additional capacity	£13,000	Need to be assessed upon completion of service review project
-	Revenues & Benefits Performance & Improvement Manager	£40,000	Need to be assessed upon completion of service review project
-	Additional waste round	£135,000	Growth delayed until 2023/24 - use of increased overtime in interim period
-	Additional recycling round	£135,000	Growth delayed until 2023/24 - use of increased overtime in interim period
-	Increased vehicle fleet replacement contribution	£52,857	Growth delayed until 2023/24 - use of increased overtime in interim period
		£608,857	

Ongoing growth prioritisation levels

- 1 The request has been previously agreed / allocated
- 2 The request is to meet a new, mandatory government requirement where existing capacity is insufficient
- 3 The choice been made for us and is unavoidable
- 4 The request will generate additional direct income or savings in excess of the cost of growth and can therefore support other growth bids
- 5 The request is for a statutory service area and is unavoidable
- 6 The request is for a support service area and is required to maintain essential infrastructure
- 7 The request is for a support service area and is required to maintain current core support levels to front line services
- 8 The request is for a discretionary service area and supports a council priority
- 9 All growth items that don't meet previous levels

Forecast Capital Programme 2020 - 2027

Appendix B

Scheme	2020/21 Actual £	2021/22 Forecast £	2022/23 Forecast £	2023/24 Forecast £	2024/25 Forecast £	2025/26 Forecast £	2026/27 Forecast £	Total £
Council Projects								
Land & Property								
The Grange watercourse, Bishops Cleeve	2,264	21,358	0	0	0	0	0	23,622
Asset Management Plan	0	284,000	1,100,000	0	0	0	0	1,384,000
Ashchurch bridge project	792,334	1,973,666	3,366,465	2,000,000	0	0	0	8,132,465
	794,598	2,279,024	4,466,465	2,000,000	0	0	0	9,540,087
Vehicles								
Vehicle replacement programme	40,367	120,000	0	0	4,000,000	0	0	4,160,367
	40,367	120,000	0	0	4,000,000	0	0	4,160,367
Equipment								
Asset Capitalisation	70,078	100,000	100,000	100,000	100,000	100,000	100,000	670,078
Car park machines	0	57,070	0	0	0	0	0	57,070
Electric charging points	0	0	100,000	0	0	0	0	100,000
ICT Strategy - Equipment	90,331	105,000	0	0	0	0	0	195,331
One Legal case management system	27,000	0	0	0	0	0	0	27,000
HR systems	5,500	5,000	8,465	0	0	0	0	18,965
	192,909	267,070	208,465	100,000	100,000	100,000	100,000	1,068,444
Capital Investment Fund								
Commercial property investment	19,740,309	0	0	0	0	0	0	19,740,309
	19,740,309	0	0	0	0	0	0	19,740,309
Capital Grants								
Old scheme capital grants	0	25,054	0	0	0	0	0	25,054
Community Grants Working Group	0	87,464	0	0	0	0	0	87,464
	0	112,518	0	0	0	0	0	112,518
Housing and Business Grants								
Disabled Facilities Grants	424,928	500,000	500,000	500,000	500,000	500,000	500,000	3,424,928
	424,928	500,000	500,000	500,000	500,000	500,000	500,000	3,424,928
Capital Expenditure	21,193,111	3,278,612	5,174,930	2,600,000	4,600,000	600,000	600,000	38,046,653
GF Expenditure	1,452,802	3,278,612	5,174,930	2,600,000	4,600,000	600,000	600,000	18,306,344
Capital investments	19,740,309	0	0	0	0	0	0	19,740,309
	21,193,111	3,278,612	5,174,930	2,600,000	4,600,000	600,000	600,000	38,046,653
Anticipated Capital Receipts								
Right-to-buy receipts	89,036	20,000	20,000	20,000	20,000	20,000	20,000	209,036
Land Sales	66,270	0	0	0	0	0	0	66,270
Other receipts	56,294	0	0	0	0	0	0	56,294
Capital Receipts	211,600	20,000	20,000	20,000	20,000	20,000	20,000	331,600
Capital Resources required								
Capital Receipts	235,540	400,946	108,465	100,000	100,000	100,000	100,000	1,144,951
Capital Grants	1,217,262	2,757,666	4,641,465	2,500,000	500,000	500,000	500,000	12,616,393
Direct revenue financing	0	120,000	425,000	0	4,000,000	0	0	4,545,000
Borrowing - external	19,740,309	0	0	0	0	0	0	19,740,309
Capital resources consumed	21,193,111	3,278,612	5,174,930	2,600,000	4,600,000	600,000	600,000	38,046,653
Opening Capital Receipts								
Received in year	1,113,424	1,089,484	708,538	620,073	540,073	460,073	380,073	
Utilised in year	211,600	20,000	20,000	20,000	20,000	20,000	20,000	
	-235,540	-400,946	-108,465	-100,000	-100,000	-100,000	-100,000	
Capital receipts available	1,089,484	708,538	620,073	540,073	460,073	380,073	300,073	

Proposed Budget 2022/2023 by cost centre

Appendix C

		21/22 Gross		22/23 Gross		Variance
		Operating Income	Operating Expenditure	Operating Income	Operating Expenditure	
Chief Executive Unit	CECE	-	£270,911	-	£283,874	£12,963
Chief Executive Unit Total		-	£270,911	-	£283,874	£12,963
Deputy Chief Executive	DCEX	-	£128,445	-	-	£128,445
Deputy Chief Executive Total		-	£128,445	-	-	£128,445
Borough Solicitor	CCBS	-£43,651	£125,470	-	£132,200	£50,381
Borough Solicitor Total		-£43,651	£125,470	-	£132,200	£50,381
Corporate Services						
Head of Corporate Services	CCCS	-	£89,366	-	£154,483	£65,117
Internal Audit	CCDP	-	£110,189	-	£153,640	£43,451
Corporate Management	CORM	-	£14,540	-	£15,990	£1,450
Central Establishment	CEST	-	£45,800	-	£35,940	£9,860
ICT	CCCI	-	£621,590	-	£742,746	£121,156
Policy and Communications	CCPC	-	£444,935	£1,500	£471,969	£25,534
Digital Transformation	CDOT	-	£362,674	-	£327,335	£35,339
Human Resources	CCHR	-	£199,237	-	£215,123	£15,886
Youth Training	YTRN	-	£45,764	-	£60,938	£15,174
Corporate Training	CTRN	-	£50,000	-	£50,000	-
Council Tax Reduction Scheme Administration	CTBA	£73,647	-	£87,672	-	£14,025
Housing Benefits Admin	HBAD	£169,290	-	£170,512	-	£1,222
Housing Benefit-Rent Allowances	RALL	£13,563,430	£13,544,132	£9,000,000	£9,000,000	£17,298
Council Tax	CTAX	£100,000	£14,000	£100,000	£14,000	-
Non Domestic Rates	NNDR	£126,059	£6,000	£126,780	£6,000	£721
Revenues & Benefits	FRRB	-	£958,106	£1,106,081	£1,106,081	£147,975
Corporate Services Total		£14,032,426	£16,506,333	£9,488,464	£12,354,245	£391,874
Democratic Services						
Civic Expenses	CIVE	-	£10,400	-	£10,400	-
Elections	ELEC	-	£11,600	-	£53,300	£41,700
Electoral Registration	EREG	£3,000	£74,150	£2,500	£71,560	£2,090
Democratic Representation & Management	MEMB	-	£413,815	-	£426,681	£12,866
Standards Committee	STND	-	£1,700	-	£2,750	£1,050
Democratic Services	CCDE	-	£266,050	-	£290,196	£24,146
Democratic Services Total		£3,000	£777,715	£2,500	£854,887	£77,672
One Legal Services						
Legal Services	CCLE	£1,720,915	£1,964,573	£2,471,587	£2,756,624	£285,037
One Legal Services Total		£1,720,915	£1,964,573	£2,471,587	£2,756,624	£285,037
Development Services						
Development Control	BDDC	-	£1,232,583	-	£1,234,841	£2,258
Local Land Charges	LAND	£127,000	£35,233	£127,000	£35,276	£43
Planning Development	PLND	£947,470	£89,518	£926,835	£148,000	£79,117
Building Regulations	BREG	-	£43,128	-	£33,713	£9,415
Development Group	BDGM	-	£87,263	-	£104,574	£17,311
Street Naming & Numbering	SNAN	£25,000	£15,000	£25,000	£15,000	-
Joint Core Strategy	JCSB	£46,577	£166,577	£60,216	£120,216	£60,000
CIL Management	CILM	£95,181	£95,181	£99,847	-	£60,000
Planning Policy	PPOL	-	£6,227	-	£6,227	-
Planning Policy Section Costs	BOPP	-	£190,330	£3,813	£261,891	£67,749
Economic & Community Development	BDET	£22,000	£268,373	£22,000	£280,644	£12,271
Community Development	CODV	£3,649	£13,649	-	£10,000	-
Community Grants	COMG	-	£36,000	-	£36,600	£600
Economic Development	ECDV	-	£2,500	-	£12,500	£10,000
Glos County Flooding Works	GCCF	-	£2,000	-	£1,000	£1,000
Growth Hub	GRHU	£8,920	£95,324	£7,920	£126,188	£33,864
Market	MARK	£27,538	£27,538	£33,500	-	-
General Grants & Donations	SECG	-	£53,620	-	£53,620	-
Tourism Marketing & Development	TOGN	-	£7,250	-	£7,250	-
Tourism - Tewkesbury TIC	TOTC	£48,000	£102,350	£46,000	£102,623	£2,273
Tourism - Winchcombe T.I.C.	TOWC	£39,787	£39,787	£44,980	£44,980	-
Development Services Total		£1,391,122	£2,609,431	£1,397,111	£2,770,491	£155,071

		21/22			22/23			Variance
		Gross Operating Income	Gross Operating Expenditure	Net Operating Expenditure	Gross Operating Income	Gross Operating Expenditure	Net Operating Expenditure	
Community Services								
Bulk Waste Service	BULK	-£90,000	£112,174	£22,174	£105,000	£49,555	£55,445	£77,619
New Bin Deliveries	BIND	-£13,500	-	-£13,500	£3,000	£67,118	£64,118	£77,618
Cleansing Operations	CLAD	-	£558,875	£558,875	-	£554,318	£54,318	£4,557
Fly Tipping	FLYT	-	-	-	-	£19,000	£19,000	£19,000
Food Waste Collection Service	FODW	£639,560	£639,560	-	£660,364	£660,364	£20,804	£20,804
Garden Waste Collection Service	GADN	-£991,000	£535,416	£455,584	£1,035,099	£591,442	£443,657	£11,928
Grounds Maintenance Operations	GRND	-£15,000	£452,597	£437,597	-£15,000	£475,223	£460,223	£22,626
Recycling Collection Service	RECY	-£657,000	£1,696,918	£1,039,918	£688,400	£1,791,743	£1,103,343	£63,425
Trade Waste Collection Service	TRDE	-£280,000	£376,597	£96,597	£371,970	£64,970	£307,000	£31,627
Household Waste Collection Service	WSTE	-	£1,040,145	£1,040,145	-	£978,267	£978,267	£61,878
Housing Strategy	HOST	-	£24,000	£24,000	-	£4,192	£4,192	£19,808
Homelessness - Administration	HOME	-£70,000	£94,900	£24,900	£89,100	£128,864	£39,764	£14,864
Housing Advice	HOAD	-	£13,295	£13,295	-	£12,750	£12,750	£545
Housing Services	DCHS	-	£266,751	£266,751	-	£288,361	£288,361	£21,610
Homelessness Prevention	HPRE	-£10,000	£10,400	£400	£12,500	£12,919	£419	£19
Housing Private Rented Sector	HPRS	-£23,000	£23,000	-	£23,000	£23,000	-	-
HomeSeeker Plus	HSEK	-£40,339	£40,339	-	£43,378	£43,378	-	-
Burial Expenses	BURE	-£2,000	£3,500	£1,500	£2,000	£3,500	£1,500	-
Contaminated Land	COLA	-	£3,000	£3,000	-	£4,000	£4,000	£1,000
Environmental Health	DCEH	-	£720,043	£720,043	-	£888,849	£888,849	£168,806
Dog Control	DGGW	-	£3,600	£3,600	-	£3,600	£3,600	-
Environmental Health Fixed Penalty Notice	EHPF	-	-	-	£1,000	-	£1,000	£1,000
Environmental protection	ENVC	-£2,600	£3,000	£400	£2,600	£3,000	£400	-
Food Safety	FOOD	-£4,000	£1,300	£2,700	£1,000	£1,388	£388	£3,038
Homes Improvement Agency	HIAG	-	£15,000	£15,000	-	£5,000	£5,000	£10,000
Local Air Pollution Control	LAPC	-£7,000	£845	£6,155	£7,504	£900	£6,604	£449
Licensing	ULCS	-£120,957	£4,228	£116,729	£137,275	£5,000	£132,275	£15,546
Noise Pollution Control	NOPO	-	£1,000	£1,000	-	£1,551	£1,551	£551
Pest Control	PEST	-£1,000	£300	£700	-	-	-	£700
Water Pollution	WAPO	-£700	£300	£400	£2,000	£314	£1,686	£1,286
Workforce Health & Safety	WHAS	-	£1,507	£1,507	-	£1,316	£1,316	£191
Private Sector Housing Notices	PSHN	-	-	-	£10,000	-	£10,000	£10,000
Crime and Disorder Act	CDIS	-	£3,460	£3,460	-	£7,761	£7,761	£4,301
Head of Community Services	DCCS	-	£32,215	£32,215	-	£295,033	£295,033	£37,818
Emergency Planning	EMRG	-	£21,412	£21,412	-	£18,664	£18,664	£2,748
Litter Pickers	LITT	-	£3,000	£3,000	-	£3,000	£3,000	-
Community Services Total		-£2,328,096	£7,002,677	£4,674,581	-£2,484,855	£7,315,292	£4,830,436	£155,855
Finance & Asset								
Counter Fraud Unit	COUF	-	£62,292	£62,292	-	£69,711	£69,711	£7,419
Finance & Asset Management	DCFA	-	£103,956	£103,956	-	£117,255	£117,255	£13,299
New Homes Bonus	NHBO	-	£50,000	£50,000	-	-	-	£50,000
Salary Savings	ZSAL	-£155,000	-	-£155,000	£100,000	-	£100,000	£55,000
Climate Change Costs	CLIM	-£13,000	£70,000	£57,000	-	£20,000	£20,000	£37,000
External Audit & Inspections	AUDF	-	£63,750	£63,750	-	£90,000	£90,000	£26,250
Bank Charges	BACH	-	£123,500	£123,500	-	£89,300	£89,300	£34,200
Financial Management	DCFS	-	£446,835	£446,835	-	£488,046	£488,046	£41,211
Insurances Holding Account	INSU	-	£202,968	£202,968	-	£222,000	£222,000	£19,032
Pensions Compensation	PENC	-	£72,000	£72,000	-	£70,000	£70,000	£2,000
Non Distributable Costs	PNDC	-	£1,465,000	£1,465,000	-	£1,269,000	£1,269,000	£196,000
Treasury Management	TMAN	-	£23,970	£23,970	-	£25,450	£25,450	£1,480
Interest on Balances	INTB	-£345,000	£480,000	£135,000	£439,000	£467,000	£28,000	£107,000
Central establishment	ACES	-	£45,000	£45,000	-	£39,000	£39,000	£6,000
Cemetery Bishops Cleeve	BCCE	-£49,485	£28,928	£20,557	£52,500	£33,901	£18,599	£1,985
Bowling Green	BGRE	-£1,825	-	-£1,825	£1,831	-	£1,831	£6
Holiday Caravan Site	CARH	-£45,000	-	-£45,000	-	-	£45,000	£45,000
Car Parking	CARP	-£64,538	£278,580	£214,042	£655,500	£262,679	£392,821	£228,283
Cemetery	CEMG	-£64,000	£57,471	£6,529	-£64,800	£58,131	£6,669	£140
Churchyard Maintenance Bishops Cleeve	CMBC	-	£6,222	£6,222	-	£6,346	£6,346	£124
Asset Management	DCFP	-£10,000	£407,450	£397,450	£10,000	£477,814	£467,814	£70,364
Depots	DEPS	-£11,750	£21,156	£9,406	£12,250	£21,273	£9,023	£383
Land Drainage and Flood Prevention	DRAI	-	£52,402	£52,402	-	£59,272	£59,272	£6,870
Fleet Cars	FLEC	-£20,000	£55,870	£35,870	-	£48,060	£48,060	£12,190
Golf Course	GOLF	-£25,000	-	-£25,000	£26,000	-	£26,000	£1,000
Homeless Properties	HOUS	-£37,885	£24,625	£13,260	£43,279	£27,325	£15,954	£2,694
Mop Fair	MFAR	-£13,310	£7,472	£5,838	£13,443	£7,020	£6,423	£585
Outdoor Sports & Recreation Facilities	OSRF	-£1,705	-	-£1,705	-	-	£1,672	£33
Play Areas and Parks	PARK	-£1,500	£10,000	£8,500	£1,500	£13,000	£13,500	£5,000
Public Offices	POFF	-£326,437	£324,111	£2,326	£284,553	£335,472	£50,919	£53,245
Retained Assets	RETA	-£7,000	£21,900	£14,900	£6,000	£27,020	£21,020	£6,120
Roses Theatre	ROSE	-	£550	£550	-	£500	£500	£50
Naming And Numbering Of Streets	NOST	-	£5,000	£5,000	-	£7,000	£7,000	£2,000
Leisure Centre Investment	TNLF	-£160,000	-	-£160,000	£167,324	-	£167,324	£7,324
Clevedon Properties	CLEV	-£97,853	-	-£97,853	£102,733	-	£102,733	£4,880
Challenge House	CHAL	-£967,230	-	-£967,230	£967,230	-	£967,230	£0
The Chase	CHAS	-£315,207	£50,466	£264,741	£319,095	£54,354	£264,741	£0
Edmund House	EDMU	-£229,724	-	-£229,724	£229,724	-	£229,724	-
SPL House	SPLH	-£243,409	-	-£243,409	£243,409	-	£243,409	-
Wicks	WICK	-£316,478	-	-£316,478	£316,478	-	£316,478	-
Walton on the Naze - Marks	WOTN	-£233,039	-	-£233,039	£233,039	-	£233,039	-
Property Investment Savings Plan	PROP	-	£20,000	£20,000	-	£10,000	£10,000	£10,000
Vaughan Park, Tipton	TIPT	-£401,237	£60,326	£340,911	£456,246	£76,074	£380,172	£39,261
Volvo, Crawley	VOLV	-£502,958	-	-£502,958	£502,958	-	£502,958	-
Finance & Asset Total		-£5,237,570	£4,641,800	-£595,770	-£5,295,564	£4,494,003	-£801,561	-£205,791
Grand Total		-£24,756,780	£34,027,355	£9,270,575	-£21,140,081	£30,961,615	£9,821,534	£550,959