

22 March 2022

Committee	Executive
Date	Wednesday, 30 March 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 2 March 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 24 March 2022)</i>	
6.	EXECUTIVE COMMITTEE FORWARD PLAN To consider the Committee's Forward Plan.	11 - 17
7.	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.	18 - 109
8.	DISCRETIONARY RATE RELIEF POLICY To approve the Discretionary Rate Relief Policy and to delegate authority to the Head of Finance and Asset Management, in consultation with the Lead Member for Finance and Asset Management, to implement any further business rates reliefs introduced by government.	110 - 126
9.	DISCRETIONARY HOUSING PAYMENTS POLICY To adopt the Discretionary Housing Payments Policy with effect from 1 April 2022.	127 - 139
10.	STATEMENT OF COMMUNITY INVOLVEMENT To recommend to Council that the revised Statement of Community Involvement be adopted.	140 - 187
11.	LOCAL DEVELOPMENT SCHEME To recommend the Local Development Scheme to Council for adoption.	188 - 199
12.	MANAGING CONTRACTORS SAFELY POLICY REVIEW To approve the revised Managing Contractors Safely Policy.	200 - 216
13.	SOLAR CAR PARK CANOPY To approve the use of up to £317,000 from the asset management and carbon reduction earmarked reserves to enable the delivery of a solar car park canopy.	217 - 221

14. SEPARATE BUSINESS

The Chair will move the adoption of the following resolution:

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

15. SEPARATE MINUTES

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To approve the separate Minutes of the meeting of the Committee held on 2 March 2022.

DATE OF NEXT MEETING**WEDNESDAY, 1 JUNE 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, 2 March 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, E J MacTiernan, C Softley, R J Stanley,
M G Sztymiak and R J E Vines

EX.85 ANNOUNCEMENTS

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

EX.86 DECLARATIONS OF INTEREST

86.1 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.

86.2 There were no declarations on interest made on this occasion.

EX.87 MINUTES

87.1 The Minutes of the meeting held on 2 February 2022, copies of which had been circulated, were approved as a correct record and signed by the Chair.

EX.88 ITEMS FROM MEMBERS OF THE PUBLIC

88.1 There were no items from members of the public.

EX.89 EXECUTIVE COMMITTEE FORWARD PLAN

89.1 Attention was drawn to the Committee's Forward Plan, circulated at Pages No. 5-7. Members were asked to consider the Plan.

89.2 Accordingly, it was

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

EX.90 FINANCIAL UPDATE - QUARTER THREE 2021/22

- 90.1 The report of the Head of Finance and Asset Management, circulated at Pages No. 8-21, set out the financial performance information for the third quarter of 2021/22 which Members were asked to consider.
- 90.2 The Head of Finance and Asset Management was pleased to report a healthy projected outturn surplus of £3,609,348 on the revenue budget. A large percentage of the surplus was funded from grant income which was to be used for specific purposes in the coming financial year; however, overall, the Council was on track to enjoy a healthy surplus at year-end and careful consideration would need to be made on the best use of the one-off money to support its ambitions as well as deal with risk.
- 90.3 Attention was drawn to the table at Paragraph 2.1 of the report which highlighted the forecast outturn position for service provision, the net position on corporate income and expenditure and the resulting surplus. The quarter three full year projection showed a full year cost of service provision totalling £10,349million which resulted in a surplus against the approved budget of £2.068million of which over £1.5million would be carried over at year end for specific purposes either as a result of grant determination or previous decisions of the Council. The reasons for the projected surplus were set out within the report and included savings on employees across a majority of the service areas including One-Legal, Development, Democratic and Corporate Services but also within senior management following the decision in June 2021 to delete the post of Deputy Chief Executive. That saving was offset to some degree by the cost of recruitment to the new Director of One Legal. The Head of Finance and Asset Management also indicated that the report did not include the pay award as it had not been agreed at the time of writing the report; however, it was now likely a settlement of 1.75% would be made which was within the funding boundary of 2% that had been included within the budget. There had also been savings in transport costs, mainly attributable to the reduction in business travel across the Council; savings in supplies and services; and payments to third parties. In terms of payments to third parties, the large majority of the surplus was due to some growth items being postponed until next year – in-cab technology, digital growth within the Business Transformation Team and additional Joint Core Strategy (JCS) support - those sums would be carried over at year-end to fund future expenditure within those areas. In addition, £112,000 had been budgeted for an additional food waste crew which had been postponed until next year due to delays in acquiring a new food waste vehicle and there had also been a significant saving in the Materials Recycling Facility (MRF) gate contract since changing the provider which it was expected would continue for the foreseeable future. The savings had been reduced slightly by additional expenditure on the domestic abuse review – which was fully funded by the domestic abuse grant; an increase in demand for emergency accommodation – any outturn overspends would be funded from the homeless prevention grant; and a projected overspend on the Ubico contract sum in relation to an increased market supplement to attract and retain drivers – the rest of the contract sum was on target.
- 90.4 Tewkesbury Borough Council had been awarded £410,000 of funding for Contain Outbreak Management (COMF) due to the impact of COVID-19 – it was expected that £300,000 of that would be spent by the end of the financial year with the remaining £110,000 being carried over at year-end to fund continued activities in the first part of the new financial year. Generally, services continued to see a financial impact from the pandemic with a full-year cost estimated at £442,917 – those costs included the continued work of the business cell, additional costs for the provision of waste and recycling services and the continued support to

Tewkesbury Leisure Centre; those costs would be met from the additional COVID-19 grant funding provided by the government and new burdens funding for the business cell work. Income in many areas of activity had recovered well from the pandemic with a number of income streams either back on budget or delivering a small surplus; in particular, Development Management was generating 19% more income in planning fees than expected due to the greater number of planning applications being received. Bulky waste, trade waste and licensing were also projected to deliver income in excess of budget. However, some areas continued to be affected by the pandemic with reductions in income levels in car parks, the Tewkesbury Leisure Centre contract fee would not be provided during the year and two of the three units on the top floor of the Council Offices building had been vacant all year. In addition, One Legal income remained below target although this was offset by savings on employee costs. The income position was significantly boosted by the receipt of a number of external grants with the main contributor being a £1million grant from the Gloucestershire Economic Growth Joint Committee for transport modelling required for the JCS – in addition, grants had been received for homeless prevention, delivery of elections and new areas of activity within the Revenues and Benefits service.

- 90.5 Treasury activities were expected to deliver small savings in borrowing costs and an increase in interest received from investments, in particular as a result of pooled fund investments but also recent increases to the base rate. The Council's commercial property portfolio was currently predicting a deficit on the year as a result of the expected temporary void at one office unit and a tenant exercising a mid-year break clause at an industrial unit – should the commercial property account remain in deficit for the full-year, the Council would utilise the commercial property reserve to cover the void and lease costs resulting in no impact on the base budget position. Core government funding was showing a significant surplus as a result of the additional COVID general grant fund of £424,927 and the Council had received new burdens funding of £91,600 for its continuing administration of business grants as well as being able to claim compensation for losses on its sales, fees and charges as a result of COVID-19 for the first quarter of the year. Referring to business rates, the Head of Finance and Asset Management advised that the overall projected position on retained business rates had changed significantly from that reported at quarter two as a result of a multitude of changes and movements within the calculation which highlighted the volatility of the funding stream, particularly during the pandemic. Some of the points to note included the award of further business rate reliefs, additional S31 government grants, clarification of the accounting treatment for reliefs and grants, review of empty property provisions, bad debts and appeals and the impact of significant reductions to Virgin Media assessments. As a result, the anticipated retention of business rates income now showed a net surplus of approximately £0.8million from the original budget; however, the underlying position of business rates in the current year showed a small amount of growth and an improving position against the prudent estimates made in the budget. The Council's membership of the Gloucestershire Business Rates Pool meant there was an amount attributable to Tewkesbury Borough depending on the performance of all parties within the pool but the latest estimate suggested a windfall of approximately £500,000 for Tewkesbury Borough Council.
- 90.6 Referring to the capital budget position, the Head of Finance and Asset Management advised that this was currently showing an underspend of £2.2million against the profiled budget of £2.9million. The capital programme estimated total expenditure for the year to be approximately £3.9million which was much reduced on previous years as a result of the end of the acquisition phase of the commercial property investment strategy – the main elements of this year's forecast included Ashchurch bridge; vehicle replacement; replacement of the heating system at the Council Offices; and Disabled Facilities Grants. The expected replacement of the

Council Offices heating system would no longer take place in this financial year as the quotation was far greater than the grant funding; however, the grant funding would now be used to support the delivery of a solar canopy above a number of the car parking spaces in the rear car park of the Council Offices building – the work was expected to begin in the final quarter of the year. In terms of the reserves position, this had been boosted by both grant funding related to COVID-19 and also the release of provisions from the retained business rates scheme. Whilst the quarter three position showed that there remained a significant balance on the reserves, the expectation was that they would be spent in future. The Finance team had asked for updates from all departments about their plans to ensure earmarked reserves were either used for their intended purpose or released back to the general fund.

90.7 During the discussion which ensued, a Member referred to the Ashchurch bridge project and questioned whether it was being paid for from Homes England funding, as that was what she thought was happening. In response, the Head of Finance and Asset Management confirmed there were no cost overruns projected so it should be covered by the grant available. There was expected expenditure which would not be incurred in the current year due to delays but that would be covered by the grant funding – he apologised if this was not clear within the report. In addition, the Member noted that the wording on Page No. 18, Paragraph 22, seemed to infer a link between the Tourist Information Centres and the JCS. The Head of Finance and Asset Management confirmed there was no correlation between the two but both elements made up the overall position. The additional £60,000 for the JCS would not be needed in the current year but it would be matched by the two other JCS authorities as and when it was required.

90.8 Accordingly, it was

RESOLVED: That the financial performance information for the third quarter of 2021/22 be **NOTED**.

EX.91 DIGITAL APPROACH STRATEGY

91.1 The report of the Head of Corporate Services, circulated at Pages No. 22-31, set out a digital approach strategy which Members were asked to approve.

91.2 The Corporate Services Manager explained that the previous digital strategy had helped the Council identify what was needed from its digital platform and had set a direction for the Business Transformation team. The new approach considered the way the Business Transformation team would work over the coming two years, with a particular focus on embracing a user-centred and agile way of working. In addition, it highlighted what principles the Council would adopt as part of its online services as well as setting out a dynamic programme of works for the next two years. It was felt that the nature of the digital landscape meant it made more sense to adopt a short-term approach and regularly review it rather than it taking the format of a traditional three/four year strategy. Since it went live in 2020, the Business Transformation team had made it its mission to reshape local government's reputation for online services by putting the customer at the centre of its service design and making sure the 'added extras' were prioritised as fundamentals. It also understood that it must not leave anyone behind and the move towards great digital engagement meant officers were freed up to help those that could not/did not engage online.

91.3 At its meeting on 8 February, the Overview and Scrutiny Committee had considered the digital approach and it was recognised that the Business Transformation team was doing a fantastic job of raising the Council's reputation in respect of digital transformation. The Overview and Scrutiny Committee had a

lengthy discussion around the impact of the work delivered by the team so far and assurance was given that case studies which highlighted the digital improvements would be available for staff, Members and the public. The team continued to be recognised nationally for its work which was great news.

91.4 The Lead Member for Customer Focus thanked the team for the strategy and felt it made sense to review it regularly given the pace of digital change. Another Member referred to the Councillors portal and questioned whether consideration had been given to offering a similar portal for the Parish/Town Councils. The Corporate Services Manager indicated this was not something which had been under consideration but the suggestion would be borne in mind as the portal project moved forward. Referring to the Anti-Social Behaviour database which was being established, the Corporate Services Manager explained that the current system was very manual so the new system would make the logging of anti-social behaviour much easier – there was a piece of software which could be bought in but it came at a considerable cost so an in-house solution would offer a significant saving.

91.5 Accordingly, it was

RESOLVED: That the proposed Digital Approach Strategy be
APPROVED.

EX.92 HOUSING AND HOMELESSNESS STRATEGY 2022-26

92.1 The report of the Housing Services Manager, circulated at Pages No. 32-62, set out the Housing and Homelessness Strategy 2022-26 and Members were asked to recommend it to the Council for approval.

92.2 The Head of Community Services advised that the current interim Housing Strategy 2021/22 had been put in place as an extension to the previous Housing Strategy 2017-2021 as preparation for a new full Housing Strategy was deferred as a result of COVID-19. Following workshops with key stakeholders, including Members, internal colleagues and external partners, a draft strategy document had been produced and made available for public consultation. The responses to that process had been considered and had helped to inform the Housing and Homelessness Strategy 2022-26 document which was attached to the report at Appendix 1. The Overview and Scrutiny Committee had considered and endorsed the Strategy at its meeting on 8 February 2022. The consultation responses had been attached to the report at Appendix 3 for transparency purposes – some of the feedback had not been included as it was not relevant but, where necessary, those comments had been passed onto the correct Council team. The Housing Services Manager was working on an action plan for Overview and Scrutiny Committee to consider later in the year and that would be reviewed regularly. The Housing Services Manager thanked Members for being part of the process and advised they had been key in the creation of the strategy.

92.3 A Member was of the view that the large number of properties which were being bought to rent out as holiday accommodation meaning they were not available as the first step on the ladder for many young homebuyers was a tragedy. In response, the Head of Community Services advised that the Welsh government had just announced it was implementing a 300% increase in Council Tax for holiday homes, but he was unsure if this was a step the English government would take. Referring to Page No. 43, a Member questioned which land was referred to in the bullet point “utilise land in Tewkesbury Borough Council’s ownership to support the delivery of affordable housing and encourage other public bodies to do likewise”. In response, the Housing Services Manager advised that different options were being explored such as garage sites across the Borough, land owned

by Homes England and the Church. In terms of the Spring Gardens and MAFF sites, the Head of Finance and Asset Management explained that the Council was starting to re-engage with the consultants about how to take the sites forward and how they might fit together to meet the needs of Tewkesbury Town. A Member expressed the view that the MAFF site could be pushed forward for a modular housing site; she understood it was constricted but it was fairly central and would be ideal for social housing. Other Members supported that idea. One Member expressed her frustration that the term affordable housing was used when it was not affordable for most; she had thought the Council was going to prioritise social housing for the future. The Head of Community Services agreed that it was unfortunate the term 'affordable' was the accepted term for cheaper housing; however, the Council's housing survey had clearly said that social rented housing was what was needed and that was reflected in the Strategy. A Member referred to the call for sites in respect of Gypsies, Travellers and Travelling Showpeople and noted that objective 5 on Page No. 48 referred to the Gypsy, Roma and Traveller community and she questioned what the correct terminology was. In response, the Head of Community Services undertook to review the wording prior to the strategy being considered by Council. A Member questioned what the local private landlord forum was and how landlords were attracted to join it. In response, the Head of Community Services advised that the details had not yet been worked through but it was an approach which had been taken in other areas with success. Responsible landlords joined the forum and that flushed out those which were not responsible so the Environmental Health team could look into their properties and the way they were managed.

92.4 Accordingly, it was

RESOLVED: That it be **RECOMMENDED TO COUNCIL** that the Housing and Homelessness Strategy 2022-26 be **APPROVED**, subject to the wording around Gypsies, Travellers and Travelling Showpeople being reviewed for consistency.

EX.93 TEWKESBURY BOROUGH COUNCIL DOMESTIC WASTE AND RECYCLING COLLECTION SERVICES POLICY AND PROCEDURES REVIEW

93.1 The report of the Head of Community Services, circulated at Pages No. 63-80, attached a revised Domestic Waste and Recycling Collection Services Policy and Procedures document which Members were asked to approve.

93.2 The Head of Community Services explained that the previous Waste and Recycling Collections Policy had been agreed in 2017 and set out the expectations for domestic collections including the sizes of bins used and frequency of collections; a regular review of the policy was required to ensure it was still appropriate for the current collection service. A litter bin installation and replacement protocol had been added to reflect the need for greater Council control of the number and location of new litter bins being installed in Tewkesbury Borough - other than the addition of that protocol, there were no significant changes proposed.

93.3 In offering clarification, the Head of Community Services explained that litter bins could currently be installed by Parish Councils or property developers with no oversight of the numbers or types of bins being installed. This had led to an unchecked burden of 1,400 litter bins being placed on the street cleansing service which was well above the national average. There were health and safety issues in specific locations with bins being a long distance from access roads or positioned at a height which meant it was dangerous for crews to lift out heavy bags; dog waste bins could often weigh over 20kg and the Council had a duty to reduce

health and safety risks where possible.

93.4 A Member felt it would be helpful to make Parish Councils aware of the need to ensure litter bins could be easily emptied and the Head of Community Services advised that it was intended the policy would be sent out to Parishes and he would ensure some additional information was contained within the covering letter. The Lead Member for Clean and Green Environment indicated that there were good dual use bins available (litter and dog waste) and he would encourage Parishes to use those. He also asked Councillors to speak to their Parishes and to consider dual use when they were reviewing litter bin provision. The Borough Council had recently pinpointed all its bins so monitoring would be the next step. The Member queried whether the Council was looking at collecting recyclables from public bins as well as litter. In response, the Head of Community Services indicated that this was a brilliant aspiration but, in reality, it resulted in contaminated recycling so there would need to be a lot of work with the community ahead of any such introduction.

93.5 Accordingly, it was

RESOLVED: That the updated Domestic Waste and Recycling Collection Services Policy and Procedures be **APPROVED**.

**EX.94 HACKNEY CARRIAGE (TAXI) AND PRIVATE HIRE LICENSING POLICY
MOBILE HOMES AND CARAVAN SITES LICENSING POLICY**

94.1 The report of the Licensing Operations and Development Team Leader, circulated at Pages No. 81-215, asked Members to consider an amendment to the current medical criteria for drivers in the Hackney Carriage (Taxi) and Private Hire Licensing Policy; to adopt the draft Hackney Carriage (Taxi) and Private Hire Licensing Policy, incorporating the Gloucestershire Common Standards; and to adopt the Mobile Homes and Caravan Sites Licensing Policy.

94.2 A Member expressed her thanks to the Licensing Operations and Development Team Leader for the very thorough report provided and it was

RESOLVED:

1. That the amendment to the medical criteria, as set out at Paragraph 2.9 of the report, which would be incorporated in the revised draft policy attached at Appendix A to the report, be **APPROVED**.
2. That the revised Hackney Carriage (Taxi) and Private Hire Licensing Policy, attached to the report at Appendix A, incorporating the Gloucestershire Common Standards which the Licensing Committee agreed at its meeting on 17 February 2022, be **ADOPTED**.
3. That the revised Mobile Homes and Caravan Sites Licensing Policy, attached at Appendix C to the report, agreed by the Licensing Committee at its meeting on 16 October 2021, be **ADOPTED**.

EX.95 LOCAL HERITAGE LIST SELECTION CRITERIA FOR TEWKESBURY BOROUGH. SUPPLEMENTARY PLANNING DOCUMENT

- 95.1 The report of the Planning Policy Manager, circulated at Pages No. 216-234, recommended that the amended Local Heritage List Selection Criteria Supplementary Planning Document (SPD) and consultation statement be consulted on for four weeks between March and April 2022 and asked Members to agree that, if no substantive comments were received, the SPD would be submitted to Council for adoption.
- 95.2 The Head of Development Services explained that the purpose of the Local Heritage List Selection Criteria for Tewkesbury Borough Supplementary Planning Document was to identify and utilise a robust and standardised procedure for nominating assets onto a local heritage list. The SPD therefore included guidance on identifying the historic, archaeological or architectural value of a non-designated heritage asset. The SPD had been put before Executive Committee on 17 November 2021 to be approved for consultation purposes and that consultation was undertaken for six and a half weeks from 1 December 2021 to 14 January 2022 – only minor comments were received; however, in accordance with Regulation 12 of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended), a consultation statement was required to be produced to show how the Council had responded to representations from the consultation. That was then required to be consulted on for a period of four weeks prior to adoption. As set out in the report recommendation, subject to no substantive comments being made, it was hoped Members would agree that the SPD would go straight to Council for approval.
- 95.3 Members were concerned at the lack of responses to the SPD, especially when the Borough had such a historic background. In response, the Heritage Engagement Officer confirmed that, whilst there had been a limited number of responses to the SPD consultation, there had been 60 nominations from across the Borough for the heritage list. That list was an ongoing process so items could still be added using the agreed selection process criteria. In terms of raising awareness of the heritage list, the Head of Development Services advised that all Parish and Town Councils would be contacted directly about the process and could be visited if that would be helpful – they could also be provided with a copy of the current list so they could see what was already included. She also agreed that the Communications team would be asked for its view on the best way to publicise the heritage list. The Lead Member for Built Environment suggested that the next Parish and Town Council seminar and the next edition of the Borough News should both include information about the heritage list.
- 95.4 Accordingly, it was

RESOLVED:

1. That the Consultation Statement and amended Supplementary Planning Document: Local Heritage List Selection Criteria for Tewkesbury Borough be **APPROVED** for consultation purposes.
2. That the amended Supplementary Planning Document be **RECOMMENDED TO COUNCIL** for **ADOPTION** at the end of the consultation period, subject to no substantive comments being made during the consultation.
3. 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.

**EX.96 GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE
2022/23 FINANCIAL CONTRIBUTION**

- 96.1 The Borough Solicitor explained that at its meeting in February, the Overview and Scrutiny Committee had considered the value of the Council's annual contribution to the Gloucestershire Health Overview and Scrutiny Committee and questioned whether the continued consideration of whether to make the payment was required.
- 96.2 The Gloucestershire Health Overview and Scrutiny Committee had been set up by the County Council in 2003 and each district paid £2,500 per year to be part of it. This amount was in the Council's base budget but, when it had initially been agreed to contribute, the Executive Committee had asked that the Overview and Scrutiny Committee consider on an annual basis whether it continued to be best value. The Council's representative on the Gloucestershire Health Overview and Scrutiny Committee reported regularly to the Overview and Scrutiny Committee, as well as disseminating information to the wider membership as necessary, and the Overview and Scrutiny Committee felt that if there were any issues with the way the County Committee was operating they would be picked up through that process rather than needing to be considered annually.
- 96.3 During the brief discussion which ensued, the Borough Solicitor made it clear that the Executive Committee was being asked whether the annual requirement to review the effectiveness of the Gloucestershire Health Overview and Scrutiny Committee was still required as opposed to whether the payment should be made. The Council's representative reported back after each meeting so it would be possible to assess quickly if the Council felt it was no longer getting value for money that way rather than reviewing the position on an annual basis.
- 96.4 Accordingly, it was

RESOLVED: That, subject to the Overview and Scrutiny Committee representative's continued monitoring and regular reporting to the Overview and Scrutiny Committee, the specific consideration of the payment of the Council's contribution to the Gloucestershire Health Overview and Scrutiny Committee on an annual basis no longer be required.

EX.97 SEPARATE BUSINESS

- 97.1 The Chair proposed, and it was

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

EX.98 IRRECOVERABLE DEBTS WRITE-OFF REPORT

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

98.1 The Committee considered and approved the write-off of irrecoverable debts.

The meeting closed at 3:20 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2022/23

REGULAR ITEM:

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

<p>Additions to 30 March 2022</p> <ul style="list-style-type: none"> • Local Development Scheme – recommendation to Council. • Use of Reserves: Solar Canopy.
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Committee Date: 1 June 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Economic Development and Tourism Strategy.	To approve the Strategy.	Head of Development Services.	No.
Asset Management Strategy.	To approve the Asset Management Strategy.	Head of Finance and Asset Management.	Yes – from 2 March 2022.
Redundancy and Redeployment Policy and HR Allocations Policy.	To approve the Policy.	Head of Corporate Services.	Yes – from 2 March 2022.
Council Plan 2020/24 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	Head of Corporate Services.	Yes – from 30 March 2022.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2021/22.	Head of Corporate Services.	Yes – from 30 March 2022.
Equalities and Diversity Policy.	To approve the Equalities and Diversity Policy.	Head of Corporate Services.	Yes – from 30 March 2022.

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Agenda Item 6

Committee Date: 1 June 2022

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Debt Recovery Policy.	To approve the Debt Recovery Policy.	Head of Corporate Services.	Yes – from 30 March 2022.
Medium Term Financial Strategy (Annual).	To recommend to Council the adoption of the five-year MTFS.	Head of Finance and Asset Management.	Yes – deferred from 5 January & 30 March to allow the necessary information from the government.
Ashchurch Bridge Over Rail (ABOR).	Project Update and Forward Plan Delivery.	Tewkesbury Garden Town Programme Director / Tewkesbury Garden Town Programme Manager.	No.

Committee Date: 6 July 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Outturn Report (including Capital Financing and Earmarked Reserves) (Annual).	To consider the Council's financial outturn.	Head of Finance and Asset Management.	No.
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Four 2021/22.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter four performance management and recovery information.	Head of Corporate Services.	No.

Committee Date: 31 August 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter One 2022/23.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

Committee Date: 5 October 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 One 2022/23.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter one performance management and recovery information.	Head of Corporate Services.	
Car Parking Strategy.	To approve the Car Parking Strategy.	Head of Development Services.	No.

Committee Date: 16 November 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Financial Update – Quarter Two 2021/22.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

Committee Date: 4 January 2023

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Medium Term Financial Strategy (Annual).	To recommend to Council the adoption of the five-year MTFs which describes the financial environment the Council is operating in and the pressures it will face in delivering its services and a balanced budget over the period.	Head of Finance and Asset Management.	No.
Housing Strategy Monitoring Report (Annual).	To approve the Housing Strategy Monitoring Report.	Housing Services Manager.	No.
Treasury and Capital Management (Annual)	To approve and recommend approval to Council, a range of statutorily required policies and strategies relating to treasury and capital management.	Head of Finance and Asset Management.	No.

Committee Date: 1 February 2023			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Budget 2023/24 (Annual).	To recommend a budget for 2023/24 to the Council.	Head of Finance and Asset Management.	No.
Financial Update - Quarter Three 2022/23.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Two 2022/23.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter two performance management and recovery information.	Head of Corporate Services.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.
(To be considered in private because of the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)).			

Committee Date: 1 March 2023			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required

Committee Date: 29 March 2023			
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 2022/23.	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 2022/23.	Head of Corporate Services.	No.

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.

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

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TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	30 March 2022
Subject:	Council Plan Performance Tracker and Covid-19 Recovery Plan Tracker 2021/22 (Qtr3)
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 8 March 2022, consideration was given to 2021/22, quarter three 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 three 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 8 March 2022, consideration was given to quarter three 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: Finance and Resources	
<p>P48 – Objective 4 – Action a) Deliver the approved trade waste business case to make the service commercially viable – A Member noted that the target was March 2022 and he asked if this would be achieved by the end of the month.</p>	<p>The Head of Community Services explained that the service would be reviewed and a project plan in place by the end of March 2022 but there would be no change to the service at that point.</p>
Performance tracker- priority: Economic Growth	
<p>P50 – Objective 1 – Action a) To deliver an economic assessment of businesses within Tewkesbury Borough – A Member asked whether the target date of June 2022 was realistic if quotes were still being obtained to carry out the assessment in the spring.</p>	<p>The Economic and Community Development Manager explained that Gloucester City Council was leading on the assessment, which would include a business survey and survey of economic data in the borough, and it was hoped the work would be completed within six weeks with the key recommendations being made by June 2022.</p>
Performance tracker priority: Housing and Communities	
<p>P58 – Objective 1 – Action a) Work with partners to undertake the required review of the Joint Core Strategy – A Member noted this had first been due for completion in autumn 2019 and the commentary started that a revised timetable was expected to be presented to Members in March 2022. She raised concern that this was a considerable delay and questioned whether the March deadline was achievable.</p>	<p>The Planning Policy Manager confirmed that the revised timetable was being taken to the Executive Committee on 30 March 2022.</p>
Performance tracker KPI's priority: Housing and Communities	
<p>P66-68 – KPIs 8-15 – A Member noted there were several new KPIs in relation to housing and she asked when the direction of travel and traffic light icons would be available as it was currently difficult to understand whether performance was good or bad.</p>	<p>The Head of Community Services advised that the KPIs were being reviewed for 2022/23 and would be updated to reflect the new Housing and Homelessness Strategy so he would ensure this was taken into consideration.</p>
<p>P69-70 – KPIs 18, 19 and 21 – Determination of 'other'</p>	<p>The Interim Development Manager explained that Officers were working hard to address the backlog of</p>

<p>applications and enforcement investigation of Category A and Category C cases – A Member noted these KPIs still had unhappy faces. She understood that the planning service was being reviewed and asked whether there had actually been any improvement to date.</p>	<p>applications and it was hoped that an upturn would be reflected in the figures over the next two months. He provided assurance that new applications were being dealt with in a timely manner.</p> <p>A Member pointed out that there had been a dramatic improvement in terms of Category C and Category D cases being investigated within 10 working days during quarter three compared with previous quarters and the 2020/21 outturn which was positive.</p>
<p>Performance tracker priority: Customer First</p>	
<p>P73 – Objective 2 – Action b) Implement an online offering for the licensing service – A Member noted this had been delayed a number of times - the new target date of December 2022 would be the fifth change - and he questioned whether there was enough resource to deliver by the new date and if there was any scope for it to be done sooner.</p>	<p>The Head of Community Services advised that the current paper-based system was very antiquated and did need to be replaced. This was being overseen by the Business Transformation team and, whilst he did not think it could be brought forward, he saw no reason why it would not be achieved by the new deadline, in accordance with the project plan which had been agreed.</p> <p>The Head of Corporate Services clarified that the project went beyond the implementation of an online service with a complete review of the licensing function being undertaken. The project contained four workstreams: IT; governance; HR and the team structure; and finance with support for each element being provided by the relevant departments. He was confident the December deadline would be achieved with the resources backing the project.</p>
<p>Performance tracker KPI'S- priority: Customer First</p>	
<p>P80 – KPI 34 – Average number of sick days per full time equivalent – A Member noted that long term illnesses were increasing once again and she queried whether this was for similar reasons as previously or if it was as a result of COVID.</p>	<p>The Head of Corporate Services confirmed that long term sickness had increased from 292 days to 501 days in quarter three; this was not COVID related but was due to significant long-term illnesses among six to eight members of staff for reasons similar to those which had been reported before.</p>
<p>P81 – KPI 37 – Percentage of formal complaints answered on time – A Member noted there was a downward trend with 80% of formal complaints answered in time during quarter one, 68% in quarter two and 65% in quarter three which was 73% overall against a target of 90%. He asked whether this was linked to the increased number of sick days and if plans had been put in place to turn it around.</p>	<p>The Head of Corporate Services confirmed this was a cross-service issue so he did not believe it was connected to sickness absence; however, complaints could be complex and services were under pressure. The downturn had been discussed by Management Team and improvement was anticipated during quarter four. Top tips for dealing with complaints were communicated to staff, for instance, agreeing an extension of time with the complainant at an early stage if the complaint could not be resolved quickly. Although the demand on services was recognised, it was important that complaints were being dealt with in a timely manner.</p> <p>A Member asked whether there was any way to</p>

	improve the customer experience in relation to general queries as he was aware of residents finding it difficult to get a response from Officers. In response, the Head of Corporate Services explained there was no system for monitoring every piece of email communication which was received by the Council; however, there were customer service standards in place and he encouraged Members to speak to him if they had any particular issues so he could investigate these further.
Performance tracker- priority: Sustainable Environment	
P88 – Objective 3 – Action a) Take a robust approach towards fly-tipping and other enviro-crimes – A Member queried whether consultation on the Public Space Protection Order had commenced at the start of the year as planned.	The Head of Community Services advised that the team had been extremely busy; however, he provided assurance that the consultation was ready to go and would commence shortly.
COVID-19 Recovery Tracker Priority: Economic Growth	
P100 – Action – Recover b) Develop a bid to host a Department of Work and Pensions Youth Hub within the Tewkesbury Growth Hub – A Member asked when the draft bid was due to be submitted and how successful it was likely to be.	The Economic and Community Development Manager confirmed that the bid had been submitted and, whilst it was hoped it would be successful, there were no certainties until funding had been secured. Initial feedback was anticipated within the next two weeks.

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 Q3 2021/2022 Council Plan, recovery plan and financial performance information.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	8 March 2022
Subject:	Council Plan Performance Tracker and COVID-19 Recovery Plan Tracker - Quarter 3 2021/22
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 - finance and resources, economic growth, housing and communities and customer first - plus the approval of two new priorities - 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, as 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 third 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.

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.

Risk Management Implications:

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

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 - finance and resources, economic growth, housing and communities and customer first - plus the approval of two new priorities - 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 (KPIs). 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 Given the synergies of the two tracker documents, they are reported together. For example, as 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.

2.0 COUNCIL PLAN PERFORMANCE TRACKER

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

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

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

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

😊 – action progressing well

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

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

Grey – project has not yet commenced

✓ – action complete or annual target achieved

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

↑ - PI is showing improved performance on previous year

↔ - PI is on par with previous year performance

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

2.3 This report presents the third quarter of year two of the Council Plan (2020-2024). Key successful activities to bring to Members’ attention since the last performance report include:

- The budget for 2022/23 was approved by Council on 22 February. (Page 2 of the tracker).
- Stage one of the One Legal Service review is complete (recruitment of a Director) and is now moving into stage two - further recruitment and creation of an action plan. (Page 4 of the tracker).
- The Growth Hub delivered 15 events during quarter three - 39 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).
- The public consultation on the main modifications to the Tewkesbury Borough Plan closed in January. A schedule summarising those representations and the Council’s response has been submitted to the Inspector for their final report. (Page 7 of the tracker).
- The 10-week public consultation for the proposed upgrade to M5 all-ways Junction 10 closed on 15 February. (Page 7 of the tracker).
- The Infrastructure Funding Statement was published in December 2021. (Page 8 of the tracker).
- Very successful outcomes through the digital marketing campaign with Cotswold Tourism, for example, website and social media are performing at record levels (Page 10 of the tracker).
- The new draft Housing and Homelessness Strategy is due to be considered by the Executive Committee on 2 March. (Page 14 of the tracker).
- The first phase of the improvement to internal HR processes has been achieved through the Eploy digital recruitment system. The project is now in its second phase to implement a self-service tool for managers and staff to record information such as annual leave, sickness etc. (Page 28 of the tracker).
- A new Carbon Reduction Officer will start in February, their role will be to take forward actions within the carbon reduction action plan. (Page 41 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
Introducing and complying with the Chartered Institute of Public Finance and Accountancy’s (CIPFA) new Financial Management Code. (Page No. 1 of the Council Plan performance tracker).	😞 The target date has been amended from December 2021 to March 2022 . Due to additional business grants work the report has been delayed and is now scheduled to go to Audit and Governance Committee in March 2022.
Update the Council’s Asset Management Plan (AMP). (Page No. 2 of the Council Plan performance tracker).	😞 Due to additional workload this has resulted in a delay to the production of the AMP. The target date has been amended from March 2022 to June 2022 .

<p>Work with the Local Enterprise Partnership (LEP) and other partners to deliver the Local Industrial Strategy (LIS).</p> <p>(Page No. 5 of the Council Plan performance tracker).</p>	<p>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.</p>
<p>Carry out a review of our corporate website.</p> <p>(Page No. 28 of the Council Plan performance tracker).</p>	<p>☹️ As a result of further requirements for COVID-19 related grant forms, the impact on the Web and Digital Designer workload has been significant. The target date has been moved from April 2022 to June 2022 to accommodate the additional work.</p>
<p>Implement an online offering for the licensing service.</p> <p>(Page No. 28 of the Council Plan performance tracker).</p>	<p>☹️ This project has been looked at in more detail and, in order to deliver all elements of the project, the timetable has been revised from May 2022 to December 2022.</p>
<p>Deliver the Public Services Centre's low-carbon heating and solar PV systems.</p> <p>(Page No. 40 of the Council Plan performance tracker).</p>	<p>☹️ The completion date for this project has been amended from May 2022 to June 2022. This is factoring the extension given to spend the grant funds.</p>
<p>Adopt a Shopfront Design Guide (SPD) to provide guidance on shopfronts to ensure they contribute to a quality urban and historic environment.</p> <p>(Page No. 45 of the Council Plan performance tracker).</p>	<p>☹️ Due to delays going live with the public consultation, this has resulted in the target date for adoption also being delayed. The date has been amended from February 2022 to April 2022.</p>

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 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. For 2021/22, six new KPIs have been added. These are KPIs 12-15 and KPIs 28-29. 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.

3.2 Of the **22** indicators with targets, their status as at the end of quarter three for 2021/ 22 is:

☺ (on target)	☹ (below target but confident annual target will be achieved)	⊗ (below target)
10	3	9

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

↑ (better performance than last year)	↓ (not as good as last year)	↔ (on par with previous year performance)	Data not available
9	8	2	3*

*The three KPIs where data is not available relate to:

- 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).

KPIs 28 and 29 are new monitoring KPIs that do not have an outturn figure for 2020/21.

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

KPI No.	KPI description	Reason for ☹ or ↓
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)	↓ ☹ 4 decisions out of 5 were determined within the target (80%) during Q3 figure. The cumulative figure for the year is 73.08%, this is below both the Council's target of 85% and the outturn for 2020/21 which was 80%.
17	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant. (Page No. 23 of the Council Plan performance tracker)	↓ ☹ The Q3 figure is lower than last year's outturn with only 103 out of 167 (61.68%) 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)	↓☹️ 476 of 587 decisions were made within agreed timescales during Q3. This equates to performance of 81.09%, 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)	↓ Two category A cases were received in Q3. Whilst quarter three outturn was 100% cumulatively for the year so far; 7 out of 8 cases were investigated within the target timescales equating to 87.5% for 2021/22. This is below the outturn of 100% last year.
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)	☹️ 20 category C cases were received in Q3, and 14 of these were handled within the target timeframe (70%). The cumulative percentage for 2021/22 is 48.08%. This is significantly below the local target of 80% but above 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 Q3, 14 category D cases were received, and 12 cases (85.71%) of these were handled within the target timeframe which is a huge improvement compared to Q2 (15.4%). However, the cumulative percentage for 2021/22 is 56.25%. This is lower than this year's target of 70%.
31	Average number of days to process change in circumstance to housing benefit claims. (page No. 33 of the council plan performance tracker).	↓ Whilst Q3 performance (four days) is below the national average of seven days it is slightly above last years outturn of two days.
33	Percentage of NNDR collected. (Page No. 34 of the Council Plan performance tracker)	☹️↓ Business rates collection performance is 6.8% below target for Q3 which is a continuing impact from COVID-19. It is unlikely the target of 98% or last year's outturn of 95.9% will be achieved by the end of the year.
34	Average number of sick days per full time equivalent. (Page No. 35 of the Council Plan performance tracker)	☹️↓ Whilst the overall rates remain lower than pre-COVID rates, there has been a rise in long term sickness. This has had an impact on the cumulative figure for the year which is 8.05 days. This is just above the 8 days target and will be more than last year's outturn of 9.68 days.

37	Percentage of formal complaints answered on time. (Page No. 36 of the Council Plan performance tracker)	↓☹️ 22 complaints were received during Q3. Two of these were withdrawn. From the 20 remaining 13 of these were answered within the timescale (65%). 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.46 of the Council Plan performance tracker).	☹️ Whilst there has been a 10% reduction in envirocrimes when compared to Q3 in 2020/21. 355 envirocrimes were reported in Q3, making the total for the year so far to 1,157 reports. This has exceeded the target of 1,000 but will be lower than last outturn of 2,185.

4.0 COVID-19 CORPORATE RECOVERY TRACKER

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

😊 – action progressing well

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

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

Grey – project has not yet commenced

4.2 Key activities to bring to Members' attention include:

- Despite the Omicron variant and rising energy prices, Tewkesbury Leisure Centre continues to recover well with no financial support being sought from the Council. It is anticipated the contract fee will start to be paid to the Council from April onwards. (Page 2 of the recovery tracker).
- Working with our partners at Cotswold Tourism to promote the borough as a safe destination to visit has seen the Cotswold.com website and social media feeds perform record levels for the seventh month in a row. (Page 5 of the recovery tracker).
- Tewkesbury Growth Hub also worked in partnership with Job Centre Plus to deliver a Jobs Fair in Tewkesbury Public Service Centre. (Page 6 of the recovery tracker).
- The Growth Hub continues to provide a variety of recovery streams to the business community including the promotion of various grants, a mentor scheme and the general promotion of the hub offering. (Page 6 of the recovery tracker).
- Support continues to be provided to community groups through funding advice, grants and activities. Funding has been obtained for the Roses Theatre to develop outreach work, particularly focussing on young people who have been impacted by COVID. (Page 9 of the recovery tracker).
- Over 1,900 residents were contacted for the Winter food voucher scheme, resulting in over 1,000 claiming for a voucher. (Page 10 of the recovery tracker).

- The COVID-19 Community Grant Scheme continues to be promoted with 156 grants being awarded £128,499 in total. (Page 12 of the recovery tracker).
- Since October, 20 groups from the Voluntary and Community Sector attended an online training sessions with Severn Trent Community Fund. (Page 12 of the recovery tracker).

4.3 As explained when the Recovery Tracker was first presented in October 2020, a number of areas of the Council are still in response mode - for example 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:

Action	Status of action
Continue to monitor the financial impacts of COVID-19 and revise the Medium-Term Financial Strategy in light of those impacts. (Page 1 of recovery tracker).	☹️ Following confirmation from Department for Levelling Up, Housing and Communities (DLUHC), monthly monitoring returns have been extended and will continue until April. The target date has been amended from January 2022 to April 2022 , to reflect this change.
Develop a bid to host a Department of Work and Pensions Youth Hub within the Tewkesbury Growth Hub. (Page 8 of recovery tracker).	☹️ The target date of December 2021 has been amended to February 2022 . This is to allow for the final amends to be made before the bid is submitted.
Launch a new Tewkesbury Borough Business Grants scheme. (Page 8 of recovery tracker).	Deferred- Following the Government launching new business grants, the Council's scheme has been 'pushed back' from January 2022 to March 2022 to avoid any confusion to the business community.

4.4 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.

5.0 FINANCIAL SUMMARY - REVENUE POSITION

5.1 The financial budget summary for Q3 shows a projected surplus of £3,609,348 for the full year against the approved budget. The following table highlights the forecast outturn position for service provision, the net position on corporate income and expenditure and the resulting surplus:

5.2	Budget	Full Year Projection	Full Year Variance
<u>Services expenditure</u>			
Employees	£11,032,559	£10,369,368	£663,191
Premises	£590,411	£602,240	-£11,829
Transport	£75,270	£36,515	£38,755
Supplies & Services	£2,131,818	£2,085,036	£46,782
Payments to Third Parties	£6,542,630	£6,257,898	£284,732
Transfer Payments - Benefits Service	£13,544,132	£13,529,942	£14,190
Central Recharges	£29,929	£29,929	£0
COMF Funding	£0	-£110,520	£110,520
COVID-19 Costs	£0	£442,917	-£442,917
Projects Funded Externally	£0	-£188,767	£188,767
Income	-£21,529,831	-£22,705,927	£1,176,096
Services Sub Total	£12,416,918	£10,348,633	£2,068,285
<u>Corporate expenditure</u>			
Treasury – Interest Received	-£345,000	-£418,000	£73,000
Treasury – Borrowing Costs	£480,000	£463,000	£17,000
Investment Properties	-£3,176,343	-£3,106,584	-£69,759
Corporate Savings Targets	-£155,000	£0	-£155,000
Core Government funding	-£1,013,409	-£1,561,163	£547,754
New Homes Bonus	-£2,508,861	-£2,508,861	£0
Business Rates	-£1,976,280	-£2,795,678	£819,398
Business Rates – deficit from 20/21	£4,649,150	£4,650,446	-£1,296
Council Tax Surplus	-£24,833	-£24,833	£0
Council Tax precept	£2,241,902	£2,241,902	£0
Use of reserves & MRP	-£3,766,607	-£4,076,573	£283,679
Corporate Sub Total	-£5,595,281	-£7,136,344	£1,541,063
Surplus / (deficit)			£3,609,348

5.3 Service Expenditure

The quarter three full year projection highlights a full year cost of service provision totalling £10.349m, resulting in a surplus against the approved budget of £2.068m. Of this surplus, over £1.5m will be carried over at year end (see 5.8 & 5.11 for further details) for specific purposes either as a result of a grant determination or previous decisions of the Council. Whilst this additional income and underspend is still seen as a surplus against the budget, its future use is already determined. 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** The full year projection for employees highlights a potential gross surplus of £663,191. 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 £508,191. Savings have accrued across the majority of service areas including One Legal, Development, Democratic and Corporate Services but also within 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.
- 5.5** Premises costs highlights a projected overspend of £11,829. This includes the rental charges that relate to the May 2021 Police and Crime Commissioner Elections, 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.
- 5.6** There is a projected saving of £38,755 for transport costs, the main reason for this is due to the reduction of business travel across the council.
- 5.7** The projected outturn for Supplies & Services highlights a potential saving of £46,782. There is a 30% reduction in card terminal bank charges against budget, this is a combination of changing the merchant provider and a prudent budget. Annual computer licences are expected to be £29,840 under budget. This saving is reduced by certain overspends, the election fees from the May 2021 Police and Crime Commissioner Elections, which are fully reclaimable, and the appointment cost for Director of Law which is payable by Tewkesbury.
- 5.8** Payments to third parties highlights a projected underspend of £284,732. The large majority of this surplus is due to certain growth items that have been postponed until next year; In-cab technology (£150k), Digital Growth within the Business Transformation Team (£40k) & additional JCS support (£60k). These sums will be carried over at year-end to fund future expenditure within these areas. £112k was budgeted for an additional food crew which has been postponed until next year due to delays in acquiring a new food vehicle. Overtime in the year has provided interim additional capacity to meet the requirements. We have also seen a significant saving in our Materials Recovery Facility (MRF) gate contract since changing provider which we expect to continue for the foreseeable. These savings have been reduced slightly by additional expenditure in the following areas:
- Domestic Abuse Review, which is fully funded by the Domestic Abuse grant.
 - Increase in demand for emergency accommodation. Any outturn overspends in this area will be funded from the homelessness prevention grant.
 - There is a projected overspend on the Ubico contract sum in relation to an increased market supplement to attract and retain drivers for our services. The rest of the contract sum is on target
- 5.9** Tewkesbury was awarded £410k of funding for Contain Outbreak Management (COMF), which was due to the impact of COVID-19. It is expected that £300k will be spent by the end of this financial year with the remaining £110k to be carried over at year-end to fund continued activities in the first part of the new financial year.

- 5.10** Tewkesbury services continue to see a financial impact from the COVID pandemic with a full year cost estimated at £442,917. 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 5.14.
- 5.11** 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. In particular, Development Management is generating 19% more income in planning fees than expected due to receiving a greater number of planning applications. In addition, a number of other income streams are projected to deliver income in excess of budget including bulky waste, trade waste and licensing. Some areas, however, continue to be affected by the COVID pandemic with reductions in income levels in our car parks, Tewkesbury Leisure Centre contract fee won't be provided during the year and the two of the three units on the top floor of the Council Offices have been vacant all year, although rent was paid on one unit until September. In addition, One Legal income remains below target although this is offset savings on employee costs. The income position is significantly boosted by the receipt of a number of external grants. The main contributor is the £1m grant from the Gloucestershire Economic Growth Joint Committee for transport modelling required for the Joint Core Strategy. In addition, grants have been received in areas such as homeless prevention, delivery of elections and new areas of activity within Revenues & Benefits.
- 5.12** Corporate Expenditure
- 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 £1,541,063 for the financial year.
- 5.13** Treasury activities are expected to deliver small savings in borrowing costs and an increase in interest received from investments, in particular as a result of our pooled funds investments but also as a result of recent increases to the base rate. Our commercial property portfolio is currently predicting a deficit on the year as a result of the expected temporary void at one office unit and a tenant exercising a mid year break clause at an industrial unit. 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 5.18.
- 5.14** 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 received new burdens funding for its continuing administration of business grants of £91,600. The Council was also able to claim compensation for losses on its sales, fees and charges (SFC) as a result of covid for the first quarter of the year.
- 5.15** The overall projected position on retained business rates has changed significantly from that reported at quarter two as a result of a multitude of changes and movements within the calculation which highlights the volatility of this funding stream, particularly during the pandemic. Some of the points to note resulting in the movement include the award of further business rate reliefs, additional s31 government grants, clarification of accounting treatment for reliefs and grants, review of empty property provisions, bad debts and appeals and the impact of significant reductions to Virgin Media assessments. As a result, the anticipated retention of business rates income now shows a net surplus of approximately £0.8m from the original budget, compiled in December 2020. 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.

- 5.16** Given the positive impact of these changes in year, the size of the collection fund deficit that would normally exist given the generous package of business rates relief that has been applied is much reduced. As a result, grant funding that would normally be set aside to meet the collection fund deficit is not required to the full level of grant and can be released in year. This is offset to an extent by the need to increase the levy payment on this excess level of retention. Combing all of these factors results in additional retention of just over £800k in the current year. It should be noted however, that the impact of Virgin Media, as noted in the recent Budget papers, has resulted in an increased collection fund deficit forecast which will necessitate the use in part of this £800k surplus.
- 5.17** In addition to the net internal business rates retention position, the Council is a member of the Gloucestershire Business Rates Pool which, through its composition, is able to retain additional business rates within the county. The amount attributable to Tewkesbury varies depending on the performance of all parties but the latest estimate suggests a windfall of circa £500,000 for Tewkesbury. This sum, if confirmed, will be in addition to the surplus discussed in this paper.
- 5.18** 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 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.
- 5.19** Bringing together both the surplus on net service expenditure and that on net corporate expenditure results in an overall budget surplus projection of £3.61m. As noted earlier, a large proportion of this relates to external grants for which there is a defined purpose and can only be used for that purpose. In addition, a number of projects have been delayed during the course of the year and will require the funding to be carried forward. However, even when allowing for both of these, there is still likely to be a significant useable surplus from which to boost our reserves. Careful consideration will be made at year end as to the best use of these resources and a recommendation made to Executive Committee in early summer.

6.0 CAPITAL BUDGET POSITION

- 6.1** Appendix 4 shows the capital budget position as at quarter three. This is currently showing an underspend of £2.2m against the profiled budget of £2.9m.
- 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:
- 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, Disabled Facilities Grants is showing a surplus as fewer grants have been paid out. There is also an underspend being reported on the award of community capital grants at the quarter three point although these are expected to be drawn down in the final quarter. A surplus is being reported for vehicle replacement for both grounds maintenance and food waste as a result of extending the useful life of some vehicles and equipment whilst supply side delays have been experienced in the acquisition of some vehicles. We do however expect a new sweeper to be delivered in quarter four.
- 6.4** The expected replacement of the Council Offices heating system will no longer take place in this financial year, as the quotation was far greater than grant funding. However, the 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 begin in the final quarter.
- 6.5** We are expecting to incur some costs for Ashchurch Bridge in quarter four, however the original profiled expenditure projection will not be met for 2021/22. The timetable has been lengthened to allow for the delays experienced and the works required.

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 quarter three 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

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Appendices: Appendix 1 – Council Plan Performance Tracker Qtr 3 2021/22
Appendix 2 – COVID-19 Corporate Recovery Plan performance tracker
Qtr 3 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 2024 New target date: March 2022 (new target date reported to O&S committee in March 2022)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😞	A review of the code has been completed but member reporting has been delayed as a result of additional business grants work. The report is now scheduled to go to Audit & Governance Committee in March.
b) Produce a Medium-Term Financial Strategy that recognises the impact of funding	Target date: January 2022 March 2022	Head of Finance & Asset Management	😊	Neither the Spending Review or the Local Government Settlement provided any information on the proposals for funding reform that have been promised for a number of years. The Settlement has included a number of promises to work with local

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reform and, delivers a balanced approach to meeting funding gaps.	(date reported to O&S committee in January 2022)	Lead Member for Finance and Asset Management		government in the coming months to look at each of these issues. This lack of certainty makes it incredibly difficult for financial planning. However, a MTFS which highlights the issues and potential scenarios will be prepared for the start of the 2023/24 budget round.
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 report for 2022/23 includes a recommended increase of £5p.a. taking the borough councils element of the Council Tax band D level to a total of £134.36. This is likely to keep Tewkesbury as the sixth lowest English District and around £70 lower than the national average.
Objective 3. Maintain our assets to maximise financial returns.				
a) Update the council's asset management plan.	Target date: March 2022 New target date: June 2022 (new target date reported to O&S committee in March 2022)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☹	Additional workload in Q3 and Q4 has resulted in a delay to the production of the Asset Management Plan (AMP). It is now scheduled for Q1 of 2022/23

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b) Approve a new planned maintenance programme.	Target date: June 2022 New target date: March 2023 (new target date reported to O&S committee in March 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.
c) Ensure that voids within our commercial property portfolio are re-let at the earliest opportunity.	Target date: March 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	Both units in our Clevedon property, where leases expired in May, have now been re-let. Unit 3 at Vaughn Park, Tipton has seen a tenant exercise a break clause, but a new tenant found immediately, terms agreed and completed in February. Unit 5 however remains vacant but a number of parties have expressed an interest. An office building in Hertfordshire saw the surrender of the lease for two units earlier in the year. One new lease has been agreed but the second unit remains vacant.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Deliver the council's commercial strategy.				
a) Deliver the approved trade waste business case to make the service	Target date: April 2017 July 2017 August 2017 April 2018 April 2019	Head of Community Services	😊	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

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commercially viable.	<p>December 2019 September 2020 February 2021 March 2021</p> <p>Target date: March 2022</p> <p>(in accordance with project milestones reported to O&S 6 April 2021)</p>	Lead Member for Clean and Green Environment		<p>programme board as well as oversight by the Depot Working Group.</p> <p>A progress report went to Overview and Scrutiny Committee on 11 January 2022.</p> <p>A trial of trade waste recycling services is being developed for Q1 2022/23.</p>
a) Ensure that the Ubico resource made available as a result of the bulky waste review is redeployed.	Target date: March 2022	<p>Head of Community Services</p> <p>Lead Member for Clean and Green Environment</p>	✓	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.	<p>Target date: January 2022 (Stage one of the review- achieved)</p> <p>New target date: April 2022 (stage two of the review).</p> <p>(new target date reported to O&S committee in March 2022)</p>	<p>Borough Solicitor</p> <p>Lead Member for Corporate Governance</p>	☺	<p>Stage one of the review is now complete with the recruitment of the key post- Director of One Legal being appointed. The successful candidate commences in March 2022.</p> <p>The review is now in its second stage looking at recruiting other roles such as the Practice and Professional Development Manager. Once all roles are in place an action plan will be created.</p>

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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 assessment will form part of the work to develop the new Economic Development and Tourism Strategy. A draft brief has been prepared - we have been approached to conduct a joint commission with a neighbouring authority. Companies will be approached for quotes to carry out the assessment in Spring 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, events have been delivered online though in January, the hub has resumed its approach to introduce in person events again, where customers are happy to do so. In quarter 3, 15 events were delivered. Total events delivered to date: 39.
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, 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. Further information and update is awaited from the LEP on how this will be rolled out regionally/locally. In the meantime, the LEP has launched its Skills Strategy https://www.gfirstlep.com/news/gfirst-lep-launch-skills-strategy-for-gloucestershire/

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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>192ha 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 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 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 partner councils. 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 appointed consultants, Deloitte, to help review the timetable and get the JCS to the next stage of</p>

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				consultation. This work commenced in September 2021 and is expected to be presented to Members in March 2022.
	<p><u>Tewkesbury Borough Plan</u> Winter 2018 Summer 2019 Autumn 2019 December 2019 Spring 2021 Autumn 2021</p> <p>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>(revised date reported to O&S committee in January 2022)</p>		☺	<p>The examination into the Local Plan was completed in March 2021 and the JCS authorities were able to demonstrate that they had met and exceeded the JCS requirement for 192ha of employment land. An initial letter was received from the Inspector in June setting out the main modifications required to make the Plan sound. These were agreed with the Inspector and approved by Council on 20 October 2021.</p> <p>The main modifications have now been consulted on and all the representations have been sent to the Inspector, along with a schedule summarising those representations and the Council's responses to those. The Inspector is now drafting his final report.</p> <p>Adoption of the Plan is expected in the Spring 2022.</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 ran 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 (gloucestershire.gov.uk)</p> <p>Useful FAQs about the scheme can be found here - m5-junction-10-faqs-december-2021.pdf (gloucestershire.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 Statement has been published in accordance with Community Infrastructure Levy (Amendment) (England) Regulations 2019. This can be found on the council's website here: https://www.tewkesbury.gov.uk/community-infrastructure-levy</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	☺	Community engagement has, and will, include: <ul style="list-style-type: none"> • 'Regenerate the High Street' event was held in September 2021. • 'The dating of Tewkesbury's Medieval Buildings' a talk by a Dendrochronologist, will be held later in the year following the appointment of a new Programme Manager • Linking with the Cultural Consortium • Joint engagement piece of work with specialist from Bristol University • Engagement with the business community on the shopfront/upper floor grant scheme • Future appointment of organisation to engage with community regarding public realm in town centre
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	✓	The shop front grant scheme was launched in September 2021 and contact has now been made with each of the properties on the 'approved schedule'. To date there have been more than 20 enquiries/EOIs regarding the grants, and are currently in discussions with the owner/tenants of more than 10 properties.

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	
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		<ul style="list-style-type: none"> Website and social media feeds continue to perform at record levels. November was the seventh month in a row to see record monthly visitor numbers to the Cotswolds.com website - with 118,034 unique visitors in November, reaching 1.5m unique visitors for 2021. In November Cotswold Tourism focussed on promoting Christmas on social channels the Facebook page was viewed 459,869 times November was a popular month on Instagram with 132,619 unique accounts viewing the feed and 60,000 follower mark. A short survey was emailed to help gain a better understanding of where local businesses are on the path to sustainability and to identify help required. Visit England have launched a new 'Introduction to PR' toolkit intended for small or medium-sized tourism businesses who are not marketing professionals. This toolkit advises on how to secure media coverage in a time-efficient manner. Advice has also been provided outlining latest Covid measures and pointing to government advice as well as VisitBritain's Business Advice Hub and their Covid-19 latest information and advice page
b) Celebrate with partners the significance of 2021 for Tewkesbury.	Target date: December 2021	Head of Development Services Lead Member for Economic		The committee focussed on three major events for 2021, incorporating a light show, Tewkesbury Stitch Story community artwork and school engagement through a virtual festival. In line with the Executive Committee resolution, the council awarded £25,000 towards the 2021 celebrations. In

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		Development/ Promotion		November, the Abbey hosted the 'Tewkesbury Festival of Light,' which had over 5,000 attendances.
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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%	2.3%				Dec 2021 figure of 2.3% relates to 1,325 people within the borough. This figure is below the county rate of 2.9% and UK rate of 4.4%.	Lead Member for Economic Development/ Promotion Head of Development Services
3	Number of business births.	465 (2019 figure)				410 (2020 figure)				These are the current ONS figures for Business Births and Death Rates. Business births have decreased with 410 new businesses in 2020.	Lead Member for Economic Development/ Promotion
4	Number of business deaths	415				385 (2020 figure)					

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		(2019 figure)								The number of business deaths have decreased on last year to 385.	Head of Development Services
5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	0	8,000	2997	7199 (Q1 & Q2= 10,196)	3073 (Q1 – Q3= 13,269)		↑	😊	Both TICs were closed throughout last year, due to Covid-19. Tewkesbury TIC re-opened in April 2021 in line with government guidance when non-essential shops were able to re-open.	Lead Member for Economic Development/ Promotion Head of Development Services
6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	0		0	0	2122				Overseas visitor numbers remain low, although domestic numbers are high, reflecting visitor confidence. Winchcombe TIC successfully reopened in October 2021, in the refurbished Heritage Centre.	
7	Number of visitors entering the Growth Hub	0	250	0	21	103 (Q1-Q3= 124)			😊	Tewkesbury Growth Hub (located in the reception area of the PSC) was closed throughout last year, due to Covid-19. In line with Government guidance the hub facility remained closed in Qtr 1 with all services delivered online. Therefore, Visitor figures for Qtr. 1 remained at 0.	Lead Member for Economic Development/ Promotion Head of Development Services

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										<p>In line with Government guidance the hub had a gradual and phased reopening part way through quarter 2 from late July 2021, running an appointment service.</p> <p>The hub remained open in Qtr. 3 but Government guidance to work from home impacted on visitor numbers and in person event delivery with clients opting for online services.</p> <p>The reduced target for visitor numbers reflects a phased return to a fully operational service, in accordance with guidance.</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>Head of Development Services</p> <p>Lead Member for the Built Environment</p>		<p>Key pieces of evidence for the review have been completed. However, it has now been decided that a full review of the JCS is required, and a programme is being worked up to this effect. 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. The Council</p>

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	Date to be confirmed (Reported to O&S committee in September 2021)			appointed consultants, Deloittes, to help review the timetable and get the JCS to the next stage of consultation. This work commenced in September 2021 and a revised timetable is expected to be presented to Members in March 2022.
b) Finalise and adopt the Tewkesbury Borough Plan.	<p>Winter 2018 Summer 2019 Autumn 2019</p> <p>December 2019 Spring 2021 Autumn 2021 February 2022</p> <p>Target date: Adoption: Spring 2022*</p> <p>*Timings are dependant on receipt of the inspectors final report following consultation.</p> <p>(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 were agreed with the Inspector and approved by Council on 20 October 2021.</p> <p>The main modifications have now been consulted on and all the representations have been sent to the inspector along with a schedule summarising these representations with the Council's responses to those representations.</p> <p>The inspector is now writing his final report.</p> <p>Adoption of the Plan is expected in the Spring 2022.</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 housing strategy.	Target date: April 2022	<p>Head of Community Services</p> <p>Lead Member for Housing</p>	☺	<p>In partnership with ARK Consultancy, work on the new Housing Strategy continues. A member workshop was held in October 2021 and a further three stakeholder sessions in November and then a public consultation period.</p> <p>The draft strategy went to Overview and Scrutiny Committee in February. The strategy will now be considered by Executive</p>

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				Committee and 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</p> <p>Target date: March 2022</p> <p>March 2023 (overall completion)</p> <p>(short term target date was reported to O&S committee in September 2021)</p>	<p>Head of Community Services</p> <p>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 hosted a meeting in January to discuss Community Led Housing (CLH) and invited parish councils to attend. Challenges and ideas were discussed to help inform about what local groups know about the subject. Visits to existing CLH projects were proposed to see and hear about what is possible first hand.</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 is scheduled to be sent out by the end of March 2022. The longer-term target of March 2023 is still 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</p> <p>Target date: Summer 2021 (Preferred Options Consultation)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>		<p>The JCS Review and the initial issues and options consultation was completed on 11 January 2019. Responses to the consultation are now being considered to progress the review to Draft Plan stage.</p> <p>The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS as well as planning for the long term. A key piece of ongoing work is an assessment of the potential</p>

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	<p>Date to be confirmed (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 and is expected to be presented to Members in March 2022.</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 February 2022</p> <p>Target date: Adoption: Spring 2022*</p> <p>*Timings are dependant on the inspector's preliminary findings and if further work is required. (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 were agreed with the Inspector and approved by Council on 20 October 2021.</p> <p>The main modifications have now been consulted on and all the representations have been sent to the inspector along with a schedule summarising these representations with the Council's responses to those representations.</p> <p>The inspector is now writing his final report.</p> <p>Adoption of the Plan is expected in the Spring 2022.</p> <p>On adoption of the Plan, the Council will have a five-year housing land supply up unto 2029-30.</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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				A revised timetable for the review of the JCS will be presented to Members in the next few weeks.
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

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				<p>but outside of the allowed appeal sites. This went to Planning Committee in January 2022 where it was deferred to try to resolve outstanding S106 matters. It will be brought back the committee in February 2022.</p> <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>
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				<p><u>West Cheltenham</u> 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 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.</p>
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	☺	<p>In October and November 2021 training has been undertaken with individual Parishes receiving CIL Neighbourhood Funding. 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.</p> <p>Information for Parish Councils can be found on the TBC website, this provides information as well as the TBC Guide for Parish Councils which can be downloaded.</p>
c) Support community groups to access funding to deliver improved community facilities.	Target date: March 2022	Head of Development Services Lead Member for the Community	☺	<p>Various funding support has been provided during the quarter:</p> <ul style="list-style-type: none"> - Covid-19 Small Community Grants (promoted, processed and awarded) - £7,973 awarded to 11 Voluntary & Community Sector groups from October to December 2021 (total amount awarded since start of scheme, April 2020 to Dec 2021 = £128,499). - 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	1785 1 bed single= 676 1 bed couple= 148 2 bed= 538 3 bed= 281 4 bed= 120 5 bed= 18 6 bed= 2 7 bed= 2				The breakdown of bands is: Emergency – 51 Gold – 64 Silver – 592 Bronze – 1078 Total – 1785	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)	171 (Q1- Q3= 426)				This will include 72 Triage (advice only), 46 Prevention and 39 Relief cases newly approaching for assistance.	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	33				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	33				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	52				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	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

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14	Total New Affordable Housing properties delivered by tenure type.	80		47	60 (Q1 & Q2= 107)	49 (Q1-Q3 = 156)				This is a new KPI for 2021/22.	Lead member for Housing Head of Community Services																				
										<table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> </tr> </thead> <tbody> <tr> <td>Social rent</td> <td>0</td> <td>2</td> <td>0</td> </tr> <tr> <td>Affordable rent</td> <td>29</td> <td>32</td> <td>28</td> </tr> <tr> <td>Affordable home ownership</td> <td>18</td> <td>26</td> <td>21</td> </tr> <tr> <td>Total</td> <td>47</td> <td>60</td> <td>49</td> </tr> </tbody> </table>		Q1	Q2	Q3	Social rent	0	2	0	Affordable rent	29	32	28	Affordable home ownership	18	26	21	Total	47	60	49	
	Q1	Q2	Q3																												
Social rent	0	2	0																												
Affordable rent	29	32	28																												
Affordable home ownership	18	26	21																												
Total	47	60	49																												
15	New Affordable Housing properties delivered on JCS sites by tenure type.	2		28	44 (Q1 & Q2= 72)	25 (Q1- Q3 = 97)				This is a new KPI for 2021/22.	Lead member for Housing Head of Community Services																				
										<table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> </tr> </thead> <tbody> <tr> <td>Social rent</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Affordable rent</td> <td>18</td> <td>29</td> <td>15</td> </tr> <tr> <td>Affordable home ownership</td> <td>10</td> <td>15</td> <td>10</td> </tr> <tr> <td>Total</td> <td>28</td> <td>44</td> <td>25</td> </tr> </tbody> </table>		Q1	Q2	Q3	Social rent	0	0	0	Affordable rent	18	29	15	Affordable home ownership	10	15	10	Total	28	44	25	
	Q1	Q2	Q3																												
Social rent	0	0	0																												
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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%)	80% (Q1- Q3 = 73.08%)		↓	☹️	For Q3, 80% of major decisions were within target timescales (four out of five decisions). Cumulatively for the year so far - 19 out of 26 decisions were determined within target timescales.	Lead Member Built Environment/ Head of Development Services																				
17	Percentage of 'minor'	69.94%		55.10%				↓	☹️	In Q3, 36 of the 56 decisions issued were	Lead Member																				

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	applications determined within 8 weeks or alternative period agreed with the applicant.		80%		64.5% (Q1 & Q2= 60.4%)	64.29% (Q1- Q3 = 61.68%)				within agreed timescales. Cumulatively for the year so far; 103 out of 167 decisions were determined within target timescales.	Built Environment/ Head of Development Services
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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%)	84.77% (Q1- Q3 = 81.09%)		↓	☹️	For Q3, 167 out of 197 applications were determined in time. Cumulatively for the year so far; 476 out of 587 decisions were determined within target timescales.	Lead Member Built Environment/ Head of Development 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%	66.67%	100% (Q1 & Q2= 83%)	100% (Q1-Q3 = 87.50%)		↓	☹️	There were two category A cases received in Q3 both of which were investigated within the 24-hour target. So far for the year 7 out of 8 cases were investigated within target timescales. <i>*Category A- Development causing,</i>	Lead Member Built Environment/ Head of Development Services

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										<i>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%	100%	75% (Q1 & Q2= 83%	100% (Q1- Q3 = 90%)		↑	😊	<p>During Q3 four Category B cases were received and all were investigated within the target timescale.</p> <p>Cumulatively for the year so far; 9 out of 10 cases were investigated within target timescales.</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 10 working days (risk of material harm to the environment or undue harm to residential amenity).	36.51%	80%	28.57%	36% (Q1 & Q2= 34%	70% (Q1-Q3 = 48.08%)		↑	😞	<p>20 Category C cases were received during Q3, 14 were investigated within 10 working days.</p> <p>Cumulatively for the year so far; 25 out of 52 cases were investigated within target timescales</p> <p><i>*Category C- unless action is taken, there is a risk of material harm</i></p>	Lead Member Built Environment/ Head of Development Services

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										<i>to the environment or undue harm to residential amenity.</i>	
22	Investigate category D* cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment).	40.68%	70%	80%	15.4% (Q1 & Q2= 33%)	85.71% (Q1-Q3 = 56.25%)		↑	☹	<p>During Q3, 14 category D cases were reported, 12 cases were reviewed within 15 working days.</p> <p>Cumulatively for the year so far; 18 out of 32 cases were investigated within target timescales</p> <p><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></p>	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 contacted the major housing providers to encourage early contact for potential homeless cases. Work has begun with Bromford at both strategic and operational levels to increase activity around prevention of eviction. Future activity will be supported by Business Transformation Team (BTT) to help improve engagement with customers. BTT have completed mapping of the Housing Advice Team's customer contact routes to enable assessment of the options and suggest enhancements to their options. The main area of improvement will be the web pages to ensure customers have access to the right information and are able to 'self-serve'.
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 more than 3,300 collections in the year and income has increased by 108%. Customer wait times have reduced from six weeks to less than one week and the new service also includes a recycling element. Around 50% of bookings are online and this is expected to increase as the service is promoted further. A marketing campaign is set to start towards the end of February.
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 a high-level action plan to address the issues raised in the report. The project board, set up to deliver the action plan, has developed a robust approach to delivering the action plan, and this is being regularly reported to Transform Working Group. In addition, regular newsletters will be issued to members and staff.

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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 June 2022 (new revised date report to O&S in March 2022)	Head of Corporate Services Lead Member for Commercial Transformation		The transformation team is working with services across the council to review current pages and ensure content on the new site is relevant, concise, and up to date. As a result of further requirements for covid related grant forms, the impact on our web and digital designer has been significant, which is why the target date has moved from April 2022 to June 2022.
b) Implement an online offering for the licensing service.	April 2024 Sept 2024 November 2024 May 2022 New target date: December 2022 (new revised date reported to O&S committee in March 2022)	Head of Community Services Lead Member for Clean and Green Environment		The online offering is one of four work streams to undertake and complete a full service review. Other work stream are governance, finance and HR related. Project plans are in place for each stream and has led to new implementation dates so that the overall review can be delivered within feasible timescales. The online offering includes an update of licensing related pages on the website, automated licence consultations, online Temporary Event Notice applications, online Taxi/Private Hire applications and an online public register of licensing applications.
c) Implement a digital solution to improve internal HR processes.	Target date: December 2021 (phase one)-complete Phase two target date: June 2022	Head of Corporate Services Lead Member for Commercial Transformation		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. The next phase of the project is to build and implement a self-service tool for managers and staff to allow online access to

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				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 will be phased which will see annual leave, sickness and timesheets recording carried out first. This phase is hoped to be achieved by the end of Spring 2022.
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.

Key performance indicators for priority: CUSTOMER FIRST

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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	31 (Q1-Q3=107)				The AIC'S re-opened on 19.07.2021. Customer visits are reduced due to customers finding alternative communication methods during the pandemic.	Lead Member Customer Focus/ Head of Corporate Services																								
										<table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> </tr> </thead> <tbody> <tr> <td>Bishops Cleeve</td> <td>0</td> <td>9</td> <td>4</td> </tr> <tr> <td>Brockworth</td> <td>0</td> <td>25</td> <td>10</td> </tr> <tr> <td>Churchdown</td> <td>0</td> <td>21</td> <td>1</td> </tr> <tr> <td>Winchcombe</td> <td>0</td> <td>21</td> <td>16</td> </tr> <tr> <td>Total</td> <td>0</td> <td>76</td> <td>31</td> </tr> </tbody> </table>		Q1	Q2	Q3	Bishops Cleeve	0	9	4	Brockworth	0	25	10	Churchdown	0	21	1	Winchcombe	0	21	16	Total	0	76	31	
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24	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1,548		345	437 (Q1 & Q2= 782)	436 (Q1-Q3= 1218)				<p>1,218 clients have raised 2,463 issues as follows:</p> <ul style="list-style-type: none"> • Benefits including UC- 35% (866 issues), Last year: 21% • Debt and Financial- 12% (295 issues), late year: 20% • Employment- 10% (235 issues), last year: 14% • Housing- 6% (148 issues), last year: 8% • Immigration- 3% (74 issues), last year: 1% <p>Of the clients seen, the heaviest demand was Innsworth with 97 clients (7.9%). The following five wards represents 432 (35.4%) of all clients seen</p> <ul style="list-style-type: none"> • Churchdown St John's 95 (7.7%) • Tewkesbury South 96 (7.8%) • Brockworth West 89 (7.3%) • Northway 87 (7.1%) • Winchcombe 65 (5.3%) 	Lead Member Community Development / Head of Development Services
25	Financial gain to clients resulting from CAB advice	£1,784,764		£260,990	£417,805 (Q1 & Q2= £678,795)	£268,470 (Q1-Q3=£947,265)				<p>During the quarter clients have benefitted from £268,470 of financial gains of which £49,182 represented debts written-off.</p>	Lead Member Community Development / Head of Development Services
26	Community groups assisted with funding advice	276		96	110 (Q1 & Q2=206)	76 (Q1-Q3= 282)				<p>Over quarter three:</p> <ul style="list-style-type: none"> • 45 Voluntary & Community Sector groups supported with 1:1 funding advice 	Lead Member Community Development / Head of Development Services

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										<ul style="list-style-type: none"> 20 attended training (Meet the Funder - Severn Trent Community Fund). 11 groups received a Covid-19 Community grant 	
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	Benefits caseload: a) Housing Benefit b) Council Tax Reduction	2,437 4,874		2,375 4,914	2,328 4,892	2,267 4,860				<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 18 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 small decrease in 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 three was as follows: Pension age 1,822 Working age 3,038</p>	Lead Member Finance and Asset Management/ Head of Corporate Services

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28	Average number of days to process new claim for Council Tax Reduction (CTR).	New KPI	20	21	22.5	21.7			☹️	<p>This is a new performance indicator for 2021/22.</p> <p>In Q3 we continued to receive a large number of new CTR claims. There were some delays experienced due to the time taken for DWP to notify us that universal credit had gone into payment. For Universal Credit CTR claims it is not possible to fully assess them until we receive this information.</p>	Lead Member Finance and Asset Management/ Head of Corporate Services
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	3			☺️	<p>This is a new performance indicator for 2021/22.</p> <p>4,814 notified changes were processed in quarter 3. The high volume of changes is mainly due to universal credit assessment periods.</p>	Lead Member Finance and Asset Management/ Head of Corporate Services

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30	Average number of days to process new Housing benefit claims.	8	15	7	5	4		↑	😊	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	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
32	Percentage of council tax collected	97.6%	98%	30.4%	58.3%	85.8%		↔	😊	We have been able to reintroduce normal recovery processes following the reopening of the magistrates' court in May 2021. Reminders and summonses are sent monthly in accordance with the recovery timetable. This has had a positive impact on collection, however we are slightly below the target of 86.5% at the end of quarter 3. This is primarily due to new dwellings being brought into the Valuation List which increases our net collectable debit, but also means that instalments are required later in the financial year. This impacts on the monthly collection profile, but shouldn't impact on	Lead Member Finance and Asset Management/ Head of Corporate Services

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										the outturn position of an estimated 98%.	
33	Percentage of NNDR collected	95.9%	98%	25.5%	53%	88.8%		↓	☹️	<p>Business rates collection performance is 6.8% below target, primarily because of the continuing impact of the Covid-19 pandemic. This had reduced to 5% at the end of January 2022, so we are managing to clawback the position.</p> <p>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.</p>	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)	3.55 (Q1- Q3 = 8.05)		↓	☹️	<p>691.7 days were lost to sickness absence during Qtr 3 compared with 468.3 days in Q2. This comprised 190.6 short term days and 501.1 long term days. Of the total, 59.4 days are for a COVID-related reason, which is very similar to last quarter (58.4 days)</p> <p>Whilst the overall rates remain lower than pre-COVID rates, there has been a rise in long term sickness absence. All long term cases have a member of the HR team actively supporting the relevant manager and having a quarterly meeting with the relevant Head of Service. The new Supporting Attendance policy has now been approved, with training to follow for managers in the next couple of months.</p>	Lead Member Organisational Development/ Head of Corporate Services

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35	Food establishment hygiene ratings.	3.6%	5% With a food hygiene rating Under three	3.5%	3%	3.3%	↑	😊	<p>There are currently 745 premises with a food hygiene rating. 25 of these premises (3.3%), have a hygiene rating of 2 or below.</p> <p>Therefore, the number of non-broadly compliant food premises remains below the target of 5%.</p> <p>Food inspection, backlog for the majority of high and medium risk premises will be completed by the end of March.</p>	Lead Member Clean and Green Environment/ Head of Community Services
36	Percentage of Freedom of information (FOI) requests answered on time.	87%	80%	92%	84% (Q1 & Q2= 88%)	85% (Q1-Q3= 87%)	↔	😊	<p>137 requests were received in Q3 - 117 answered within the 20 working days deadline.</p> <p>Total received to date for 2021-22= 407 (577 received in 2020/21)</p>	Lead Member Customer Focus/ Head of Corporate Services
37	Percentage of formal complaints answered on time.	84%	90%	80%	68% (Q1 & Q2= 76%)	65% (Q1-Q3= 73%)	↓	😞	<p>20 formal complaints were received in Q3. 13 of the 20 were answered within the 20 working days. Total received to date for 2021-22= 74 (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>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 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 partners. 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 and is expected to be presented to Members in March 2022.</p>

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				See relevant comment by Head of Development Services under priority 'Housing and Communities', objective 2, action a.
b) Prepare a Design Guide and Sustainability Strategy.	Target date: Sustainability Strategy- March 2022 Design Guide- March 2023	Director of Garden Communities Lead Member Built Environment	😊	Work has commenced on the first stages of the preparation of a Sustainability Strategy. It is scheduled to be completed in March 2022, ahead of launching a commission to develop the Design Code. The drafting of a brief to support the development of a Design Guide for Tewkesbury Garden Town, which if resources allow, will also be Borough wide. This will be commissioned in March 2022 and will run for approximately 12 months.
c) Deliver the planning and design phase of the Ashchurch and Northway Bridge Over Rail.	Target date: April 2022	Director of Garden Communities Lead Member Built Environment	✓	Planning permission was secured in March 2021. Outline design is complete. The final design will form part of the commission work as a design and build contract. The procurement is scheduled to take place in Summer 2022, in preparation for the construction phase in Autumn 2022. The next phase which includes the final design following procurement will be included within a new action in the Council Plan refresh for 2022-23.
d) Work with partners to progress the business case for the Junction 9 and A46 improvements.	Target date: March 2022 March 2024 for finalisation of business case <u>by GCC</u>	Director of Garden Communities Lead Member Built Environment	😊	Note this project is led by Gloucestershire County Council (GCC). However, work continues with our partners (GCC, Department of Transport, Homes England and National Highways), to develop the outline business case work. On completion/agreement of the outline business case a consultation will take place on the preferred route options.

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				<p>Latest update in terms of the technical work ongoing is that the planned non-statutory consultation by GCC has been re-scheduled to 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 (gloucestershire.gov.uk)</p>
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>CBC as landowner are progressing with their outline planning application in conjunction with the other developers, namely St Mods, with the schedule to submit the application later in 2022. This will lead to the start of construction and completion of the first phases of the development, centring on the employment zone.</p>

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				More details relating to the Golden Valley Development can be found on the website - The Golden Valley Development (goldenvalleyuk.com)
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	😊	This workstream continues in conjunction with the JCS and a review of special options to help meet Cheltenham Borough Council's housing need. (This links to the above Council Plan objective 1a- 'Formally establish the Garden Town planning status through the JCS').

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 May 2022 New target date: June 2022 for PV system (New target 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 been made and is in the final stage of assessment. 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. A planning application has been submitted and a tender is due to be issued shortly. It is anticipated that this project will be completed by June 2022.

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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 two grant fund applications and subsequent projects - the heat system replacement and the solar canopy project. A new Carbon Reduction Officer will start in February and will take forward a number of the outstanding tasks in the action plan.
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	☺	Significant work has been put into two funding bids with the Public Sector Decarbonisation Scheme funded by the Department for Business, Energy and Industrial Strategy. One bid of £284k has been secured and the decision on the second bid is imminent. Should both bids be approved, it will total nearly £1m of external funding to support the decarbonisation programme.
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	☺	The adopted JCS already contains strategic policies around sustainability and health. The Tewkesbury Borough Plan is proposing further policies around environmental quality, green infrastructure and biodiversity and sustainable transport. The Borough Plan has been submitted for examination and is expected for adoption in Spring 2022. The JCS review will reconsider existing strategic policies around health and sustainability as well as whether any additional policy guidance would be appropriate. As detailed elsewhere in the tracker the JCS timetable is under review.

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<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 projects in the community, either assisting groups or through funding advice. These include:</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. • Commenting on biodiversity on planning applications
<p>c) Carry out a review of our litter pickers' scheme.</p>	<p>September 2021 Target date: June 2022 (revised date reported to O&S committee in January 2022)</p>	<p>Head of Community Services Lead Member for Clean and Green Environment</p>	<p>☺</p>	<p>All those registered to the litter pickers scheme were contacted to ask if they were still actively picking litter.</p> <p>This data cleansing exercise was in readiness for the Business Transformation Team to create a litter pickers portal. This will help manage the day-to-day processing of the scheme and will also link with Ubico providing a joined-up approach to our volunteers.</p> <p>The portal will be built on our digital platform, Liberty Create and is scheduled for Q1 2022/23.</p>

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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>The number of environmental crime complaints received by the council in Q3 is as follows:</p> <ul style="list-style-type: none"> • 6 littering complaints • 8 dog fouling complaints • 32 abandoned vehicle complaints • 63 noise complaints • 12 bonfire complaints • 234 fly tipping complaints • Total = 355 complaints <p>This represents a 10% decrease in environmental crime complaints compared to Q3 in 2020/21.</p> <p>The Public Space Protection Order (PSPO) relating to dog fouling expired in June 2021. The public consultation was expected to go live in December 2021 but was delayed and it is expected to be launched by the end of February. 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	Target date: March 2022	Head of Community Services	☺	The Gloucestershire Waste and Resource partnership has run a “Greener Christmas” Campaign, which was well received. New county-wide campaigns planned

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Partnership to improve our recycling figures and reduce waste.		Lead Member for Clean and Green Environment		include a reuse and repair campaign in March 2022, before the 2022/23 focus on textiles, food waste, electricals and plastics. The council's communication team is and will continue to promote the 'Gloucestershire recycles' campaigns through social media channels.
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	✓	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. The service means that small waste electrical items e.g. kettles, toasters and hairdryers can be placed in a bag on recycling collection day. Around 6 tonnes of electrical 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	😊	<u>Shopfront and Facades Grant Scheme</u> The scheme was launched in mid-September, with a follow up mail drop to the properties on the approved list in November. To date there have been more than 20 enquiries/EOIs regarding the grants, and we are currently in discussions with the owner/tenants of more than 10 properties. <u>Upper Floor</u>

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				<p>Like the Shopfronts scheme, grants to enable the conversion of vacant upper floors to an alternative use (residential) have been available since mid-September.</p> <p><u>Healings Mill</u></p> <p>Discussions with representative of the owners of Healings Mill have been ongoing for a number of months with a view to commissioning a number of jointly funded (Historic England/Mill Owners) technical surveys and reports which will provide a better understanding of the site, its benefits and challenges, and unlock investment.</p> <p><u>Traditional Skills</u></p> <p>The first traditional skills event 'Regenerate the High Street' took place in the American Gardens in Tewkesbury in September. Events that are planned for 2022 include a talk on the tree ring dating currently taking place in Tewkesbury by dendrochronologist and a lime day aimed at those considering traditional building skills as a trade.</p>
<p>b) Adopt a Shopfront Design Guide (SPD) to provide guidance on shopfronts to ensure they contribute to a quality urban and historic environment.</p>	<p>Target date: February 2022</p> <p>New target date: April 2022</p> <p>(New date reported to O&S committee in February 2022)</p>	<p>Head of Development Services</p> <p>Lead Member for Built Environment</p>	<p>☹</p>	<p>Approval for consultation was sought in January, and the team were ready for the next stage of consultation and adoption. However, the team were unable to upload any documents to the website for several weeks due to the cyber-attack on Gloucester. The documents have now been uploaded and the consultation on the Consultation Statement is underway and will run from 3 February to 4 March. Following the consultation, the council will consider any comments made and providing no substantive comments are received it is recommended to put forward the SPD for adoption to Full Council in April. The target date has been amended to reflect this.</p>

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<p>c) Establish and publish a local list of non-designated heritage assets in the borough.</p>	<p>February 2022 Target date: June 2022. (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 a project plan established.</p> <p>A draft Supplementary Planning Document on the local listing criteria has been produced and has been consulted upon. Adoption of this document will be in June 2022. The HEO has 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>
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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)	355 (Q1- Q3= 1,157)		↑	☹️	<p>Enviro crime figures for Q3 (figures in brackets Q3 2020/21):</p> <ul style="list-style-type: none"> Littering 6 (1) Dog fouling 8 (12) Abandoned vehicles 32 (60) Bonfire's 12 (24) Fly Tips 234 (249) Total 355 (391) <p>This represents a 10% decrease in total enviro-crimes compared to Q3 2020/21.</p>	Lead Member Clean and Green Environment/Head of Community Services
39	Percentage of waste reused, recycled or composted.	48.73%	52%	55.99%	57.23%(Q1 & Q2 = 56.6%	52.1% (Q1-Q3= 55.17%)		↑	😊	<p>With less green waste collected in Autumn, the recycling rate is lower than Q2, but still on track to be higher than 2020/2021 and achieve the full year target.</p>	Lead Member Clean and Green Environment/Head of Community Services

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40	Residual household waste collected per property in kgs.	460KG	430kg	104.67kg	99.81kg (Q1 & Q2= 204.48kg)	100.7Kg(Q1-Q3= 305.18kg)		↑	😊	100.7Kg per household in Q3. 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
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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.	<p>Jan 2022</p> <p>New target date: April 2022</p> <p>(reported to O&S committee in March 2022).</p>	<p>Head of Finance & Asset Management</p> <p>Lead Member for Finance and Asset Management</p>	😞	<p>Monthly monitoring returns to the DLUHC continue with confirmation recently received that these requests will continue until April. The target date has been amended to reflect this.</p> <p>Internal monitoring covering covid will continue as part of the budget monitoring process.</p> <p>The 'production of an MTFS' action can also be found within the Council Plan performance tracker. (Finance and resources- objective 1- action b).</p>

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b) Ensure the effective recovery of the internal audit function.	Target date: March 2022	Head of Corporate Services Lead Member for Corporate Governance	✓	Internal audit work has resumed albeit with a reduced resource. A temporary audit position (12 mth) has been created and this role has been recruited to and will support the Senior Auditor. A new audit plan will be presented at Audit and Governance Committee in March.
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	☺	Despite the impact of the Omicron variant and rising energy prices, the Leisure Centre continues to recover well with no financial support being sought from the Council. It is anticipated that the contract fee will start to be paid to the Council from April onwards.
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	☺	Further restrictions to office use were put in place as a result of the omicron variant and the work from home guidance issued by the government. This guidance has now been lifted and more officers are once again working from the council offices. Some restrictions do remain in place in order to protect our staff and the services. The position is subject to regular review.

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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 been recruited to although the postholder is currently still redeployed to the Business Grants team four days a week. Work has started on areas identified as needing focus. This is initially around ensuring that the accuracy of the data in the rating list is robust. A review of planning decision notices has commenced to ensure we are taking all opportunities to maximise returns from business rates retention. Once the Business Intelligence Officer is working in the role 5 days a week, a cross service project plan will 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.

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

				The remaining £100k of the council tax hardship fund is now being pushed to those residents who demonstrate financial hardship.
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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 2024</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>	☺	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. A brief for an economic assessment to inform the new strategy will shortly be advertised as part of the procurement process.

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<p>b) Work with our partners at Cotswold Tourism to promote the borough as a safe destination to visit.</p>	<p>Target date: March 2022</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p>😊</p>	<p>Website and social media feeds continue to perform at record levels. November was the seventh month in a row to see record monthly visitor numbers to the Cotswolds.com website - with 118,034 unique visitors in November, reaching 1.5m unique visitors for 2021.</p> <p>In November Cotswold Tourism focussed on promoting Christmas on social channels the Facebook page was viewed 459,869 times</p> <p>November was a popular month on Instagram with 132,619 unique accounts viewing the feed and 60,000 follower mark.</p> <p>Visit England have launched a new 'Introduction to PR' toolkit intended for small or medium-sized tourism businesses who are not marketing professionals. This toolkit advises on how to secure media coverage in a time-efficient manner. Advice has also been provided outlining latest Covid measures and pointing to government advice as well as VisitBritain's Business Advice Hub and their Covid-19 latest information and advice page.</p> <p>This action is also linked to with the Council Plan performance tracker. (Economic Growth- objective 4- action a).</p>
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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Recover				
a) Continue to support businesses through the Tewkesbury Growth Hub to aid their economic recovery.	Target date: March 2022	Head of Development Services Lead Member for Economic Development/ Promotion	☺	<p>The hub continues to support local businesses with their economic recovery and businesses looking to grow.</p> <ul style="list-style-type: none"> • 14 workshops and 1-2-1 sessions were delivered in this quarter (Qtr 3). Events included support with business strategy, finding premises, social media, action planning and branding. • Tewkesbury Growth Hub also worked in partnership with Job Centre Plus to deliver a Jobs Fair in Tewkesbury Public Service Centre. • The team support the work of the Business Cell where required and promote grant opportunities to the business community. • 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. • A dedicated Survive and Thrive section has been set up on the Growth Hub Website – providing Covid-19 support. • 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 targeted support to businesses, with a

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				<p>range of events to support businesses with their digital skills. Follow up support and digital business advice was offered to all applicants.</p> <ul style="list-style-type: none"> • Promotion of the Government’s Help to Grow scheme to Borough businesses. • Relaunch of The Growth Hub Mentor Scheme, 28 skilled mentors available to work closely with businesses to provide detailed support. • Net Zero support launched, focused page on Growth Hub website, survey circulated to businesses and 1-2-1 advice offered on sustainability. • Filming of Growth Hub promotional video to highlight service and support offered. • The Growth Hub reopened to businesses on 19 July 2021. Services continue to be offered virtually as well as in person. <p>This action is also linked to the Council Plan performance tracker (Economic Growth- objective 1- action b).</p>
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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Recover				
b) Develop a bid to host a Department of Work and Pensions Youth Hub within the Tewkesbury Growth Hub.	Target date: September 2021 December 2021 New target date: March 2022 (New target date reported to O&S committee in March 2022).	Head of Development Services Lead Member for Economic Development/ Promotion		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.
PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Rebuild				
a) Launch a new Tewkesbury Borough Business Grants scheme.	January 2022 New target date: March 2022 (New target date reported to O&S	Head of Development Services Lead Member for Economic Development/ Promotion		The business grant scheme was due to be launched in the new year. However, with the Government launching new business grants, to avoid any confusion to the business community, the launch of the Council scheme will be provisionally delayed further from January 2022 to March 2022.

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	committee in March 2022).			
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. An outline of the action plan has been shared with all members.</p> <p>This funding builds on the Reopening High Streets Safely Fund announced in May 2020. The 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>Remaining work incorporates a number of items including marketing campaign 'Re-discover Local', deep cleans and local events. The project funding finishes in March 2022.</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 in December 2021.</p>

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				<p>Summer household grants for vulnerable families were also distributed in the form of supermarket vouchers during September. This will also be repeated in the Winter.</p> <p>We supported GCC by giving out food vouchers to 546 residents through the Summer food voucher scheme. We are in the process of the Winter food voucher scheme where 1,906 residents were sent letters for supermarket vouchers and over 1000 residents have claimed a voucher.</p> <p>Funding has also been obtained for the Roses Theatre to develop outreach work, particularly focussing on young people who have been impacted by Covid.</p>
95	b) Assess the additional demand on the housing service.	Target date: Complete	Head of Community Services Lead Member for Housing	<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, Q3= 25 New approaches for homelessness assistance 2020-21 Q1 = 135, Q2 = 178, Q3 = 146, Q4 = 132. 2021-2022 Q1 = 111, Q2= 144, Q3= 171</p> <p>TA placements and homelessness approaches have increased into Q2 but remained at levels consistent with previous years.</p>

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				The Housing Advice Team will continue to monitor levels of cases through the Council Plan Tracker under KPI's 8-14.
c) Work with landlords and tenants to assess the potential demand now that restrictions have been lifted.	Target date: March 2022	Head of Community Services Lead Member for Housing	☺	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 27/01/2022 £28,675.28 had been used to help 21 households. A project has been completed to identify additional HMO properties. A total of 13 have now been identified and a plan is in place to get the properties licensed and inspected. The number of mobile home sites requiring a licence has also been identified and a plan is in place to inspect approximately 80 of these sites.
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, have started to be developed in Brockworth and Tewkesbury initially.

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				In Brockworth a community engagement post has been appointed to start engaging with residents regarding health and community resilience. In Tewkesbury a successful asset mapping process has started with initial engagement with 90 local groups.
b) Continue to deliver the Covid-19 community grant scheme.	Target date: March 2022	Head of Development Services Lead Member for Community	😊	So far (to 31 December 2021) 156 grants, totalling £128,499, have been awarded to voluntary and community groups.
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 October, 20 VCS groups attended an online training session with Severn Trent Community Fund.
PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Refocus				
a) Review the effectiveness and	December 2020. April 2021	Head of Community Services		Service areas that could benefit from carry-over COMF funding have been identified and a carry-over spending

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efficiency of the Environmental Health Service, including an assessment of additional demand and available resources.	September 2021 Target date: October 2022 (revised target date was reported to O&S committee in January 2022).	Lead Member for Clean and Green Environment	☺	proposal has been submitted to Gloucestershire County Council. This includes a requirement to continue funding external contractors to assist with the backlog of food hygiene inspections, HMO inspections and caravan site licence inspections. The trial of the Environmental Health service restructure continues and the outcome of the trial will be reported at the end of March 2022.
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 council's buildings and operations have been aligned to the Governments Plan B over recent months but have now been lifted in part. The operation within our building is subject to regular review.
Rebuild				
a) Review the future of the Covid-19 microsite.	Target date: April 2022 April 2022	Head of Corporate Services Lead Member for Customer Focus	✓	This is being picked up as part of the corporate website project – the microsite will be incorporated into the main website rather than a stand-alone site.
b) Deliver the council tax and business rates e-billing project.	February 2021 May 2021 July 2021 November 2021	Head of Corporate Services	✓	Residents can now sign up to receive their council tax bills online as the Business Transformation Team went live with its process in January. The revenues team is

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	Target date: February 2022 (Revised target date reported to O&S Committee January 2022)	Lead Member for Finance and Asset Management		<p>now promoting the system to its customers, and advertising for the service is going on council tax bill envelopes when they are delivered.</p> <p>Meanwhile, the Business Transformation Team is finalising the paperless billing portal, which is where the bills will be located when they are issued. The team is on track to deliver this in time for the annual bill run.</p>
66	c) Continue to review the operational effectiveness of our return to the office and the opportunities provided through agile working.	Target date: March 2022	<p>Head of Corporate Services</p> <p>Lead Member for Organisational Development</p>	<p>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 Principle following the relaxation of the Work From Home guidance. Staff continue to work in a hybrid way and a new workstation assessment module has been developed and issued with our partner Cardinus which covers both the home and work environments to ensure we are adequately meeting our duty to health and safety whilst staff are carrying out some work from home. 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. A 'Pulse check' survey has been issued in January 2022 to highlight any issues.</p> <p>😊</p>

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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.
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	☺	We have submitted two Homes England Capacity funding bids for both Tewkesbury Garden Town and Golden Valley for 2021/2022. Responses to these bids are pending.
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Reporting Line	Progress to date	Comment
Rebuild				

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<p>a) Work with partners to maximise sustainable development and low carbon technologies as part of the Garden Communities programme.</p>	<p>Target date: March 2022</p>	<p>Director of Garden Communities Lead Member for Built Environment</p>	<p>😊</p>	<p>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 scheduled for completion by March 2022.</p>
<p>PRIORITY: SUSTAINABLE ENVIRONMENT</p>				
<p>Actions</p>	<p>Target date</p>	<p>Responsible Officer/Group</p>	<p>Progress to date</p>	<p>Comment</p>
<p>Refocus</p>				
<p>a) Harness the benefits of changes to working practices in order to ensure our reduced carbon footprint continues.</p>	<p>Target date: March 2022</p>	<p>Head of Finance and Asset Management Lead member for Clean and Green Environment</p>	<p>😊</p>	<p>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.</p>

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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.
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 this year 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.

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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.
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. Active Glos have taken a leading role in the asset mapping work in Tewkesbury, as part of the Locality Partnership work. Tewkesbury Borough Council will shortly be finalising priorities under 'We Can Move' for Tewkesbury Borough. Once these have been finalised these will be shared with members.

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Appendix 3 - Quarter 3 budget report

Chief Executive

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	262,751	227,514	35,237	1
Premises	0	0	0	
Transport	0	0	0	
Supplies & Services	8,160	29,097	(20,937)	2
Payments to Third Parties	0	0	0	
COVID-19 Costs	0	0	0	
Income	0	0	0	
TOTAL	270,911	256,611	14,300	

- 1) The saving on Employee costs is as a result of the Chief Executive no longer paying into the pension scheme.
2) Advertisement for Director of Law

Community Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	1,358,594	1,342,534	16,060	3
Transport	900	137	763	
Supplies & Services	142,479	133,754	8,725	
Payments to Third Parties	5,500,704	5,354,319	146,385	4
COMF Funding	0	(110,520)	110,520	5
COVID-19 Costs	0	38,721	(38,721)	6
COVID-19 Recovery	0	26,287	(26,287)	7
Ringfenced Projects and Funding	0	0	0	
Income	(2,328,096)	(2,800,728)	472,632	8
TOTAL	4,674,581	3,984,504	690,077	

- 3) The favourable variance of £16k is due to the following:

£30k saving due to the Planning Liaison/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 a £17k saving

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

£27k favourable variance as the Licensing & Systems Officer's hours have reduced

£14k adverse variance as the Ubico Contract Manager role was temporarily backfilled through an agency during the recruitment process

£33k adverse variance due to homelessness administrators not within budget, they are currently being funded by a grant (included in income).

- 4) Due to the national driver shortage Ubico increased the drivers hourly rate by a market supplement, this was actioned in September and equates to £68k this financial year.

The council budgeted £112k for an extra food waste crew this financial year, due to delays in acquiring a new vehicle this has been postponed until next financial year. To eliminate missed food waste collections Ubico have paid the crew overtime, this has been funded from this growth item.

There has been a reduction in the MRF gate fee which is expected for the foreseeable, this is due to transferring the MRF gate contract to the new provider and a reduction in waste rejection, in turn this has reduced costs by £160k. In addition to this, the council received a £20k credit note from Suez which related to 20/21, this was unforeseen hence it being accounted for in this financial year.

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

£150k was forecast for in-cab technology, we are no longer expecting to incur any costs until next financial year.

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

There has been a large increase in demand of emergency accommodation which we forward project an adverse variance of £83k against budget, around 80% of these costs will be recovered, any unrecovered will be funded by the homelessness grant.

Homelessness prevention rent arrears is expected to be £42k by the end of this financial year, this will be fully funded from the homelessness grant.

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

- 5) The council has received £360k of funding for specific expenditure relating to contain outbreak management.

A further £50k has been received relating to Visitor Economy.

Estimated expenditure by the end of this financial year is £300k.

Surplus COMF funding can now be carried forward into next year for future contain outbreak management expenditure.

- 6) Breakdown of COVID expenditure:

Ubico costs for extra PPE, staffing, sick pay, cleaning materials etc..expected to be £45k by the end of the financial year

£17k - Environmental Health Manager's resource on COVID related matters.

A grant of £44k has been received for Homelessness Prevention Winter 2021 COVID-19 to support low-income private renters with COVID related arrears, estimated expenditure is £29k leaving a surplus of £15k.

We are due to receive a further COVID grant of £11k this year for Protect and Vaccinate, this is to incentivise rough sleepers to be vaccinated and also help to accommodate them. It is currently unknown how much of this grant will be utilised.

- 7) This expenditure is fully funded by the COVID tranche grant

8) £211k homelessness grant received, not within budget.
 Due to a decrease in residual waste we expect to receive £55k more in recycling credits this year.
 The bulky waste service is expected to generate an additional £21k by the end of the year.
 Domestic abuse new burdens grant of £35k was not within base budget
 Income received from the garden waste service is currently £15k greater than budget.
 £58k of income expected to be recovered for emergency accommodation.
 Trade waste income is currently £23k greater than budget.
 An additional £31k of licensing income has been generated this year.
 £15k from Police Crime Commissioner for 21/22 annual contribution, this is not within base budget.

Corporate Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,147,308	2,100,171	47,137	9
Transport	0	370	(370)	
Supplies & Services	642,093	587,254	54,839	10
Payments to Third Parties	172,800	94,857	77,943	11
Transfer Payments - Benefits Service	13,544,132	13,529,942	14,190	12
COVID-19 Costs	0	244,958	(244,958)	13
Income	(14,032,426)	(14,156,121)	123,695	14
TOTAL	2,473,907	2,401,431	72,476	

9) Mainly relates to a vacant post within the Business Transformation Team (Programme Officer - now recruited to) and a vacant post within the ICT Team (Network Officer - rebadged as Network and Security Architect - recruitment currently unsuccessful)
 10) Savings across four main areas: general ICT licences (£30k), procurement of new landline configuration (£11k), reduction in printer usage (£3k) and procurement of new broadband contract (£4k).
 11) New posts in Business Transformation Team to be recruited to (£40k), ICT audit not yet deployed (£7k) and savings in court fees as courts only re-opened during the year (£16k)
 12) Overall budget is £13m - nothing significant to report.
 13) Relates to additional costs to respond and recover from pandemic related work. The bulk is mainly attributable to additional hours and backfill incurred within the Revenues and Benefits team.
 14) Mainly attributable to new burdens grant funding from govt (£44k) and recovery of court costs as backlog of cases are dealt with (£26k).

Democratic Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	278,230	252,883	25,347	15
Premises	0	15,914	(15,914)	16
Transport	9,600	6,792	2,808	
Supplies & Services	452,785	556,120	(103,335)	17
Payments to Third Parties	37,100	52,049	(14,949)	18
COVID-19 Costs	0	0	0	
Income	(3,000)	(187,047)	184,047	19
TOTAL	774,715	696,712	78,003	

15) A full time vacant post gives a saving of £43k. This is offset against some overtime to cover maternity leave and elections.
 16) Rental charges for Police and County Elections. These election costs are fully reclaimable and there is grant income to offset.
 17) Other election fees that are fully reclaimable and income is shown above.
 18) Other election fees that are fully reclaimable and income is shown above.
 19) 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	20
Transport	200	0	200	
Supplies & Services	2,400	0	2,400	
Payments to Third Parties	0	0	0	
TOTAL	128,445	0	128,445	

20) 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	1,962,951	86,480	21
Premises	43,320	43,542	(222)	
Transport	0	370	(370)	
Supplies & Services	204,885	199,159	5,726	
Payments to Third Parties	311,795	233,176	78,619	22
COVID-19 Costs	0	0	0	
Income	(1,391,122)	(2,552,247)	1,161,125	23
TOTAL	1,218,309	(113,050)	1,331,359	

21) The employee variance of £86k relates to savings across the Development group. The Planning Department has recently experienced a number of internal moves and resignations resulting in vacant posts. These have gone out for recruitment, however not all have been filled. Interim staff are being used to cover some of the vacant posts. The remaining salary savings within Development is the Tourism post.

22) 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 £20k where these tickets have not been purchased. £60k of this had been allocated to support the work on JCS. However, given the JCS Authorities have been reviewing the timetable the work anticipated in 2020/21 has not been undertaken.

23) The highest variant of £1m is due to grant received for JCS in respect of Transport Studies from Strategic Plan for Growth. There is also a favourable estimated variant of £174k on Planning Fees due to a higher number of applications than expected. On the other hand there are negative variances of; £57k against the combined budgets for both Tourist information Centres due to Covid closures in their busiest time resulting in a loss in sales revenue and staff costs, £20k Pre-planning advice, £24k to be claimed back from CBC for Street Naming and Numbering and £17k for PPA Fees.

Finance and Asset Management

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,408,348	2,404,125	4,223	
Premises	547,091	542,785	4,306	
Transport	55,870	27,700	28,170	24
Supplies & Services	563,688	492,324	71,364	25
Payments to Third Parties	399,511	403,942	(4,431)	
Drainage Board Levy	6,500	7,172	(672)	
COVID-19 Costs	0	132,951	(132,951)	26
Income	(1,430,435)	(1,195,190)	(235,245)	27
TOTAL	2,550,573	2,815,807	(265,234)	

24) Surplus expected on gross costs of business travel but £20k savings target include in income.

25) Savings due to £64k on bank charges and expected £10k on postage. There are also savings across the board with regards equipment, printer usage, stationery, subscriptions and insurances. These are reduced by additional audit costs of £12k, and £7.5k of additional treasury brokerage fees for future dated borrowing deal.

26) Leisure centre costs based on latest PfP report. Utilities bills price rises have substantially increased costs, and effect of the Omicron variant on swimming sessions sold have reduced revenue. An overall loss of £120k is expected at YE. There are also costs of

27) Expected losses of £71.5k on car parks income. The Golf club will see no rent this year and a loss of £25k from budgeted income. The rent at the Council Offices is also due to be £62k down on budget due to vacant units on the top floor. At present we expect no income from the leisure centre so a £160k loss. There are £26k of gains expected on Car Park Permits and £48k relating to combined income from both cemeteries.

Garden Communities

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	0	162,541	(162,541)	28
Premises	0	0	0	
Transport	0	0	0	
Supplies & Services	0	1,690	(1,690)	
Payments to Third Parties	0	24,535	(24,535)	
COVID-19 Costs	0	0	0	
Income	0	0	0	
Reserve Funding	0	(188,767)	188,767	
TOTAL	28	0	0	

28) All expenditure is paid for by external funding from the Ministry of Housing, Communities & Local Government.

Borough Solicitor

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	125,455	126,495	(1,040)	
Supplies & Services	15	-	15	
Income	(43,651)	(21,826)	(21,825)	29

81,819	104,669	(22,850)
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29) In accordance with the Council's decision on 22nd June, the Borough Solicitor has stepped down from the role as Monitoring Officer for Cheltenham Borough Council and consequently the CBC contribution of £21.8k, towards the cost of that post for the remainder of the financial year, will not be made.

One Legal

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,276,597	1,790,155	486,442	30
Transport	8,700	1,148	7,552	
Supplies & Services	115,313	85,638	29,675	31
Payments to Third Parties	114,220	87,848	26,372	32
Central Recharges	29,929	29,929	0	
Income	(2,301,101)	(1,792,767)	(508,334)	33
TOTAL	243,658	201,950	41,708	

30) The £486k employee variance relates to various vacant posts across One Legal. Agency staff being utilised where possible to meet the work requirements

31) Savings on:

1. Printer usage £8400
2. Computer annual renewals £15k
3. Postages £4k
4. Broadband and other £2300

32) Full saving attributed to Contracted agency services.

33) 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 Q3 is below the budget.

Appendix 4 - Analysis of capital budget 2021/22

	Q3 Budget Position £	Q3 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	1,736,267	0	1,736,267	100	No expenditure in Q3. Delays in the Ashchurch bridge project. Heat system replacement project delayed.
Vehicles	394,974	82,048	312,926	79	Additional road sweeper expected in Q4.
Equipment	308,250	220,000	88,250	29	Car parking machines installation completed with a significant saving One Legal case management - delayed
Capital Investment Fund	0	0	0	0	No budget in 2021/22
Community Grants	121,500	49,690	71,810	59	Fewer applications received in Q3
Housing & Business Grants	376,500	338,000	38,500	10	Fewer Disabled Facilities Grants paid out in Q3 than expected.
	2,937,491	689,738	2,247,753	77	

Appendix 5 - Revenue reserves for 2021/22

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Reserve	Balance 31st March 2021	Spent in Reserve Q3	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	40	81,619	
Business Rates Reserve	500,000	-	500,000	
Business Support Reserve	1,004,328	28,231	976,097	
Business Transformation Reserve	999,111	144,188	854,923	3
Climate Change Reserve	404,200	38,491	365,709	
Community Support Reserve	883,575	226,724	656,851	4
Council Tax Reserve	251,391	-	251,391	1
Development Management Reserve	485,150	66,596	418,554	5
Development Policy Reserve	910,867	41,645	869,222	2
Elections Reserve	190,848	-	190,848	
Flood Support and Protection Reserve	9,646	-	9,646	
Garden Communities Reserve	1,202,358	206,163	996,194	6
Health & Leisure development reserve	100,543	-	100,543	
Housing & Homeless Reserve	542,799	40,419	502,380	
Insurance Reserve	60,000	-	60,000	
Investment Reserve	350,000	-	350,000	
IT Reserve	231,403	32,897	198,507	
MTFS Equalisation Reserve	2,781,207	-	2,781,207	
Open Space & watercourse Reserve	737,574	- 12	737,585	
Organisational Development Reserve	103,590	330	103,260	
Risk Management Reserve	260,000	-	260,000	
Waste & Recycling development Reserve	2,152,808	12,308	2,140,500	
	16,193,719	848,040	15,345,679	

Notes

- 1 Council Tax reserve relates to residual hardship monies and compensation of losses. Both are central Government support for COVID.
- 2 Borough plan plus costs of CIL review
- 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 Costs of planning appeals plus appointment of temporary officers
- 6 Salary costs of Garden Town team

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	30 March 2022
Subject:	Discretionary Rate Relief Policy
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Member:	Lead Member for Finance and Asset Management
Number of Appendices:	One

Executive Summary:

The purpose of the report is to seek approval for an updated Discretionary Rate Relief Policy which considers the current eligibility criteria for discretionary rate relief.

As the government continues to take the approach of delivering new business rate reliefs through existing discretionary powers rather than changes to primary legislation, the report also seeks approval for the Head of Finance and Asset Management, in consultation with the Lead Member for Finance and Asset Management, to implement any further business rates relief introduced by government.

Recommendation:

- 1. That the Discretionary Rate Relief Policy at Appendix A is ADOPTED.**
- 2. That authority is delegated to the Head of Finance and Asset Management, in consultation with the Lead Member for Finance and Asset Management, to implement any further business rates reliefs introduced by government.**

Reasons for Recommendation:

Relief from business rates provides businesses and other organisations with valuable support and contributes to the Council’s commitment to supporting and developing the local economy.

The Council is required to have a Discretionary Rate Relief Policy (guidelines) to set a framework for considering applications from business ratepayers.

Resource Implications:

For all new reliefs, the government will reimburse Councils for the cost of the relief granted, in accordance with its guidance, through Section 31 grant.

For existing discretionary reliefs, the Council meets 40% off the cost under the current funding arrangements for business rates.

Legal Implications:

Section 47 of the Local Government Finance Act 1988, and subsequent amending legislation, provides the criteria for awarding discretionary rate relief to certain categories of non-domestic ratepayer. Section 69 of the Localism Act 2011 provides a new discretionary power to reduce business rates for any local ratepayer.

Risk Management Implications:

The government has issued guidance to advise billing authorities of the criteria to be used in considering applications for discretionary rate relief. Each individual case needs to be treated on its own merits and we should not adopt a rigid policy or rule which means we do not give due consideration to each case. In recognition of this, the discretionary rate relief policy only provides a broad framework for decision making.

Performance Management Follow-up:

The award of discretionary rate relief is monitored on a regular basis.

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The Council is responsible for the billing and collection of business rates from all non-domestic properties in the borough.
- 1.2** Several reliefs are available to reduce the amount of business rates payable by businesses and other organisations required to pay business rates. Some of these are mandatory, however others are awarded through discretionary powers.
- 1.3** This report seeks to update the Discretionary Rate Relief Policy and sets out the current position regarding eligibility for the various types of discretionary rate relief.

2.0 BACKGROUND

- 2.1** National Non-Domestic Rates (NNDR) or business rates are payable by owners and occupiers of commercial properties in accordance with the Local Government Finance Act 1988. Until April 2013, business rates were collected by the Council and passed to government who redistributed them nationally. However, with the localisation of business rates, income from business rates now impacts directly on the Council's finances.
- 2.2** The proposed Discretionary Rate Relief Policy (attached at Appendix A) outlines the areas of local discretion and the Council's approach to various discretionary powers. This has been prepared having regard to the impact:
- of granting discretionary rate relief on the Council's wider financial position and the impact on Council taxpayers;
 - on the organisations and businesses that currently receive relief or may apply for it in the future; and
 - on the residents, businesses, and Council taxpayers of Tewkesbury borough.

2.3 The legislation governing the award of discretionary rate relief can be found in Section 47 of the Local Government Finance Act 1988 and subsequent amending legislation. The eligibility criteria for the various types of relief can be found in the Discretionary Rate Relief Policy.

2.4 The Discretionary Rate Relief Policy remains substantively unchanged other than a refresh in terms of language and structure. It adds in rural rate relief and relief for local newspapers as the position regarding these has changed since the current policy was agreed.

3.0 OTHER OPTIONS CONSIDERED

3.1 Members could choose not to award discretionary rate relief; however, it is important that we use our discretionary powers to support local businesses, charities and other organisations.

4.0 CONSULTATION

4.1 The recommendations in this report are based on the updating of an existing policy. There has been no specific consultation carried out with any business or other affected organisations included in the policy.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 None.

6.0 RELEVANT GOVERNMENT POLICIES

6.1 Policies for relief to reduce the financial burden on business ratepayers.

7.0 RESOURCE IMPLICATIONS (Human/Property)

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

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

8.1 The relief scheme can contribute to sustaining a healthy local business community.

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

9.1 None.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None.

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Appendices: A. Discretionary Rate Relief Policy.



Appendix A

Discretionary Rate Relief Policy

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1.0 Introduction

- 1.1 Tewkesbury Borough Council recognises the importance of supporting local businesses, charities and voluntary organisations to promote the provision of local facilities, support economic growth and investment and improve prosperity.
- 1.2 Councils have the power to award relief from the payment of Non-Domestic Rates (business rates) to businesses and other organisations that meet certain criteria. Public funds are not, however, unlimited and a proportion of any relief granted is met by the council taxpayers of the borough. We therefore need to be satisfied that money invested this way will be repaid in economic and/or community benefit.
- 1.3 The power for granting discretionary rate relief is provided for by Section 47 of the Local Government Finance Act 1988. This has been amended by subsequent legislation which gives wider powers to award discretionary relief to any ratepayer where the authority believes the granting of such relief would benefit the local community.
- 1.4 This policy is designed to provide guidance to ratepayers on the application of discretionary rate relief. This policy covers the following types of discretionary rate relief:
- Charitable rate relief
 - Community amateur sports clubs (CASCs)
 - Rate relief for not-for-profit organisations
 - Rural rate relief
 - Discretionary rural relief – other businesses
 - Hardship relief
 - Temporary relief for partly occupied properties
 - Relief for local newspapers
 - Local discounts and incentives
- 1.5 This policy document outlines the various areas of local discretion and the Council's approach to the various reliefs. This approach has regard to the impact:
- of granting discretionary rate relief on the Council's wider financial position and the impact on its council taxpayers.
 - on the organisations and businesses that currently receive or may apply for relief in the future.
 - on the residents of Tewkesbury borough if relief is awarded, including the economic benefits to the borough.

2.0 The Discretionary Rate Relief Scheme

2.1 Discretionary rate relief (DRR) is awarded in accordance with Sections 47 to 49 of the Local Government Finance Act 1988, as amended by the Localism Act 2011.

2.2 Section 69 of the Localism Act 2011 amended Section 47 of the Local Government Finance Act 1988 to allow billing authorities to fund their own local discounts. The Council can grant discounts and incentives as it sees fits within the limits of primary legislation and any rules on subsidy control (the replacement for European rules on state aid). These powers can be used to encourage new business and investment as well as support local shops or services to the community.

2.3 The legislation requires the Council to maintain a discretionary rate relief scheme to award rate relief of up to 100% to certain organisations and businesses which operate within specified criteria. This includes:

- Charitable bodies already in receipt of mandatory relief of 80%. The Council has a discretion to ‘top-up’ this relief to 100% of the business rates due.
- Registered community amateur sports clubs (CASCs) already receiving mandatory relief of 80%. The Council has a discretion to ‘top-up’ this relief to 100% of the businesses rates due.
- Not for profit organisations where the Council has the discretion to grant relief of up to 100% of the business rates due.
- Rural rate relief.
- Discretionary rate relief for ‘other rural businesses’.
- Relief on the grounds of hardship.
- Relief for part-occupied premises.
- Relief for local newspapers.
- Local discounts and incentives.

2.4 In making decisions the Council may:

- Grant relief up to a maximum of 100% of the business rates due; or
- Grant relief for a sum less than 100% of the business rates due; or
- Refuse any application for relief.

2.5 Whilst mandatory relief can be backdated to previous financial years, legislation only permits discretionary relief to be awarded back to the start of the previous financial year where the application is submitted and assessed by 30 September in the relevant year.

2.6 Discretionary rate relief will only be awarded from the date of application or, in the case of hardship relief, where the hardship occurred at that point in time. Only in the most exceptional circumstances will consideration be given to awarding relief for a prior period. The ratepayer must provide valid reasons for not having submitted their application at an earlier date.

2.7 In the majority of cases discretionary rate relief will only be granted for a period of two financial years. Successful applicants will be advised by letter the period covered by the relief.

3.0 The application process

3.1 This document specifies how Tewkesbury Borough Council will assess applications for discretionary rate relief and indicates the factors that will be considered when deciding if discretionary rate relief can be awarded. Each application will be considered on its own merits, taking into consideration the guidelines detailed in this document. All applicants will be treated equally and fairly.

3.2 Applications for relief must be made on the Council's application form. Applicants are encouraged to apply online at www.tewkesbury.gov.uk

3.3 Businesses and other organisations needing support and advice on making their application, can contact us on businessrates@tewkesbury.gov.uk

4.0 Charitable rate relief

4.1 Mandatory rate relief of 80% is granted to charities where:

- The ratepayer is a charity or trustees of a charity; and
- The property is wholly or mainly used for charitable purposes (including charity shops where the goods sold are mainly donated and the proceeds are used for the purposes of the charity).

4.2 Registration under the Charities Act 2011 is conclusive evidence of charitable status. Bodies which are excepted from registration or are exempt charities are also eligible for mandatory relief.

4.3 In cases where a charity receives mandatory relief of 80%, the Council has a discretion to award up to 20% discretionary rate relief. The Council will consider applications for discretionary relief from charities based on their own merits on a case-by-case basis. The principal consideration in awarding relief is that it is in the best interests of the council taxpayers of Tewkesbury borough to do so and it provides a local benefit as the Council must contribute to the cost of each award.

4.4 Each case will be considered on its own merits, but generally top-up discretionary rate relief will only be awarded to the following charities or excepted organisations:

- Scouts, guides, cadets and other clubs and organisations for young people.
- Organisations providing support in the form of advice, employment training and counselling.

- Community schemes including those providing support for those over retirement age, community transport and volunteer organisation.
- Armed Forces veterans' associations.
- Locally based leisure and cultural organisations.

4.5 The following general exclusions will apply:

- 'Top-up' relief will only be granted to local charities (defined as those set up with the sole purpose of assisting the residents of Tewkesbury borough and whose primary office is situated in the borough).
- Unless a special case for financial hardship can be proved, 'top-up' relief to national charities (including charity shops) will not be granted.
- Academy, free, grant maintained, faith and trust schools are classified as charities and therefore receive 80% mandatory relief. 'Top-up' relief for schools and other educational establishments will not be granted unless a special case for hardship can be shown.
- Top-up relief for housing associations will not be provided.

4.6 Applications for discretionary top-up relief should be made on the council's online application form with the relevant supporting evidence which includes:

- Details of the applicant's main purpose and objectives as set out in a written constitution, a memorandum of association or membership rules.
- A full set of audited accounts relating to the two years prior to the date of application. Where audited accounts are not available, projections should be used instead; and
- Details of how the organisation meets the criteria detailed in these guidelines.

4.7 Any applications made without the supporting evidence will be subject to a decision being made solely on the information available at the time of the decision.

4.8 As a guide, a charity must not have enough unrestricted funds available to continue to operate for more than 12 months unless a business plan exists detailing how these additional funds are to be used to benefit the local community.

4.9 In exceptional cases, discretionary rate relief will be granted to organisations which have enough financial resources in unrestricted funds/reserves to continue to operate for more than 12 months. This may include charities and community organisations which require a large amount of available resources to sustain the service they deliver to the community. In such cases, the applicant must be able to prove it offers a service on which the borough's residents depend and which they would be unlikely to find elsewhere in the borough.

5.0 Community Amateur Sports Clubs

- 5.1 Registered Community Amateur Sports Clubs are eligible for 80% mandatory relief. The Council will consider applications for discretionary rate relief 'top-up' on their own merits on an application-by-application basis.
- 5.2 The Council will consider applications that can demonstrate:
- The contribution the organisation makes to Tewkesbury borough.
 - Whether or not the club is open to the whole community and its membership fees are not excessive.
 - It is a non-profit making organisation.
 - Evidence that every effort is made by the organisation to encourage membership from group such as young people, the disabled, women and those over retirement age.
 - How the CASC supports and links to the Council's priorities and the health and wellbeing of the residents of the borough
- 5.3 The Council will also take into consideration if any building used is accessible to disabled people or if reasonable attempts have been made to make it accessible.
- 5.4 Applications will only be considered where the club has an unrestricted access policy. If a club only accepts members who have reached a certain standard rather than seeking to promote the attainment of excellence by developing sporting aptitude, it does not fulfil the requirements.
- 5.5 Although clubs should be open to all without discrimination, single sex clubs may be awarded relief where such restrictions are a genuine result of physical restraint (such as changing room facilities) or a requirement of the sport. In such cases, the applicant will be required to provide proof of these factors.
- 5.6 It should be noted that sports clubs which run a bar are unlikely to be awarded discretionary rate relief if the main purpose of the club is the sale of food or drink. If the sale of food and drink aids the overall operation of the organisation meaning it achieves its objectives, this is permissible if the eligibility criteria at 5.2 are met. If the bar makes a profit, this must be reinvested to help the club meet its primary objectives. Financial information will be required to evidence any profit and its use.

6.0 Not for profit organisations

- 6.1 Not for profit organisations which are not classed as registered charities or CASCs, can apply for discretionary rate relief of up to 100%. Such organisations include those which are philanthropic, religious, concerned with education or social welfare, science, literature, the fine arts, recreation or are otherwise of benefit to the community.
- 6.2 The Council will consider applications from organisations which can demonstrate:

- Its activities support at least one of the Council's priorities;
- It promotes its services for the benefit of the residents of Tewkesbury borough;
- If membership is required, it is open to all members of the community regardless of ability.
- The facilities of the organisation are made available, where practicable, to other groups and organisations.
- It operates in such a way that it does not discriminate against any section of the community.
- It is not established or conducted for profit

6.3 Membership and entry fees

If the organisation applying for discretionary rate relief requires membership or an entry fee, the Council will consider whether:

- Membership is open to everyone regardless of race, ethnicity, gender, marital or parental status, sexual orientation, creed, disability, age, religious affiliation or political belief.
- The subscription or fee is set at a level which is not prohibitively high and is affordable by most sections of the community.
- Fee reductions are offered to certain groups such as the under 18s and over 60s.
- Membership is encouraged from the unemployed, young people not in employment, education or training, those of retirement age and people with disabilities.

6.4 Where the applicant organisation requires membership, at least 50% of members should reside in Tewkesbury borough. Evidence of this may be required.

6.5 The applicant must provide a copy of their constitution and copies of the last two years' audited accounts.

7.0 Rural rate relief

7.1 Rural rate relief is available for post offices, village shops, petrol filling stations and public houses up to a specified rateable value where they are the only business of that type in the rural settlement.

7.2 In the Autumn Statement 2016, the government announced that the relief would increase from 50% to 100% from 1 April 2017. The government has not changed the legislation and instead requires local authorities to adopt a local scheme using their discretionary powers introduced by the Localism Act 2011 (under Section 47 of the Local Government Finance Act 1988).

7.3 Properties that will benefit from the relief will be hereditaments located in a rural settlement with a population of less than 3,000 and are either:

1. The sole general store, food shop or post office with a rateable value of up to £8,500 or;
 2. The sole public house or petrol filling station with a rateable value of up to £12,500
- 7.4 The borough's rural settlement list is reviewed annually and designated settlements in a rural area which have a population of 3,000 or less.
- 7.5 Any property eligible for mandatory rural rate relief, will be eligible for and increased relief of 100% of their business rates liability.**
- 8.0 Discretionary rural rate relief**
- 8.1 Applications for discretionary rural rate relief can be made by any business in a designated rural settlement are that are not eligible for mandatory rural rate relief.
- 8.2 Discretionary rural rate relief for 'other rural businesses' will be considered where:
- the rateable value of the property is not more than £16,500.
 - the property is used for purposes which benefit the local community.
 - the award of relief is in the interests of Tewkesbury borough residents and its council taxpayers.
- 8.3 As a general guide, a ratepayer must not have enough resources available in unrestricted funds or reserves (i.e., those not being held for a specific purpose) to continue to operate for more than 12 months, unless it can show how these additional reserves are to be used to benefit the local community.
- 8.4 The following will be taken into consideration when assessing an application for discretionary rural rate relief:
- the number of staff employed by the business who are resident in the community in which the business is located; and
 - whether there are any other suppliers of the same goods or services which are easily accessible by residents in the rural settlement.
- 8.5 Every application must be accompanied by the latest trading accounts and evidence of the proportion of expenditure attributable to business rates. In determining the application, the Council will consider the financial viability of the business concerned, thereby having regard to the interests of council taxpayers in general. This will be balanced by the detrimental impact on the rural community should the business cease trading either as a direct or indirect result of not awarding relief.
- 8.6 The amount of relief awarded will be up to 100% of the total business rates payable annually.

9.0 Hardship relief

- 9.1 The Council has discretion under Section 49 of the Local Government Finance Act 1988 to award relief of up to 100% where hardship is demonstrated. Hardship relief can only be considered if it would be reasonable to do so in the interests of council taxpayers in general.
- 9.2 Hardship relief will be awarded where the business is suffering from unexpected hardship which is outside of the normal risks associated with business. Reduction or remission of business rates on the grounds of hardship will only be made in exceptional circumstances.
- 9.3 Hardship relief is granted at the discretion of the Council which can reduce or remit the amount of business rates payable providing it is satisfied that:
- the ratepayer would sustain hardship if it did not do so; and
 - it is reasonable to do so having regard to the interests of its council taxpayers.
- 9.4 The following factors will be considered in assessing the application:
- The test of hardship need not be confined strictly to financial hardship. All relevant factors affecting the ability of the business to meet its rates liability will be considered.
 - The interests of council taxpayers in the area may be wider than direct financial interests. Examples of this include where employment prospects in the area would be worsened by a company going out of business or the amenities of the area being reduced.
 - The ratepayer must provide evidence of hardship, for example a severe loss or a marked decline in trade compared to similar periods in previous years.
 - The business must be able to show evidence of its viability for the future, which is two years for these purposes.
- 9.5 A business will not be considered for hardship relief in the following circumstances:
- Where the business has experienced a minor loss in trade.
 - Where the drawings/remuneration of directors, partnerships and sole traders are of an amount not deemed reasonable by the Council.
 - Where the business is new and hardship relief is being requested to fund the initial progression of the business.
 - Where the property is empty.
 - Where similar goods or services are already being provided in the locality or within a reasonable distance.
- 9.6 Prior to any award being made, the business is expected to act to mitigate or alleviate their hardship by:
- Contacting the Council's Economic Development Team or Growth Hub.

- Considering other options such as negotiating with its creditors.
- Having in place a business plan to address the hardship

9.7 Applications for hardship relief shall be regarded as a last resort and will only be accepted after consideration of any other forms of rate relief for which the applicant may be eligible.

9.8 The period and amount of any award will be determined on a case-by-case basis, but may be up to 100% of the business rates liability.

9.9 Hardship relief will only be granted for short periods of time and usually up to a maximum of 6 months.

10.0 Properties partly occupied for a temporary period

10.1 There may be times where a property is only partly occupied for a short period of time. In certain circumstances, the Council may use its discretion to award part occupied relief (also known as Section 44A relief (Section 44A of the Local Government Finance Act 1988)).

10.2 In these circumstances the Council may request that the Valuation Office Agency apportions the rateable value of the property between occupied and unoccupied parts.

10.3 Section 44A relief may be awarded in the following circumstances:

- Where the occupied and unoccupied parts of the property can easily be separately assessed; and
- Where there are short term practical or financial difficulties in either occupying or vacating the premises.

10.4 The part occupation must be for a temporary period only.

10.5 Rate relief will not be awarded where the partial occupation is due to the normal day-to-day operation of the business, for example where a warehouse has despatched a large order and no longer needs to store stock.

10.6 For the purposes of this policy, a period of up to 6 months will be temporary. Periods of time exceeding 6 months will be treated as a permanent change and will not be eligible for partly occupied relief.

10.7 Relief will not be awarded where it appears to the Council that part of the property is being kept empty for the sole purpose of claiming rate relief.

10.8 Prior to an award being made, a visit to the premises will be made by a council officer to establish the exact area of the property that is empty. The application must be supported by a plan of the property which clearly marks the boundary of the occupied and unoccupied parts. This plan will be given to the Valuation Office Agency to apportion the rateable value.

10.9 Further visits may be made to the property throughout the duration of the relief

period to establish that the property is still partly occupied.

10.10 Part occupied relief will end if one of the following applies:

- The financial year ends; or
- The end of the period of relief awarded; or
- Where part or all of the unoccupied parts become occupied; or
- Where the liability for the property changes

11.0 Local discounts and incentives

11.1 The Council can grant business rates discounts and incentives entirely as it sees fit within the limits of primary legislation and the rules on subsidy control. These powers may be used to complement the strategic priorities and key objectives of the Council of increasing employment at strategic employment sites, investing in town centres and encouraging new business and investment in the borough.

12.0 Relief for local newspapers

12.1 From 1 April 2017, the government announced a business rates discount of up to £1,500 a year for office space occupied by local newspapers. This is to a maximum of one discount per local newspaper title and per hereditament. This relief scheme runs to 31 March 2025.

12.2 We are required to adopt a local scheme and decide each individual case using our discretionary powers introduced by the Localism Act 2011.

12.3 The Council will use Government criteria to determine qualifying ratepayers.

12.4 Properties that will benefit:

- Must be occupied by a local newspaper and must be wholly or mainly used as office premises for journalists and reporters; and
- The local newspaper must be considered a 'traditional local newspaper'. This relief is not available to magazines.

12.4 Relief of up to £1,500 per year will be awarded to qualifying hereditaments. The relief is limited to a maximum of one amount

- Per newspaper title; and
- Per hereditament that is wholly or mainly occupied by the local newspaper.

12.5 The amount of newspaper relief will be recalculated in the event of a change in circumstances including changes to occupation of premises by the local newspaper or identification that the relief has been applied on additional accounts.

13.0 Awards for retrospective periods

- 13.1 Rate relief will not normally be awarded in respect of any day prior to the day that an application is received. In exceptional circumstances, consideration may be given to awarding rate relief for a retrospective period where the ratepayer can demonstrate good cause for not submitting the application earlier.
- 13.2 No consideration will be given to an award of relief for a retrospective period where the Council is unable to verify to its satisfaction that the circumstances giving rise to the application pertained to that period.
- 13.3 We are unable to grant discretionary rate relief with an effective date of more than 6 months after the end of the financial year to it relates. Applications received after this date will not be considered.

14.0 Reporting changes in circumstances

- 14.1 Where a discretionary rate relief is granted to a ratepayer, the Council requires any changes in circumstances which may affect the relief to be reported as soon as possible and within 21 days of the change.
- 14.2 Where a change in circumstances is reported which affects eligibility, the relief will be revised or cancelled as appropriate.

15.0 Subsidy Control

- 15.1 Prior to 1 January 2021, the award of discretionary rate relief was considered likely to amount to state aid as defined by the European Union. The European Union required that all state aid (including discretionary rate relief) complied with the De Minimis Regulations EC 1407/2013. The De Minimis Regulations allowed an undertaking to receive €200,000 aid over a rolling three-year period.
- 15.2 From 1 January 2021, the United Kingdom left the European Union single market and customs union and is no longer subject to *de minimis* regulations.
- 15.3 The Government has introduced its own rules regarding state subsidies. Discretionary rate relief is considered a subsidy under the rules, but the matters which must be considered relate to the effect of the subsidy on international trade. In making an award the public body must consider:
- the effects on international trade;
 - if the subsidy is prohibited under World Trading Organisation rules;
 - if the subsidy is in line with those agreed by the UK-EU Cooperation and Trade Agreement;
 - if the subsidy is unlikely to trigger a dispute under WTO rules.
- 15.4 It is unlikely that an award of discretionary rate relief would breach these rules.

16.0 Notification of decisions

- 16.1 The Council will aim to make a decision within 14 working days of the application of the application and the supporting evidence being received. Decisions to award discretionary rate relief will be made by the Revenues and Benefits Manager. Ratepayers must ensure they continue to pay business rates whilst their application is being considered. Failure to make payment will result in the Council pursuing collection through the usual enforcement procedures which could result in court action.
- 16.2 Any decision regarding discretionary rate relief will be communicated to the applicant in writing, usually by email. Where the decision is to refuse the application, the reasons for refusal will be provided.

17.0 Complaints

- 17.1 The Council's complaints procedure (available on the Council's website) will be applied in the event of any complaint received about this scheme apart from the decision to award or not to award discretionary rate relief.

18.0 Appeals

- 18.1 There is no statutory right of appeal against a decision other than by way of judicial review. An unsuccessful applicant may make a request for a review of the decision by an independent officer, but only where:
1. additional information relevant to the application that was not provided at the time of the application is made available; or
 2. there are good grounds to believe the application or supporting information was not interpreted correctly at the time the decision was made.
- 18.2 A request for a review must be made within 21 days of notification of the decision and must clearly set out the reasons for the request and any supporting information.

19.0 Fraud

- 19.1 The Council is committed to the prevention and detection of fraud and the protection of public funds. Cases of suspected fraud will be referred to the Counter Fraud and Enforcement Unit for investigation which may result in clawback of relief and/or further action being taken.

20.0 Policy review

- 20.1 The policy will be reviewed annually by officers to ensure it remains valid, effective and relevant. If any significant policy amendments are required, the policy will be brought back to the Executive Committee for consideration.

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	30 March 2022
Subject:	Discretionary Housing Payments Policy
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Member:	Lead Member for Finance and Asset Management
Number of Appendices:	One

Executive Summary:

The Council has a discretionary power to award Discretionary Housing Payments (DHPs) to provide additional assistance towards housing costs where claimants are receiving housing benefit or the housing element of universal credit.

This report proposes an updated policy to incorporate internal audit recommendations and ensure that consistent decisions are made.

Recommendation:

That the Discretionary Housing Payments Policy at Appendix A is ADOPTED with effect from 1 April 2022.

Reasons for Recommendation:

The DHP policy has been updated to reflect recommendations made by internal audit and to ensure that we continue to be able to give targeted help to residents who need further assistance with their housing costs.

Discretionary housing payments (DHPs) are short-term awards administered by local authorities to help residents with housing costs. They can play a significant role in sustaining tenancies, preventing homelessness and enabling tenants to move to more affordable accommodation.

Resource Implications:

The government has confirmed that the Council's discretionary housing payments allocation for the financial year ending March 2023 is £69,061.

In addition to the central government contribution, English local authorities can top up DHP funding to a maximum of two and a half times the allocation using their own funds.

Legal Implications:

The Discretionary Housing Payment scheme is set out in the Discretionary Financial Assistance Regulations 2001 and subsequent amendments. Whilst the regulations give local authorities an extremely broad discretion, the Council must act in accordance with the ordinary principles of good decision making. The Council has a duty to act fairly, reasonably and consistently. Each case must be decided on its own merits and decision making should be consistent throughout the year.

Risk Management Implications:

Having a DHP policy makes the process of claiming and awarding a discretionary housing payment transparent. The policy supports the Council's aim to assist those who are most vulnerable in the community and to reduce the risk of homelessness.

Performance Management Follow-up:

For each financial year, initial estimates and mid-year estimates of expenditure must be submitted to the Department for Work and Pensions (DWP). In addition to this, returns must be submitted to DWP with reasons for awards made. Monitoring also takes place monthly to ensure that awards are made fairly and in accordance with policy.

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

1.1 Discretionary Housing Payment (DHP) funding is available for those residents, entitled to housing benefit or the housing element of universal credit, who require further financial assistance with their housing costs.

1.2 The DHP policy supports the decision-making process, enabling fair and consistent decisions to be made in a timely manner.

1.3 This report seeks to update the Discretionary Housing Payments Policy to incorporate recommendations following an internal audit review and updated guidance provided by the Department for Work and Pensions. As some of the recommendations relate to process, they are not referred to in the updated policy but have been implemented as part of the revised assessment process.

1.4 The recommendations made by internal audit are summarised below:

Recommendation 1 – a checklist should be developed to support the collection and assessment of DHP information.

Recommendation 2 – the inclusion of non-essential items should be considered as part of the scheduled review of the DHP policy.

Recommendation 3 – consideration should be given to introduce performance reporting in respect of DHPs. This should be in consultation with the Lead Member for Finance and Asset Management.

Recommendation 4 – an independent verification check should be carried out on a sample of DHP applications (10% of total applications received). This check should include a recalculation of the income and expenditure spreadsheet used by the assessors.

2.0 DISCRETIONARY HOUSING PAYMENTS

- 2.1** Discretionary housing payments (DHPs) are short-term awards administered by local authorities to help residents with housing costs. They can play a significant role in sustaining tenancies, preventing homelessness and enabling tenants to move to more affordable accommodation.
- 2.2** Local authorities receive an annual contribution from government to award discretionary housing payments and can top up funding from their own funds.
- 2.3** Since 2011, government has made additional funding available to mitigate the impact of welfare reforms on the most vulnerable. The funding can help in a variety of ways if it relates to housing costs.
- 2.4** It is good practice to review the DHP policy on a regular basis. The proposed new policy considers internal audit recommendations and places greater emphasis on the actions the applicant needs to take to avoid long term reliance on discretionary housing payments. The Benefits team work closely with the Housing Advice team to provide help and support where needed.
- 2.5** It is acknowledged that suitable alternative housing may not be available due to scarcity of supply or due to the severe health, welfare and other needs of some households. It remains important, however, that we are targeting the funding such that it goes to someone who needs it for as short a time as possible whilst we collaborate with them to explore alternative support and accommodation.

3.0 OTHER OPTIONS CONSIDERED

- 3.1** Members could choose not to agree the discretionary housing payments policy; however, it is important that we use our discretionary powers to support residents.

4.0 CONSULTATION

- 4.1** Formal consultation is not required for the adoption of this policy. The Revenues and Benefits Service regularly consults on an informal basis with its major stakeholders regarding the availability of the scheme.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 5.1** None.

6.0 RELEVANT GOVERNMENT POLICIES

- 6.1** Department for Work and Pensions' Discretionary Housing payments guidance manual, February 2021.

7.0 RESOURCE IMPLICATIONS (Human/Property)

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

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

- 8.1** None.

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

9.1 None.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None.

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Appendices: A – Discretionary Housing Payment Policy.



Appendix A

Discretionary Housing Payments Policy

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1.0 Introduction

- 1.1 Discretionary Housing Payments (DHP) were first introduced in July 2001 and local authorities are responsible for their administration.
- 1.2 A DHP may be awarded where the local authority determines a housing benefit or universal credit claimant requires further financial help towards their housing costs.
- 1.3 A DHP can be awarded to help cover:
 - Shortfalls between the rental liability and payment of housing benefit or payment of universal credit (housing costs element).
 - A one off DHP to help towards removal costs.
 - A one off DHP to help with a rent deposit.
 - A one off DHP for rent in advance.

2.0 Funding

- 2.1 Each financial year, Tewkesbury Borough Council is given a set amount of funding from Central Government for DHPs. Once this money has been spent, there is no further funding available until the following financial year.
- 2.2 In England and Wales, local authorities can use their own funds to top up the Government contribution by an additional 150%. Once an authority's overall cash limit is met, no additional DHPs can be awarded in that financial year.

3.0 Operation of the policy

- 3.1 This document specifies how Tewkesbury Borough Council will operate the DHP scheme and indicates some factors that will be considered when deciding if a discretionary housing payment can be made. Each application will be considered on its own merits, taking into consideration the guidelines detailed in this document. All applicants will be treated equally and fairly.

4.0 Principles governing the award of Discretionary Housing Payments

- 4.1 The Discretionary Finance Assistance Regulations 2001 provide the statutory basis for the award of discretionary housing payments.
- 4.2 Tewkesbury Borough Council is committed to collaborating with social landlords, the local voluntary sector, debt advice agencies and any other interested parties within the borough to maximise publication of the scheme in order to help as many residents as possible.
- 4.3 We will consider making a discretionary housing payment to an applicant who meets the qualifying criteria, although this will be subject to budget limitations.
- 4.4 Before making an award, we must be satisfied that the applicant is entitled to:

- Housing Benefit; or
- Universal Credit where housing costs are included; and
- Has a rental liability; and
- Requires further financial assistance with housing costs

4.5 Tewkesbury Borough Council has set the following key objectives in assessing discretionary housing payments using the Department for Work and Pensions' Discretionary Housing Payments Good Practice Guide:

- Alleviating poverty
- Encouraging and sustaining people in, and into, employment
- Tenancy maintenance and homeless prevention
- Safeguarding residents in their own homes
- Helping those who are trying to help themselves
- Keeping families together
- Ensuring that domestic abuse victims who are trying to move to a place of safety are supported
- Supporting the vulnerable, including young children and the elderly in the local community
- Supporting young people in the transition to adult life
- Promoting good educational outcomes for children and young people
- Supporting disabled people to remain in adapted properties
- Supporting care leavers
- Supporting refugees

4.6 The Council considers that Discretionary Housing payments should only be seen as short-term financial assistance. It is not and should not be considered as a way around any current or future entitlement restrictions set out within the legislation governing housing benefit and universal credit.

5.0 What Discretionary Housing Payments cannot cover

5.1 There are certain elements of a claimant's rent that the housing benefit and universal credit regulations exclude so they cannot be included as 'housing costs' for the purposes of a DHP.

Excluded elements are:

- Ineligible service charges, including provision and costs of white goods
- Increases in rent due to outstanding rent arrears
- Certain sanctions and reductions in benefit
- Rent when the applicant is receiving council tax reduction, but not housing benefit or help with housing costs in universal credit
- Shortfalls caused by housing benefit or universal credit overpayment recovery: when recovery of a housing benefit or universal credit overpayment is taking place, such shortfalls should not be considered for a DHP.

5.2 DHPs cannot cover council tax, even if the applicant receives local council tax support.

6.0 Definition of shortfall

6.1 A shortfall between the rental liability and payment of housing benefit or payment of universal credit (housing costs element) can occur due to:

- the rent determined by the Rent Officer/Local Housing Allowance being lower than the claimant's eligible rental liability.
- removal of the spare room subsidy in the social rented sector.
- the benefit cap being applied.
- the applicant being able to demonstrate that they are unable to meet their housing costs from their available income.

7.0 The application process

7.1 We encourage applications to be made using our online form, however we will provide paper copies of the application form on request. Please contact us on dhp@tewkesbury.gov.uk or 01684 272035.

7.2 All required supporting evidence must be provided at the time of application. If it is not provided, the application will automatically be refused.

8.0 Supporting evidence

8.1 In all cases the applicant is required to provide the following evidence:

- Bank statements for three months prior to the application date.
- Tenancy agreement to confirm rent liability.

8.2 If applicable, evidence of any health issues reported in the application.

8.3 Other relevant evidence in support of the application such as a notice of eviction.

9.0 Considerations when deciding on the award of a DHP

9.1 The following factors will be taken into consideration when deciding whether to award a DHP.

- The shortfall between housing benefit or universal credit (housing costs element) and the rent liability
- Any steps taken by the applicant to reduce their rental liability.
- The financial and medical circumstances (including ill health and disabilities) of the applicant, their partner and any dependants and any other occupants of the applicant's home.

- The income and expenditure of the applicant, their partner and any dependants and other occupants of the applicant's home. This will be demonstrated through completion of the DHP application form.
- Non-essential items of expenditure including, but not limited to, alcohol, cigarettes, newspapers and magazines will not be taken into consideration when assessing the application.
- Any savings or capital held by the applicant and/or partner.
- Steps taken to achieve financial independence, for example requesting and acting on advice provided by Citizens Advice and other similar organisations.
- Where relevant, the applicant must be able to show evidence of engagement with the Council's Housing Advice Team and be actively bidding on Homeseekers Plus to facilitate a move to more affordable accommodation.

9.2 The Council will decide how much to award based on individual circumstances. This may be an amount below the difference between the rent liability and the housing benefit/universal credit (with housing costs element).

9.3 An award of a DHP does not guarantee that a further award will be made at a later date even if the applicant's circumstances have not changed.

10.0 Scheme of delegation

10.1 The Council's Executive committee has approved this policy.

10.2 Officers of the Council will administer the scheme in accordance with the policy framework.

11.0 Notification of decisions

11.1 The applicant will be notified in writing of the outcome of their application within 15 working days of receipt of the application and all required supporting documentation, or as soon as possible after this date.

11.2 All decisions made by the Council shall be notified to the applicant by email, unless the applicant does not have an email address. In such cases the applicant will receive notification through the post.

11.3 If the application is successful, the decision will advise the following:

- The reason for the award
- The amount awarded
- The period of award
- Any conditions associated with the payment
- Who will be paid the DHP
- The applicant's duty to report any change in circumstances

11.4 If the applicant is unsuccessful, a reason will be provided as well as details of the right to request a review.

11.5 Reasons for refusal are not limited to, but will usually be for the following reasons:

- Other support/provision has been granted for the need/situation.
- Eligibility criteria has not been met.
- Exceptional need has not been evidenced.
- Exceptional financial circumstances not evidenced.
- The applicant has already received a DHP either as financial support through an ongoing DHP or a one-off payment, rent in advance or a rent deposit.
- The applicant chooses to cancel the arrangement where support/assistance is being provided by another body.

12.0 Start date of a DHP award

12.1 The start date of the award is determined by the Revenues and Benefits team and can be either:

- The Monday following the date a claim for a DHP is received.
- The date on which entitlement to housing benefit or universal credit (including housing costs element) commenced.
- The date on which the need for support through a DHP arose.

13.0 Length of award

13.1 Any payments made under this policy will be made for a period relevant to the applicant's circumstances and will be decided on a case-by-case basis.

13.2 Awards will be made for a maximum of 26 weeks in the case of exceptional hardship.

14.0 How will payments be made

14.1 We will decide the most appropriate person to pay based upon the circumstances of each case. This could include:

- The applicant
- Their partner (if resident in the household)
- An appointee
- The applicant's landlord (or an agent of the landlord)
- Any third party to whom it is appropriate to make a payment.

14.2 Payments will usually be made by BACS.

14.3 Where the DHP award is made on an ongoing basis, the payment frequency will normally be aligned to the housing benefit payment cycle.

15.0 Reviews of decisions

- 15.1 Discretionary housing payments are not payments of housing benefit or universal credit and are therefore not subject to a statutory appeals process.
- 15.2 If the applicant disagrees with a decision, they must either write to the Council or email on dhp@tewkesbury.gov.uk giving their reasons.
- 15.3 If a decision is challenged it will be reconsidered by an independent officer. The applicant will be notified of the review decision in writing, usually by email.
- 15.4 Like any discretionary decision, the applicant may apply for a judicial review. The applicant is advised to take independent legal advice before taking this course of action.

16.0 Reporting changes in circumstances

- 16.1 The applicant must tell the Council if their circumstances change after a DHP is awarded. This is made clear to the application in both the application form and award letter, if successful. This must be reported as soon as possible and not later than one month from the change occurring.
- 16.2 Applicants must report all changes that may be relevant even if they have been reported to other services or departments.
- 16.3 The Council reserves the right to amend a DHP award at any time if the applicant's circumstances have changed.

17.0 Complaints

- 17.1 The Council's complaints procedure (available on the Council's website) will be applied in the event of any complaint received about this scheme, apart from the decision to award or not award a discretionary housing payment.

18.0 Recovery of a discretionary housing payment

- 18.1 The Council will make every effort to minimise overpayments of discretionary housing payments, however in certain circumstances this cannot be avoided.
- 18.2 The Council will consider recovering a DHP if it is found the award has been overpaid because of:
- A misrepresentation or failure to disclose a material fact; or
 - An error was made when the application was determined
- 18.3 A written explanation of how the overpayment occurred, the period to which it relates and the amount will be issued to the applicant.

- 18.4 Generally, the Council will not seek to recover an overpayment caused by official error unless the applicant caused or contributed to the error or was aware that they were receiving a payment to which they were not entitled.
- 18.5 If recovery action is appropriate, the Council will recover the discretionary housing payment as a sundry debtor. An overpaid discretionary housing payment cannot be recovered by the Council through ongoing housing benefit entitlement.

19.0 Publicity

- 19.1 The Council will publicise the scheme and will collaborate with all interested parties to achieve this.

20.0 Managing the risk of fraud

- 20.1 Tewkesbury Borough Council is committed to its fight against all forms of fraud. All allegations of fraud will be investigated and, should an applicant make a false statement or provide incorrect evidence in support of their application for a discretionary housing payment they may commit a criminal offence.

21.0 Policy review and monitoring

- 21.1 The policy will be reviewed annually by officers to ensure it remains valid, effective, and relevant. If any significant policy amendments are required, the policy will be brought back to the Executive committee for consideration.
- 21.2 All applications for DHPs are recorded to allow for the monitoring of performance and expenditure. Monthly reports on DHPs will be provided by the Revenues and Benefits Manager to the Head of Finance and Asset Management and the Lead Member for Finance and Asset Management.

22.0 Further guidance

- 22.1 Further guidance on the administration of discretionary housing payments can be found in the Department for Work and Pensions 'Discretionary Housing Payments Good Practice Guide'

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	30 March 2022
Subject:	Statement of Community Involvement
Report of:	Planning Policy Manager
Corporate Lead:	Head of Development Services
Lead Member:	Lead Member for Built Environment
Number of Appendices:	One

Executive Summary:

The purpose of this report is to recommend that Executive Committee puts forward the revised Statement of Community Involvement (SCI) to Council for adoption. The document sets out how Tewkesbury Borough Council will engage with local communities and stakeholders in the development of planning policy documents and the determination of planning applications within the Borough.

The requirement to prepare an SCI was introduced in the Planning and Compulsory Purchase Act 2004 and there is now a requirement for the document to be reviewed every 5 years and to also set out how the Council will support communities undertaking neighbourhood planning.

The current SCI was adopted in 2013 and its age, combined with the changing nature of consultation and engagement in the planning process, particularly the recent experience of the COVID-19 pandemic and the increasing use of digital and online tools, requires its review. The review process has taken account of the views of Councillors and Parish Councils.

Recommendation:

That Executive Committee RECOMMEND TO COUNCIL that the revised Statement of Community Involvement be adopted.

Reasons for Recommendation:

To adopt the SCI to ensure that the Council has an up to date document in accordance with the requirements of Section 18 of the Planning and Compulsory Purchase Act 2004 (as amended)

Resource Implications:

The majority of processes and procedures set out in the SCI incorporate those already used in the preparation of planning policy documents, development management and the provision of advice for neighbourhood planning. With regard to the development management process, the SCI introduces the use of neighbour notification letters which will require some additional resources to inform and train officers and to make the necessary changes to IT systems.

Neighbour Notification Letters

A £25,000 growth item has already been included within the 2022-23 budget for this which should cover all the costs of delivering this new process.

Digital Engagement

The SCI indicates that the Council will consider how to expand the use of digital engagement tools. Current use of digital and online tools by Planning Services includes: use of the TBC website; social media; emails: use of Zoom/ Teams meetings and the previous use of an online consultation portal eg Objective, for hosting consultations on local plans and other policy documents. Development Management also have the Public Access (IDOX) online portal for managing, viewing and commenting on planning applications. These tools will continue to be used.

Adopting the use of additional digital engagement tools will involve additional costs for the Council, both in terms of the purchase of the relevant software package and the staff resources and training costs required to implement and manage the software.

Any proposals for future expansion of the digital engagement process will be subject to a business case and brought back to committee for approval.

Legal Implications:

Section 18 of the Planning and Compulsory Purchase Act 2004 (as amended) requires all local planning authorities to adopt an SCI. This has to take into account the following requirements:

1. (a) Section 6 of the Neighbourhood Planning Act 2017, which states that a “statement of community involvement must set out the local planning authority’s policies for giving advice and assistance” in relation to Neighbourhood Planning. This requirement came into force on 31 July 2018.
2. (b) Regulation 4 of the Town and Country Planning (Local Planning (England) (Amendment) Regulations 2017 came into force on 6th April 2018 and requires a local planning authority to review a SCI “every five years, starting from the date of adoption of the statement of community involvement.”

The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) do not require a revised SCI to go through an examination process.

The revised SCI sets out how the Council will meet the statutory requirements for consulting on various types of planning documents and through the development management process.

When adopted, the SCI must be published on the Council’s website.

Risk Management Implications:

It is a legal requirement for the Council to prepare an SCI and to ensure that it is reviewed every five years. The preparation of this new SCI will meet that requirement reducing the risk of legal challenge on planning decisions taken by the Council.

The SCI relates to consultation processes and procedures some of which would require individual risk assessments at the appropriate time, for instance when hiring a venue for a consultation event.

Performance Management Follow-up:

Subject to the adoption of the SCI, its effectiveness will be monitored by the Head of Development Services.

Environmental Implications:

There are no environmental implications of the SCI.

1.0 INTRODUCTION/BACKGROUND

- 1.1** The Planning and Compulsory Purchase Act 2004 (Section 18) requires local planning authorities to produce a Statement of Community Involvement (SCI) which explains how they will engage communities and other interested parties in producing their Local Plan and determining planning applications. The current SCI was adopted in 2013 and requires updating to ensure that it reflects current planning practice and guidance and provides resilience to enable consultation and engagement to adapt to exceptional and unforeseen circumstances such as (although not exclusively) those highlighted by the current COVID-19 pandemic.
- 1.2** The planning process has to comply with a variety of legal procedures in terms of public consultation and engagement. The SCI sets out how the Council will address these and how the public can expect to be engaged and kept informed. It also sets out local standards for consultation and engagement. This applies to both Planning Policy, setting out how the process will be undertaken when preparing new or revised policy documents, and to Development Management in relation to the planning applications process. The SCI also sets out how the Council will support communities undertaking neighbourhood planning in terms of the advice and guidance that will be provided throughout the plan preparation process.
- 1.3** There is no legal requirement to consult on the review of an SCI, however the views of Members and Parish Councils have been sought as part of the preparation of this document. A Member Workshop was held on 9 September 2021 and a 6 week consultation was held with Parish Councils over October and November 2021.
- 1.4** The main changes in the SCI compared to the 2013 version are summarised below:
1. The inclusion of important 'principles' for community involvement to the SCI.
 2. Greater reference to the role and use of digital consultation and engagement.
 3. The inclusion of guidance relating to how the SCI procedures would need to change in response to any possible future emergency/ pandemic situations which impact 'business as usual'.
 4. Reference to the approach to community involvement for the Joint Core Strategy review, including reference to Tewkesbury Garden Town.
 5. The inclusion of the Council's policy for providing support for neighbourhood planning.
 6. Updates to Development Management consultation requirements, particularly a move to using neighbour notification letters instead of just site notices.

2.0 NEXT STEPS

- 2.1** Further to Member approval, the SCI will be put forward to Council for adoption. Once adopted it will be put into practice and placed on the Council's website.

3.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 3.1** Tewkesbury Borough Council Digital Strategy 2019-2022.
Tewkesbury Borough Local Plan to 2011.
Joint Core Strategy.
Emerging Tewkesbury Borough Plan (2011-2031).

4.0 RELEVANT GOVERNMENT POLICIES

- 4.1** National Planning Policy Framework.
National Planning Practice Guidance.

5.0 RESOURCE IMPLICATIONS (Human/Property)

- 5.1** Resource implications on officer time to undertake consultation and engagement on planning matters in accordance with the SCI. As noted above, the majority of processes and procedures set out in the SCI incorporate those already used in the preparation of planning policy documents, development management and the provision of advice for neighbourhood planning. With regard to the development management process, the SCI introduces the use of neighbour notification letters which will require some additional resources to inform and train officers and to make the necessary changes to IT systems.

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

- 6.1 Social:** Through the implementation of the SCI, the Council aims to seek consensus and agreement from partners and other local organisations and to reach as broad a range of stakeholders and interested parties as possible, ensuring they are represented in decision making on planning matters.

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

- 7.1 Equalities:** Engagement and community involvement are key aspects of the planning process. The revised SCI includes various ways the Council will ensure that there are no barriers to people having a say in the decision making process, with the aim of advancing equality of opportunity for all.

E-Government: the SCI states that the Council will investigate the use of electronic and modern media techniques wherever possible to make consultations easier, quicker and more cost-effective, used alongside traditional methods, including printed media, exhibitions and meetings.

8.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

- 8.1** None.

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Appendices: 1 – Tewkesbury Borough Council Statement of Community Involvement

TEWKESBURY BOROUGH COUNCIL

DRAFT STATEMENT OF COMMUNITY INVOLVEMENT

NOVEMBER, 2021

DRAFT

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- A: Indicative consultee list
- B: Summary of notification arrangements for planning applications
- C: Measures and amended practice that may be necessary in response to a state of public emergency including pandemics

DRAFT

1 INTRODUCTION

- 1.1 The Statement of Community Involvement (SCI) sets out how Tewkesbury Borough Council (TBC) will engage with local communities and stakeholders in the development of planning policy documents and in the determination of planning applications within the Borough, as well as how the Council will support communities undertaking neighbourhood planning.
- 1.2 The purpose of the planning system is to help achieve sustainable development, assisting economic, environmental and social progress for existing and future communities. Planning shapes the places where people live and work, so it is important that communities can take an active part in the process.
- 1.3 The Council's ethos is that whatever we do will be 'Better for Customers, Better for Business'. This ethos supports our Values, as set out in the Council Plan 2020-24, which includes a commitment to involving communities:
- Putting customers first – placing the needs of customers at the heart of what we do and listen to what they say, treating people fairly and without bias, and
 - Being positive about working with others – continuing to develop productive working relationships with other organisations and our communities including the voluntary sector, town and parish councils and neighbourhood groups, to achieve common goals.
- 1.4 There is a legal requirement under the Planning and Compulsory Purchase Act 2004 (as amended) for Local Planning Authorities (LPAs) to produce a Statement of Community Involvement (SCI), which sets out how the Council intends to achieve community involvement in the preparation of planning policy documents and in making decisions on planning applications.
- 1.5 Tewkesbury Borough Council adopted its previous SCI in 2013. Since then, there have been a number of changes to the planning system which have produced new requirements and processes for producing local plans and for dealing with planning applications. In addition, the recent Covid pandemic has led to a number of changes to the way that communities are involved in planning matters. Given the changes since 2013, it is appropriate now to review how we engage with the public.

What is the Statement of Community Involvement?

- 1.6 The Statement of Community Involvement (SCI) is a document which sets out Tewkesbury's guiding principles and requirements for involving the community, both in preparing and revising planning policy documents and in the consideration of individual planning applications. The SCI describes the consultation and engagement processes and methods that can be used; it explains the statutory requirements that the Council must meet at each stage and what other consultation or engagement processes may be undertaken in addition to these minimum requirements. This gives the public and stakeholders certainty over what sort of engagement they can expect within the planning process and the different ways they can get involved.
- 1.7 The aim of the SCI is to ensure that all sectors of the community in Tewkesbury:
- Are informed about the local planning documents being prepared and planning applications being considered;
 - Are involved early in the decision-making process;
 - Understand how they can share their views;
 - Have ready access to information;
 - Can put forward their ideas about issues and feel confident that there is a formal process for considering these;
 - Can take an active part in preparing proposals or options to manage land use and future development in their community;
 - Can comment on planning applications; and;
 - Can be informed about progress and outcomes.
- 1.8 This SCI covers three areas where the Council is involved in planning. These are:
- a) the preparation of **planning policy documents** – comprising the Local Plan, supplementary planning documents and work the Council will carry out with Cheltenham Borough and Gloucester City Councils on the review of the Joint Core Strategy
 - b) how the Council will support communities preparing **Neighbourhood Plans**; and
 - c) the determination of planning applications through **Development Management processes**.

- 1.9 In setting out the consultation methods and tools that are available and likely to be used by the Council, the SCI retains a degree of flexibility so that consultation and engagement methods can be appropriately tailored to a specific planning document or circumstance. The intention is that this will allow for future changes that may be made to the regulations or best practice guidance, and to reflect any new methods of communication and engagement that may become available over the life of the document.
- 1.10 At the time of writing, the outcome of the consultation in August 2020 of the Planning White Paper, *Planning for the Future*, is awaited. The White Paper sets out a number of proposed substantial reforms to the planning system. which are likely to affect how and when the public and stakeholders can engage in the planning system in the future. This SCI will be kept under review and amended as appropriate.

Our Communities & Stakeholders

The 'community' includes all individuals, groups and organisations that live, work or operate within Tewkesbury borough.

- 1.11 The SCI also refers to 'stakeholders', these are individuals or organisations with a direct influence on the matter under discussion, such as developers, landowners or other important bodies and agencies. Some of our consultation with stakeholders is determined by legislation such as the Duty to Cooperate. The SCI avoids repeating legislation or statutory requirements but focusses on what we are specifically doing in Tewkesbury borough to meet and, where possible, exceed the requirements.

Importance of engagement and consultation

- 1.12 Planning is fundamental to shaping the neighbourhoods and communities in which we all live and work. The Council considers it important that everyone has the opportunity to be involved in and influence planning decisions.
- 1.13 The National Planning Policy Framework (NPPF), updated July 2021, stresses the importance of community involvement in both plan-making and deciding planning applications. Engagement should be proportionate and effective and the NPPF at paragraphs 16 and 39¹, stresses the value in engaging at an early stage, in both plan making and when considering planning applications.

¹ National Planning Policy Framework:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1005759/NPPF_July_2021.pdf

1.14 As illustrated in Figure 1, effective engagement involves a number of stages from awareness raising, providing information, through to consultation and communication, to discussion and debate.

Figure 1: Types of engagement



Source: Planning Aid: Good Practice Guide to Public Engagement in Development Schemes

1.15 Good engagement can reduce conflict, result in better outcomes from development for all and allows communities to influence the future of the places where they live.

2 PRINCIPLES FOR COMMUNITY INVOLVEMENT IN PLANNING DECISIONS

2.1 The Council's Communications Strategy, 2020-24 sets out the following principles which will underpin all communications work across the authority:

- Good quality communication is essential for the effective delivery of our services.
- We will be as transparent, open and accountable as possible.
- We will ensure information is shared, is accessible and meets equality standards.
- All our communication - spoken, written and digital - will:
 - Be honest, accurate, timely and up-to date.
 - Be clear, written in plain English, and easily understood.
 - Be consistent and suitable for the audience - including hard-to-reach groups.
 - Meet the corporate Written Style and Branding Guide² and be clearly identified with TBC
 - Comply with legal requirements and conform to the Code of Conduct on local government publicity.

Figure 2: Principles for community involvement in planning matters

Building on the Communications Strategy, the Council will work to the following core principles for consultation and engagement in the planning process:

1. The Council will meet and, where practicably possible, exceed the minimum standards for community involvement set out in legislation.
2. Consultation will be accessible to all regardless of age, gender, faith, race, disability, as well as knowledge and experience, making it easier for groups and individuals with little or no knowledge of the planning process to get involved.
3. Consultation materials will be clear and concise, and avoid jargon wherever possible.
4. The scope and timing of the consultation will be clear from the start, so respondents know what they can comment on, when they need to comment and how their comments will be taken into account.
5. Consultation methods will make widespread use of electronic and modern media techniques wherever possible to make consultations easier, quicker and more cost-effective. They will be used alongside traditional methods, including printed media, exhibitions and meetings.
6. Engagement in the planning process will be encouraged from the earliest stage possible (front-loaded) when there is the greatest opportunity for the views of interested and affected parties to be reflected in decisions made.
7. Whenever possible, feedback will be given to reflect how comments received have been

² The Council's Written Style and Branding Guide ensures all external communication is written and designed in a consistent and professional manner.

3 DIGITAL METHODS OF CONSULTATION

- 3.1 The restrictions imposed due to the Covid-19 pandemic meant that there had to be a changed approach to consultations and working practices. These changes came into force as temporary measures that were put in place to minimise the impacts on people engaging with the planning process and included a move away from face-to-face activity. The majority of the temporary measures came to an end in June 2021, and for example council committee meetings are now held in person. The Council's Development Management team is currently carrying out business as usual where possible.
- 3.2 In the event of further restrictions being implemented locally or nationally or in any state of public emergency, changes to the way that services are delivered would need to be re-introduced to ensure the health and safety of all those involved. The guidance in Appendix C sets out how planning services would be delivered in the event of the imposition of restrictions and the alternative arrangements that would be put in place for the inspection of documents and consultations.
- 3.3 Greater use of digital technology is likely to continue to play an important role in the planning system in the future and the Council will continue to look to best practice examples in this evolving field. The Planning White Paper, for example, includes proposals for local planning authorities to modernise how they engage with people and encourages the use of digital technology.
- 3.4 Many of the adaptations that have had to be made in response to the Covid-19 pandemic have worked effectively, and indeed have some particular benefits. Greater use of digital consultation approaches can increase engagement from some harder to reach groups, including young people, as online events can make participation easier and less intimidating for certain parts of the community, as people do not have to travel or make their voice heard in a crowd. For young people in particular, they are comfortable and familiar with digital technology which can help with participation; government data on internet use³ in 2019 found that 90.8% of people aged 16 and over had used the internet in the 3 months prior to being surveyed. Online exhibitions can have live chat sessions, which may be one to one, where people can feel comfortable raising their questions. Live polls and the ability to add comments to maps and plans can also increase interactivity and interest especially at the early stages of plan making.

³ <https://www.ethnicity-facts-figures.service.gov.uk/culture-and-community/digital/internet-use/latest>

3.5 The Council will continue to investigate the use and application of digital consultation tools which are set out in the box below:

Formal Consultation software: to capture representations and consultation responses to published material, often closely related to statutory responsibilities of Councils;

Digital Engagement Platforms: software which enables a range of different digital engagement activities specific to a project or series of projects;

Online polling/surveying: software enabling responses to questions or themes which can stand alone from other software/approaches;

Webinar/online events: enabling meetings & workshops to occur in a digital setting as opposed to physical locations;

Digital collaboration tools: other software and tools that can be used to support consultation and engagement, such as interactive whiteboards;

Map based & spatial tools: that can present spatial information in a more engaging way than traditional print documents;

Digital marketing & social media: to recognise the important role of awareness raising and gathering additional feedback via other digital channels.

3.6 Notwithstanding the move towards digital technology, it is important that ‘traditional’, face to face and paper-based consultation methods are retained and used alongside any new digital tools in order to avoid disadvantaging those who are unable or prefer not to engage digitally.

4 COMMUNITY INVOLVEMENT IN PLANNING POLICY

- 4.1 This section of the SCI explains how the Council will give those with an interest in the future development of the area the opportunity to have their say when new planning policies are being developed. The Council will take a flexible, proportionate, and effective approach to consultation that will be tailored to the nature of the document being prepared.
- 4.2 From time to time, the Council will publish other documents on its website which are related to the plan-making process but which are not normally subject to public consultation. These documents include a wide range of technical studies that provide background evidence for the preparation of policies and are described in more detail later in this section.

Which planning policy documents do we consult on?

- 4.3 The most common policy documents which involve public consultation are 'Development Plan Documents (DPDs). These are prepared by local planning authorities and outline the key development goals for the area. DPDs include Core Strategies, Local Plans and Area Action Plans which provide specific planning policy and guidance for a particular location or area of significant change.
- 4.4 In Tewkesbury, as set out in Figure 3, the Development Plan consists of the Joint Core Strategy (the JCS), the Local Plan (the Tewkesbury Borough Plan), Neighbourhood Development Plans and Supplementary Planning Documents (SPDs). The processes for producing these documents vary, and, consequently, so do consultation arrangements and procedures. Further details on these documents and their consultation procedures are set out below.

The Development Plan



Figure 3: the Development Plan in Tewkesbury Borough

The Joint Core Strategy (JCS)

- 4.5 The Joint Core Strategy provides the strategic policies and requirements for housing, employment and associated infrastructure across the JCS area of Tewkesbury, Gloucester and Cheltenham. It also provides larger scale strategic sites for the delivery of that development. The JCS is currently under review. The review will, among other things, consider the allocation of land for the Tewkesbury Garden Town.

Tewkesbury Garden Town is envisaged to deliver some 10,195 homes and approximately 100 hectares of employment land, and will be supported by infrastructure including roads, schools and green space to meet the community needs. The programme is in its early stages and our ambition is to deliver the programme over the next 30 years. The Garden Town will be brought forward for development through the review of the Joint Core Strategy and through the consideration and approval of planning applications. As such, the proposals of the Garden Town will be the subject of consultation procedures outlined in this SCI

The Borough Plan

4.6 The Tewkesbury Borough Plan provides for smaller scale sites to meet the development requirements set out in the JCS. It also provides the development management policies for Tewkesbury Borough. It is envisaged that the revised Borough Plan will be adopted in 2022

4.7 The legal requirements for consultation and public participation for plan making, is currently set out in the Town and Country Planning (Local Planning) (England) Regulations 2012 (the 2012 Regulations) including consultation on the key stages of preparing a plan, including the gathering of evidence, identifying issues, and developing options and public participation on a final version of the plan prior to it being submitted to the Secretary of State for independent examination.

4.8 The preparation of a local plan follows a number of distinct stages, which are summarised in Table 1 below alongside the key consultees and consultation methods likely to be used. These methods will be used for the review of the JCS, the Borough Plan and any Area Action Plan:

Table 1: Stages in Plan preparation (including the JCS and Local Plan)

Stage	What this stage involves	Key Consultees	Consultation methods and tools
Preparation: Issues and Options / Preferred Options	<p>Survey and evidence gathering.</p> <p>Consultation on issues and options</p> <p>Consultation on preferred options</p> <p>Consider consultation responses.</p> <p>Policy formulation.</p>	<p>At the survey and evidence gathering stage, the Council will contact key consultees particularly those with technical knowledge to assist in the identification of issues and options.</p> <p>The formal public consultation is for a minimum of 6 weeks and will involve the following:</p> <ul style="list-style-type: none"> • Relevant specific and general consultation bodies, as defined in the Regulations and set out in Appendix A • Other groups and organisations identified in Appendix A • Parish and town councils adjoining or within the borough 	<p>See Table 3 for more detail on potential consultation methods.</p> <p>During the survey and evidence gathering stage consultation methods will focus on targeted meetings and workshops with technical stakeholders in particular.</p> <p>The Council will publicise any consultation documents by notifying all stakeholders using the following:</p> <ul style="list-style-type: none"> • Press release • Information on the Council website • Social media and other forms of on-line engagement

		<ul style="list-style-type: none"> Residents or other persons carrying on business in the area who are on the council's database 	<ul style="list-style-type: none"> Public exhibitions (physical and on-line) as and if appropriate Public meetings, as and if appropriate Site notices when development allocations are proposed <p>The consultation documents will be made available for public inspection at Council offices and in public libraries within the borough.</p>
Publication and Submission	<p>Publication of the plan for consultation.</p> <p>Submission of the plan to Secretary of State including all associated documents.</p>	<p>The formal period of public participation into the 'soundness' and legal compliance of a plan is for a minimum of 6 weeks and will involve the following groups:</p> <ul style="list-style-type: none"> Relevant specific and general consultation bodies, as defined in the Regulations Other groups and organisations identified in Appendix A Parish and town councils adjoining or within the borough Residents or other persons carrying on business in the area who are on the Council's database 	<p>The Council will publicise the draft Plan to notify all stakeholders using the following:</p> <ul style="list-style-type: none"> Press release Council website Social media and other forms of on-line engagement Public exhibitions (physical and on-line), as and if appropriate Public meetings as and if appropriate Site notices when development allocations are proposed <p>The Plan and supporting documents will be made available online and for public inspection at Council offices and in public libraries within the borough.</p>
		<p>Following the submission of the Plan to the Secretary of State, the Council will make a copy of the Plan and its supporting documents available at the Council offices and public libraries in the borough.</p> <p>The Council will also notify:</p>	

		<ul style="list-style-type: none"> the general, specific and other consultation bodies who were consulted at previous stages, and anyone who asked to be notified of the submission of the Plan <p>as to where and when the Plan and its supporting documents can be inspected.</p>	
Examination	<p>The Planning Inspector holds an examination into the Plan usually including public hearings as well as consideration of written representations. Changes (modifications) to the submitted Plan are proposed by the Inspector and then consulted on. An Inspector's report is published – determining if the plan is 'sound' and whether it can be put forward for adoption.</p>	<p>The Inspector will consider which individuals or organisations ought to be involved at the Examination on Public.</p> <p>The Inspector may suggest modifications are needed to make the plan 'sounds. Consultation on proposed Main Modifications to the Plan will be with the same consultees as for the stage above.</p>	<p>Consultation on Main Modifications will include:</p> <ul style="list-style-type: none"> Press release Council website Social media and other forms of on-line engagement Public exhibitions (physical and on-line) as and if appropriate Public meetings if requested by a town or parish council Site notices when development allocations are proposed <p>The Main Modifications and supporting documents will be made available for public inspection at Council offices and in public libraries within the borough</p>
Adoption	Council adopts the plan	As for the submission of the plan, following its adoption, the Council will make a copy of the plan and its supporting documents available for inspection and will notify key parties as to where and when the documents can be inspected.	

Supplementary Planning Documents (SPDs)

- 4.9 The statutory requirements for preparing SPDs are laid out in the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended). Although they are not subject to independent examination, SPDs undergo public consultation, and must be consistent with national and local planning policies. The regulations set a minimum of 4 weeks for consultation on a draft SPD, although best practice is to consult for longer. The Council will consult on an SPD for a minimum of 6 weeks, which may be extended in certain circumstances, for example if the consultation runs over a holiday period, such as Christmas or Easter.
- 4.10 The process for preparing an SPD is simpler than that for preparing the borough plan or the JCS, and does not require an examination. It is helpful and informative to the preparation of the SPD, for the Council to undertake some informal engagement and consultation at an early stage. Such informal engagement can identify key issues and challenges for the SPD to consider and can also be used to test evolving ideas and move towards consensus, especially where a masterplan or site specific framework is being produced. A draft Consultation Statement, setting out who was consulted and how their comments were considered, should be published alongside the draft SPD at the formal stage of consultation. Should significant changes be made to the SPD following the formal consultation stage, the Council may consider it appropriate to reconsult on the revised document, prior to it being adopted.
- 4.11 The key stages in the preparation of an SPD, together with the key consultees and consultation methods likely to be used are summarised in Table 2 below:

Table 2: Stages in preparing an SPD

Stage	What this stage involves	Key Consultees	Consultation methods and tools
Gathering the evidence base and preparing the draft SPD	Evidence gathering. Opportunity for informal (non-statutory) consultation and engagement and/or discussion of issues with relevant partners and groups. Formulation of options. Prepare draft SPD for consultation.	At the evidence gathering stage, informal engagement should be undertaken; at the very least, this should include key stakeholders, particularly those with local and/or technical knowledge. The consultees at this stage are likely to be determined in part by the nature of the SPD (whether site/ area based or topic based).	During the evidence gathering stage consultation methods will focus on targeted meetings and workshops with local and technical stakeholders in particular. The Council may also make use of a range of other methods to raise awareness and seek input from local residents and businesses.

<p>Consultation on draft SPD</p>	<p>Legal requirement for the consultation to be for a minimum of 4 weeks. The Council will consult for 6 weeks, and may extend this further if the consultation includes holiday periods. Consider comments and representations received during the consultation period.</p> <p>Optional: should the consultation result in significant changes to the SPD, the Council may reconsult on the revised document. The reconsultation will follow the same process as that for the draft SPD.</p>	<p>The formal public consultation on an SPD is for a minimum of 4 weeks and will involve the following:</p> <ul style="list-style-type: none"> • Relevant specific and general consultation bodies, as defined in the Regulations and set out in Appendix A • Other groups and organisations identified in Appendix A • Parish and town councils adjoining or within the borough or area covered by the SPD • Residents or other persons or groups carrying on business in the area covered by the SPD who are or have requested to be on the council's database 	<p>At the formal consultation stage, the Council will consult using methods including:</p> <ul style="list-style-type: none"> • Press release • Information on the Council website • Social media and other forms of on-line engagement • Public exhibitions as and if appropriate (physical and on-line) • Public meetings as and if appropriate <p>Copies of the consultation draft SPD and the draft Consultation Statement, together with any other supporting documents will be made available for public inspection at Council offices and in public libraries within the borough.</p>
<p>Adoption of the SPD</p>	<p>Amend the draft SPD where necessary based on the comments received. Council adopts the SPD.</p>	<p>Following the adoption of an SPD, the Council will make a copy of the SPD, the Adoption Statement and the Consultation Statement available at the Council Offices and public libraries in the borough. The Council will also send a copy of the adoption statement to anyone who has asked to be notified of the adoption of the SPD.</p>	

Other planning documents

4.12 The Council produces a number of other documents. Those which would usually be subject to consultation include:

- **Masterplans and Development Briefs:** these documents may be prepared to provide additional site specific guidance for new development or the redevelopment of an area. They are often brought forward as SPDs, and, in that case, will be subject to the SPD consultation requirements. In other cases, they may be produced as non-statutory planning guidance. Consultation on Masterplans and Development Briefs will usually be similar to that for SPDs in that the Council will publish a draft for consultation and the comments received will inform the final document.
- **Local Development Orders (LDOs):** LDOs provide permitted development rights for specified types of development in defined locations. LDOs are promoted by national planning guidance as a flexible tool to simplify and streamline the planning process, creating certainty for new development and saving time and money for those involved. The process for preparing an LDO includes a formal consultation stage which must include consultation with statutory consultees and any person who would have been consulted on a planning application; publishing the documents on the LPA's website with paper copies available at the LPA's principal offices; advertising the LDO consultation in a local newspaper and displaying site notices. Other consultation methods set to in Table 3 below may also be used to ensure that residents and stakeholders have the opportunity to be informed and have their say
- **Sustainability Appraisal and Strategic Environmental Appraisal (SA and SEA):** the purpose of the sustainability appraisal process is to appraise the social, environmental and economic effects of a plan from the outset. In doing so it will help ensure that decisions are made that contribute to achieving sustainable development. The sustainability appraisal is not a one-off exercise; it needs to be integrated into each stage of plan making and tests the policies and proposals against sustainability objectives enabling them to be modified where appropriate to mitigate potential adverse effects. The Sustainability Appraisal will be published for public consultation alongside DPDs where appropriate.
- **Habitat Regulations Assessment (HRA):** this is an assessment of a plan's impact on European protected species, the process for which is laid out in Government guidance⁴. The HRA is subject to consultation with Natural England and it carried out in conjunction with the Sustainability Appraisal as set out above.

⁴ <https://www.gov.uk/guidance/habitats-regulations-assessments-protecting-a-european-site>

- **Community infrastructure Levy (CIL):** the CIL allows local authorities in England and Wales to raise funds from developers who are undertaking new building projects in their area. The money raised is used to pay for infrastructure required to support the new development. CIL must be administered in accordance with the Community Infrastructure Levy Regulations 2010 (as amended); the Regulations set out when and how the Council must consult at specific stages of the CIL preparation process. The Council started charging the CIL on planning permissions granted from 1 January 2019. For more information about the CIL and how it applies in the Borough, please see the Council’s CIL webpage⁵.

4.13 Other planning documents which the Council produces and are not normally subject to consultation include:

- **Local Development Scheme:** this sets out the Council’s work programme for the preparation of new development plan documents and supplementary planning documents, including a description and timetable for each document. The Local Development Scheme is published on the Council’s website: <https://www.tewkesbury.gov.uk/local-plan#local-development-scheme> . This is not subject to public consultation.
- **Monitoring Reports:** the Council produces housing and employment monitoring reports which provide details on the progress of planned development and how the Council is meeting the development requirements as set out in the Plan. There will not be consultation on these reports as they are factual documents, but the Council may contact specific groups to obtain some of the data required.
- **Evidence Base:** this includes a range of background studies on specific issues that help to support the preparation of local plan policies. These are technical studies and are not normally subject to consultation although we may contact specific groups to obtain information or data.

Who will we consult?

4.14 The Council wants everyone to have the chance to have their say on the Local Development Documents and will involve individuals, groups, and organisations in the preparation of new planning documents so that everyone has the chance to shape the future of the Borough. The Council will seek to involve and consult a wide range of other interest groups and organisations, developers, and consultants, as well as local residents and businesses.

4.15 The Council is required to consult certain organisations and bodies, and is advised to consult others, depending on the type of policy document. This is in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended).

⁵ CIL: <https://www.tewkesbury.gov.uk/community-infrastructure-levy>

- 4.16 The 2012 Regulations set out who must be consulted at the defined stages of plan production by identifying the Specific Consultation Bodies (also known as statutory consultees) and a number of General Consultation Bodies, who are groups or organisations representing the interests of certain parts of the local community. Appendix A to the SCI sets lists the Specific and General Consultation Bodies for the Borough.
- 4.17 The Council is also committed to involving a wide range of other individuals and organisations, including the local community and ‘harder to reach’ groups. These ‘other consultees’ are also identified by the Council and are included in the list at Appendix A. It is important that the needs of those groups of people who do not usually get involved in the process, and who may have specific needs to be met or addressed, are able to get involved if they wish. The methods used for involving the community in planning policy matters need to be varied and responsive to different needs. Where possible, consultations should be taken to the target communities, with face to face events happening in their local area and at different times of day, including evening sessions.
- 4.18 In preparing planning documents the Council will go further than consulting with the required consultees by trying to actively engage groups such as young people, ethnic minority groups, people with disabilities, elderly people, people in rural locations, people in disadvantaged neighbourhoods and/or people with special housing or employment needs. Contact with many of these groups has already been established through the work of the Council’s community development and housing teams. Examples of mechanisms that have previously been used by the Council include: focus groups with parent carers; community open evenings for young residents; and community ambassadors for specific issues. Factors such as mobility, access or religious requirements are important to consider when determining appropriate methods.
- 4.19 The Council will maintain a database containing the contact details of individuals, groups and other bodies that wish to be kept informed of consultations relating to planning policy documents. Consultees are able to specify which subjects are of interest to them. Individuals and organisations on this database will be contacted by email or post when the Council consults on relevant planning policy documents and subjects. The database will be administered strictly in accordance with the provisions of the General Data Protection Regulation, and will be regularly updated.

The Duty to Co-operate and Statements of Common Ground

- 4.20 The Localism Act, 2011, introduced the ‘duty to cooperate’. Neighbouring authorities and other relevant organisations, are required to work together on strategic planning issues that cross local authority boundaries and affect their areas.

4.21 The Council will make sure that it fulfils its legal requirements and will prepare ‘statements of common ground’ with relevant neighbouring local authorities and other strategic organisations and stakeholders where appropriate. The progress made to address strategic cross-boundary matters will be included in the statements of common ground and those statements that are prepared by Tewkesbury Borough Council will be made available on the Council’s website.

How will we consult?

4.22 The Council will keep you informed of consultations and updates of planning policy documents through a variety of methods. The methods used will vary, depending on the type of document being consulted on and the stage that it has reached.

4.23 The increased use of digital services, not least due to the impact of the Covid-19 pandemic, means that digital engagement in the planning system is becoming expected by default. Despite the growing focus of digital consultation, the implementation of this approach requires consideration of what users of the system actually need, and how can it be effectively used by the various stakeholders involved – who often have different interests, technical understanding, and requirements from the engagement.

4.24 Digital engagement approaches offer greater potential to allow for communities and hard-to-reach groups to get involved in shaping the places in which they live, work, and enjoy. The Council will identify and use digital engagement approaches where they are effective and relevant for the nature of individual consultations.

4.25 Digital technology will be used as an additional measure to improve the way we currently undertake consultation and not as a replacement for more traditional consultation methods. There will always be people that would prefer to talk about future plans than interact with a laptop, PC, phone, or other devices. The Council will therefore need to consider how any digital approaches would work alongside other more traditional approaches and requirements to provide for comprehensive engagement and consultation.

4.26 The Council will keep you informed of consultations and updates of planning policy documents through a variety of methods including the following set out in Table 3. The table suggests when certain methods might be used:

Table 3: Potential consultation methods and where they might be used

Consultation Method	What this method entails	When this method might be used
Website	The Council’s Planning Policy web pages will provide information on the preparation of policy documents and current consultations. For current consultations, the website will show the relevant documents, guidance on how to comment and comments forms, where relevant.	Suitable for all consultations
Digital Engagement methods	<p>There is an evolving range of digital tools and approaches which can be used for consultations, especially at the early stages of plan preparation. Digital methods need to be cost effective and relevant to the type of consultation and the needs/ nature of the community to be involved. Tools include:</p> <p>Digital Engagement Platforms that enable a range of different digital engagement activities specific to a project or series of projects</p> <p>Online polling/surveying enabling responses to questions or themes which can stand alone from other software/approaches</p> <p>Webinars/online events enable meetings & workshops to occur in a digital setting as opposed to physical locations;</p> <p>Digital collaboration tools including software and tools that can be used to support consultation and engagement, such as interactive whiteboards</p> <p>Map based & spatial tools that can present spatial information in a more engaging way than traditional print documents</p>	<p>Early stages of preparing a plan or other document</p> <p>Webinars/ online events appropriate for all consultations.</p>
Email and letters	The Council maintains a database of people and organisations who wish to be kept up to date on planning policy document preparation. To help minimise costs, the Council will encourage people to register using their email address. This method will be used as a default unless consultees indicate they require communication by letter. The database will be administered in compliance with the General Data Protection Regulations.	Suitable for all consultations

<p>Parish and Town council seminars</p>	<p>The Council arranges regular seminars for parish and town councils at which council officers from across all service areas provide information and updates on matters relevant to those attending.</p>	<p>Key stages of plan and policy document preparation</p>
<p>Local Media, Social Media and general communications</p>	<p>Effective use of local printed and broadcast media can reach a lot of people and help to stimulate conversations and give the project an air of 'legitimacy'</p> <p>Using a newsletter, such as the Tewkesbury Borough News or parish magazine is a useful complement to other forms of engagement and can be a good way to signpost people meetings or workshops and report the results of such methods.</p> <p>As with local printed and broadcast media, the use of social media platforms including Facebook and Twitter, are useful for announcing consultation events and directing readers to web resources and can attract younger people to get involved.</p> <p>The use of leaflets and posters as part of a communication strategy helps to publicise and convey simple messages, disseminating information to support more in-depth forms of engagement</p>	<p>Suitable for all consultations</p>
<p>Meetings; workshops and design events including Planning for Real</p>	<p>Meetings allow people to raise issues, ask questions, and be given answers that can be heard by others in the room. However, they can be dominated by outspoken individuals and not everyone is comfortable speaking in public. An independent facilitator can help to ensure the smooth running of the event and equal participation.</p> <p>One to one meetings with key people can help to achieve alignment with other strategies and initiatives. Resource intensive and requires senior level officer involvement</p> <p>Workshops encourage active collaboration and joint working to solve problems. The process can help to build a sense of ownership of the results.</p> <p>Planning for Real events are eye catching, hands-on methods which allow participants to place suggestions on a map or model of the</p>	<p>Meetings can be used for all consultations</p> <p>Workshops are useful at early stages of policy formulation and preparation of area based plans and documents.</p> <p>Planning for Real events used for site specific issues such as Tewkesbury Garden Community</p>

	<p>area. The benefits of this approach are its visual impact, its informality, participants can contribute anonymously and all ages can contribute</p>	
<p>Roadshows/ pop-up stalls/ public exhibitions</p>	<p>These provide an opportunity to disseminate information and have in-person conversations using printed material such as maps and plans. They can be combined with other events such as school events or summer fayres and are an effective way to reach a large number of people in a short space of time.</p>	<p>Suitable for all consultations .</p>
<p>Surveys and questionnaires</p>	<p>These can be useful for gauging public reactions to ideas and proposals. They are especially useful at the early stages of policy development, to understand the issues and opportunities and the community's aspirations for an area.</p>	<p>Early stages of plan preparation.</p>
<p>Stakeholder Groups/ Community Reference/Liaison Groups/ Focus Groups</p>	<p>When planning for large scale new development, it can be helpful to establish a stakeholder group bringing together representatives of the local community. In the early days, the Group can provide the opportunity to discuss the vision and objectives of the new development and help to inform the preparation of planning policy, enabling the developer and the local authority to hear the community's views and take them on board.</p> <p>Focus Groups of around 6-12 people selected to be representative of a designated part of the population can improve understanding of how people think and feel about issues. The approach is not, however, an effective way of reaching large numbers of people and, as such, is not a replacement for wider engagement tools.</p>	<p>Large scale developments such as the Tewkesbury Garden Community</p> <p>Focus Groups useful for policy testing</p>
<p>Documents available for inspection</p>	<p>This is a minimum requirement – the Council will make it clear how and when people should respond.</p> <p>Council offices and documents should be accessible to those with disabilities.</p>	<p>Suitable for all consultations</p>

	Documents will also be available on the Council's website	
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When will we consult on planning policy documents?

- 4.27 The Council's Local Development Scheme (LDS) will give an indication of the timescales for the preparation of DPDs and SPDs in Tewkesbury Borough Council's area, including the Joint Core Strategy. This should enable people to broadly know when to expect consultation. Each formal consultation stage will be publicised by the Council.
- 4.28 The regulations relating to each type of planning document set out the requirements for consultation at each stage of the preparation process. The Council will always meet these requirements, but in addition we may undertake additional engagement at appropriate points through the process. In particular, there should be significant effort made at the early stages of preparing our local plan documents, at the point in the process when there is the greatest opportunity to influence the shape of our strategies and policies.
- 4.29 The Council will endeavour to give advance warning to Town and Parish Councils and other stakeholders of upcoming consultations so that they can arrange to respond within the consultation period. The regulations that most planning documents must follow generally require a minimum of six weeks for consultation. Consultations that take place over a holiday period (e.g. school summer holidays, Christmas and New Year) will normally be no less than eight weeks in duration, to reflect Town and Parish Council meeting schedules and for the convenience of members of the public who may need more time to respond.

What happens after a consultation has closed?

- 4.30 All comments received as part of a planning policy consultation will normally be published online. After a consultation period ends, comments will be reviewed and considered by officers and where appropriate, changes to the proposed document will be made by the Council. Where possible, officers will prepare responses for each comment received. However, it is common to receive a large volume of responses to some policy documents and it is not possible to respond to each comment individually. In these cases, comments will be summarised and responses to the issues raised prepared.

- 4.31 A Consultation Statement will usually be produced which sets out the comments received (either individually or in summarised format, dependent on the volume and complexity), the Council's response to those comments and details of how the outcome of the consultation has been reflected in the next stage of the document preparation process. In some cases, it may be appropriate to identify the specific amendments that have been made to a document in response to comments received, however, this will not always be possible, particularly on complex documents or where a large volume of comments have been received.
- 4.32 The Council will notify anyone who has responded to a consultation upon the adoption of the document and when the Consultation Statement is made available, so individuals can see how their comments have informed the process.

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5 Neighbourhood Plans and Neighbourhood Development Orders

- 5.1 Neighbourhood Plans and Development Orders are community-led planning documents, usually led by a parish or town council. The Council is committed to supporting the preparation of Neighbourhood Plans and they are an important way in which local communities can be engaged in the planning system. The Neighbourhood Planning (General) Regulations 2012 (as amended) ⁶ set out the legal requirements for the preparation of Neighbourhood Plans and Development Orders. Consultation as part of the preparation process is undertaken by the parish or town council and, whilst it does not need to meet the requirements of the SCI, the information in this document may provide useful guidance.
- 5.2 The Council has a duty to support local communities wishing to undertake Neighbourhood Planning. The SCI is required by legislation⁷ to set out the council's policies for giving advice or assistance to organisations preparing a Neighbourhood Plan or Development Order. The table below sets out the support that Tewkesbury Borough Council will provide in terms of neighbourhood planning. The Council cannot write a neighbourhood plan for a parish council but it will provide guidance and support throughout the process.
- 5.3 Further advice, guidance and support can also be found on the council's webpage: www.tewkesbury.gov.uk/neighbourhood-planning

Table 4: Support for Neighbourhood Planning

Neighbourhood Planning stage	Responsibility	Tewkesbury Borough Council support
Deciding to prepare a neighbourhood plan or development order	Parish/Town Council	We will discuss your ideas for doing a neighbourhood plan to establish if a plan is suitable for your community. We will outline some initial aspects to help you consider whether to proceed.
Designating the Neighbourhood Area	Parish/Town Council applies to designate TBC designates the area	We will review the application and make the necessary arrangements to designate the neighbourhood area. Where necessary, the Council will undertake a consultation on the proposed area (for example: if a parish

⁶ <https://www.legislation.gov.uk/uksi/2012/637/contents>

⁷ <https://www.legislation.gov.uk/ukpga/2017/20/section/6/enacted>

		wishes to work with another on a joint Neighbourhood Plan)
Public consultation on a draft Neighbourhood Plan (Regulation 14)	Parish/Town Council Responsible for the consultation arrangements on the draft plan and for bringing it to the attention of people who live, work or run a business in the designated neighbourhood area.	We will review the plan for environmental assessment requirements and other legislation including general conformity with the Tewkesbury Development Plan and national policy, as well as a more general review of the plan, to help ensure the plan is on track to meet the basic conditions
Submission of the draft neighbourhood plan to the local authority (Regulation 16)	Parish/Town Council submits the plan TBC responsible for next steps	We will make the arrangements to publicise (consult on) the plan for 6 weeks and will appoint the examiner
Examination of the Neighbourhood Plan	TBC	We will make any necessary arrangements for the holding of the examination. On receipt of the examiner's report, we will work with the Parish or Town Council to incorporate any recommended changes to the plan.
Referendum	TBC	The Borough Council is responsible for arranging and holding the referendum

6 Community Involvement in the determination of planning applications

- 6.1 Development management is the process by which the Council determines whether a proposal for development should be granted planning permission
- 6.2 Government is keen to increase community engagement in the planning system by encouraging developers to work with communities before submitting development proposals, particularly for major schemes.
- 6.3 Planning legislation sets out the minimum requirements for publicising and consulting the community and stakeholders on planning applications. This section sets out our interpretation of how the Council will meet those requirements through the development management process, through the pre-application, application, and appeal stages.

Pre-application consultation

- 6.4 For small-scale development proposals, there is usually less requirement or need for an applicant to undertake pre-application consultation. For larger developments, the Council considers it good practice and therefore encourages applicants to engage with the owners, occupiers of neighbouring land and premises, the parish council(s) affected by the development and the wider community at the earliest stage of preparing their development proposal (pre-application stage). Potentially, everyone benefits from this approach: developers can 'test' local public reaction and identify potential areas of conflict, whilst the community is given a chance to influence proposals before they reach an advanced stage. Open and constructive debate at this early stage helps to raise issues, voice concerns and allow alternative solutions to be explored before submitting an application. Pre-application consultation offers the chance to see how much of a consensus can be achieved and may reduce avoidable objections. But it may not be possible to meet all concerns and does not prejudice the outcome of any subsequent application.
- 6.5 Applicants should tailor pre-application community consultation according to the scale, nature and complexity of the proposed development. Several consultation methods are available, including: online visual exhibitions, video workshops, virtual open meetings and postal surveys. Where and if possible other consultation methods could include public exhibitions, face to face workshops, and surveys. However not all will be appropriate in every case and thus should be proportionate.

- 6.6 The Council recommends that applicants make early contact with the relevant Town and Parish Councils/Meetings on all development proposals. These provide a local community focus for planning matters and a useful source of local opinion.
- 6.7 If a proposal is likely to be controversial, it is vital to ensure that community engagement is fair and equitable, which may mean that Council Officers and Members will be unable to take an active role at this early stage.

Community involvement in the determination of Planning Applications

- 6.8 Once a planning application has been received and validated, there is a process of publicity and consultation for most application types (exempt applications include certificates of lawfulness). This is undertaken to ensure that stakeholders and the community have the opportunity to comment on the proposed development.
- 6.9 The Town and Country Planning (Development Management Procedure) Order 2015 (as amended) requires that at any time before a decision is made on a planning application, stakeholders and the local community should have the opportunity to comment on any aspect of the proposal. The level and extent of consultation will vary depending on the size, scale, location, and nature of the proposed development. In all cases, publicity will meet legal requirements and in some cases, additional publicity may be carried out. Planning applications, supporting information and key dates are available for public inspection online.
- 6.10 The comments that are received during the consultation period will be published on the Council's online planning applications system. Comments cannot be kept confidential although personal information (signatures, email address and phone number) will be redacted. All comments received during the consultation period will be considered in decisions made by and on behalf of the Council. Representations must be in writing, including by email, and can only be taken into account if they relate to material planning considerations. It is current practice to take into account late representations received up to the point of determination of the application. Nevertheless, it is strongly recommended that representations are received by the Council during the time period indicated in the publicity material.

Notification of planning applications

- 6.11 The approach to notification of planning applications will be to:

- Publish details of planning applications online including which applications have been registered, digital copies of the submitted plans and supporting documents. Our online planning software system contains a range of enhanced online search facilities including the ability to search for proposals by area and by development size. Search criteria can be saved enabling quick searches to be undertaken on a regular basis. The online software also enables neighbours and other interested parties to make comments online and to track the progress of the application.

- Involve other organisations, both local and national in the planning application process as appropriate. Statutory consultees (see Appendix A) will be notified electronically. A range of non-statutory bodies who can offer advice may also be consulted. Additionally, each week the Development Management team produces a list of all applications registered during the previous week. An email with a link to this list is widely circulated to a variety of consultees and other interested parties as well as being available on the website.

Residents with an interest in development in their local area are urged to engage with local residents' associations, amenity societies and their Parish/Town Councils. The letter or email which notifies neighbours and other parties will also contain details of the case officer, when they can be contacted and a deadline for returning any comments on the application.

- Undertake appropriate notification as shown in the table (method of publicity) in Appendix B. In some instances, the LPA can go beyond the minimum statutory requirements where the development would potentially have a wider impact and may make use of additional methods of publicity such as social media platform and our website's Planning webpages. Such wider consultation is carried out at the discretion of the planning officer.
- Consult with both statutory and non-statutory consultees. All consultees have 21 days (30 days for applications accompanied by an Environmental Statement) from the issue of the consultation notice to make representations (extended as appropriate where the period extends over public or bank holidays). It is highly recommended that representations are submitted prior to the published consultation deadline.

- All amendments to planning applications will be published on the Council's website. There is no statutory requirement to re-consult on those applications that are amended during the assessment period. However, notwithstanding this, the Council may consider it appropriate to re-consult and afford the opportunity for further representations to be made. Should this be the case, statutory consultees will be given a further 21 days from the issue of the re-consultation notice whilst non-statutory consultees, inclusive of neighbours, will have a timeframe of 14 days.

- 6.12 Where neighbour notification letters/emails are sent out, this will usually be only to those properties immediately adjoining the red line of the planning application site. The planning officer may sometimes determine that neighbour notification letters/emails should be sent beyond this where a development could potentially have an impact on a wider area. This may include properties facing the application site where a proposal is to the front of a property. Such wider consultation is carried out at the discretion of the planning officer. When it is not possible to identify all adjoining properties, a site notice will be displayed as close to the application site as possible.
- 6.13 For a summary of the different types of development and how the Council will notify the community of proposals, please see the table in Appendix B.

Decisions on Planning Applications

- 6.14 Decisions on applications will be made either by the planning committee or by officers under delegated powers in line with the Council's scheme of delegation. All decisions are available to view on the Council's website.
- 6.15 When an application is to be determined by the planning committee, the officer report (including the recommendation) will be available to view on the Council's website 5 working days before the committee meeting. The Council will endeavor to notify objectors and parish councils when an application is to be determined by the committee. Any member of the public wanting to make further comments having read the committee report are able to do so. Any comments received by 5pm the day before the committee meeting will be reported to members. The minutes of all planning meetings are available on the council's website, including if a decision is made by the committee that differs from the officer recommendation. All planning committee meetings are open to the public.

Appeals against planning application decisions

- 6.16 Where an applicant chooses to appeal a decision, the Planning Inspector acts as an independent decision-maker. Any representations made at the application stage will be considered by the Planning Inspector, alongside relevant policy and other material considerations.

Further information about the appeal process can be found on the Planning Portal website and by following the link here: [Appeals | Planning Portal](#).

- 6.17 If an appeal is made, the Council will notify anyone who was notified about the original application, and anyone who commented on the application. Any further comments made at this time should be sent straight to the Planning Inspectorate (not the Council) for their consideration.

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7 Monitoring and Review of the SCI

- 7.1 Once adopted, the SCI is intended to last for at least five years before a review of the document is required by the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended).
- 7.2 The need to review the document within the five year period will be assessed on an annual basis to ensure it remains up-to-date and is appropriate in light of changing factors such as new legislation and regulations, changing corporate policy, changing customer expectations and demand, reductions in staffing and new developments in technology.
- 7.3 If it is considered that any changes are needed to the SCI, this will be done through a formal amendment process which will then be incorporated into the SCI. This will ensure the document remains appropriate and effective in involving the community in both the preparation of planning policy documents and the determination of planning applications. The preparation of an SCI by the Council needs to reflect national policy and guidance and is not required to be subject to consultation.
- 7.4 An exception to the normal approaches to community involvement as set out in the SCI will be a temporary but urgent need to respond and adapt to changing circumstances in response to emergencies such as the Covid-19 pandemic. In such cases, the guidance set out in Appendix C will come into effect.

Appendix A

Indicative consultee list

Specific consultation bodies:

- (a) Coal Authority,
- (b) Environment Agency,
- (c) Historic England,
- (d) Marine Management Organisation,
- (e) Natural England,
- (f) Network Rail Infrastructure Limited,
- (g) Highways Agency,
- (h) a relevant authority any part of whose area is in or adjoins the local planning authority's area (a local planning authority, a county council, a parish council, a local policing body)
- (i) any person—
 - i. to whom the electronic communications code applies by virtue of a direction given under section 106(3)(a) of the Communications Act 2003, and
 - ii. who owns or controls electronic communications apparatus situated in any part of the local planning authority's area,
- (j) if it exercises functions in any part of the local planning authority's area—
 - i. a Primary Care Trust established under section 18 of the National Health Service Act 2006 or continued in existence by virtue of that section;
 - ii. a person to whom a licence has been granted under section 6(1)(b) or (c) of the Electricity Act 1989
 - iii. a person to whom a licence has been granted under section 7(2) of the Gas Act 1986;
 - iv. a sewerage undertaker; and
 - v. a water undertaker;
- (k) Homes England

General consultation bodies:

- a) voluntary bodies some or all of whose activities benefit any part of the local planning authority's area,
- b) bodies which represent the interests of different racial, ethnic or national groups in the local planning authority's area,

- c) bodies which represent the interests of different religious groups in the local planning authority's area,
- d) bodies which represent the interests of disabled persons in the local planning authority's area,
- e) bodies which represent the interests of persons carrying on business in the local planning authority's area.

Other consultees:

The following list will be updated in response to requests for changes or additions once they arise. The full list will be monitored and updated annually (where necessary)

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Government departments and statutory advisors

Department for Levelling Up, Housing and Communities

Department for Digital, Culture, Media and Sport

Department for Environment, Food and Rural Affairs

Department for Transport

Ministry of Defence

Other bodies

Regen South West

South West Tourism Alliance

Culture South West

General consultees:

(The following list is not exhaustive)

National organisations

Age Concern

British Trust for Conservation Volunteers

Campaign for the Protection of Rural England

Canal and Rivers Trust (formerly British Waterways)

Church Commissioners

Civil Aviation Authority

Farming and Wildlife Advisory Group

Friends of the Earth

National Farmers Union

National Gypsy Council

National Playing Fields Association

National Trust

Ramblers Association

The Showman's Guild of Great Britain

The Woodland Trust

Regional organisations

Sport England (South West)

Severn and Wye Energy Agency

County organisations

Cheltenham and Tewkesbury Primary Care Trust

Cotswolds Conservation Board

Cycle Touring Club Gloucestershire

Gloucestershire Association of Parish and Town Councils

Gloucestershire Constabulary

Gloucestershire Fire Service

Gloucestershire Playing Fields Association

Gloucestershire Rural Community Council

Gloucestershire Tourism

Gloucestershire Wildlife Trust

GLOSTRAC

Local Enterprise Partnership (including Gloucestershire First)

Race Equality for Gloucestershire

Registered Social Landlords

Severn and Avon Flooding Group

Tewkesbury Borough Organisations

Tewkesbury Civic Society

Commercial consultees

Local bus operators:

Castleways

Marchants

Stagecoach

Swanbrook

Developers, Planning Consultants and Agents

Local groups and others not covered above:

The following list does not name specific local groups to be consulted as these may change over time. Generic terms are used such as local residents association rather than the specific name of the local group.

Business clubs, forums and chambers of commerce

Women's groups

Men's groups

Local environmental groups

Local amenity groups and societies

Disability and mental health groups

Black and minority ethnic groups

Religious groups

Parent and toddler groups

Local residents and community associations

After school clubs

Appendix B

Summary of notification arrangements for planning applications

Type of development	Site notice	Neighbour notification letter	Newspaper advertisement	Website	Parish/Town Council
Applications for major development less than 50 dwellings or less than 1000 square metres floorspace		✓	✓	✓	✓
Applications for major development 50 + dwellings or 1000+ square metres floorspace	✓	✓	✓	✓	✓
Applications accompanied by an environmental statement	✓	✓	✓	✓	✓
Applications which do not accord with the development plan in force in the area	✓	✓	✓	✓	✓
Applications which would affect a right of way to which Part 3 of the Wildlife and Countryside Act 1981 applies	✓	✓	✓	✓	✓
Change of use applications	✓	✓		✓	✓
Change of use to a hot food takeaway	✓	✓		✓	✓
Minor applications		✓		✓	✓
Applications for planning permission: other development not covered above		✓		✓	✓

Type of development	Site notice	Neighbour notification letter	Newspaper advertisement	Website	Parish/Town Council
Development affecting the character & appearance of a conservation area	✓	✓	✓	✓	✓
Applications for listed building consent for works to the exterior of the building on internal works to a grade I or Grade II* listed building	✓		✓	✓	✓
Applications to vary or discharge conditions attached to a listed building consent or conservation area consent, or involving exterior works to a listed building.	✓		✓	✓	✓
Applications for works to a tree preservation order tree	✓			✓	✓
Non-material amendment				✓	
Permission in principle	✓			✓	✓
Technical Details Consent	✓			✓	✓
Certificate of lawful development				✓	
Prior approval notifications under permitted development rights	✓*	✓*		✓	✓
Amended plans: significant changes		✓			✓
<p><i>* we may display site notice(s) on or adjoining the site, and/or notify adjoining owners or occupiers, where considered appropriate. Consultation arrangements will vary according to the type of prior approval and will follow the requirements in the legislation.</i></p>					

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Appendix C

Measures and amended practice that may be necessary in response to a state of public emergency including pandemics

Tewkesbury Borough Council is committed to keeping essential services running where possible. It is important that the planning process continues to move forward in any state of public emergency as planning has an important role to play in supporting our communities and economy. The Planning service will adapt its approach to plan making and planning decisions where necessary in light of any restrictions relating to public emergencies such as the Covid-19 pandemic.

The following guidance and the measures contained within it, will apply when restrictions are introduced by the UK government as a result of a public state of emergency, which could include closure of public buildings, restrictions to movement, and/or social distancing measures. The guidance should be read alongside the rest of the SCI. Should it conflict with, or introduce uncertainty when read alongside other guidance in the SCI, then this guidance will take precedence.

Involving the Community in Planning Policy:

In the event that public buildings have to close, it will not be possible to have hard copies of documents available for public use. Such documents will be made available online on the Council's website. The Council will contact Parish Councils and request that, where possible, they include a link to the Council's webpages and consultation documents on their own websites.

For neighbourhood plans, the Council will work with parish councils to make arrangements to publish consultation materials on its own website, as well as on the respective parish council's website.

Any public consultations on planning policy documents that take place during a period of restrictions, may not be able to make use of physical, in-person meetings, events or exhibitions which are listed as possible consultation methods in the SCI. Instead, the Council will explore consultation and engagement methods using online digital communication tools, such as video conferencing, online surveys, and online presentations. Such tools will be used in place of face to face meetings and events where it is considered that the gathering of people would be contrary to Government guidelines. Where the use of such tools is not possible or feasible, the Council will consider whether to progress an emerging planning policy document to a statutory consultation stage without early engagement or whether progress on the document should be paused to enable such engagement to take place at some time in the future.

Notifications will be sent via email (and also by letter to anyone who has not provided an email address) to all statutory consultees and all persons and organisations on the Council's database. The Council will provide information of formally published policy documents including consultation documents, submission of development plan documents, Inspector reports, and final adopted versions of documents. This will indicate how and where the relevant documents can be viewed on the Council's website. Included within this correspondence will be the contact details of a named officer including phone number and email address which can be used to discuss any problems they may have in accessing documents via the website.

Where restrictions on movement and access allow, public notices will be posted at the Council offices and at public libraries in the borough. The notices will be posted in a position so that they can be read from outside the building from a publicly accessible point. The notices will provide details of the relevant documents or consultation and how and where documents can be viewed in the council's website. The notice will also provide a name, phone number and email address which can be used in the event of difficulties accessing the documents.

Public notices will also be published in local newspapers (it is acknowledged that these may also only be available online).

The Council will issue a press release and will use its social media channels to raise awareness about consultations and documents and how and where they can be viewed.

Involving the Community in Planning Applications

The Planning Service has a robust system with the technology to allow planning applications to be determined remotely. The Council may need to change some of the usual working practices around the display of site notices and site visits. In the case of pre-application consultation, applicants are encouraged to discuss the approach to this with their case officer to ensure that it remains useful in informing proposals.

In the event that public buildings have to close, it will not be possible to have hard copies of documents available for public use. Such documents will be made available online on the Council's website.

Notifications: The public will still be advised of relevant applications by neighbour notification letters or emails and/or press notices. It may not be possible to put up site notices, depending on the nature

of restrictions. In the case of neighbour notification letters, adjoining properties will be identified remotely using maps, rather than from a site visit, which may reduce the accuracy. Every planning application has a case officer that the public can contact should they encounter any issues in accessing these documents.

Site Visits: as part of any Government guidance or restrictions on social distancing and /or movement, planning officers will minimise or cease site visits to properties. Instead, officers will review what information they have available to them in order to make a decision, whether this be by doing site visits from the public realm, reviewing planning histories, and contacting applicants to undertake virtual site visits by requesting photographs with guidance from the officers.

Any site visits that the Council is able to carry out and where access onto the site is essential, will be governed by government guidance and a risk assessment, which will set out any precautionary procedures required.

Planning committees and meetings: where face to face meetings and committees cannot take place, the Council will arrange for planning committees and other meetings to take place online and will allow remote viewing and participation in these meetings.

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TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	30 March 2022
Subject:	Local Development Scheme
Report of:	Interim Planning Policy Manager
Corporate Lead:	Head of Development Services
Lead Member:	Lead Member for Built Environment
Number of Appendices:	One

Executive Summary:

The Tewkesbury Borough Local Development Scheme ('LDS') outlines the timetable for preparing statutory development plan documents (local plans) in the Borough. The existing published version (adopted by the Council in January 2021) requires revision as the timetable is now out of date and an up-to-date LDS is required as part of the preparation of the Gloucester, Cheltenham and Tewkesbury Joint Strategic Plan ('JSP' - formerly the Joint Core Strategy 'JCS' Review).

Recommendation:

That the updated Local Development Scheme for Tewkesbury Borough, attached to this report at Appendix 1, be RECOMMENDED TO COUNCIL for adoption.

Reasons for Recommendation:

In order to fulfil the Council's statutory duty to prepare and maintain a Local Development Scheme setting out the project timetable for preparing and revising development plan documents.

Resource Implications:

Resource implications for preparing the statutory development plan documents are not affected by updating the Local Development Scheme.

Legal Implications:

The preparation and maintaining of a Local Development Scheme is required under section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011) with further requirements and guidance set out in the Town and Country Planning (Local Planning) (England) Regulations 2012. The LDS must specify (among other matters) the local plan documents which, when prepared, will comprise part of the development plan for the area and the timetable for the preparation and revision of those documents. Local Plans, together with Neighbourhood Plans form part of the Development Plan for the Borough (together with any minerals and waste plans).

Risk Management Implications:

The main risk associated with the Local Development Scheme relates to the failure to reach key milestones in the time specified and then not updating these, causing delay to the progression of the development plan documents identified. As such, development plan documents when examined need to be prepared in accordance with the Local Development Scheme.

Performance Management Follow-up:

Outcomes will be reported through the Council's performance tracker.

Environmental Implications:

The Local Development Scheme provides organisations and individuals with responsibilities/interests in environmental issues with information as to when they can get involved with planning policy processes in the Borough and kept track of progress of the same.

1.0 INTRODUCTION/BACKGROUND

1.1 Local Planning Authorities are required by law to prepare, publish, and maintain a Local Development Scheme setting out the timetable for preparing statutory development plan documents (local plans), which form the "Development Plan".

1.2 The Council's first LDS was prepared in March 2005 and revised in November 2009, April 2013, October 2017 and January 2021.

2.0 LOCAL DEVELOPMENT SCHEME PURPOSE

2.1 The purpose of the LDS is to set out the documents that will comprise the Development Plan and which will be prepared by Tewkesbury Borough Council. It also needs to give details as to what they will contain, their geographic coverage and their production schedule. It is important that plans for the future of the Borough are produced in a timely and efficient manner. If they are not, development which is necessary for the Borough's continued growth and prosperity may be delayed or abandoned, the coordination of housing development and infrastructure provision may be difficult to achieve and there is the potential for development to be approved on appeal in locations that the Council does not consider suitable.

2.2 The Development Plan Documents that are yet to be prepared and/or adopted and will make up Tewkesbury Borough Council's future Development Plan (as already set out in the current LDS) are:

- the Joint Strategic Plan (strategic level document containing policies for large scale housing, employment and other forms of development and environmental protection). This will cover matters relating to Gloucester, Cheltenham and Tewkesbury areas and has, to date, been referred to as the Joint Core Strategy Review ('JCS'). The change in title of this document is being proposed as it reflects up to date legislation and national planning policies which also mean a full (rather than a partial) plan review will be necessary; and
- the Tewkesbury Borough Plan (Borough level document looking at issues specific to Tewkesbury Borough, for example non-strategic development/site allocations, rural housing and economic strategies).

2.3 Neighbourhood Development Plans also form part of the Development Plan for Tewkesbury Brough and a number of plans have been 'made' or are currently in production. Although eventually adopted by the Borough Council, Neighbourhood Development Plans are developed by local communities. Therefore, these plans are not directly progressed by the Borough Council and the timescale for their development is largely dependent on local communities. As such, the LDS does not contain detail on the timetables for any emerging neighbourhood plans.

3.0 DEVELOPMENT PLAN PREPARATION STAGES

3.1 An updated LDS is presented at Appendix 1 to this report. It contains the latest timetable for the production of the Joint Strategic Plan and the Tewkesbury Borough Plan. The key milestones for each are provided below.

3.2 The key stages for the **Joint Strategic Plan** are:

- Issues and Options Consultation - Winter 2018/19 (Complete).
- Preferred Options Consultation – Spring 2023.
- Pre-submission Consultation – Autumn 2023.
- Submission to SoS – early Spring 2024.
- Examination - Summer 2024.
- Adoption – Winter 2024/Spring 2025.

3.3 The key stages for the **Tewkesbury Borough Plan** are:

- Adoption – Spring 2022.

4.0 OTHER OPTIONS CONSIDERED

4.1 None.

5.0 CONSULTATION

5.1 The preparation and maintaining of an LDS does not require public consultation as it is effectively the Council's work plan.

6.0 RELEVANT COUNCIL POLICIES/STRATEGIES

6.1 Emerging Gloucester, Cheltenham and Tewkesbury Joint Strategic Plan.
Emerging Tewkesbury Borough Plan.
Gloucester, Cheltenham and Tewkesbury Joint Core Strategy 2011 – 2031.
Tewkesbury Borough Local Plan to 2011.

7.0 RELEVANT GOVERNMENT POLICIES

7.1 Planning and Compulsory Purchase Act 2004.
Localism Act 2011.
National Planning Policy Framework (2021).
Town and Country Planning (Local Planning) (England) Regulations 2012).

8.0 RESOURCE IMPLICATIONS (Human/Property)

8.1 The LDS is based upon adequate resources being available to satisfactorily complete each stage of the work. This includes: the Planning Policy Team and other staff input; evidence base; assessments/appraisals; communications/materials/publicity; and community involvement.

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

9.1 None directly related to this report, although a development plan led approach to development will help ensure that new development is supported by the necessary facilities and infrastructure. The adoption of the JCS and the TBP will remain matters to be decided by the Council.

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

10.1 The timetables set out in the LDS need to reflect the statutory and democratic processes that govern plan preparation combined with the resources available to undertake the work.

11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

11.1 October 2017 – approval of LDS by Executive Committee.

11.2 January 2021 – approval of LDS by Executive Committee.

Background Papers: None.

Contact Officer: Interim Planning Policy Manager Tel:01684 272172
Email: ian.bowen@tewkesbury.gov.uk

Appendices: 1 – Tewkesbury Borough Local Development Scheme February 2022.

Tewkesbury Borough Local Development Scheme

2022-2024

DRAFT March 2022



1. Introduction

- 1.1 Tewkesbury Borough Council has a statutory responsibility to prepare and maintain a Development Plan for its area. This sets the planning vision for the Borough and is used to guide the determination of planning applications.
- 1.2 As part of its ongoing responsibility, the Borough Council must prepare and maintain a Local Development Scheme (LDS) which outlines the timetable for the preparation and review of those Local Development Documents (LDD) which are classed as Development Plan Documents (DPD). DPDs are also commonly known as 'Local Plans'. Specifically, the Planning and Compulsory Purchase Act 2004 (as amended), sets out that an LDS must:
 - Contain a brief description of all LDDs which are to be prepared as DPDs and the content and geographic area to which they relate;
 - Identify which documents are to be prepared jointly with one or more other local planning authorities; and
 - Set out a timetable for producing and the revision of DPDs, with key milestones.
- 1.3 The Borough Council last adopted an LDS in January 2021, which has now been superseded by this document.

2. Background

- 2.1 The LDS for Tewkesbury Borough is a formal document which identifies the timetable for the preparation of future Development Plan Documents (DPDs) which together will constitute the 'Development Plan' for the area. For Tewkesbury, this currently includes the emerging Gloucester, Cheltenham, and Tewkesbury Joint Core Strategy Review ('JCS' Review) and the emerging Tewkesbury Borough Plan. The last fully adopted Tewkesbury Local Plan dates from 2006 (The Tewkesbury Borough Local Plan to 2011 – March 2006). A number of policies in this plan were formally 'saved' by the Secretary of State for Communities and Local Government in 2009.
- 2.2 The Gloucester, Cheltenham, and Tewkesbury Joint Core Strategy (JCS) was adopted in November 2017. It is a co-ordinated strategic development plan that sets out policies for how the area will develop between 2011 and 2031. On adoption, Policies in the JCS replaced a number of policies from the Tewkesbury Borough Local Plan to 2011.
- 2.3 The JCS has been under review for some time. As the first formal part of this process, an Issues and Options consultation took place between November 2018 and January 2019. [Further details are available on the JCS website](#). However, important legislative and national planning policy changes now indicate that a full (rather than partial) review of the JCS is necessary, and it would also be appropriate for the same reasons to re-title the emerging document to Joint Strategic Plan ('JSP').
- 2.4 Underneath the adopted Joint Strategic Plan, each of the authorities are progressing a 'district plan', which will deliver the JSP locally and address any other issues and opportunities specific to that local authority.
- 2.5 The Development Plan is also made up of any Neighbourhood Development Plans

(NDP) that are 'made'. NDPs are developed by local communities, with support from the Borough Council. Therefore, these plans are not directly progressed by the Borough Council and the timescales for their development are largely dependent on local communities. As such, the LDS does not contain detail on the timescales for any emerging neighbourhood development plans.

- 2.6 The Development Plan also consists of the Waste Core Strategy and the Minerals Local Plan, which are also DPDs. However, these are the responsibility of Gloucestershire County Council and subject to a separate LDS. As such, they are not dealt with in this document.
- 2.7 The Planning and Compulsory Purchase Act 2004 (as amended) sets out what Local Planning Authorities are statutorily required to do in preparing LDDs.
- 2.8 The Act (as amended) outlines the types of LDD that the Council must prepare (or may choose to prepare):

Development Plan Documents (DPDs): DPDs are key documents and form a part of the Statutory Development Plan, including Local Plans, the Waste Local Plan, Minerals Local Plan and Neighbourhood Development Plans. DPDs are subject to public consultation and to public examination, which assess emerging Plans against the 'tests of soundness', legal compliance and the 'Duty to Cooperate' (there is a different process for Neighbourhood Development Plans). Planning applications must be determined in accordance with the Development Plan unless material considerations indicate otherwise. The Waste Local Plan and Minerals Local Plan are the responsibility of Gloucestershire County Council and are covered by a separate LDS.

Supplementary Planning Documents (SPDs): SPDs are subject to a statutory process and public consultation, but not examination in public. They do not form a part of the statutory Development Plan but are a material consideration in the determination of planning applications. They are used to provide additional guidance on a policy or site allocation in DPDs. Tewkesbury Borough Council currently has four Supplementary Planning Documents (SPD): Flood and Water Management SPD (February 2018), the Tewkesbury Town Regeneration SPD (April 2019), the Affordable Housing SPD and a joint West Cheltenham 'Central Cyber Garden Community' SPD (April 2019).

The Council has also recently prepared a Draft Local Heritage List Selection Criteria for Tewkesbury Borough SPD and a Draft Shopfronts, Shutters and Signage: Design Guidance for Tewkesbury Borough SPD. Both have been through an initial stage of consultation and adoption is expected in the Spring this year. Further information on both of these Draft SPDs, can be found within Section 5 below.

The Council may decide to update the above SPDs or develop additional SPDs to provide guidance to support the Local Plan. However, these are not DPDs and therefore their production is not subject to the LDS.

Statement of Community Involvement (SCI): each local planning authority must prepare a SCI setting out its policy of how residents, businesses and others will be involved in the preparation of local development documents.

- 2.9 As noted above, Parish Councils or Neighbourhood Forums can prepare Neighbourhood Development Plans for their area. Once 'made', NDPs form part of the Development Plan for the area that they cover. Neighbourhood planning is community-led, with support provided by the Local Authority. The timetable for the preparation of NDPs and the primary resources for doing so are the responsibility of the Parish Council or Neighbourhood Forum. Therefore, the LDS does not include information on the preparation of NDPs.

3. Tewkesbury Borough Council's Development Plan

- 3.1 Tewkesbury Borough Council is currently progressing two DPDs; the Tewkesbury Borough Plan, and the review of the Gloucester, Cheltenham and Tewkesbury Joint Core Strategy.
- 3.2 These plans, together with the County Council's minerals and waste DPDs, and any 'made' Neighbourhood Development Plans, will form the 'Development Plan' for Tewkesbury Borough. Once adopted, this means that all development must be in accordance with these plans and any neighbourhood development plans, unless there are material considerations that would indicate otherwise. (Section 38 (6) of the Planning and Compulsory Purchase Act 2004).
- 3.3 As noted above, in preparing these DPDs, the Council must consult the public in accordance with an agreed Statement of Community Involvement (SCI). The Council's SCI was adopted in May 2013 and has recently been reviewed. Adoption of the revised SCI by the Council is expected in April 2022.
- 3.4 Table 1 below explains how the different documents relate to one another.

Tewkesbury's Local Development Documents			
Development Plan Documents	Statement of Community Involvement (SCI)	Supplementary Planning Documents (SPD)	Local Development Scheme (LDS)
Joint Strategic Plan (JSP)	Explains how the community can get involved in the preparation of planning documents.	Other documents which give advice to supplement policies and proposals in the JCS, Borough Plan and County Council DPDs.	This project plan setting out the programme for preparing Development Plan Documents.
Will set out the long-term spatial vision for Gloucester City, Cheltenham, and Tewkesbury Boroughs. Will identify strategic sites and policies to deliver the vision.			
Tewkesbury Borough Plan (TBP)			
Will deliver the JCS locally. Identifies and allocates local sites for development. Contains criteria- based policies against which all development within the Borough will be determined.			
Waste Core Strategy			
Produced and maintained by Gloucestershire County Council and subject to a separate LDS			
Minerals Local Plan			
Produced and maintained by Gloucestershire County Council and subject to a separate LDS			
Neighbourhood Development Plans (NDP)			
There are seven 'made' NDPs at the current time and a number of Draft NDPs currently under preparation. NDPs are led by the community and can be developed by Parish Councils or designated Neighbourhood Forums.			

Table 1 – The Development Plan, SPDs, the SCI and the LDS

4.0 Emerging Development Plan Documents

Tewkesbury Borough Plan DPD

4.1. On adoption, the Tewkesbury Borough Plan (TBP) will sit beneath the strategic level adopted JCS, covering the period from 2011 to 2031 and provide the local-level growth strategy for the Borough. The TBP will help to meet the level of growth set out in the JCS through smaller-scale site allocations and by providing specific policy guidance for development in the area. The TBP allocations will specifically focus on housing sites at Tewkesbury town, Rural Service Centres and Service Villages as well as sites for employment growth around the Borough.

4.2. Following scoping and draft options consultation, a TBP Preferred Options document was published for consultation between October and November 2018. The Pre-Submission Plan consultation was carried out October 2019 and the plan submitted to the Secretary of State on 18 May 2020. Examination in Public (EiP) took place over five weeks during February and March 2021. The examining Inspector's post hearings Main Modifications letter was received on 16th June 2021. In this letter the Inspector provided his current view as to what modifications would be required to make the Plan 'sound'.

4.4. A schedule of Main Modifications to the Pre-submission TBP were published for public consultation as the Main Modifications Tewkesbury Borough Plan (MMTBP). The consultation period ran from 1st November 2021 until 4th January 2022, after which time, the Main Mods consultation representations were passed to the Inspector, for review.

4.5. Following the Inspector's deliberations on any responses received, the Council can expect to receive the Inspector's Report confirming the soundness of the plan subject to those MMs. A fact check will be required to be undertaken by officers to check that all the facts in the report are correct. The Inspector will issue his final report, at which point, Full Council may formally adopt the Local Plan and it will receive full weight in planning decisions.

4.6. The estimated timetable for the TBP to adoption is therefore:

- Adoption – Spring 2022

4.7. Following formal adoption, the TBP will form part of the Development Plan for the Borough and will replace the saved policies of the Tewkesbury Borough Local Plan to 2011.

Joint Strategic Plan DPD

4.8. The Gloucester, Cheltenham, and Tewkesbury Joint Core Strategy (JCS) Development Plan Document was adopted in December 2017. As outlined above, it is a co-ordinated strategic plan that sets out how the local authority areas of Gloucester City,

Cheltenham Borough and Tewkesbury Borough will develop between 2011 and 2031. It sets out a spatial strategy, planning policies and site allocations to deliver development needs, whilst protecting the natural and built environment.

4.9. A full review of the JCS (to be called the JSP) has now commenced and an Issues and Options consultation took place between November 2018 and January 2019. The adopted JCS included a commitment to undertake an immediate review of the plan in relation to housing supply and retail/town centre matters. However, in response to the plan-making requirements set out in the updated National Planning Policy Framework (2019), the scope of the review will be comprehensive and provide a full review/replacement of the Plan.

4.10. The estimated timetable for the preparation of the JSP to adoption is as follows:

Milestone	Date
Issues and Options consultation	Winter 2018/19 COMPLETE
Preferred Options consultation	Spring 2023
Pre-Submission Consultation	Autumn 2023
Submission to the Secretary of State	Early Spring 2024
Examination	Summer 2024
Adoption	Winter 2024/Spring 2025

More information can be found on the JCS website <https://www.jointcorestrategy.org/>

5. Other Local development Documents

Neighbourhood Development Plans

5.1 At the time of writing, there are seven ‘made’ Neighbourhood Development Plans and a number of Parish Councils or Neighbourhood Forums are actively working towards an NDP within Tewkesbury Borough. Further information for communities that may wish to develop their own NDP can be found on the Borough Council website here: [Neighbourhood planning — Tewkesbury Borough Council](#)

Supplementary Planning Documents

5.2 As noted above, the Borough Council has adopted four Supplementary Planning Documents (SPDs) to support existing policies. SPDs provide clarity and guidance to policies contained within DPDs. In addition, two new SPDs are currently being progressed, as follows;

1. **Draft Shopfronts, Shutters and Signage: Design Guidance for Tewkesbury Borough SPD** – A six-week consultation took place, from Friday 17th September 2021 until Friday 29th October 2021 on the Draft Shopfronts, Shutters and Signage: Design Guidance for Tewkesbury Borough SPD. Only minor comments were received in respect of this SPD, however, in accordance with Regulation 12 of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended), a Consultation Statement is required to be produced to show how the Council has responded to representations from the consultation. A further period of public consultation on the Consultation Statement is required (running between 3rd February 2022 and 4th March 2022). The Council will consider comments received and providing no substantive issues are raised, it is recommended to put forward the SPD for adoption to Full Council. Adoption is expected in Spring 2022.
2. The Council has recently prepared a **Draft Local Heritage List Selection Criteria for Tewkesbury Borough SPD**, which was approved for public consultation on 17 November 2021 at a meeting of the Council’s Executive Committee. This consultation was held for approximately 6 weeks between Wednesday 1st December 2021 and Friday 14th January 2022. Following the consultation, the Council has considered comments received and amended the draft SPD accordingly. A consultation statement has been produced and will be consulted on alongside the amended SPD in accordance with the Town and Country Planning Regulations 2012 (12). Adoption is expected in Spring 2022.
3. The Council’s adopted and Draft SPDs can be viewed here: [Local plan — Tewkesbury Borough Council](#)

6. Further information

- 6.1 The Council’s Planning Policy Team is responsible for maintaining this LDS and for preparing the various documents within the Local Development Framework. If you have any questions or would like any further information, please contact:

Planning Policy Team
Tewkesbury Borough Council
Gloucester Road
Tewkesbury, GL20 5TT

Email: planningpolicyenquiries@teewkesbury.gov.uk
Website: <https://www.teewkesbury.gov.uk/local-plan>
Phone: 01684 272108

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	30 March 2022
Subject:	Managing Contractors Safely Policy Review
Report of:	Environmental Health Manager
Corporate Lead:	Head of Community Services
Lead Member:	Lead Member for Organisational Development
Number of Appendices:	One

Executive Summary:

The Council has a documented policy in place which provides officers with guidance on the safe management of contractors. Following a consultation with Council managers, the policy has recently been reviewed to ensure that it is fit for purpose and reflects current best practice. The review has resulted in additional guidance on the role and responsibilities of the Council's client officer and the pre-contract checks that should be made prior to selecting and engaging a contractor. The significant changes to the policy are outlined in the body of this report and the revised policy is included in Appendix 1.

Recommendation:

That the Executive Committee APPROVES the revised Managing Contractors Safely Policy.

Reasons for Recommendation:

The Council is committed to complying with duties under the Health and Safety at Work Act 1974. The Managing Contractors Safely Policy will provide valuable guidance to officers when selecting and managing contractors used by the Council.

Resource Implications:

None.

Legal Implications:

The Managing Contractors Safely Policy is intended to assist the Council in complying with its duty as an employer under the Health and Safety at Work Act 1974. Failure to adhere to the principles of the policy may leave the Council vulnerable to both criminal and civil litigation should a relevant incident occur.

Risk Management Implications:

Litigation because of a failure to adhere to the principles of the policy may present a financial and reputational risk to the Council.

Performance Management Follow-up:

Performance with the policy will be monitored by the Council's Corporate Health and Safety Advisor and reported to the Council's Keep Safe Stay Healthy Group.

Environmental Implications:

None.

1.0 INTRODUCTION/BACKGROUND

- 1.1** Health and Safety legislation provides the Council with a responsibility to manage the safety risks associated with the use of contractors. This will often include a responsibility to control risks, to which the contractor may be exposed, because of the Council's undertaking. However, in certain circumstances, the Council may also have an overlapping responsibility with the contractor to manage risks that may arise from the contractor's work.
- 1.2** Guidance from the Health and Safety Executive (HSE) provides detailed advice on the range of measures that can be taken to help manage the safety aspects of contractors. This includes, exchange of information and risk assessments, effective co-operation, and co-ordination, together with effective planning and organisation.
- 1.3** The Council has a documented policy in place which provides officers with guidance on these measures and the matters that officers would be expected to consider in relation to the health and safety aspects of contractor's work.

2.0 KEY POLICY CHANGES

- 2.1** The revised policy is set out in Appendix 1. The revised policy contains more detailed guidance on the role of the client officer and emphasises that it is the responsibility of the client officer to establish the nature of the contractual arrangements required prior to engaging the contractor. Furthermore, the revised policy clarifies the responsibilities in relation to carrying out background checks on a contractor such as identification, right to work, qualifications, DBS clearance and character references. Under the revised policy the Council's Human Resources Team will carry out these checks for single contractors. In circumstances where multiple contractors are engaged for a project then it will be the responsibility of the Council's client officer to undertake required background checks.
- 2.2** Further amendments to the policy include a requirement on behalf of the client officer to make reasonable checks to verify the competence of the contractor, compliance history and membership of trade accreditation schemes, if relevant. Additionally, the revised policy makes it clear that contractors must be provided with a copy of site rules prior to commencing work and that any projects that fall within the scope of the Construction Design and Management Regulations (CDM) are notified to the Health and Safety Executive.
- 2.3** The revised policy also makes several minor amendments to wording with the addition of sub-contractors alongside references to contractors. The policy is also updated to accommodate COVID-19 considerations where relevant. Changes are highlighted in bold and italicised text for ease of identification.

3.0 OTHER OPTIONS CONSIDERED

3.1 None.

4.0 CONSULTATION

4.1 None.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

5.1 The Council's Health and Safety Policy Statement.

6.0 RELEVANT GOVERNMENT POLICIES

6.1 The Management of Health and Safety at Work Regulations 1999.

6.2 Code of Practice to the Management of Health and Safety at Work Regulations 1999.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 None.

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

8.1 None.

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

9.1 None.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 None.

Background Papers: None.

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Appendices: 1. Managing Contractors Safety Policy 2022.

Managing contractors safely

Appendix 1



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Introduction

This policy is to provide guidance to all staff within Tewkesbury Borough Council (TBC) who are directly involved in the appointment, use and management of contractors. It will cater for all types of contractor and therefore all responsible persons employing contractors are required to follow this policy.

Our objective is for contractors to be working to a satisfactory standard by meeting all the council's health and safety requirements and legislative health and safety requirements (The Management of Health and Safety at Work Regulations 1999)

<http://www.legislation.gov.uk/ukxi/1999/3242/contents/made>

The Regulations were introduced to reinforce the Health and Safety at Work etc. Act 1974. The MHSWR places duties on employers and employees including those who are clients, designers, principal contractors or other contractors.

Whilst the focus of this policy is on managing contractors safely, it is important to recognise that if it is intended that the council engage a contractor directly, or via a third party, there will be vital steps to be completed before an offer of work can be made. The Client Officer should speak to HR and Finance at the earliest opportunity as they will be able to advise you on necessary steps and considerations.

Scope

This policy is for all contractors providing services to TBC. Note: Failure to comply with the requirements of this policy by the contractor or subcontractor may result in termination of the contract.

Purpose

The council is committed to the management of health and safety for both TBC client officers and all contractors engaged by the council. This policy provides the health and safety guideline that all parties must follow to ensure health and safety is managed during the course of business. It is a process of pre work assessment of contractor's health and safety management, approval to undertake work for the council and the ongoing checking and monitoring of contractors health and safety management performance. The policy is designed to enable sharing of information and continuous improvement.

Aim

Through the application of the Managing Contractors Safely Policy, the council aims to;

- Provide a safe and healthy workplace and systems of work that prevent and reduce risk of illness and injury equally for employees and contractors.
- Provide a practical, consistent and relevant system for council staff managing and overseeing the work of contractors and/or their sub-contractors.
- Integrate health and safety requirements into contractor management
- Fulfil the council's health and safety legal requirements when managing contractors.

Definitions

□ Client Officer

Client means anyone who accepts the services of a contractor, in the context of this document the Client will be TBC and those employees or those who act on behalf of the council that represent the client's interests will be the Client Officer. The Client Officer must have suitable experience and knowledge of the works and services they are managing.

□ Contractor

A contractor provides services to a specific client under specific terms. A Contractor, however, can either be classed as:

a Worker or an Employee (if they work for a Client through an Umbrella Company or Agency – then the Umbrella Company/Agency is their Employer; not the Client) or as Self-Employed (if they are a Sole Trader or have a Limited Company of their own).

□ Subcontractor

A subcontractor is a person who is hired by a general contractor (or principal contractor, or main contractor) to perform a specific task as part of the overall project and is normally paid for services provided to the project by the originating general contractor.

□ Principal Contractor (building contracts only)

A principal contractor is the contractor with control over the construction phase of a project involving more than one contractor. They are appointed in writing by the client (commercial or domestic) plan, manage, monitor and coordinate health and safety during this phase.

Roles and responsibilities

Client Officer:

- ***The client officer is responsible for establishing the contractual arrangements which are appropriate for the work being undertaken. This may be established with One Legal and will be relevant whether the contractor is an agency worker, an individual contractor, subcontractor etc.***
- ***The contract should include assurance that appropriate checks have been carried out on the individuals undertaking the work. Where an individual contractor is taken on then HR will undertake these checks on behalf of the council. Otherwise the client officer will need to seek assurance from the contracted agency or organization that these checks have been satisfactorily carried out (eg Right to Work, identity, qualification and character referencing checks and DBS checks where necessary)***
- The implementation of this policy in their area of responsibility and accountability or where they have engaged a contractor.
- ***Carry out an assessment of competence prior to engagement by requesting the following from the contractor/sub-contractor if applicable:***
 - ***membership of reputable trade bodies or approved contractor schemes***
 - ***legally required registrations (e.g. Gas Safe Register)***
 - ***health and safety policies and practices***
 - ***recent health and safety performance (number of accidents etc.)***
 - ***qualifications, training and skills of their staff and manager***

- **selection procedures for sub-contractors**
- **example safety method statements and risk assessments for similar work**
- **supervision arrangements**
- **arrangements for consulting their workforce**
- **Review the HSE's notices and prosecution database (www.hse.gov.uk/enforce/index.htm) to determine if the potential contractor has been subject to any formal legal sanction.**
- **Any claim that a contractor is a member of a trade or professional body or an approved contractor scheme is verified directly with the body to ensure the membership is current and covers the work being offered.**
- Pre contract assessment and approval (where granted) of contractor health and safety management arrangements
- Carrying out a TBC induction with contractor(see appendix 3) if applicable.
- Completing a Permit to Work prior to work commencement (see appendix 2) if applicable.
- Completing TBC's Managing Contractors Safely Checklist (see appendix 1).
- The management of contractors in relation to site specific hazards and ensuring contractor's proposed work method statements do not place themselves and/or council employees at risk. **Provide site rules to contractors/sub-contractors including covid-19 risk assessment to contractors/sub-contractors coming onto site or prior to contracted work commencing and ensure the site rules have been factored into their proposed method statements/risk assessments/SSOW.**
- **Notify the HSE of a project if it is one which is expected to last longer than 30 working days and have more than 20 workers working simultaneously at any point, or, exceed 500 person days.**
- Advising the relevant staff/public/tenants when the work will be conducted in areas affecting them.
- Checking and monitoring contractor's performance and documentation.
- Actioning the correct process in the event of a dispute.
- Assist contractors where required to develop, implement or work around safe working practices.
- Reporting of non-complaint working methods of contractors to the Management Team and the Keep Safe Stay Healthy Group.
- Where applicable, ensure the contractor is issued with the council's code of conduct and completes part 2 of the code of conduct form.

Contractors/sub-contractors are responsible for:

- ❑ Complying with The Managing of Health and Safety at Work Regulations 1999 and for construction works complying to The Construction (Design and Management) Regulations 2015.
- ❑ **Adhere to any site safety rules including covid-19 controls/restrictions.**
- ❑ Providing risk assessments and method statements **factoring in site rules including covid-19 controls/restrictions.**
- ❑ Successfully completing TBC health and safety induction (see appendix 3). If applicable.
- ❑ Completing a Permit to Work prior to work commencement (see appendix 2). If applicable.
- ❑ As a minimum working in accordance to the council's health and safety policy procedures and practices.
- ❑ Reporting any incidents, injuries or non-compliances to TBC Client Officer.
- ❑ Co-operating and providing the relevant documentation/evidence when requested by the council or its representatives for the purpose of health and safety.
- ❑ Making available health and safety documentation including and not limited to risk assessments, method statements and accident/incident statistics throughout the term of the contract.
- ❑ Where applicable, abiding by the council's code of conduct and completing part 2 of the code of conduct form.
- ❑ Where applicable, abiding by the protocol for councilors and officers involved in the planning process and completing the planning process declaration form.

Procedures

The following procedures must be followed when engaging a contractor or subcontractor.

Contractor health & safety management. Contractors must provide details of their health and safety management structure, health and safety record and their technical and commercial ability, for consideration when their suitability for the work is assessed.

a) **Documented health & safety requirements.**

The written contract or terms and conditions specific to the task must include commitment to meet contractor's own health and safety management standards and a reference to meeting the council's health and safety policy standards.

b) **Insurances, licenses, registrations & certificates.**

The Client Officer must ensure that contractor or subcontractor possess the insurances, licenses, registrations and certificates required by health and safety legislation/regulation.

c) **Pre-work health & safety induction.**

Before work is commenced, the Client Officer will organise for the TBC health and safety induction training to be completed if applicable.

d) **Risk assessments and method statements.**

Risk assessments and method statements must be in place and agreed by both Client Officer and the Contractor/**subcontractor** prior to contract work commencing if applicable.

e) **Supervision.**

The Client Officer must arrange for the work of the contractor or subcontractor to be monitored to ensure their

compliance with contractor's documentations, safe working procedures, the council's health and safety policies and procedures, maintenance and correct use of tools or equipment and observance of good housekeeping.

- f) **Feedback.** On the completion of works or contract, where appropriate feedback is to be provided to the contractor/**subcontractors** on their health and safety performance.
- g) **Reporting incidents, injuries and property damage.** Contractors, subcontractors, or any other persons involved in the contracted works must be advised during TBC health and safety induction that all incidents, injuries or damage to property must be reported to the relevant TBC person on site, e.g. Client Officer/Health & Safety Advisor.

[http://intranet/Health%20and%20safety/Accident_Incident/Accident_Incident_Report_Form_\(IR1\).doc](http://intranet/Health%20and%20safety/Accident_Incident/Accident_Incident_Report_Form_(IR1).doc)

[http://intranet/Health%20and%20safety/Accident_Incident/Accident_Incident_Investigation_Form_\(IR2\).doc](http://intranet/Health%20and%20safety/Accident_Incident/Accident_Incident_Investigation_Form_(IR2).doc)

- h) **Emergency procedures.** Emergency procedures must be explained to contractors and subcontractors during TBC health and safety induction if applicable. If the contractor is undertaking any tasks, or brings onto site any tools/equipment or product that may affect the site's emergency management, TBC is to be notified prior to works to allow for a risk management strategy to be developed.

<http://intranet/Health%20and%20safety/Fire%20and%20Emergency%20Evacuation/Evacuation%20Procedure%20-%20updated%20May%202017.pdf>

- i) **Environmental protection.** Contractors are expected to meet all relevant environmental

legislation associated with the activity that they are engaged in on the council's behalf. This applies to, but not limited to: noise, dust, gas or fume emissions, water management, spillages and preservation of the local ecology.

- j) **Property security.** Contractors/**subcontractors** must be made aware that they will be responsible for the security of their own property while on site.
- k) **Drug and alcohol policy.** Contractors and subcontractors will be made aware of the details and the requirement to meet the council's Drug and Alcohol Standard during TBC health and safety induction. Any person found to be not conforming to the Alcohol and Drug policy will be immediately removed from the workplace and will be subjected to the TBC disciplinary processes.

<http://intranet/HR/Alcohol%20and%20Drugs.doc>

- l) **Health and safety training and instruction.** When undertaking training needs analysis, contractors are considered and will be included when assessed as necessary if applicable. Contractors will be included in any training that is required to meet the council's health and safety requirements or legislative / regulation requirements.

Structure of managing contractor management policy

The TBC Contractor Management System consists of the following associated tools (documents).

- Procurement Tool Kit Files – includes a health and safety qualification questionnaire.

<http://intranet/Procurement%20toolkit%20files/Forms/AllItems.aspx>

- TBC Induction for Contractors (see appendix 3)
- Permit To Work (see appendix 2).
- Completion of Managing Contractors Safely Checklist (see appendix 1).

How we will manage contractors on site

During the contract work the council must monitor for compliance with the plan and ensure unforeseen issues are addressed promptly. The council will:

- Monitor the work throughout the period of the contract to ensure compliance to the method statements.
- Check compliance to relevant legislation.
- Check adherence to health and safety standards as per policy procedure, risk assessments and method statements.
- Check adherence to health and safety action plan.
- Check continuing hazard studies as necessary.
- Ensure opportunities to develop cooperation.
- Maintain good community relations with contractor.

Monitoring contractor's health and safety performance

Extent of supervision will be influenced by:

- Level of risk.
- Complexity of tasks.
- Organisational control of the workplace.
- Interaction with other parties and works on site.
- Duration of works.

Monitoring & supervision

Key steps TBC will apply:

- Review, monitor and supervise contractors in accordance to health and safety document requirements.
- Carry out regular site inspections.
- Review health and safety performance.
- Ensure corrective action is taken.
- Integrate health and safety in review meetings.

Monitoring & supervision of documentation

Regular review of contractor health and safety documentation will include:

- Health and safety induction records.
- Plant/maintenance records.
- Health & safety inspection reports.
- Risk assessment documents/safe systems of work documents.
- Employee training/competency records.
- Safety meeting minutes.

Work contract records will:

- Demonstrate a systematic approach to record keeping and;
- due diligence.
- include incident/accident/near miss data and;
- non-conformance & corrective action records.

Project working group

- Client Officer to report to the Keep Safe Stay Healthy Group in the event of a dispute or health and safety failing to consider further contract awards.

Review requirements of this policy

- Three year rolling programme as contained in the Keep Safe Stay Healthy Group Plan.

Forms and resources

As per appendix attached and document links contained within appendix: Appendix 1 – Managing Contractors Safely Checklist. Appendix 2 – Permit to Work. Appendix 3 - Induction for Contractors Working at TBC.

TBC Procurement Toolkit

<http://intranet/Procurement%20toolkit%20files/Forms/AllItems.aspx>

References

Managing of Health and Safety at Work Regulations 1999.

<http://www.legislation.gov.uk/uksi/1999/3242/contents/made>

Managing Contractors Safely HSE Guidance.

<http://www.hse.gov.uk/pubns/indg368.pdf>

The Construction (Design and Management) Regulations 2015.

<http://www.hse.gov.uk/construction/cdm/2015/index.htm>

Managing contractors safely checklist

Questions you should ask:	Yes / No
Have you identified all aspects of the work you want the contractor to do?	
Have you included the health and safety implications of the work in the job specification	
Is the work construction or building work? If so, do you know what more you need to do to comply with the Construction (Design and Management) Regulations 2015? http://www.hse.gov.uk/construction/cdm/2015/index.htm	
Have you made enquiries about the competence of the contractor? If so, have you checked for evidence before they get the job? See the evidence required under roles and responsibilities of the Client officer in the Managing contractors policy.	
Have you assessed the risks of the work and agreed action to control the risks with the contractor?	
Have you provided the contractor and their employees with information about the risks and provided a site safety plan including covid-19 controls?	
Have you provided the contractor and their employees with your emergency procedures?	
Have you provided instructions, information and training for your own employees?	
Have you put in place arrangements with the contractor to coordinate your activities during the work?	
Have you consulted your employees about the work and how they can raise any concerns?	
Have you identified who will be responsible for the work and what you will expect them to do?	
Have you identified who will supervise the work and how?	
Have you put in place arrangements to keep a check on how the work is going against what you have agreed with the contractor?	
Have you agreed how the job will be reviewed to learn any lessons from it?	

Permit to work

1.0	Permit Authorisation Building / Location: Address: Commencement Date: Time: Permit Issued By: <i>Print name</i>	Floor / Area: Expiry Date: Time: Signature:
2.0	Contractor Details Company Name: Address: Work Supervisor: <i>Print name</i>	Description of Work: Signature:
3.0	Main Contractor / Sub Contractor (delete as appropriate)	
4.0	Contractor	Agreed by TBC – Sign / N.A.
4.1	Method Statement - attached	
4.2	Risk Assessment - attached	
4.3	Working at Heights RA - attached	
5.0	TBC Site Induction	Signed
5.1	TBC – as detailed in 1	
5.2	Contractor – as detailed in 2	
5.3	Site Safety Rules including covid-19 controls/restrictions	Yes / No / N.A.
5.4	Building Evacuation & Assembly Point	Yes / No / N.A.
5.5	Site Security Rules	Yes / No / N.A.
5.6	No Smoking Policy	Yes / No / N.A.
5.7	Site Conduct	Yes / No / N.A.
5.8	End of Day – leave the work area safe, secure & tidy	Yes / No / N.A.
5.9	Location and precautions for asbestos	Yes / No / N.A.
5.10	Location and precautions required for overhead or underground services / power cables	Yes / No / N.A.
5.11	Precautions for Deep Excavations	Yes / No / N.A.
5.12	Precautions required for working in a confined space	Yes / No / N.A.
5.13	Details for the reporting of incidents / accidents / near misses	Yes / No / N.A.
	Procedure for the isolation / immobilisation of:	
5.14	■ Services (gas, water & power)	Yes / No / N.A.
5.15	■ Electrical	Yes / No / N.A.
5.16	■ Generator – TBC HQ	Yes / No / N.A.
5.17	■ Mechanical	Yes / No / N.A.
5.18	■ Fire Alarm System	Yes / No / N.A.
5.19	■ Intruder Alarm Systems / CCTV	Yes / No / N.A.
6.0	Hot Works	Contractor
6.1	I confirm that I have physically checked the work area in order to ensure that the following safeguards have been provided for, prior to the issue of this Permit	Yes / No / N.A.
6.2	Are floors and surrounds swept clean and clear of rubbish	Yes / No / N.A.

TBC induction for contractors

Tewkesbury Borough Council has a duty to look after the health, safety and welfare of those who are not in their employment including contractors/*sub-contractors* and consultants such as yourself.

This initial induction is intended as a brief reminder to contractors/consultants who come to work for Tewkesbury Borough Council. All issues will be dealt with by the team manager on your arrival at the Council offices. NB: For long term contractors please refer to the Staff Health & Safety Induction Checklist. See link below:

Welfare provision

- There are both male and female sanitary conveniences on all floors.
- Refreshment making facilities are available.
- Drinking water is available at the refreshment making facility.

COVID-19 controls

- *There are strict covid-19 controls on site which are contained within the Site Safety Plan, discussed at the time of induction and included in the permit to work form which is to be completed prior to commencement of applicable contracted works.*

First aid

- ~~The first aid room is situated on the ground floor in the corridor on the right as you enter the staff door at the rear of the offices.~~
- ~~There are trained first aiders in every directorate.~~
- ~~First Aid Policy and a list of First Aiders can be located on the intranet.~~

- [First Aid policy](#)

- [First Aid policy \(with tenants\)](#)

~~<http://intranet/HR/First%20Aid%20Policy.doc>~~

~~<http://intranet/HR/First%20Aid%20list%20updated%20June%202017%20with%20tenants.doc>~~

Fire

- [Fire Evacuation policy](#)
- ~~The fire alarm is tested every Wednesday afternoon.~~
- ~~There is a fire list (tick in/out sheet) as you enter the unit which must be completed on entering and leaving the building. — Andy~~
- ~~The building can be evacuated in less than four minutes.~~
- ~~Assembly points are indicated by a letter in the staff car park at the rear of the building.~~
- ~~You must assemble at the letter point indicated on the tick in/out sheet.~~

- Each section has its own fire warden who are identified on the tick in/out sheet.
- See link below:

<http://intranet/Health%20and%20safety/Fire%20and%20Emergency%20Evacuation/Evacuation%20Procedure%20-%20updated%20May%202017.pdf>

Lone working

- Follow lone working policy and procedure links below, if applicable:

<http://intranet/Health%20and%20safety/Lone%20Working/Lone%20Working%20Protocol%202016.doc>

[http://intranet/Health%20and%20safety/Lone%20Working/Lone_Worker_Policy\(revisedNovember_2016\).doc](http://intranet/Health%20and%20safety/Lone%20Working/Lone_Worker_Policy(revisedNovember_2016).doc)

Accidents and incidents

- The council have a duty to report all accidents/incidents and near misses.
- Report all accidents/incidents and near misses to your line manager/client officer.
- Follow Accident/Incident/Near Miss policy and complete reporting forms.
- See links below:

http://tbcsp2012/Health%20and%20safety/Accident_Incident/Accident_and_Incident_Reporting_Policy_.doc

[http://tbcsp2012/Health%20and%20safety/Accident_Incident/Accident_Incident_Report_Form_\(IR1\).doc](http://tbcsp2012/Health%20and%20safety/Accident_Incident/Accident_Incident_Report_Form_(IR1).doc)

[http://tbcsp2012/Health%20and%20safety/Accident_Incident/Accident_Incident_Investigation_Form_\(IR2\).doc](http://tbcsp2012/Health%20and%20safety/Accident_Incident/Accident_Incident_Investigation_Form_(IR2).doc)

	YES	NO
WELFARE PROVISION		
FIRST AID		
FIRE		
LONE WORKING		
ACCIDENTS/INCIDENTS & NEAR MISSES		
TBC SITE PLAN PROVISION		

Other discussions specific to contract requirements e.g. risk assessment findings and required controls:
 NB: Site plan provision (containing risks associated to site) if applicable.

Manager's name:

Signed:Date:

Contractor's / consultant's name:

Signed:Date:

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	30 March 2022
Subject:	Solar Car Park Canopy
Report of:	Head of Finance and Asset Management
Corporate Lead:	Head of Finance and Asset Management
Lead Member:	Lead Member for Clean and Green Environment
Number of Appendices:	None

Executive Summary:

Funding secured from the Public Sector Decarbonisation Scheme has been realigned to support the delivery of a solar car park canopy rather than the replacement of the heating systems within the Council offices as originally intended. A recent tender for the solar canopy has revealed total costs to now be at £533,000 rather than the £303,000 as per estimates in Autumn 2021.

The increased cost results in a funding shortfall of up to £317,000 and it is recommended to Members that approval is given to utilise existing reserves in order to deliver this project.

The delivery of the solar canopy will help the Council reduce its carbon emissions and provide an ongoing financial saving. In the worst-case scenario, a return on investment over seven years is calculated whilst it is expected, as a result of rising energy costs, the additional sizing of the system and full use of external grant funding, that the return will be over a much shorter timeframe.

Recommendation:

To APPROVE the use of up to £317,000 from the asset management and carbon reduction earmarked reserves to enable the delivery of a solar car park canopy.

Reasons for Recommendation:

The grant funding secured is insufficient to deliver the project in full given the recent cost increases and so the use of Council reserves is recommended in order to enable delivery.

Resource Implications:

As detailed within the report.

Legal Implications:

None arising from the report.

Risk Management Implications:

A detailed risk register containing eighteen identified risk associated with the delivery of this scheme is managed and monitored by the project team. A number of risks have recently been mitigated as a result of the tender process and the granting of planning permission.

The immediate risks around not approving the recommendation are the loss of funding of up to £284,000, the continuing reliance on the purchase of energy at a time of rapidly increasing prices and the reputational impact of not progressing a key action within the carbon management action plan.

Performance Management Follow-up:

The project is subject to regular monthly reporting at the Council's Programme Board, monthly reporting to the external funding and quarterly updates to the Climate Change and Flood Risk Management Group.

Environmental Implications:

It is anticipated that the solar canopy could generate approximately 260,000kWh of energy of which over 75% would be consumed directly by the Council offices with the balance being 'exported' to the Leisure Centre. As a result, carbon emissions are expected to reduce by 76 tCO₂e pa which is equivalent to 5% of the Council's overall baseline emissions.

1.0 INTRODUCTION/BACKGROUND

- 1.1** In December 2020, the Council, as part of its year 1 carbon management action plan, submitted a grant funding application to the Public Sector Decarbonisation Scheme (PSDS) led by the Department for Business, Energy and Industrial Strategy (BEIS), for funding towards the replacement of the heating system at the Council Offices with an air sourced system. The application was successful and an award of £284,200 was made.
- 1.2** Following the award, tenders were sought for the delivery of the air sourced scheme which highlighted a significant increase in cost. As a result of the increased cost, the external funding support was removed and the project was postponed. However, successful negotiation with PSDS led to the agreement to use of the approved funding to provide a solar car parking canopy at the Council Offices. A small canopy (44kw) had been recommended as part of the original heat replacement project but was significantly enlarged (225kw) given the external funding now available.
- 1.3** It has been estimated that the solar canopy, which would be located on the central section of the staff car park to the rear of the Council offices, could produce in the order of 260,000kWh of energy to support the move away from imported energy and reduce the Council's carbon footprint. The solar canopy would also deliver significant ongoing financial savings and provide a visible demonstration of the Council's commitment towards its 2030 carbon neutral objective.
- 1.4** At the time of agreement with PSDS in Autumn 2021, an estimate of delivery cost was established in the order of £303,000.

2.0 SOLAR CAR PARK CANOPY

- 2.1** Progress towards the delivery of the canopy has been good with further work undertaken to understand likely energy production and use, the granting of planning permission and a tender undertaken for the supply and installation of the canopy.
- 2.2** The estimate of energy production in the order of 260,000kWh has been substantiated with the production of a detailed study which also mapped energy production against energy consumption for the latest full year period available. This highlighted that for the subject year, the Council would be able to consume 202,000kWh for its own needs leaving approximately 58,000kWh of excess generation available for other purposes. These figures mean that approximately 44% of the Council's energy needs could be met through the new car park canopy.
- 2.3** The excess energy generated during the non-peak consumption demand of the summer months was reviewed so as to determine the optimum use of that energy. Options such as battery storage (high capital costs) and export direct to the grid (low financial return per kWh) were considered but dismissed in favour of providing an export direct to the leisure centre. This option has a low capital cost (£7,500), returns of around three times that of export to the grid and the added benefit of a direct reduction of emissions levels within the council's carbon management plan.
- 2.4** The detailed studies completed over the winter also highlighted a high baseload use of energy at the Council. This is the minimum level of energy required by the offices during off peak demand. Comparison against similar business types suggest that a 15% reduction in this baseload could be readily achievable. Monitoring the sources of this off peak demand has already begun and plans are being drawn up to meet this target.
- 2.5** Bringing together the three elements – the solar canopy, the export of excess energy to the leisure centre and an expected reduction in the baseload of 15% - will result in a significant reduction in energy consumption and an income from the sale of excess energy. To quantify this in financial terms, the current cost of electricity has been used and results in an annual saving/income of £45,222. Should energy costs continue to rise, this annual return will increase.
- 2.6** The tender for the delivery and installation of the canopy closed earlier in March and resulted in four bids being submitted. As with most things over the last six months, the costs associated with the scheme have increased dramatically with the lowest bid received coming in at £481,000. Other bids went as high as £844,000. The lowest price bid has been reviewed for viability and has met all criteria. In addition, it has also been noted that the lowest price bid has quoted for the delivery of a 270kWh system which is in excess of the expected system. The project team are currently reviewing the additional financial benefit provided by the larger system which will further benefit the business case.
- 2.7** In addition to the tender bid of £481,000 there are pre project costs associated with structural engineers input and a recommended contingency to provide for. In total, it is anticipated that the total scheme cost will be £533,000.
- 2.8** Of the grant funding available, PSDS have so far agreed to release £216,000 to support the delivery of the project. The project team are confident that this figure can be increased and remain within the grant parameters, particularly given the increased sizing of the scheme, and are hopeful of securing the full grant of £284,200. Therefore, there is a funding shortfall of between £248,800 and £317,000 that will need to be met by the Council in order to deliver the project.

- 2.9** The Council currently holds earmarked reserves of £490,000 for asset management and £100,000 for carbon reduction. It is recommended that members approve the use of up to £317,000 from these reserves to ensure the delivery of the canopy.
- 2.10** Despite the capital cost increase there remains a strong business case for investment. Even at the current cost of energy and not allowing for the larger sized system an annual return of £45,222 against a maximum capital outlay of £317,000 allows for a return on investment over 7 years. Should the full external grant be available this return on investment drops to 5.5 years. It should also be noted that the Council's earmarked reserves are currently in a healthy position whilst there is severe pressure on the ongoing revenue budget making invest to save schemes such as these highly desirable.
- 2.11** The highly visible demonstration of the Council's commitment to carbon neutrality will also deliver an annual saving of approximately 76 tonnes of carbon dioxide emissions and will take the Council a long way towards the target for the carbon neutrality of the offices. This scheme is even more important given the recent disappointing news that the Council's second bid for funding towards the replacement of the heat system has not been successful. Despite passing all of the assessment, the PSDS was unfortunately over subscribed and sufficient funding was not available to support our bid. Investigations are currently underway into alternative grant funding opportunities.
- 2.12** The modular nature of the design for the solar canopy means that in the future the canopy can be extended to help meet the remaining offsetting needs of delivering carbon neutrality against other aspects of service delivery such as the collection of waste and recycling and the leisure centre provision.
- 2.13** Whilst the increased cost of capital is disappointing, there remains a sound business case to proceed with the canopy and to utilise up to £284,200 of external grant funding available.

3.0 OTHER OPTIONS CONSIDERED

- 3.1** The Council could decide not to proceed with the solar car park canopy project at this time and wait for a change in market conditions that may result in lower prices for the delivery of the car port. There are no guarantees that this would occur and there are no guarantees that replacement external funding for the current grant, which needs to be spent or returned by the end of June, could be found.

4.0 CONSULTATION

- 4.1** Consultation has taken place with the Climate Change and Flood Risk Management Group.

5.0 RELEVANT COUNCIL POLICIES/STRATEGIES

- 5.1** The Council has approved a motion declaring the intention to have carbon neutral office provision by 2030 and subsequently approved the Carbon Management Baseline Report and First Stage Action Plan.

6.0 RELEVANT GOVERNMENT POLICIES

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

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

Climate Change Act 2008.

7.0 RESOURCE IMPLICATIONS (Human/Property)

7.1 As set out in the report.

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

8.1 The recommended funding of the solar car park canopy is one of a number of actions required to achieve carbon neutral status for the Council by 2030.

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

9.1 As set out in the report.

10.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

10.1 Climate Change and Carbon Reduction Audit and Action Plan – Council 28 July 2020.
Replacement of the Council Offices heating system – Executive Committee 31 March 2021.

Background Papers: None.

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Appendices: None.

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