

27 August 2021

<b>Committee</b>	Overview and Scrutiny
<b>Date</b>	Tuesday, 7 September 2021
<b>Time of Meeting</b>	4:30 pm
<b>Venue</b>	Tewkesbury Borough Council Offices, Severn Room

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

### **Agenda**

#### **1. ANNOUNCEMENTS**

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

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

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

To receive apologies for absence and advise of any substitutions.

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

Pursuant to the adoption by the Council on 26 June 2012 of the Tewkesbury Borough Council Code of Conduct, effective from 1 July 2012, as set out in Minute No. CL.34, Members are invited to declare any interest they may have in the business set out on the Agenda to which the approved Code applies.



	<b>Item</b>	<b>Page(s)</b>
<b>4.</b>	<b>MINUTES</b>  To approve the Minutes of the meeting held on 13 July 2021.	1 - 16
<b>5.</b>	<b>EXECUTIVE COMMITTEE FORWARD PLAN</b>  To determine whether there are any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee can give to work contained within the Plan.	17 - 24
<b>6.</b>	<b>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2021/22 AND ACTION LIST</b>  To consider the forthcoming work of the Overview and Scrutiny Committee and the actions arising from previous meetings.	25 - 51
<b>7.</b>	<b>CITIZENS' ADVICE BUREAU PRESENTATION</b>  To consider the annual update on Citizens' Advice Bureau activity in the borough.	
<b>8.</b>	<b>COUNCIL PLAN PERFORMANCE TRACKER AND COVID-19 RECOVERY TRACKER - QUARTER ONE 2021/22</b>  To review and scrutinise the performance management and recovery information and, where appropriate, to require response or action from the Executive Committee.	52 - 132
<b>9.</b>	<b>REVIEW OF COVID-19 RESPONSE AND RECOVERY</b>  To consider the key organisational and service related lessons learnt arising from the Council's response to the COVID-19 pandemic.	133 - 163
<b>10.</b>	<b>SEPARATE BUSINESS</b>  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.	
<b>11.</b>	<b>SEPARATE MINUTES</b>  To approve the separate Minutes of the meeting held on 13 July 2021.	164 - 165

**DATE OF NEXT MEETING**  
**TUESDAY, 12 OCTOBER 2021**  
**COUNCILLORS CONSTITUTING COMMITTEE**

Councillors: G J Bocking, C L J Carter, K J Cromwell (Chair), P A Godwin, H C McLain, P D McLain, H S Munro, J W Murphy (Vice-Chair), J K Smith, R J G Smith, P D Surman, S Thomson, M J Williams and P N Workman . One Vacancy.

**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 Chair 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 Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 13 July 2021 commencing at 4:30 pm**

### **Present:**

Chair	Councillor K J Cromwell
Vice Chair	Councillor J W Murphy

### **and Councillors:**

G J Bocking, P A Godwin, J K Smith, R J G Smith, S Thomson, M J Williams and P N Workman

### **OS.18 ANNOUNCEMENTS**

- 18.1 The evacuation procedure, as noted on the Agenda, was advised to those present.
- 18.2 The Chair welcomed the Head of Operations and the Director of Operations from Ubico to the meeting and indicated they would be presenting the Ubico Report 2020/21 at Agenda Item 7.

### **OS.19 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

- 19.1 Apologies for absence were received from Councillors C L J Carter, H C McLain, P D McLain, H S Munro and P D Surman. There were no substitutions for the meeting.

### **OS.20 DECLARATIONS OF INTEREST**

- 20.1 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.
- 20.2 There were no declarations made on this occasion.

### **OS.21 MINUTES**

- 21.1 The Minutes of the meeting held on 8 June 2021, copies of which had been circulated, were approved as a correct record and signed by the Chair.

### **OS.22 EXECUTIVE COMMITTEE FORWARD PLAN**

- 22.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No. 18-26. Members were asked to determine whether there were any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee could give to the work contained within the plan.
- 22.2 The Head of Corporate Services pointed out that the plan had been populated with the corporate policies and strategies due for review, as discussed at the last meeting. It was noted that one Member had requested that the Digital Strategy be brought to the Overview and Scrutiny Committee for consideration prior to approval

by the Executive Committee so that would be added to the Overview and Scrutiny Committee Work Programme; he welcomed suggestions for any other policies/strategies where the Overview and Scrutiny Committee could add value. A Member noted that the Sandbag Policy was due to be taken to the Executive Committee on 2 January 2022; however, given the flooding experienced in December 2020, he felt this needed to be brought forward to ensure it was in place as soon as possible so the policy could be communicated to residents before the winter. Another Member pointed out that the policy should also be considered by the Climate Change and Flood Risk Management Group prior to being taken to Executive Committee. In response, the Head of Community Services confirmed that would be the case and he undertook to consider the timescales and bring this item forward to an earlier meeting of the Executive Committee.

22.3 A Member noted that the Parking Strategy was due to be taken to the Executive Committee for approval at its meeting on 30 March 2022; however, he indicated that the Parking Strategy Review Working Group had not met since 30 September 2020 and there were no meetings of the Working Group currently scheduled. In response, the Head of Finance and Asset Management explained that the intention was to reform the Working Group in September/October with a view to bringing the final strategy to Overview and Scrutiny Committee early in the New Year prior to Executive Committee in March; this would enable the Parking Order to be drawn up ready to take effect from 1 April 2022.

22.4 Accordingly, it was

**RESOLVED**

1. That the Executive Committee Forward Plan be **NOTED** and the Head of Community Services undertake to consider the timescales for the review of the Sandbag Policy, currently due to be considered by the Executive Committee on 2 January 2022, in order to bring this item forward to an earlier meeting.
2. That the Digital Strategy be added to the Overview and Scrutiny Committee Work Programme for consideration prior to being taken to the Executive Committee for approval.

**OS.23 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2021/22**

23.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme 2021/22, circulated at Pages No. 27-36, which Members were asked to consider.

23.2 The Head of Corporate Services advised that the Chair of the Overview and Scrutiny Committee had presented the Committee's findings on the recent Council Plan Performance Tracker and the COVID-19 Recovery Tracker to the Executive Committee at its meeting on 7 July 2021 and, in light of the discussion that had taken place around the planning services review and in accordance with the resolution of the Overview and Scrutiny Committee, he had made a specific request that the action plan arising from that review be monitored by the Overview and Scrutiny Committee. As no objections had been made by the Executive Committee, this would be added to the Work Programme and the action plan would be brought to the Overview and Scrutiny Committee at the appropriate time.

23.3 A Member noted that the Housing Strategy 2022 was included in the pending items section of the Work Programme and he noted that the strategy was due to be approved by the Executive Committee at its meeting on 2 March 2022 so he asked when this was likely to come to the Overview and Scrutiny Committee. The Head of Community Services explained that a consultant had been commissioned to undertake this significant piece of work; he would need to look at the timescales but provided assurance that the Overview and Scrutiny Committee would be consulted prior to the strategy being taken to the Executive Committee.

23.4 Accordingly, it was

**RESOLVED** That the Overview and Scrutiny Committee Work Programme 2021/22 be updated to include the Planning Services Review Action Plan which would be brought to the Committee following consideration by the Executive Committee.

**OS.24 UBICO REPORT 2020/21**

24.1 The report of the Head of Community Services, circulated at Pages No. 37-64, set out the 2020/21 outturn performance update on the services provided by Ubico. Members were asked to consider the report.

24.2 The Head of Community Services drew attention to Page No. 39, Paragraph 3.0 of the report, which gave financial performance information and Members were advised there was an underspend of £160,455 at the end of the year. The savings could be attributed to a number of factors: the cost of diesel had reduced; an underspend on the tyre budget – which had been set at a high level for the Tewkesbury Borough contract due to being sorely hit by tyre costs in 2019; and an underspend on vehicle repairs, although that was an area of risk as vehicles became older as maintenance costs would increase. In terms of frontline services performance, set out at Pages No. 39-40, Paragraph 4.0 of the report, Members were informed that the overall bin collection rate for the year was 99.93% which was very positive and there was improved performance in terms of repeat missed bin collection and repeat missed assisted collections. Health and safety information was detailed at Page No. 41, Paragraph 5.0 of the report, and it was noted there had been a positive trend in terms of increased reports of near misses; there had been a huge rise during the first six months of the year due to more cars being parked in roads as a result of increased home working during the COVID-19 pandemic. The number of overweight vehicles remained high and had increased compared to previous years so that was an area of concern which needed to be addressed. The Head of Community Services advised that he had reviewed the number of formal complaints for 2020/21 as 26 complaints with regard to the waste and street cleansing service, as set out at Paragraph 4.6 of the report, seemed quite low. He confirmed that the figures provided in the report related to quarter four and he undertook to update Members on the correct figures for the year following the meeting. The Ubico Director of Operations indicated that the contract had performed well in 2020/21 despite it being a very difficult year and the partnership between Ubico and the Council had paid dividends through those tough months. He would be happy to answer any questions Members may have about the information provided.

24.3 A Member questioned why the report did not include information in respect of grounds maintenance and street cleansing as those services were also provided by Ubico and had Key Performance Indicators (KPIs) which were monitored by the authority. The Ubico Director of Operations indicated that the report always followed the same format and it was shared with the Head of Community Services and his team; however, if Members wanted additional information to be included then he would ensure that was provided going forward.

24.4 A Member raised concern with regard to the overweight vehicles and he questioned how that was intended to be addressed. The Ubico Director of Operations explained this was a knock on effect from increased tonnage which was monitored on the rounds. The way it currently worked was that crews knew how many streets they could collect from before they needed to tip; however, when tonnage increased the number of streets reduced. Although there was an overweight procedure in place, a meeting had taken place that week regarding the introduction of a formal policy – it had not been a major concern in the past but it was now felt this was necessary given the number of overweight vehicles. In response to a query, the

Ubico Director of Operations advised that not all vehicles currently had weighing scales; not all vehicles tipped, some had stillages which were taken out. He confirmed that weight information would be available when in-cab technology was introduced – overweight vehicles was a really serious issue for Ubico and he provided assurance that it was being addressed. The Ubico Head of Operations advised that the vehicles tended to be overweight by around 30/40 kilograms rather than half a tonne or more so it was not a huge amount. Sometimes crews had to make a decision as to whether they finished a round to ensure it was complete rather than stopping to go back to the tip.

- 24.5 Another Member congratulated Ubico on the work carried out during the pandemic and indicated he was aware of a lot of positive feedback in respect of bin collections. Notwithstanding this, he had a real concern regarding the overweight vehicles as what may have been a fairly predictable weight per street was likely to have increased with people working from home meaning there would be major changes in terms of the number of streets that could be collected from before reaching capacity and he asked what was being done to ensure that crews complied. The Ubico Director of Operations stressed that Ubico had been working in partnership with the Head of Community Services and his team throughout the pandemic; they tended to be in contact two or three times per day. The issue of overweight vehicles had only recently been highlighted and was now starting to reduce; nevertheless, in-cab technology was essential as the calculations on the number of streets that could be collected from prior to tipping were based on estimates currently. If crews did collect from more streets than they should be, for instance if they were nearing the end of a round, they would be instructed and re-trained; the next stage would be a disciplinary and he confirmed both actions had certainly been taken. In response to a query regarding the timescales for the in-cab technology, the Head of Community Services advised that it was a big project for Ubico across all partners. Tewkesbury Borough Council had allocated money for the project in the 2021/22 budget and the procurement process had been completed. Cotswold District Council had gone through the process last year so the intention had been to utilise that work; however, that was not technically possible so it was a case of Ubico having to start again from scratch with each of the other partners. As such, he was sceptical the project would be achieved within the current financial year and the allocated funding would be carried over into 2022/23 with completion during that year. The Member expressed concern that 18 months of breaking the rules was simply too long and the Ubico Head of Operations acknowledged that and provided assurance that Ubico did not want that to continue so they were re-training the crews and removing streets from rounds where necessary in order to address the issue. He explained that it had been difficult to recruit and retain drivers over the last 12 months – that was a key factor as a regular driver had an understanding of the rounds and knew when to tip. Over the last two to three months there had been more stability in terms of drivers and more settled rounds so vehicles were comfortably underweight when tipping. A Member questioned which of the crew was disciplined for an overweight vehicle and was advised that the driver was ultimately responsible for the load; however, if they were new agency drivers that was taken into consideration as the crew were the full-time members of staff. The Ubico Director of Operations explained that they issued a route risk assessment for every route which set out where to tip and gave any specific instructions, for example, if there was a school on the route, the driver would be directed not to drive down that road at certain times etc. The Chair could not understand why the vehicles did not have weighloaders and expressed concern regarding the efficiency of the rounds. The Ubico Director of Operations agreed and recognised that Ubico and its partners were very behind the times in terms of in-cab technology. This had just been installed in the Cotswold District Council waste fleet and it was hoped that all other partners would soon be at that stage.

- 24.6 A Member noted from the report that fly-tipping requests and dead animal removal requests were both below target and he asked whether that was related to COVID-19 as the timings did not seem to suggest that was the case. The Head of Community Services explained that the amount of fly-tipping had increased significantly so it was not surprising Ubico had been unable to keep up. The Ubico Director of Operations indicated that he was not able to provide an answer but was happy to look into it following the meeting. The Member went on to draw attention to Page No. 63 of the report which set out the Tewkesbury projects and, with regard to the implementation of a sweeper schedule, he noted there was ground work to be done by a sweeper specialist so he asked how the sweeping was being done at the moment and what in-house expertise were lacking. In response, the Ubico Director of Operations advised there had been a delay on the sweeper which was still awaited; that was due to COVID-19 as it had not been possible to obtain the chips which were needed for the electronics in new vehicles. Tewkesbury Borough Council would be getting a different sized sweeper and it was intended to use the one that had been delivered to Cotswold District Council in the interest of efficiency; the downside of that was the increased tonnage which resulted in a disappointing cost increase. Instead of having an expert trained for every contract, it was intended to carry out in-house training so that resource could effectively be borrowed for the day to carry out training on new vehicles. The Member asked for clarification as to what a sweeper schedule actually was and was informed that it was a lot like the mowing schedule whereby a schedule was drawn up for a week, or a number of weeks, based on distance and tonnage that could be achieved, and the same schedule was followed every week or month. The Head of Community Services advised that they were in the process of identifying priority areas, for instance, places with high footfall, such as Tewkesbury High Street, which generated more litter and would therefore be swept more frequently; however, it was difficult to plan until the new sweeper arrived. He pointed out that the current schedule was more efficient than it had been three years ago when the rounds were planned alphabetically. The new sweeper would be to replace one of two sweepers Tewkesbury Borough Council had currently.
- 24.7 A Member drew attention to Page No. 39, Paragraph 3.1 of the report, which stated there had been a contract saving of £160,455 for the year and he asked what would happen to that money. In response the Head of Finance and Asset Management advised that it went into the overall surplus and the reserves had been decided to meet various needs – he would pick this up in more detail at Agenda Item 10 – Financial Outturn Report 2020/21. Another Member noted there had been a significant saving on diesel costs but that would not be the case going forward and the Ubico Head of Operations confirmed that the cost had been 0.98p per litre on the forecourt during 2020/21 but that had now increased to £1.32 per litre; although Ubico was able to get this cheaper, it would still be a marked increase from the previous year. A Member indicated that the company he worked for used food waste to generate fuel for lorries which cost 18p per litre and he questioned whether Ubico had considered doing the same. The Head of Community Services advised that more consideration had been given to hydrogen or electric; however, he did not think the technology was quite there yet for such large trucks and the current fleet would need retrofitting.
- 24.8 A Member drew attention to Page No. 40, Paragraph 4.5 of the report, and questioned what improvements had been made in terms of grounds maintenance. The Ubico Head of Operations advised that the previous year had been one of the wettest for decades; that combined with the changes to the team working on the Tewkesbury Borough contract meant it had been difficult to familiarise themselves with the situation so improvement was needed. Whilst not all measures had been put in place as yet, some changes had been made including a dedicated resource for the cemeteries. He stressed it was a new team and they were still learning – a lot of experience had been lost when the previous supervisor had retired from his

role after 28 years and the Operations Manager had been away on maternity leave and had subsequently returned to another role in the company. A Member noted that Page No. 41, Paragraph 7.1 of the report, which related to projects, stated “Implement and review changes to grounds maintenance – in progress” and “Implement changes to street services – ready to be rolled out, we are awaiting confirmation” and he questioned what changes were being made as no detail was included. The Ubico Director of Operations indicated that he did not have that information to hand and he undertook to provide this following the meeting. The Member drew attention to the last bullet point which was around exploring potential for greater service integration with Tewkesbury to deliver operational efficiencies and improvements to collection rounds, trade waste and streets and grounds services and he asked for more clarity on this. In response, the Head of Community Services advised there would be efficiencies in terms of how rounds were structured as a result of the trade waste project which was underway, and a piece of work was being carried out on a countywide basis to see what could be done with other partners. He indicated that he would be happy to provide an overview of the projects which were underway at some point in future.

- 24.9 A Member understood that bulky waste was no longer dealt with by Ubico and he questioned what was being done with the savings. The Head of Community Services explained that was a project being overseen by the Transform Working Group and an update would be provided to the next meeting of that Group. Discussions were taking place with Ubico as to what capacity was available and that needed to be worked through in more detail. He indicated that consideration was being given as to how the vehicles could be used more effectively e.g. for fly-tipping and that information would all be put forward to the Transform Working Group. The Member referred to the table at Page No. 40, Paragraph 4.6 of the report, which the Head of Community had indicated contained the wrong information for 2020/21 in terms of waste and street cleansing service formal complaints. He raised concern that the explanation provided was not correct as the information did not tally at all with that set out at Page No. 56 and he questioned whether the report was checked. In response, the Head of Community Services confirmed this was an anomaly and he explained that the Council received formal complaints which Ubico may never see – the report covered those complaints the Council had dealt with directly whereas the figure provided by Ubico were the complaints which had gone to Ubico for resolution.
- 24.10 With regard to bin requests, set out at Page No. 49 of the report, a Member asked for clarification as to the expected and actual number of days between a request being made and the bin being delivered. He noted that the number of refuse bins requested was 1,255 compared to 975 for recycling despite there being a charge for refuse bins and not recycling and he questioned why these figures were so different given that new houses would receive one of each. The Head of Community Services explained that not all requests were for new houses, some were for replacements where bins had broken etc. so the numbers would always be different. Since Ubico had stopped collecting bulky waste, there had been an improvement in delivery times but he did not have the detailed information. The Ubico Head of Operations believed it was 21 days but he would need to check that. He clarified that the drivers were now going out five days per week rather than 2.5 days per week. Assurance was provided that properties were not left without bins as bags were provided in the interim. A Member noted there was significant residential development within the borough and he questioned whether there was a corresponding increase in bin collections, for instance, was there a certain number of houses which triggered a new collection round or vehicle. The Head of Community Services advised that whilst there was no figure as such, housing numbers were monitored – a new food waste vehicle had recently been purchased as there was no capacity within the current rounds to serve all properties within the borough. In response to a query regarding fleet renewal, the Head of Community

Services advised that the fleet was currently four years old so would be due for replacement in three years' time; however, it would make more sense to profile the replacement over the contract period, rather than replacing them all in one go, so that was being considered. It was noted that certain vehicles had already been replaced, such as the sweeper.

- 24.11 A Member asked for an update on the current situation with regard to the shortage of drivers. The Ubico Director of Operations explained that, in terms of COVID-19, a lot of people had been required to self-isolate as a result of test and trace but that situation had improved over the last couple of weeks. In terms of the national driver shortage, Ubico was promoting from within by offering training to loaders who wanted to drive. There was discussion about a driver supplement across all contracts to make the jobs more attractive; whilst Ubico did not offer as much in terms of hourly rate as other companies, there was a reluctance to increase this but, by offering a supplement, it may help to entice the current drivers to stay at Ubico. An emphasis was placed on promoting other positive aspects of the job such as work-life balance – eight drivers had recently gone to work for another company which operated on the basis of 12 hour shifts and half of those drivers had come back to Ubico because they preferred the work-life balance. There was also more security because the nature of the business made it somewhat recession-proof. In addition, it was intended to arrange an open day at the Swindon Road depot on a Saturday morning to give people an opportunity to see the range of work which Ubico carried out as that was hoped to attract a broader spectrum of people. Adverts had been placed for part-time drivers earlier that week as it may be possible for drivers to share rounds; for instance, the Ubico Director of Operations explained that his neighbour was a retired lorry driver who was looking to get back into work for two or three days per week. The Ubico Head of Operations stressed that, although Ubico was slightly behind the local market rate, it did not want to throw money away and still have vacancies given the current climate. The Head of Community Services advised that the national driver shortage posed a real risk - a local authority in the Midlands used a national contractor which had not been able to deliver its waste service so the authority had suspended its recycling service meaning all waste went to the incinerator. The Ubico Head of Operations also pointed out that Bristol City Council had suspended all garden waste collections for 10 weeks so it was certainly a major risk across the country. A Member welcomed the measures Ubico was putting in place to try to overcome the issues with the national driver shortage, particularly in terms of bringing in retired drivers, and he questioned whether consideration had been given to extended hours contracts for existing drivers. The Ubico Director of Operations advised that some were already working longer hours and that meant overtime costs increased. Local agencies were struggling to get drivers and the quality of agency drivers was often very poor so Ubico was looking at all other options. A Member drew attention to Page No. 61 of the report and asked what the average number of sick days had been for the year – it was shown in months but there was no overall average. The Ubico Director of Operations undertook to find out and advise Members following the meeting.

- 24.12 The Chair thanked the Ubico representatives for their report and it was

**RESOLVED**

1. That the Ubico outturn performance update on the services provided by Ubico be **NOTED**.
2. That future reports should include performance information on grounds maintenance, street cleansing and any other service provided by Ubico.

**OS.25 GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE**

- 25.1 The Chair indicated that the Council's representative on the Gloucestershire Police and Crime Panel had been due to give an update on the last meeting of the Panel; however, he had been held up in traffic and therefore would be unable to attend the meeting. On that basis, the update would be circulated via email following the meeting on this occasion.

**OS.26 GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE**

- 26.1 The Council's representative on the Gloucestershire Economic Growth Scrutiny Committee presented the report, circulated with the Agenda at Pages No.65-68, which contained a summary of the Committee's last meeting held on 9 June 2021. He indicated that the main purpose of the meeting had been to provide an introduction to new Members of the Committee and he would be happy to answer any questions on the information provided.

- 26.2 It was

**RESOLVED** That the Gloucestershire Economic Growth Scrutiny Committee Update be **NOTED**.

**OS.27 FINANCIAL OUTTURN REPORT 2020/21**

- 27.1 Attention was drawn to the report of the Head of Finance and Asset Management, circulated at Pages No. 69-93, and the updated report and Appendix A circulated separately, which provided financial information for quarter four and the full year 2020/21 which would usually be included in the performance report that had been considered by the Overview and Scrutiny Committee at its last meeting. Members were asked to consider the general fund outturn for 2020/21, the reserves position as at 31 March 2021, the financing of the capital programme and the annual treasury management report and performance.
- 27.2 The Head of Community Services advised that he had been unable to include the finance report with the performance management information due to the timing of the completion of the accounts so a separate report had been provided following approval by the Executive Committee. An updated report had been circulated separately following an error by the government. Members were advised that a general fund surplus of over £13m had been generated during the year which was a great overall position and a boost to the Council's reserves; however, it did not resolve the ongoing challenges with the base budget and the concerns over funding reduction and reform remained. In terms of the reserves allocated, a number had been earmarked for specific purposes so there was limited choice over how they could be spent and it was still necessary to act cautiously ahead of an announcement on what the financial future would look like for the Council. The table at Page No. 3, Paragraph 2.3 of the separate papers, gave a breakdown of how the surplus had been generated with the main factors being employee vacancies and turnover and savings in respect of premises and transport as staff had been working mainly from home. There had been an overspend on payments to third parties because several provisions had been raised at year end for planning appeals lodged in the financial year. It should be noted that there had been an underspend on the Ubico contract. During the year, the Council had responded to COVID-19 and a number of costs were directly attributable to that with the main one being support to Tewkesbury Leisure Centre to help with unavoidable costs of closing during the pandemic as well as additional Ubico costs due to extra staff, vehicles, personal and protective equipment (PPE) and cleaning products in order to be COVID-19 secure. With regard to projects funded externally, the vast majority of the £1m saving was due to additional government funding received, particularly

relating to the Garden Town; that money was moved to reserves at year end. Council income was showing additional income levels of £1.29m over the budgeted position; the majority of fees and charges budgets were under target due to the pandemic, with the exception of planning fees, so the large variance was due to substantial external grant income received during the year for a range of activities including homelessness prevention, carbon reduction and supporting the leisure centre which had boosted the surplus. With regard to commercial activity, the Council had acquired two new commercial investment properties in the year which had generated extra rental income. The overall position on the retained business rates scheme showed a surplus for the full year which included that generated by being in the Gloucestershire Business Rates Pool. £4.9m of business rates relief funding had been provided by the government to cover the loss of income from businesses; the impact of this was not realised until the following financial year so £5.1m must be held in a reserve to fund the future deficit that would form part of the outturn next year. In relation to that, the Head of Finance and Asset Management advised that the surplus of £3.5m generated on the business rates collection fund in 2019/20 had been realised in the 2020/21 outturn. He went on to explain that the Council had received a general grant from central government to relieve expenditure pressures relating to COVID-19 which had totalled £1.25m; this was not ringfenced for specific services. The balance of the £2.178m received related mainly to new burdens funding for administering the numerous grant schemes introduced by the government throughout the pandemic. Tewkesbury Borough Council had also claimed £450,000 compensation for losses incurred in its sales, fees and charges income streams as a result of the pandemic. Overall, this totalled approximately £13m which, together with the planned contribution to the reserves, resulted in £14.4m being transferred to the reserves; that was a significant amount and would be used for things such as the vehicle replacement programme and other Council projects. Appendix A, circulated separately, gave a full explanation of all variances exceeding £40,000 at a group level.

- 27.3 The Head of Finance and Asset Management went on to advise that a breakdown of the reserves of the Council as at 31 March 2021 was shown at Appendix B to the report. When added to the £17m existing reserves, there was over £31m total revenue reserves at year end. A note had been added to explain the reason for the significant movement. Notwithstanding this, the majority of reserves were planned contributions or external funding received for specific purposes – i.e. normal activities, such as Section 106, one-offs, such as vehicle replacement, and COVID-19 recovery. Some of the factors contributing to the increase had been known about, for instance, the business rates surplus, and that had been used to reinstate the Medium Term Financial Strategy reserve which had been used last year to pay a levy to the government for business rates. The resulting reserves balance was £2.7m which put the Council in an excellent position to tackle the financial challenges ahead. The surpluses generated within the general fund had allowed the Corporate Leadership Team to make allocations to fund priority areas which included carbon reduction and further sums for COVID-19 recovery.
- 27.4 Moving to the capital programme, expenditure was dominated by the purchase of the final two investment properties, infrastructure projects such as Ashchurch Bridge, replacement vehicles and equipment which largely related to IT equipment for remote working, and Disabled Facilities Grants. A summarised capital programme was set out at Appendix C to the report together with sources of finance used. A treasury report was set out at Appendix D to the report and that provided a lot of the detail the Council was required to produce. The Council had needed to borrow money to ensure liquidity during the early months of the pandemic but there had been an in-year gain from the capital growth of pooled funds which had recovered much of the loss experienced at the outset. The Head of Finance and

Asset Management reiterated that this was a great position to be in and money had been set aside to deal with a number of priorities; however, it did not deal with the challenges on its own.

- 27.5 A Member noted that the report and Appendix A had been updated following publication of the Agenda, as set out on the separate papers, and asked for clarification on the adjustments that had been made to the figures in terms of business rates reliefs and reserves. The Head of Finance and Asset Management advised that an extra £82,000 had gone into the Medium Term Financial Strategy useable reserves; this was due to a very simple, yet complicated, mistake in the calculator the government used to calculate losses due to local government from the business rates impact – this had meant that the spreadsheet had produced the wrong figure to start with. Another Member drew attention to Page No. 73, Paragraph 2.12 of the report, which stated that £14.6m had been transferred to reserves and he asked what percentage of the Council's total income that represented. The Head of Finance and Asset Management indicated that was a very good question and he advised that, removing housing benefit income from the government, the Council's income for the year was approximately £23m which was around 40%. The Member went on to ask why there was a discrepancy between the amount being transferred and the amount being spent and was advised that the unusual amount of reserves was due to the impact of COVID-19 and the amount of grant funding, as well as the situation with business rates; in the 20 years he had worked at the authority, the Head of Finance and Asset Management had never seen a surplus of this level and was unlikely to see it again. It was very difficult to reconcile the ongoing base budget with the amount of Council Tax charged; the fear was that the government would see the reserves and think there was no need to give any grant funding but, hopefully, the reason why the reserves were in place would be recognised. Another Member pointed out that some were earmarked reserves and the Head of Finance and Asset Management confirmed there was only £2.8m uncommitted funds within the Medium Term Financial Strategy with the remainder allocated to specific projects.
- 27.6 A Member noted that the Corporate Leadership Team had allocated £1.8m of reserves and he questioned how this had been decided and whether this had been taken to Executive Committee or Council. The Head of Finance and Asset Management confirmed it had been agreed by the Executive Committee which had a remit to approve reserves. In terms of the items identified, there was an immediate risk around development management for a number of reasons, but particularly due to the amount of applications being received for large developments, so a decision had been made to allocate funding to ensure there was capacity within the team to deal with those. With regard to Ubico vehicle replacement, it had been identified there was likely to be a shortfall during 2024/25 when the fleet was due to be replaced so it was intended to look to extend the useful life of the current vehicles as far as possible. Transform Working Group had received an excellent presentation on the general work being done to transform services, for instance, in areas such as housing benefits and customer services, so money had been allocated to the digital team to continue to make efficiencies. Climate change was a priority area within the Council Plan but there was very little funding associated with it and Officers were keen to support early wins. Looking at the Council as a whole, the money could probably be allocated several times over; however, the Head of Finance and Asset Management believed it had been allocated where it was needed at this time. In terms of the pay award reserve, Members would recall that the base budget had included 0% uplift; however, employers had made an offer of 1.5% which had been rejected by the union so there was now a real danger it would be above that amount, as such, reserves had been allocated to make provision for a 2.3% increase.

27.7 Having considered the information provided, it was

**RESOLVED** That the general fund outturn for 2020/21, the reserves position as at 31 March 2021, the financing of the capital programme and the annual treasury management report and performance be **NOTED**.

**OS.28 CARBON REDUCTION ACTION PLAN**

28.1 The report of the Head of Finance and Asset Management, circulated at Pages No. 94-112, provided an update on year one of the Council's carbon reduction action plan and set out the recommended year two action plan. Members were asked to consider the progress made to date and to note the request for a permanent Carbon Reduction Programme Officer post.

28.2 Members were reminded that the baseline audit of the Council's current carbon consumption had been taken to Council in July 2020, along with an action plan designed to achieve carbon neutrality in the Council Offices by 2030, and there was now an opportunity to reflect on the progress that had been made as at the end of year one. A year two action plan had been approved by the Executive Committee and within that report was a recommendation to put in place a permanent officer to support the carbon reduction programme going forward; having been accepted by the Executive Committee, that would now be a recommendation to Council. Members were advised that good progress had been made during year one, particularly within the last six months, and the achievements were detailed in Appendix A to the report with particular reference being made to the completion of energy diaries for all operational Council buildings and survey work at the Roses Theatre and the Council's homeless properties and Horsford Trust properties. In addition, a number of smaller projects had been carried out such as the installation of new lighting within Council-owned car parks and approval of a cycle salary sacrifice scheme for the Council. A significant success had been the number of grants attracted with more than £305,000 Department for Business, Energy and Industrial Strategy (BEIS) funding secured which would be used to support the installation of a new heating system within the Council Offices later in the year. Members were informed that 26 tonnes of carbon had been saved within the last financial year which had been partly due to the reduced electricity costs as a result of staff working from home because of the COVID-19 pandemic; however, there had been an increase in gas consumption due to there being fewer people in the offices and no natural heat being generated. Data was currently being collected from other sites and in terms of business travel for Officers and Ubico and the Climate Change and Flood Risk Management Group met regularly to receive updates on a whole range of work being undertaken.

28.3 With regard to year two, a balanced set of actions were proposed including embedding the carbon reduction agenda within the Council and raising awareness; Tewkesbury Borough Council was not very good at flagging up its achievements but a significant amount had actually been delivered during the first year compared to other authorities. It was intended to continue to look for further funding opportunities and to update a number of policies as well as casting an eye to the future and what that might mean - there were some big targets which the Council was looking to achieve internally but, at some point, it would be necessary to look wider than the Council Offices so it was important to have that debate about the role of the Council and the implications for funding etc. The main project for 2021/22 was the heating replacement which would have a significant impact on the carbon footprint and it was hoped to go out to tender by the end of the week.

- 28.4 Despite the financial challenges faced by the authority, Council was being asked to approve a permanent Carbon Reduction Programme Officer post. The Head of Finance and Asset Management explained that one-off funding had been used to support the first 12 months of the programme and that had been used to employ a part-time consultant to get the programme up and running and provide support. It was hoped that a full-time Officer would be able to drive the programme and take advantage of the various opportunities out there in terms of funding and working with partners. The Head of Finance and Asset Management and the Asset Manager had both put quite a lot of time into the first 12 months of the programme and that was not sustainable going forward. This had been discussed with the Lead Member for Clean and Green Environment and it was hoped Council would approve the new post.
- 28.5 A Member drew attention to Page No. 97, Paragraph 2.3 of the report, which stated that the data for the Council Offices showed a 25% reduction in electricity consumption which was expected as a result of changes to working patterns during the pandemic; however, he noted that electricity would be used by staff working from home so that was not necessarily a reduction in real terms and he asked whether any provision had been made for the Council to reimburse staff for the additional costs they were incurring through home working. The Head of Finance and Asset Management recognised that any savings were offset by the energy staff consumed whilst working at home; however, as it was not possible to gather data from staff working from home, it could only be acknowledged and presented to be robust. As things moved forward and some home working became the norm, it would be necessary to put in place measures to bring it into scope. A decision had been taken not to support staff financially for working at home partly because some staff would be making savings in terms of commuting. Whilst the general position was that staff would not be compensated for electricity, the Council would support any staff wishing to make a tax claim and that was down to the individual Officers to take up with HMRC. The Member asked whether there had been any feedback from staff about that decision and he was advised that the majority had been understanding of the position but, as expected, there were a few who would prefer to be paid a weekly allowance. The Member suggested a formal questionnaire should be issued to staff in order to obtain some solid evidence and the Head of Finance and Asset Management provided assurance that staff would be supported in terms of a balance of home working and bringing them back into the offices. A number of staff surveys had been undertaken over the last 15/16 months on welfare and wellbeing etc. and the feedback from those surveys had been taken into account. The HR and OD Manager advised that a survey had been carried out during summer 2020 which had shown that 95% of respondents would like a combination of working from home and from the office going forward and that had been taken into consideration when planning for the way ahead; whilst it was still important to ensure continuity in terms of a staff presence at the Council Offices, it was generally up to individual managers to decide how their teams operated provided it met the needs of the service. The Member felt there was a need to be cautious going forward as electricity was a work expense which the employer was obliged to pay whereas it was staff who were obliged to cover travel costs; he pointed out that some companies had given a one-off payment to compensate employees. In response, the Head of Finance and Asset Management acknowledged there would be a whole spectrum of factors to take into account going forward and he provided assurance that the Council was keen to support its employees. The HR and OD Manager advised that other Councils had been consulted via the South West Councils Network and the course of action taken by Tewkesbury Borough Council was in line with other authorities. As part of the national pay negotiation, the trade unions had proposed a working from home payment which would be mandated but that had been rejected so would not be considered going forward.

28.6 A Member drew attention to Page No. 106 of the report in relation to the Roses Theatre surveys and asked whether Severn Wye Energy Agency had provided indicative costs when it had conducted the survey. The Head of Finance and Asset Management confirmed that potential costs had been provided and he was happy to circulate those details following the meeting. The Member noted that the final item listed in the additional outputs achieved in 2020, set out at Page No. 110 of the report, was 'electricity bill for Overview and Scrutiny Committee' and he asked whether there had been any successful outcome regarding that bill. The Head of Finance and Asset Management explained that this had been included simply to reflect the time and input from the Carbon Consultant to support the discussion that had taken place.

28.7 A Member noted that a Countywide Climate Change Coordinator had recently been appointed and he asked whether Tewkesbury Borough Council was contributing to that post and how it would ensure there was no overlap with the new full-time Carbon Reduction Programme Officer role being recommended to Council. In response, the Head of Finance and Asset Management confirmed that Tewkesbury Borough Council did contribute to the countywide post, which was primarily about coordination, to ensure the district councils were working closely together, sourcing opportunities and drawing on the strengths of the individual councils. The Countywide Climate Change Coordinator had only recently taken up the role and was currently collating information but he provided assurance that Officers would be working closely with them to formalise the role and understand how they would be interacting with the authorities. It was important to bear in mind that Tewkesbury Borough Council was only one of seven partners using the Coordinator so its own work was significant and there would be plenty for the new Officer to do in terms of delivering the action plan and taking opportunities that could not currently be taken due to current capacity. Both roles would help the Councils carbon reduction agenda and it was possible there may be a requirement for more staff going forward as it was potentially such a huge area. The Member queried when the job description and remit for the new Carbon Reduction Programme Officer would be available for Members to view and the Head of Finance and Asset Management advised that the Executive Committee report offered more explanation but if Members wanted to see the job description he would be happy to circulate it. The action plan gave an idea of the main areas of focus and he stressed the importance of embedding the climate change agenda throughout the Council and ensuring all services were taking this into consideration in their day-to-day activities. Looking at colleagues across the county, the Head of Finance and Asset Management was the only one who was not a climate change officer so it was vital a resource was put in place to power Tewkesbury Borough Council's ambitions in terms of carbon reduction. The Chair advised the report had been well received when considered by the Executive Committee and he agreed that the Section 151 Officer should not be the one driving the climate change agenda for the Council; that agenda was so significant that a dedicated officer was essential. The Member who had raised the initial points about the new role clarified that he agreed that officer was needed but he was keen to understand how they would be used to maximum effect. In his view, it had been helpful for the Head of Finance and Asset Management to play such a key role thus far from a financial perspective as projects could be properly costed etc. and assurance was provided that the Finance team would continue to have oversight of the programme going forward.

28.8 It was

**RESOLVED**

That the progress achieved in year one of the Council's Carbon Reduction Action Plan, the recommended year two action plan and the request to Council for a permanent Carbon Reduction Programme Officer post be **NOTED**.

**OS.29 ANNUAL WORKFORCE DEVELOPMENT STRATEGY REVIEW 2020/21**

- 29.1 The report of the Head of Corporate Services, circulated at Pages No. 113-130, set out the progress made against delivery of the Workforce Development Strategy during 2020/21 and the actions planned for 2021/22. Members were asked to consider the report.
- 29.2 The HR and OD Manager reminded Members that the Workforce Development Strategy was a five year strategy which covered the period 2019-24. The strategy was accompanied by a five year action plan and the progress made during 2020/21 was presented alongside the key performance measures at Appendix 2 to the report with the proposed action plan for 2021/22 set out at Appendix 1. During the year, a lot of services had adapted their focus in order to respond to the COVID-19 pandemic and Appendix 3 showed the organisational health and wellbeing support for employees which had a specific focus on COVID-19. The HR and OD Team had been responsive to the needs of the Council and its employees with the development and adjustment of policies, new training and new welfare support alongside the normal workload.
- 29.3 A Member drew attention to Page No. 127 of the report, specifically the performance measure in relation to the gender pay gap, and he asked what plans were in place to reduce the gender pay gap to zero and how many years that would take. In response, the HR and OD Manager explained that, whilst it was a useful metric, it must be taken in context. Small organisations such as Tewkesbury Borough Council tended to have fewer “big money” posts so any changes to those positions had a significant impact on the overall figures. Notwithstanding this, it had been identified that those occupying the top positions in the authority tended to be men with a greater number of women in the lower tiers and that skewed the results. In order to try to address this, it was necessary to make clear that careers at lower levels were an option for men and to support female staff wanting to progress; staff were supported with a management development programme and the South West Councils coaching networks were also being utilised. It was noted that this figure would be different in 2021/22 as the Deputy Chief Executive had left the authority and his post had subsequently been deleted.
- 29.4 A Member went on to draw attention to Page No. 121 of the report which talked about performance management and he questioned whether a performance management structure was in place. The HR and OD Manager confirmed there was an existing policy around managing poor performance, known as the capability process, and it was intended to re-look at that to make it slicker and more effective. The Member noted there had been a significant reduction in average sickness rates to 9.7 days per employee compared to 12.4 days per employee in 2019/20 which he assumed did not include absences due to COVID-19. In response, Members were advised that these figures did include COVID-19 absences and an extra way to measure this had been included in the system to enable reporting. The HR and OD Manager pointed out that a decision had been taken to discount absences as a result of staff having a reaction to their COVID-19 vaccinations for the purposes of absence management so this did not deter people from getting vaccinated. Staff were able to work in an agile way so, although some had been self-isolating at various times, they were largely able to continue to work from home which was a real strength of the organisation. A Member questioned how it would work going forward if there was a move towards hybrid working, for instance, would staff be expected to work set days from the office and from home and would there be flexibility to change that if they were unwell, or they had to care for a child that was unwell. The HR and OD Manager advised that one factor which had contributed to the reduction in sickness absence was that staff had not been mixing as much, therefore had not been spreading germs around, with measures such as masks and hand sanitiser reducing transmission even further. It was hoped a sensible

approach would continue as 95% of staff were able to work in an agile way; however, it would be up to individual managers to decide if and when staff needed to be in the office.

29.5 A Member drew attention to Page No. 119 which stated that the 'ATS and website refresh' work would be complete in July 2021 and he questioned whether that had been achieved. He also pointed out there were a number of acronyms within the documentation and he asked for clarification on what ATS stood for. In response, the HR and OD Manager confirmed that the new website for recruitment had gone live on 5 July 2021 which presented the Council in a much more attractive way than before. The website was linked to an Applicant Tracking System (ATS) which enabled applications to be digital. In terms of the ambitions around training, the Member questioned whether consideration had been given to using gap analysis software. The HR and OD Manager advised that it was very early days for the training analysis; however, the team was developing a matrix which would identify essential qualifications for posts which was not currently available - once that had been done, the team would look at a system for training. At the moment, a lot of this was manual and labour intensive which made it very difficult to report and create a gap analysis but some initial scoping conversations had taken place with other local authorities so collaboration may be possible. The Head of Corporate Services reiterated the good work that had been done in terms of creating the recruitment microsite which had involved a fantastic effort from the team to get that in place. This meant that all recruitment would be automated, both at the front end and behind the scenes, and a Member Update would be circulated shortly with a link to the site.

29.6 With regard to Appendix 3 to the report, which set out the standard health and wellbeing offer for staff and the additional support in response to the COVID-19 pandemic, a Member questioned whether there was any way of monitoring its effectiveness. In response, the HR and OD Manager confirmed that a wide range of things were being done including a quarterly health check which asked staff whether they had the right things they needed to be able to carry out their job safely and questions about their mental health around work. There was also an opportunity for staff to leave a comment which the HR and OD Team would pick up and feedback to Heads of Service etc.

29.7 It was

**RESOLVED** That the progress made against delivery of the Workforce Development Strategy during 2020/21 and the actions planned for 2021/22 be **NOTED**.

## **OS.30 SEPARATE BUSINESS**

30.1 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.

**OS.31 TRADE/COMMERCIAL WASTE SERVICE BUSINESS CASE UPDATE**

*(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))*

- 31.1 Members considered the update on progress of the high-level implementation plan in relation to the trade/commercial waste service business case.

The meeting closed at 6:50 pm

**EXECUTIVE COMMITTEE FORWARD PLAN 2021/22**

**REGULAR ITEM:**

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

**Additions to 1 September 2021**

- Council Plan 2020-2024 (Year 2) refresh and Covid-19 Corporate Recovery Plan Refresh.

**Deletions from 1 September 2021**

- Confidential Item: Debt Write Offs – not required this month.

**Committee Date: 6 October 2021**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter One 2021/22.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter one performance management and recovery information.	Head of Corporate Services.	No.
<b>Fixed Penalty Policy and fine levels for environmental offences.</b>	<b>To approve the Fixed Penalty Policy and the fine levels for environmental offences.</b>	<b>Head of Community Services.</b>	<b>No.</b>
<b>Homeseeker Plus Policy.</b>	<b>To approve the Homeseeker Plus Policy for the countywide housing register.</b>	<b>Head of Community Services.</b>	<b>No.</b>
<b>Council Tax Reduction Scheme and Council Tax Discounts 2022/23.</b>	<b>To approve the Council Tax Reduction Scheme and Council Tax Discounts 2022/23.</b>	<b>Head of Corporate Services.</b>	<b>No.</b>

17

Agenda Item 5

<b>Committee Date: 17 November 2021</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Financial Update – Quarter Two 2020/21.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
<b>Absence Management Policy</b>	<b>To approve the Absence Management Policy.</b>	<b>Head of Corporate Services.</b>	<b>No.</b>
<b>Redundancy and Redeployment policy</b>	<b>To approve the Policy.</b>	<b>Head of Corporate Services.</b>	<b>No</b>
<b>Allocations Policy</b>	<b>To approve the Policy.</b>	<b>Head of Corporate Services.</b>	<b>No.</b>
<b>Tree Safety Management Policy.</b>	<b>To approve the Policy.</b>	<b>Head of Finance and Asset Management.</b>	<b>No.</b>
<b>Environmental Health Enforcement Policy.</b>	<b>To approve the Environmental Health Enforcement Policy.</b>	<b>Head of Community Services.</b>	<b>No.</b>
<b>Planning Service Review Action Plan.</b>	<b>To consider the Planning Service Review Action Plan.</b>	<b>Head of Development Services.</b>	<b>No.</b>
<b>Infrastructure Funding Statement 2021.</b>	<b>To recommend to Council approval for publication.</b>	<b>Head of Development Services.</b>	<b>No.</b>
<b>Community Infrastructure Levy Review – New Draft Charging Schedule.</b>	<b>To recommend to Council approval for consultation.</b>	<b>Head of Development Services.</b>	<b>No.</b>

**Committee Date: 17 November 2021**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
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 January 2022

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

20

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

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

**Committee Date: 30 March 2022**

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

23

**PENDING ITEMS**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Date Item Added to Pending</b>
Spring Gardens Regeneration Phase 1a report.	To agree the recommendation of the preferred option for the regeneration of Spring Gardens.	4 September 2019
Parking Strategy Review.	To consider the recommendations from the Overview and Scrutiny Committee.	6 January 2020
Parking Strategy Review.	To consider the statutory responses to the Parking Strategy Review.	6 January 2020
Council Plan 2020/24 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	3 February 2021
Managing Contractors Safely Policy.	To approve the Policy.	26 July 2021

## OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2021/22

### REGULAR ITEMS:

- Executive Committee Forward Plan
- Overview and Scrutiny Committee Work Programme 2021/22 (to include the Action List Update on a quarterly basis – June, September, January and March meetings each year, starting on 7 September 2021).

<u>Additions to 7 September 2021</u> <ul style="list-style-type: none"> <li>•</li> </ul>
<u>Deletions from 7 September 2021</u> <ul style="list-style-type: none"> <li>•</li> </ul>

Committee Date: 12 October 2021			
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 consider the progress made against the delivery of the Economic Development and Tourism Strategy – year 4 (2021/22 actions)	Economic and Community Development Manager	No.
Complaints Report	To consider the annual update to provide assurance that complaints are managed effectively.	Head of Corporate Services	No.
<b>Gloucestershire Health Overview and Scrutiny Committee Update</b>	<b>To receive an update from the Council's representative on matters considered at the last meeting (14 September 2021).</b>	N/A	<b>No. Meeting date changed to 12 October 2021 which is the same date at the Overview and Scrutiny Committee so the update will be circulated via email on this occasion.</b>

**Committee Date: 12 October 2021**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (15 September 2021).	N/A	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (28 September 2021).	N/A	No.

<b>Committee Date: 23 November 2021</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
LGA Peer Challenge Report Action Plan	To monitor implementation of the action plan (six monthly).	Head of Corporate Services	No.
<b>Depot Services Working Group Update</b>	<b>To consider the update on the work of the Depot Services Working Group (biannual).</b>	<b>Head of Community Services</b>	<b>No – Depot Services Working Group met on 24 August 2021 where the work programme for the remainder of the year was agreed.</b>
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (20 October and 17 November 2021).	N/A	No.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (16 November 2021).	N/A	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (3 November 2021).	N/A	No.

<b>Committee Date: 11 January 2022</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Two 2021/22	To review and scrutinise the performance management and recovery information and, where appropriate, to require response or action from the Executive Committee.	Head of Corporate Services.	No.
<b>Parking Strategy Review</b>	<b>To endorse the findings of the Parking Strategy Review and approve the draft strategy for public consultation.</b>	<b>Head of Finance and Asset Management.</b>	<b>No - Moved from pending items August 2021. The Parking Strategy Review Working Group is due to meet on 29 September 2021.</b>
<b>CONFIDENTIAL ITEM – Trade Waste Project Update</b>	<b>To receive an update on the progress of the trade waste project.</b>	<b>Head of Community Services.</b>	<b>No.</b>

<b>Committee Date: 8 February 2022</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Annual Growth Hub report	To receive a report on the performance of the Growth Hub and the support given to the economic growth of the borough.	Economic and Community Development Manager.	No.
<b>Digital Strategy</b>	<b>To consider the revised Digital Strategy prior to approval by the Executive Committee on 2 March 2022.</b>	<b>Head of Corporate Services.</b>	<b>No – agreed by the Overview and Scrutiny Committee at its meeting on 13 July 2021.</b>
<b>Housing Strategy</b>	<b>To endorse the new Housing Strategy prior to consideration by Executive Committee and Council.</b>	<b>Head of Community Services.</b>	<b>No – moved from pending items as a timetable for the review has now been agreed. An Overview and Scrutiny Committee Workshop is in the process of being arranged for November.</b>
Gloucestershire Health Overview and Scrutiny Committee 2022/23 Financial Contribution	To conduct the annual review of the effectiveness of the Council's involvement in the Gloucestershire Health Overview and Scrutiny Committee in order to authorise payment of the Council's contribution to the running costs for the forthcoming year.	Head of Corporate Services.	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (4 February 2022).	N/A	No.

**Committee Date: 8 March 2022**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Three 2021/22.	To review and scrutinise the performance management and recovery information and, where appropriate, to require response or action from the Executive Committee.	Head of Corporate Services	No.

<b>Committee Date: 5 April 2022</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Customer Care Strategy	To consider the progress made against the actions within the Customer Care Strategy during 2021/22 and to endorse the action plan for 2022/23.	Head of Corporate Services	No.
Communications Strategy 2020-24	To consider the progress made against the actions within the Communications Strategy during 2021/22 and to endorse the action plan for 2022/23.	Corporate Services Manager	No.
Overview and Scrutiny Committee Annual Report 2021/22	To approve the annual report as required by the Council's Constitution to ensure that the activities of the Overview and Scrutiny Committee are promoted, both internally and publicly, to reinforce transparency and accountability in the democratic process.	Head of Corporate Services.	No.
Depot Services Working Group	To receive the annual report on the work of the Depot Services Working Group and to consider whether there is a continuing role for the Group and if any changes to the Terms of Reference are required.	Head of Community Services.	No
Overview and Scrutiny Committee Work Programme 2022/23	To consider and approve the forthcoming Committee work programme.	Head of Corporate Services.	No.

Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (25 March 2022).	N/A	No.
---	---	-----	-----

<b>PENDING ITEMS</b>		
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Date Item Added to Pending</b>
<b>Planning Services Review Action Plan</b>	<b>To monitor delivery of the Planning Services Review Action Plan – <i>To be added to the appropriate meeting following consideration by the Executive Committee.</i></b>	<b>13 July 2021</b>
Community Services Improvement Review	To consider the progress made against the Community Services Improvement Plan. Moved from 14 July 2020 and 9 March 2021. Little activity has taken place over recent months due to COVID-19.	14 July 2020
Council Tax Reduction Scheme Review	To set up an Overview and Scrutiny Committee Working Group to review the scheme and make a recommendation to the Executive Committee/Council. (deferred from 2020/21)	April 2020
Update on Local Policing Arrangements	To receive an update from the Police on local arrangements.	13 October 2020
Advice and Information Centres (AIC)	To set up an Overview and Scrutiny Committee Working Group to review the scheme and make a recommendation to the Executive Committee. (deferred from 2020/21)	-----
Active Gloucestershire Report on the progress of its 'We Can Move' Project.	To report on an annual basis following the Council's decision to provide funding to the project of £10,000 per year for five years. Annual reports will commence once the project is up and running.	3 March 2021 following Executive Committee.

# Overview and Scrutiny Committee – 18 June 2019 – 8 June 2021

COMMITTEE DATE: 18 June 2019					
AGENDA ITEM	TITLE	ACTION	COMMENT	CONTACT OFFICER	ACTION COMPLETE Yes / No
9.	Enviro-Crime Annual Report	Report to be brought back to the Committee setting out the various options and cost implications in relation to replacement of existing CCTV cameras.	All EH resources are focused on Covid-19 business advice, enforcement and supporting the community hub. This will be progressed when we return to normality. During the pandemic one further overt CCTV camera (with ANPR) has been purchased using funds received from the Gloucestershire PCC.	Head of Community Services	No Target date: September 2021

# Overview and Scrutiny Committee – 18 June 2019 – 8 June 2021

35

COMMITTEE DATE: 22 October 2019					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
8.	Review of Planning Enforcement Plan	<ul style="list-style-type: none"> <li>Enforcement to be included in the customer satisfaction survey being undertaken as part of the Development Services Improvement Plan.</li> </ul>	A new improvement plan is being developed for the service and will take account of any actions that can be brought forward from the previous improvement plan. Overview and Scrutiny Committee have requested oversight of the new plan.	Head of Development Services	Yes
10.	Warm and Well Scheme Update	<ul style="list-style-type: none"> <li>Fuel poverty training session to be arranged for all Members in the New Year (delivered by the Severn Wye Energy Agency).</li> </ul>	Training sessions to be arranged. All Environmental Health resources are focused on Covid-19 business advice, enforcement and supporting the community hub. This will be progressed when we return to normality.	Head of Community Services	No Target date: December 2021
		<ul style="list-style-type: none"> <li>Warm and Well Scheme to be included on the agenda for the next Town and Parish Council seminar.</li> </ul>	This will be progressed when it is safe to do so, and public member meetings are once again being held. In the interim, an article will be included in the next edition of Parish Matters.	Head of Community Services	No Target date: To be confirmed

# Overview and Scrutiny Committee – 18 June 2019 – 8 June 2021

COMMITTEE DATE: 14 January 2020					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
8.	Enviro-Crimes Interim Report	<ul style="list-style-type: none"> <li>Officers to advise Members when they are going out to Parishes so that Members can also ensure they are visible and able to promote the enviro-crimes service.</li> </ul>	All Environmental Health resources are focused on Covid-19 business advice, enforcement and supporting the community hub. When visits are re-instigated officers will be instructed to notify Ward Members.	Head of Community Services	Yes

# Overview and Scrutiny Committee – 18 June 2019 – 8 June 2021

COMMITTEE DATE: 14 July 2020					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
5.	Performance Management – Quarter 4 and Full Year 2019/20	<ul style="list-style-type: none"> <li>• P31 - Objective 4 – Action b) Disposal of the Ministry of Agriculture, Food and Fisheries (MAFF) site –                             <ul style="list-style-type: none"> <li>– Realistic target date for action to be included in new performance tracker (October 2020 set before Officers fully understood impact of Covid-19 on resources).</li> </ul> </li> </ul>	Finance & Asset Management remain very much involved in Covid-19 response, particularly in respect of the ongoing business grant work. Return to normal business activities will be considered once that requirement has ended.	Head of Finance & Asset Management	No Target date: To be considered post business grant payments.
		<ul style="list-style-type: none"> <li>• P43 – Objective 3 – Action b) Achieve the Council’s affordable homes target by working with local housing providers – Consideration to be given to reporting affordable houses within urban extensions as a separate KPI so Members can more easily see what is being delivered [possibly consider as part of development of new Housing Strategy).</li> </ul>	KPIs are currently under review and will form part of the Council Plan/performance tracker refresh.	Head of Community Services	No Target date: September 2021

# Overview and Scrutiny Committee – 18 June 2019 – 8 June 2021

COMMITTEE DATE: 13 October 2020					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
10.	Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter 1 2020/21	<ul style="list-style-type: none"> <li>Objective 1 – Action d) – clarification to be sought as to how a three year delay could be justified and response emailed to all O&amp;S Members via Democratic Services.</li> </ul>	<p>In order to capture all rural areas across the borough, surveys will be carried out in phases. The latest round of surveys was posted to households throughout September 2020. They were due to be completed in spring 2020 but were delayed due to Covid-19 restrictions.</p> <p>We have now received the draft versions of the six surveys and Gloucestershire Rural Community Council (GRCC) will be contacting the Parishes to discuss possible next steps. A briefing note will be circulated to the relevant Ward Members and Parish Councillors.</p>	Head of Community Services	No

# Overview and Scrutiny Committee – 18 June 2019 – 8 June 2021

39

COMMITTEE DATE: 24 November 2020					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
6.	Overview and Scrutiny Committee Work Programme 2020/21	Parking Strategy Review not currently taking place due to COVID-19 – timetable will be reviewed with Members and updated on the work programme accordingly.	A meeting of the Parking Strategy Review Working Group has been scheduled for the end of September at which time the timetable for completion of the strategy will be discussed and agreed.	Head of Finance & Asset Management	No
7.	Annual Review of Ubico	Ubico to understand where the new properties data came from in the Ubico report.	Future data to be aligned with Council Tax data.	Ubico	Yes
8.	Gloucestershire Police and Crime Panel Report	Representative to ask how Gloucestershire runs its police recruitment as it seemed slow in comparison to other areas.	Information not yet available.	Cllr David Gray.	No.

# Overview and Scrutiny Committee – 18 June 2019 – 8 June 2021

COMMITTEE DATE: 12 January 2021					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
6.	O&S Work Programme	Update on flooding response to be provided to Members following Officer review.	The Climate Change and Flood Risk Management Group considered the review at its meeting in June.	Head of Community Services	Yes
		Cllr Paul McLain has asked Parishes affected by recent flooding to compile list of issues encountered which he will share with Head of Finance and Asset Management and Head of Development.	Information not yet received.	Cllr Paul McLain	No
7.	Council Plan Performance Tracker and COVID-19 Recovery Tracker – Qtr Two 2020/21.	Grange Field maintenance plan to be shared with Cllr Munro when available.	Maintenance plan is currently being developed and will be circulated shortly.	Community and Economic Development Manager	No
		5% target of businesses with a rating of three to be reviewed to understand if it is a good stretch target.	On hold due to Covid-19. Minimal number of food inspections have been carried out since March 2020. Data likely to be out of date.	Head of Community Services	No

# Overview and Scrutiny Committee – 18 June 2019 – 8 June 2021

COMMITTEE DATE: 12 January 2021					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
		Update on Celebrate 2021 to be provided to all Members through a Member Update when plans are firmed up.	Member update circulated 9 July 2021.	Community and Economic Development Manager	Yes

COMMITTEE DATE: 9 March 2021					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
9.	Council Plan Performance Tracker and COVID-19 Recovery Tracker - Quarter 3 2020/21.	P50 – Carry out housing needs assessments to deliver affordable housing in rural areas – Head of Community Services to provide an update as part of the next performance tracker report on whether the final end date will be achieved following sickness absence at GRCC.	Rural housing needs assessments have started again and are progressing well.	Head of Community Services	Yes

41

# Overview and Scrutiny Committee – 18 June 2019 – 8 June 2021

COMMITTEE DATE: 9 March 2021					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
		P54 – Through the development process, work with communities to deliver the CIL and S106 – Head of Development Services to organise a second workshop for Parishes on the subject and also one for Borough Councillors.	At date for the Member workshop is currently being looked at.  A session for the Parishes is being developed for September.	Head of Development Services	No
		P62 – Continue to improve the proactive homelessness prevention programme – Consider if this needs rewording as homelessness prevention work was ongoing.	Homeless prevention work continues and has not ceased during Covid-19. The wording will be reviewed.	Head of Community Services	No
		P74 – Deliver the first phase of the ‘bridge project’ in line with the funding requirements – Garden Town team to provide a briefing note for all Members after the planning application has been considered at Planning Committee on 16 March.	Report taken to Audit and Governance Committee on 24 March, following securing of planning consent, to provide assurance on the management of the project specific risks featured within the Corporate Risk Register.	Garden Town Programme Director	No

# Overview and Scrutiny Committee – 18 June 2019 – 8 June 2021

COMMITTEE DATE: 9 March 2021					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
			<p>Meanwhile, Ashchurch Rural Parish Council has made an application to the High Court for judicial review of the Borough Council's decision to grant planning permission. A court hearing date is still awaited; however, work is continuing in parallel on the detailed design process for the scheme and it is proposed that a briefing note to update all Members on the forward plan for the project will be provided once the outcome of the Judicial Review is known and the delivery timelines for the project can be more accurately confirmed.</p>		

43

# Overview and Scrutiny Committee – 18 June 2019 – 8 June 2021

COMMITTEE DATE: 9 March 2021					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
		<p>Planning Enforcement team –</p> <ul style="list-style-type: none"> <li>Concerns raised about responses to enquiries – Development Manager to look into it and contact Shurdington Parish Council directly to discuss concerns.</li> <li>Concerns raised about emails to Members which only state that there is enforcement happening in a Ward but provides no details about what, or where, the enforcement was, or what the outcome was.</li> </ul>	<p>The Development and Enforcement Officer has contacted the Parish Clerk.</p> <p>The notifications sent to Members have been reviewed and details of the breach are included.</p> <p>Following the appointment of the Senior Enforcement Officer we will be reviewing the way in which decisions on enforcement cases are communicated with reasons given for the outcome.</p>	Development Manager	No
		Business Transformation team – A briefing with O&S Members from the team.	A session with the Committee was held on 29 April 2021.	Head of Corporate Services	Yes

# Overview and Scrutiny Committee – 18 June 2019 – 8 June 2021

COMMITTEE DATE: 9 March 2021					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
		Tewkesbury Waste Aware website – Link to be sent to Members.	A link was sent to all Members of the Committee on 17 May 2021.	Head of Community Services	Yes
11.	Trade / Commercial Waste Service Business Case.	Broad outline for project milestones to be produced for the next meeting of the O&S Committee.	Reported to Committee on 6 April 2021.	Head of Community Services	Yes

45

COMMITTEE DATE: 6 April 2021					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
4.	Minutes.	Updates on the development at the airport, the A417 missing links and Junctions 9 and 10 of the M5 motorway to be circulated to Members.	Briefing note was circulated on 27 April 2021.	Chief Executive	Yes

# Overview and Scrutiny Committee – 18 June 2019 – 8 June 2021

COMMITTEE DATE: 6 April 2021					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
8.	Depot Services Working Group Update.	Next Agenda to include an item to discuss the 'Frequency of Meetings'.	Depot Services Working Group met on 24 August and agreed its meeting dates and work programme for the remainder of the year – meetings will be quarterly but additional can be arranged if, and when, necessary.	Head of Community Services	Yes
12.	Trade/Commercial Waste Service Business Case – Initial Project Milestones.	Update to be submitted to O&S Cttee on the progress made in three months' time.	Update given to the Committee at its meeting on 13 July 2021.	Head of Community Services	Yes

# Overview and Scrutiny Committee – 18 June 2019 – 8 June 2021

COMMITTEE DATE: 8 June 2021					
AGENDA ITEM	TITLE	ACTION	COMMENT	CONTACT OFFICER	ACTION COMPLETE Yes / No
8.	Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Four 2020/21	P47 – Objective 2 – Action a) Deliver employment land through allocating land in the Joint Core Strategy (JCS) and Tewkesbury Borough Plan –  Head of Development Services to discuss concerns about the JCS and urban extensions and appropriate housing design with Cllr P McLain.		Head of Development Services	
		Consideration to be given to arranging a Member seminar on housing design.	Officers will be arranging a training session for Members on the Government’s Housing Design Guide. Date TBC.	Head of Development Services	No
		P52 – Objective 4 – Action c) Celebrate with partners the significance of 2021 for Tewkesbury – Community and Economic Development Manager to be asked to ensure Member Updates in respect of the 2021 Committee are sent out in a timely fashion.	A Member update was circulated on 9 July. Further updates will follow at key stages of the project.	Head of Development Services	Yes

47

# Overview and Scrutiny Committee – 18 June 2019 – 8 June 2021

COMMITTEE DATE: 8 June 2021					
AGENDA ITEM	TITLE	ACTION	COMMENT	CONTACT OFFICER	ACTION COMPLETE Yes / No
		P59 – Objective 3 – Action a) Work with partners, infrastructure providers and developers to progress the delivery of key sites – Head of Development Services to advise Cllr Thomson whether the Section 106 monies in relation to the developments at South Churchdown and Brockworth had been received from the developers.	Councillor Thomson has been advised in relation to the s106 monies.	Head of Development Services	Yes
		P65 – KPIs 12 and 13 – Percentage of ‘major’ applications determined within 13 weeks or alternative period agreed with the applicant and percentage of ‘minor’ applications determined within eight weeks or alternative period agreed with the applicant – Head of Development Services to look into response rates in terms of officers getting back to customers.	Officers have been reminded that they need to return calls and this will be monitored. Customer care training is currently being organised for all front facing services.	Head of Development Services	Yes

# Overview and Scrutiny Committee – 18 June 2019 – 8 June 2021

49

COMMITTEE DATE: 8 June 2021					
AGENDA ITEM	TITLE	ACTION	COMMENT	CONTACT OFFICER	ACTION COMPLETE Yes / No
		<p>P68/69 – KPIs 16,17 and 18 – Investigate category B cases within five working days, investigate category C cases within 10 working days and investigate category D cases within 15 working days –</p> <p>Members to be advised of the timetable for the delivery of the enforcement tracker for the Members’ area of the intranet.</p>	<p>Following the appointment of the Senior Enforcement Officer we will be reviewing the way in which decisions on enforcement cases are communicated.</p> <p>The use of a tracker has been investigated; however, this would not provide meaningful updates. Members are encouraged to contact the named enforcement officer or Development Manager for further details on individual cases.</p>	Head of Development Services	Yes
		<p>Members had previously asked for more information when notified about enforcement cases in their areas e.g. the action that had been taken and the reasons behind that and this should be progressed as a matter of urgency.</p>	<p>The notifications sent to Members have been reviewed and details of the breach are included.</p>	Head of Development Services	Yes

# Overview and Scrutiny Committee – 18 June 2019 – 8 June 2021

COMMITTEE DATE: 8 June 2021					
AGENDA ITEM	TITLE	ACTION	COMMENT	CONTACT OFFICER	ACTION COMPLETE Yes / No
		P71 – Objective 1– Action c) Deliver the planning service improvement plan - Recommend to the Executive Committee that the Overview and Scrutiny Committee monitor delivery of the action plan arising from the review of the systems and procedures of the Development Management service.	Agreed by the Executive Committee and added to pending section of Overview and Scrutiny Committee Work Programme to be considered at the appropriate time.	Head of Corporate Services	Yes
		P86 – Objective 2 – Action b) Improve bio-diversity across the borough and educate communities on its benefits – List of all biodiversity schemes being deferred for six months to be circulated to Members (only the Grange Field referenced in the tracker)	Circulated via Member update on 9 July 2021.	Community and Economic Development Manager	Yes
		P88 – KPI 32 – Number of reported enviro-crimes –  Discussion to take place with County Council as to whether the process for obtaining road closures for litter picking could be sped up.		Head of Community Services	

# Overview and Scrutiny Committee – 18 June 2019 – 8 June 2021

COMMITTEE DATE: 8 June 2021					
AGENDA ITEM	TITLE	ACTION	COMMENT	CONTACT OFFICER	ACTION COMPLETE Yes / No
10.	Corporate Peer Challenge – Progress of Action Plan	Session to be arranged by September on how to maximise the value of Overview and Scrutiny Committee.	Timing to be discussed with the Chair and Vice-Chair at their briefing on 7 September 2021.	Head of Corporate Services	No
o.	Private Rented Sector Housing Scheme	Establish whether companies buying private rented properties and changing their use to holiday lets was a particular problem within the borough.		Head of Community Services	

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	7 September 2021
<b>Subject:</b>	Council Plan Performance Tracker and Covid-19 Recovery Plan Tracker 2021/22 (Qtr1)
<b>Report of:</b>	Head of Corporate Services
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Members:</b>	Leader of the Council
<b>Number of Appendices:</b>	5

### **Executive Summary:**

The Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities - i.e. finance and resources, economic growth, housing and communities and customer first - plus the approval of two new priorities i.e. garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and they are refreshed where appropriate. The refreshed plan is to be considered by Executive Committee on 1 September 2021 and then by Council on 28 September 2021. It is not anticipated there will be any major changes to any of the actions.

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 as the strategic priorities of the Council remain the same despite COVID-19. Similar to the Council Plan, the recovery plan has a number of objectives and actions. The recovery plan was approved by Executive Committee on 5 August 2020. A recovery plan tracker has been created to monitor progress in delivering those objectives and actions (Appendix 2). Similar to the Council Plan, the recovery plan actions have also been refreshed.

Given the synergies of the two tracker documents, they are reported together. For example, given that resources have been deployed in response to the pandemic, this will inevitably mean that some of the actions within the Council Plan may not have progressed as intended.

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

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

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

**Recommendation:**

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

**Reasons for Recommendation:**

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

**Resource Implications:**

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

**Legal Implications:**

None directly associated with this report.

**Risk Management Implications:**

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

**Performance Management Follow-up:**

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

**Environmental Implications:**

None directly associated with this report.

## 1.0 INTRODUCTION/BACKGROUND

- 1.1 A new Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities - i.e. finance and resources, economic growth, housing and communities and customer first - plus the approval of two new priorities i.e. garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and are refreshed where appropriate. The refreshed plan is to be considered by Executive Committee on 1 September 2021 and then by Council on 28 September 2021. It is not anticipated there will be any major changes to any of the actions.

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

## **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 first 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 agreement of new leases for various properties within the commercial property portfolio. (page 3 of the tracker)
- The Growth Hub delivered 13 events during quarter one, 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)
- In June 2021, Gloucestershire County Council announced its preferred design for the proposed upgrade to M5 all-ways Junction 10. (page 7 of the tracker)
- The first promotion event to be held under the Tewkesbury High Street Heritage Action Zone is due to take place on 18 September. (page 9 of the tracker)
- In partnership with ARK Consultancy, work on a new Housing Strategy has commenced. (page 15 of the tracker)
- A collective total of £107,000 has been awarded in Council capital grants to help improve community facilities. (page 19 of the tracker)
- The successful implementation of the new bulky waste service. (page 27 of the tracker)
- The implementation of a new recruitment microsite and an automated recruitment tracker system. (page 28 of the tracker).
- In July 2021, a joint press release with Cheltenham Borough Council announcing HBD X Factory has been selected as its preferred development partner to assist with the Golden Valley Garden community. (page 38 of the tracker)
- Specification for the new heating system has been developed and is out to tender. (page 39 of the tracker)
- Year two of the Carbon Reduction Action Plan was approved by Executive Committee in July 2021. (page 39 of the tracker)
- The implementation of a small Waste Electrical and Electronic Equipment (WEEE) scheme. (page 44 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
<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 <b>no further updates can be provided.</b></p>
<p>Deliver employment land through allocating land in the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).</p> <p>(Page No. 6 of the Council Plan performance tracker)</p>	<p>😞 Joint Core Strategy- The target date of <b>summer 2021</b> for the preferred options consultation to take place has not been achieved. 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. The JCS timetable is being reviewed and until this has taken place a new target date is unknown.</p>
<p>Work with partners to undertake the required review of the JCS.</p> <p>(Page No. 13 of the Council Plan performance tracker)</p>	<p>😞 Please see above.</p>
<p>Carry out housing needs assessments to deliver affordable housing in rural areas.</p> <p>(Page No. 15 of the Council Plan performance tracker)</p>	<p>😊 The next phase of surveys has been delayed from <b>February 2021 to March 2022</b> due to capacity issues at Gloucestershire Rural Community Council (GRCC). A meeting is due to take place in September to re-establish the future timeline for the next assessments to be carried out. It is hoped the remaining assessments will likely take place between autumn 2021- winter 2022, this will be confirmed in Q2. The longer-term target of March 2023 should hopefully be achievable.</p>
<p>Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.</p> <p>(Page No. 16 of the Council Plan performance tracker)</p>	<p>😞 Joint Core Strategy – please see first action above.</p>
<p>Formally establish the Garden Town planning status through the JCS.</p> <p>(Page No. 37 of the Council Plan performance tracker)</p>	<p>😞 Joint Core Strategy- please see first action above.</p>

Establish planning policies to ensure the delivery of healthy and sustainable communities.  (Page No. 40 of the Council Plan performance tracker)	☹️ Joint Core Strategy- please see first action above.
---	--

**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 June 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 the first quarter for 2021/ 22 is:

☺️ (on target)	☹️ (below target but confident annual target will be achieved)	⊗ (below target)	Data not available
<b>10</b>	<b>3</b>	<b>6</b>	<b>3*</b>

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

- KPI 7 (number of visitors entering Growth Hub) due to the Hub remaining closed during quarter one.
- KPI 36 (percentage of Freedom of Information requests answered on time). This is due to a change in systems and the report functionality is currently being built. The data for these KPIs will be available in quarter two.
- KPI 37 (percentage of formal complaints answered on time). See above.

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
<b>11</b>	<b>6</b>	<b>0</b>	<b>5*</b>

\*The five KPIs where data is not available relate to:

- KPI 7, 36 and 37 – as above.
- 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 ↓
17	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant. (Page No. 22 of the Council Plan performance tracker)	↓ ☹️ The Q1 figure is lower than last year's outturn with only 27 out of 49 (55.10%) 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 Services.
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)	↓ ☹️ 129 of 168 decisions were made within agreed timescales during Q1. This equates to performance of 76.79%, 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 Q1. One of the cases was visited within the 24-hour target. This has resulted in performance of 50% for the quarter which is below both last year's outturn of 100% and this year's target of 90%.
20	Investigate category B cases within five working days (development causing, or likely to cause, irreparable harm or damage). (Page No 24 of the Council Plan performance tracker).	☹️ Four category B cases were received during Q1, and three were investigated within the timescale (75%). This is lower than the local target of 90% but was an improvement when compared to last year's outturn of 61.54%.
21	Investigate category C cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity). (Page No. 25 of the Council Plan performance tracker)	↓ ☹️ 26 category C cases were received in Q1, and five of these were handled within the target timeframe (19.23% outturn). This is significantly below both the local target of 80% and last year's outturn of 36.51%.

22	Investigate category D cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment). (Page No. 26 of the Council Plan performance tracker)	↓ During Q1, 19 category D cases were received, and four cases (21.05%) of these were handled within the target timeframe. Performance has fallen when compared to last year's outturn of 40.68%. Whilst it is lower than last year it is likely to still achieve this year's target of 70%.
31	Average number of days to process change in circumstances to housing benefit claims. (Page No. 33 of the Council Plan performance tracker)	↓ Whilst performance for quarter Q1 (five days), is above the Council's target of four days, the number of days has also increased when compared to last year's outturn of two days. It is still lower than the national average of six days.
38	Number of reported enviro-crimes. (Page No. 45 of the Council Plan performance tracker).	☹ 432 enviro crimes were reported in Q1. If figures remain at this rate throughout the year it will exceed this year's 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:

- A member of the Audit team has been transferred back from the Business Cell to review the Internal Audit Plan and recommendations to begin the recovery of the internal audit function. (Page 1 of the recovery tracker).
- Tewkesbury Leisure Centre has received good feedback on customer experience following the reopening on 12 April. The number of customers indicates that the leisure contract could soon return to a cost neutral position. (Page 2 of the recovery tracker).
- The Public Services Centre reopened to customers from 19 July and Committee meetings in the Civic Suite started again in person. (Page 2 of the recovery tracker).
- A Business Intelligence Officer has now been recruited and a cross service project plan will be developed to maximise the use of business intelligence within the Council. (Page 3 of the recovery tracker).
- An action plan has been agreed to deliver the 'Welcome Back Fund' – High Street recovery project. (Page 7 of the recovery tracker).

- Housing Services completed assessing the additional demand on the housing service. Surveys were carried out to Housing Register applicants and responses show positive trends of improvement in relation to households with tenancy difficulties. This has been supported by the steady number of housing advice and homelessness cases received, and new temporary accommodation places decreasing. (Page 8 of the recovery tracker).
- The COVID-19 Community Grant Scheme continues to be promoted with 139 groups being awarded £114,079 in total. (Page 9 of the recovery tracker).
- 15 groups from the Voluntary and Community Sector attended an online training seminar hosted by Inform Gloucestershire. (Page 10 of the recovery tracker).
- Executive Committee agreed in March 2021 a package funding of £10,000 per year for the next five years to support the Active Gloucestershire 'We Can Move' project. (Page 16 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
Review the effectiveness and efficiency of the environmental health service, including an assessment of additional demand and available resources. (Page 10 of recovery tracker).	<b>Deferred-</b> The effectiveness review has been on hold due to the level of COVID-19 response needed. The demand on the service remains high particularly relating to hosting events in a COVID-19 secure manner. Once cases further stabilise this will be revisited.
Deliver the Council Tax and business rates e-billing project. (Page 12 of the recovery tracker).	☹ There have been delays in this project, which has resulted in the target date being amended from <b>July 2021</b> to <b>November 2021</b> . This new target date will allow the Business Transformation team to test the new system before it goes live in November.
Agree funding for and appoint a new Carbon Reduction Programme Officer to support the Council's climate emergency declaration and the delivery of its action plans. (Page 15 of the recovery tracker).	☹ It was agreed at Executive Committee in July to recommend to Council at July's meeting; however, this meeting was cancelled and will now go to September's meeting. As a result, the target date has been amended from <b>July 2021</b> to <b>September 2021</b> .

**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 Q1 shows a projected surplus of £22,382 for the full year against the approved budget. Whilst there are numerous moving parts within the base budget reflecting both service delivery and COVID-19 response, the net forecast position is in line with budget estimates for the year. Whilst there are early indications that income streams are improving and there is potential for increased government support, given the report is based on performance in only the first three months of the year, a prudent position is taken with regards to full year estimates.

5.2 The following table highlights the forecast outturn position for service provision, the net position on corporate income and expenditure and the resulting surplus.

	Budget	Full Year Projection	Full Year Variance
<u>Services expenditure</u>			
Employees	£11,009,171	£10,631,663	£377,508
Premises	£590,411	£592,495	-£2,084
Transport	£55,270	£49,617	£5,653
Supplies & Services	£2,083,206	£2,088,946	-£5,740
Payments to Third Parties	£6,524,630	£6,599,635	-£75,005
Transfer Payments - Benefits Service	£13,544,132	£13,544,132	£0
Central Recharges	£29,929	£29,929	£0
COVID-19 Costs	£0	£415,094	-£415,094
Income	-£21,419,831	-£20,685,417	-£734,414
<b>Services Sub Total</b>	<b>£12,416,918</b>	<b>£13,266,095</b>	<b>-£849,177</b>
<u>Corporate expenditure</u>			
Treasury – Interest Received	-£345,000	-£345,000	£0
Treasury – Borrowing Costs	£480,000	£465,000	£15,000
Investment Properties	-£3,176,343	-£3,124,587	-£51,756
Corporate Savings Targets	-£155,000	£0	-£155,000
Core Government funding	-£1,013,409	-£1,608,336	£594,927
New Homes Bonus	-£2,508,861	-£2,508,861	£0
Business rates	£2,672,870	£2,418,711	£254,159
Council Tax Surplus	-£24,833	-£24,833	£0
Council Tax precept	-£4,579,735	-£4,579,735	£0

Use of reserves & MRP	-£3,766,607	-£3,980,836	£214,229
<b>Corporate Sub Total</b>	<b>-£12,416,918</b>	<b>-£13,236,720</b>	<b>£871,559</b>

**Surplus / (deficit) £22,382**

### Service Expenditure

- 5.3** The quarter one full year projection highlights a full year cost of service provision totalling £13.266m, resulting in a deficit against the approved budget of £849,177. The following paragraphs highlight the main reasons for this projected deficit. 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 £377,508. It should, however, be noted that within the Councils 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 £222,508. Savings have accrued across a number of service areas including Corporate, Development and One Legal but also with senior management following the decision in June to delete the post of Deputy Chief Executive. This saving is offset to some degree this year by the cost of recruitment to a new Head of One Legal.
- 5.5** Payments to third parties highlights a small projected overspend of £75,005. This includes additional costs relating to an increased amount of burials at our cemeteries, the cost of a Domestic Homicide Review and a forecast overspend on the Ubico contract sum in relation to extra payment being made in order to attract and retain drivers for our services. A national shortage of drivers, estimated to be around 70,000, has resulted in an impact on many forms of business with local authority waste collection services not immune to this impact. There have been a growing number of examples where authorities have had to suspend collections as a result of driver shortage. To help mitigate the problem on the Tewkesbury Borough contract, an increased market supplement has been agreed, whilst driver training for loaders continues. The rest of the contract sum is on target.
- 5.6** Tewkesbury Borough services continue to see a financial impact from the COVID-19 pandemic with a full year cost estimated at £415,094. 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-19 grant funding provided by the Government and new burdens funding for the business cell work – see Paragraphs 5.10 and 2.12.
- 5.7** Income in many areas of Council activity has recovered well from the impact of coronavirus with a number of income streams either back on budget or delivering a small surplus. Some areas, however, continue to be affected by the COVID-19 pandemic with reductions in income levels in our car parks during the first quarter, an expectation that the Tewkesbury Leisure Centre contract fee won't be provided during the year and current vacancies for our office units within the Council Offices. In addition, One Legal income remains below target although this is offset to an extent by the savings on employee costs.

### Corporate Expenditure

- 5.8** 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 £871,559 for the financial year.

- 5.9** Treasury activities are largely expected to be in line with budget predictions, although a small saving on borrowing costs could be achieved. Our commercial property portfolio is currently predicting a small deficit on the year as a result of the expected temporary void at one office unit and the inducements offered to secure leases at our Clevedon units. This deficit could be offset by rental income for Unit 5 at our Tipton site where interested parties are currently agreeing heads of terms for a long term lease. 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 2.12.
- 5.10** Core government funding is showing a significant surplus as a result of the additional COVID-19 general fund grant of £424,927. In addition to this, the Council will also receive additional new burdens funding for its continuing administration of business grants and it will also be able to claim compensation for losses on its sales, fee and charges as a result of covid for the first quarter of the year. The level of new burdens funding is not yet known and the calculation of the compensation claim has yet to take place. A prudent estimate of £100,000 for new burdens and £70,000 for the compensation claim has been included within the projection. It is hoped that by the second quarter report, exact figures will be known for both elements.
- 5.11** Our anticipated retention of business rates income shows a gain of approximately £1.4m from the original budget, compiled in December 2020. At the time of compilation, the outlook for the economy and businesses was very uncertain as a result of the impact of COVID-19 and we adopted a prudent view, following national guidelines, for likely levels of business rates in 2021/22. The first quarter has highlighted businesses in Tewkesbury Borough to be doing significantly better than these estimates with, for example, the level of empty properties being considerably lower than forecast.
- 5.12** 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 (MRP). 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.
- 5.13** Overall, the first quarter projection for the full financial year shows an anticipated surplus of £22,382. As the country continues to recover from the pandemic, we hope that income streams continue the upward trend, the business environment remains positive and we gain clarity on the additional funding due from central government.

## **6.0 CAPITAL BUDGET POSITION**

- 6.1** Appendix 4 shows the capital budget position as at Q1. This is currently showing an underspend of £78,233 against the profiled budget of £286,658. 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)

As can be seen from Appendix 4, the first three capital projects have yet to incur any expenditure, or in the case of vehicle acquisition only minor expenditure, but the DFG scheme is ahead of the profiled budget and has incurred an overspend. All expenditure on DFGs is covered by grant funding provided by the County Council and so no cost of this scheme is borne by the Borough Council.

## **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-19 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 Q1 position shows that there remains a significant balance on the reserves, the expectation is that the balances will be spent in the future. Finance has asked for updates from all departments about their plans to ensure that earmarked reserves are either used for their intended purpose or released back to the general fund.

## **8.0 OTHER OPTIONS CONSIDERED**

- 8.1** None

## **9.0 CONSULTATION**

- 9.1** None

## **10.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

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

## **11.0 RELEVANT GOVERNMENT POLICIES**

- 11.1** None directly.

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

- 12.1** None directly.

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

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

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

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

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

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

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

---

**Background Papers:** None

**Contact Officer:** Head of Corporate Services (Appendix 1 and 2)  
01684 272002      Graeme.simpson@tewkesbury.gov.uk

Head of Finance and Asset Management (Appendix 3-5)  
01684 272005      simon.dix@tewkesbury.gov.uk

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

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

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

66

PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 1. To ensure the council remains financially secure in the long term.</b>				
a) Introducing and complying with the Chartered Institute of Public Finance and Accountancy's (CIPFA) new Financial Management Code.	Target date: December 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management		Review of code to take place during the Autumn with an action plan to address gaps, if any, being compiled by the end of the calendar year.
b) Produce a Medium-Term Financial Strategy that recognises the impact of funding	Target date: January 2022	Head of Finance & Asset Management		MTFS scheduled to be presented to committee and Council in January 2022. Initial updates and scenarios have been, and will continue to be, shared with Transform Working Group. Still awaiting

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

reform and, delivers a balanced approach to meeting funding gaps.		Lead Member for Finance and Asset Management		information from government about funding beyond March 22.
<b>PRIORITY: FINANCE AND RESOURCES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 2. Maintain a low council tax.</b>				
a) 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 MTFs and subsequent budget will ensure the central scenario and agreed annual council tax will remain within the lowest quartile.
<b>Objective 3. Maintain our assets to maximise financial returns.</b>				
a) Update the council's asset management plan.	Target date: March 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management		The Asset Management Plan (AMP) is scheduled to be updated in the final quarter.
b) Approve a new planned maintenance programme.	Target date: June 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management		The long term planned maintenance programme will follow the production of the Asset Management Plan.

67

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

<p>c) Ensure that voids within our commercial property portfolio are re-let at the earliest opportunity.</p>	<p>Target date: March 2022</p>	<p>Head of Finance &amp; Asset Management  Lead Member for Finance and Asset Management</p>	<p>😊</p>	<p>Both units in our Clevedon property, where leases expired in May, have now been re-let.</p> <p>Unit 5 in Tipton, which was vacant on acquisition, has Heads of Terms out to the interested party for agreement.</p> <p>An office building in Hertfordshire saw the surrender of the lease for two units earlier in the year. One new lease has been agreed and there are interested parties in the other unit.</p> <p>Vacant units at the Council Offices are advertised.</p>
<p><b>PRIORITY: FINANCE AND RESOURCES</b></p>				
<p><b>Actions</b></p>	<p><b>Target date</b></p>	<p><b>Responsible Officer/Group</b></p>	<p><b>Progress to date</b></p>	<p><b>Comment</b></p>
<p><b>Objective 4. Deliver the council's commercial strategy.</b></p>				
<p>a) Deliver the approved trade waste business case to make the service commercially viable.</p>	<p>Target date: <del>April 2017</del> <del>July 2017</del> <del>August 2017</del> <del>April 2018</del> <del>April 2019</del> <del>December 2019</del> <del>September 2020</del> February 2021 March 2021 Target date: March 2022  (in accordance with project milestones reported to O&amp;S 6 April 2021)</p>	<p>Head of Community Services  Lead Member for Clean and Green Environment</p>	<p>😊</p>	<p>A project officer was appointed in July to lead on project delivery. A detailed project plan is currently being developed with timescales aligned to the high-level plan reported to O&amp;S Committee.</p>

68

## Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

<p>a) Ensure that the Ubico resource made available as a result of the bulky waste review is redeployed.</p>	<p>Target date: March 2022</p>	<p>Head of Community Services  Lead Member for Clean and Green Environment</p>	<p>😊</p>	<p>This project is currently being worked on with Ubico. A number of options are being explored. Timescales will depend on which option is preferred. Options include using the bulky waste vehicle and crew to reduce agency costs and using it for fly-tipping recovery. The project team will also be reviewing a longer-term option that could potentially see a good return on the resource, this is at early stages and the Transform Working Group will be informed of any progress.</p>
<p>b) Deliver the One Legal service review and action plan.</p>	<p>Target date: January 2022 (Stage one of the review)</p>	<p>Borough Solicitor  Lead Member for Corporate Governance</p>	<p>😊</p>	<p>The One Legal service review will be carried out in stages. The first stage is to review the operating model at level one and two and recruit post holders.</p>

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

70

PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 1. Deliver our strategic plans and economic development plans.</b>				
a) To deliver an economic assessment of businesses within Tewkesbury Borough.	Target date: June 2022	Head of Development Services  Lead Member for Economic Development/ Promotion		The economic assessment will form part of the work to develop the new Economic Development and Tourism Strategy. It is expected that work will commence in the autumn.
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. These are currently being delivered online. A phased approach to re-introducing 'in person' events is planned, in line with the appropriate guidance. In Quarter 1, 13 events have been delivered on subjects which include: social media, marketing and action planning.
c) Work with the Local Enterprise Partnership (LEP) and other partners to deliver the Local Industrial Strategy (LIS).	Target date: <del>December 2019</del> <del>June 2020</del> Date to be confirmed (as reported to O&S July 2020)	Head of Development Services  Lead Member for Economic Development/ Promotion	Deferred pending response from BEIS	In April, Central Government launched their latest plan for economic growth, called Build Back Better. This plan for growth and recovery builds on the local industrial strategy and looks to maximise strengths across the economy. It is expected that this will include a focus on high quality infrastructure, skills, innovation and support for transition to net zero in 2050. Further information is awaited on how this will be rolled out regionally/locally.

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 2. Deliver employment land and infrastructure to facilitate economic growth.</b>				
a) Deliver employment land through allocating land in the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).	<p>Target date: <del>Autumn 2019</del></p> <p><del>Spring 2020</del></p> <p><del>Winter 2020</del></p> <p><del>Summer 2021</del> (preferred options consultation)</p> <p>Date to be confirmed (reported to O&amp;S committee in September 2021)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	<p>☹</p>	<p>112ha of employment land has been allocated within the JCS. The take up of employment land will be monitored in the Authority Monitoring Report (AMR), which government planning guidance requires the council to publish.</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"> <li>• Issues &amp; Options Consultation – Winter 2018/19</li> <li>• Preferred Options Consultation – Summer 2021</li> <li>• Pre-Submission Consultation – Winter 2022</li> <li>• Submission to the Secretary of State – Spring 2023</li> <li>• Examination – Summer 2023</li> <li>• Adoption – Winter 2023</li> </ul> <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>

71

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

72

	<p><del>Winter 2018</del>  <del>Summer 2019</del>  <del>Autumn 2019</del>  <del>December 2019</del> <del>Spring 2021</del> <del>Autumn 2021</del></p> <p>Target date: Adoption: February 2022*</p> <p>*Timings are dependant on the inspector's preliminary findings and if further work is required.</p> <p>(revised date reported to O&amp;S committee in June 2021)</p>			<p>The Tewkesbury Borough Plan has identified further employment sites which have been informed by the Employment Land Review.</p> <p>Potential employment sites have been assessed to see if they would make sustainable allocations for inclusion in the plan. This has been supported by several evidence base documents to support evidence of deliverability. As such, over 40ha of new employment has been identified in the plan.</p> <p>The examination into the Local Plan started on 16 February 2021 and completed on 18 March 2021. The council is now awaiting comments from the inspector with regards to the proposed modifications.</p> <p>Adoption is expected early next year.</p>
<p>b) Work with partners to secure transport infrastructure improvements for the all-ways Junction 10.</p>	<p>Target date: September 2024</p>	<p>Director of Garden Communities  Lead Member for the Built Environment</p>		<p><u>All-ways Junction 10</u>  Gloucestershire County Council 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>GCC has now (June 21) announced Option Two as its preferred design for the proposed upgrade to M5 Junction 10. This option was the clear preference with those who took part in the public consultation and involves upgrading the existing junction with a grade separated roundabout centred on the existing junction.</p> <p>The scheme elements will now be developed further before an opportunity for additional feedback on the detailed proposals is made through a statutory consultation. This is expected to be towards the end of 2021. Further work will follow to confirm the scheme before an application for planning consent. It is currently anticipated that the upgraded junction will be open in 2024.</p>

## Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

				<p>The government funding for Junction 10 also includes the provision of an expanded park and ride facility at Arle Court to help to ease congestion further by taking traffic off local roads. Consultation and planning on this element, now known as 'Arle Court Transport Hub', will take place later this year with construction anticipated to follow in 2022.</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.	<p>Head of Development Services</p> <p>Lead Member for Built Environment</p>	☺	<p>The Infrastructure Funding Statement (IFS) is an annual report published by the council to provide a summary of all financial contributions relating to S106 agreements and Community Infrastructure Levy. The IFS is currently being worked on and is on target to be published on the council's website in December 2021.</p>

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

74

PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 3. Deliver borough regeneration schemes.</b>				
a) Increase community engagement through delivery of a range of community initiatives and events for the Tewkesbury High Street Heritage Action Zone.	Target date: March 2022	Head of Development Services  Lead Member for Economic Development/Promotion	☺	<p>A number of events are planned to be delivered throughout the duration of the HSHAZ. These include training courses on traditional materials and skills, for example the use of lime mortars and how to create traditional signs. It is also planned to take a new photographic exhibition of Tewkesbury 'on tour' to residential care homes and schools, to ensure that as many different elements of the community are reached and engaged by the scheme.</p> <p>The first event to be held under the HSHAZ is a drop in event to be held in the American Gardens to the rear of the town hall on the morning of 18 September. This event will publicise the HSHAZ; it will also include exhibitions from organisations that will present later in the scheme as well as some demonstrations using traditional materials and skills.</p>
b) Introduce a shop-front grant scheme through the Tewkesbury High Street Heritage Action Zone.	Target date: October 2021	Head of Development Services  Lead Member for Economic Development/Promotion	☺	<p>A shop front grant scheme, where funding from Historic England and the council is offered to specific businesses and property owners to undertake the restoration or reinstatement of historic shopfronts and carry out façade restoration, is currently being put together. The aim of the scheme is to give the High Street a more sympathetic and harmonious appearance by reversing some of visually discordant changes that have happened in recent years.</p> <p>A schedule of potential grant recipients has been compiled, and the application forms and information for applicants is currently being formulated with a view to the scheme being launched at the end of September.</p>

**PRIORITY: ECONOMIC GROWTH**

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

75

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 4. Promote the borough as an attractive place to live and visit.</b>				
a) Work with Cotswold Tourism to increase digital marketing to promote the borough.	Target date: March 2022	Head of Development Services  Lead Member for Economic Development/Promotion	😊	<p>There are a number of different aspects to the bigger 'uncover the cotswolds' project which was funded through the visit england discover fund. Some of the work achieved so far includes:</p> <ul style="list-style-type: none"> <li>• <a href="#">Escape to the cotswolds</a> website being created- this digital marketing campaign is complete with the website helping attractions, event organisers and accommodation providers have an online bookable presence which has been essential during and post covid.</li> <li>• Total social media following has now passed the 150,000 mark. The council have been working with cotswold tourism in offering social media support, creating blogs, using #hashtags training courses and a series of training videos have been created alongside with some helpful notes to help businesses improve their online presence and digital skills which look at tourism businesses website.</li> <li>• Businesses can now make business listing by directly booking online at <a href="#">cotswolds.Com</a>.</li> <li>• Creating a digital guide for visitors that can be downloaded and gives them information on the attractions of the area. The guide has also been created as a booklet which is available in the bedrooms of accommodation establishments who are cotswold tourism members.</li> </ul>
b) Celebrate with partners the significance of 2021 for Tewkesbury.	Target date: December 2021	Head of Development Services  Lead Member for Economic Development/Promotion	😊	<p>The 2021 committee will be focussing on three major events for 2021, incorporating a son et lumiere, Tewkesbury Tapestry community artwork and school engagement through a virtual festival.</p> <p>In line with the Executive Committee resolution, the council has awarded £25,000 towards the 2021 celebrations.</p>

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

76

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%						June 2021 figure of 3.2% relates to 1780 people within the borough. This figure is below the county rate of 3.8 % and UK rate of 5.6%.  (Source: ONS).	Lead Member for Economic Development/ Promotion Head of Development Services
3	Number of business births.	465 (2019 figure)								These are the current ONS figures for Business Births and Death Rates.	Lead Member for Economic Development/ Promotion
4	Number of business deaths	415 (2019 figure)								Business births have increased with 465 new businesses in 2019.  The number of business deaths has increased on last year but remains below the county, regional and national average.	Head of Development Services

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

77

5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	0	8,000	2997				↑	😊	<p>Both TICs were closed throughout last year, due to Covid-19.</p> <p>Tewkesbury TIC re-opened in April 2021 in line with government guidance when non-essential shops were able to re-open.</p> <p>Overseas visitor numbers are dramatically reduced as visitor confidence has grown; this has been reflected through numbers coming through the TIC.</p> <p>Winchcombe TIC remains closed whilst discussions are being finalised regarding lease for moving back to the refurbished Winchcombe Heritage Centre, rather than its temporary location.</p>	<p>Lead Member for Economic Development/ Promotion</p> <p>Head of Development Services</p>
6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	0		0							
7	Number of visitors entering the Growth Hub	0	250	0						<p>Tewkesbury Growth Hub (located in the reception area of the PSC) was closed throughout last year, due to Covid-19.</p> <p>In line with Government guidance the hub has a gradual and phased reopening from July 2021, running an appointment only service. The reduced target for visitor numbers reflects this and the fact</p>	<p>Lead Member for Economic Development/ Promotion</p> <p>Head of Development Services</p>



# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

79

				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.
b) Finalise and adopt the Tewkesbury Borough Plan.	<p><del>Winter 2018</del>  <del>Summer 2019</del>  <del>Autumn 2019</del>  <del>December 2019</del>  <del>Spring 2021</del>  <del>Autumn 2021</del></p> <p>Target date: Adoption: February 2022*</p> <p>*Timings are dependant on the inspector's preliminary findings and if further work is required.</p> <p>(revised date reported to O&amp;S committee in June 2021)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	😊	The examination in public was completed on 18 March 2021. The council is awaiting comments from the Inspector with regard to the proposed modifications. Adoption is expected early next year.
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 1. Deliver the housing needs of our communities</b>				

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

88

c) Developing a fit for purpose four-year housing strategy.	Target date: April 2022	Head of Community Services Lead Member for Housing	😊	In partnership with ARK Consultancy, work on the new Housing Strategy has commenced. A member workshop will be held in November 2021 and the strategy taken through the committee process. It is scheduled for final approval by Council on 12 April 2022.
d) Carry out housing needs assessments to deliver affordable housing in rural areas.	<del>March 2020</del> <del>February 2021</del> New target date: March 2022 March 2023 (overall completion) (New short term target date reported to O&S committee in September 2021)	Head of Community Services Lead Member for Housing	😐	Gloucestershire Rural Community Council (GRCC) undertakes Housing Needs Surveys on our behalf. To capture all rural areas across the borough, surveys will be carried out in phases.  GRCC will contact each parish from the latest set of surveys in Forthampton, Chaceley, Tirley, Hasfield, Ashleworth and Deerhurst to offer some time to discuss the findings and next steps. This piece of work has been instructive and led to GRCC adopting a change in approach across the rest of the County in relation to Community Led Housing (CLH).  The next phase of surveys has been delayed from spring 2021 due to capacity issues at GRCC. A meeting is due to take place in September to re-establish the future timeline for the next assessments to be carried out. It is hoped the remaining assessments will likely take place between autumn 2021-winter 2022, this will be confirmed in Q2 update. The longer-term target of March 2023 should still be achievable.
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 2. Ensure development plans provide for the five-year land supply requirement.</b>				

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

81

<p>a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.</p>	<p><del>Autumn 2019</del> <del>Spring 2020</del> <del>Winter 2020</del> Target date: <del>Summer 2021</del> (Preferred Options Consultation) Date to be confirmed (Reported to O&amp;S committee in September 2021)</p>	<p>Head of Development Services  Lead Member for the Built Environment</p>	<p style="text-align: center;">☹️</p>	<p>The JCS Review and the initial issues and options consultation was completed on 11 January 2019. Responses to the consultation are now being considered to progress the review to Draft Plan stage.</p> <p>The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS as well as planning for the long term. A key piece of ongoing work is an assessment of the potential options for strategic growth in the area.</p> <p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This set out the below timetable for the JCS review.</p> <ul style="list-style-type: none"> <li>• Issues &amp; Options Consultation – Winter 2018/19</li> <li>• Preferred Options Consultation – Summer 2021</li> <li>• Pre-Submission Consultation – Winter 2022</li> <li>• Submission to the Secretary of State – Spring 2023</li> <li>• Examination – Summer 2023</li> <li>• Adoption – Winter 2023</li> </ul> <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>
--	---	--	---------------------------------------	---

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

82

	<p>Winter 2018                  Summer 2019                  Autumn 2019                  December 2019                  Spring 2021                  Autumn 2021</p> <p>Target date:                  Adoption: February 2022*</p> <p>*Timings are dependant on the inspector's preliminary findings and if further work is required.</p> <p>(revised date reported to O&amp;S committee in June 2021)</p>			<p>The examination in public was completed on 18 March 2021. The council is awaiting comments from the Inspector with regard to the proposed modifications. Adoption is expected early next year.</p>
<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</p> <p>Lead Member for the Built Environment</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.</p> <p>In undertaking strategic duties with the planning authority, officers are working to deliver housing needs.</p> <p>The JCS review will further consider development needs and the identification of additional sites to meet growth requirements going forward. This will involve further work with developers and stakeholders to progress sustainable site options.</p>
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

83

Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.				
<p>a) Work with partners, infrastructure providers and developers, to progress the delivery of key sites.</p>	<p>Target date: March 2022</p>	<p>Head of Development Services  Lead Member for the Built Environment</p>	<p>😊</p>	<p><u>Innsworth</u></p> <ul style="list-style-type: none"> <li>• A programme of reserved matters approvals continues with approval granted for 428 dwellings to date.</li> <li>• A full application for 99 dwellings has been submitted (20/00679/FUL) within the strategic allocation but outside of the allowed appeal sites and is pending. No target committee date yet.</li> </ul> <p><u>Twigworth-</u></p> <ul style="list-style-type: none"> <li>• A programme of reserved matters approvals continues with approval granted for 385 dwellings to date.</li> <li>• Reserved matters approval has also been granted for key infrastructure including the erection of a local centre.</li> </ul> <p><u>South Churchdown</u></p> <ul style="list-style-type: none"> <li>• 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 several dwellings now out of the ground.</li> </ul> <p><u>Brockworth</u></p> <ul style="list-style-type: none"> <li>• Development is underway with reserved matters applications approved for 600 dwellings and key infrastructure.</li> <li>• Permission was refused for 50 dwellings at the strategic allocation but outside the 'Perrybrook' application site. An appeal is expected later this year on this site.</li> </ul> <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.</p>

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

84

				<p>Feedback from Highways England indicates that the application can be progressed.</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><u>West Cheltenham</u></p> <p>As above, officers are working on transport matters as well as other master planning/development issues. The Golden Valley (West Cheltenham) SPD has now been adopted to guide the development. It is anticipated that an outline application will be submitted in December.</p>
b) Provide training to parish councils on Community Infrastructure Levy (CIL) monies.	Target date: November 2021 and April 2022.	Head of Development Services  Lead Member for the Built Environment	☺	<p>The parishes who are to receive CIL monies in October have been identified and they will be invited to a training session in November 2021. Another training session will be organised in April 2022.</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 Built Environment	☺	<p>Various funding support has been provided during the quarter:</p> <ul style="list-style-type: none"> <li>- Covid19 Small Community Grants (promoted, processed and awarded) - £17,467 awarded to 22 VCS groups since April 2021 (total amount awarded since start of scheme April 2020 = £114,079)</li> <li>- Council Capital Grants awarded (Bishop's Cleeve Football Club £57,000/ Harvey Centre, Minsterworth £15,850 / Highnam Community Centre Trust £18,105 / Hatherley &amp; Reddings Cricket Club £10,360 / Northway Parish Council £5,685) - total amount awarded = £107,000</li> <li>- Ongoing support for community groups to access external funding.</li> </ul>

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

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

85

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						The breakdown of bands is: Emergency – 46 Gold – 69 Silver – 581 Bronze – 1127  Total – 1823	Lead member for Housing Head of Community Services
9	Total number of new homeless applications opened during quarter.	Revised KPI		111						This will include 36 Triage (advice only), 44 Prevention and 31 Relief cases newly approaching for assistance.	Lead member for Housing Head of Community Services
10	Total number of homeless relief cases held at the	Revised KPI		20						This is the total number of homeless applications held at the Relief Duty stage usually when the applicant has had to	Lead member for Housing

## Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

86

	end of the quarter.									leave their previous accommodation.	Head of Community Services
11	Total number of homeless applications with main duty accepted held at end of the quarter.	Revised KPI		25						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						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.	Lead member for Housing Head of Community Services
13	Numbers in Temporary Accommodation at the end of the quarter.	12		17						Total numbers of households in temporary accommodation including hotel, B&B & our temporary houses.  This is a new KPI.	Lead member for Housing Head of Community Services
14	Total New Affordable Housing properties delivered by tenure type.	80		47						Social Rent = Zero Affordable Rent = 29 Affordable Home Ownership = 18  This is a new KPI.	Lead member for Housing Head of Community Services
15	New Affordable Housing properties			28						Social Rent = Zero Affordable Rent = 18 Affordable Home Ownership = 10	Lead member for Housing

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

	delivered on JCS sites by tenure type.	2								This is a new KPI.	Head of Community Services
<b>Key performance indicators for priority: HOUSING AND COMMUNITIES</b>											
KPI no.	KPI description	Outturn 2020-2021	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
16	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	80%	85%	87.5%				↑	😊	For Q1, 87.5% of major decisions were within target timescales (seven out of eight decisions). Performance is just above the local indicator and significantly exceeds the national threshold of 60%, below which local planning authorities can be designated as a poorly performing authority.	Lead Member Built Environment/ Head of Development Services
17	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	69.94%	80%	55.10%				↓	😞	In Q1, 55.10% of minor decisions (27 of the 49 decisions issued) were within agreed timescales.  This is a significant reduction in performance and well below the local indicator. There are various factors leading to this downturn in performance including	Lead Member Built Environment/ Head of Development Services

87

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

88

										<p>staff turnover and backlogs of work across the service resulting from this and covid related issues. Measures are being implemented to address the reduction in performance and these measures will be supplemented by improvements arising from the Review of Planning.</p> <p>The government threshold for 'minor' applications is combined with 'other' applications (see below). Performance against this measure is currently 79.69% well above the threshold of 70% however this needs to be monitored closely.</p>	
<p><b>Key performance indicators for priority: HOUSING AND COMMUNITIES</b></p>											

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

68

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%				↓	☹️	For Q1, 76.79% of other applications were within agreed timescales (129 out of 168 decisions issued). See above.	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%	50%				↓	☹️	There were two category A cases received in Q1. One of the cases was visited within the 24-hour target.  The other case, although related to a listed building, referred to works carried out some time ago and therefore an immediate visit was not required.  <i>*Category A- Development causing, or likely to cause, irreparable harm or damage.</i>	Lead Member Built Environment/ Head of Development Services
20	Investigate category B* cases within five working days (development	61.54%	90%	75%				↑	☹️	During Q1 four Category B cases were received and three of these were investigated within the target timescale.	Lead Member Built Environment/

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

	causing, or likely to cause, irreparable harm or damage).									Relates to a small number of cases, only one of which was not visited in the target timescale.  <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>	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%	19.23%				↓	☹️	26 Category C cases were received during Q1. Five were investigated within 10 working days.  Downturn in performance which reflects the priority given to high profile cases and the continuing vacancy in the senior enforcement officer role.  <i>*Category C- unless action is taken, there is a risk of material harm to the environment or undue harm to residential amenity.</i>	Lead Member Built Environment/ Head of Development Services

06

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

91

22	Investigate category D* cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment).	40.68%	70%	21.05%					↓	☹️	<p>During Q1, 19 category D cases were reported, four cases were reviewed within 15 working days.</p> <p>Downturn in performance which reflects the priority given to high profile cases and the absence of a senior post in the enforcement post.</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
----	--	--------	-----	--------	--	--	--	--	---	----	--	---

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

92

PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
<b>Objective 1. Maintain our culture of continuous service improvement.</b>				
a) Continue to improve the proactive homelessness prevention programme.	Target date: March 2022	Head of Community Services  Lead Member for Housing	☺	The Housing Advice Team have made contact with the major housing providers to encourage early contact for potential homeless cases.  Future activity will be supported by Business Transformation to help improve engagement with customers.
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	☺	During quarter one 835 bulky waste collections were carried out by Orchard, the council's new contractor. Orchard have increased the capacity and frequency of the collections which has reduced the waiting times from six weeks to one week. This together with the price increase has generated an income of over £19,000 which is an income increase of 154% when compared to 2019/20 (not compared with 2020/21 due to suspending the service during Covid-19).
c) Deliver the planning service improvement plan.	<del>March 2021</del> Target date: November 2021  (revised date reported to O&S committee in June 2021)	Head of Development  Lead Member Built Environment	☺	The previous improvement plan inherited by the Head of Development has been reviewed and the remaining actions are not proposed to be brought forward. This is due to a new review of the systems and procedures of the Development Management Service being undertaken.  This review commenced in April and is being undertaken by Planning Officers Enterprises, an arm of the Planning Officers' Society. The review will include performance, staff structure and systems.  The final report is expected end of August/early September. It is anticipated that the action plan will be presented to the Executive Committee in November 2021.
PRIORITY: CUSTOMER FIRST				

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

Actions	Target date	Reporting Line	Progress to date	Comment
<b>Objective 2. Develop online services to achieve 'digital by preference, access for all'.</b>				
a) Carry out a review of our corporate website.	Target date: April 2022	Head of Corporate Services Lead Member for Commercial Transformation	☺	A full review of the council's website has started, and the transformation team is currently exploring alternative platforms. Key areas for improvement are around the search function and meeting the government's accessibility standards.  The business transformation team has the delivery of this project as one of its priorities for over the next eight months.
b) Implement an online offering for the licensing service.	<del>April 2021</del> <del>Target date: Sept 2021</del> (revised date reported to O&S committee in March 2021)  Target date: November 2021  (revised date reported to O&S committee in September 2021)	Head of Community Services Lead Member for Clean and Green Environment		The business transformation team and the licensing team has held initial meetings to scope out the project.  The licensing team is now working to ensure the information on its internal system (Uniform) is up-to-date and set up correctly – this is a vital piece of work that will assist with the transformation team's online forms work.  Meanwhile, the licensing team is also gathering data on the types of licenses and the number received to help develop a project plan.  Given the vital work needed on the Uniform system, this project will be delayed – it is anticipated it will be delivered by November 2021.  Additional resource has been brought in to support a full review of the licensing service and support the Head of Service in delivering service improvements.
c) Implement a digital solution to improve internal HR processes.	Target date: December 2021	Head of Corporate Services Lead Member for Commercial Transformation	☺	The HR team has recently launched a new recruitment microsite. This showcases the council as an attractive employer and why it's fantastic place to work. It also means searching and applying for a job has never been easier, with candidates able to upload CVs, which can be used to auto-fill the application form. Job hunters can also sign up to receive job alerts depending on their area of interest. This new microsite is supported by a new HR system Eploy, which

93

## Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

				<p>introduces a really user –friendly cloud-based applicant tracking system. Eploy manages the entire recruitment process from filling a post, viewing applications, shortlisting candidates, carrying our pre-employment checks, finalising contracts and onboarding.</p> <p>The next phase is to implement a self-service option to allow online access to activities such as monitoring absence, approving travel and subsistence claims, annual leave records etc.</p>
d) Explore the opportunity for an online offering for our cemeteries function.	Target date: 31 March 2022	Head of Finance and Asset  Lead Member for Finance and Asset Management		This work is scheduled within the Business Transformation Team’s work programme for the latter part of the calendar year.

### Key performance indicators for priority: CUSTOMER FIRST

94

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						The AICs have been closed since 11 March 2020 due to Covid-19. Regular communication with the parish councils has been maintained. The AICs reopened from 19 July in line with government guidance.	Lead Member Customer Focus/ Head of Corporate Services

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

96	24	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1,548	345 (928 20/21)						<p>The majority of services have remained on the telephone or via email. As the quarter has come to an end, face to face appointments for vulnerable clients have been offered as have home visits where needed (covid safe).</p> <p>345 clients raised 686 issues during quarter one, this is down from last year where 928 issues were raised in Q1 2019/20. 72% (494) of the issued raised represented by the following:</p> <ul style="list-style-type: none"> <li>• Benefits including UC 25% (173 -issues). Last year: 21%</li> <li>• Debt and Financial 16% (107 -issues). Last year: 20%</li> <li>• Housing 11% (77-issues). Last year: 6%</li> <li>• Employment 10% (71- issues). Last year- 14%</li> <li>• Relationships 10% (70- issues). Last year: 8%</li> </ul> <p>Of the 345 clients seen, the heaviest demand was Tewkesbury South with</p>	Lead Member Economic Development/ Promotion / Head of Development Services
----	----	---	-------	-----------------------	--	--	--	--	--	---	--

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

96

										<p>31 (8.9%). The following seven wards represents 172 (49.8%) of all clients seen:</p> <ul style="list-style-type: none"> <li>• Tewkesbury South- 31 (8.9%)</li> <li>• Innsworth- 30 (8.6%)</li> <li>• Churchdown St Johns- 27 (7.8%)</li> <li>• Brockworth West- 23 (6.6%)</li> <li>• Tewkesbury East- 21 (6.0%)</li> <li>• Churchdown Brookfield with</li> <li>• Hucclecote- 20 (5.7%)</li> <li>• Northway- 20 (5.7%)</li> </ul>	
25	Financial gain to clients resulting from CAB advice	£1,784,764		£260,990						<p>During the quarter, clients in Tewkesbury have benefitted from £260,990 of financial gains, of which £152,979.00 represented debts written-off.</p>	Lead Member Economic Development/Promotion / Head of Development Services
26	Community groups assisted with funding advice	276		96						<p>Over quarter one:</p> <ul style="list-style-type: none"> <li>• 57 Voluntary &amp; Community Sector groups supported with funding advice</li> <li>• 18 attended training (budgeting workshop &amp; Inform Gloucestershire workshop)</li> <li>• 16 groups received a Covid-19 Community grant</li> </ul>	Lead Member Community Development / Head of Development Services

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

										<ul style="list-style-type: none"> <li>5 groups received a capital community grant</li> </ul>	
<b>Key performance indicators for priority: CUSTOMER FIRST</b>											
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
97 27	Benefits caseload: a) Housing Benefit b) Council Tax Reduction	2,437 4,874		2,375 4,914						<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 19 new claims a month. Delays in managed migration means that we will continue to deal with some claim types until September 2024.</p> <p>There continues to be an increase in the working age Council Tax Reduction caseload due to the financial impact of the COVID-19 pandemic. The split at the end of quarter one was as follows:            Pension age 1,846.            Working age 3,068</p>	Lead Member Finance and Asset Management/ Head of Corporate Services



# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

66

										Reduction claims and Test and Trace Support Payments in response to the Covid-19 pandemic.	
32	Percentage of council tax collected	97.6%	98%	30.4%				↑	😊	We have been able to reintroduce normal recovery processes following the reopening of the magistrates' court in May for liability order hearings. Reminders and summonses are sent monthly in accordance with the recovery timetable. This has had a positive impact on our council tax collection rate and were 0.4% above target at the end of quarter one.	Lead Member Finance and Asset Management/ Head of Corporate Services
33	Percentage of NNDR collected	95.9%	98%	25.5%				↓	☹️	Business rates collection performance is significantly below target, primarily because of the continuing impact of the Covid-19 pandemic.  As the magistrates' court has reopened for liability order hearings it is anticipated that this position will improve over the coming months as we are now able to take further enforcement action. This is alongside continuing to engage with business to provide them with further support whilst	Lead Member Finance and Asset Management/ Head of Corporate Services

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

100

										the economy continues to recover such as giving them payment arrangements over a longer period of time.	
34	Average number of sick days per full time equivalent	9.68	8.0	2.1				↑	😊	403 days were lost to sickness absence during Qtr 1. Comprising 172 short term days and 231 long term days. Of the total 61.5 days are covid-related across 10 members of staff.  Total short-term days lost for 2020/21 was 476.6 and long term 1279.4	Lead Member Organisational Development/ Head of Corporate Services
35	Food establishment hygiene ratings.	3.6%	5% With a food hygiene rating Under three	3.5%				↑	😊	There are 771 registered and rated food premises, an overall decrease of 69 on the previous quarter. Of these 27 are rated with a score of 2 or less therefore the figure for this KPI remains below target at 3.5%  The decrease in registered premises relates to businesses no longer trading and a backlog of new premises unrated due to Covid. New businesses are still registering and we have a backlog of 150 unrated premises to be completed	Lead Member Clean and Green Environment/ Head of Community Services

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

101

										by end of March 2022. The total number of premises is therefore 921.  Food inspections restarted during May 2021 using external contractors and internal staff. We have calculated we have a backlog of 474 inspections and a further 200 inspections due of to be completed in 2021/22.	
36	Percentage of Freedom of Information (FOI) requests answered on time.	87%	80%	Data not yet available						Data not yet available due to a change in systems	Lead Member Customer Focus/ Head of Corporate Services
37	Percentage of formal complaints answered on time.	84%	90%	Data not yet available						Data not yet available due to a change in systems	Lead Member Customer Focus/ Head of Corporate Services

PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 1. Delivery of Tewkesbury Garden Town</b>				
a) Formally establish the Garden Town planning status through the JCS.	Target date:	Director of Garden Communities	☹	The Garden Town will form part of the Joint Core Strategy Review which is scheduled for submission for examination in 2022.

## Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

102

	<p><del>Submission for examination summer 2023.</del></p> <p>Date to be confirmed</p> <p>(Reported to O&amp;S committee in September 2021)</p>	Lead Member Built Environment		<p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved for the examination to take place in the Summer 2023. However, the timetable for the review of the JCS is currently under another review with our JCS partners. The JCS review requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth etc, that need to be agreed with all three local authorities. This has resulted in the Preferred Options Consultation (POC), which was due to commence in Summer 2021, being delayed which could 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>See relevant comment by Head of Development Services under priority 'Housing and Communities', objective 2, action a.</p>
b) Prepare a Design Guide and Sustainability Strategy.	Target date: March 2022	<p>Director of Garden Communities</p> <p>Lead Member Built Environment</p>	☺	Work has just commenced on the first stages of the preparation of a Sustainability Strategy, plus the drafting of a brief to support the development of a Design Code for Tewkesbury Garden Town, which if resources allow, will also be Borough wide.
c) Deliver the planning and design phase of the Ashchurch and Northway Bridge Over Rail.	Target date: April 2022	<p>Director of Garden Communities</p> <p>Lead Member Built Environment</p>	☺	Planning permission was secured in March 2021. Work continues on finalising the detailed design ahead of the procurement in Spring 2022, in preparation for the construction phase in Summer 2022.

## Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

<p>d) Work with partners to progress the business case for the Junction 9 and A46 improvements.</p>	<p>New target date: March 2022</p> <p>March 2024 for finalisation of business case <u>by GCC</u></p>	<p>Director of Garden Communities</p> <p>Lead Member Built Environment</p>	<p>😊</p>	<p>Note this project is led by Gloucestershire County Council (GCC), but Tewkesbury Borough Council remain active partners in helping to develop the business case.</p> <p>Latest update in terms of the technical work ongoing is that the planned non-statutory consultation by GCC has been re-scheduled to next Spring, on the advice of Department for Transport (DfT), however, following a productive round table meeting, MHCLG, 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><b>PRIORITY: GARDEN COMMUNITIES</b></p>				
<p>Actions</p>	<p>Target date</p>	<p>Responsible Officer/Group</p>	<p>Progress to date</p>	<p>Comment</p>
<p><b>Objective 2. Delivery of Golden Valley Garden Community.</b></p>				
<p>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.</p>	<p>Target date: March 2022</p>	<p>Director of Garden Communities</p> <p>Lead Member Built Environment</p>	<p>😊</p>	<p>TBC continue to work closely with CBC and landowners with delivering the £1 billion first phase of The Golden Valley Development. In July 2021 a joint press release with CBC announced that HBD X Factory has been selected as its preferred development partner to assist with the project. This will be a joint venture between UK property developer HBD and the campus developer Factory.</p> <p>It is envisioned The Golden Valley Development preferred developer will plan to submit a planning application later in the year of 2022, this subsequently</p>

## Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

				will lead to the start of construction and completion of the first phases of the development.  More details relating to the Golden Valley Development can be found on the website - <a href="http://The Golden Valley Development (goldenvalleyuk.com)">The Golden Valley Development (goldenvalleyuk.com)</a>
b) Prepare a land assembly programme to aid in the delivery of the Golden Valley Garden Village	Target date: March 2022	Director of Garden Communities  Lead Member Built Environment	☺	Work underway in collaboration with Cheltenham Borough Council and Homes England to identify key land holdings for potential acquisition, pending progression of land allocations through the JCS review process in parallel.

104

<b>PRIORITY: SUSTAINABLE ENVIRONMENT</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 1. Deliver the climate emergency action plan</b>				
a) Deliver the Public Services Centre's low-carbon heating and solar PV systems.	Target date: Dec 2021	Head of Finance and Asset Management  Lead Member for Clean and Green Environment	☺	Confirmation of award of grant funding for the air-to-air system has been received. A detailed specification has been compiled with the support of specialist engineers and has been issued to the market for tender bids.
b) Embed our carbon reduction objectives within council services and raise awareness of our programme across	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 has been approved at Executive Committee in July 2021. This contains a number of actions across the year that will meet this Council Plan action. The current focus of activity is on countywide events in the run up to the United Nations summit in November.

## Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

staff, communities and partners.				
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	☺	After securing over £300,000 to support activities at the Council offices, the focus is now on sourcing and securing funding to support proposed works at our domestic properties and the Roses Theatre.
<b>PRIORITY: SUSTAINABLE ENVIRONMENT</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 2. Promote a healthy and flourishing environment in the borough.</b>				
a) Establish planning policies to ensure the delivery of healthy and sustainable communities.	Target date: March 2022 (ongoing as action is across a number of plans)	Head of Development Services  Lead Member for Built Environment	☹	<p>The adopted JCS already contains strategic policies around sustainability and health.</p> <p>The emerging Tewkesbury Borough Plan is proposing further detailed policies around environmental quality, green infrastructure and biodiversity and sustainable transport to help to deliver healthy and sustainable communities. The Borough Plan has been submitted for examination which finished in March 2021. The council are awaiting comments from the inspector on any modifications required.</p> <p>The JCS review will reconsider existing strategic policies around health and sustainability as well as whether any additional policy guidance would be appropriate.</p> <p>The current timetable for the review of the JCS is currently under another review with our JCS partners. The JCS review requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth etc, that need to be agreed with all three local authorities. This has resulted</p>

105

## Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

106

				in the Preferred Options Consultation (POC), which was due to commence in Summer 2021, being delayed which could impact on other timings within the timetable including the submission for examination in Summer 2023. Reviewing the JCS timetable will provide new timings to take place but these dates at this stage are unknown and will be confirmed in due course.
b) Support community-led bio-diversity projects across the borough.	Target date: March 2022	Head of Development Services Lead Member for Community	☺	The community development team has supported a number of biodiversity projects in the community, either assisting groups or through funding advice. A list of organisations assisted was recently shared through a Member Update in July 2021. Some of the projects the council has been directly or indirectly involved in are as follows: <ul style="list-style-type: none"> <li>• Churchdown Park- community orchard and wetlands/ponds</li> <li>• Highnam - increasing biodiversity around Oakridge and open space</li> <li>• We All Matter (WAM) Winchcombe – woodland focussing on nature/environment</li> <li>• Northway Parish Council – nature trail</li> <li>• Deer Park Archers, Shurdington –environmental projects including work around badgers</li> <li>• Tewkesbury Nature Reserve – community led organisation on TBC leased land.</li> </ul>
c) Carry out a review of our litter pickers' scheme.	Target date: September 2021	Head of Community Services Lead Member for Clean and Green Environment	☺	A review has commenced with all current litter pickers being contacted to confirm whether they wish to remain on our list. The scheme has seen an increase since the start of the pandemic. It is proposed to host an event for litter pickers in line with covid measures during September 2021.
<b>PRIORITY: SUSTAINABLE ENVIRONMENT</b>				

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 3. Promote responsible recycling across the borough.</b>				
a) Take a robust approach towards fly-tipping and other enviro-crimes.	Target date: March 2022	Head of Community Services  Lead Member for Clean and Green Environment		<p>Fly-tipping complaints have increased by 3.3% compared to the same quarter in 2020/21. We have seen a significant drop since the last quarter in 2021/22 however, a new recording system for 'report it' may have had some impact on this. In this quarter; noise complaints have dropped by 20% as have bonfire complaints by 66% compared to 2021/22.</p> <p>Abandoned vehicle complaints have increased by 44% and dog fouling complaints have reduced by 44% compared to the same period in 2020/21. It is likely resulting from people working less from home.</p> <p>We carried out a joint operation with the police on waste carrying vehicles which resulted in five penalty notices. More are planned during the coming year. However there has been an overall increase in enviro crimes of 61% when compared to 2019/2020.</p> <p>There are a number of active investigations underway with two further prosecutions pending and a number of fixed penalty notices have been issued for littering and fly-tipping.</p> <p>The current Public Space Protection Order relating to dog fouling expired in June 2021. Consultation is underway and it is proposed to issue a further order subject to the outcomes of the consultation in September 2021. 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 propose to task our Community Protection</p>

107

## Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

108

				Officers with monitoring enviro crimes while in the district to engage with the public and provide witness statements relating to any offences.
b) Working with Gloucestershire Waste and Resources Partnership to improve our recycling figures and reduce waste.	Target date: March 2022	Head of Community Services  Lead Member for Clean and Green Environment	☺	The Gloucestershire Waste and Resource partnership is currently running a “Metal Matter” Campaign to cover all the issues regarding recycling of metals e.g. tin foil etc. Tewkesbury Borough Council’s communication team are and will continue to promote the ‘Gloucestershire recycles’ campaigns through social media channels. Further information on this campaign can be found on the GCC web page: <a href="https://gloucestershirerecycles.com/reduce/metal-matters/">https://gloucestershirerecycles.com/reduce/metal-matters/</a>
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	✓	A soft launch of this service commenced on 16 August 2021 with a full launch and advertising campaign planned for National Recycling Week in September.  The service means that small waste electrical items e.g. kettles, toaster and hairdryers can be placed on a bag on residual waste day and they will be collected by the crews and recycled.
<b>PRIORITY: SUSTAINABLE ENVIRONMENT</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 4. Preserve and enhance the natural assets and built heritage of our borough.</b>				
a) Utilise the high street heritage action zone funding to implement a programme of projects	Target date: March 2022	Head of Development Services	☺	A programme manager has now been appointed on a full-time basis to oversee the HSHAZ and progress has now been made in preparing for the launch of the shop fronts and upper floors schemes and the first traditional

## Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

109

that contribute towards regeneration and enhancement of the town's historic environment.		Lead Member for Built Environment		skills event, which is aimed at the whole community, is planned for September.  Initial discussions regarding Healings Mill have also been held.
b) Adopt a Shopfront Design Guide (SPD) to provide guidance on shopfronts to ensure they contribute to a quality urban and historic environment.	Target date: February 2022	Head of Development Services  Lead Member for Built Environment	😊	The Shopfront Supplementary Planning Document (SPD) is to go to Executive in September to obtain approval for consultation in the Autumn.
c) Establish and publish a local list of non-designated heritage assets in the borough.	Target date: February 2022	Head of Development Services  Lead Member for Built Environment	😊	A Heritage Engagement Officer has now been appointed and they are putting together a project plan for this project.

### 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				↑	☹️	Enviro crime figures for Q1 (figures in brackets comparable for 2020/21) <ul style="list-style-type: none"> <li>fly tips- 249 (241)</li> <li>Littering – 3 (5)</li> <li>dog fouling- 5 (9)</li> <li>abandoned vehicles- 49 (34)</li> <li>noise- 109 (132)</li> <li>Bonfire – 27 (80)</li> </ul>	Lead Member Clean and Green Environment/Head of Community Services

# Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

110

											<p>Flytipping complaints have increased by 92% in this quarter; Noise complaints by 48%, with a slight increase in bonfire complaints. Abandoned vehicle and dog fouling complaints have reduced in 20/21 by 15.5% and 11.9% respectively compared to 2019/20 however there has been an overall increase in enviro crime of 61% compared to the same period in 2020/21.</p>	
39	Percentage of waste recycled or composted.	48.73%	52%	62.49%					↑	😊	<p>Figure for Q1 only shows April/ May figures. The recycling rate is artificially increased in Q1 due to seasonality of garden waste collections. However TBC has recycled 135 tonnes more in April / May 2021/22 than in the same months in 2020/21.</p>	Lead Member Clean and Green Environment/Head of Community Services
40	Residual household waste collected per property in kgs.	460KG	430kg	68kg					↑	😊	<p>68 Kg per household over April and May 2021 as June's data is not yet available. In the same period for 2020/21 the total was 76 kg per hold house. Decrease is thought to be due to less people working from home as restriction lift.</p>	Lead Member Clean and Green Environment/Head of Community Services

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

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

111

PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Refocus</b>				
a) Continue to monitor the financial impacts of Covid-19 and revise the Medium-Term financial Strategy in light of those impacts.	Target date: Jan 2022	Head of Finance & Asset Management  Lead Member for Finance and Asset Management	😊	Monthly monitoring returns to the MHCLG have continued for the first four months of the financial year but it is currently unclear how long this will still be required for. Internal monitoring covering covid will continue as part of the budget monitoring process.  The 'production of an MTFS' action can also be found within the Council Plan performance tracker. (Finance and resources- objective 1- action b).
b) Ensure the effective recovery of the internal audit function.	Target date: March 2022	Head of Corporate Services  Lead Member for Corporate Governance	😊	One member of the team has recently transferred back from the Business Cell. The audit plan and the suite of audit recommendations are currently being reviewed. There is additional finance to support the team's recovery and provide backfill. The team's status has been updated to the Audit and Governance Committee.

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

112

PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Recover</b>				
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	☺	Numbers of customer returning to the leisure centre have been above expectations during Q1. The centres management have also received good feedback on customer experience following the re-opening. The numbers returning to the leisure centre indicate that the leisure contract could soon return to a cost neutral position, although we are still a way off from receiving the contract fee.
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	☺	Arrangements have been put in place for the safe return of staff to the offices and the opening of the offices to customers from 19 July 2021. The Civic suite re-opened for internal meetings on 1 August. The current arrangements will be reviewed in September.

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

113

PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Rebuild</b>				
a) Maximise the use of business intelligence within the council to ensure the accuracy of the rating list and help businesses build resilience.	<del>March 2021</del> Target date: March 2022 (revised target date reported to O&S June 2021)	Head of Corporate Services Lead Member for Finance and Asset Management	😊	The Business Intelligence Officer post has now been recruited to. Reporting direct to the Revenues and Benefits Manager a cross service project plan will start to be developed so business intelligence is shared by relevant services moving forward.
b) Work with businesses and residents and seek to rebuild council tax and business rate collection rates.	<del>March 2021</del> Target date: March 2022 (Revised target date 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 commenced in April 2021, and to date three liability order hearings have been held remotely, with a further court hearing due 27 <sup>th</sup> August 2021. Payment arrangements are being made with customers where possible. Liability orders have been obtained on 1,687 council tax accounts and 123 business rates accounts.

PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment

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

114

Refocus				
<p>a) Develop a new four-year Economic Development and Tourism strategy that includes a focus upon the economic recovery of the borough.</p>	<p><del>June 2021</del> Target date: June 2022 (revised date reported to O&amp;S committee in November 2020)</p>	<p>Head of Development Services  Lead Member for Economic Development/ Promotion</p>	<p>😊</p>	<p>The priorities within the strategy will need to reflect the changing needs of businesses resulting from Covid-19.</p> <p>In consultation with the lead member, due to the uncertain business climate, it was agreed that a new strategy will be developed for 2022, and the current strategy will continue until then. An update on the current strategy will be provided to Overview and Scrutiny Committee on 12 October 2021.</p>
<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>There are a number of different aspects to the bigger ‘uncover the cotswolds’ project which was funded through the visit england discover fund. Some of the work achieved so far includes:</p> <ul style="list-style-type: none"> <li>• <a href="#">Escape to the cotswolds</a> website being created- this digital marketing campaign is complete with the website helping attractions, event organisers and accommodation providers have an online bookable presence which has been essential during and post covid.</li> <li>• Total social media following has now passed the 150,000 mark. The council have been working with cotswold tourism in offering social media support, creating blogs, using #hashtags training courses and a series of training videos have been created alongside with some helpful notes to help businesses improve their online presence and digital skills which look at tourism businesses website.</li> <li>• Businesses can now make business listing by directly booking online at <a href="#">cotswolds.Com</a>.</li> </ul>

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

115

				<ul style="list-style-type: none"> <li>The latest piece of work is to create a digital guide for visitors that can be downloaded and gives them information on the attractions of the area. The guide has also been created as a booklet which is available in the bedrooms of accommodation establishments who are cotswold tourism members.</li> </ul> <p>This action is also linked to with the Council Plan performance tracker. (Economic Growth- objective 4- action a).</p>
<b>PRIORITY: ECONOMIC GROWTH</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Recover</b>				
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.</p> <p>13 online webinar workshops and 1-2-1 sessions were delivered in quarter 1. Events included support with social media, goal setting and branding.</p> <p>The team continue to support the work of the Covid Grants Team/Business Cell and promote any Government grant opportunities available.</p> <p>The Growth Hub Network promoted and delivered the Government's Small and Medium-sized Enterprises (SME) Recovery Grant and Kickstart Tourism Grant.</p>

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

116

				<p>A dedicated Survive and Thrive section has been set up on the Growth Hub Website – providing Covid-19 support.</p> <p>The Growth Hub Network has developed and launched a Covid Digital Recovery Grant Scheme, to support digital recovery project. Applications are currently being processed.</p> <p>Plans, including the appropriate risk assessments, have been prepared in line with the phased re-opening of the hub. The service will open as a pre-arranged, appointment only service initially.</p> <p>This action is also linked to the Council Plan performance tracker (Economic Growth- objective 1- action b).</p>
<b>PRIORITY: ECONOMIC GROWTH</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Recover</b>				
b) Develop a bid to host a Department of Work and Pensions Youth Hub within the Tewkesbury Growth Hub.	Target date: September 2021	Head of Development Services Lead Member for Economic Development/ Promotion	☺	A draft bid continues to be developed in partnership with Department for Work and Pensions (DWP) to offer a youth support service hosted within Tewkesbury Growth Hub. Providing advice and information for young people, particularly focussing on young people impacted by Covid-19.
<b>PRIORITY: ECONOMIC GROWTH</b>				

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

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Rebuild</b>				
a) Launch a new Tewkesbury Borough Business Grants scheme.	Target date: January 2022	Head of Development Services Lead Member for Economic Development/ Promotion		A new business grant scheme will be launched in the new year, to avoid any confusion with the existing government business support grants that are currently available.
b) Develop and deliver the Welcome Back Fund action plan.	Target date: March 2022	Head of Development Services Lead Member for Economic Development/ Promotion	☺	A Welcome Back Fund Grant Action Plan for the Borough's retail centres has recently been agreed by Government. This will enable new projects to be developed and implemented.  This funding builds on the Reopening High Streets Safely Fund announced in May 2020. The Welcome Back Fund supports the safe and continued return to high streets and will allow the council to put in place additional measures to create and promote a safe environment for local trade and tourism, as the local economy continues to reopen.
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				

117

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

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Refocus</b>				
a) Continue to support our communities with issues arising from Covid-19	Target date: March 2022	Head of Development Services Lead Member for Community	☺	Support continues to be provided to community groups through funding advice and governance support.  In addition, the Holiday Activities Fund has enabled Young Gloucestershire to deliver holiday activities and food for families in the borough on free school meals.
b) Assess the additional demand on the housing service.	Target date: Complete	Head of Community Services Lead Member for Housing	✓	Surveys released to current Housing Register applicants showing an improving picture regarding households with tenancy difficulties.  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.  New Temporary Accommodation (TA) placements 2020-21 Q1 = 26 Q2 = 21, Q3 = 25, Q4 = 30. 2021-22 Q1 = 15 New approaches for homelessness assistance 2020-21 Q1 = 135, Q2 = 178, Q3 = 146, Q4 = 132. 2021-2022 Q1 = 111  Both TA placements and new approaches have decreased in Q1 2021/22.  The Housing Advice Team will continue to monitor levels of cases through the Council Plan Tracker.

118

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

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 fund 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.  Progress has been made in dealing with housing deficiencies and a number of mandatory licensed House in Multiple Occupation's (HMO's) have been registered. This reduces the potential demand on rehousing.
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Recover</b>				
a) 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) have highlighted a particular focus on mental health, social isolation, healthy lifestyles and employment and skills. Projects are being developed in Brockworth and Tewkesbury initially.
b) Continue to deliver the Covid-19 community grant scheme.	Target date: March 2022	Head of Development Services Lead Member for Community	☺	The Community Grant Scheme continues to be promoted. So far 139 groups (totalling £114,079) have been awarded funds for initiatives in their community.

119

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

120

PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Rebuild</b>				
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	☺	Online sessions are being provided for community groups. These have included crowd funding seminars in the first quarter. 15 groups attended an online training seminar with Inform Gloucestershire in May.
PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Refocus</b>				
a) Review the effectiveness and efficiency of the Environmental Health Service, including an assessment of additional demand and available resources.	Target date: <del>December 2020</del> April 2021 Target date: September 2021 (target date reported to O&S Committee in March 2021)	Head of Community Services Lead Member for Clean and Green Environment	Deferred	Demand on the service remained high particularly relating to the hosting of events in a covid secure manner. Business as usual has also remained high. The effectiveness review remains on hold due to the level of Covid-19 response still needed. Once we have seen cases further stabilise this can be revisited.

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

121

PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
<b>Recover</b>				
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.	😊	<p>The government lifted restriction on the 19 July.</p> <ul style="list-style-type: none"> <li>Following a risk assessment the council offices opened to the public for appointments only. This is under continual review by the property team.</li> <li>Tewkesbury Tourist Information Centre reopened in April 2021 in line with government guidelines at the time. Winchcombe Tourist Information Centre remains closed whilst discussions are being finalised regarding lease for moving back to the refurbished Winchcombe Heritage Centre, rather than its temporary location.</li> <li>The four Area Information Centre's (AIC's) in the borough (Bishops Cleeve, Brockworth, Churchdown and Winchcombe) - reopened as of 19 July 2021.</li> </ul>
<b>Rebuild</b>				
a) Review the future of the Covid-19 microsite.	Target date: April 2022	Head of Corporate Services Lead Member for Customer Focus		This will be reviewed over the coming months as to whether the site needs to be retained. It will form part of the corporate website project.

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

122

<p>b) Deliver the council tax and business rates e-billing project.</p>	<p><del>February 2021</del>  <del>May 2021</del>  <del>July 2021</del>                      New target date:                      November 2021                      (revised target date reported to O&amp;S Committee September 2021)</p>	<p>Head of Corporate Services                       Lead Member for Finance and Asset Management</p>	<p>☹️</p>	<p>There have been delays to this project due to the workload in the revenues and benefits team.                       The aim is for the council tax paperless billing portal to be live in November - this is reliant on the revenues and benefits team being able to make changes to their Northgate system. The project team is currently waiting for confirmation on this.</p>
<p>c) Continue to review the operational effectiveness of our return to the office and the opportunities provided through agile working.</p>	<p>Target date: March 2022</p>	<p>Head of Corporate Services                       Lead Member for Organisational Development</p>	<p>☺️</p>	<p>In line with the government's roadmap we successfully re-opened the offices on 19 July. Limited numbers of staff have returned but sufficient to support customer contact. Appointments have been encouraged. Footfall has been small in numbers, mainly to see our partners e.g. DWP and the Police. The offices were risk assessed prior to opening.</p>
<p><b>PRIORITY: GARDEN COMMUNITIES</b></p>				
<p><b>Actions</b></p>	<p><b>Target date</b></p>	<p><b>Reporting Line</b></p>	<p><b>Progress to date</b></p>	<p><b>Comment</b></p>
<p><b>Refocus</b></p>				

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

a) Explore opportunities to enhance new digital jobs and training with the Local Enterprise Partnership (LEP) and partners at Cyber Central.	New 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.
<b>Recover</b>				
a) Actively seek capital funding with our partners to support the programme.	Target date: March 2022	Director of Garden Communities Lead Member for Built Environment	😊	Discussions continue on many aspects of the programme to identify potential external funding opportunities/income streams, including direct grant aid, land purchase options, utility services provision, as well as private equity/investment avenues.
<b>PRIORITY: GARDEN COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Line</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Rebuild</b>				

123

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

124

a) Work with partners to maximise sustainable development and low carbon technologies as part of the Garden Communities programme.	Target date: March 2022	Director of Garden Communities Lead Member for Built Environment	☺	To meet the principles of the garden community developments sustainability is a core requirement. West Cheltenham Supplementary Planning Document (SPD) is in place and work continues to progress the evolution of the Tewkesbury Garden Town masterplan to better define the principles of development and how key features of sustainability and low carbon can be fully integrated and actively promoted, from the outset. As a result, the Garden Town Team are in the process of contracting a consultant to help support this work.
<b>PRIORITY: SUSTAINABLE ENVIRONMENT</b>				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Refocus</b>				
a) Harness the benefits of changes to working practices in order to ensure our reduced carbon footprint continues.	Target date: March 2022	Head of Finance and Asset Management Lead member for Clean and Green Environment	☺	2020/21 saw a significant reduction in emissions from council activities due to reduced business mileage and reduced electricity demand. The carbon reduction action plan and the council's approach to agile working will support the reduction in demand whilst projects such as the solar car parking canopy, the heating replacement system and the electrification of the pool car fleet will meet demand in a greener way.
b) Work with partners to promote climate change and carbon reduction awareness and activities across our communities and businesses in the run up to the United	Target date: November 2021	Head of Finance and Asset Management Lead member for Clean and Green Environment	☺	Discussions continue with neighbouring authorities and the countywide coordinator as to the events that will be put on and supported by the councils in Gloucestershire. The current focus of activity is for a scheduled stop of the Zero Carbon Bus currently touring the country promoting carbon reduction in businesses.

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

125

Nations Climate Change Conference in November				
<b>PRIORITY: SUSTAINABLE ENVIRONMENT</b>				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Recover</b>				
a) Increase awareness in the effects of recycling contamination.	Target date: July 2021	Head of Community Services Lead Member for Clean and Green Environment	✓	We have seen a significant reduction in the number of loads rejected by our MRF contractor and contamination levels are considerable down. We will continue to encourage our communities to increase recycling and reduce contamination as part of normal business as usual.
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	✓	The work that we do with the Gloucestershire Waste & Resources partnership is aimed at reducing waste and increasing recycling. We are not now seeing the high levels of waste generated that we saw at the height of the pandemic or though the various lockdowns and levels have returned to normal meaning this have returned to business as usual.
c) Agree funding for and appoint a new Carbon Reduction officer to support the council's climate emergency declaration and the	Target date: <del>July 2021</del> New revised date: September 2021 (new target date reported to O&S	Head of Finance and Asset Management Lead member for Clean and Green Environment	☹	Agreed by Executive Committee in July to recommend to Council but July's Council meeting was cancelled. The item will appear on September's agenda.

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

delivery of its action plans.	Committee on 7 September 2021)			
<b>PRIORITY: SUSTAINABLE ENVIRONMENT</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Rebuild</b>				
a) 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		Study not scheduled to commence until Autumn 2021.
b) Promote a healthier lifestyle through working with Active Gloucestershire through the 'we can move' programme.	Target date: March 2022	Head of Development Services Lead Member for Community	😊	In March 2021 Executive Committee agreed a package of funding of £10,000 per year for the next five years (until 2025/26) to support the Active Gloucestershire 'We Can Move' project. A partnership agreement is in the process of being signed. Active Gloucestershire will be running a session for Members to outline 'We Can Move'. As part of monitoring of the funding, Active Gloucestershire will report on an annual basis to Overview and Scrutiny Committee on the progress of the 'We Can Move' project. This will commence once the project is up and running.

126

# Appendix 3 - Quarter 1 budget report

## Chief Executive

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	262,751	239,099	23,652	1
Premises	0	0	0	
Transport	0	0	0	
Supplies & Services	8,160	8,160	0	
Payments to Third Parties	0	0	0	
COVID-19 Costs	0	0	0	
Income	0	0	0	
<b>TOTAL</b>	<b>270,911</b>	<b>247,259</b>	<b>23,652</b>	

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

## Community Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	1,318,594	1,321,418	(2,824)	
Premises	0	0	0	
Transport	900	900	0	
Supplies & Services	132,479	132,887	(408)	
Payments to Third Parties	5,540,704	5,624,080	(83,376)	2
COVID-19 Costs	0	75,899	(75,899)	3
Ringfenced Projects and Funding	0	0	0	
Income	(2,318,096)	(2,357,007)	38,911	4
<b>TOTAL</b>	<b>4,674,581</b>	<b>4,798,177</b>	<b>(123,596)</b>	

2) The adverse variance of £83k is due to the following:

Ubico have informed us that due to the driver shortage, from September they will need to increase the drivers hourly rate by a market supplement, this equates to £58k this financial year. The net position of the other aspects of the contract sum is forecast to be on target. £35k to be spent on Domestic Homicide which is offset against the £35k grant we have received, which is included in income below. We have seen a reduction in the MRF gate fee in Q1 which we expect for the foreseeable, this is due to transferring the MRF gate contract to the new provider. There has been a reduction in waste rejection, which in turn has reduced costs by £40k. We also received a £20k credit note from Suez relating to 20/21, which was unforeseen.

3) Breakdown of COVID expenditure:

Ubico costs for extra PPE, staffing, sick pay, cleaning materials etc..expected to be £50k by the end of the financial year  
£20k - Environmental Health Manager's resource on COVID related matters.

4) Domestic Homicide grant of £35k not within base budget

Received £24k more trade waste income than budgeted

Reduced income expected of £15k from recovering homeless costs

## Corporate Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,185,920	2,139,269	46,651	5
Transport	0	0	0	
Supplies & Services	603,481	644,742	(41,261)	5
Payments to Third Parties	172,800	172,994	(194)	
Transfer Payments - Benefits Service	13,544,132	13,544,132	0	
COVID-19 Costs	0	162,473	(162,473)	6
Income	(14,032,426)	(14,090,848)	58,422	7
<b>TOTAL</b>	<b>2,473,907</b>	<b>2,572,761</b>	<b>(98,854)</b>	

5) The employees underspend and supplies and services overspend are mainly attributed to the financing of the new digital platform. This is funded from the Business Administration post which has not been refilled.

6) The Covid-19 costs mainly relate to the backfill of staff within the Revenues and Benefits team as members of this team remain deployed within the Business Cell. This cost is offset by a new burdens funding received from the Government to administer business grants

7) The Covid-19 income this relates to additional government funding for Revenues and Benefits related schemes.

## Democratic Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	278,230	253,856	24,374	8
Transport	9,600	10,281	(681)	
Supplies & Services	452,785	464,687	(11,902)	9
Payments to Third Parties	37,100	39,836	(2,736)	
COVID-19 Costs	0	0	0	
Income	(3,000)	(7,354)	4,354	

<b>TOTAL</b>	<b>774,715</b>	<b>761,306</b>	<b>13,409</b>
--------------	----------------	----------------	---------------

8) Favourable variance is due to the following:  
 £43k saving due to the vacancy of Electoral Registration Officer post, not expecting to recruit this year.  
 £11k of overtime not included in budget

9) Equipment purchased for the Police Crime Commissioner Elections

**Deputy Chief Executive**

	<b>Full Year Budget £</b>	<b>Projected Outturn £</b>	<b>Savings / (Deficit) £</b>	
Employees	125,845	0	125,845	10
Transport	200	0	200	
Supplies & Services	2,400	0	2,400	
Payments to Third Parties	0	150	(150)	
<b>TOTAL</b>	<b>128,445</b>	<b>150</b>	<b>128,295</b>	

10) The vacant deputy chief executive post will not to be filled as per the Council report in June.

## Development Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,027,431	1,994,898	32,533	11
Premises	43,320	43,135	185	
Transport	0	309.75	(310)	
Supplies & Services	204,885	184,893	19,992	12
Payments to Third Parties	333,795	304,732	29,063	13
COVID-19 Costs	0	0	0	
Income	(1,391,122)	(1,331,876)	(59,246)	14
<b>TOTAL</b>	<b>1,218,309</b>	<b>1,196,092</b>	<b>22,217</b>	

11) The employee variance relates mostly to planning policy, where a senior policy post has been vacant. The post is now appointed to and will be filled from August. The total saving for 4 months is £10k. Moreover, the policy manager is contracted to work 7 hours less a week than budgeted for. This will result in a saving of £9k. A temporary senior planning officer has recently been recruited to the team to support the work of the team. The remaining salary savings within Development is the Tourism post. The post is expected to be appointed to over the next few months. The total saving in year would be £8k.

12) Tourist Information Centres have been closed during the summer months. Historically, this is one of the busiest periods for sales. Therefore, it's unlikely that additional stock will need to be purchased for resale during the year. Also, the Growth Hub is more likely to offer online events at little or no costs and so this will result in a small saving when compared to hosting live events.

13) The Tourist Information centres would usually purchase tickets for resale. Due to COVID, large events have still not gone ahead, so the tickets have not been purchased. However, this does also give a negative variance on the income budget. A further saving is being made on land searches being recharged to us from Gloucestershire County Council.

14) Planning income is strong in Q1 and we expect to be at least on target by year end. A £250k application was received from the MOD in Q1. However, pre-app income is down on budget in Q1. This is difficult to predict but we've assumed the trend will continue to be prudent, resulting in an overall estimated shortfall of £20k. There is also a high court decision due on speculative development sites. The Tourist Information Centres will have a likely shortfall of £37k against budget, due to closure in their busiest period.

## Finance and Asset Management

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,408,348	2,419,610	(11,262)	15
Premises	547,091	549,360	(2,269)	
Transport	35,870	34,857	1,013	
Supplies & Services	563,688	547,185	16,503	16
Payments to Third Parties	399,511	416,451	(16,940)	17
Drainage Board Levy	6,500	7,172	(672)	
COVID-19 Costs	0	176,722	(176,722)	18
Income	(1,410,435)	(1,048,342)	(362,093)	19
<b>TOTAL</b>	<b>2,550,573</b>	<b>3,103,014</b>	<b>(552,441)</b>	

15) COVID-19 support from central Government is funding an additional post in the Assets team.

16) PDQ charges expected to make saving of £18K

17) Increased costs relating to cemeteries, but this is in line with additional income.

18) Reduced estimate of £150k to support the leisure centre which we hope will reduce further in Q2. £27k attributed to additional staffing as some staff are still deployed fully to the COVID-19 response.

19) Car Park Income expected to be reduced by approximately £153k. The Council Offices has vacant office space costing £62k of lost income subject to new tenants being found. £160k of income from the Leisure Centre will not be paid as they have an income deficit. There is an expected increase of £50k in cemetery income.

## One Legal

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,276,597	2,129,377	147,220	20
Transport	8,700	3,270	5,430	
Supplies & Services	115,313	106,383	8,930	
Payments to Third Parties	34,220	34,220	0	
Central Recharges	29,929	29,929	0	
Income	(2,221,101)	(1,828,163)	(392,938)	21
<b>TOTAL</b>	<b>243,658</b>	<b>475,016</b>	<b>(231,358)</b>	

20) A number of vacant post in One Legal contributing to the surplus. This is offset by an estimated cost of £80,000 for the new Director of One Legal post, which Tewkesbury have agreed to finance until year end as per the Council report in June.

21) Actual income for Q1 is below the budgeted figures and the income projected for the remainder of the year is based on those figures and historical data from the previous 2 financial years.

It is too soon to predict the effects of the Cadence Innova review and the impact of the implemented staffing changes on the One Legal income. These estimates will be regularly reviewed as we continue to closely monitor the One Legal budget.

## Borough Solicitor

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	125,455	134,137	(8,682)	
Supplies & Services	15	9	6	
Income	(43,651)	(21,826)	(21,826)	22

**TOTAL**

**81,819**

**112,320**

**(30,501)**

22) Loss of contribution from Cheltenham Brough Council for monitoring Officer services after 1st October 2021

#### Appendix 4 - Analysis of capital budget 2021/22

	Q1 Budget Position £	Q1 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	0	0	0	0	No expenditure expected in Q1
Vehicles	131,658	34,428	97,230	0	Additional food waste vehicle expected within this year
Equipment	30,000	5,000	25,000	83	More expenditure expected in Q2
Capital Investment Fund	0	0	0	0	No budget in 2021/22
Community Grants	0	0	0	0	No expenditure expected in Q1
Housing & Business Grants	125,000	168,997	(43,997)	(35)	More Disabled Facilities Grants paid out in the first quarter than expected.
	<b>286,658</b>	<b>208,425</b>	<b>78,233</b>	<b>27</b>	

## Appendix 5 - Revenue reserves for 2021/22

132

Reserve	Balance 31st March 2021	Spent in Reserve Q1	Reserve Remaining	Note
<b>Service Reserves</b>				
Asset Management Reserve	1,322,371	8,269	1,314,103	
Borough Growth Reserve	628,291		628,291	
Borough Regeneration Reserve	81,659		81,659	
Business Rates Reserve	500,000		500,000	
Business Support Reserve	1,004,328	2,496	1,001,832	
Business Transformation Reserve	999,111	105,017	894,094	3
Climate Change Reserve	404,200	18,308	385,892	
Community Support Reserve	883,575	91,726	791,849	4
Council Tax Reserve	251,391		251,391	1
Development Management Reserve	485,150	- 32,000	517,150	2
Development Policy Reserve	910,867	- 1,000	911,867	2
Elections Reserve	190,848		190,848	
Flood Support and Protection Reserve	9,646		9,646	
Garden Communities Reserve	1,202,358	50,234	1,152,124	6
Health & Leisure development reserve	100,543		100,543	
Housing & Homeless Reserve	542,799	24,134	518,665	
Insurance Reserve	60,000		60,000	
Investment Reserve	350,000		350,000	
IT Reserve	231,403	8,247	223,157	
MTFS Equalisation Reserve	2,781,207		2,781,207	
Open Space & watercourse Reserve	737,574	- 12	737,585	2
Organisational Development Reserve	103,590	110	103,480	
Risk Management Reserve	260,000		260,000	
Waste & Recycling development Reserve	2,152,808	12,308	2,140,500	5
	16,193,719	287,837	15,905,882	

### Notes

- 1 Council Tax reserve relates to residual hardship monies and compensation of losses. Both are central Government support for COVID.
- 2 Negative amounts relate to accruals from 19/20 still awaiting invoices.
- 3 Expenditure against a combination of specific reserves including the One legal service review, the Digitisation team and the appointment of a business rates intelligence officer
- 4 Predominantly Covid compliance but also includes Tewkesbury 2021 grant
- 5 Installation of WEEE cages on recycling vehicles
- 6 Salary costs of Garden Town team

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	7 September 2021
<b>Subject:</b>	Review of COVID19 Response and Recovery
<b>Report of:</b>	Head of Corporate Services
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Member:</b>	Lead Member for Organisational Development
<b>Number of Appendices:</b>	One

### **Executive Summary:**

The COVID-19 pandemic and its impact on the Council has been unprecedented. This has resulted in a significant challenge, not only to respond to the various issues arising but also to initiate a recovery plan and, since the onset of the pandemic, continue to deliver our core services.

Given the nature of the challenge, there was no textbook response at hand. Through a combination of incisive decision-making, more deliberated decision-making when necessary, a 'can do' attitude and creative thinking, the Council's response has been phenomenal.

What should not be underestimated is due to how well the Council is run; there were solid foundations in place pre-COVID-19 to underpin the effectiveness of our response.

Our response has supported various stakeholders including our residents, our business community, the wider general community, partners and importantly our workforce and members. During the course of this response, many learning opportunities have been identified and subsequently deployed across our people, processes and procedures, and our technology.

The key organisational learning points are captured in the main body of the report. Service specific learning points are captured and reported within the table at Appendix 1.

### **Recommendation:**

**To CONSIDER the key organisational and service related lessons learnt arising from the Council's response to the COVID-19 pandemic.**

### **Reasons for Recommendation:**

It is good practice to reflect upon any emergency situation and consider the key learning points. Undertaking a 'lessons learnt' exercise was also a significant governance issue reported within the Council's 2019/20 Annual Governance Statement.

### **Resource Implications:**

None arising directly from the report.

**Legal Implications:**

None arising directly from the report.,

**Risk Management Implications:**

If the Council does not reflect upon its response to an emergency situation then improvements will not be made to any processes or procedures to enable future responses to be more effective.

**Performance Management Follow-up:**

The majority of lessons learnt were deployed during the course of responding to the pandemic and are now installed into working practice.

**Implications for Biodiversity:**

None arising directly from this report.

**1.0 INTRODUCTION/BACKGROUND**

**1.1** The COVID-19 pandemic and its impact on the Council has been unprecedented. This has resulted in a significant challenge, not only to respond to the various issues arising but also to initiate a recovery plan and, since the onset of the pandemic, continue to deliver our core services.

**1.2** Given the nature of the challenge, there was no textbook response at hand. Through a combination of incisive decision making, more deliberated decision making when necessary, a 'can do' attitude and creative thinking, the Council's response has been phenomenal. What should not be underestimated is due to how well the Council is run, there were solid foundations in place pre-COVID-19 to underpin the effectiveness of our response and give us a 'fighting chance'.

**1.3** Our response has supported various stakeholders including our residents, our business community, the wider general community, partners and importantly our workforce and members. During the course of this response it has resulted in many learning opportunities that have subsequently been deployed across our people, processes and procedures and our technology. The key organisational learning points are captured in the main body of the report. Service specific learning points are captured and reported within the table at Appendix 1.

**2.0 PRE-COVID FRAMEWORK TO SUPPORT RESPONSE**

**2.1** In light of events, we have had to adapt and respond to a fast-moving emergency in a way that we could never envisage. As a result of our transformation work, which we have been delivering since 2014, we were fortunate that we had at least some foundation to support our response. This includes:

- Our Growth Hub, set up in 2018, has provided the foundation for our business support during the pandemic through its excellent network of business contacts and intelligence.
- Our excellent relationship with Places for People has seen early success in the recovery of the Tewkesbury Leisure Centre. This is incredibly important for our business and for community activity and health.

- The sharing of our building – the Public Service Centre - with the likes of Police, Department for Work and Pensions (DWP) and Children’s and Adult Services has enabled a multi-agency approach to address certain issues arising from the pandemic.
- As a collective, we have a great understanding of our communities, particularly through our ‘place’ approach and we have a strong presence within it.
- Staff are our greatest asset and the ‘can do’ culture we have (as acknowledged by the Local Government Association (LGA) Peer Review team), has shone through. Organisational changes were made which saw many members of our staff redeployed to other services.
- In attaining accreditation to the ‘Workforce Wellbeing Charter’, we already had in place the building blocks such as a mental health plan to support our organisational resilience.
- Our excellent financial management framework supported by our technically strong finance team (as recognised by the LGA peer review team) enabled the quality of financial monitoring and reporting to be maintained despite the added complexities of the financial landscape.
- Our ICT Strategy, approved pre-COVID-19, gave us the direction of travel to implement the necessary technology to support the organisation, particularly through remote working. Exemplifying our ‘can do’ attitude, it meant swathes of the strategy being delivered in a few months. It was also beneficial that Members all have the same ICT offering.
- Although re-deployed for the first few months, our new Business Transformation Team was up and running in September. It has already achieved notable successes such as the implementation of a new digital platform, a new complaints framework, a new Freedom of Information request portal, project-led the delivery of our new bulky waste system and taken our garden waste income to nearly £1m. All of this is customer centric. The team will be key to our mid-term recovery.
- A sound system of governance and decision-making processes.

### 3.0 KEY ORGANISATIONAL LEARNING POINTS

3.1 In responding to the challenges presented, every day of that response has provided learning opportunities. Though not an exhaustive list, the key organisational learning can be summarised as follows:

- **‘The art of the possible’** – if, prior to COVID-19, we had undertaken a desktop emergency planning exercise based upon all staff working from home, all Committee meetings to be held virtually, administering £30 million pounds of business grants and £400k of Council Tax support, undertaking 5,000 business visits etc **and** deliver our core priority services we would not have thought it possible. Out of adversity came the motivation, creativity, doggedness, goodwill etc. to deliver for the people who matter; our communities.

- **Command and control** - it became apparent very soon that, for aspects of our response, if this was delivered within individual services they would soon be overwhelmed. This led to the creation of key individual cells, adequately resourced through re-deployment of staff and with a clear remit. The main cells deployed were communications, business, community and high street recovery. Cells were also created at a county level to ensure there was a joined-up approach and we had officer representation on all those cells, which included communications, community resilience, mortality planning, health and wellbeing, health protection board, rough sleepers and recovery.

A Management Team+ group was also established comprising Corporate Management Team, cell leads and Operational Managers from each service area. This team met daily for many months and considered the national, regional and local issues as well as our own and collectively organised our response.

- **Technology** – it is stating the obvious, but technology was the critical factor to enable us to work effectively from home. There were various learning points, particularly around the prioritisation of the laptop rollout, learning from the first rollout and applying this to subsequent ones, staff and Members adapting well to the use of software such as Microsoft Teams, Zoom and general network connectivity. All of this contributed to our ability to work flexibly - we may have thought we were reasonably advanced in our flexible working pre-COVID-19 but this took it to the ultimate level. In a normal working environment, a proposal of this magnitude would have been met with a degree of scepticism. From the learning to date we can now plan for moving forward with a more balanced model and ensuring we are in the right place for delivering our services.
- **Organisational resilience** – the speed at which we resorted to home working and the longevity of the pandemic quickly identified that staff resilience differs from individual to individual and collectively within teams. Whilst the majority embraced home working, others found it more difficult either through their home set-up (not necessarily technology related) or factors like social isolation. We quickly learnt that HR policies needed refining, guidelines developed, for example some staff had guilt issues about leaving their desk or using technology for social contact and messages around taking annual leave etc. A whole raft of actions were implemented, everything from online yoga to the setting up of a culture and communications staff group to specific resilience sessions within teams.
- **Financial management** – our framework is second to none, supported by a technically strong finance team. It became apparent the team's ability to navigate the complex financial landscape, whilst undertaking business as usual work such as the closure of the accounts, would be critical to enable the Council to function on a sound financial footing. The Finance Team soon learnt that there were significant challenges to keep on top of the additional monitoring and analysis, detailed monthly returns to government, additional internal monitoring, business grant administration, a complex picture around business rates and Council Tax, the level of government funding and accounting for all the different grants we received to ensure we were maximising their value.
- **Customers** – customers have had no choice but to engage with us in other ways, and this complemented our need to work remotely. We know now that customers can and want to engage with us online, justifying even more the creation of our Business Transformation Team. Our Advice and Information Centres (AICs) closed in March 2019 and the impact on our customers has been minimal thanks to our availability online and over the phone. Our Customer Services team, who handle many of our front-facing calls, adapted quickly to remote working and the transition was seamless, meaning customers weren't affected.

- **Communications** – in any emergency, good communication - both internally and externally - is critical. We quickly learnt that the plethora of information being received from a variety of sources was overwhelming our website, hence the implementation of our COVID-19 microsite. Social media was the key communication tool, not only for our messages but to promote those of other key stakeholders. Key communication mechanisms were quickly implemented such as the Member and Parish bulletins, service position statements, virtual staff briefings etc. Our Communications team rose to the challenge and even continued to promote some of our more 'business as usual' communications throughout the period, too.
- **Recovery** – whilst in response mode, and remembering different cells and services were in different stages of response, it was important to project forward and formulate our recovery. This is detailed within our COVID-19 corporate recovery plan. Using our experience from developing and implementing our main strategic document, the Council Plan, it made sense to align the recovery plan with this. With regards to the delivery of priorities within the Council Plan, given that resources were diverted to our response and now our recovery then it was recognised we cannot do everything. This has led to a number of workstreams being deferred and these have been reported through our Council Plan and recovery plan monitoring framework.

#### 4.0 KEY LEARNING POINTS BY SERVICE AREA

4.1 In addition to the strategic learning points, each service area was asked to capture their key learning points. These are detailed within the table at Appendix 1. From the responses, common trends include:

- **Staff responsiveness** – similar to the collective responsiveness identified organisationally, services have acknowledged how staff have adapted to new technology, undertaking new roles and individually, as well as teams, how they supported each other through challenging times.
- **Staff resilience** – whilst staff were re-deployed without fuss, a number were faced with challenging conversations, particularly those deployed to the community cell and business cell. Particularly with the former, it was quickly learnt that additional support was required for individuals operating within these cells.
- **Business Intelligence** – staff deployed to the business cell have learnt new knowledge that can be taken back to their service area. There is also a learning exercise around utilising business intelligence across service areas rather than treating it within a silo.
- **Legislation and guidance** – it became apparent very early that there was a plethora of new guidance and legislation to be interpreted, sometimes quite complex and lacking clarity. For example, legislation around virtual meetings, complex business grants guidance, health and safety advice and guidance and implementation of business rate reliefs.
- **Innovation** - to support the Council's response, many services had to think of different ways to continue effective service delivery. Examples range from the implementation of the communications microsite, virtual meetings, use of videos and photos to support planning applications, use of various external grant funding to provide additional resource, prompt switch from paper to electronic storage, development of new HR policies, online forms, virtual inductions etc. Hopefully the learning to innovate will not be lost and the work of the Business Transformation team will enhance things further.

- **Additional resource** – given the impact of the pandemic and that we are a relatively small Council, if we did not rely upon the use of temporary staff and contractors then we would have been overwhelmed. We quickly learnt that to ‘stay afloat’ additional resource was needed, used not only on direct COVID-19 related activities but to backfill staff that had been redeployed. Key areas resourced included Environmental Health, Revenues and Benefits and ICT.

**5.1 OTHER OPTIONS CONSIDERED**

5.2 None.

**6.0 CONSULTATION**

6.1 None.

**7.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

7.1 Council Plan (2020-24) and COVID-19 Recovery Plan.

**8.0 RELEVANT GOVERNMENT POLICIES**

8.1 None.

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

9.1 None arising directly from this report.

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

10.1 None.

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

11.1 None.

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

12.1 None.

**Background Papers:** None

**Contact Officer:** Head of Corporate Services  
01684 272011 [graeme.simpson@teWKesbury.gov.uk](mailto:graeme.simpson@teWKesbury.gov.uk)

**Appendices:** Appendix 1 – Lessons Learnt in response to COVID-19 (by service area)

## Appendix 1 - COVID-19 Lessons Learnt

139

Service Area	Lesson learnt reference	Reality	Response	Result
<b>Business Cell</b>	1	Assembly of the grants team had to be sourced quickly. Staff were faced with working from home, in a new area and with new team members, under pressure to make payments quickly and regularly dealing with distressed businesses.	Microsoft Teams was used for instant messenger and video calls, to enable staff to effectively communicate. Training around difficult conversations was provided and debriefing between team members was promoted to support staff's mental well-being.	The team worked effectively together to deal with difficult circumstances and supported one another both personally and professionally.
	2	The grant schemes relied heavily on the business rates system and required specialist knowledge held by only a small number of staff. This meant that the individuals with this knowledge faced pressure to provide business as usual and facilitate/support the business grant scheme.	Informal, ad-hoc training was provided to the wider grants team to support the administration of the schemes.	The team's business rates knowledge has expanded as a result of being involved with the grant schemes. Only two members of the grants team are from a Revenues background and will take this knowledge back to the department when the team is disbanded.
	3	Many businesses which had not previously notified the council of their occupation came forward as a result of the grants. This meant accounts needed to be updated prior to payment. This meant additional pressure on the Revenues Team to amend liabilities at speed.	Business rates accounts were updated, and subsequent post payment checks have documented any changes that are still required.	Data has been cleansed and updated following new information that emerged from grants intelligence. Accounts will continue to be updated as post assurance checks identify any required. A Business Intelligence Officer post has been created to pull together business information from across the services.

## Appendix 1 - COVID-19 Lessons Learnt

140

Service Area	Lesson learnt reference	Reality	Response	Result
	4	Pre-payment checks were limited due to Government pressure on Local Authorities to pay grants as quickly as possible. Government has therefore required the council to undertake post-payment assurance checks, which is resource intensive.	The grants team has continued to undertake post payment checks alongside any new grant schemes. The application process was changed to obtain additional mandatory information when the second national lockdown grant scheme was introduced in November 2020.	The added requirement of a mandatory bank statement during the November lockdown means that the Council has greater level of assurance that the grants were paid to the correct party and will reduce the need for more in-depth post payment checks. Subsequent schemes have also required additional evidence. We have refined our processes taking learning from each of the schemes.
Communications and graphics	5	In the early stages of the council's response, we were overwhelmed with information nationally, regionally and locally. This led to information posted on our website to become congested and difficult to interpret for our residents.	A mini project involving the communication's team and the web developer to create a micro-site specific for Covid-19 information.	Developed and implemented in under a week the site allows the communication of information in a more structured and user-friendly manner.
	6	Working from home full-time was new for most services and the demand for advice and information was very high.	To support home-working, we pulled together an easy-reference guidance tool, as well as a 'best practice communications' leaflet, giving top tips around the use of teams, emails, voicemails, phones and general home working.	Provided clear and easy-to-follow advice and helped to manage expectations in terms of what is required when working from home.

## Appendix 1 - COVID-19 Lessons Learnt

141

Service Area	Lesson learnt reference	Reality	Response	Result
	7	Keeping members and parish councils engaged in our response to the pandemic was a priority.	The communications team delivered a weekly bulletin to members, parish councils and staff – recording all elements of the council’s response.	The demand of this work was significant, but the result meant that the audiences felt engaged and updated thus our reputation was very positive.
	8	The pressure on the communications team was immense, particularly as we only had one part-time communications officer.	The creation of a communications cell with officers re-deployed from other corporate work.  In October 2020, we employed a full-time communications officer (albeit on a two year contract)– a key recommendation from the March 2020 peer challenge.	The team has done an absolutely fantastic job of responding to the pandemic and ensuring the council’s many audiences are kept engaged in our response.
	9	Being at the forefront of receiving the latest information on the pandemic (particularly death rates) created anxiety within the team.	Support from the council in terms of managing worries and anxiety, as well as managing childcare. Regular team check-ins and reassurance was needed.	This was a difficult issue to avoid given the role of the team, but their team spirit and support meant they not only found the resilience to continue but they did a brilliant job.
	10	With so many different messages to convey, creating really engaging ways of delivering messages became a priority.	The comms team introduced video guides and animations – utilising new skills and creating engaging content.	Increased engagement across all platforms, particularly social media and internally.
<b>Community and Economic Development</b>	11	Team split and staff moved into specific cells to meet the related needs of the community and	Recognition of needing dedicated data support and assistance.	Specific role assigned to data collection and co-ordination.

## Appendix 1 - COVID-19 Lessons Learnt

142

Service Area	Lesson learnt reference	Reality	Response	Result
		business community – whilst managing the day job. Some staff are/were also working across two cells. There was also changing personnel within cells, having to re-train staff.	Recognised that w/e working not always required.	
			Recognised that staff goodwill a key factor in success.	
			Recognition of skill sets of staff that could be utilised (may be different to their job role)	
	12	Through Help Hub requests, there was uncertainty over what support other agencies could provide for residents in need. Issues passed to team, when nowhere else to turn.	Meetings set up with relevant agencies to understand what expertise they could provide.	Information pack produced and regular meetings with key agencies such as ASC and other districts.
			Regular discussions at County Community Resilience Group on how to improve systems	Clear advice on Help Hub
	13	Staff not trained to deal with difficult enquiries, including residents going through severe mental health issues and major life/work changes.	Discussions with staff regarding support required.	Staff training provided and gaining support and advice from organisations who deal with cases on regular basis.
	14	Volume of government information and advice, often requiring immediate interpretation and implementation.	Reading information and interpreting it.	Responsibility for this assigned to role within the Community Cell.
	15	In the early stages of response,	A new GDPR email group was set	A GDPR comms plan ensured

## Appendix 1 - COVID-19 Lessons Learnt

Service Area	Lesson learnt reference	Reality	Response	Result
Corporate (business transformation, policy & performance, GDPR etc)		our corporate resource was redeployed to support the business grants team. This had an impact on maintaining the profile and importance of GDPR.	up to ensure resilience when breaches were reported. A staff briefing was held as a reminder of the importance of responding to GDPR breaches and managing personal data while working from home.	regular data protection comms was issued to all staff to help retain its profile.
	16	While most services were in response mode, the impact on responding to complaints and FOIs was fairly significant.	The pressure on services to respond to FOIs and complaints was reduced – this was a management team decision.	The pressure on services responding to the pandemic was reduced because customer expectation was managed.
			Messages were put on auto-email responses, the website and through customer services that response times to complaints and FOIs would be affected by our response to the pandemic.	
	17	Staff working remotely – managing the pressure of being redeployed but wanting to maintain their current role’s reputation.	Corporate messages helped reduce the pressure on individual staff, and regularly meetings over Teams to reassure that expectations had changed in terms of delivering on corporate issues.	Working from home is now very much the norm, and productivity is excellent.
	18	As we moved into recovery mode, it was difficult to encourage some	Heads of service and operational managers were encouraged to	This was always going to be a difficult issue, particularly for

## Appendix 1 - COVID-19 Lessons Learnt

Service Area	Lesson learnt reference	Reality	Response	Result
		services to prioritise issues such as complaints and FOIs – it also seemed that the public's empathy for our response lessened as time went on, resulting in an increase in complaints around communication from services.	respond to FOIs and complaints in a timely way and within the required timescales.	those teams who have been so heavily involved in the response and recovery. There have been a handful of complaints gone to stage 2 as a result of our lack of response to customer contact, but on the whole there has not been a major problem thanks to the response from management.
	19	The business transformation team's launch was delayed until August 2020 with most of the team redeployed.	Regular communication between the team and clear priorities meant members of the team felt ready to work together as soon as they were able to. There was a reduction in time (four months) available to go live with the new digital platform.	The amount this team has achieved in less than 12 months is remarkable. We have now gone live with a new digital platform – making a positive impact for all involved. The team has never worked together in person, and it has an excellent set up for working remotely with regular team check-ins, meetings and creative sessions.
	20	The pressure on the council's web and digital designer was significant as the role was the single point for creating online forms.	This role created a significant number of online forms particularly for business grants.	The access to online forms for our customers was fantastic thanks to the work of this role. Our forms were clear, easy to fill out and understand.

## Appendix 1 - COVID-19 Lessons Learnt

Service Area	Lesson learnt reference	Reality	Response	Result
				Although this officer has done a fantastic job the pure relentlessness of it has resulted in a need for us to consider expanding our resource in this area moving forward. The transformation team is currently considering this.
Customer Services	21	The team had never worked from home pre-pandemic.	Ensuring the team had the correct equipment, the appropriate home set up and understood their role in the pandemic.	Despite some initial anxiety the team adapted very well. It did highlight areas for training need – and this has been delivered and resulted in a more competent and confident team. Highlights all of the team does not have to be office based.
	22	Working from home created challenges in communicating with Ubico on customer issues.	A daily report was introduced with a round-up of the day's issues. Ubico would respond early the following day so customer services team could respond to enquiries.	A much smoother and streamlined way of working and has helped improve the working relationship. This is something we will continue to do outside of the pandemic.
	23	Managing sickness levels remotely.	Despite working remotely, this was managed effectively through supportive Teams meetings with HR, the operational manager and team leader.	Ensuring we followed the council's sickness absence policy correctly showed that these issues will still be taken seriously, and staff will feel supported to ensure they can

## Appendix 1 - COVID-19 Lessons Learnt

146

Service Area	Lesson learnt reference	Reality	Response	Result
				carry out their role comfortably from home.
	24	Supporting teams in managing phone calls.	The demand on the team increased with other services in response mode. The team was proactive in offering support to teams such as housing, EH and planning.	<p>Increased customer satisfaction through resolving issues through first contact where possible.</p> <p>Teams in response mode were able to focus more on their role while the customer services team did what they could to manage expectations/resolve issues.</p>
	25	One member of the team remains redeployed in the business cell – the impact of this is being felt now we are returning to opening offices and advice and information centres. (AIC)	Now the offices are open, the team has to cover phones, reception and the AIC. We are reviewing the way we run the AIC - following offers of support from parish councils and the Tourist Information Centre (TIC) in Winchcombe. Given the very small numbers who visit the AICs, there will be great benefits to working in partnership to deliver this service.	By working with parish councils and the TIC in Winchcombe, we can ensure that our AIC offering continues but the demand on the customer services team is reduced.
<b>Democratic Services</b>	26	Arrangements needed to be made for decision-making meetings to take place.	In the first few months of lockdown all meetings were suspended whilst investigations were undertaken to provide an online offering.	In May the first meeting via Zoom was held and remote meetings continued for 12 months. During this time, there were a number of difficulties as it

## Appendix 1 - COVID-19 Lessons Learnt

147

Service Area	Lesson learnt reference	Reality	Response	Result
				<p>was a steep learning curve for both Officers and Members. Public participation was included which had challenges in relation to user technology. The Council was starting from a point of never having had remote meetings or broadcasting meetings so this was quite an achievement.</p>
	27	<p>In May 2021 the legislation allowing for remote meetings ended and arrangements had to be put into place for meetings to take place in a COVID secure environment.</p>	<p>Meetings were undertaken with Property and IT and arrangements were put into place for public meetings to be held.</p>	<p>Since May meetings (where the public are entitled to attend) have taken place in the building. Precautions to ensure the safety of all involved have been put in place. This has been a learning process which has required Member support and generally has gone well. As we move forward, a gradual return to normality is happening which requires constant liaison with Property and advice from Environmental Health as restrictions are still in place and the Council has certain health and safety duties which need to be adhered to.</p>
	28	<p>Members could no longer come into the Offices to access</p>	<p>Members received various briefing notes from the</p>	<p>This was a steep learning curve for Members and Officers in</p>

## Appendix 1 - COVID-19 Lessons Learnt

148

Service Area	Lesson learnt reference	Reality	Response	Result
		information from Officers.	Communications Team, were set up to have Teams meetings with Officers and received updates from the Chief Executive and Deputy Chief Executive.	terms of technology and some Members felt that dedicated support from Democratic Services would have better met their needs as had been provided by the County Council for its Councillors.
	29	All Members had been provided with iPads prior to the pandemic but they had little use.	Because of the need do to everything remotely, considerable support was provided by IT and Democratic Services to assist Members with remote working.	Whilst it was a steep learning curve, Members did really well with the technology; although there were drawbacks with some Members feeling isolated, issues with suitable areas when working from home and impingement on normal homelife. On the positive side there were savings in terms of travel and time.
	30	Member induction programme ended and, in view of the pandemic, there was a focus on managing meetings and running the Council's business remotely.	A couple of planning sessions were held on Zoom which went very well.	A Member training programme now needs to be resurrected that, following the experiences of the pandemic, could be part remote and part face to face. Remote sessions would have the benefit of savings on trainers not needing to attend the offices.
	31	Many of the systems in elections and Member services were paper based.	Where possible some of those were made electronic.	Going forward those that have moved to electronic have worked well but there is still more to be done. However, it must be borne

## Appendix 1 - COVID-19 Lessons Learnt

Service Area	Lesson learnt reference	Reality	Response	Result
149				in mind that some of our processes by statute require paper forms and return envelopes so there remains a reliance on paper-based systems.
	32	Staff were encouraged to work from home where possible.	Officers did work from home but there were times when this was not possible, particularly in preparing for the May 2021 elections.	Going forward there will be a mix of home-working and office-working as required to meet the needs of the service.
	33	As the 2020 elections were postponed and meetings were on hold for a short period, Officers from the team were redeployed to support the community hub.	Officers rose to this challenge, but it was a very steep learning curve and completely different from their normal roles.	A much-needed resource was provided for the community hub in supporting the residents of the Borough and the work was very rewarding and gratefully received by those that needed it. However, it was very challenging and mentally draining on the staff who, as time went on, had to resurrect their normal roles in addition to the work on the hub. Going forward, should this be required again much more training and support would be needed, particularly in terms of emotional support for staff which was provided at quite a late stage. The processes were constantly updated as the requirements changed quickly

## Appendix 1 - COVID-19 Lessons Learnt

Service Area	Lesson learnt reference	Reality	Response	Result
				which added a strain on the team. A number of Members provided invaluable support to the hub team. Cross section working and communication with Officers who were more familiar with these types of situations was extremely helpful and it was interesting to see how issues were dealt with in different teams.
150	34	The government made the decision that the 2021 elections should proceed.	In order to ensure the safety of staff, electors etc. all polling stations were individually assessed, with the help of specialist advice, and all processes changed to accommodate COVID-19 requirements.	The elections were very successfully run in all aspects, but this is not a function that can be done from home. Whilst every area was very challenging the team responded well to meeting the additional requirements; however, the support of other sections was absolutely crucial as was that of the polling station staff in accommodating the additional COVID-19 requirements.
	35	There was a curtailment of the annual canvass to update the Register of Electors.	A decision was made to send a Household Notification Letter to all properties to check the accuracy of the Register of Electors.	There was a significant amount of change which had occurred which would not have been captured had the process not been undertaken - this resulted in more electors being able to

## Appendix 1 - COVID-19 Lessons Learnt

Service Area	Lesson learnt reference	Reality	Response	Result
				vote.
<b>Development Management</b>	36	In the early stages of the pandemic it was clear that we would be unable to provide officers with paper application files as had been normal practice.	Paper files were no longer provided and officers, working remotely and with appropriate technology, were able to process applications without a paper file.	In the majority of cases paper files will no longer need to be created which reduces administrative costs and use of paper.
	37	Publicising planning applications by way of site notices during the pandemic caused significant practical problems which led to delays in the processing of applications and consequent backlogs of work.	During the lockdown periods applicants/agents were asked to display notices.	Whilst the problem was overcome, the issue did highlight the need to review the way the council publicises applications. The issue would not have been felt so keenly had the council publicised most of its applications by way of neighbour notification.
	38	Face to face meetings were not possible during the various stages of the pandemic.	All team meetings etc. were organised via MS Teams. Planning committee was organised in liaison with Democratic Services and ICT. All officers were provided with the equipment to enable all types of meetings to be help effectively.	Meetings have been held effectively whilst remote working. There is a wider awareness that face to face meetings are not always necessary and can be much more effective and efficient when held remotely, as well as reducing travelling cost/time and the consequent environmental impacts.
	39	During lockdown it was difficult to access paper records.	Individual officers volunteered to work in the office on a limited	An inefficient yet effective system was put in place to

## Appendix 1 - COVID-19 Lessons Learnt

Service Area	Lesson learnt reference	Reality	Response	Result
			basis so that records could be accessed where necessary and provided to officers/customers.	retrieve records however, the digitisation of all records should be a priority.
	40	Officers were unable to undertake physical site visits at various stages during lockdown. Committee site visits were not possible at times.	Applicants/agents were asked to provide visual material including photographs/videos of sites which could be used, where appropriate, as a proxy for a physical site visit.	The processing of applications was able to continue in the majority of cases without a physical visit being undertaken. Whilst in many cases a physical visit is necessary/preferable, in some cases this will not be essential if appropriate photos/videos can be provided.
<b>Environmental Health</b>	41	An immediate response was required from initial lockdown. Guidance and Regulations were late and lacked clarity. Subsequent changes to guidance and regulations in/out of lockdown and Tier restrictions remained the same and there was late or no further advice available. Reliance of Health & Safety at Work Act was difficult compounded by Health and Safety Executive (HSE) advising covid not imminent risk.	The team stepped up admirably working evenings and weekends advising businesses and taking enforcement action where necessary. Introducing Whatsapp as an in/out board helped monitor staff movements to ensure they were safe. Use of Knowledge Hub and Office for Product Safety and Standards (OPSS) supported decision making on activities not clearly defined. Joint working with Police.	Flexibility and agile working essential during a pandemic. Response provided the detailed actions required to be taken. Joint working with Police on enforcement.
	42	The corporate digital response to rapid home working was	staff mostly coped well with the transition with exceptions being	Agile working benefits service delivery.

## Appendix 1 - COVID-19 Lessons Learnt

Service Area	Lesson learnt reference	Reality	Response	Result
		excellent.	within Licensing team which has continued to be impacted. Issues relating to isolation and anxiety have been identified and staff members supported throughout.	
	43	Demand for cross district working, Public Health and other partners increased the workload of the team.	Funding from Local Outbreak Management Plan (LOMP) and Contain Outbreak Management Fund (COMF) together with Covid Marshall funding allowed for recruitment of dedicated covid compliance officers, Community Protection Officers and provided resources to deliver priorities.	Developed excellent partnership working establishing clear and strong relationships which should continue.
	44	Business as usual for environmental nuisances increased by 60% particularly fly tipping, noise and bonfires. Food inspections fell back as did other routine work creating backlogs in Environmental Health and Licensing. Community Safety work also increased.	Creative use of additional funding allowed additional recruitment into licensing team, for private sector housing related matters and to fund external contractors to assist with food hygiene inspection backlog. Auto responses on emails helped as did support from customer services particularly for taxi and Private Hire licensing.	Needed to be creative in use of funding to maximise response.

## Appendix 1 - COVID-19 Lessons Learnt

Service Area	Lesson learnt reference	Reality	Response	Result
	45	Re-opening businesses – welcoming people back onto High streets – Ambassadors and Community Protection Officers	Officers were warmly received for their visibility and support by both business and the public making people feel safer.	People felt safer – consider continuation of visible uniformed officers for environmental issues.
Finance	46	We receive a lot of paper invoices and remittances which caused issues during the early days of the pandemic as we were all working from home.	We had one member of the team come into the office to scan in all of the post for our services so all services could work from home and create electronic storage for documents rather than keeping a paper-based system.	The accounts payable function became more streamlined and quicker freeing up some of the officer's time to help in other pressure areas. Also holding invoices electronically meant that the whole council could now access invoices without having to refer to our paper folders.
	47	With the Finance Manager working full time on business grants and the loss of a senior accountant early on in the pandemic the team were under resourced and lacked leadership.	Adding additional leadership responsibilities to one of the accountants to help take some of the pressure off the Finance Manager and re-prioritising work within the team.	The additional responsibility for the accountant worked well as she led the budget and accounts process really well freeing the manager up to focus on grants. Also, we streamlined a lot of unnecessary processes and redistributed work within the team to ensure the service still ran effectively.
	48	The finance functions all overlap and working together as a team is paramount to the effective running of the service.	Finding a way to replicate the communication between team members that we had in the office took time to embed. Through using Teams channels for	We used the idea of shared Teams to replicate this across different services we communicate with often (as emails can be too onerous) and

## Appendix 1 - COVID-19 Lessons Learnt

155

Service Area	Lesson learnt reference	Reality	Response	Result
			different finance functions and regular team meetings we managed to keep the team communicating effectively.	now have information flows with Revenues and Benefits which is working well.
	49	The accounts and budget monitoring process requires populating a main spreadsheet with information and usually officers do an individual sheet then fill in the main spreadsheet one at a time.	With Teams and One Drive being rolled out we needed to embrace this new technology to avoid double handling of data and the use of one, master working paper. We used shared spreadsheets so we can all work on the same document at the same time.	Many of our old processes and working papers have slowly been transferred from the network drives to Office 365 based apps to allow for better functionality for multiple users on one document and to avoid duplication.
<b>Housing</b>	50	In the early stages of response, we were overwhelmed with information nationally, regionally and locally. There was new guidance from MHCLG, new partnership working and expectations across the County and the need to have regular catch ups.	Once set up to work remotely we had daily 'stand up' meetings to share updates and support each other.	We were able to react quickly to changing conditions, implement new processes and support each other.
	51	Staff found working from home difficult with technical problems.	Advice about remote working and sharing experiences with colleagues helped improve this.	Although much improved there are still some problems with home set ups that are likely to remain e.g. having to work on a kitchen table or around family.
	52	Staff did not foresee the effect of	Discussing how we feel and	Staff have been more

## Appendix 1 - COVID-19 Lessons Learnt

156

Service Area	Lesson learnt reference	Reality	Response	Result
		having difficult conversations with customers in their home setting. They felt intruded on or not able to get instant support as they would in the office.	having the opportunity to talk about cases has provided support. The Wellbeing Zone on the website has provided advice too.	comfortable working with customers at home and colleagues mindful of providing support.
	53	Rough Sleeping support approaches are based across the County with many partners needed to share information and react to changes in conditions.	A weekly County Rough Sleeper Cell was set up. Reporting mechanisms were set up to monitor data and inform commissioning of services.	The very fast changing conditions were met with regular meetings and Cell members were able to make quick decisions based on current data. Support for officers on a personal level was helpful.
<b>Human Resources</b>	54	Staff were re-deployed to priority areas such as the business cell and community cell. Some staff had not been exposed to difficult and emotional telephone conversations.	Support to staff health and wellbeing has been paramount. Various initiatives have been implemented including 'how to deal with difficult calls training'	Staff receiving direct awareness training to deal with emotional calls and how to cope with these.
	55	Flexibility was required at speed to respond to legislative changes and the need to fit out policies and processes to these new challenges.	Changes were made in a number of areas – for example unsocial hours, flexitime, self isolation, annual leave etc.	Our policies and processes have been developed or temporarily updated.
	56	New challenges regarding wellbeing	Debriefing calls, temporary homeworking Cardinus, involvement in county workforce group, personal protective	Survey and pulse check responses show that the vast majority of staff feel cared for and can locate the support

## Appendix 1 - COVID-19 Lessons Learnt

Service Area	Lesson learnt reference	Reality	Response	Result
			equipment (PPE).	available.
	57	All staff had to adapt quickly to remote working where some may not have had the skills necessary.	New courses were commissioned on maximising use of Microsoft Teams, Working Remotely and Managing Remote Teams.	Courses have been well received and used. In a similar situation they could be rolled out more quickly.
	58	All staff had to move to working from home very abruptly from a position where home working was sometimes seen as a perk and when people were not in the office they missed out on corporate messaging.	Developed Agile Working policy. Surveyed staff and found the vast majority now in favour of hybrid working. IT have established remote meetings for staff briefings and other training events	<p>Teams can now work more effectively remotely, working from home has demonstrated that most jobs can work well from home and there's a change in attitude about presenteeism in the office.</p> <p>The council will now be able to continue recording events and live streaming so that those working remotely, or part time can still engage.</p> <p>Future recruitment can now offer more flexibility – may help I position the council as the employer of choice and widen talent pool.</p>
	59	Staff working remotely unexpectedly coped well but did report missing seeing each other and social interaction	Culture and communications group set up across the council to address issues relating to maintaining our council culture and maintaining and improving remote communication	Ongoing work from the culture and comms group which has already achieved new social committee established, changes to staff induction, introduction of new starters in news for you and team focus articles.

## Appendix 1 - COVID-19 Lessons Learnt

Service Area	Lesson learnt reference	Reality	Response	Result
ICT	60	Existing technology did not lend itself well to remote working for all – this was already recognised in the ICT Strategy with the intention of a laptop rollout pre-Covid.	There was an increasing demand nationally for laptops A decision was made just before the first lockdown and sufficient numbers, with ancillary kit were delivered.	Over the course of three months, we completely overhauled the technology used by staff - we have invested not only in laptops but in how we can configure and deploy them quickly.
	61	Connecting all users from home when previously we had only connected up to 40 users per day.	Laptops were only part of the solution for remote working. To facilitate 200 plus users we introduced more licenses to connect remotely and added more hardware mitigate single points of failure. Use of 365 from home has risen significantly and Teams has now become an integrated tool.	The council now has a resilient and secure remote working setup.
	62	Supporting remote working issues.	The rapid change in technology led to a significant increase in ICT support requests. Early support was provided by the customer services team by taking and logging calls. This freed up critical time of the ICT staff to work on producing new technology solutions. In addition an external contractor was brought in to support the workload.	To improve the client experience a new post of first line team leader has been created who is responsible for the smooth running of the support services.
	63	Connectivity issues caused by not	Pre-pandemic, we had 2x 100MB	All staff have connectivity.

## Appendix 1 - COVID-19 Lessons Learnt

159

Service Area	Lesson learnt reference	Reality	Response	Result
		enough remote bandwidth.	fibre lines. One was running everything for the council the other ran the growth hub. By negotiating with our Internet Service Provider (ISP) we increased the out 100MB line to 300MB. This generated enough bandwidth to keep staff going.	
	64	Remote council meetings.	To accommodate this a number of options were tested. Corporate Zoom was chosen to run the meeting due to its ease of use and ability to manage public speakers.	Meetings were run and supported remotely during the pandemic. Zoom has proved an excellent host platform.
<b>Internal Audit</b>	65	The setting up of business cell required resources deployed from other services.	Internal audit team members were identified as an ideal resource because of their investigative and analytical skillset.	The team have been pivotal to the success of the scheme, paying out over £30m to businesses.
	66	The majority of staff moving to home working proved challenging in respect of some more paper based tasks.	Support provided by Business Support Team and safe system of office attendance was implemented.	Staff have embraced the electronic case management system as their primary system and have adopted a paper light system of working.
<b>One Legal</b>	67	Reprioritisation of workloads was required to enable staff to advise on legislative changes and the	Specific staff were designated as key contacts for clients in order to provide rapid responses to their	Timely advice and assistance to clients.

## Appendix 1 - COVID-19 Lessons Learnt

Service Area	Lesson learnt reference	Reality	Response	Result
		consequential impact on council business and the delivery of community support.	enquiries.	Certain documentation has been changed to include pandemic circumstances.
Planning Policy	68	Adapting to working from home.	Staff successfully adapted. One member found it impacted on their mental health, so they came into the office on a regular basis.	Support to staff health and wellbeing.
	69	Conservation Officer unable to undertake site visits.	Officer had to request photos, further plans, videos etc.	Officer able to process applications with further information provided through visual aids.
Property Services	70	In February 2020 the team were required to evaluate the risk profile of the building and the possible effect on services from the spread of the virus. Including the normal operating systems i.e. ventilation and heating and the ability to operate the building with fewer staff.	This was completed in a timely manner in consultation with other authorities and various regulations. This included increased air circulation, the introduction of hand sanitisers, tissue disposal points and education on handwashing prior to the lockdown government announcement.	This initial work didn't account for the severity and impact of the pandemic but allowed for the smooth mobilisation to close the offices at the end of March whilst maintaining the operation of the key services and partner services.
	71	Legislation required the leisure centre to close which triggered the change of law clause within the contract terms.	Places Leisure reacted quickly to the closure with a clear line of communication to agree the change in law and agree how the contract would operate during the pandemic.	Whilst there was a delay in the first August reopening due to a lack of understanding and preparation, lessons were quickly learnt and with the various lockdowns and restrictions constantly changing

## Appendix 1 - COVID-19 Lessons Learnt

Service Area	Lesson learnt reference	Reality	Response	Result
				through the pandemic, Places leisure have optimised the potential income and used the various government grants and furlough scheme, to minimise the cost to the authority
	72	At the start of the pandemic major legislative changes were made to the operation of cemeteries and the registration of deaths largely making a paper based process, electronic	This required major changes to the way burials were administered along with changes to the operational team onsite.	The process has now been streamlined and burials and administration continued throughout the pandemic in a timely manner. The asset manager supported the mortality cell and the property team collated and submitted the weekly data with regards to burials and capacity.
	73	All staff were required to work from home except for key staff.	Those property staff that could operate from home did so, with key staff i.e. caretakers and admin staff remaining in the office to support corporate requirements.	This worked extremely well and maintained the operation of the building for key services and partners alike.
	74	Business Grants were announced in March 2020 with considerable pressure to make payments quickly. The eligibility criteria was driven by business rates which meant the Revenues Team bore	Resources temporarily redeployed from Revenues as well as other service areas to implement an assessment process and pay grants.	Better intelligence about the business rates base and the further work needed to improve it.

## Appendix 1 - COVID-19 Lessons Learnt

Service Area	Lesson learnt reference	Reality	Response	Result
Revenues & Benefits		the brunt of customer contact.		
	75	Media and some other local authorities promoting council tax 'payment holidays' resulted in increased contact.	Website updated to advise no 'payment holidays'. Residents signposted to alternative means of advice and support including the council tax reduction scheme.	Better public perception of the Council through understanding and being responsive to residents' needs.
	76	Magistrates' Court closed from March 2020 for liability order and committal hearings.	The issue of 'soft reminders' encouraging customers to engage with us to make realistic payment arrangements. Provision of support, where eligible, through the council tax reduction scheme.	Less of a reduction in income than expected.
	77	Government support packages for business and residents were delivered through council tax and business rates. This meant changes to software which had to be upgraded, tested and implemented at speed.	Deployment of new releases following testing. New procedures introduced. Website updated.	Support provided to residents and business when it was most needed.
	78	Increased use of agency staff to backfill redeployed staff. Difficulties in training new starters remotely and getting suitable equipment to them.	Sending equipment by courier to those who live a distance away. Learning new skills to enable the delivery of training remotely.	Better able to respond at speed to short term changes in demand requiring additional staff to ensure service delivery.
	79	Council Tax Hardship Fund announced in first lockdown. Increased award made later in the year.	Staff trained to make awards based on eligibility criteria. Awards changed due to changes in entitlement to council tax	Positive publicity for the Council and the opportunity to support vulnerable residents.

Appendix 1 - COVID-19 Lessons Learnt

Service Area	Lesson learnt reference	Reality	Response	Result
			reduction so it was (and still is) necessary to have strict reconciliation processes in place.	

Document is Restricted