

28 February 2022

Committee	Overview and Scrutiny
Date	Tuesday, 8 March 2022
Time of Meeting	4:30 pm
Venue	Tewkesbury Borough Council Offices, Severn Room

ALL MEMBERS OF THE COMMITTEE ARE REQUESTED TO ATTEND

Agenda

1. ANNOUNCEMENTS

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

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

2. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive apologies for absence and advise of any substitutions.

3. DECLARATIONS OF INTEREST

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



	Item	Page(s)
4.	MINUTES To approve the Minutes of the meeting held on 8 February 2022.	1 - 12
5.	EXECUTIVE COMMITTEE FORWARD PLAN 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.	13 - 15
6.	OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2021/22 AND ACTION LIST To consider the forthcoming work of the Overview and Scrutiny Committee and the actions arising from previous meetings.	16 - 30
7.	MODERN METHODS OF CONSTRUCTION PRESENTATION To receive a presentation from Bromford Housing in respect of Modern Methods of Construction.	
8.	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.	31 - 116

DATE OF NEXT MEETING

TUESDAY, 5 APRIL 2022

COUNCILLORS CONSTITUTING COMMITTEE

Councillors: K Berliner (Vice-Chair), G J Bocking, C L J Carter, P A Godwin, H C McLain, P D McLain, H S Munro, J W Murphy (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, 8 February 2022
commencing at 4:30 pm**

Present:

Chair	Councillor J W Murphy
Vice Chair	Councillor K Berliner

and Councillors:

C L J Carter, P A Godwin, P D McLain, J K Smith, R J G Smith, P D Surman, S Thomson,
M J Williams and P N Workman

also present:

Councillor D W Gray

OS.75 ANNOUNCEMENTS

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

OS.76 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

76.1 Apologies for absence were received from Councillors G J Bocking, H C McLain and H S Munro. There were no substitutions for the meeting.

OS.77 DECLARATIONS OF INTEREST

77.1 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.

77.2 There were no declarations made on this occasion.

OS.78 MINUTES

78.1 The Minutes of the meeting held on 11 January 2022, copies of which had been circulated, were approved as a correct record and signed by the Chair.

OS.79 EXECUTIVE COMMITTEE FORWARD PLAN

79.1 Attention was drawn to the Executive Committee Forward Plan, circulated at Pages No.12-15. 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.

- 79.2 The Head of Corporate Services indicated that the Agenda for the meeting on 2 March 2022 was quite heavy so Officers may need to review the items being taken forward and push some back to the meeting on 30 March 2022. With regard to the Parking Strategy Review which was currently included in the items for the June 2022 meeting, this was not due to be considered by the Overview and Scrutiny Committee until 5 April 2022 where Members would be asked to approve the draft strategy for public consultation. The consultation responses would then go back to the Overview and Scrutiny Committee for consideration; this was not likely to be until the meeting on 6 September 2022, therefore, it would not be taken to the Executive Committee for approval until 5 October 2022.
- 79.3 A Member noted that Action for Affordable Warmth 2013-18 had been removed from the Forward Plan as it was not a matter for the Executive Committee and he was interested to know how this would now be considered given that it was very topical. The Head of Community Services undertook to check and report back to Members following the meeting.
- 79.4 It was
RESOLVED That the Executive Committee Forward Plan be **NOTED**.

OS.80 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2021/22

- 80.1 Attention was drawn to the Overview and Scrutiny Committee Work Programme, circulated at Pages No. 16-19, which Members were asked to consider.
- 80.2 The Head of Corporate Services advised that the Update on Local Policing Arrangements, due to be considered at the meeting on 8 March 2022, would now be taken to the meeting on 7 June 2022 at the earliest as an Inspector had not yet been appointed for Tewkesbury Borough. In response to a query regarding the arrangements, the Chief Executive clarified that the normal rank for the Tewkesbury Borough Police Commander was Inspector; there was a Community Superintendent, who had just been promoted from Chief Inspector and had covered Tewkesbury Borough for a period, but there was currently no local commander in post. The Community Superintendent could be invited to give an update to the Committee but Officers considered it would be best to wait until an appointment had been made as that was expected in the near future.
- 80.3 A Member sought an update on the progress of the six month trial of mobile surveillance equipment for fly-tipping investigations, currently in the pending items section of the work programme. The Head of Community Services advised that the equipment was yet to be purchased due to some General Data Protection Regulation (GDPR) issues which needed to be resolved. As Members would be aware, there had also been some changes to personnel within the Environmental Health team with the Interim Environmental Health Manager leaving the authority in December and the new Manager taking up his post; however, he provided assurance that, once the GDPR issues had been appropriately addressed and the equipment purchased, it would be deployed straight away with the six month trial commencing at that point.
- 80.4 The Head of Democratic Services explained that, at its annual meeting, the Overview and Scrutiny Committee appointed two Members to represent Tewkesbury Borough Council on the Gloucestershire Economic Growth Scrutiny Committee and the Gloucestershire Health Overview and Scrutiny Committee; at the meeting in May 2021, Councillors John Murphy and Jill Smith had been appointed respectively. At that time, Members had been asked to nominate reserves to both Committees but nobody had come forward which meant there was nobody to deputise for either Member should they be unable to attend any meetings. Councillor Murphy was not able to go to the Gloucestershire Economic Growth Scrutiny Committee on 31 March and Councillor Berliner had kindly offered

to take on the role of reserve in order to represent Tewkesbury Borough Council at that meeting so the Committee was asked to formally approve the appointment. Councillor Berliner indicated that she was happy to take on the role of reserve for the Gloucestershire Economic Growth Scrutiny Committee and also the Gloucestershire Health Overview and Scrutiny Committee should no other Member wish to put themselves forward.

80.5 It was proposed, seconded and

- RESOLVED**
1. That the Overview and Scrutiny Committee Work Programme 2021/22 be **NOTED**.
 2. That Councillor K Berliner be appointed as the Council's reserve representative on the Gloucestershire Economic Growth Scrutiny Committee and the Gloucestershire Health Overview and Scrutiny Committee for the remainder of the Municipal Year.

OS.81 GLOUCESTERSHIRE POLICE AND CRIME PANEL UPDATE

81.1 Attention was drawn to the report from the Council's representative on the Gloucestershire Police and Crime Panel, circulated separately, which gave an update on matters discussed at the last meeting of the Panel held on 4 February 2022.

81.2 The Council's representative on the Gloucestershire Police and Crime Panel advised that the Police and Crime Commissioner had presented the budget – his first since he had come into office in May 2021. The meeting had been quite fractious as some Members had felt the proposals were not consistent with his manifesto. The Police and Crime Commissioner had indicated this was largely due to the need to address the outcomes of the recent review as a priority. The results – which had not been known at the time the Police and Crime Commissioner was campaigning – highlighted issues in terms of timescales and consistency in recording public reports of crime, as he had reported to the Overview and Scrutiny Committee in November. The conclusion for Gloucestershire was investment in additional resources for the recording of crime in order to meet the appropriate standards and achieve the 95% target within a certain period. The Police and Crime Commissioner remained committed to recruiting an additional 300 officers over the course of his tenure and the budget allowed for 58 officers, 76 staff and 87 special constables as well as 15 volunteer police community support officers who would be visible in the community and act as a deterrent. The Panel had the ability to reject the budget with a two thirds majority; however, following much debate, the Panel had unanimously approved the budget recognising the additional funds being put into the force based on the maximum precept uplift allowed without a referendum. It was noted that the money coming into the Police force would be a 50/50 split between central government funding and the £10 uplift in the precept. Gloucestershire had been slightly disadvantaged in terms of the allocation of certain funds, something which the Police and Crime Commissioner continued to lobby on.

81.3 At the last meeting of the Overview and Scrutiny Committee, a Member had queried whether the Police and Crime Commissioner was happy that lessons had been learnt from the performance of the force over the course of the COVID-19 pandemic in order to be better prepared for future emergencies. The Council's representative on the Gloucestershire Police and Crime Panel had followed this up with the Police and Crime Commissioner and his staff and was advised that the Police had undertaken a review and prepared a 120 page document - based on extensive interviews and surveys with staff, partners and the public - which had captured the positives and negatives from how they had worked during the pandemic. A Consequences Management Group had been established to embed that learning.

The work had been shared with Her Majesty's Inspectorate of Constabulary which had praised the document and response.

- 81.4 A Member noted there had recently been a drive to encourage members of the public to report anti-social behaviour to the police; however, feedback he had received from residents was that the incidents did not warrant a call to 999 but it was taking too long to get through to 111 and the online form was too complicated with too much personal information and detail required. He asked for these comments to be passed on to the Police and Crime Commissioner so that adequate resources could be put in place when appropriate. In response, the Council's representative on the Gloucestershire Police and Crime Panel indicated that he had completed the online form and agreed it was quite complicated so he would be happy to have a conversation with the Police and Crime Commissioner to find out whether it was something which was established centrally or if it could be amended. In terms of the speed of response, the Police and Crime Commissioner was aware that people were spending too long on the telephone and operational targets had been set for both 999 and 111 as current levels of performance were not acceptable. The Member went on to indicate that he had not seen any qualitative or quantitative targets so he asked how the Police and Crime Panel would be able to assess performance of the Police and Crime Commissioner if the targets were simply to 'reduce'. The Council's representative explained that the overarching goal was to make Gloucestershire a safer, more law-abiding county. There was a plethora of data available and the reporting pack produced by the Police and Crime Commissioner's Office captured all sources of information which was difficult to pin down to actual numbers. There would always be a qualitative nature to the targets as statistics could be misleading, for example, COVID-19 had distorted the figures as a lot of crime had reduced but there had been some particular crimes which had increased dramatically, for instance, bicycle theft. Notwithstanding this, the Council's representative was happy to report back to the Panel the need to continue to focus on reporting metrics in terms of performance. He pointed out that national data was available showing the performance of Gloucestershire compared to other forces and he stressed that it continued to be a safe and law-abiding county overall, albeit with particular issues such as rural crime.

- 81.5 The Chair thanked the Council's representative for his update and it was subsequently

RESOLVED That the Gloucestershire Police and Crime Panel update be **NOTED**.

OS.82 GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE

- 82.1 Attention was drawn to the report from the Council's representative on the Gloucestershire Economic Growth Scrutiny Committee, circulated at Pages No. 20-21, which gave an update on matters considered at the meeting held on 19 January 2022.
- 82.2 The Council's representative on the Gloucestershire Economic Growth Scrutiny Committee advised that the meeting had focused on the Gloucestershire Infrastructure Investment Fund (GIIF) which provided gap funding to large private projects; usually a loan provider required an asset as security, however, there were some viable projects that did not have such an asset which was where the GIIF came in. Applicants needed to demonstrate that the project would not go ahead without such a loan. An overview of projects that had recently benefitted from the GIIF had been provided to the Committee and included the M5 southbound motorway services at Gloucester which had received £3m from the fund. This was a £40m project which currently employed 400 people, mainly from the local area. The services were regularly voted Britain's best and had become a destination in their own right whilst supporting significant growth in numerous local food and

produce businesses. The second item on the Agenda related to strategic planning in Gloucestershire and Tewkesbury Borough Council's Chief Executive had introduced a report compiled by Officers across the county which had been presented at the last meeting of the Gloucestershire Economic Growth Joint Committee and was intended as a reference point for Members. The strategic plan for Cheltenham Borough, Gloucester City and Tewkesbury Borough Councils was the Joint Core Strategy which was adopted in December 2017 covering the period 2011-2031 and had identified growth requirements for 35,175 homes, 192 hectares of employment land and 39,500 jobs. The Chief Executive indicated that, if any Members had a wider interest in the work going on around strategic planning outside of the borough and the Joint Core Strategy site, he would recommend looking at the link provided at Page No. 21 of the report which gave details of delivery of other plans around the county and major infrastructure delivery etc.

82.3 The Council's representative on the Gloucestershire Economic Growth Scrutiny Committee advised that the final item was the Executive Director's report which had prompted a lengthy discussion about the merits and demerits of the Community Infrastructure Levy compared to Section 106 Agreements in monetary terms. The Chief Executive explained that the Community Infrastructure Levy rates were set before the County Council had significantly increased requests for education funding. There had been discussion about the Community Infrastructure Levy not being particularly good, but it was noted that the three Joint Core Strategy authorities were working with the County Council to review the tariff and that work was being commissioned by the County Council; however, it was not possible to simply increase the tariff as there was a process of obtaining evidence to support any increase and gaining agreement across all Joint Core Strategy Councils before going out to consultation and a further examination in public. This was a statutory process which would take about a year and each of the plans across the county had different agreements in terms of what they charged for so this was not straightforward.

82.4 With regard to strategic planning, a Member asked if any information was available about what was being done by other local authorities bordering Tewkesbury Borough and projects which may benefit the borough. In response, the Chief Executive advised that the report did reference the Joint Core Strategy position in relation to Worcestershire; there was partnership working with the Worcestershire authorities which would be fed back via the Planning Policy Reference Panel which all Members were invited to attend. He recognised the Mitton scheme impacted upon the Joint Core Strategy, and Tewkesbury Borough in particular, and he would be happy to answer any questions Members may have on this matter.

82.5 It was

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

OS.83 GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE 2022/23 FINANCIAL CONTRIBUTION

83.1 Attention was drawn to the report of the Head of Corporate Services, circulated at Pages No. 22-25, which asked Members 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 and to recommend to the Executive Committee that, subject to the Overview and Scrutiny Committee representative's continued monitoring and regular reporting to the Overview and Scrutiny Committee, that the specific consideration of the payment of the sum on an annual basis no longer be required.

- 83.2 The Head of Corporate Services advised this was the annual report to the Committee seeking endorsement of the contribution of £2,500 towards the running costs of the Gloucestershire Health Overview and Scrutiny Committee which allowed Tewkesbury Borough Council to have a representative on the Committee. Going forward, it was proposed that this report no longer be brought to the Overview and Scrutiny Committee on an annual basis as the contribution was for a minimal amount which was included in the base budget and the Council's representative would continue to attend meetings and report back to Members on a regular basis.
- 83.3 The Council's representative on the Gloucestershire Health Overview and Scrutiny Committee advised that all Gloucestershire authorities were represented on the Committee and none had indicated they intended to stop their contributions. She provided summary reports to the Overview and Scrutiny Committee on matters discussed which included links to a wealth of more detailed reports which Members could read including performance reviews for different parts of the Trust. In addition, regular press releases and documents were circulated by email which were often relevant to all Members and shared accordingly via Democratic Services. In her opinion, representation on the Committee was needed and the contribution was value for money.
- 83.4 During the debate which ensued, a Member indicated that, whilst he was happy to support authorising payment for the forthcoming year, he was of the view that it was appropriate for this to continue to be done by the Overview and Scrutiny Committee on an annual basis. The Chief Executive explained that the Council had a representative on the Gloucestershire Health Overview and Scrutiny Committee, and a reserve representative had been appointed by Members earlier in the meeting, so there was an expectation that those representatives would report back to the Overview and Scrutiny Committee if they felt it was not working as it should be, or if it no longer represented value for money, and the Committee could then decide whether to make further payments. The Council's representative provided both verbal and written reports so Members should be able to gauge from those whether Tewkesbury Borough Council's continued membership was beneficial. The Member expressed the view that it would be unfair to place this responsibility on the Council's representative and he felt that decision on the Council's finances should continue to be remain with the relevant Committee.
- 83.5 Another Member pointed out that £2,500 was a minor amount and he questioned the value of the Committee debating this on an annual basis, particularly as it was included in the base budget. The Council's representative indicated that her feedback would be the same whether the financial contribution was discussed annually by the Overview and Scrutiny Committee or not and, although being the Council's representative was quite a commitment, she did feel it was valuable. The Head of Democratic Services clarified that if at any point the Overview and Scrutiny Committee did not feel it was getting value for money from having a representative on Gloucestershire Health Overview and Scrutiny Committee, Members would have the opportunity to reconsider. The Chief Executive indicated that the £2,500 itself was relatively insignificant so the decision that needed to be made was in relation to whether attendance by the Council's representative on the Gloucestershire Health Overview and Scrutiny Committee was valuable in terms of what the Overview and Scrutiny Committee was getting – Members could make that assessment every time they received a report. Nevertheless, if Members preferred to receive an annual report then of course that could continue to be done. The Head of Democratic Services pointed out that, at the recent training session on effective scrutiny, Members in attendance had suggested that considering the annual report was not the best use of the Committee's time and, as the Chief Executive had said, Members should know if the Council was getting value for money on the basis of the reports received from the Council's representative.

83.6 Upon being put to the vote, it was

RESOLVED

1. That Officers be authorised to make the payment of £2,500 from the Council's base budget.
2. That it be **RECOMMENDED TO THE EXECUTIVE COMMITTEE** that, subject to the Overview and Scrutiny Committee representative's continued monitoring and regular reporting to the Overview and Scrutiny Committee, the specific consideration of the payment of the sum on an annual basis no longer be required.

OS.84 DIGITAL APPROACH STRATEGY

- 84.1 The report of the Head of Corporate Services, circulated at Pages No. 26-35, attached the Council's Digital Approach Strategy. Members were asked to consider the proposed strategy and recommend to the Executive Committee that it be approved.
- 84.2 The Corporate Services Manager explained that the Council's previous Digital Strategy had done a brilliant job of identifying what the Council needed from a digital platform and that had informed the approach that needed to be taken to deliver an enormous amount over the course of the strategy. The Business Transformation team would be instrumental in its delivery and the lifetime of the document had been shortened to two years as the nature of the team's work was changing so regularly based on the demands and requirements of different services. The strategy would be reviewed every two years but the focus remained on savings, efficiencies and, most importantly, the delivery of services being shaped around the needs of customers. A 'digital by preference' ethos was being promoted as this would free up Officer time to deliver a service for those who were not able to engage with the Council online. Members were advised that, since the Business Transformation team went live in 2020, it had made a massive impact on the way services were being delivered and Page No. 33 of the strategy set out the key achievements. The digital priorities had been mapped out for the next two years, as set out at Page No. 34; whilst it was an ambitious programme, it was reviewed on a weekly basis and there were regular updates with the Lead Member and Management Team to ensure the pressures and demands on the team were being managed appropriately. The work of the Business Transformation team had been recognised nationally and the priorities identified for 2022-2024 would continue that – Officers had been contacted by other Councils interested to find out what the team was doing so this was an exciting time for Tewkesbury Borough Council and its digital journey.
- 84.3 A Member thanked the Corporate Services Manager for the report and welcomed the changes that the Business Transformation team had introduced across various services, particularly the successful bid for £150,000 Department for Levelling Up, Housing and Communities funding for a planning application tracker and he asked whether that would be used on top of Liberty Create. In response, the Lead Digital Officer explained that the purpose of the funding was to provide an open source which was useable by other Councils so, whilst Liberty Create would not be specified, whatever was built would be useable by Liberty Create. The Member noted from the report that an IT and Digital Technical Board was due to be established in summer 2022 and he asked who would sit on the Board. In response, the Corporate Services Manager advised it would be headed by the IT Manager and would also comprise herself and a member of Management Team – likely to be the Head of Corporate Services; other services would be asked to join in as it was important to ensure Officers had management of the technology they were using. The Member went on to ask whether there was a strategy for the long-term storage of information to protect against system failure, security breaches etc. and he questioned how the data currently stored on Liberty Create would be accessed in

30 years time. The Lead Digital Officer explained that this was essentially covered by the processes in place for disaster recovery; if the system went down there was a chance that some data would be lost, however, the IT and Digital Technical Board would consider the risks and ensure that the right measures were in place during the build to ensure that data would be protected. In terms of the data in Liberty Create, this was always a standard format so there was no risk of being unable to extract that information once the contract came to an end.

- 84.4 A Member expressed the view that what3words– an app which worked by dividing the world into three metre squares and allocating each one a unique combination of three words so that locations could be found and shared easily - would be beneficial for Ubico and he asked if there were any plans to introduce this. The Lead Digital Officer confirmed that what3words was something Officers had been looking at and he could see no reason why it could not be introduced going forward. Another Member indicated that he would like to see residents provided with progress updates so when they reported something they knew what was being done and when. The Corporate Services Manager confirmed that this was certainly possible and the bulky waste service was a good example as customers could sign up for text or email updates. It was also something which was being considered as part of the planning performance tracker as the majority of enquiries received were from people asking for updates on their applications, so it was intended to push out texts or emails when applications reached a critical point.
- 84.5 A Member welcomed the Digital Approach Strategy and was pleased to hear it would still be possible for residents to speak to someone on the telephone if they did not have the capability to access services online. With regard to Page No. 27, Paragraph 1.3, a Member noted the success of the bulky waste service which had been achieved without a supporting marketing campaign and she asked if there were plans to promote the service going forward. The Corporate Services Manager confirmed that would be moving forward imminently and was expected to have a big impact – the success of the bulky waste service had been quite amazing with income having doubled compared to the previous year and Officers were keen to market the fact it was an online service in order to free up Customer Services to deal with customers who could not access it in that way.
- 84.6 A Member drew attention to the reasons for the recommendation, set out at Page No. 26 of the report, which stated that digital technology had the potential to transform Council services and the lives of residents whilst generating savings and reducing pressure on Council tax payers and he asked how this would be quantified. In response, the Corporate Services Manager explained that granular data could be extracted from the Engage software – a process mapping tool – to see the impact of every change that was made. The Head of Corporate Services confirmed that the outcomes would be: cashable savings e.g. moving the bulky waste service online had enabled some Customer Services staff to reduce their hours and those savings had been used by the Corporate Services team to make a temporary post permanent without the need for a growth bid; savings from building systems in-house e.g. £12,000 saved from building the procurement portal in-house as opposed to via Civica; efficiency savings e.g. creation of a credit card portal which would save time for the Finance team, although this was more difficult to quantify; and income generation e.g. income from the garden waste service had increased by £45,000 – these could all be pulled together to create a portfolio of case studies showing the cost benefits. The Chief Executive explained that the projects already delivered over the last 12 months had resulted in significant savings for the Council and had also made life much easier for customers. The Business Transformation team had done a fabulous job in taking the Council's digital services to where they were now and the Digital Approach Strategy would build upon that. Tewkesbury Borough Council was being held up across the country as a leader in terms of its digital projects and this was backed up across the services which had worked with the team to provide digital solutions – all staff had

been supportive and engaged to make improvements together and he hoped Members recognised what had been achieved.

84.7 The Chair noted that an awful lot of work had been done by a very small team and he questioned how the work outlined for the forthcoming two years would be prioritised. In response, the Corporate Team Manager explained that, for the first year, projects had been split into two halves – January-June 2022 and July-December 2022. The nature of the projects meant that Officers were able to work on more than one at the same time and resources were being used to fund a temporary post to bolster resilience within the team. She provided assurance that the priorities were regularly reviewed and the team was realistic about what could be achieved and would move things around if necessary. In response to a comment about succession planning, the Head of Corporate Services hoped that the Lead Digital Officer would continue in his role for the foreseeable future and a Digital Developer had been brought in 18 months earlier to support him; a Junior Digital Developer was being appointed on a temporary basis; and an apprentice had been taken on and would lead the land charges project – as such, he felt there was resilience within the team currently but there was likely to be a significant impact if any members of the team were lost. A Member queried whether there was scope to introduce champions within each service area who could carry out small tasks and the Lead Digital Officer felt it was a nice idea but it would be essential to have the right management and an understanding of how to connect things together; whilst there were probably people in each area that would be capable, it was not considered beneficial to pursue this at the current time. The Corporate Services Manager advised that other Councils using Liberty Create had taken that approach and had struggled – the Business Transformation team had very high expectations of itself and the services provided which may be jeopardised if rolled out to people without technical knowledge.

84.8 A Member expressed the view that the work being undertaken would have a real benefit for residents and he asked if there were plans to work with Parish Councils in future in order to offer a one-stop shop where information was all in one place. The Corporate Services Manager indicated that was the ideal scenario - currently, where possible, as online services were rolled out, residents were being redirected to the responsible authority if that was not Tewkesbury Borough Council. In response to a query in respect of the expansion of the room booking system and the potential to tap into the Local Enterprise Partnership etc. the Corporate Services Manager reiterated that nothing was impossible but capacity to deliver was the main restriction.

84.9 It was

RESOLVED That it be **RECOMMENDED TO THE EXECUTIVE COMMITTEE** that the proposed Digital Approach Strategy be **APPROVED**.

OS.85 HOUSING AND HOMELESSNESS STRATEGY 2022-26

85.1 The report of the Housing Services Manager, circulated at Pages No. 36-65, attached at Appendix 1 the new Housing and Homelessness Strategy 2022-26. Members were asked to endorse the strategy prior to consideration by Executive Committee and Council.

85.2 The Head of Community Services explained that there were many different strands and priorities in relation to housing and it was important to have an overarching strategy which pulled this together and provided a framework for Officers to work within. Arc Consulting had been appointed to assist with development of the new strategy and a series of workshops had been held with partners and used to develop a draft document for public consultation. The previous Housing and Homelessness Strategy was a lengthy document containing a lot of detail and,

whilst it was important to have the background information as the priorities were based on evidence, it had been challenging to read. With that in mind, a different approach had been taken and the new strategy, as attached at Appendix 1 to the report, was clear, concise and something members of the public would be able to engage with. It was noted that the action plans which would ensure delivery of the strategy still needed to be developed by the Housing Services Manager and his team. The Housing Services Manager pointed out that, as well as being an accessible document, the strategy had been informed by Members and stakeholders – Officers had no preconceived ideas about what it would include and had been directed by those who would be using the strategy and would support the authority in meeting its aims.

- 85.3 A Member drew attention to Page No. 43 of the report which stated there were 1,814 housing register applications as at the end of September 2021 and he asked how many of those were rehoused. In response, the Housing Services Manager believed it was around 400 but he would need to check this following the meeting. With regard to Page No. 44, the Member noted that 11,700 new homes and 6,900 new affordable homes were required in the period 2021 to 2024 and he asked how it was intended to drive planning decisions in terms of the type of homes that were built. The Housing Services Manager explained that the Housing and Homelessness Strategy was not a policy document so, whilst it could highlight the direction of travel, the main opportunity to influence would be via the Joint Core Strategy review. The Chief Executive advised that affordable homes were provided in a variety of ways. In terms of housing need, this would be met through the planning policies in Joint Core Strategy 1 and Joint Core Strategy 2 – part of the review of Joint Core Strategy 2 would be to look at policies as they were developed. Affordable housing may be provided via exemption sites or directly by registered social landlords; there was a tendency to look at the figures and think they were all new housing providers but there were a number of factors to understand and it was more complex than simply looking at planning issues.
- 85.4 In response to a query as to the process for returning empty homes to occupation, the Head of Community Services advised that this was currently achieved via encouragement and speaking to landlords but there would be a project around bringing empty properties back into use which would be included within the action plan that was yet to be developed for delivery of the strategy. A Member asked if there was anything that could be done with regard to privately owned empty homes and was informed there were various incentives which could be offered. Tewkesbury Borough Council needed to develop its own policy around bringing empty homes back to use and that would be done as soon as resources allowed. A Member asked for the definition of an empty home and the Head of Community Services undertook to provide this following the meeting.
- 85.5 A Member noted that 9% of households were considered to be in fuel poverty and he assumed that would only increase going forward. The Head of Community Services indicated that, unfortunately, that was inevitable and Officers were working very closely with Severn Wye Energy Agency and Warm and Well to expand their schemes; he hoped to shortly bring a positive update to Members about the measures the Severn Wye Energy Agency was putting in place to support residents during this difficult time. The Housing Services Manager indicated that, given the priorities around carbon reduction and the benefits to tenants, Officers were working with housing authorities to ensure that properties were built to a high standard to begin with in order to avoid the need to retrofit – the Council's partners should be building to a higher standard than large volume developers.

- 85.6 A Member drew attention to Page No. 52 of the report and welcomed objective 3 - ensure the right accommodation and support is available for the survivors of domestic abuse – and objective 4 – identify and respond to the housing needs of vulnerable young people, particularly care leavers and those from rural areas – and he asked whether a care leavers covenant was something which could be considered going forward. The Head of Community Services confirmed that Officers were working with colleagues at Gloucestershire County Council to develop a care leavers covenant specifically for housing. The Chief Executive indicated that he sat on the County Council's Corporate Parenting Group and felt strongly that public bodies should give children in care, and care leavers, the best help possible.
- 85.7 A Member raised concern that there seemed to be a gap in support available to homeowners who struggled to afford to make improvements to their own homes but were ineligible for the grants available to those on a low income and he asked what could be done to address this. The Head of Community Services confirmed that Officers would be looking at the various schemes available. In response to a query regarding utilising land within Tewkesbury Borough Council's ownership for the provision of affordable housing, the Head of Community Services explained that the Council owned very little land and that which it did own was difficult to develop; however, land such as the MAFF site was taken into consideration when looking for opportunities.
- 85.8 A Member noted that the consultation on the draft strategy had run for six weeks and had been advertised on the Council's website and she asked whether this had been the right approach given that responses had been quite low. The Housing Services Manager confirmed that Parish Councils had been sent email reminders so attempts had been made to engage with key stakeholders. Another Member asked whether consultation events would have been held at public libraries etc. if COVID restrictions had not been a consideration and the Head of Community Services explained that, unless they had a specific interest in housing, it was unlikely that members of the public would want to comment on the strategy. The consultation had focused on specific interest groups and whilst comments had been received, not all had been relevant to the Housing and Homelessness Strategy specifically, for instance, comments in respect of climate change. The Corporate Services Manager agreed that, from a social media point of view, most followers would not engage with the consultation unless it was a problem for them so it was about addressing specific groups.
- 85.9 Several Members agreed that the strategy was a nicely written document which was easy to read and it was

RESOLVED That the Housing and Homelessness Strategy 2022-26 be **ENDORSED** prior to consideration by Executive Committee and Council.

OS.86 SEPARATE BUSINESS

- 86.1 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.87 SEPARATE MINUTES

87.1 The separate Minutes of the meeting of the Committee held on 11 January 2022, copies of which had been circulated, were approved as a correct record and signed by the Chair.

The meeting closed at 6:22 pm

EXECUTIVE COMMITTEE FORWARD PLAN 2021/22

REGULAR ITEM:

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

Additions to 2 March 2022

- Revised Hackney Carriage (Taxi) and Private Hire Licensing Policy – Amendment to Driver Medical Requirements and Inclusion of Gloucestershire Common Standards – recommendation from Licensing Committee.
- Gloucestershire Health Overview and Scrutiny Committee 2022/23 Financial Contribution – recommendation from Overview and Scrutiny Committee.

Committee Date: 30 March 2022

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Three 2021/22.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management and recovery information.	Head of Corporate Services.	No.
Council Plan 2020/24 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	Head of Corporate Services.	No.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2021/22.	Head of Corporate Services.	No.
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.	Yes – deferred from January to allow the necessary information from the government.
Equalities and Diversity Policy.	To approve the Equalities and Diversity Policy.	Head of Corporate Services.	Yes – deferred from 2 March.

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Agenda Item 5

Committee Date: 30 March 2022

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Discretionary Rates Relief Policy.	To approve the Discretionary Rates Relief Policy.	Head of Corporate Services.	Yes – deferred from 2 March.
Discretionary Housing Payments Policy	To approve the Discretionary Housing Payments Policy.	Head of Corporate Services.	Yes - deferred from 2 March.
Statement of Community Involvement.	To recommend to Council for adoption.	Head of Development Services.	Yes, deferred from 2 March.
Managing Contractors Safely Policy.	To approve the updated Policy.	Head of Community Services.	Yes, deferred from 2 March.
Debt Recovery Policy.	To approve the Debt Recovery Policy.	Head of Corporate Services.	No.

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ITEMS FOR 2022/23

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

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Asset Management Strategy – June 2022.	To approve the Asset Management Strategy.	Head of Finance and Asset Management.	Yes – from 2 March 2022.

PENDING ITEMS

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

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).

<p><u>Additions to 8 March 2022</u></p> <ul style="list-style-type: none"> • Modern Methods of Construction Presentation <p><u>Deletions from 8 March 2022</u></p> <ul style="list-style-type: none"> • Update on Local Policing Arrangements – deferred to 7 June 2022 to allow recruitment to the post of Inspector for Tewkesbury to take place.

Committee Date: 5 April 2022			
Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
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.
Parking Strategy Review	To endorse the findings of the Parking Strategy Review and approve the draft strategy for public consultation.	Head of Finance and Asset Management	Yes – deferred from 11 January 2022.

Committee Date: 5 April 2022

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
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 Annual Report	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 Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (31 March 2022).	N/A	
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.

PENDING ITEMS		
Agenda Item	Overview of Agenda Item	Date Item Added to Pending
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
Advice and Information Centres (AIC) Review	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)	-----
Use of Mobile Surveillance Equipment for Fly-tipping Investigations	To consider the results of the six month trial to inform a final recommendation to the Executive Committee on the way forward.	12 October 2021

Overview and Scrutiny Committee – 22 October 2019 – 11 January 2022

COMMITTEE DATE: 22 October 2019					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
10.	Warm and Well Scheme Update	<ul style="list-style-type: none"> Fuel poverty training session to be arranged for all Members in the New Year (delivered by the Severn Wye Energy Agency). 	Training sessions to be arranged. We have reached out to Severn wye and are awaiting prospective dates.	Head of Community Services	No Target date: To be confirmed
		<ul style="list-style-type: none"> Warm and Well Scheme to be included on the agenda for the next Town and Parish Council seminar. 	We have reached out to Severn wye and are awaiting prospective dates.	Head of Community Services	No Target date: To be confirmed

Overview and Scrutiny Committee – 22 October 2019 – 11 January 2022

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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"> • P31 - Objective 4 – Action b) Disposal of the Ministry of Agriculture, Food and Fisheries (MAFF) site – <ul style="list-style-type: none"> – 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). 	Business grants assurance work still ongoing with three new grant schemes now in place and being administered.	Head of Finance & Asset Management	No Target date: To be considered post business grant payments.

COMMITTEE DATE: 12 January 2021					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
7.	Council Plan Performance Tracker and COVID-19	Grange Field maintenance plan to be shared with Cllr Munro when available.	The maintenance plan has been shared with Councillor Munro.	Community and Economic Development Manager	Yes

Overview and Scrutiny Committee – 22 October 2019 – 11 January 2022

COMMITTEE DATE: 12 January 2021					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
	Recovery Tracker – Qtr Two 2020/21.	5% target of businesses with a rating of three to be reviewed to understand if it is a good stretch target.	<p>Food inspections have resumed and officers are confident that the backlog will be completed around the end of the financial year.</p> <p>The target will also be reviewed when the backlog of inspections is complete, and we have a better idea of the covid impact on food business and standards.</p>	Head of Community Services	No

Overview and Scrutiny Committee – 22 October 2019 – 11 January 2022

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.	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.	<p>Report taken to Audit and Governance Committee on 24 March 21, following securing of planning consent, to provide assurance on the management of the project and specific risks featured within the Corporate Risk Register.</p> <p>The judicial review lodged by Ashchurch Parish Council was dismissed in January, however, the Council is aware that the Parish is now pursuing an appeal of this judgement.</p> <p>Meanwhile, work continues on preparing for the construction phase which remains on schedule and due to commence later this year.</p> <p>An update for Executive and a member briefing note will be prepared once the final project delivery schedule is known.</p>	Garden Town Programme Director	No

Overview and Scrutiny Committee – 22 October 2019 – 11 January 2022

COMMITTEE DATE: 9 March 2021					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
		Planning Enforcement team – <ul style="list-style-type: none"> Concerns raised about responses to enquiries – Development Manager to look into it and contact Shurdington Parish Council directly to discuss concerns. 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. 	The Development and Enforcement Officer has contacted the Parish Clerk. The notifications sent to Members have been reviewed and details of the breach are included. Template letters created and adopted into case closure procedure. Cllrs and Parish now informed by email when enforcement cases are closed with reasons included in most cases.	Development Manager	Yes

Overview and Scrutiny Committee – 22 October 2019 – 11 January 2022

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	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 still to be arranged.	Head of Development Services	No
11.	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.	There are currently 136 properties registered with council tax as self-catering accommodation. A number of trusts and estates own multiple properties. This is not a significant number.	Head of Community Services	Yes

Overview and Scrutiny Committee – 22 October 2019 – 11 January 2022

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COMMITTEE DATE: 13 July 2021					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
7.	Ubico Report 2020/21	Page No. 61 – Sick Days – Members to be advised of the average number of sick days for the year.	For 2020/21 the average absence rate was as follows: Waste & Recycling – 12.2 days Ground Maintenance & Street Cleansing – 7.2 days. It is understandable that the rate is higher in waste & recycling due to the nature of the work.	Head of Community Services	Yes
11.	Carbon Reduction Action Plan	Page No. 106 – Indicative costs identified by Severn Wye Energy Agency when conducting the survey of the Roses Theatre to be provided to Members.	Not complete	Head of Finance and Asset Management.	No
		Carbon Reduction Programme Officer job description to be circulated to Members.	Complete- email circulated to Members on 12 January 2022.	Head of Finance and Asset Management.	Yes

Overview and Scrutiny Committee – 22 October 2019 – 11 January 2022

COMMITTEE DATE: 7 September 2021					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
6.	Overview and Scrutiny Committee Work Programme 2021/22 and Action List	<ul style="list-style-type: none"> 14 January 2020 – Head of Community Services to speak to the Environmental Health Manager about when visits to Parishes would recommence in order to promote the enviro-crimes service. 	Likely to be in the new financial year once the backlog of Covid-19 work has been processed.	Head of Community Services	Yes

COMMITTEE DATE: 11 January 2022					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
5.	Executive Committee Forward Plan	<ul style="list-style-type: none"> 2 March 2022 – Tewkesbury Borough Council Domestic Waste and Recycling Collection Services Policy and Procedures – To be taken to the Depot Services Working Group for consideration prior to the Executive Committee meeting (noted there may be a delay in the policy coming forward). 	Added to the Depot Services Working Group Work Programme.	Member Services Officer	Yes

Overview and Scrutiny Committee – 22 October 2019 – 11 January 2022

COMMITTEE DATE: 11 January 2022					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
6.	Overview and Scrutiny Committee Work Programme 2021/22 and Action List	<ul style="list-style-type: none"> 8 February 2022 – Annual Growth Hub Report to be removed from the Agenda and no longer included in future Work Programmes as Members felt a standalone annual report was no longer necessary. 	Removed from Work Programme.	Member Services Officer	Yes
		<ul style="list-style-type: none"> P27 – Warm and Well Scheme Update – Consideration to be given as to whether Officer resources would allow the fuel poverty training session to be organised for Members as a priority, whether it be online or in person. If this was not possible, Members to be advised accordingly and the information provided by email. 	Training sessions to be arranged. We have reached out to Severn wye and are awaiting prospective dates.	Head of Community Services	No
		<ul style="list-style-type: none"> P41 – Carbon Reduction Action Plan – Carbon Reduction Programme Officer job description to be circulated following the meeting. 	Circulated by email 12 January 2022.	Member Services Officer	Yes
7.	Council Plan Performance Tracker and COVID-19	P81 – Objective 3 – Action a) Work with partners, infrastructure providers and developers to progress the delivery of key sites – Head of Development	The South Community and Place Development Officer has contacted Councillor Carter.	Head of Development Services	Yes

Overview and Scrutiny Committee – 22 October 2019 – 11 January 2022

COMMITTEE DATE: 11 January 2022					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
	Recovery Tracker – Quarter Two 2021/22	Services to discuss sports facility provision with Cllr Carter outside of the meeting.			
		P99 – KPI 36 – Percentage of Freedom of Information requests answered on time – Breakdown of Freedom of Information requests received across all services and those not answered within the 20 working day deadline to be circulated to Members.	A breakdown of quarter two FOI figures was circulated w/c 7 February.	Head of Corporate Services	Yes
		P106 – Objective 3 – Action a) Take a robust approach towards fly-tipping and other enviro-crimes – Members to be advised whether the Public Space Protection Order (PSPO) public consultation had commenced and, if so, the relevant link should be circulated to all Members.	The PSPO consultation for dog fouling will commence shortly and the link will be circulated.	Environmental Health Manager	No
		P109 – Objective 4 – Action c) Establish and publish a local list of non-designated heritage assets in the borough – Details of the Panel to approve the local list to be circulated to	Details of the panel was circulated to members on 16 February 2022.	Head of Development Services	Yes

Overview and Scrutiny Committee – 22 October 2019 – 11 January 2022

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COMMITTEE DATE: 11 January 2022					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
		Members i.e. who will it comprise, will it be Member or Officer-led.			
		P109 – KPI 38 – Number of reported enviro-crimes – <ul style="list-style-type: none"> Members to be provided with detailed figures in relation to enviro-crimes as the report stated there had been a 30% reduction in fly-tipping but this was contradicted by the budget report (Appendix 2) which stated there had been a significant increase in fly-tipping with Ubico predicting an £11,000 overspend. 	Awaiting information	Head of Community Services	No
		<ul style="list-style-type: none"> Members to be provided with information on the costs of cleaning-up various enviro-crimes. 	Awaiting information	Head of Community Services	No
		<ul style="list-style-type: none"> Gloucestershire County Council (GCC) to be advised of some Members' comments that the online booking system for Household Recycling Centres within the county was making it more difficult for 	Reported to GCC who have indicated that they are likely to keep the booking system in place. Customer survey findings are very positive – 86% supported it's retention	Head of Community Services	Yes

Overview and Scrutiny Committee – 22 October 2019 – 11 January 2022

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COMMITTEE DATE: 11 January 2022					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No
		people to dispose of their waste, for instance, it was not possible to book a slot on the same day, and suggested the online booking system be removed in line with other local authority areas such as Worcestershire.	post social distancing/covid restrictions.		
		P117 - Action – Rebuild b) Develop and deliver the Welcome Back Fund action plan – <ul style="list-style-type: none"> List of where the money will be spent to be circulated to Members 	A list has been circulated to all Members through a Member Update.	Economic and Community Development Manager.	Yes
		<ul style="list-style-type: none"> Members to be advised whether local Members would have an opportunity to input into how the money will be spent. 	The Welcome Back Funding plans have been shared with all members via a members update.	Head of Development Services	Yes
8.	Confidential Item - Trade Waste Project Update	Detailed project plan, including dates where possible, to be provided to the Depot Services Working Group	A detailed project plan will be circulated to the Depot Working group.	Principal Trade Waste Officer	No.

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	8 March 2022
Subject:	Council Plan Performance Tracker and COVID-19 Recovery Plan Tracker - Quarter 3 2021/22
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Members:	Leader of the Council
Number of Appendices:	5

Executive Summary:

The Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities - finance and resources, economic growth, housing and communities and customer first - plus the approval of two new priorities - garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators. As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and, where appropriate, they are refreshed. The refreshed plan was adopted by Council on 20 October 2021.

Since the approval of the Council Plan in January 2020, the Council's response to the COVID-19 pandemic has meant that resources have been prioritised and deployed to support staff, residents, businesses and communities whilst maintaining core service delivery. A corporate COVID-19 Recovery Plan was subsequently established to address the challenges represented by COVID-19. The plan was designed around the six priorities of the Council Plan as the strategic priorities of the Council remain the same despite COVID-19. Similar to the Council Plan, the Recovery Plan has a number of objectives and actions. The Recovery Plan was approved by Executive Committee on 5 August 2020. A recovery plan tracker has been created to monitor progress in delivering those objectives and actions (Appendix 2). Similar to the Council Plan, the Recovery Plan actions have also been refreshed.

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

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

This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee. This report introduces the performance information for the third quarter of the second year of our Council Plan.

Recommendation:

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

Reasons for Recommendation:

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

Resource Implications:

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

Legal Implications:

None directly associated with this report.

Performance Management Follow-up:

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

Environmental Implications:

None directly associated with this report.

Risk Management Implications:

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

1.0 INTRODUCTION/BACKGROUND

- 1.1** A new Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities - finance and resources, economic growth, housing and communities and customer first - plus the approval of two new priorities - garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and, where appropriate, they are refreshed. The refreshed plan was adopted by Council on 20 October 2021.
- 1.2** Since the approval of the Council Plan in January 2020, the Council's response to the COVID-19 pandemic has meant that resources have been prioritised and deployed to support staff, residents, businesses and communities whilst maintaining core service delivery. A corporate COVID-19 Recovery Plan was subsequently established to address the challenges represented by COVID-19. The plan was designed around the six priorities of the Council Plan as the strategic priorities of the Council remain the same despite COVID-19. Similar to the Council Plan, the Recovery Plan has a number of objectives and actions. The Recovery Plan was approved by Executive Committee on 5 August 2020. A Recovery Plan tracker has been created to monitor progress in delivering those objectives and actions (Appendix 2). Similar to the Council Plan, the Recovery Plan actions have also been refreshed.

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

2.0 COUNCIL PLAN PERFORMANCE TRACKER

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

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

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

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

☺ – action progressing well

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

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

Grey – project has not yet commenced

✓ – action complete or annual target achieved

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

↑ - PI is showing improved performance on previous year

↔ - PI is on par with previous year performance

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

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

- The budget for 2022/23 was approved by Council on 22 February. (Page 2 of the tracker).
- Stage one of the One Legal Service review is complete (recruitment of a Director) and is now moving into stage two - further recruitment and creation of an action plan. (Page 4 of the tracker).
- The Growth Hub delivered 15 events during quarter three - 39 achieved for the year so far. This is on target to meet the 50 workshops/events target. The events were on social media, marketing, and action planning. (Page 5 of the tracker).
- The public consultation on the main modifications to the Tewkesbury Borough Plan closed in January. A schedule summarising those representations and the Council’s response has been submitted to the Inspector for their final report. (Page 7 of the tracker).
- The 10-week public consultation for the proposed upgrade to M5 all-ways Junction 10 closed on 15 February. (Page 7 of the tracker).
- The Infrastructure Funding Statement was published in December 2021. (Page 8 of the tracker).
- Very successful outcomes through the digital marketing campaign with Cotswold Tourism, for example, website and social media are performing at record levels (Page 10 of the tracker).
- The new draft Housing and Homelessness Strategy is due to be considered by the Executive Committee on 2 March. (Page 14 of the tracker).
- The first phase of the improvement to internal HR processes has been achieved through the Eploy digital recruitment system. The project is now in its second phase to implement a self-service tool for managers and staff to record information such as annual leave, sickness etc. (Page 28 of the tracker).
- A new Carbon Reduction Officer will start in February, their role will be to take forward actions within the carbon reduction action plan. (Page 41 of the tracker).

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

Action	Status and reason for status
Introducing and complying with the Chartered Institute of Public Finance and Accountancy’s (CIPFA) new Financial Management Code. (Page No. 1 of the Council Plan performance tracker).	😞 The target date has been amended from December 2021 to March 2022 . Due to additional business grants work the report has been delayed and is now scheduled to go to Audit and Governance Committee in March 2022.
Update the Council’s Asset Management Plan (AMP). (Page No. 2 of the Council Plan performance tracker).	😞 Due to additional workload this has resulted in a delay to the production of the AMP. The target date has been amended from March 2022 to June 2022 .

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

2.5 It is inevitable that not everything can be delivered at once. Any actions which have yet to commence are 'greyed out' in the tracker with indicative dates for commencement stated.

3.0 COUNCIL PLAN KEY PERFORMANCE INDICATORS (KPIs)

3.1 The set of Key Performance Indicators (KPIs) are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of September 2021. For 2021/22, six new KPIs have been added. These are KPIs 12-15 and KPIs 28-29. Due to changes into reporting, the housing-related KPIs 9- 11 have also been revised in order to report more effectively, as requested by Overview and Scrutiny Committee.

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

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

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

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

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

- KPI 7 (number of visitors entering Growth Hub) due to the hub remaining closed to face-to-face contact during 2020/21.
- KPI 28 (Average number of days to process new Council Tax Reduction claims)
- KPI 29 (Average number of days to process change in circumstances for Council Tax Reductions).

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

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

KPI No.	KPI description	Reason for ☹ or ↓
16	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant. (Page No. 23 of the Council Plan performance tracker)	↓ ☹ 4 decisions out of 5 were determined within the target (80%) during Q3 figure. The cumulative figure for the year is 73.08%, this is below both the Council's target of 85% and the outturn for 2020/21 which was 80%.
17	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant. (Page No. 23 of the Council Plan performance tracker)	↓ ☹ The Q3 figure is lower than last year's outturn with only 103 out of 167 (61.68%) decisions being issued within the timescale. This meant the target figure of 80% has not been met this quarter. Measures are being implemented to address the reduction in performance and these measures will be supplemented by improvements arising from the review of planning.

18	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant. (Page No. 24 of the Council Plan performance tracker)	↓☹️ 476 of 587 decisions were made within agreed timescales during Q3. This equates to performance of 81.09%, which is just below last year's outturn of 84.37% and below the local target of 90%.
19	Enforcement - Investigate category A* cases within 24 hours (without prompt action, material risk of further harm which could be reduced by early intervention). (Page No. 24 of the Council Plan performance tracker)	↓ Two category A cases were received in Q3. Whilst quarter three outturn was 100% cumulatively for the year so far; 7 out of 8 cases were investigated within the target timescales equating to 87.5% for 2021/22. This is below the outturn of 100% last year.
21	Investigate category C cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity). (Page No. 25 of the Council Plan performance tracker)	☹️ 20 category C cases were received in Q3, and 14 of these were handled within the target timeframe (70%). The cumulative percentage for 2021/22 is 48.08%. This is significantly below the local target of 80% but above last year's outturn of 36.51%.
22	Investigate category D cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment). (Page No. 26 of the Council Plan performance tracker)	☹️ During Q3, 14 category D cases were received, and 12 cases (85.71%) of these were handled within the target timeframe which is a huge improvement compared to Q2 (15.4%). However, the cumulative percentage for 2021/22 is 56.25%. This is lower than this year's target of 70%.
31	Average number of days to process change in circumstance to housing benefit claims. (page No. 33 of the council plan performance tracker).	↓ Whilst Q3 performance (four days) is below the national average of seven days it is slightly above last years outturn of two days.
33	Percentage of NNDR collected. (Page No. 34 of the Council Plan performance tracker)	☹️↓ Business rates collection performance is 6.8% below target for Q3 which is a continuing impact from COVID-19. It is unlikely the target of 98% or last year's outturn of 95.9% will be achieved by the end of the year.
34	Average number of sick days per full time equivalent. (Page No. 35 of the Council Plan performance tracker)	☹️↓ Whilst the overall rates remain lower than pre-COVID rates, there has been a rise in long term sickness. This has had an impact on the cumulative figure for the year which is 8.05 days. This is just above the 8 days target and will be more than last year's outturn of 9.68 days.

37	Percentage of formal complaints answered on time. (Page No. 36 of the Council Plan performance tracker)	↓☹️ 22 complaints were received during Q3. Two of these were withdrawn. From the 20 remaining 13 of these were answered within the timescale (65%). The cumulative figure for the year is 73% this is below both the outturn for 2020/21 (84%) and the target figure of 90%.
38	Number of reported enviro crimes. (Page No.46 of the Council Plan performance tracker).	☹️ Whilst there has been a 10% reduction in envirocrimes when compared to Q3 in 2020/21. 355 envirocrimes were reported in Q3, making the total for the year so far to 1,157 reports. This has exceeded the target of 1,000 but will be lower than last outturn of 2,185.

4.0 COVID-19 CORPORATE RECOVERY TRACKER

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

😊 – action progressing well

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

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

Grey – project has not yet commenced

4.2 Key activities to bring to Members' attention include:

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

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

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

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

4.4 Similar to the Council Plan actions, not all recovery actions will commence at once. Again, any yet to commence are 'greyed out' in the tracker.

5.0 FINANCIAL SUMMARY - REVENUE POSITION

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

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

5.3 Service Expenditure

The quarter three full year projection highlights a full year cost of service provision totalling £10.349m, resulting in a surplus against the approved budget of £2.068m. Of this surplus, over £1.5m will be carried over at year end (see 5.8 & 5.11 for further details) for specific purposes either as a result of a grant determination or previous decisions of the Council. Whilst this additional income and underspend is still seen as a surplus against the budget, its future use is already determined. The following paragraphs highlight the main reasons for this projected surplus. In addition, Appendix 3 provides detail at a service level with notes on variances over £10,000.

- 5.4** The full year projection for employees highlights a potential gross surplus of £663,191. It should, however, be noted that within the Council's corporate expenditure is a target to save £155,000 from employment costs across the Council. The net position is therefore a surplus against target of £508,191. Savings have accrued across the majority of service areas including One Legal, Development, Democratic and Corporate Services but also within senior management, following the decision in June to delete the post of Deputy Chief Executive. This saving is offset to some degree this year by the cost of recruitment to a new Director of One Legal. The figures do not include a pay award which is still being negotiated between Unions and Employers. A reserve of £200,000 is set aside to meet an agreed pay award which would equate to a 2% increase.
- 5.5** Premises costs highlights a projected overspend of £11,829. This includes the rental charges that relate to the May 2021 Police and Crime Commissioner Elections, which are fully reclaimable. Due to the vacant office space within the Public Service Centre, the business rates due have been charged to the Council and therefore are showing an overspend against budget.
- 5.6** There is a projected saving of £38,755 for transport costs, the main reason for this is due to the reduction of business travel across the council.
- 5.7** The projected outturn for Supplies & Services highlights a potential saving of £46,782. There is a 30% reduction in card terminal bank charges against budget, this is a combination of changing the merchant provider and a prudent budget. Annual computer licences are expected to be £29,840 under budget. This saving is reduced by certain overspends, the election fees from the May 2021 Police and Crime Commissioner Elections, which are fully reclaimable, and the appointment cost for Director of Law which is payable by Tewkesbury.
- 5.8** Payments to third parties highlights a projected underspend of £284,732. The large majority of this surplus is due to certain growth items that have been postponed until next year; In-cab technology (£150k), Digital Growth within the Business Transformation Team (£40k) & additional JCS support (£60k). These sums will be carried over at year-end to fund future expenditure within these areas. £112k was budgeted for an additional food crew which has been postponed until next year due to delays in acquiring a new food vehicle. Overtime in the year has provided interim additional capacity to meet the requirements. We have also seen a significant saving in our Materials Recovery Facility (MRF) gate contract since changing provider which we expect to continue for the foreseeable. These savings have been reduced slightly by additional expenditure in the following areas:
- Domestic Abuse Review, which is fully funded by the Domestic Abuse grant.
 - Increase in demand for emergency accommodation. Any outturn overspends in this area will be funded from the homelessness prevention grant.
 - There is a projected overspend on the Ubico contract sum in relation to an increased market supplement to attract and retain drivers for our services. The rest of the contract sum is on target
- 5.9** Tewkesbury was awarded £410k of funding for Contain Outbreak Management (COMF), which was due to the impact of COVID-19. It is expected that £300k will be spent by the end of this financial year with the remaining £110k to be carried over at year-end to fund continued activities in the first part of the new financial year.

- 5.10** Tewkesbury services continue to see a financial impact from the COVID pandemic with a full year cost estimated at £442,917. The costs include the continued work of the business cell, additional costs for the provision of our waste and recycling services and the continued support to Tewkesbury Leisure Centre. These costs will be met from the additional COVID grant funding provided by the Government and new burdens funding for the business cell work – see Paragraph 5.14.
- 5.11** Income in many areas of Council activity has recovered well from the impact of coronavirus with a number of income streams either back on budget or delivering a small surplus. In particular, Development Management is generating 19% more income in planning fees than expected due to receiving a greater number of planning applications. In addition, a number of other income streams are projected to deliver income in excess of budget including bulky waste, trade waste and licensing. Some areas, however, continue to be affected by the COVID pandemic with reductions in income levels in our car parks, Tewkesbury Leisure Centre contract fee won't be provided during the year and the two of the three units on the top floor of the Council Offices have been vacant all year, although rent was paid on one unit until September. In addition, One Legal income remains below target although this is offset savings on employee costs. The income position is significantly boosted by the receipt of a number of external grants. The main contributor is the £1m grant from the Gloucestershire Economic Growth Joint Committee for transport modelling required for the Joint Core Strategy. In addition, grants have been received in areas such as homeless prevention, delivery of elections and new areas of activity within Revenues & Benefits.
- 5.12** Corporate Expenditure
- The expenditure associated with corporate activities as well as the financing of the Council is shown in the second section and highlights an estimated surplus of £1,541,063 for the financial year.
- 5.13** Treasury activities are expected to deliver small savings in borrowing costs and an increase in interest received from investments, in particular as a result of our pooled funds investments but also as a result of recent increases to the base rate. Our commercial property portfolio is currently predicting a deficit on the year as a result of the expected temporary void at one office unit and a tenant exercising a mid year break clause at an industrial unit. Should the commercial property account remain in deficit for the full year, the council will utilise the commercial property reserve to cover the void and lease costs resulting in no impact on the base budget position - see Paragraph 5.18.
- 5.14** Core government funding is showing a significant surplus as a result of the additional COVID general fund grant of £424,927. In addition to this, the Council received new burdens funding for its continuing administration of business grants of £91,600. The Council was also able to claim compensation for losses on its sales, fees and charges (SFC) as a result of covid for the first quarter of the year.
- 5.15** The overall projected position on retained business rates has changed significantly from that reported at quarter two as a result of a multitude of changes and movements within the calculation which highlights the volatility of this funding stream, particularly during the pandemic. Some of the points to note resulting in the movement include the award of further business rate reliefs, additional s31 government grants, clarification of accounting treatment for reliefs and grants, review of empty property provisions, bad debts and appeals and the impact of significant reductions to Virgin Media assessments. As a result, the anticipated retention of business rates income now shows a net surplus of approximately £0.8m from the original budget, compiled in December 2020. The underlying position of business rates in the current year shows a small amount of growth and an improving position against the prudent estimates made in the budget. The level of empty business premises across the borough continues to be much lower than forecast and bad debts are not materialising to the levels originally envisaged. In addition to this, the government announced that Material

Change in Circumstance (MCC) business rate appeals will not be dealt with as appeals but will be subject to a separate grants system. With this announcement, the council is able to remove the provision for these type of appeals from within its retention calculation.

- 5.16** Given the positive impact of these changes in year, the size of the collection fund deficit that would normally exist given the generous package of business rates relief that has been applied is much reduced. As a result, grant funding that would normally be set aside to meet the collection fund deficit is not required to the full level of grant and can be released in year. This is offset to an extent by the need to increase the levy payment on this excess level of retention. Combing all of these factors results in additional retention of just over £800k in the current year. It should be noted however, that the impact of Virgin Media, as noted in the recent Budget papers, has resulted in an increased collection fund deficit forecast which will necessitate the use in part of this £800k surplus.
- 5.17** In addition to the net internal business rates retention position, the Council is a member of the Gloucestershire Business Rates Pool which, through its composition, is able to retain additional business rates within the county. The amount attributable to Tewkesbury varies depending on the performance of all parties but the latest estimate suggests a windfall of circa £500,000 for Tewkesbury. This sum, if confirmed, will be in addition to the surplus discussed in this paper.
- 5.18** The income line 'Use of Reserves & MRP' highlights the intended level of reserves being brought into the general fund during the year less the cost of the repayment of borrowing – the Minimum Revenue Provision. Outside of the budgeted transfer from reserves, expenditure being financed by reserves is usually allocated directly to reserves and shown separately in section 7 of the report. However, some expenditure is recorded in the general fund and so additional funding is brought in to match off that expenditure. In this case, the additional reserve use relates to new burdens funding already received for business grant administration and the use of the commercial property reserve to cover any deficit on that account.
- 5.19** Bringing together both the surplus on net service expenditure and that on net corporate expenditure results in an overall budget surplus projection of £3.61m. As noted earlier, a large proportion of this relates to external grants for which there is a defined purpose and can only be used for that purpose. In addition, a number of projects have been delayed during the course of the year and will require the funding to be carried forward. However, even when allowing for both of these, there is still likely to be a significant useable surplus from which to boost our reserves. Careful consideration will be made at year end as to the best use of these resources and a recommendation made to Executive Committee in early summer.

6.0 CAPITAL BUDGET POSITION

- 6.1** Appendix 4 shows the capital budget position as at quarter three. This is currently showing an underspend of £2.2m against the profiled budget of £2.9m.
- 6.2** The capital programme estimates total expenditure for the year to be circa £3.9m. This is much reduced on previous years as a result of the end of the acquisition phase of the commercial investment property strategy. The main elements of this year's forecast include:
- Ashchurch Bridge
 - Vehicle replacement
 - The replacement of the heating system at the council offices
- Disabled Facilities Grants (DFG)

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

7.0 RESERVES POSITION

- 7.1** Appendix 5 provides a summary of the current usage of available reserves. Supporting notes are provided for reserves where expenditure is high or the expenditure is of note.
- 7.2** Reserves have been set aside from previous years to fund known future costs and the strategic planning of the authority's operation. This year's reserves have been boosted by both grant funding related to COVID and also the release of provisions from the retained business rates scheme. The information in the appendix does not take account of reserves which have been committed, but not yet paid.
- 7.3** Whilst the quarter three position shows that there remains a significant balance on the reserves, the expectation is that the balances will be spent in the future. Finance has asked for updates from all departments about their plans to ensure that earmarked reserves are either used for their intended purpose or released back to the general fund.

8.0 OTHER OPTIONS CONSIDERED

- 8.1** None

9.0 CONSULTATION

- 9.1** None

10.0 RELEVANT COUNCIL POLICIES/STRATEGIES

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

11.0 RELEVANT GOVERNMENT POLICIES

- 11.1** None directly.

12.0 RESOURCE IMPLICATIONS (Human/Property)

- 12.1** None directly.

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

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

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

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

15.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS

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

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

Background Papers: None

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 3 2021/22
Appendix 2 – COVID-19 Corporate Recovery Plan performance tracker
Qtr 3 2021/22
Appendix 3 - Revenue Budget
Appendix 4 - Capital Budget
Appendix 5 - Reserves

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		

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PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. To ensure the council remains financially secure in the long term.				
a) Introducing and complying with the Chartered Institute of Public Finance and Accountancy's (CIPFA) new Financial Management Code.	Target date: December 2024 New target date: March 2022 (new target date reported to O&S committee in March 2022)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😞	A review of the code has been completed but member reporting has been delayed as a result of additional business grants work. The report is now scheduled to go to Audit & Governance Committee in March.
b) Produce a Medium-Term Financial Strategy that recognises the impact of funding	Target date: January 2022 March 2022	Head of Finance & Asset Management	😊	Neither the Spending Review or the Local Government Settlement provided any information on the proposals for funding reform that have been promised for a number of years. The Settlement has included a number of promises to work with local

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

reform and, delivers a balanced approach to meeting funding gaps.	(date reported to O&S committee in January 2022)	Lead Member for Finance and Asset Management		government in the coming months to look at each of these issues. This lack of certainty makes it incredibly difficult for financial planning. However, a MTFS which highlights the issues and potential scenarios will be prepared for the start of the 2023/24 budget round.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Maintain a low council tax.				
a) Ensure our council tax remains in the lowest quartile nationally.	Target date: February 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	The budget report for 2022/23 includes a recommended increase of £5p.a. taking the borough councils element of the Council Tax band D level to a total of £134.36. This is likely to keep Tewkesbury as the sixth lowest English District and around £70 lower than the national average.
Objective 3. Maintain our assets to maximise financial returns.				
a) Update the council's asset management plan.	Target date: March 2022 New target date: June 2022 (new target date reported to O&S committee in March 2022)	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☹	Additional workload in Q3 and Q4 has resulted in a delay to the production of the Asset Management Plan (AMP). It is now scheduled for Q1 of 2022/23

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

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commercially viable.	<p>December 2019 September 2020 February 2021 March 2021</p> <p>Target date: March 2022</p> <p>(in accordance with project milestones reported to O&S 6 April 2021)</p>	Lead Member for Clean and Green Environment		<p>programme board as well as oversight by the Depot Working Group.</p> <p>A progress report went to Overview and Scrutiny Committee on 11 January 2022.</p> <p>A trial of trade waste recycling services is being developed for Q1 2022/23.</p>
a) Ensure that the Ubico resource made available as a result of the bulky waste review is redeployed.	Target date: March 2022	<p>Head of Community Services</p> <p>Lead Member for Clean and Green Environment</p>	✓	Ubico have proposed a saving of c.£30k in the 2022/23 budget. This will be achieved by reducing the remaining bin delivery and collection service to 2.5 days a week.
b) Deliver the One Legal service review and action plan.	<p>Target date: January 2022 (Stage one of the review- achieved)</p> <p>New target date: April 2022 (stage two of the review).</p> <p>(new target date reported to O&S committee in March 2022)</p>	<p>Borough Solicitor</p> <p>Lead Member for Corporate Governance</p>	☺	<p>Stage one of the review is now complete with the recruitment of the key post- Director of One Legal being appointed. The successful candidate commences in March 2022.</p> <p>The review is now in its second stage looking at recruiting other roles such as the Practice and Professional Development Manager. Once all roles are in place an action plan will be created.</p>

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver our strategic plans and economic development plans.				
a) To deliver an economic assessment of businesses within Tewkesbury Borough.	Target date: June 2022	Head of Development Services Lead Member for Economic Development/ Promotion		The assessment will form part of the work to develop the new Economic Development and Tourism Strategy. A draft brief has been prepared - we have been approached to conduct a joint commission with a neighbouring authority. Companies will be approached for quotes to carry out the assessment in Spring 2022.
b) Deliver 50 workshops/ events through the Tewkesbury Growth Hub.	Target date: April 2022	Head of Development Services Lead Member for Economic Development/ Promotion	😊	The Growth Hub delivers a range of workshops and 1-2-1 events to support business growth. As a result of Covid-19, events have been delivered online though in January, the hub has resumed its approach to introduce in person events again, where customers are happy to do so. In quarter 3, 15 events were delivered. Total events delivered to date: 39.
c) Work with the Local Enterprise Partnership (LEP) and other partners to deliver the Local Industrial Strategy (LIS).	Target date: December 2019 June 2020 Date to be confirmed (as reported to O&S July 2020)	Head of Development Services Lead Member for Economic Development/ Promotion	Deferred pending response from BEIS	In April, Government launched their latest plan for economic growth, called Build Back Better. This plan for growth and recovery builds on the local industrial strategy and looks to maximise strengths across the economy. Further information and update is awaited from the LEP on how this will be rolled out regionally/locally. In the meantime, the LEP has launched its Skills Strategy https://www.gfirstlep.com/news/gfirst-lep-launch-skills-strategy-for-gloucestershire/

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Deliver employment land and infrastructure to facilitate economic growth.				
a) Deliver employment land through allocating land in the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).	<p><u>JCS</u></p> <p>Target date: Autumn 2019</p> <p>Spring 2020</p> <p>Winter 2020</p> <p>Summer 2021 (preferred options consultation)</p> <p>Date to be confirmed (reported to O&S committee in September 2021)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>		<p>192ha of employment land has been allocated within the JCS. The take up of employment land will be monitored in the Authority Monitoring Report (AMR), which government guidance requires the council to publish. At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This set out the below timetable for the JCS review.</p> <ul style="list-style-type: none"> • Issues & Options Consultation – Winter 2018/19-completed • Preferred Options Consultation – Summer 2021 • Pre-Submission Consultation – Winter 2022 • Submission to the Secretary of State – Spring 2023 • Examination – Summer 2023 • Adoption – Winter 2023 <p>The timetable is currently under another review with our JCS partners. This requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth etc, that need to be agreed with partner councils. This has resulted in the Preferred Options Consultation (POC), which was due to commence in Summer 2021, being delayed. Reviewing the timetable will provide new timings for the POC to take place but this is unknown at this stage and will be confirmed in due course. The council appointed consultants, Deloitte, to help review the timetable and get the JCS to the next stage of</p>

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

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				<p>The consultation feedback will then be used to shape the final design, before the scheme is submitted as a Development Consent Order (DCO) application due to the scheme's status as a Nationally Significant Infrastructure Project (NSIP).</p> <p>It is currently anticipated that the upgraded junction will be open in 2024.</p> <p>A copy of the Public Consultation Brochure can be found here - M5 Junction 10 Improvements Scheme (gloucestershire.gov.uk)</p> <p>Useful FAQs about the scheme can be found here - m5-junction-10-faqs-december-2021.pdf (gloucestershire.gov.uk)</p> <p>Also reported in the Covid-19 Corporate Recovery Plan performance tracker. (Garden communities- Rebuild- action a).</p>
c) Publish the Infrastructure Funding Statement.	Target date: December 2021.	Head of Development Services Lead Member for Built Environment	✓	<p>The Infrastructure Statement has been published in accordance with Community Infrastructure Levy (Amendment) (England) Regulations 2019. This can be found on the council's website here: https://www.tewkesbury.gov.uk/community-infrastructure-levy</p>

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver borough regeneration schemes.				
a) Increase community engagement through delivery of a range of community initiatives and events for the Tewkesbury High Street Heritage Action Zone.	Target date: March 2022	Head of Development Services Lead Member for Economic Development/Promotion	☺	Community engagement has, and will, include: <ul style="list-style-type: none"> • 'Regenerate the High Street' event was held in September 2021. • 'The dating of Tewkesbury's Medieval Buildings' a talk by a Dendrochronologist, will be held later in the year following the appointment of a new Programme Manager • Linking with the Cultural Consortium • Joint engagement piece of work with specialist from Bristol University • Engagement with the business community on the shopfront/upper floor grant scheme • Future appointment of organisation to engage with community regarding public realm in town centre
b) Introduce a shop-front grant scheme through the Tewkesbury High Street Heritage Action Zone.	Target date: October 2021	Head of Development Services Lead Member for Economic Development/Promotion	✓	The shop front grant scheme was launched in September 2021 and contact has now been made with each of the properties on the 'approved schedule'. To date there have been more than 20 enquiries/EOIs regarding the grants, and are currently in discussions with the owner/tenants of more than 10 properties.

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	
a) Work with Cotswold Tourism to increase digital marketing to promote the borough.	Target date: March 2022	Head of Development Services Lead Member for Economic Development/Promotion	☺	<ul style="list-style-type: none"> Website and social media feeds continue to perform at record levels. November was the seventh month in a row to see record monthly visitor numbers to the Cotswolds.com website - with 118,034 unique visitors in November, reaching 1.5m unique visitors for 2021. In November Cotswold Tourism focussed on promoting Christmas on social channels the Facebook page was viewed 459,869 times November was a popular month on Instagram with 132,619 unique accounts viewing the feed and 60,000 follower mark. A short survey was emailed to help gain a better understanding of where local businesses are on the path to sustainability and to identify help required. Visit England have launched a new 'Introduction to PR' toolkit intended for small or medium-sized tourism businesses who are not marketing professionals. This toolkit advises on how to secure media coverage in a time-efficient manner. Advice has also been provided outlining latest Covid measures and pointing to government advice as well as VisitBritain's Business Advice Hub and their Covid-19 latest information and advice page
b) Celebrate with partners the significance of 2021 for Tewkesbury.	Target date: December 2021	Head of Development Services Lead Member for Economic	✓	The committee focussed on three major events for 2021, incorporating a light show, Tewkesbury Stitch Story community artwork and school engagement through a virtual festival. In line with the Executive Committee resolution, the council awarded £25,000 towards the 2021 celebrations. In

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		Development/ Promotion		November, the Abbey hosted the 'Tewkesbury Festival of Light,' which had over 5,000 attendances.
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Key performance indicators for priority: ECONOMIC GROWTH

KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Employment rate 16-64 year olds.	82.4%		81.6%						81.6% relates to 47,200 people within the borough. This is above the national rate of 75.4% (Source ONS Jan 2020 – Dec 2020 current figures)	Lead Member for Economic Development/ Promotion Head of Development Services
2	Claimant unemployment rate.	3.9%		3.2%	2.8%	2.3%				Dec 2021 figure of 2.3% relates to 1,325 people within the borough. This figure is below the county rate of 2.9% and UK rate of 4.4%.	Lead Member for Economic Development/ Promotion Head of Development Services
3	Number of business births.	465 (2019 figure)				410 (2020 figure)				These are the current ONS figures for Business Births and Death Rates. Business births have decreased with 410 new businesses in 2020.	Lead Member for Economic Development/ Promotion
4	Number of business deaths	415				385 (2020 figure)					

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

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										<p>In line with Government guidance the hub had a gradual and phased reopening part way through quarter 2 from late July 2021, running an appointment service.</p> <p>The hub remained open in Qtr. 3 but Government guidance to work from home impacted on visitor numbers and in person event delivery with clients opting for online services.</p> <p>The reduced target for visitor numbers reflects a phased return to a fully operational service, in accordance with guidance.</p>
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PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver the housing needs of our communities				
a) Work with partners to undertake the required review of the JCS.	<p>Autumn 2019</p> <p>Spring 2020</p> <p>Target date: Winter 2020</p> <p>Summer 2021 (Preferred Options Consultation)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>		<p>Key pieces of evidence for the review have been completed. However, it has now been decided that a full review of the JCS is required, and a programme is being worked up to this effect. The JCS review requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth etc, that need to be agreed with all three local authorities. This has resulted in the Preferred Options Consultation (POC), which was due to commence in Summer 2021, being delayed. The Council</p>

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	Date to be confirmed (Reported to O&S committee in September 2021)			appointed consultants, Deloitte, to help review the timetable and get the JCS to the next stage of consultation. This work commenced in September 2021 and a revised timetable is expected to be presented to Members in March 2022.
b) Finalise and adopt the Tewkesbury Borough Plan.	<p>Winter 2018 Summer 2019 Autumn 2019</p> <p>December 2019 Spring 2021 Autumn 2021 February 2022</p> <p>Target date: Adoption: Spring 2022*</p> <p>*Timings are dependant on receipt of the inspectors final report following consultation.</p> <p>(revised date reported to O&S committee in January 2022)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	☺	<p>The examination in public was completed on 18 March 2021. The Council received an initial letter from the Inspector in June setting out the main modifications required to make the Plan sound. These were agreed with the Inspector and approved by Council on 20 October 2021.</p> <p>The main modifications have now been consulted on and all the representations have been sent to the inspector along with a schedule summarising these representations with the Council's responses to those representations.</p> <p>The inspector is now writing his final report.</p> <p>Adoption of the Plan is expected in the Spring 2022.</p>
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver the housing needs of our communities				
c) Developing a fit for purpose four-year housing strategy.	Target date: April 2022	<p>Head of Community Services</p> <p>Lead Member for Housing</p>	☺	<p>In partnership with ARK Consultancy, work on the new Housing Strategy continues. A member workshop was held in October 2021 and a further three stakeholder sessions in November and then a public consultation period.</p> <p>The draft strategy went to Overview and Scrutiny Committee in February. The strategy will now be considered by Executive</p>

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				Committee and scheduled for final approval by Council on 12 April 2022.
d) Carry out housing needs assessments to deliver affordable housing in rural areas.	<p>March 2020 February 2021</p> <p>Target date: March 2022</p> <p>March 2023 (overall completion)</p> <p>(short term target date was reported to O&S committee in September 2021)</p>	<p>Head of Community Services</p> <p>Lead Member for Housing</p>	☺	<p>Gloucestershire Rural Community Council (GRCC) undertakes Housing Needs Surveys on our behalf. To capture all rural areas across the borough, surveys will be carried out in phases.</p> <p>GRCC hosted a meeting in January to discuss Community Led Housing (CLH) and invited parish councils to attend. Challenges and ideas were discussed to help inform about what local groups know about the subject. Visits to existing CLH projects were proposed to see and hear about what is possible first hand.</p> <p>The next phase of surveys has been delayed from spring 2021 due to capacity issues at GRCC. The next set of surveys will cover Boddington, Elmstone Hardwicke, Stoke Orchard and Uckington and is scheduled to be sent out by the end of March 2022. The longer-term target of March 2023 is still achievable.</p>
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Ensure development plans provide for the five-year land supply requirement.				
a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	<p><u>JCS</u> Autumn 2019 Spring 2020 Winter 2020</p> <p>Target date: Summer 2021 (Preferred Options Consultation)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>		<p>The JCS Review and the initial issues and options consultation was completed on 11 January 2019. Responses to the consultation are now being considered to progress the review to Draft Plan stage.</p> <p>The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS as well as planning for the long term. A key piece of ongoing work is an assessment of the potential</p>

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	<p>Date to be confirmed (Reported to O&S committee in September 2021)</p>			<p>options for strategic growth in the area. This is currently being worked on by the Planning policy Team.</p> <p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This set out the below timetable for the JCS review.</p> <ul style="list-style-type: none"> • Issues & Options Consultation – Winter 2018/19-completed. • Preferred Options Consultation – Summer 2021 • Pre-Submission Consultation – Winter 2022 • Submission to the Secretary of State – Spring 2023 • Examination – Summer 2023 • Adoption – Winter 2023 <p>The timetable for the review of the JCS is currently under another review with our JCS partners. The JCS review requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth etc, that need to be agreed with all three local authorities. This has resulted in the Preferred Options Consultation (POC), which was due to commence in Summer 2021, being delayed. Reviewing the timetable will provide new timings for the POC to take place but this is unknown at this stage and will be confirmed in due course.</p> <p>The Council has now appointed consultants, Deloitte, to help review the timetable and get the JCS to the next stage of consultation. This work commenced in September 2021 and is expected to be presented to Members in March 2022.</p> <p>It is noted the adoption of the Borough Plan will provide a 5-year housing land supply up until 2029/30. The review of the JCS will look to address any shortfall looking forward.</p>
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	<p><u>TBP</u> Winter 2018 Summer 2019 Autumn 2019 December 2019 Spring 2021Autumn 2021 February 2022</p> <p>Target date: Adoption: Spring 2022*</p> <p>*Timings are dependant on the inspector's preliminary findings and if further work is required. (revised date reported to O&S committee in January 2022)</p>		<p>☺</p>	<p>The examination in public was completed on 18 March 2021. The Council received an initial letter from the Inspector in June setting out the main modifications required to make the Plan sound. These were agreed with the Inspector and approved by Council on 20 October 2021.</p> <p>The main modifications have now been consulted on and all the representations have been sent to the inspector along with a schedule summarising these representations with the Council's responses to those representations.</p> <p>The inspector is now writing his final report.</p> <p>Adoption of the Plan is expected in the Spring 2022.</p> <p>On adoption of the Plan, the Council will have a five-year housing land supply up unto 2029-30.</p>
<p>b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.</p>	<p>Target date: March 2022</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>☺</p>	<p>The JCS was adopted on 11 December 2017. The JCS sets out the overall housing requirement for the borough and sets the spatial strategy for meeting development needs. In undertaking strategic duties with the planning authority, officers are working to deliver housing needs.</p> <p>The JCS review will further consider development needs and the identification of additional sites to meet growth requirements going forward. This will involve further work with developers and stakeholders to progress sustainable site options. Officers are currently undertaking an assessment of possible areas of search.</p>

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				A revised timetable for the review of the JCS will be presented to Members in the next few weeks.
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.				
a) Work with partners, infrastructure providers and developers, to progress the delivery of key sites.	Target date: March 2022	Head of Development Services Lead Member for the Built Environment	☺	<p><u>Innsworth</u></p> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 428 dwellings to date. • A full application for 99 dwellings has been submitted (20/00679/FUL) within the strategic allocation but outside of the allowed appeal sites and is pending. No target committee date yet. • A Reserved Matters application for phase 5 (179 dwellings) is being considered. The application is currently delayed as discussions are ongoing about affordable housing clustering and we are still waiting for a consultation response from County Highways to the revised proposals. • Land North of Innsworth Lane (21/00821/APP) – Phase 6 – 144nos. dwellings, associated landscaping and infrastructure – No target committee date as yet – potentially February 2022 <p><u>Twigworth</u></p> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 385 dwellings to date. • Reserved matters approval has also been granted for key infrastructure including the erection of a local centre. • An application for 160 houses is currently being considered. The site is within the Strategic Allocation

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				<p>but outside of the allowed appeal sites. This went to Planning Committee in January 2022 where it was deferred to try to resolve outstanding S106 matters. It will be brought back the committee in February 2022.</p> <p><u>South Churchdown</u></p> <ul style="list-style-type: none"> • Development is underway with reserved matters application granted for 465 dwellings as a first phase of development within this allocation. The development is progressing on site with at least 50 occupations. <p><u>Brockworth</u></p> <ul style="list-style-type: none"> • Development is underway with reserved matters applications approved for 600 dwellings and key infrastructure. • Permission was refused for 47 dwellings at the strategic allocation but outside the 'Perrybrook' application site. An appeal is expected later and we are awaiting a start date. <p><u>North West Cheltenham</u></p> <p>An outline application has been submitted. Officers are continuing to work with the developers on transport issues in order to progress the planning application. The additional transport modelling has now been completed with a view to resolving the highway issues. Some additional work has also been necessary to ensure the proposals align with the J10 Development Consent Order (DCO) proposal that will be submitted imminently.</p> <p>There will need to be updates to matters including ecology and the Transport Statement before a further round of consultation can take place. Work continues on the s106 agreement.</p> <p>It is anticipated that the application will go to planning committee in July 2022.</p>
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				<p><u>West Cheltenham</u> As above, officers are working on transport matters as well as other master planning/development issues. The Golden Valley (West Cheltenham) SPD has now been adopted to guide the development. A scoping opinion has now been submitted. A scoping opinion informs the content of the Environmental Statement that will be submitted with the Environmental Impact Assessment as part of the application. The developers have decided to submit the outline application later than originally planned of December 2021; it is anticipated that it will be submitted in April 2022.</p>
b) Provide training to parish councils on Community Infrastructure Levy (CIL) monies.	Target date: November 2021- Complete and April 2022.	Head of Development Services Lead Member for the Built Environment	☺	<p>In October and November 2021 training has been undertaken with individual Parishes receiving CIL Neighbourhood Funding. Training was offered to all Parishes who are required to monitor and report their CIL spending will be undertaken prior to the financial year end in March 2022.</p> <p>Information for Parish Councils can be found on the TBC website, this provides information as well as the TBC Guide for Parish Councils which can be downloaded.</p>
c) Support community groups to access funding to deliver improved community facilities.	Target date: March 2022	Head of Development Services Lead Member for the Community	☺	<p>Various funding support has been provided during the quarter:</p> <ul style="list-style-type: none"> - Covid-19 Small Community Grants (promoted, processed and awarded) - £7,973 awarded to 11 Voluntary & Community Sector groups from October to December 2021 (total amount awarded since start of scheme, April 2020 to Dec 2021 = £128,499). - Ongoing support for community groups to access external funding.

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Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
8	Total number of active applications on the housing register at the end of the quarter.	1835 1 bed single= 732 1 bed couple= 170 2 bed= 531 3 bed= 272 4 bed= 102 5 bed= 23 6 bed= 4 7 bed= 1		1823 1 bed single= 705 1 bed couple= 161 2 bed= 545 3 bed= 284 4 bed= 100 5 bed= 24 6 bed= 3 7 bed= 1	1814 1 bed single= 684 1 bed couple= 156 2 bed= 556 3 bed= 281 4 bed= 113 5 bed= 20 6 bed= 2 7 bed= 2	1785 1 bed single= 676 1 bed couple= 148 2 bed= 538 3 bed= 281 4 bed= 120 5 bed= 18 6 bed= 2 7 bed= 2				The breakdown of bands is: Emergency – 51 Gold – 64 Silver – 592 Bronze – 1078 Total – 1785	Lead member for Housing Head of Community Services
9	Total number of new homeless applications opened during quarter.	Revised KPI		111	144 (Q1 & Q2= 255)	171 (Q1- Q3= 426)				This will include 72 Triage (advice only), 46 Prevention and 39 Relief cases newly approaching for assistance.	Lead member for Housing Head of Community Services

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10	Total number of homeless relief cases held at the end of the quarter.	Revised KPI		20	38	33				This is the total number of homeless applications held at the Relief Duty stage usually when the applicant has had to leave their previous accommodation.	Lead member for Housing Head of Community Services
11	Total number of homeless applications with main duty accepted held at end of the quarter.	Revised KPI		25	20	33				This is the total number of cases that we have a Main Duty to following a full homelessness application process.	Lead member for Housing Head of Community Services
12	Total number of homeless prevention cases held at the end of the quarter.	New KPI		54	51	52				This is the total number of homeless applications held at the Prevention Duty stage while still in the accommodation they are threatened with homelessness from. This is a new KPI for 2021/22.	Lead member for Housing Head of Community Services
13	Numbers in Temporary Accommodation at the end of the quarter.	12		17	25	25				Total numbers of households in temporary accommodation including hotel, B&B & our temporary houses. This is a new KPI for 2021/22.	Lead member for Housing Head of Community Services

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14	Total New Affordable Housing properties delivered by tenure type.	80		47	60 (Q1 & Q2= 107)	49 (Q1-Q3 = 156)				This is a new KPI for 2021/22.	Lead member for Housing Head of Community Services																				
										<table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> </tr> </thead> <tbody> <tr> <td>Social rent</td> <td>0</td> <td>2</td> <td>0</td> </tr> <tr> <td>Affordable rent</td> <td>29</td> <td>32</td> <td>28</td> </tr> <tr> <td>Affordable home ownership</td> <td>18</td> <td>26</td> <td>21</td> </tr> <tr> <td>Total</td> <td>47</td> <td>60</td> <td>49</td> </tr> </tbody> </table>		Q1	Q2	Q3	Social rent	0	2	0	Affordable rent	29	32	28	Affordable home ownership	18	26	21	Total	47	60	49	
	Q1	Q2	Q3																												
Social rent	0	2	0																												
Affordable rent	29	32	28																												
Affordable home ownership	18	26	21																												
Total	47	60	49																												
15	New Affordable Housing properties delivered on JCS sites by tenure type.	2		28	44 (Q1 & Q2= 72)	25 (Q1- Q3 = 97)				This is a new KPI for 2021/22.	Lead member for Housing Head of Community Services																				
										<table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> </tr> </thead> <tbody> <tr> <td>Social rent</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Affordable rent</td> <td>18</td> <td>29</td> <td>15</td> </tr> <tr> <td>Affordable home ownership</td> <td>10</td> <td>15</td> <td>10</td> </tr> <tr> <td>Total</td> <td>28</td> <td>44</td> <td>25</td> </tr> </tbody> </table>		Q1	Q2	Q3	Social rent	0	0	0	Affordable rent	18	29	15	Affordable home ownership	10	15	10	Total	28	44	25	
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Key performance indicators for priority: HOUSING AND COMMUNITIES																															
KPI no.	KPI description	Outturn 2020-2021	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service																				
16	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	80%	85%	87.5%	61.5% (Q1 & Q2= 65.2%)	80% (Q1- Q3 = 73.08%)		↓	☹️	For Q3, 80% of major decisions were within target timescales (four out of five decisions). Cumulatively for the year so far - 19 out of 26 decisions were determined within target timescales.	Lead Member Built Environment/ Head of Development Services																				
17	Percentage of 'minor'	69.94%		55.10%				↓	☹️	In Q3, 36 of the 56 decisions issued were	Lead Member																				

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	applications determined within 8 weeks or alternative period agreed with the applicant.		80%		64.5% (Q1 & Q2= 60.4%)	64.29% (Q1- Q3 = 61.68%)				within agreed timescales. Cumulatively for the year so far; 103 out of 167 decisions were determined within target timescales.	Built Environment/ Head of Development Services
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Key performance indicators for priority: HOUSING AND COMMUNITIES

KPI no.	KPI description	Outturn 2020-2021	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
18	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	84.37%	90%	76.79%	81.1% (Q1 & Q2= 79.2%)	84.77% (Q1- Q3 = 81.09%)		↓	☹️	For Q3, 167 out of 197 applications were determined in time. Cumulatively for the year so far; 476 out of 587 decisions were determined within target timescales.	Lead Member Built Environment/ Head of Development Services
19	Enforcement - Investigate category A* cases within 24 hours (without prompt action, material risk of further harm which could be reduced by early intervention).	100%	90%	66.67%	100% (Q1 & Q2= 83%)	100% (Q1-Q3 = 87.50%)		↓	☹️	There were two category A cases received in Q3 both of which were investigated within the 24-hour target. So far for the year 7 out of 8 cases were investigated within target timescales. <i>*Category A- Development causing,</i>	Lead Member Built Environment/ Head of Development Services

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										<i>or likely to cause, irreparable harm or damage.</i>	
20	Investigate category B* cases within five working days (development causing, or likely to cause, irreparable harm or damage).	61.54%	90%	100%	75% (Q1 & Q2= 83%	100% (Q1- Q3 = 90%)		↑	😊	During Q3 four Category B cases were received and all were investigated within the target timescale. Cumulatively for the year so far; 9 out of 10 cases were investigated within target timescales. <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>	Lead Member Built Environment/ Head of Development Services
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2020-2021	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
21	Investigate category C* cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity).	36.51%	80%	28.57%	36% (Q1 & Q2= 34%	70% (Q1-Q3 = 48.08%)		↑	😞	20 Category C cases were received during Q3, 14 were investigated within 10 working days. Cumulatively for the year so far; 25 out of 52 cases were investigated within target timescales <i>*Category C- unless action is taken, there is a risk of material harm</i>	Lead Member Built Environment/ Head of Development Services

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										<i>to the environment or undue harm to residential amenity.</i>	
22	Investigate category D* cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment).	40.68%	70%	80%	15.4% (Q1 & Q2= 33%)	85.71% (Q1-Q3 = 56.25%)		↑	☹	<p>During Q3, 14 category D cases were reported, 12 cases were reviewed within 15 working days.</p> <p>Cumulatively for the year so far; 18 out of 32 cases were investigated within target timescales</p> <p><i>*Category D- breaches of planning control causing limited material disturbance to local residents or harm to the environment, which do not come with any of the higher categories, and where a delay would not prejudice the council's ability to resolve the matter.</i></p>	Lead Member Built Environment/ Head of Development Services

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PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain our culture of continuous service improvement.				
a) Continue to improve the proactive homelessness prevention programme.	Target date: March 2022	Head of Community Services Lead Member for Housing	☺	The Housing Advice Team have contacted the major housing providers to encourage early contact for potential homeless cases. Work has begun with Bromford at both strategic and operational levels to increase activity around prevention of eviction. Future activity will be supported by Business Transformation Team (BTT) to help improve engagement with customers. BTT have completed mapping of the Housing Advice Team's customer contact routes to enable assessment of the options and suggest enhancements to their options. The main area of improvement will be the web pages to ensure customers have access to the right information and are able to 'self-serve'.
b) Continue to build on the early success of our new bulky waste service.	Target date: March 2022	Head of Community Services Lead Member for Clean and Green Environment	☺	There have been more than 3,300 collections in the year and income has increased by 108%. Customer wait times have reduced from six weeks to less than one week and the new service also includes a recycling element. Around 50% of bookings are online and this is expected to increase as the service is promoted further. A marketing campaign is set to start towards the end of February.
c) Deliver the planning service improvement plan.	March 2021 Target date: November 2021 (revised date reported to O&S committee in June 2021)	Head of Development Lead Member Built Environment	✓	A review of the planning service was undertaken by Planning Officers Enterprises, an arm of the Planning Officers' Society. At Executive Committee, held on 17 November 2021, the committee agreed a high-level action plan to address the issues raised in the report. The project board, set up to deliver the action plan, has developed a robust approach to delivering the action plan, and this is being regularly reported to Transform Working Group. In addition, regular newsletters will be issued to members and staff.

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PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 2. Develop online services to achieve 'digital by preference, access for all'.				
a) Carry out a review of our corporate website.	Target date: April 2022 June 2022 (new revised date report to O&S in March 2022)	Head of Corporate Services Lead Member for Commercial Transformation		The transformation team is working with services across the council to review current pages and ensure content on the new site is relevant, concise, and up to date. As a result of further requirements for covid related grant forms, the impact on our web and digital designer has been significant, which is why the target date has moved from April 2022 to June 2022.
b) Implement an online offering for the licensing service.	April 2024 Sept 2024 November 2024 May 2022 New target date: December 2022 (new revised date reported to O&S committee in March 2022)	Head of Community Services Lead Member for Clean and Green Environment		The online offering is one of four work streams to undertake and complete a full service review. Other work stream are governance, finance and HR related. Project plans are in place for each stream and has led to new implementation dates so that the overall review can be delivered within feasible timescales. The online offering includes an update of licensing related pages on the website, automated licence consultations, online Temporary Event Notice applications, online Taxi/Private Hire applications and an online public register of licensing applications.
c) Implement a digital solution to improve internal HR processes.	Target date: December 2021 (phase one)-complete Phase two target date: June 2022	Head of Corporate Services Lead Member for Commercial Transformation		The first phase of the project has been successfully achieved through the development of a new recruitment microsite and a digital recruitment system (Eploy). These are now well established and have been very well received internally and offer a better experience for candidates. The next phase of the project is to build and implement a self-service tool for managers and staff to allow online access to

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				activities such as monitoring absence, approving travel and subsistence claims, annual leave records etc. This piece of work has been programmed into the Business Transformation Team's priorities. The development will be phased which will see annual leave, sickness and timesheets recording carried out first. This phase is hoped to be achieved by the end of Spring 2022.
d) Explore the opportunity for an online offering for our cemeteries function.	New target date: 31 March 2022 September 2022 (new revised date reported to O&S committee in January 2022)	Head of Finance and Asset Lead Member for Finance and Asset Management		This work is scheduled within the Business Transformation Team's work programme but for a later date than envisaged due to other priorities.

Key performance indicators for priority: CUSTOMER FIRST

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KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service																								
23	Total enquiries logged by the Area Information Centre (AIC).	0		0	76	31 (Q1-Q3=107)				The AIC'S re-opened on 19.07.2021. Customer visits are reduced due to customers finding alternative communication methods during the pandemic.	Lead Member Customer Focus/ Head of Corporate Services																								
										<table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> </tr> </thead> <tbody> <tr> <td>Bishops Cleeve</td> <td>0</td> <td>9</td> <td>4</td> </tr> <tr> <td>Brockworth</td> <td>0</td> <td>25</td> <td>10</td> </tr> <tr> <td>Churchdown</td> <td>0</td> <td>21</td> <td>1</td> </tr> <tr> <td>Winchcombe</td> <td>0</td> <td>21</td> <td>16</td> </tr> <tr> <td>Total</td> <td>0</td> <td>76</td> <td>31</td> </tr> </tbody> </table>		Q1	Q2	Q3	Bishops Cleeve	0	9	4	Brockworth	0	25	10	Churchdown	0	21	1	Winchcombe	0	21	16	Total	0	76	31	
	Q1	Q2	Q3																																
Bishops Cleeve	0	9	4																																
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Winchcombe	0	21	16																																
Total	0	76	31																																

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

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										<ul style="list-style-type: none"> 20 attended training (Meet the Funder - Severn Trent Community Fund). 11 groups received a Covid-19 Community grant 	
Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
27	Benefits caseload: a) Housing Benefit b) Council Tax Reduction	2,437 4,874		2,375 4,914	2,328 4,892	2,267 4,860				<p>The housing benefit caseload continues to fall due to the migration of claimants to Universal Credit, however still not to the extent estimated previously. We receive an average of 18 new claims a month. Delays in managed migration means that we will continue to deal with some claim types until December 2024.</p> <p>There has been a small decrease in the council tax reduction caseload which increased significantly at the start of the Covid-19 pandemic.</p> <p>The split at the end of quarter three was as follows: Pension age 1,822 Working age 3,038</p>	Lead Member Finance and Asset Management/ Head of Corporate Services

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28	Average number of days to process new claim for Council Tax Reduction (CTR).	New KPI	20	21	22.5	21.7			☹️	This is a new performance indicator for 2021/22. In Q3 we continued to receive a large number of new CTR claims. There were some delays experienced due to the time taken for DWP to notify us that universal credit had gone into payment. For Universal Credit CTR claims it is not possible to fully assess them until we receive this information.	Lead Member Finance and Asset Management/ Head of Corporate Services
Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
29	Average number of days to process change in circumstances for Council Tax Reduction.	New KPI	10	3	2	3			☺️	This is a new performance indicator for 2021/22. 4,814 notified changes were processed in quarter 3. The high volume of changes is mainly due to universal credit assessment periods.	Lead Member Finance and Asset Management/ Head of Corporate Services

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78	30	Average number of days to process new Housing benefit claims.	8	15	7	5	4		↑	😊	Performance on new housing benefit claims continues to be well below the national average of 20 calendar days.	Lead Member Finance and Asset Management/ Head of Corporate Services
	31	Average number of days to process change in circumstances to housing benefit claims.	2	4	5	4	4		↓	😊	Performance on change in circumstances continues to be below the national average of seven calendar days.	Lead Member Finance and Asset Management/ Head of Corporate Services
	32	Percentage of council tax collected	97.6%	98%	30.4%	58.3%	85.8%		↔	😊	We have been able to reintroduce normal recovery processes following the reopening of the magistrates' court in May 2021. Reminders and summonses are sent monthly in accordance with the recovery timetable. This has had a positive impact on collection, however we are slightly below the target of 86.5% at the end of quarter 3. This is primarily due to new dwellings being brought into the Valuation List which increases our net collectable debit, but also means that instalments are required later in the financial year. This impacts on the monthly collection profile, but shouldn't impact on	Lead Member Finance and Asset Management/ Head of Corporate Services

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										the outturn position of an estimated 98%.	
33	Percentage of NNDR collected	95.9%	98%	25.5%	53%	88.8%		↓	☹️	<p>Business rates collection performance is 6.8% below target, primarily because of the continuing impact of the Covid-19 pandemic. This had reduced to 5% at the end of January 2022, so we are managing to clawback the position.</p> <p>Staffing resources in the Revenues Team have been realigned to put more focus on the collection of business rates, however this remains a difficult time for businesses who are still recovering from the impact of the Covid-19 pandemic.</p>	Lead Member Finance and Asset Management/ Head of Corporate Services

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Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
34	Average number of sick days per full time equivalent	9.68	8.0	2.1	2.4 (Q1 & Q2 = 4.5)	3.55 (Q1- Q3 = 8.05)		↓	☹️	<p>691.7 days were lost to sickness absence during Qtr 3 compared with 468.3 days in Q2. This comprised 190.6 short term days and 501.1 long term days. Of the total, 59.4 days are for a COVID-related reason, which is very similar to last quarter (58.4 days)</p> <p>Whilst the overall rates remain lower than pre-COVID rates, there has been a rise in long term sickness absence. All long term cases have a member of the HR team actively supporting the relevant manager and having a quarterly meeting with the relevant Head of Service. The new Supporting Attendance policy has now been approved, with training to follow for managers in the next couple of months.</p>	Lead Member Organisational Development/ Head of Corporate Services

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35	Food establishment hygiene ratings.	3.6%	5% With a food hygiene rating Under three	3.5%	3%	3.3%	↑	😊	<p>There are currently 745 premises with a food hygiene rating. 25 of these premises (3.3%), have a hygiene rating of 2 or below.</p> <p>Therefore, the number of non-broadly compliant food premises remains below the target of 5%.</p> <p>Food inspection, backlog for the majority of high and medium risk premises will be completed by the end of March.</p>	Lead Member Clean and Green Environment/ Head of Community Services
36	Percentage of Freedom of information (FOI) requests answered on time.	87%	80%	92%	84% (Q1 & Q2= 88%)	85% (Q1-Q3= 87%)	↔	😊	<p>137 requests were received in Q3 - 117 answered within the 20 working days deadline.</p> <p>Total received to date for 2021-22= 407 (577 received in 2020/21)</p>	Lead Member Customer Focus/ Head of Corporate Services
37	Percentage of formal complaints answered on time.	84%	90%	80%	68% (Q1 & Q2= 76%)	65% (Q1-Q3= 73%)	↓	😞	<p>20 formal complaints were received in Q3. 13 of the 20 were answered within the 20 working days. Total received to date for 2021-22= 74 (144 received in 2020/21)</p>	Lead Member Customer Focus/ Head of Corporate Services

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

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

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				<p>Latest update in terms of the technical work ongoing is that the planned non-statutory consultation by GCC has been re-scheduled to Summer (2022), on the advice of Department for Transport (DfT), however, following a productive round table meeting, MHCLG (now DLUHC)- Department for Levelling Up, Housing and Communities), Homes England and DfT have committed to working in partnership to finalise the design and funding options in support of the delivery of a solution.</p> <p>Further information including FAQs available at -</p> <p>M5 Junction 9 and A46 (Ashchurch) Transport Scheme - Highways (gloucestershire.gov.uk)</p>
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Delivery of Golden Valley Garden Community.				
a) Work with Cheltenham Borough Council (CBC) and landowners towards the submission of a planning application in accordance with the Golden Valley Supplementary Planning Document.	Target date: March 2022	Director of Garden Communities Lead Member Built Environment	☺	<p>We continue to work closely with Cheltenham Borough Council (CBC) and landowners with delivering the £1 billion first phase of The Golden Valley Development. Since CBC's announcement in July that HBD X Factory has been selected as its preferred development partner, discussions continue on finalising the detail.</p> <p>CBC as landowner are progressing with their outline planning application in conjunction with the other developers, namely St Mods, with the schedule to submit the application later in 2022. This will lead to the start of construction and completion of the first phases of the development, centring on the employment zone.</p>

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				More details relating to the Golden Valley Development can be found on the website - The Golden Valley Development (goldenvalleyuk.com)
b) Prepare a land assembly programme to aid in the delivery of the Golden Valley Garden Village	Target date: March 2022	Director of Garden Communities Lead Member Built Environment	😊	This workstream continues in conjunction with the JCS and a review of special options to help meet Cheltenham Borough Council's housing need. (This links to the above Council Plan objective 1a- 'Formally establish the Garden Town planning status through the JCS').

PRIORITY: SUSTAINABLE ENVIRONMENT

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Deliver the climate emergency action plan				
a) Deliver the Public Services Centre's low-carbon heating and solar PV systems.	Target date: Dec 2021 May 2022 New target date: June 2022 for PV system (New target date reported to O&S committee in January 2022)	Head of Finance and Asset Management Lead Member for Clean and Green Environment	☹️	Market tenders returned costs in excess of budget for the replacement of the heating system which has led to this project being put on hold. An application for further grant funding towards the project has been made and is in the final stage of assessment. The grant funding originally secured for the heat replacement system has now been approved to be used for providing an extended solar canopy above circa 100 spaces in the council offices rear car park. A planning application has been submitted and a tender is due to be issued shortly. It is anticipated that this project will be completed by June 2022.

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b) Embed our carbon reduction objectives within council services and raise awareness of our programme across staff, communities and partners.	Target date: July 2022	Head of Finance and Asset Management Lead Member for Finance and Asset Management	☺	Year two of the Carbon Reduction Action Plan was approved at Executive Committee in July 2021. Recent focus of activity has been on the two grant fund applications and subsequent projects - the heat system replacement and the solar canopy project. A new Carbon Reduction Officer will start in February and will take forward a number of the outstanding tasks in the action plan.
c) Source and secure funding opportunities to support the delivery of our carbon reduction programme.	Target date: March 2022	Head of Finance and Asset Management Lead Member for Clean and Green Environment	☺	Significant work has been put into two funding bids with the Public Sector Decarbonisation Scheme funded by the Department for Business, Energy and Industrial Strategy. One bid of £284k has been secured and the decision on the second bid is imminent. Should both bids be approved, it will total nearly £1m of external funding to support the decarbonisation programme.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Promote a healthy and flourishing environment in the borough.				
a) Establish planning policies to ensure the delivery of healthy and sustainable communities.	Target date: March 2022 (ongoing as action is across a number of plans)	Head of Development Services Lead Member for Built Environment	☺	The adopted JCS already contains strategic policies around sustainability and health. The Tewkesbury Borough Plan is proposing further policies around environmental quality, green infrastructure and biodiversity and sustainable transport. The Borough Plan has been submitted for examination and is expected for adoption in Spring 2022. The JCS review will reconsider existing strategic policies around health and sustainability as well as whether any additional policy guidance would be appropriate. As detailed elsewhere in the tracker the JCS timetable is under review.

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<p>b) Support community-led bio-diversity projects across the borough.</p>	<p>Target date: March 2022</p>	<p>Head of Development Services Lead Member for Community</p>	<p>☺</p>	<p>The community development team has supported a number of projects in the community, either assisting groups or through funding advice. These include:</p> <ul style="list-style-type: none"> • Churchdown Park- community orchard and wetlands/ponds • Highnam - increasing biodiversity around Oakridge and open space • We All Matter (WAM) Winchcombe – woodland focussing on nature/environment • Northway Parish Council – nature trail • Deer Park Archers, Shurdington –environmental projects including work around badgers • Tewkesbury Nature Reserve – community led organisation on TBC leased land. • Twyning woodland • Mill Lane Playing Fields • Winchcombe Park- development of a new park • Horsbere Brook- improving accessibility and biodiversity along the brook. • Commenting on biodiversity on planning applications
<p>c) Carry out a review of our litter pickers' scheme.</p>	<p>September 2021 Target date: June 2022 (revised date reported to O&S committee in January 2022)</p>	<p>Head of Community Services Lead Member for Clean and Green Environment</p>	<p>☺</p>	<p>All those registered to the litter pickers scheme were contacted to ask if they were still actively picking litter.</p> <p>This data cleansing exercise was in readiness for the Business Transformation Team to create a litter pickers portal. This will help manage the day-to-day processing of the scheme and will also link with Ubico providing a joined-up approach to our volunteers.</p> <p>The portal will be built on our digital platform, Liberty Create and is scheduled for Q1 2022/23.</p>

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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Promote responsible recycling across the borough.				
a) Take a robust approach towards fly-tipping and other enviro-crimes.	Target date: March 2022	Head of Community Services Lead Member for Clean and Green Environment	☺	<p>The number of environmental crime complaints received by the council in Q3 is as follows:</p> <ul style="list-style-type: none"> • 6 littering complaints • 8 dog fouling complaints • 32 abandoned vehicle complaints • 63 noise complaints • 12 bonfire complaints • 234 fly tipping complaints • Total = 355 complaints <p>This represents a 10% decrease in environmental crime complaints compared to Q3 in 2020/21.</p> <p>The Public Space Protection Order (PSPO) relating to dog fouling expired in June 2021. The public consultation was expected to go live in December 2021 but was delayed and it is expected to be launched by the end of February. It is proposed to issue a further order subject to the outcomes of this consultation. Once this is in place, we propose to work with schools to promote the scheme. It is not planned to reinstate dog patrols as there is still little capacity to do this with covid measures still taking up a lot of time however, we have tasked our Community Protection Officers with monitoring enviro crimes while in the district to engage with the public and provide witness statements relating to any offences.</p>
b) Working with Gloucestershire Waste and Resources	Target date: March 2022	Head of Community Services	☺	The Gloucestershire Waste and Resource partnership has run a “Greener Christmas” Campaign, which was well received. New county-wide campaigns planned

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Partnership to improve our recycling figures and reduce waste.		Lead Member for Clean and Green Environment		include a reuse and repair campaign in March 2022, before the 2022/23 focus on textiles, food waste, electricals and plastics. The council's communication team is and will continue to promote the 'Gloucestershire recycles' campaigns through social media channels.
c) Introduce a small Waste Electrical and Electronic Equipment (WEEE) scheme across the borough.	Target date: September 2021	Head of Community Services Lead Member for Clean and Green Environment	✓	The full launch of this service has now taken place, with it going live in August 2021 followed by a campaign going live on the radio and YouTube in September. The campaign was utilised by TBC as part of the resources of the national 'recycle your electricals' campaign to increase take up, which is paid for by producers of electricals. The service means that small waste electrical items e.g. kettles, toasters and hairdryers can be placed in a bag on recycling collection day. Around 6 tonnes of electrical waste has been collected since the scheme went live.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Preserve and enhance the natural assets and built heritage of our borough.				
a) Utilise the high street heritage action zone funding to implement a programme of projects that contribute towards regeneration and enhancement of the town's historic environment.	Target date: March 2022	Head of Development Services Lead Member for Built Environment	😊	<u>Shopfront and Facades Grant Scheme</u> The scheme was launched in mid-September, with a follow up mail drop to the properties on the approved list in November. To date there have been more than 20 enquiries/EOIs regarding the grants, and we are currently in discussions with the owner/tenants of more than 10 properties. <u>Upper Floor</u>

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

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<p>c) Establish and publish a local list of non-designated heritage assets in the borough.</p>	<p>February 2022 Target date: June 2022. (reported to O&S committee in January 2022)</p>	<p>Head of Development Services Lead Member for Built Environment</p>	<p>😊</p>	<p>A Heritage Engagement Officer (HEO) has been appointed and a project plan established. A draft Supplementary Planning Document on the local listing criteria has been produced and has been consulted upon. Adoption of this document will be in June 2022. The HEO has also been gathering nominations for the draft Local List, and a panel will be meeting to approve these. Additional funding has been secured to extend the Officer's contract until June 2022.</p>
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Key performance indicators for priority: SUSTAINABLE ENVIRONMENT

KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
38	Number of reported enviro crimes	2,185	1000	432	370 (Q1 & Q2= 802)	355 (Q1- Q3= 1,157)		↑	☹️	<p>Enviro crime figures for Q3 (figures in brackets Q3 2020/21):</p> <ul style="list-style-type: none"> Littering 6 (1) Dog fouling 8 (12) Abandoned vehicles 32 (60) Bonfire's 12 (24) Fly Tips 234 (249) Total 355 (391) <p>This represents a 10% decrease in total enviro-crimes compared to Q3 2020/21.</p>	Lead Member Clean and Green Environment/Head of Community Services
39	Percentage of waste reused, recycled or composted.	48.73%	52%	55.99%	57.23%(Q1 & Q2 = 56.6%	52.1% (Q1-Q3= 55.17%)		↑	😊	<p>With less green waste collected in Autumn, the recycling rate is lower than Q2, but still on track to be higher than 2020/2021 and achieve the full year target.</p>	Lead Member Clean and Green Environment/Head of Community Services

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40	Residual household waste collected per property in kgs.	460KG	430kg	104.67kg	99.81kg (Q1 & Q2= 204.48kg)	100.7Kg(Q1-Q3= 305.18kg)		↑	😊	100.7Kg per household in Q3. Kg collected per household have decreased from 2020/2021 as people have returned to work, meaning this measure is on target for 2021/2022.	Lead Member Clean and Green Environment/Head of Community Services
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Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2021-2022

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

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PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Refocus				
a) Continue to monitor the financial impacts of Covid-19 and revise the Medium-Term financial Strategy in light of those impacts.	<p>Jan 2022</p> <p>New target date: April 2022</p> <p>(reported to O&S committee in March 2022).</p>	<p>Head of Finance & Asset Management</p> <p>Lead Member for Finance and Asset Management</p>	😞	<p>Monthly monitoring returns to the DLUHC continue with confirmation recently received that these requests will continue until April. The target date has been amended to reflect this.</p> <p>Internal monitoring covering covid will continue as part of the budget monitoring process.</p> <p>The 'production of an MTFS' action can also be found within the Council Plan performance tracker. (Finance and resources- objective 1- action b).</p>

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b) Ensure the effective recovery of the internal audit function.	Target date: March 2022	Head of Corporate Services Lead Member for Corporate Governance	✓	Internal audit work has resumed albeit with a reduced resource. A temporary audit position (12 mth) has been created and this role has been recruited to and will support the Senior Auditor. A new audit plan will be presented at Audit and Governance Committee in March.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Recover				
a) In partnership with Places Leisure build on the early success of the Tewkesbury Leisure Centre recovery plan.	Target date: March 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management Lead Member for Health and Wellbeing	☺	Despite the impact of the Omicron variant and rising energy prices, the Leisure Centre continues to recover well with no financial support being sought from the Council. It is anticipated that the contract fee will start to be paid to the Council from April onwards.
b) Continue to monitor the safety of our working environment now that restrictions have been lifted and moving forward utilise our office space effectively.	Target date: March 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Further restrictions to office use were put in place as a result of the omicron variant and the work from home guidance issued by the government. This guidance has now been lifted and more officers are once again working from the council offices. Some restrictions do remain in place in order to protect our staff and the services. The position is subject to regular review.

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PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Rebuild				
a) Maximise the use of business intelligence within the council to ensure the accuracy of the rating list and help businesses build resilience.	March 2021 Target date: March 2022 (target date amendment reported to O&S June 2021)	Head of Corporate Services Lead Member for Finance and Asset Management	☹️	The Business Intelligence Officer post has been recruited to although the postholder is currently still redeployed to the Business Grants team four days a week. Work has started on areas identified as needing focus. This is initially around ensuring that the accuracy of the data in the rating list is robust. A review of planning decision notices has commenced to ensure we are taking all opportunities to maximise returns from business rates retention. Once the Business Intelligence Officer is working in the role 5 days a week, a cross service project plan will be developed so business intelligence is shared by relevant services moving forward.
b) Work with businesses and residents and seek to rebuild council tax and business rate collection rates.	March 2021 Target date: March 2022 (target date amendment reported to O&S June 2021)	Head of Corporate Services Lead Member for Finance and Asset Management	✓	Formal recovery action for unpaid Council Tax and Business Rates recommenced in April 2021 with monthly liability order hearings continuing to be held remotely. Where possible, payment arrangements are being made with customers and enforcement remedies such as attachment of earnings and benefits and referring debts to enforcement agents are also being used.

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				The remaining £100k of the council tax hardship fund is now being pushed to those residents who demonstrate financial hardship.
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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Refocus				
96 a) Develop a new four-year Economic Development and Tourism strategy that includes a focus upon the economic recovery of the borough.	<p>June 2021</p> <p>Target date: June 2022</p> <p>(revised date reported to O&S committee in November 2020)</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/ Promotion</p>	☺	In consultation with the lead member, due to the uncertain business climate, it was agreed that a new strategy will be developed for 2022, and the current strategy will continue until then. An update on the current strategy was provided to Overview and Scrutiny Committee in November 2021. A brief for an economic assessment to inform the new strategy will shortly be advertised as part of the procurement process.

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<p>b) Work with our partners at Cotswold Tourism to promote the borough as a safe destination to visit.</p>	<p>Target date: March 2022</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p>😊</p>	<p>Website and social media feeds continue to perform at record levels. November was the seventh month in a row to see record monthly visitor numbers to the Cotswolds.com website - with 118,034 unique visitors in November, reaching 1.5m unique visitors for 2021.</p> <p>In November Cotswold Tourism focussed on promoting Christmas on social channels the Facebook page was viewed 459,869 times</p> <p>November was a popular month on Instagram with 132,619 unique accounts viewing the feed and 60,000 follower mark.</p> <p>Visit England have launched a new 'Introduction to PR' toolkit intended for small or medium-sized tourism businesses who are not marketing professionals. This toolkit advises on how to secure media coverage in a time-efficient manner. Advice has also been provided outlining latest Covid measures and pointing to government advice as well as VisitBritain's Business Advice Hub and their Covid-19 latest information and advice page.</p> <p>This action is also linked to with the Council Plan performance tracker. (Economic Growth- objective 4- action a).</p>
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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Recover				
a) Continue to support businesses through the Tewkesbury Growth Hub to aid their economic recovery.	Target date: March 2022	Head of Development Services Lead Member for Economic Development/ Promotion	☺	<p>The hub continues to support local businesses with their economic recovery and businesses looking to grow.</p> <ul style="list-style-type: none"> • 14 workshops and 1-2-1 sessions were delivered in this quarter (Qtr 3). Events included support with business strategy, finding premises, social media, action planning and branding. • Tewkesbury Growth Hub also worked in partnership with Job Centre Plus to deliver a Jobs Fair in Tewkesbury Public Service Centre. • The team support the work of the Business Cell where required and promote grant opportunities to the business community. • The Growth Hub Network promoted and delivered the Government's Small and Medium-sized Enterprises (SME) Recovery grant and Kickstart Tourism Grant. 40 grants have been awarded to borough businesses. • A dedicated Survive and Thrive section has been set up on the Growth Hub Website – providing Covid-19 support. • The Growth Hub Network promoted and delivered a Covid Digital Recovery Grant Scheme, to support digital recovery projects. 19 grants have been awarded to borough businesses. A Digital October Month took place providing targeted support to businesses, with a

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

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	committee in March 2022).			
b) Develop and deliver the Welcome Back Fund action plan.	Target date: March 2022	Head of Development Services Lead Member for Economic Development/ Promotion	☺	<p>A Welcome Back Fund Grant Action Plan for the Borough's retail centres has been agreed by Government. An outline of the action plan has been shared with all members.</p> <p>This funding builds on the Reopening High Streets Safely Fund announced in May 2020. The fund supports the safe and continued return to high streets and will allow the council to put in place additional measures to create and promote a safe environment for local trade and tourism, as the local economy continues to reopen.</p> <p>Remaining work incorporates a number of items including marketing campaign 'Re-discover Local', deep cleans and local events. The project funding finishes in March 2022.</p>
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Refocus				
a) Continue to support our communities with issues arising from Covid-19.	Target date: March 2022	Head of Development Services Lead Member for Community	☺	<p>Support continues to be provided to community groups through funding advice, grants and activities.</p> <p>The Holiday Activities Fund has enabled Young Gloucestershire to deliver holiday activities and food for families in the borough on free school meals in December 2021.</p>

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				<p>Summer household grants for vulnerable families were also distributed in the form of supermarket vouchers during September. This will also be repeated in the Winter.</p> <p>We supported GCC by giving out food vouchers to 546 residents through the Summer food voucher scheme. We are in the process of the Winter food voucher scheme where 1,906 residents were sent letters for supermarket vouchers and over 1000 residents have claimed a voucher.</p> <p>Funding has also been obtained for the Roses Theatre to develop outreach work, particularly focussing on young people who have been impacted by Covid.</p>
102	b) Assess the additional demand on the housing service.	Target date: Complete	Head of Community Services Lead Member for Housing	<p>✓</p> <p>Surveys released to current Housing Register applicants showing an improving picture regarding households with tenancy difficulties.</p> <p>This has been supported by steady numbers of housing advice & homelessness cases held by the Housing Advice Team as opposed to an increase that would reflect greater demand.</p> <p>New Temporary Accommodation (TA) placements 2020-21 Q1 = 26 Q2 = 21, Q3 = 25, Q4 = 30. 2021-22 Q1 = 15, Q2= 25, Q3= 25 New approaches for homelessness assistance 2020-21 Q1 = 135, Q2 = 178, Q3 = 146, Q4 = 132. 2021-2022 Q1 = 111, Q2= 144, Q3= 171</p> <p>TA placements and homelessness approaches have increased into Q2 but remained at levels consistent with previous years.</p>

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				The Housing Advice Team will continue to monitor levels of cases through the Council Plan Tracker under KPI's 8-14.
c) Work with landlords and tenants to assess the potential demand now that restrictions have been lifted.	Target date: March 2022	Head of Community Services Lead Member for Housing	😊	A County-wide Covid Contain Outbreak Management Fund (COMF) has been set up to assist with household with rent arrears that have been affected by reduced hours, furlough or redundancy. The Housing Advice Team have contacted our Registered Provider partners to inform them of the scheme details. At 27/01/2022 £28,675.28 had been used to help 21 households. A project has been completed to identify additional HMO properties. A total of 13 have now been identified and a plan is in place to get the properties licensed and inspected. The number of mobile home sites requiring a licence has also been identified and a plan is in place to inspect approximately 80 of these sites.
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Recover				
a) Work with the Integrated Locality Partnership to build community resilience within the borough	Target date: March 2022	Head of Development Services Lead Member for Community	😊	The Integrated Locality Partnership (ILP) has highlighted a particular focus on mental health, social isolation, healthy lifestyles and employment and skills. Place based projects, using a strengthening local communities approach, have started to be developed in Brockworth and Tewkesbury initially.

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

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

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	Target date: February 2022 (Revised target date reported to O&S Committee January 2022)	Lead Member for Finance and Asset Management		<p>now promoting the system to its customers, and advertising for the service is going on council tax bill envelopes when they are delivered.</p> <p>Meanwhile, the Business Transformation Team is finalising the paperless billing portal, which is where the bills will be located when they are issued. The team is on track to deliver this in time for the annual bill run.</p>
106	c) Continue to review the operational effectiveness of our return to the office and the opportunities provided through agile working.	Target date: March 2022	<p>Head of Corporate Services</p> <p>Lead Member for Organisational Development</p>	<p>Services are running effectively with reduced numbers in the office. All departments have a regular presence in the office, in line with the Chief Executive's Guiding Principle following the relaxation of the Work From Home guidance. Staff continue to work in a hybrid way and a new workstation assessment module has been developed and issued with our partner Cardinus which covers both the home and work environments to ensure we are adequately meeting our duty to health and safety whilst staff are carrying out some work from home. A working group continues to meet and discuss the office and agile working, taking any necessary actions. This work includes actions to make the office space a better working environment for the future. A 'Pulse check' survey has been issued in January 2022 to highlight any issues.</p> <p style="text-align: center;">😊</p>

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PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Reporting Line	Progress to date	Comment
Refocus				
a) Explore opportunities to enhance new digital jobs and training with the Local Enterprise Partnership (LEP) and partners at Cyber Central.	Target date: March 2022	Director of Garden Communities Lead Member for Built Environment	☺	Continue to work with LEP and Cheltenham Borough Council as the Cyber Central project develops. Current activity includes the formation of a Cyber Leadership Board and a Cyber Festival, planned for the future, both to be led by the LEP currently.
Recover				
a) Actively seek capital funding with our partners to support the programme.	Target date: March 2022	Director of Garden Communities Lead Member for Built Environment	☺	We have submitted two Homes England Capacity funding bids for both Tewkesbury Garden Town and Golden Valley for 2021/2022. Responses to these bids are pending.
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Reporting Line	Progress to date	Comment
Rebuild				

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<p>a) Work with partners to maximise sustainable development and low carbon technologies as part of the Garden Communities programme.</p>	<p>Target date: March 2022</p>	<p>Director of Garden Communities Lead Member for Built Environment</p>	<p>😊</p>	<p>To meet the principles of the garden community developments sustainability is a core requirement. West Cheltenham Supplementary Planning Document (SPD) is in place and work continues to progress the evolution of the Tewkesbury Garden Town masterplan to better define the principles of development and how key features of sustainability and low carbon can be fully integrated and actively promoted, from the outset. Work has commenced on the early stages of the preparation of a Sustainability Strategy for the Garden Town programme, a first draft of which is scheduled for completion by March 2022.</p>
<p>PRIORITY: SUSTAINABLE ENVIRONMENT</p>				
<p>Actions</p>	<p>Target date</p>	<p>Responsible Officer/Group</p>	<p>Progress to date</p>	<p>Comment</p>
<p>Refocus</p>				
<p>a) Harness the benefits of changes to working practices in order to ensure our reduced carbon footprint continues.</p>	<p>Target date: March 2022</p>	<p>Head of Finance and Asset Management Lead member for Clean and Green Environment</p>	<p>😊</p>	<p>2020/21 saw a significant reduction in emissions from council activities due to reduced business mileage and reduced electricity demand. The carbon reduction action plan and the council's approach to agile working will support the reduction in demand whilst projects such as the solar car parking canopy, the heating replacement system and the electrification of the pool car fleet will meet demand in a greener way.</p>

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b) Work with partners to promote climate change and carbon reduction awareness and activities across our communities and businesses in the run up to the United Nations Climate Change Conference in November.	Target date: November 2021	Head of Finance and Asset Management Lead member for Clean and Green Environment	✓	A number of events and activities have been supported to raise awareness of the summit and the work going on in Gloucestershire.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Recover				
a) Increase awareness in the effects of recycling contamination.	Target date: July 2021	Head of Community Services Lead Member for Clean and Green Environment	✓	There have been no loads rejected by our MRF contractor this year and contamination levels are within the target range. We will continue to encourage our communities to increase recycling and reduce contamination as part of normal business as usual. This includes an increase in the use of contamination stickers by crews, to give immediate feedback to residents where there is an issue.
b) Work with our communities to minimise waste to reduce the impact on our environment.	Target date: October 2021	Head of Community Services Lead Member for Clean and Green Environment	✓	We are no longer seeing the high levels of waste generated that we saw at the height of the pandemic or through the various lockdowns and levels have returned to normal meaning this have returned to business as usual. The work that we do with the Gloucestershire Waste & Resources partnership is aimed at reducing waste and increasing recycling.

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

c) Agree funding for and appoint a new Carbon Reduction officer to support the council's climate emergency declaration and the delivery of its action plans.	July 2021 Target date: September 2021 (Target date amendment reported to O&S Committee on 7 September 2021)	Head of Finance and Asset Management Lead member for Clean and Green Environment	✓	Funding was agreed by Council in October and the role has subsequently been filled. The new Carbon Reduction Officer is due to start in February 2022.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Rebuild				
a) Commence planning and scoping study for implications of, and opportunities for, borough wide decarbonisation.	Target date: July 2022	Head of Finance and Asset Management Lead member for Clean and Green Environment		Given the additional work around the heating and solar canopy system, this piece of work will not now commence until Spring 2022.
b) Promote a healthier lifestyle through working with Active Gloucestershire through the 'we can move' programme.	Target date: March 2022	Head of Development Services Lead Member for Community	😊	In March 2021 Executive Committee agreed a package of funding of £10,000 per year for the next five years (until 2025/26) to support the Active Gloucestershire 'We Can Move' project. Active Glos have taken a leading role in the asset mapping work in Tewkesbury, as part of the Locality Partnership work. Tewkesbury Borough Council will shortly be finalising priorities under 'We Can Move' for Tewkesbury Borough. Once these have been finalised these will be shared with members.

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Appendix 3 - Quarter 3 budget report

Chief Executive

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

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

Community Services

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

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

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

The Community Safety/ASB Coordinator post was vacant for part of the year equating to a £17k saving

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- 6) Breakdown of COVID expenditure:

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

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

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

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

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

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

Corporate Services

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

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

Democratic Services

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

15) A full time vacant post gives a saving of £43k. This is offset against some overtime to cover maternity leave and elections.
 16) Rental charges for Police and County Elections. These election costs are fully reclaimable and there is grant income to offset.
 17) Other election fees that are fully reclaimable and income is shown above.
 18) Other election fees that are fully reclaimable and income is shown above.
 19) Grant income - mostly relating to Police and County Election - May 2021

Deputy Chief Executive

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	125,845	0	125,845	20
Transport	200	0	200	
Supplies & Services	2,400	0	2,400	
Payments to Third Parties	0	0	0	
TOTAL	128,445	0	128,445	

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

Development Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,049,431	1,962,951	86,480	21
Premises	43,320	43,542	(222)	
Transport	0	370	(370)	
Supplies & Services	204,885	199,159	5,726	
Payments to Third Parties	311,795	233,176	78,619	22
COVID-19 Costs	0	0	0	
Income	(1,391,122)	(2,552,247)	1,161,125	23
TOTAL	1,218,309	(113,050)	1,331,359	

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

22) The Tourist Information centres would usually purchase tickets for resale. Due to COVID, large events have still not gone ahead. As a result, there is an anticipated saving of £20k where these tickets have not been purchased. £60k of this had been allocated to support the work on JCS. However, given the JCS Authorities have been reviewing the timetable the work anticipated in 2020/21 has not been undertaken.

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

Finance and Asset Management

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

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

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

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

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

Garden Communities

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

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

Borough Solicitor

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

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

One Legal

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

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

31) Savings on:

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

32) Full saving attributed to Contracted agency services.

33) Limited resources available to undertake additional work have had an impact on the ability to achieve the income targets and as a result, the actual income for Q3 is below the budget.

Appendix 4 - Analysis of capital budget 2021/22

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

Appendix 5 - Revenue reserves for 2021/22

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Reserve	Balance 31st March 2021	Spent in Reserve Q3	Reserve Remaining	Note
Service Reserves				
Asset Management Reserve	1,322,371	10,019	1,312,353	
Borough Growth Reserve	628,291	-	628,291	
Borough Regeneration Reserve	81,659	40	81,619	
Business Rates Reserve	500,000	-	500,000	
Business Support Reserve	1,004,328	28,231	976,097	
Business Transformation Reserve	999,111	144,188	854,923	3
Climate Change Reserve	404,200	38,491	365,709	
Community Support Reserve	883,575	226,724	656,851	4
Council Tax Reserve	251,391	-	251,391	1
Development Management Reserve	485,150	66,596	418,554	5
Development Policy Reserve	910,867	41,645	869,222	2
Elections Reserve	190,848	-	190,848	
Flood Support and Protection Reserve	9,646	-	9,646	
Garden Communities Reserve	1,202,358	206,163	996,194	6
Health & Leisure development reserve	100,543	-	100,543	
Housing & Homeless Reserve	542,799	40,419	502,380	
Insurance Reserve	60,000	-	60,000	
Investment Reserve	350,000	-	350,000	
IT Reserve	231,403	32,897	198,507	
MTFS Equalisation Reserve	2,781,207	-	2,781,207	
Open Space & watercourse Reserve	737,574	- 12	737,585	
Organisational Development Reserve	103,590	330	103,260	
Risk Management Reserve	260,000	-	260,000	
Waste & Recycling development Reserve	2,152,808	12,308	2,140,500	
	<u>16,193,719</u>	<u>848,040</u>	<u>15,345,679</u>	

Notes

- 1 Council Tax reserve relates to residual hardship monies and compensation of losses. Both are central Government support for COVID.
- 2 Borough plan plus costs of CIL review
- 3 Expenditure against a combination of specific reserves including the One legal service review, the Digitalisation team and the appointment of a business rates intelligence officer
- 4 Predominantly Covid compliance but also includes Tewkesbury 2021 grant
- 5 Costs of planning appeals plus appointment of temporary officers
- 6 Salary costs of Garden Town team