

26 May 2022

<b>Committee</b>	Overview and Scrutiny
<b>Date</b>	Tuesday, 7 June 2022
<b>Time of Meeting</b>	4:30 pm
<b>Venue</b>	Tewkesbury Borough Council Offices, Severn Room

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

### **Agenda**

#### **1. ANNOUNCEMENTS**

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

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

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

To receive apologies for absence and advise of any substitutions.

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

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



	<b>Item</b>	<b>Page(s)</b>
<b>4.</b>	<b>MINUTES</b>  To approve the Minutes of the meetings held on 5 April and 17 May 2022.	1 - 11
<b>5.</b>	<b>EXECUTIVE COMMITTEE FORWARD PLAN</b>  To determine whether there are any questions for the relevant Lead Members and what support the Overview and Scrutiny Committee can give to work contained within the Plan.	12 - 18
<b>6.</b>	<b>OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2022/23 AND ACTION LIST</b>  To consider the forthcoming work of the Overview and Scrutiny Committee and the actions arising from previous meetings.	19 - 44
<b>7.</b>	<b>UPDATE ON LOCAL POLICING ARRANGEMENTS</b>  To receive an update from the Police on local arrangements.	
<b>8.</b>	<b>COUNCIL PLAN PERFORMANCE TRACKER AND COVID-19 RECOVERY TRACKER - QUARTER FOUR 2021/22</b>  To review and scrutinise the performance management and recovery information and, where appropriate, to require response or action from the Executive Committee.	45 - 121
<b>9.</b>	<b>CORPORATE POLICIES AND STRATEGIES</b>  To consider the list of corporate polices and strategies, attached at Appendix 1 to the report, and identify any for review by the Overview and Scrutiny Committee during 2022/23.	122 - 130
<b>10.</b>	<b>POTENTIAL PRESENTATIONS FROM EXTERNAL ORGANISATIONS</b>  To consider those external organisations that contribute to the Council's priorities and potentially could be added to the Committee's Work Programme.	131 - 139
<b>11.</b>	<b>CORPORATE PEER CHALLENGE ACTION PLAN</b>  To consider the progress made against implementation of the corporate peer challenge action plan.	140 - 154
<b>12.</b>	<b>GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE UPDATE</b>  To receive an update from the Council's representative on matters considered at the last meeting (17 May 2022).	155 - 158
<b>13.</b>	<b>GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE</b>  To receive an update from the Council's representative on matters considered at the last meeting (31 May 2022).	

**DATE OF NEXT MEETING****TUESDAY, 12 JULY 2022****COUNCILLORS CONSTITUTING COMMITTEE**

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

**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.



wished to make an observation that the Agenda for the meeting on 1 June 2022 was largely made up of items which had been deferred from previous meetings and she wondered what the reason was for this and whether that had impacted on what had been planned for the June meeting. Another Member noted that an item on Ashchurch Bridge was due to be considered by the Executive Committee in June and he sought assurance that report would include all of the financial details as he was particularly concerned that any bid for top-up funding which may be necessary as the project progressed could be refused so he was keen to understand the options available further down the line. The Head of Corporate Services undertook to ensure this would be included in the report to Executive Committee.

100.3 It was

**RESOLVED** That the Executive Committee Forward Plan be **NOTED**.

### **OS.101 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2022/23**

101.1 Attention was drawn to the report of the Head of Corporate Services, circulated at Pages No. 21-35, which attached, at Appendix 1, the draft Overview and Scrutiny Committee Work Programme 2022/23. Members were asked to approve the Work Programme.

101.2 The Head of Corporate Services advised that the draft Work Programme for 2022/23 was already reasonably populated but reminded Members that some of the Committee's work could not be planned as new areas of review emerged throughout the year, for example, in 2021/22 the Committee had received reports on trade waste, Active Gloucestershire and fly-tipping surveillance which had come forward during the year. One of the standing Agenda items was the performance report and review of the performance tracker often highlighted areas for Members to explore in more detail through separate reports. He felt it was a good programme which covered a lot of priority areas including economic development and tourism, housing and workforce development.

101.3 A Member queried whether the Parking Strategy, due to be considered on 7 June 2022, covered enforcement as this was virtually non-existent in his area – he asked if this was something which could potentially be reviewed by the Committee and whether that could be done via the strategy or if it would need to be separate. In response, the Head of Corporate Services indicated that he was unsure if enforcement was included in the scope of the Parking Strategy review so he would arrange for the Head of Finance and Asset Management to circulate a briefing note to the Committee setting out the situation.

101.4 A Member indicated that, at the workshop held in October on maximising the value of the Overview and Scrutiny Committee, Members had asked to review the partners which reported to the Committee on a regular basis, and the agreements in place for monitoring, to establish whether they needed to continue to report to the Committee and for Members to consider who they would like to hear from during 2022/23 and she asked when that would be done. The Head of Corporate Services advised that this had been raised at the last meeting where he had explained it was intended to compile a list of key partners and outside bodies following the refresh of the Council Plan which was currently underway and he undertook to bring a report for discussion to the next meeting in June.

101.5 It was

**RESOLVED** That the Overview and Scrutiny Committee Work Programme 2022/23 be **APPROVED**.

**OS.102 GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE UPDATE**

- 102.1 Attention was drawn to the report from the Council's representative on the Gloucestershire Economic Growth Scrutiny Committee, circulated separately, which gave an update on matters considered at the meeting held on 31 March 2022.
- 102.2 The Council's representative on the Gloucestershire Economic Growth Scrutiny Committee advised that the first item of business was an update on the Gloucestershire Economic Growth Joint Scrutiny Committee meeting held on 16 March 2022. This had included an update on broadband provision within Gloucestershire and it was noted there was currently 96.5% coverage in the county - whilst there remained a commitment to get to 100% coverage, the outstanding 3.5% coverage would be difficult to achieve. The business rate pool update included two significant requests that had been considered in relation to the Strategic Economic Development Fund (SEDF): a £150,000 bid for a "Made in Gloucestershire" brand which could be used by local businesses in their advertising which had been approved and a £850,000 bid for a Gloucestershire mass transit scheme based on buses which was supported in principle but refused due to a question mark over whether the funding should all come from the SEDF. The Committee had also received a report on the economic impacts of climate change and a presentation on youth unemployment from GFirst Local Enterprise Partnership and the County Council which had highlighted that funding streams were beginning to run out and, although a great deal of excellent work had been done in relation to NEETs (Not in Education, Employment or Training), they would not necessarily be the highest priority cohort in the future. The Executive Director's report was also included for noting and taken as read.
- 102.3 With regard to broadband provision, a Member noted there had been some delays in delivery and he asked if this had impacted any areas within Tewkesbury Borough. The Council's representative on the Gloucestershire Economic Growth Scrutiny Committee undertook to obtain this information following the meeting.
- 102.4 It was
- RESOLVED** That the Gloucestershire Economic Growth Scrutiny Committee update be **NOTED**.

**OS.103 DEPOT SERVICES WORKING GROUP ANNUAL REPORT**

- 103.1 Attention was drawn to the report of the Head of Community Services, circulated at Pages No. 36-43, which asked Members to consider the progress made by the Depot Services Working Group during 2021/22; to agree that the Depot Services Working Group continue to meet until Ubico contract renewal in 2027 with the revised Terms of Reference as set out at Appendix 1 to the report; and to agree that Officers explore the mechanism for requesting additional capital funding for an additional waste vehicle, and develop a business case for adding the provision of a new waste collection depot to the Infrastructure List to enable Community Infrastructure Levy funding to be used, and to report back to the Executive Committee.
- 103.2 The Head of Community Services indicated that, from an Officer perspective, the Working Group had worked really well during the year, despite being impacted by COVID at the start, with meetings being held remotely. In terms of the recommendations, he would welcome a decision which would enable the Working Group to continue for the next five years due to the long-term nature of a number of projects underway such as trade waste, the depot and in-cab technology/connected workforce. The Chair of the Working Group, the Lead Member for Clean and Green Environment, wished to thank Members of the Working Group who had kept track of

a range of projects, as well as routine work, over the course of the year with good progress being made. He made particular reference to the project to identify a new depot site being carried out with Cheltenham Borough Council which would help to protect Tewkesbury Borough Council as its waste service expanded in the future, the in-cab technology/connected workforce project and the street cleansing review. Standing Agenda items included financial and performance reports from Ubico as well as updates on the grounds maintenance service which had improved considerably since the Working Group had been established. He was particularly pleased to see the recommendation to explore the mechanism for requesting capital funding for an additional waste vehicle and to develop a business case for adding the provision of a new waste collection depot to the Infrastructure List to enable Community Infrastructure Levy funding to be used and he hoped that the Committee would be supportive of this.

- 103.3 A Member expressed the view that the recommendation around investigating the potential for using Section 106/Community Infrastructure Levy funding to support the waste service was a very sensible way forward. With regard to the trade waste project, a Member noted that a trial was due to begin in quarter one of 2022/23 and he asked if that had started. In response, the Head of Community Services confirmed it was currently on schedule to start during the quarter. In relation to grass cutting, a Member recognised this had been an ongoing issue for a number of years; she noted that checks were being carried out quarterly and she asked how these were actually done. The Head of Community Services explained that the Working Group had set certain standards for grass cutting which was graded A-D and an Officer undertook a physical check to compare the cut against the standards. Ubico had recently changed the way it operated its grass cutting service; this had been working well so far but reports would be taken back to the Working Group to assess the overall quality throughout the course of the year. A Member queried whether the grass cutting standards were complicated by wildflowers and pollinated patches and the Head of Community Services indicated that, provided there was good communication with the Parish Councils this could be accommodated. Another Member had learnt from the Grange Field project that wildflower meadows were quite complex, for instance, whilst they did not have to be cut as often, the cuttings had to be removed otherwise they enriched the soil too much. A Member asked whether consideration had been given to investing in technology to assist with the inspection of grass cutting in order to free up Officer time and the Head of Community Services confirmed this was part of the connected workforce project. With regard to grass cutting, the Head of Community Services indicated that Members would be interested to note that, in terms of the maintenance of land on behalf of Gloucestershire County Council, the Working Group had recently agreed to the areas which would be cut twice per year on a trial basis; however, the County Council had suggested it may be willing to increase the financial contribution to the Borough Council in order for the land to be cut more regularly, therefore, the trial was currently on hold.
- 103.4 A Member queried whether the street cleansing review included road sweeping and if a second road sweeper had been secured. In response, the Head of Community Services confirmed that road sweeping was included and he undertook to follow up the query on the road sweeper and come back to Members following the meeting.
- 103.5 A Member questioned whether the Working Group should have more of a focus, for instance, two projects which were time bound with specific business cases which could be delivered within a shorter timeframe of two or three years rather than the Working Group continuing until 2027 during which time it would potentially be looking mainly at updates. His understanding of a Working Group was that it should be task and finish with a clear scope of work but the Terms of Reference seemed to include a lot of items for monitoring. He indicated that, based on the quarterly performance reports received by the Overview and Scrutiny Committee, the KPIs for the waste service seemed to suggest there were very few concerns - none of the 11

KPIs which had not been achieved in the most recent report related to depot services - as such, he questioned whether there was a need for a dedicated Working Group in this area. The Head of Community Services explained that the Working Group had originally been set-up with a wide remit to look at any aspect of the Ubico contract and that could change throughout the year, for example, if grass cutting performance began to drop dramatically, the Working Group would want to investigate. He felt that limiting the scope to two projects would be less productive as the majority of projects were very long-term and expected to run until 2027/28 – the depot project had been running for the last two years and it was only at the last meeting of the Working Group that there had been something meaningful to report. The Member continued to be of the view that a Working Group should have a particular focus rather than dipping in and out of different projects. The Head of Community Services indicated that he would be guided by the Committee in terms of how, and if, the Working Group continued to operate. The Chair of the Depot Services Working Group explained that the nature of the waste service meant that things could change in an instant – the service might be running perfectly but a change of crew or management could suddenly trigger a chain of events which meant that it started to fall apart. The waste service cost taxpayers £4m per year therefore it needed to operate effectively and the Working Group was a mechanism for getting back on track if things started to go wrong. A Member pointed out that, prior to the Working Group being established, Ubico had been a particular issue which was regularly discussed by the Committee and, in her view, it was essential for the Committee to continue to have an overview of the waste service via the Working Group for the reasons stated by the Chair of the Working Group. Another Member indicated that the point being made was that the purpose of the Working Group should be to focus on a clearly defined task and to report back on that, as opposed to being there in case anything went wrong.

103.6 The Chief Executive advised that the Overview and Scrutiny Committee had a remit to look at any service across the Council but it had the ability to focus down on certain areas via Working Groups. As some of the Council's services and projects were larger and more complex, this could require input from Members with a detailed understanding of the service and the issues at play. Waste was a flagship service for the Council, as well as being its most expensive, so he felt it was probably right and proper to have a dedicated Depot Services Working Group with a wide remit. The Working Group had originally been borne out of concerns about grass cutting and grounds maintenance which had required a lot of Officer and Member input to resolve at the time. His personal view was that the Working Group had an important role to play in terms of delivering projects and monitoring other aspects of the Ubico contract which may be on track currently but could become an issue.

103.7 A Member asked if there was any way to thank Ubico when they had done a good job as she had recently spoken to an operative cutting grass in the Bishop's Cleeve cemetery who had shown real care and consideration for what he was doing and had gone the extra mile by giving her a tour. The Chair of the Depot Services Working Group advised that he regularly thanked Ubico for the work carried out and would be happy to pass on the Member's comment. He recognised that staff had continued to do their jobs throughout COVID and he agreed they often went above and beyond.

103.8 It was

**RESOLVED**

1. That the progress made by the Depot Services Working Group during 2021/22 be **NOTED**.
2. That it be **AGREED** that the Depot Services Working Group continue to meet until Ubico contract renewal in 2027 with the revised Terms of Reference as set out at Appendix 1 to the report.
3. That it be **AGREED** that Officers explore the mechanism for requesting additional capital funding for an additional waste vehicle, and develop a business case for adding the provision of a new waste collection depot to the Infrastructure List to enable Community Infrastructure Levy funding to be used, and report back to the Executive Committee.

**OS.104 CUSTOMER CARE STRATEGY**

104.1 The report of the Corporate Services Manager, circulated at Page No. 44-60, asked Members 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.

104.2 The Corporate Services Manager advised that customer care was a priority within the Council Plan and that commitment was conveyed through the Customer Care Strategy attached at Appendix 1 to the report. The annual Customer Care Strategy Action Plan focused on the strategy's six themes and how they would be delivered and good progress had been made over the last year with 10 of the 13 actions being completed. Particular highlights included customer care training for all front-facing staff; engaging with the Citizens' Panel to help shape emerging services; and the roll out of a new set of Customer Care Standards. Two actions had not been achieved, as set out at Page No. 46, Paragraph 2.3 of the report, and they had been included in the action plan for the forthcoming year, attached at Appendix 2 to the report.

104.3 A Member queried whether there was a customer care standard for residents to receive a response to an issue logged via the Report It function and if the response rate was monitored; Gloucestershire County Council advised residents by email that they would receive a response within 10 working days. The Corporate Services Manager advised that the general expectation within the Customer Care Standards was that a response should be received within five working days and she did not believe there was a more specific requirement in terms of the Report It system. Anyone submitting an enquiry through Report It should receive an automated acknowledgement email and she undertook to look into whether that could be made clearer in terms of timescales for the response.

104.4 A Member drew attention to Page No. 55 of the report and the action to review the Advice and Information Centres (AICs). She noted that, for 2022/23, it was intended to work with Parish Councils and other partners to provide access to Borough Council services depending on the success of the Brockworth arrangement and she asked if that had actually happened, what the outcome had been in terms of its success and how that was intended to be rolled out to other Parish Councils. In response, the Corporate Services Manager confirmed that Brockworth Parish Council had taken over the service provision on behalf of Tewkesbury Borough Council and this had been working well as it meant that anyone visiting could access the service at any time, as opposed to just two days per week as had been the case previously. It was hoped to replicate this in other areas and discussions were underway with Winchcombe Town Council. The Member welcomed this as a starting point but questioned how this would integrate

with the smaller, rural parishes. The Corporate Services Manager explained that it would be impossible to offer a service in every parish across the borough; however, if there was an area of concern she would be happy to discuss this outside of the meeting. The purpose of this action was to make the Council's services more accessible so she welcomed any suggestions and views as to how that might be achieved. A local Ward Member for Brockworth confirmed that the new arrangement was working well and staff training had been excellent; however, there was some concern about future funding and he asked what the intention was in terms of training and development for staff going forward. In response, the Corporate Services Manager clarified that Brockworth Parish Council had approached Tewkesbury Borough Council with the proposal to take over service provision on the basis that it was a waste of resource to use Council staff when its own staff were already on duty – the Parish Council had responded to all enquiries on behalf of the Borough Council during the pandemic and no concerns had been raised. The intention was for customers to serve themselves where possible and the Borough Council had supplied the IT equipment etc. for that to happen and would continue to provide training to staff.

104.5 It was

**RESOLVED** That the progress made against the actions within the Customer Care Strategy during 2021/22 be **NOTED** and the action plan for 2022/23 be **ENDORSED**.

#### **OS.105 COMMUNICATIONS STRATEGY 2020-24 - ACTION PLAN ANNUAL REVIEW**

105.1 The report of the Corporate Services Manager, circulated at Pages No. 61-80, asked Members to consider the progress made against the actions within the Communications Strategy during 2021/22 and to endorse the action plan for 2022/23.

105.2 The Corporate Services Manager advised that 2021/22 had been a busy year for the Communications team which had given a high level of support to the pandemic response and recovery and provided regular communications in relation to adverse weather emergencies as well as continuing to undertake the regular proactive work including press releases, internal communications, media enquiries, newsletters and social media. The team had also managed to deliver the majority of the Communications Strategy Action Plan, as set out at Appendix 2 to the report. Key highlights included effective campaigns to deliver messages around the pandemic including videos, animations and infographics; the recruitment of a Garden Communities Communications Officer; creation of a range of videos for the Council's recruitment microsite to help promote the Council and the borough as an attractive place to work; and delivery of an internal communications survey which had shown that staff were very satisfied with the channels available to them. Five actions had not been achieved, as set out at Page No. 63, Paragraph 2.3 of the report, and had been included in the 2022/23 action plan.

105.3 A Member asked whether there had been any discussion about the frequency of communications in relation to the Garden Town. The Corporate Services Manager advised that the Garden Town Communities Communications Officer worked 2.5 days per week and her role had initially involved finding out what had already taken place, how much people understood and the current position in terms of the public perception in order to put together a communication plan for the Garden Town. Members were informed that the Local Government Association (LGA) had offered some resource to assist with communication and marketing around the Garden Town and draft feedback from that had now been received. This had demonstrated that the work that had been done to date had been worthwhile and outlined the next steps to be taken – it was hoped to use more of the LGA's time to support this. Assurance was provided that there would be regular Member communication and a

presence on social media going forward in order to drive the story of the Garden Town. A Member welcomed this as she did not feel that communications on this topic had been particularly good to date and she was concerned that the Parish Council had seemed better informed than she had been at times. She felt it would be helpful if Officers could respond to emails from Members to let them know when to expect a response – it would be better to receive a response which said they were busy and would deal with it as soon as they could than to receive nothing at all. In addition, she asked if it would be possible to reinstate the place meetings which had previously been run via the Community Development team as they had been a great opportunity for Members to receive updates and ask questions on what was happening in that part of the borough, in her case the east area. The Corporate Services Manager explained that emails were subject to the Customer Care Standards as opposed to corporate communications and, in accordance with the standards, Members could expect a response within five working days. She accepted that it may be necessary to do some refresher training with staff to ensure this was being adhered to. With regard to the comment about the place meetings, she undertook to feed this back to the Economic and Community Development Manager following the meeting.

- 105.4 A Member indicated that the Borough News was still not being received by residents in his area and he asked if it could be added to the website rather than wasting money on delivery costs. In response, the Corporate Services Manager confirmed she was aware of issues with delivery and advised that the Council had not paid for the last distribution pending an investigation. Alternative options for distribution of the Borough News were being considered but this was not straightforward and it was important to recognise there would never be 100% coverage; notwithstanding this, it was not acceptable for whole areas to be missed. She confirmed that an online edition of the Borough News was available on the Council's website although it was interesting to note that authorities which had stopped producing magazines had gone back to doing this as the impact was significant in terms of getting information out to people who may not look for it themselves – this was clear from feedback received from the services which were promoted in the Borough News. She understood the need for the magazine to reach as many properties as possible and provided assurance that it was being worked on. A Member drew attention to Page No. 71 of the report which referenced the snapshot survey that had revealed the Borough News was still one of the main ways residents found out about Council-related news and he asked when that had been carried out and who had been surveyed. The Corporate Services Manager advised that the survey had been undertaken a couple of years ago using the Citizens' Panel who would have been asked a series of questions. The Member asked how many people comprised the Panel and was informed it was made up of approximately 260 people across all age ranges.

- 105.5 It was

**RESOLVED**

That the progress made against the actions within the Communications Strategy during 2021/22 be **NOTED** and the action plan for 2022/23 be **ENDORSED**.

**OS.106 OVERVIEW AND SCRUTINY COMMITTEE ANNUAL REPORT 2021/22**

- 106.1 The report of the Head of Corporate Services, circulated at Pages No. 81-118, attached, at Appendix 1, the Overview and Scrutiny Committee Annual Report 2021/22. Members were asked to approve the report.
- 106.2 The Head of Corporate Services advised that the Council's Constitution required that the Overview and Scrutiny Committee provide an annual report to Council on its activities and the report attached at Appendix 1 was due to be considered by the Council at its meeting on 12 April 2022. The report gave an outline of the work carried out by the Committee during the year and included, as appendices, the outcomes of the workshop on the effectiveness of the Committee and the Committee's draft work programme for 2022/23. Members were asked to approve the report prior to its consideration by Council.

106.3 Accordingly, it was

**RESOLVED** That the Overview and Scrutiny Committee Annual Report 2021/22 be **APPROVED**.

The meeting closed at 5:35 pm

# TEWKESBURY BOROUGH COUNCIL

**Minutes of a Meeting of the Overview and Scrutiny Committee held at the Council Offices, Gloucester Road, Tewkesbury on Tuesday, 17 May 2022 commencing at 6:15 pm**

## **Present:**

Chair	Councillor J W Murphy
Vice Chair	Councillor K Berliner

## **and Councillors:**

G J Bocking, C L J Carter, K J Cromwell, P A Godwin, H C McLain, C E Mills, H S Munro, J K Smith, R J G Smith, S Thomson and M J Williams

### **OS.1 ELECTION OF CHAIR**

- 1.1 The Mayor opened the meeting by seeking nominations for the Chairmanship of the Committee.
- 1.2 It was proposed and seconded that Councillor J W Murphy be nominated as Chair of the Committee. Upon being put to the vote it was
- RESOLVED** That Councillor J W Murphy be elected as Chair of the Overview and Scrutiny Committee for the ensuing Municipal Year.

### **OS.2 APPOINTMENT OF VICE-CHAIR**

- 2.1 Councillor J R Murphy took the chair and invited nominations for Vice-Chair of the Committee.
- 2.2 It was proposed and seconded that Councillor K Berliner be nominated as Vice-Chair of the Committee. Upon being put to the vote it was
- RESOLVED** That Councillor K Berliner be appointed as Vice-Chair of the Overview and Scrutiny Committee for the ensuing Municipal Year.

### **OS.3 NOMINATION TO GLOUCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE**

- 3.1 The Chair invited nominations for a representative and a reserve representative to sit on the County Council's Health Overview and Scrutiny Committee for the ensuing Municipal Year. It was proposed and seconded that Councillor J K Smith be the representative. Accordingly it was
- RESOLVED** That Councillor J K Smith be appointed as the Council's representative on the Gloucestershire Health Overview and Scrutiny Committee for the ensuing Municipal Year and K Berliner be appointed as reserve.

**OS.4 NOMINATION TO GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE**

4.1 The Chair invited nominations for a representative and a reserve representative to sit on the County Council's Economic Growth Scrutiny Committee for the ensuing Municipal Year. It was proposed and seconded that Councillor J W Murphy be the representative. Accordingly it was

**RESOLVED** That Councillor J W Murphy be appointed as the Council's representative on the Gloucestershire Economic Growth Scrutiny Committee for the ensuing Municipal Year and Councillor K J Cromwell be appointed as reserve.

The meeting closed at 6:30 pm

**EXECUTIVE COMMITTEE FORWARD PLAN 2022/23**

**REGULAR ITEM:**

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

**Additions to 1 June 2022**

- Council Tax Energy Rebate Discretionary Scheme.
- The Leigh Neighbourhood Development Plan.
- Ashchurch Rural Neighbourhood Development Plan.

**Committee Date: 6 July 2022**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Financial Outturn Report (including Capital Financing and Earmarked Reserves) (Annual).	To consider the Council's financial outturn.	Head of Finance and Asset Management.	No.
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Four 2021/22.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter four performance management and recovery information.	Head of Corporate Services.	No.
<b>Council Tax, Business Rates and Housing Payment Overpayments Debt Recovery Policy.</b>	<b>To approve the Council Tax, Business Rates and Housing Payment Overpayments Debt Recovery Policy.</b>	Head of Corporate Services.	<b>Yes – from 1 June 2022.</b>
Carbon Reduction Action Plan Update.	To consider an update on year 2 progress and agree a year 3 action plan.	Head of Finance and Asset Management.	No.
COVID-19 Additional Relief Fund Scheme.	To consider the COVID-19 Additional Relief Fund Scheme.	Head of Finance and Asset Management.	No.
Equalities and Diversity Policy.	To approve the Equalities and Diversity Policy.	Head of Corporate Services.	Yes – from 1 June 2022.

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Agenda Item 5

Changes from previously published Plan shown in bold

**Committee Date: 6 July 2022**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
<b>Revocation of Air Quality Management Area – Tewkesbury Town Centre.</b>	<b>To agree the revocation of the Air Quality Management Area in Tewkesbury Town Centre.</b>	<b>Head of Community Services.</b>	<b>No.</b>

**Committee Date: 31 August 2022**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Financial Update – Quarter One 2022/23.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.

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

**Committee Date: 5 October 2022**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter One 2022/23.	To receive and respond to the findings of the Overview and Scrutiny Committee’s review of the quarter one performance management and recovery information.	Head of Corporate Services.	
Car Parking Strategy.	To approve the Car Parking Strategy.	Head of Development Services.	No.

**Committee Date: 16 November 2022**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Financial Update – Quarter Two 2021/22.	To consider the quarterly budget position.	Head of Finance and Asset Management.	No.
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.

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

**Committee Date: 4 January 2023**

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

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

<b>Committee Date: 1 March 2023</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
<b>Asset Management Strategy.</b>	<b>To approve the Asset Management Strategy.</b>	<b>Head of Finance and Asset Management.</b>	<b>Yes – from 1 June 2022.</b>

<b>Committee Date: 29 March 2023</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Three 2022/23.	To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter three performance management and recovery information.	Head of Corporate Services.	No.
Council Plan 2020/24 Refresh (Annual).	To consider the Council Plan and make a recommendation to Council.	Head of Corporate Services.	No.
High Level Service Plan Summaries (Annual).	To consider the key activities of each service grouping during 2022/23.	Head of Corporate Services.	No.

**PENDING ITEMS**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Date Item Added to Pending</b>
Community Infrastructure Levy Review – New Draft Charging Schedule.	To recommend to Council for approval.	Head of Development Services.	January 2022.
Spring Gardens Regeneration Phase 1a report.	To agree the recommendation of the preferred option for the regeneration of Spring Gardens.	Head of Finance and Asset Management.	4 September 2019.
Capital Funding for Additional Waste Vehicle.	To receive a report following exploration of the mechanism for requesting additional capital funding for an additional waste vehicle, and for adding the provision of a new waste collection depot to the Infrastructure List to enable Community Infrastructure Levy funding to be used.	Head of Community Services.	Request by Overview and Scrutiny Committee April 2022.
Economic Development and Tourism Strategy.	To approve the Strategy.	Head of Development Services.	9 May 2022

## DRAFT OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2022/23

### REGULAR ITEMS:

- **Executive Committee Forward Plan**
- **Overview and Scrutiny Committee Work Programme 2022/23 (to include the Action List Update on a quarterly basis – June, September, January and March meetings each year).**

#### Deletions from 7 June 2022

- Parking Strategy Review – moved to 12 July 2022 due to lack of Officer resources and other priorities.
- Economic Development and Tourism Strategy – moved to 10 January 2023 as joint commissioning is no longer taking place and will now be solely delivered by Tewkesbury Borough Council.

#### **Committee Date: 12 July 2022**

Agenda Item	Overview of Agenda Item	Lead Officer	Has agenda item previously been deferred? Details and date of deferment required
Carbon Reduction Action Plan	To consider the progress achieved in year two of the Council's Carbon Reduction Action Plan, and the recommended year three action plan.	Head of Finance and Asset Management	No.
Annual Workforce Development Strategy Review	To consider progress made against delivery of the Workforce Development Strategy.	Head of Corporate Services	No
Ubico Report 2021/22	To consider the Ubico performance report for 2021/22	Head of Community Services	No.
<b>Parking Strategy</b>	<b>To endorse the findings of the Parking Strategy Review and approve the draft strategy for public consultation.</b>	<b>Head of Finance and Asset Management.</b>	<b>Yes – deferred from 7 June 2022 due to lack of Officer resources and other priorities.</b>

**Committee Date: 12 July 2022**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (1 July 2022).	N/A	No.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (12 July 2022).	N/A	
CONFIDENTIAL ITEM – Trade Waste Project Update	To receive an update on the progress of the trade waste project.	Head of Community Services.	No.

<b>Committee Date: 6 September 2022</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Council Plan Performance Tracker– Quarter One 2022/23	To review and scrutinise the performance management and, where appropriate, to require response or action from the Executive Committee.	Head of Corporate Services	No.
<b>Parking Strategy</b>	<del>To consider the consultation responses and to recommend to the Executive Committee that the strategy be approved.</del>	<del>Head of Finance and Asset Management.</del>	<del>Yes—deferred from 2021/22 programme due to Officer resources which led to a delay in commencing the consultation.</del> Moved to 11 October 2022 due to delay in commencing the consultation.
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (21 July 2022).	N/A	

<b>Committee Date: 11 October 2022</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Complaints Report	To consider the annual update to provide assurance that complaints are managed effectively.	Head of Corporate Services	No.
Housing and Homelessness Strategy	To monitor delivery of the actions in relation to the Housing and Homelessness Strategy.	Head of Community Services	No.
<b>Parking Strategy</b>	<b>To consider the consultation responses and to recommend to the Executive Committee that the strategy be approved.</b>	<b>Head of Finance and Asset Management.</b>	<b>Yes – deferred from 6 September due to lack of Officer resources and other priorities which led to a delay in commencing the consultation.</b>
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (9 September 2022).	N/A	No.
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (22 September 2022).	N/A	

<b>Committee Date: 22 November 2022</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Active Gloucestershire Report on the Progress of its 'We Can Move' Project	To consider the annual report on the progress of the project which the Council had agreed to fund for five years (2021/22-2025/26).	Community and Economic Development Manager	No – added following Executive Committee decision 3 March 2021. Agreement signed October 2021.
Depot Services Working Group Update	To consider the update on the work of the Depot Services Working Group (biannual).	Head of Community Services	No.
LGA Peer Challenge Report Action Plan	To monitor implementation of the action plan (6 monthly).	Head of Corporate Services.	No.
Gloucestershire Police and Crime Panel Update	To receive an update from the Council's representative on matters considered at the last meeting (4 November 2022).	N/A	No.
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council's representative on matters considered at the last meeting (25 October 2022).	N/A	

<b>Committee Date: 10 January 2023</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Council Plan Performance Tracker– Quarter Two 2022/23	To review and scrutinise the performance management and recovery information and, where appropriate, to require response or action from the Executive Committee.	Head of Corporate Services.	No.
<b>Economic Development and Tourism Strategy</b>	<b>To consider the draft Economic Development and Tourism Strategy and to recommend to Executive Committee that it be approved.</b>	<b>Community and Economic Development Manager</b>	<b>Yes – deferred from 7 June 2022 as joint commissioning is no longer taking place and will now be solely delivered by Tewkesbury Borough Council.</b>
Gloucestershire Health Overview and Scrutiny Committee Update	To receive an update from the Council’s representative on matters considered at the last meeting (6 December 2022).	N/A	
Gloucestershire Economic Growth Scrutiny Committee Update	To receive an update from the Council’s representative on matters considered at the last meeting (29 November 2022).	N/A	
CONFIDENTIAL ITEM – Trade Waste Project Update	To receive an update on the progress of the trade waste project.	Head of Community Services.	No.

**Committee Date: 7 February 2023**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
<b>Community Services Improvement Review</b>	To consider the progress made against the Community Services Improvement Plan.	<b>Head of Community Services</b>	<b>Moved from pending items.</b>

**Committee Date: 7 March 2023**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Council Plan Performance Tracker– Quarter Three 2022/23	To review and scrutinise the performance management and recovery information and, where appropriate, to require response or action from the Executive Committee.	Head of Corporate Services.	No.
Housing and Homelessness Strategy	To monitor delivery of the actions in relation to the Housing and Homelessness Strategy.	Head of Community Services	No.

<b>Committee Date: 4 April 2023</b>			
<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Customer Care Strategy	To consider the progress made against the actions within the Customer Care Strategy during 2022/23 and to endorse the action plan for 2023/24.	Head of Corporate Services	No.
Communications Strategy 2020-24	To consider the progress made against the actions within the Communications Strategy during 2022/23 and to endorse the action plan for 2023/24.	Corporate Services Manager	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 2023/24	To consider and approve the forthcoming Committee work programme.	Head of Corporate Services.	No.

**Committee Date: 4 April 2023**

<b>Agenda Item</b>	<b>Overview of Agenda Item</b>	<b>Lead Officer</b>	<b>Has agenda item previously been deferred? Details and date of deferment required</b>
Overview and Scrutiny Committee Annual Report 2022/23	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.

PENDING ITEMS		
Agenda Item	Overview of Agenda Item	Date Item Added to Pending
<b>Community Services Improvement Review</b>	<del>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.</del>	<del>14 July 2020</del> Moved to 7 February 2023
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. NB – this will be added to the Work Programme when the cameras have been purchased and deployed.	12 October 2021

# Overview and Scrutiny Committee – 22 October 2019 – 8 March 2022

COMMITTEE DATE: 22 October 2019					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small>
10.	Warm and Well Scheme Update	<ul style="list-style-type: none"> <li>Fuel poverty training session to be arranged for all Members in the New Year (delivered by the Severn Wye Energy Agency).</li> </ul>	Presentation to be held on 8 June 2022.	Head of Community Services	Yes
		<ul style="list-style-type: none"> <li>Warm and Well Scheme to be included on the agenda for the next Town and Parish Council seminar.</li> </ul>	This will be an agenda item for the next scheduled Town and Parish Council Seminar.	Head of Community Services	No Target date: September 2022

# Overview and Scrutiny Committee – 22 October 2019 – 8 March 2022

COMMITTEE DATE: 14 July 2020					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
5.	Performance Management – Quarter 4 and Full Year 2019/20	<ul style="list-style-type: none"> <li>• P31 - Objective 4 – Action b) Disposal of the Ministry of Agriculture, Food and Fisheries (MAFF) site –                             <ul style="list-style-type: none"> <li>– Realistic target date for action to be included in new performance tracker (October 2020 set before Officers fully understood impact of Covid-19 on resources).</li> </ul> </li> </ul>	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. Estimated July 2022

# Overview and Scrutiny Committee – 22 October 2019 – 8 March 2022

COMMITTEE DATE: 12 January 2021					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small>
7.	Council Plan Performance Tracker and COVID-19 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.	We have reviewed this KPI and historically it was a national performance indicator. The Food Standards Agency feel that it is still a valid target and premises move categories during inspection so maintaining 95% is still a good target.	Head of Community Services	Yes

# Overview and Scrutiny Committee – 22 October 2019 – 8 March 2022

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COMMITTEE DATE: 9 March 2021					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small>
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.	An update on the bridge project will be provided to Executive Committee on 1 June. A newsletter on the wider garden town project will be circulated to Members shortly after.	Garden Town Programme Director	Yes
COMMITTEE DATE: 8 June 2021					
AGENDA ITEM	TITLE	ACTION	COMMENT	CONTACT OFFICER	ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small>
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 seminar for Members on the Government's Housing Design Guide. Date still to be arranged but aiming to be completed by September 2022.	Head of Development Services	No  Target date- September 2022

# Overview and Scrutiny Committee – 22 October 2019 – 8 March 2022

COMMITTEE DATE: 13 July 2021					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small>
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.	Details emailed to members on 9 March 2022.	Head of Finance and Asset Management	Yes

# Overview and Scrutiny Committee – 22 October 2019 – 8 March 2022

COMMITTEE DATE: 11 January 2022					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small>
6.	Overview and Scrutiny Committee Work Programme 2021/22 and Action List	<ul style="list-style-type: none"> <li>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.</li> </ul>	Presentation to be held 8 June 2022.	Head of Community Services	Yes
7.	Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Two 2021/22	<p>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.</p> <p>P109 – KPI 38 – Number of reported enviro-crimes –</p>	<p>Consultation on the PSPO for Dog Control has commenced in May 2022 and a member update will be provided.</p> <p>Whilst there was an increase in the number of fly tips during the first year of covid-19 in</p>	<p>Environmental Health Manager</p> <p>Head of Community Services</p>	<p>Yes</p> <p>Yes.</p>

# Overview and Scrutiny Committee – 22 October 2019 – 8 March 2022

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COMMITTEE DATE: 11 January 2022					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small>
		<ul style="list-style-type: none"> <li>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.</li> </ul>	<p>2020/21. We have seen a decrease in 2021/22.</p> <p>The budget set will include a number of variable elements including fuel, disposal costs etc all of which vary in year. It was noted in Q3 the overspend had reduced to £5,000. The final figure of the spend will be reported to O&amp;S Committee within the financial report.</p>		
		<ul style="list-style-type: none"> <li>Members to be provided with information on the costs of cleaning-up various enviro-crimes.</li> </ul>	Awaiting information from Ubico. Information requested in May.	Head of Community Services	No Target date: June 2022
8.	<b>Confidential Item - Trade Waste Project Update</b>	Detailed project plan, including dates where possible, to be provided to the Depot Services Working Group	Detailed project plan developed and shared.	Principal Trade Waste Officer	Yes

# Overview and Scrutiny Committee – 22 October 2019 – 8 March 2022

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COMMITTEE DATE: 8 February 2022					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small>
5.	Executive Committee Forward Plan	<ul style="list-style-type: none"> <li>Action for Affordable Warmth – Members to be advise how this would be considered given it had been identified as not being a matter for the Executive Committee.</li> </ul>	Head of Community Services is happy to invite Severn Wye to give a presentation. Severn Wye manage the Warm and Well Scheme.	Head of Community Services	Yes
6.	Overview and Scrutiny Committee Work Programme 2021/22	Councillor Berliner 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.	Notified GCC, updated Outside Bodies list.	Member Services Officer	Yes
7.	Gloucestershire Police and Crime Panel Update	<p>Comments to be fed back to the Police and Crime Commissioner:</p> <ul style="list-style-type: none"> <li>Reporting of anti-social behaviour incidents - Residents had indicated that incidents did not warrant a call to 999 but it was taking too long to get through to 111 and the online</li> </ul>	Member Services Officer emailed Councillor Gray in May. Awaiting response.	Cllr David Gray	No

# Overview and Scrutiny Committee – 22 October 2019 – 8 March 2022

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COMMITTEE DATE: 8 February 2022					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small>
		<p>form was too complicated with too much personal information and detail required.</p> <ul style="list-style-type: none"> <li>Concern raised about the lack of quantitative targets for reducing crime to assess the Police and Crime Commissioner’s performance – importance of metrics.</li> </ul>			
9.	Gloucestershire Health Overview and Scrutiny Committee 2022/23 Financial Contribution	Recommendation to the Executive Committee – 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.	Approved by Executive Committee on 2 March 2022.	Member Services Officer	Yes
11.	Housing and Homelessness Strategy 2022-26	Members to be advised how many of the 1,814 people on the housing	Since 1st September 2021 there have been 274 lettings for properties in our area. 243 of these were allocated to applicants who	Housing Services Manager	Yes

# Overview and Scrutiny Committee – 22 October 2019 – 8 March 2022

COMMITTEE DATE: 8 February 2022					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small>
		register in September 2021 had been rehoused.	had registered before September 2021		
		Members to be advised of the definition of an empty home.	<p>According to UK regulations, a vacant property is considered officially 'vacant' when all furniture has been removed from the property and the property has been left unattended for more than 30 days. It's important to note that this definition may vary both from council to council and insurer to insurer, so it's always important to check beforehand with your local providers.</p> <p>A property can be vacant for many reasons, including the following:</p> <p>The property was abandoned or is considered derelict (in which case property developers might be interested in purchasing it)</p>	Head of Community Services	Yes

# Overview and Scrutiny Committee – 22 October 2019 – 8 March 2022

COMMITTEE DATE: 8 February 2022					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No <small>(IF NO MUST INCLUDE TARGET DATE)</small>
			<p>Someone moved into a second home and haven't yet sold nor plan to re-sell your old home</p> <p>You're waiting to carry out home renovations or home decorating</p> <p>Former tenants have left and the property hasn't yet been re-let</p> <p>Generally for the purposes of the empty property strategy a property would be considered "empty" when it has not been inhabited for 6 months or more.</p>		

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# Overview and Scrutiny Committee – 22 October 2019 – 8 March 2022

COMMITTEE DATE: 8 March 2022					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
6.	Overview and Scrutiny Committee Work Programme 2021/22 and Action List	Action List - P19 – Agenda Item 10 – Warm and Well Scheme Update – Head of Community Services to contact Severn Wye Energy Agency again to try to secure a date for the fuel poverty training session.	A presentation will be provided on 8 June 2021	Head of Community Services	Yes
		Action List – P20 – Agenda Item 7 - Council Plan Performance Tracker and COVID-19 Recovery Tracker Quarter Two 2020/21 – Grange Field maintenance plan still to be shared with Councillor Munro (and wider membership) as awaiting final sign-off.	Plan shared with local Members on 21 March 2022.	Economic and Community Development Officer	Yes
		P22 – Agenda Item 9 – Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Three 2020/21 – Request for the briefing note on Ashchurch bridge to be a wider briefing on the Garden Town project as a whole as some Members were unclear on the milestones, the	As part of the emerging communication’s strategy a regular newsletter on the programme will be produced supported by an improved website presence.	Garden Town Programme Director / Tewkesbury Garden Town Programme Manager	Yes

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# Overview and Scrutiny Committee – 22 October 2019 – 8 March 2022

COMMITTEE DATE: 8 March 2022					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
		Council's current position and what was coming up next etc.			
		Members to be advised of the Council's strategy for convincing residents that the Ashchurch bridge was not a 'bridge to nowhere' - as it was dubbed amongst some of the local community - and to be informed whether the bridge would still be under budget given rising costs in the building industry.	See above plus there is a report being presented at Executive Committee on 1 June, specifically in relation to the bridge project.	Garden Town Programme Director / Tewkesbury Garden Town Programme Manager	Yes
		P24 – Agenda Item 8 - Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Four 2020/21 – Concern raised that no date had been set for the training session on the government's housing design guide almost a year on.	Officers will be arranging a training session for Members on the Government's Housing Design Guide. Date still to be arranged but aiming to be completed by September 2022.	Head of Development Services	No  September 2022.

# Overview and Scrutiny Committee – 22 October 2019 – 8 March 2022

COMMITTEE DATE: 8 March 2022					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
		Where actions had not been completed, Officers should be including target dates.	Action list template updated and this will be monitored by the Corporate Services Officer to ensure Officers are including dates going forward.	Member Services Officer	Yes
		P25 – Agenda Item 11 – Carbon Reduction Action Plan – Indicative costs identified by Severn Wye Energy Agency when conducting the survey of the Roses Theatre to be provided to Members following the meeting.	Email circulated 9 March 2022.	Member Services Officer	Yes
		P29 – Agenda Item - Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Two 2021/22 – Figures on fly-tipping to be provided prior to the next meeting along with an indication of what is happening nationally.	Details of the 2021/22 fly tipping figures can be found in the Q4 Council Plan performance report.  The national figures for 2021/22 are not yet available on the Gov.uk website. When these become available they will be circulated to members.	Head of Community Services	Yes

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# Overview and Scrutiny Committee – 22 October 2019 – 8 March 2022

COMMITTEE DATE: 8 March 2022					
AGENDA ITEM	TITLE	ACTION	COMMENTS	CONTACT OFFICER	ACTION COMPLETE Yes / No (IF NO MUST INCLUDE TARGET DATE)
7.	Modern Methods of Construction Presentation	Presentation to be circulated to Members.	Emailed on 9 March 2022.	Member Services Officer	Yes
8.	Council Plan Performance Tracker and COVID-19 Recovery Tracker – Quarter Three 2021/22	P66-68 – KPIs 8-15 (Housing) – Direction of travel and traffic light icons to be included from 2022/23 once the KPIs have been reviewed as performance is currently unclear.	This will be incorporated into the next housing action plan.	Head of Community Services	Yes
		Domestic Abuse Strategy to be circulated to Members.	Circulated on 28 April 2022.	Head of Community Services	Yes

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	7 June 2022
<b>Subject:</b>	Council Plan Performance Tracker and COVID-19 Recovery Plan Tracker - Quarter 4 2021/22
<b>Report of:</b>	Head of Corporate Services
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Members:</b>	Leader of the Council
<b>Number of Appendices:</b>	2

### **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 is 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 usually reported alongside the tracker documents but, given the complexities of year-end closedown, this information is not yet available but will be reported as soon as possible. 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.

### **Recommendation:**

**To review and scrutinise the performance management information and, where appropriate, to 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 is 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. Key financial information is usually reported alongside the tracker documents but, given the complexities of year-end closedown, this information is not yet available but will be reported as soon as possible.
- 1.4 As we continue to recover from the pandemic, for 2022/23 we will be incorporating the remaining actions from our COVID-19 Corporate Recovery Plan so that our focus for 2022/23 falls under one key strategic document. This will mean the report for quarter one 2022/23 will be a merged performance tracker.

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

- Our Council Tax remains in the lowest quartile nationally (Page 2 of the tracker).
- The Growth Hub delivered 52 events during the year meeting the 50 workshops/events target. The events were on social media, marketing, and action planning. (Page 5 of the tracker).
- The Inspector’s final report was received on the Tewkesbury Borough Plan in April 2022. The adoption of the plan is being recommended to a special Council meeting on 8 June 2022. (Page 5 of the tracker).
- Streets Reimagines has been commissioned to carry out a Community Street Audit as part of the High Street Heritage Action Zone project. (Page 5 of the tracker).
- 25 expressions of interest in the shop grant scheme have been received with five of these progressing applications. (Page 5 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 Housing and Homelessness Strategy was approved by Council on 12 April 2022. (Page 14 of the tracker).
- Income of £111,354 has been received during 2021/22 through the transformation of the bulky waste service. This is an increase of 95% with customer wait time also being reduced from six weeks to less than one week. (Page 29 of the tracker).
- The sustainable strategy for the Garden Town is now complete and a preferred supplier, LDA Design, has been selected to commission the Design Manual. (Page 38 of the tracker).
- Work has now commenced on the installation of the solar PV system in the rear car park. (Page 41 of the tracker).
- The new Carbon Reduction Officer commenced employment in February. (Page 42 of the tracker).
- Adoption of a Shopfront Design Guide. (Page 49 of the tracker).

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

Action	Status and reason for status
Produce a Medium-Term Financial Strategy (MTFS) that recognises the impact of funding reform and delivers a balanced approach to meeting funding gaps.  (Page No. 1 of the Council Plan performance tracker).	😞 The target date has been amended from <b>March 2022</b> to <b>June 2022</b> . Due to additional requirements for Council Tax/energy rebates. An update of the MTFS is scheduled for June.

<p>Update the Council's Asset Management Plan (AMP). (Page No. 2 of the Council Plan performance tracker).</p>	<p>☹️ Due to additional workload this has resulted in a delay to the production of the AMP. This is now scheduled for Q4 2022/23. The target date has been amended from <b>June 2022</b> to <b>March 2023</b>.</p>
<p>Ensure that voids within our commercial property portfolio are re-let at the earliest opportunity. (Page No. 3 of the Council Plan performance tracker).</p>	<p>☹️ Whilst the commercial property portfolio continues to generate a good financial return, the status reflects a couple of properties which need to be re-let.</p>
<p>Deliver the approved trade waste business case to make the service commercially viable. (Page No. 4 of the Council Plan performance tracker).</p>	<p>☹️ The target date has been amended from <b>March 2022</b> to <b>July 2023</b>. This is to reflect the changes that need to be made to incorporate food waste and recycling collection into the service.</p>
<p>To deliver an economic assessment of businesses within Tewkesbury Borough. (Page No. 4 of the Council Plan performance tracker).</p>	<p>☹️ The target date has been amended from <b>June 2022</b> to <b>December 2022</b>. This is as a result of the approach to carry out joint commissioning is no longer taking place and will now be solely delivered by Tewkesbury Borough Council.</p>
<p>Work with the Local Enterprise Partnership (LEP) and other partners to deliver the Local Industrial Strategy (LIS). (Page No. 5 of the Council Plan performance tracker).</p>	<p>The LEP is still awaiting guidance from Business, Energy and Industrial Strategy (BEIS) on the next steps and timescales. Until this has been received <b>no further updates can be provided</b>.</p>
<p><u>Joint Strategic Plan actions</u></p> <ul style="list-style-type: none"> <li>• Deliver employment land through allocating land in the Joint Strategic Plan (JSP) and Tewkesbury Borough Plan (TBP).</li> <li>• Work with partners to undertake the required review of the JSP.</li> <li>• Ensure adequate land is allocated within the JSP and Tewkesbury Borough Plan to meet housing need.</li> <li>• Formally establish the Garden Town planning status through the JSP</li> </ul> <p>(Page No. 6, 13, 16,38 of the Council Plan performance tracker).</p>	<p>The target dates for the JSP have been amended to reflect the report that went to Council on 12 April 2022. The next phase of 'preferred options consultation' date has been amended from <b>Summer 2021</b> to <b>spring 2023</b>.</p>

Carry out a review of our corporate website.  (Page No. 30 of the Council Plan performance tracker).	☹️ The Council's Web and Digital Designer has left the authority. The target date has been extended from <b>June 2022</b> to <b>December 2022</b> to take into consideration the recruitment process.
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**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 four for 2021/ 22 is:

☺️ <b>(on target)</b>	☹️ <b>(below target)</b>
<b>10</b>	<b>12</b>

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

↑ (better performance than last year)	↓ (not as good as last year)	↔ (on par with previous year performance)	Data not available
<b>10</b>	<b>8</b>	<b>1</b>	<b>3*</b>

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

- KPI 7 (number of visitors entering Growth Hub) due to the Hub remaining closed for 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 ↓
7	Number of visitors entering the Growth Hub. (Page No. 12 of the Council Plan performance tracker).	☹️ The total number of visitors, 228 for the year, was slightly below the target of 250. This was impacted by the government guidance on working from home.
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).	↓ ☹️ 11 decisions out of 14 (78.57%) were determined within target during Q4 figure. The cumulative figure for the year is 75% (30 out of 40 decisions), this is below both the Council's target of 85% and the outturn for 2020/21 which was 80%. However, the national threshold for majors is 60% and therefore is significantly higher nationally.
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 Q4 performance has slipped with 34 out of 70 decisions (48.57 issued within the timescales). Cumulatively for the year the figure is 57.81% - this is lower than last year's outturn (69.945) and the local target of 80%. This meant the target figure of 80% has not been met this year.
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).	↓ ☹️ 649 of 796 decisions were made within agreed timescales for 2021/22. This equates to performance of 81.53%, which is just below last year's outturn of 84.37% and below the local target of 90%. The national threshold for non-major applications is 70% therefore have met the national figure.
19	Planning 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. 25 of the Council Plan performance tracker).	↓ ☹️ Five category A cases were received in Q4. The Q4 outturn was 60% and cumulatively for the year so far 10 out of 13 cases were investigated within the target timescales equating to 76.92% for 2021/22. This is below the outturn of 100% last year and the local target of 90%.

20	<p>Planning Enforcement- Investigate category B* cases within five working days (development causing, or likely to cause, irreparable harm or damage).</p> <p>(Page No. 25 of the Council Plan performance tracker).</p>	<p>☹️ Whilst the outturn for 2021/22 for category B cases was 84.62% (11 out of 13 cases), above last year's figure of 61.54%, it is slightly below the local target of 90%.</p>
21	<p>Investigate category C cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity).</p> <p>(Page No. 26 of the Council Plan performance tracker).</p>	<p>☹️ The cumulative percentage for 2021/22 is 56.45%. This is significantly below the local target of 80% but above last year's outturn of 36.51%.</p>
28	<p>Average number of days to process new claim for Council Tax Reduction (CTR). (Page No. 34 of the council plan performance tracker).</p>	<p>☹️ There were some delays experienced due to the time taken for Department for Work and Pensions (DWP) to notify us that Universal Credit had gone into payment. For Universal Credit CTR claims it is not possible to fully assess them until we receive this information.</p>
30	<p>Average number of days to process new Housing benefit claims.</p> <p>(Page No. 35 of the council plan performance tracker).</p>	<p>☹️ ↓ Whilst the performance continues to be below the national average of 20 calendar days. This year the performance, 17 day, was below last year's outturn of 8 days and the local target of 15 days.</p>
31	<p>Average number of days to process change in circumstance to housing benefit claims.</p> <p>(Page No. 35 of the council plan performance tracker).</p>	<p>↓ Whilst the performance (three days) is below the national average of seven days it is slightly above last years outturn of two days.</p>
34	<p>Average number of sick days per full time equivalent.</p> <p>(Page No. 35 of the Council Plan performance tracker).</p>	<p>☹️ ↓ Across the whole year, 731.7 days were lost due to short term absence and 1504.1 days due to long term absence. These days combined (2235.8 days) resulted as 11.51 days per full-time equivalent (fte). 9% attributed to COVID-19 absence - without these figures it would be around 10.5 days per full-time equivalent. This is above both the outturn last year (9.68 days) and the target of 8.0 days.</p>

37	Percentage of formal complaints answered on time. (Page No. 37 of the Council Plan performance tracker).	↓ 😞 overall outturn of 76% is below the 20/21 outturn of 84% and below the target of 90%. Qtr 4 did see improved performance of 86% and this should be replicated within Qtr 1 of 2022/23.
38	Number of reported enviro-crimes. (Page No.46 of the Council Plan performance tracker).	😞 The total number of enviro-crimes reported during 2021/22 is 1,447. This is an overall reduction of 39% when compared to last year's figure of 2,141. Target for the year was 1,000.

**3.4** Key successful KPIs to bring to Members' attention include:

- KPI 26- 314 - Community groups were assisted with funding advice throughout the year.
- KPI 32 - 98% of Council Tax was collected - this was slightly more than last year's performance of 97.6% and on target of the 98% local target.
- KPI 33 - 99.4% of NNDR was collected this year, this is ahead of the local target of 98% and more than last year's performance of 95.9%
- KPI 35 - Food established hygiene ratings this year remains good - 3.2% have a rating of 2 or below which is below the 5% target and less than last year's figure of 3.6%.
- KPI 36 - 89% of Freedom of Information requests were answered on time this year. This is a better performance when comparing it to last year's figure of 87% and is higher than the target of 80%.
- KPI 39 - 53.5% of waste was reused, recycled or composted - this performance is an improvement when compared to last year's figure of 48.73% and is above the target of 52%.
- KPI 40- 401.92kg of residual household waste was collected per property in 2021/22. This is an improvement from last year's figure of 460kg and also the target of 430kg.

**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:

- Internal audit team was operational in quarter four supported with a 2022/23 work plan approved by Audit and Governance Committee in March 2022. (Page 1 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 and have 43,000 followers on Facebook, 25,000 on Twitter and 62,000 on Instagram. (Page 5 of the recovery tracker).
- Over 1,900 residents were contacted for the winter food voucher scheme, resulting in over 1,200 claiming for a voucher. (Page 10 of the recovery tracker).
- The Housing team has used the county-wide Covid Contain Outbreak Management Fund (COMF) to help support 27 households who were affected by reduced hours, furlough or redundancy resulting in rent arrears. A total of £31,808.72 has been used. (Page 10 of the recovery tracker).
- The COVID-19 Community Grant Scheme continues to be promoted with 161 grants being awarded £134,88 in total. (Page 12 of the recovery tracker).
- Two Homes England Capacity Funding bids for both the Tewkesbury Garden Town and Golden Valley for 2021/2022 were successful. (Page 15 of the recovery tracker).

**4.3** As with Council Plan actions, there will inevitably be actions within the recovery tracker that may not progress as originally intended. Such actions are detailed in the table below:

<b>Action</b>	<b>Status of action</b>
Maximise the use of business intelligence within the Council to ensure the accuracy of the rating list and help businesses build resilience. (Page 3 of recovery tracker).	☺ The Business Intelligence Officer post has been recruited to and the postholder has been working full time in the role since 1 April 2022, having previously been redeployed to the Business Grants team.
Develop a new four-year Economic Development and Tourism Strategy that includes a focus upon the economic recovery of the borough. (Page 4 of recovery tracker).	☹ New strategy to be developed by the end of the calendar year. The current strategy will remain in place until then.
Develop a bid to host a Department of Work and Pensions Youth Hub within the Tewkesbury Growth Hub. (Page 8 of recovery tracker).	☹ The bid was submitted but it was not successful. The Council is continuing to work with DWP to investigate other options to take this work forward.

**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. There is only one and this relates to the launch of a new Tewkesbury Borough Business Grants scheme. This has yet to be implemented given the plethora of national business grants that have been rolled out.

**5.0 OTHER OPTIONS CONSIDERED**

**5.1** None

## **6.0 CONSULTATION**

6.1 None

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

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

## **8.0 RELEVANT GOVERNMENT POLICIES**

8.1 None directly.

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

9.1 None directly.

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

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

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

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

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

12.1 Council Plan 2020-24 approved by Council 28 January 2020.  
COVID-19 Corporate Recovery Plan 2020 approved by Executive Committee 8 August 2020.

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**Background Papers:** None

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**Appendices:** Appendix 1 – Council Plan Performance Tracker Qtr 4 2021/22  
Appendix 2 – COVID-19 Corporate Recovery Plan performance tracker  
Qtr 4 2021/22

# 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
<b>Objective 1. To ensure the council remains financially secure in the long term.</b>				
a) Introducing and complying with the Chartered Institute of Public Finance and Accountancy's (CIPFA) new Financial Management Code.	Target date: <del>December 2024</del> Target date: March 2022 (target date reported to O&S committee in March 2022)	Head of Finance & Asset Management  Lead Member for Finance and Asset Management	✓	Completed – reported to Audit and Governance Committee 24 March 2022.
b) Produce a Medium-Term Financial Strategy that recognises the impact of funding	Target date: <del>January 2022</del> <del>March 2022</del>	Head of Finance & Asset Management	😞	No updates from the Government on funding reform and another one year, roll over settlement is looking increasingly likely. The MTFs production was delayed in March as a result of the new requirement

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

reform and, delivers a balanced approach to meeting funding gaps.	New target date: June 2022 (New target date reported to O&S committee in June 2022)	Lead Member for Finance and Asset Management		for council tax/energy rebates. An update of the MTFS is scheduled for June 2022.
<b>PRIORITY: FINANCE AND RESOURCES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 2. Maintain a low council tax.</b>				
a) Ensure our council tax remains in the lowest quartile nationally.	Target date: February 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	Completed. The council is the 8 <sup>th</sup> lowest council which remains in the lowest quartile nationally.
<b>Objective 3. Maintain our assets to maximise financial returns.</b>				
a) Update the council's asset management plan.	Target date: <del>March 2022</del> New target date: <del>June 2022</del> March 2023 (new target date reported to O&S committee in June 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 Q4 of 2022/23

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

PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 3. Maintain our assets to maximise financial returns.</b>				
b) Approve a new planned maintenance programme.	Target date: <del>June 2022</del> target date: March 2023 (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 remains vacant with a number of parties having 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				

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

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 4. Deliver the council's commercial strategy.</b>				
a) Deliver the approved trade waste business case to make the service commercially viable.	<p>Target date: <del>April 2017</del> <del>July 2017</del> <del>August 2017</del> <del>April 2018</del> <del>April 2019</del> <del>December 2019</del> <del>September 2020</del> <del>February 2021</del> <del>March 2021</del></p> <p>Target date: <del>March 2023</del> <del>July 2023</del></p> <p>(new target date reported to O&amp;S committee in June 2022).</p>	<p>Head of Community Services</p> <p>Lead Member for Clean and Green Environment</p>		<p>A project officer was appointed in July to lead on project delivery. A project plan has been developed with progress tracked through an internal project programme board as well as oversight by the Depot Working Group. Progress was reported to Overview and Scrutiny Committee on 11 January 2022 with the next progress report scheduled for July 2022.</p> <p>A trial of trade waste recycling services will be launched in Q1 2022/23.</p> <p>The target date has been amended to July 2023 to reflect the changes that need to be made to incorporate food waste and recycling collection into the trade waste service.</p>
a) Ensure that the Ubico resource made available as a result of the bulky waste review is redeployed.	<p>Target date: March 2022</p>	<p>Head of Community Services</p> <p>Lead Member for Clean and Green Environment</p>		<p>A saving of £30k within the 2022/23 Ubico budget has been generated by reducing the remaining bin delivery and collection service to 2.5 days a week.</p>
b) Deliver the One Legal service review and action plan.	<p>Target date: January 2022 (Stage one of the review- achieved)</p> <p>March 2023 (stage two of the review).</p>	<p>Borough Solicitor</p> <p>Lead Member for Corporate Governance</p>		<p>Stage one of the review is now complete with the successful appointment in March 2022, of a Director of One Legal. The review is now in its second stage looking at recruiting other roles such as the Practice and Professional Development Manager and the establishment of formal project plan for the wider review. This will be presented at the Joint Management Liaison Group for consideration. (This</p>

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

	(new target date reported to O&S committee in March 2022)			second phase will be an action within the refreshed council plan)
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<b>PRIORITY: ECONOMIC GROWTH</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 1. Deliver our strategic plans and economic development plans.</b>				
a) To deliver an economic assessment of businesses within Tewkesbury Borough.	Target date: <del>June 2022</del> New target date: December 2022 (new target date reported to O&S Committee 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. The council was approached to conduct a joint commission with a neighbouring authority who had agreed to lead the tendering process. A brief has been prepared. However, they have recently pulled out of leading and also being part of the tendering. Therefore, a revised date of December 2022 will enable the economic assessment and strategy development to be carried out, and solely delivered by TBC.
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 were delivered online through into January. The hub has resumed its approach to introduce in person events again, where customers are happy to do so. In quarter 4, 13 events were delivered. Total events delivered to date: 52.  Moving forward this action will be monitored as a key performance indicator in the new 2022/23 performance tracker.
c) Work with the Local Enterprise	Target date: <del>December 2019</del>	Head of Development Services	Deferred	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



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	<p><del>Tewkesbury Borough Plan</del>  <del>Winter 2018</del>  <del>Summer 2019</del>  <del>Autumn 2019</del>  <del>December 2019</del> Spring 2021  <del>Autumn 2021</del></p> <p>Target date: Adoption: February 2022 Spring 2022</p> <p>(revised date reported to O&amp;S committee in January 2022)</p>		<ul style="list-style-type: none"> <li>• Examination – <del>Summer 2023</del> Summer 2024</li> <li>• Adoption – <del>Winter 2023</del> Winter 2024/Spring 2025</li> </ul>
			<p>☺</p> <p>Following the conclusion of public hearings in March 2021, and the publication of Main Modifications for public consultation in November 2021, the Inspector's Final Report was issued on 12 April 2022.</p> <p>This confirms that sufficient employment land has been allocated to meet the strategic needs (192 ha) set out in the JCS.</p> <p>Adoption of the Plan is being recommended to a special meeting of Full Council on 8 June 2022.</p>
b) Work with partners to secure transport infrastructure improvements for the all-ways Junction 10.	<p>Target date: September 2024</p>	<p>Director of Garden Communities</p> <p>Lead Member for the Built Environment</p>	<p>☺</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>The statutory 10-week public consultation for the proposed M5 Junction 10 Improvements Scheme closed in February 2022. GCC wishes to thank everyone who participated and completed the feedback survey. GCC will now review all responses received and use them to refine the final scheme design, before preparing the Development Consent Order (DCO) application, required due to the scheme's status as a Nationally Significant Infrastructure Project (NSIP).</p> <p>GCC will also continue to work closely with National Highways so that the construction of this much-needed improvement scheme works for all users. It is currently anticipated that, subject to planning consent, work on the</p>

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

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				<p>improvements will start in 2024 and be completed in late 2025.</p> <p>All updates, including progress of the scheme, plus a copy of the Public Consultation brochure, are provided on the scheme webpages - <a href="https://www.glooucestershire.gov.uk/m5-10-improvements-scheme-highways">M5 Junction 10 Improvements Scheme - Highways (glooucestershire.gov.uk)</a></p> <p>Also reported in the Covid-19 Corporate Recovery Plan performance tracker. (Garden communities- Rebuild- action.</p>
c) Publish the Infrastructure Funding Statement.	Target date: December 2021.	<p>Head of Development Services</p> <p>Lead Member for Built Environment</p>	✓	<p>The Infrastructure Statement has been published in accordance with Community Infrastructure Levy (Amendment) (England) Regulations 2019. This can be found on the council's website here: <a href="https://www.tewkesbury.gov.uk/community-infrastructure-levy">https://www.tewkesbury.gov.uk/community-infrastructure-levy</a></p>

PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver borough regeneration schemes.				

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<p>a) Increase community engagement through delivery of a range of community initiatives and events for the Tewkesbury High Street Heritage Action Zone.</p>	<p>Target date: March 2022</p>	<p>Head of Development Services  Lead Member for Economic Development/Promotion</p>	<p>✓</p>	<p>Community engagement has, and will, include:</p> <ul style="list-style-type: none"> <li>• Plans for a calendar of events over the next two years to be published in June 2022, including talks and practical workshops, for both the general public and specialist groups.</li> <li>• Links with the Cultural Consortium through regular meetings ensure that both parties are aware of partners' activity.</li> <li>• Ongoing engagement with the business community on the shopfront/upper floor grant scheme including in-person visits to provide information about the grant application process.</li> <li>• Streets Reimagined has been commissioned to carry out a community street audit and is due to report by September 2022.</li> </ul>
<p>b) Introduce a shop-front grant scheme through the Tewkesbury High Street Heritage Action Zone.</p>	<p>Target date: October 2021</p>	<p>Head of Development Services  Lead Member for Economic Development/Promotion</p>	<p>✓</p>	<p>The shop front grant scheme was launched in September 2021 and contact has been made with each of the properties on the 'approved schedule'. To date there have been around 25 expressions of interest in the grant scheme; 5 are progressing applications, others are still considering. Media activity and follow-up ongoing to encourage take-up.</p>
<p><b>PRIORITY: ECONOMIC GROWTH</b></p>				
<p><b>Actions</b></p>	<p><b>Target date</b></p>	<p><b>Reporting Officer/Group</b></p>	<p><b>Progress to date</b></p>	
<p><b>Objective 4. Promote the borough as an attractive place to live and visit.</b></p>				

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

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	✓	New campaigns have included 'dog friendly Cotswolds and the 'undiscovered Cotswold gems'.  The website had 350,000 visitors for the quarter. Facebook has 43,000 followers, Twitter has 25,000 followers and Instagram 62,000 followers.
b) Celebrate with partners the significance of 2021 for Tewkesbury.	Target date: December 2021	Head of Development Services  Lead Member for Economic Development/Promotion	✓	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 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

### Key performance indicators for priority: ECONOMIC GROWTH

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

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
2	Claimant unemployment rate.	3.9%		3.2%	2.8%	2.3%	2.2%			March 2022 figure of 2.2% relates to 1,275 people within the borough. This figure is below the county rate of 2.7% and UK rate of 4.2%.	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.	Lead Member for Economic Development/ Promotion
4	Number of business deaths	415 (2019 figure)				385 (2020 figure)				Business births have decreased with 410 new businesses in 2020.  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)	2137 (Q1-Q4= 15,406)	↑	😊	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	0		0	0	2122	786			Overseas visitor numbers remain low, although	

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

	Information Centre (TIC)						(Q3 & Q4= 2,908)			domestic numbers are high, reflecting visitor confidence.  Winchcombe TIC successfully reopened in October 2021, in the refurbished Heritage Centre.	
<b>Key performance indicators for priority: ECONOMIC GROWTH</b>											
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
67 7	Number of visitors entering the Growth Hub	0	250	0	21	103 (Q1-Q3= 124)	104 (Q1-Q4= 228)		☹️	The hub 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. A gradual and phased reopening from late July 2021, saw the running of online events and an appointment only service for those clients who prefer to meet in person.  The hub remained open in Q3 but Government guidance to work from home impacted on visitor numbers and in person event delivery with clients opting for online services.	Lead Member for Economic Development/ Promotion Head of Development Services



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

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	to O&S Committee in June 2022)			<p>dates of the timetable for the JCS Review (now known as the Joint Strategic Plan, or JSP, review) is as follows:</p> <ul style="list-style-type: none"> <li>• Issues and Options Consultation - Winter 2018/19 (Complete)</li> <li>• Preferred Options Consultation – <del>Summer 2021</del> Spring 2023</li> <li>• Pre-submission Consultation – <del>Winter 2022</del> Autumn 2023</li> <li>• Submission to Secretary of State – <del>Spring 2023</del> early Spring 2024</li> <li>• Examination – <del>Summer 2023</del> Summer 2024</li> <li>• Adoption – <del>Winter 2023</del> Winter 2024/Spring 2025</li> </ul>
b) Finalise and adopt the Tewkesbury Borough Plan.	<p><del>Winter 2018</del> <del>Summer 2019</del> <del>Autumn 2019</del> <del>December 2019</del> <del>Spring 2021</del> <del>Autumn 2021</del> <del>February 2022</del></p> <p>Target date: Adoption: Spring 2022</p> <p>(revised date reported to O&amp;S committee in January 2022)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	☺	<p>Following the conclusion of public examination hearings in March 2021, and the publication of Main Modifications for public consultation in November 2021, the Inspector's Final Report was issued on 12 April 2022.</p> <p>The Inspector has confirmed that that the Plan may be adopted by the Council, subject to a list of Main Modifications.</p> <p>Accordingly, adoption is being recommended to a special meeting of Full Council on 8 June 2022.</p>
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>

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

Objective 1. Deliver the housing needs of our communities				
c) Developing a fit for purpose four-year housing strategy.	Target date: April 2022	Head of Community Services Lead Member for Housing	✓	Approved by Council on 12 April 2022.
d) Carry out housing needs assessments to deliver affordable housing in rural areas.	<del>March 2020</del> <del>February 2021</del> Target date: March 2022 March 2023 (overall completion) (reported to O&S committee in September 2021)	Head of Community Services Lead Member for Housing	😊	Gloucestershire Rural Community Council (GRCC) undertakes Housing Needs Surveys on our behalf. To capture all rural areas across the borough, surveys will be carried out in phases.  The next set of surveys covers Boddington, Elmstone Hardwicke, Stoke Orchard and Uckington and the target of March 2023 remains achievable.

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PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment

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

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Objective 2. Ensure development plans provide for the five-year land supply requirement.				
a) Ensure adequate land is allocated within the JSP and Tewkesbury Borough Plan to meet housing need.	<p><u>JSP</u>  <del>Autumn 2019</del>  <del>Spring 2020</del>  <del>Winter 2020</del>  <del>Summer 2024</del>            Autumn 2019  <del>Spring 2020</del>            Target date:  <del>Summer 2024</del>            New target date:            Spring 2023            (preferred options consultation)            (resolved by Council in April 2022 but new target dates reported to O&amp;S Committee in June 2022)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	<p>☹️</p>	<p>The review of the JSP requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth, flood risk, transport etc, that need to be agreed with all three local authorities. The Councils have jointly appointed consultants, Deloitte, to help progress the review.</p> <p>Following a review of evidence and changes in Government policy and legislation, Tewkesbury, Cheltenham and Gloucester councils have concluded that a full review of the JCS is required. In this context, Executive Committee considered the project programme (known as the Local Development Scheme) on 30 March 2022, and this was formally ratified at Council on 12 April 2022. The revised dates of the timetable for the JCS Review (now known as the Joint Strategic Plan, or JSP, review) is as follows:</p> <ul style="list-style-type: none"> <li>• Issues and Options Consultation - Winter 2018/19 (Complete)</li> <li>• Preferred Options Consultation – <del>Summer 2024</del> Spring 2023</li> <li>• Pre-submission Consultation – <del>Winter 2022</del> Autumn 2023</li> <li>• Submission to Secretary of State – <del>Spring 2023</del> early Spring 2024</li> <li>• Examination – <del>Summer 2023</del> Summer 2024</li> <li>• Adoption – <del>Winter 2023</del> Winter 2024/Spring 2025</li> </ul>
	<p><u>TBP</u>  <del>Winter 2018</del>  <del>Summer 2019</del>  <del>Autumn 2019</del></p>		<p>☺️</p>	<p>See previous - adoption is being recommended to a special meeting of Full Council on 8 June 2022.</p>

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	<p>December 2019  <del>Spring 2021</del>  <del>Autumn 2021</del>          February 2022</p> <p>Target date:          Adoption:          Spring 2022          (revised date reported to O&amp;S committee in January 2022)</p>			
b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.	Target date: March 2022	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	✓	<p>The JSP was adopted on 11 December 2017. The JSP 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 JSP 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. This work is now very much business as usual and is factored into the service plan and other actions within the Council Plan.</p>
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.</b>				

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<p>a) Work with partners, infrastructure providers and developers, to progress the delivery of key sites.</p>	<p>Target date: March 2022</p>	<p>Head of Development Services  Lead Member for the Built Environment</p>	<p>✓</p>	<p><u>Innsworth</u></p> <ul style="list-style-type: none"> <li>• A programme of reserved matters approvals continues with approval granted for 428 dwellings to date.</li> <li>• A full application for 99 dwellings has been submitted (20/00679/FUL) within the strategic allocation but outside of the allowed appeal sites and is pending. No target committee date yet.</li> <li>• A Reserved Matters application for phase 5 (179 dwellings) was permitted on 21 April 2022.</li> <li>• Land North of Innsworth Lane (21/00821/APP) – Phase 6 – 144nos. dwellings, associated landscaping and infrastructure – No target committee date as yet</li> </ul> <p><u>Twigworth</u></p> <ul style="list-style-type: none"> <li>• A programme of reserved matters approvals continues with approval granted for 385 dwellings to date.</li> <li>• Reserved matters approval has also been granted for key infrastructure including the erection of a local centre.</li> <li>• An appeal against non-determination has been lodged and will be dealt with by way of Public Inquiry in June 2022.</li> <li>• An identical application has been submitted (May 2022) which will likely go to June Committee.</li> </ul> <p><u>South Churchdown</u></p> <ul style="list-style-type: none"> <li>• Development is underway with reserved matters application granted for 465 dwellings as a first phase of development within this allocation. The development is progressing on site with at least 50 occupations.</li> </ul> <p><u>Brockworth</u></p> <ul style="list-style-type: none"> <li>• Development is underway with reserved matters applications approved for 600 dwellings and key infrastructure.</li> </ul>
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				<ul style="list-style-type: none"> <li>Permission was refused for 47 dwellings at the strategic allocation but outside the 'Perrybrook' application site. Appeal received start date 11 May 2022.</li> </ul> <p><u>North West Cheltenham</u> 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 December 2022.</p>
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.</b>				
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 was provided to 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 includes a downloadable TBC Guide. The action</p>

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				is now considered 'business as usual' with training available when it is required.
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>The previous Community Funding Officer left the Council in February. A new Community Funding Officer has been appointed and started in May.</p> <p>Various funding support has been provided:</p> <ul style="list-style-type: none"> <li>• Covid-19 Small Community Grants for the Voluntary and Community Sector totalling £134,488 have been awarded to 161 groups in total</li> <li>• Ongoing support provided for community groups to access external funding, and also assisted through the funding process</li> <li>• Support for the five projects that successfully received capital funding through the council - Highnam Community Centre, Hatherley and Reddings Cricket Club, Bishop's Cleeve FC, Harvey Centre Minsterworth and Northway Parish Council</li> <li>• S106 panel agreement to fund improved community facilities in Gotherington</li> <li>• Support for several other major community facility projects including Winchcombe Park, Longford playing pitches and Bishop's Cleeve Community Centre.</li> <li>• Online training sessions.</li> </ul>

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	1835		1823	1814	1785	1800			The breakdown of bands is: Emergency – 55	Lead member

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	on the housing register at the end of the quarter.	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		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	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	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	1 bed single= 677 1 bed couple= 144 2 bed= 545 3 bed= 291 4 bed= 121 5 bed= 18 6 bed= 2 7 bed= 2			Gold – 74 Silver – 600 Bronze – 1071  Total – 1800	for Housing Head of Community Services
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
9	Total number of new homeless applications opened during quarter.	Revised KPI		111	144 (Q1 & Q2= 255)	171 (Q1- Q3= 426)	168 (Q1-Q4= 594)			This will include 81 Triage (advice only), 57 Prevention and 30 Relief cases newly approaching for assistance.	Lead member for Housing Head of Community Services
10	Total number of homeless relief cases held at the end of the quarter.	Revised KPI		20	38	33	31			This is the total number of homeless applications held at the Relief Duty stage usually when the applicant has had to	Lead member for Housing

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										leave their previous accommodation.	Head of Community Services
11	Total number of homeless applications with main duty accepted held at end of the quarter.	Revised KPI		25	20	33	17			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	55			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

## 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															
13	Numbers in Temporary Accommodation at the end of the quarter.	12		17	25	25	20			Total numbers of households in temporary accommodation including hotel, B&B & our temporary houses.  This is a new KPI for 2021/22.	Lead member for Housing Head of Community Services															
14	Total New Affordable Housing properties			47	60	49 (Q1-Q3 = 156)	39 (Q1-Q4= 195)			This is a new KPI for 2021/22.  <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>Social rent</td> <td>0</td> <td>2</td> <td>0</td> <td>0</td> </tr> <tr> <td>Affordable rent</td> <td>29</td> <td>32</td> <td>28</td> <td>19</td> </tr> </tbody> </table>		Q1	Q2	Q3	Q4	Social rent	0	2	0	0	Affordable rent	29	32	28	19	Lead member for Housing Head of Community Services
	Q1	Q2	Q3	Q4																						
Social rent	0	2	0	0																						
Affordable rent	29	32	28	19																						

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	delivered by tenure type.	80			(Q1 & Q2= 107)						<table border="1"> <tr> <td>Affordable home ownership</td> <td>18</td> <td>26</td> <td>21</td> <td>20</td> </tr> <tr> <td>Total</td> <td>47</td> <td>60</td> <td>49</td> <td>39</td> </tr> </table> <p>Total for the year 2021/22: 195 Social rent: 2 Affordable rent: 108 Affordable home ownership: 85</p>	Affordable home ownership	18	26	21	20	Total	47	60	49	39																
Affordable home ownership	18	26	21	20																																	
Total	47	60	49	39																																	
15	New Affordable Housing properties delivered on JCS sites by tenure type.	2		28	44 (Q1 & Q2= 72)	25 (Q1- Q3 = 97)	33 (Q1-Q4= 130)				<p>This is a new KPI for 2021/22.</p> <table border="1"> <tr> <td></td> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> </tr> <tr> <td>Social rent</td> <td>0</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> <td>19</td> </tr> <tr> <td>Affordable home ownership</td> <td>10</td> <td>15</td> <td>10</td> <td>14</td> </tr> <tr> <td>Total</td> <td>28</td> <td>44</td> <td>25</td> <td>33</td> </tr> </table> <p>Total for the year 2021/22: 130 Social rent: 0 Affordable rent: 81 Affordable home ownership:49 Total:</p>		Q1	Q2	Q3	Q4	Social rent	0	0	0	0	Affordable rent	18	29	15	19	Affordable home ownership	10	15	10	14	Total	28	44	25	33	Lead member for Housing Head of Community Services
	Q1	Q2	Q3	Q4																																	
Social rent	0	0	0	0																																	
Affordable rent	18	29	15	19																																	
Affordable home ownership	10	15	10	14																																	
Total	28	44	25	33																																	
<b>Key performance indicators for priority: HOUSING AND COMMUNITIES</b>																																					
KPI no.	KPI description	Outturn 2020-2021	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service																										
16	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	80%	85%	87.5%	61.5% (Q1 & Q2= 65.2%)	80% (Q1- Q3 = 73.08%)	78.57% (Q1- Q4 = 75%)	↓	☹️	For Q4, 78.6% of major decisions were within target timescales (11 out of 14 decisions).  Cumulatively for the year - 30 out of 40 decisions were determined within time. Over the last year the team have also been dealing with a number of	Lead Member Built Environment/ Head of Development Services																										

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										older cases to reduce the backlog of applications. The national threshold for majors is 60% - even though we have not achieved the target of 85%, the work undertaken to date is encouraging, particularly given the staff turnover within the DM services and difficulties in recruitment.	
17	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	69.94%	80%	55.10%	64.5% (Q1 & Q2= 60.4%)	64.29% (Q1- Q3 = 61.68%)	48.57% (Q1- Q4 = 57.81%)	↓	☹️	In Q4, 34 of the 70 decisions issued were within time. Cumulatively for the year, 137 out of 237 decisions were determined within time. It is accepted that the overall figure is disappointing, however the majority of the older cases (i.e. the backlog) were the minor applications this figure is to be expected. Given also the problems of staffing within the service.	Lead Member Built Environment/ Head of Development Services
<b>Key performance indicators for priority: HOUSING AND COMMUNITIES</b>											
KPI no.	KPI description	Outturn 2020-2021	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service

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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%)	82.78% (Q1- Q4 = 81.53%)	↓	☹️	<p>For Q4, 173 out of 209 applications were determined in time.</p> <p>Cumulatively for the year, 649 out of 796 decisions were determined within target timescales.</p> <p>The national threshold for non-major applications is 70%, therefore given we have achieved a figure overall of 81.53% this is a great achievement given the issues within the service.</p>	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%)	60% (Q1- Q4 = 76.92%)	↓	☹️	<p>There were five category A cases received in Q4. 3/5 were investigated within the 24-hour target.</p> <p>For the year, 10/13 cases were investigated within target timescales.</p> <p><i>*Category A- Development causing, or likely to cause, irreparable harm or damage.</i></p>	Lead Member Built Environment/ Head of Development Services
20	Investigate category B* cases within five working days (development causing, or	61.54%	90%	100%	75%	100% (Q1- Q3 = 90%)	66.67%		☹️	<p>In Q4, 2/3 cases were investigated within the target timescale.</p> <p>Cumulatively for the year, 11/13 cases were</p>	Lead Member Built Environment/

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	likely to cause, irreparable harm or damage).				(Q1 & Q2= 83%		(Q1- Q4 = 84.62%)	↑		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>	Head of Development Services
<b>Key performance indicators for priority: HOUSING AND COMMUNITIES</b>											
KPI no.	KPI description	Outturn 2020-2021	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
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%)	100% (Q1- Q4 = 56.45%)	↑	☹️	10 cases were received in Q4, all were investigated within 10 working days. Cumulatively for the year, 35/ 62 cases were investigated within target timescales <i>*Category C- unless action is taken, there is a risk of material harm to the environment or undue harm to residential amenity.</i> It is acknowledged that the overall figure for the year at 56.45% is below	Lead Member Built Environment/ Head of Development Services

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										target, however the last quarter at 100% demonstrates the direction the service in on.	
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

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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%)	100% (Q1- Q4 = 69.57%)	↑	😊	<p>During Q4, 14 cases were reported. All were reviewed within 15 working days.</p> <p>Cumulatively, 32/46 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> <p>It is acknowledged that the overall figure for the year at 69.57% is very slightly below target, however the last quarter at 100% demonstrates the direction the service in on.</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

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

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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	☺	<p>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.</p> <p>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.</p> <p>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'.</p> <p>Work between BTT and Housing is complete with web pages ready to transfer to new web site as part of wider project.</p>
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	✓	<p>There have been more than 4,300 collections in the year and the income during 2021/22 was £111,354 an increase of 95%. 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 has been launched on social media and will continue through May and June.</p>
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	✓	<p>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.</p>

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PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
<b>Objective 2. Develop online services to achieve 'digital by preference, access for all'.</b>				
a) Carry out a review of our corporate website.	Target date: <del>April 2022</del> <del>June 2022</del> New Target date: December 2022 (new revised date reported to committee in June 2022)	Head of Corporate Services Lead Member for Commercial Transformation	☹️	Progress has been made on the development of a new corporate website, including choosing a new platform provider and engaging with services to review and improve content. The council's web and digital designer has now left the council, and a recruitment process has started. The target date has been extended to reflect this. The council's current website continues to be operational and updated.
b) Implement an online offering for the licensing service.	<del>April 2021</del> <del>Sept 2021</del> <del>November 2021</del> May 2022 Target date: December 2022 (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 streams 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	Target date: December 2021 (phase one)-complete	Head of Corporate Services	✓	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.

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internal HR processes.	Phase two target date: June 2022	Lead Member for Commercial Transformation		The next phase of the project is to build and implement a self-service tool for managers and staff to allow online access to activities such as monitoring absence, approving travel and subsistence claims, annual leave records etc. This piece of work has been programmed into the Business Transformation Team's priorities. The development 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.	Target date: <del>31 March 2022</del> September 2022 (revised date reported to O&S committee in January 2022)	Head of Finance and Asset  Lead Member for Finance and Asset Management		This work is scheduled within the Business Transformation Team's work programme but for a later date than envisaged due to other priorities.

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### Key performance indicators for priority: CUSTOMER FIRST

KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
23	Total enquiries logged by the Area Information Centre (AIC).	0		0	76	31 (Q1-Q3=107)	51 (Q1-Q4=158)			The AICs re-opened on 19.07.2021. Customer visits have reduced at Brockworth since the Parish council have taken over the A&I role in February. Footfall at Churchdown and Cleeve has not returned as customers have found other ways in contacting us since the Pandemic. There is a rise in the footfall at Winchcombe as customers are aware we	Lead Member Customer Focus/ Head of Corporate Services

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										are regularly attending the office. There are also limited transport links to Tewkesbury from Winchcombe.																															
										<table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>Bishops Cleeve</td> <td>0</td> <td>9</td> <td>4</td> <td>1</td> </tr> <tr> <td>Brockworth</td> <td>0</td> <td>25</td> <td>10</td> <td>9</td> </tr> <tr> <td>Churchdown</td> <td>0</td> <td>21</td> <td>1</td> <td>0</td> </tr> <tr> <td>Winchcombe</td> <td>0</td> <td>21</td> <td>16</td> <td>41</td> </tr> <tr> <td>Total</td> <td>0</td> <td>76</td> <td>31</td> <td>51</td> </tr> </tbody> </table>		Q1	Q2	Q3	Q4	Bishops Cleeve	0	9	4	1	Brockworth	0	25	10	9	Churchdown	0	21	1	0	Winchcombe	0	21	16	41	Total	0	76	31	51	
	Q1	Q2	Q3	Q4																																					
Bishops Cleeve	0	9	4	1																																					
Brockworth	0	25	10	9																																					
Churchdown	0	21	1	0																																					
Winchcombe	0	21	16	41																																					
Total	0	76	31	51																																					
87	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)	540 (Q1-Q4= 1,758)			<p>During the 12 months 1,758 clients have raised 3,572 issues as follows:</p> <ul style="list-style-type: none"> <li>Welfare benefits- 26% (912 issues),</li> <li>Debt- 11% (378 issues)</li> <li>Employment- 9% (319 issues),</li> <li>Universal Credit- 8% (290 issues)</li> <li>Housing- 6% (221 issues),</li> <li>Consumer including Energy- 7% (201 issues).</li> </ul> <p>Of the clients seen, the heaviest demand was in Churchdown St Johns at 141 (9.2%). The following five wards represents 614 (34.9%) of all clients seen</p> <ul style="list-style-type: none"> <li>Innsworth 142 (8%)</li> <li>Tewkesbury South 132 (7.5%)</li> <li>Brockworth West 120 (6.8%)</li> <li>Northway 119 (6.7%)</li> <li>Cleeve St Micheal 101 (5.7%)</li> </ul>	Lead Member Community Development / Head of Development Services																														

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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)	£344,457 (Q1-Q4=£1,291,722)			During the quarter clients have benefitted from £344,457 of financial gains, with over £1.2million secured over the year	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)	32 (Q1-Q4=314)			Over the year 314 Voluntary and Community Sector groups have been assisted with funding advice. A new Community Funding Officer started in May.	Lead Member Community Development / Head of Development 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
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	2,198 4,841			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 15 new claims a month. Delays in managed migration means that we will continue to deal with some claim types until December 2024.  The council tax reduction caseload continues to fall following a huge increase at the start of the COVID-19 pandemic.  The split at the end of quarter four was as follows:	Lead Member Finance and Asset Management/ Head of Corporate Services

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										Pension age 1,807 Working age 3,034	
28	Average number of days to process new claim for Council Tax Reduction (CTR).	New KPI	20	21	22.5	21.7	36		☹️	This is a new performance indicator for 2021/22.  In Q4 we continued to receive a large number of new CTR claim, however the overall CTR caseload has reduced due to some residents improving their financial circumstances and no longer needing help to pay their council tax. 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
<b>Key performance indicators for priority: CUSTOMER FIRST</b>											
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
29	Average number of days to process change in circumstances for Council Tax Reduction.	New KPI	10	3	2	3	7		☺️	This is a new performance indicator for 2021/22.  4,409 notified changes were processed in quarter 4. The high volume of changes is mainly due to universal credit assessment periods.	Lead Member Finance and Asset Management/ Head of Corporate Services
<b>Key performance indicators for priority: CUSTOMER FIRST</b>											

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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	
06	30	Average number of days to process new Housing benefit claims.	8	15	7	5	4	17	↓	☹️	<p>Performance on new housing benefit claims dipped significantly in quarter 4 due to a combination of a staff leaver and a couple of claims taking longer to assess than expected (on a low denominator of new claims)</p> <p>Performance does, however, continue to be below the national average of 20 calendar days.</p>	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	3	↓	😊	<p>Performance on change in circumstances continues to be below the national average of 7 calendar days.</p>	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%	98%	↔	😊	<p>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 and we have also been able to resume the use of other enforcement remedies including issuing attachment of earnings</p>	

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										orders and instructing enforcement agents. This has resulted in us achieving our in-year collection target of 98%.	
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
33	Percentage of NNDR collected	95.9%	98%	25.5%	53%	88.8%	99.4%	↑	☺	The early part of 2022 saw us being able to start clawing back our position on business rates collection and this has continued to year end.	Lead Member Finance and Asset Management/ Head of Corporate Services
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)	3.46 (Q1 – Q4 = 11.51)	↓	☹	672.8 days were lost to sickness absence during Q4. This comprised 193.5 short term days and 479.3 long term days and represents a slight reduction in absence compared to quarter 3. Across the whole year, 2,235 (1,755) days were lost - 731.7 (476) days short term and 1504.1 (1279) days long term. (20/21 figures in brackets)  Of the total lost, just over 9% is attributable to COVID. Without these figures, the rate for the year would be around 10.5 days per full time equivalent.	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%	3.2%	↑	😊	There are currently 699 premises with a food hygiene rating. Of these 23 (3.2%) have a rating of 2 or below. Therefore the percentage of non-broadly compliant premises remains acceptable.	Lead Member Clean and Green Environment/ Head of Community 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
36	Percentage of Freedom of information (FOI) requests answered on time.	87%	80%	92%	84% (Q1 & Q2= 88%)	85% (Q1-Q3= 87%)	93% (Q1-Q4= 89%)	↑	😊	165 requests were received in Q4 – 132 answered within the 20 working days deadline.  Total received for 2021-22= 572 (577 received in 2020/21)	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%)	86% (Q1-Q4= 76%)	↓	☹️	21 formal complaints were received in Q4. 18 of the 20 were answered within the 20 working days. Total received for 2021-22= 99. This is the lowest number of formal complaints recorded to date. (144 received in 2020/21)	Lead Member Customer Focus/ Head of Corporate Services

### PRIORITY: GARDEN COMMUNITIES

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Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 1. Delivery of Tewkesbury Garden Town</b>				
a) Formally establish the Garden Town planning status through the JSP.	Target date: <del>Submission for examination summer 2023.</del> Target date: <del>Summer 2021</del> New target date: Spring 2023 (preferred options consultation) (resolved by Council in April 2022 but new target dates reported to O&S Committee in June 2022)	Director of Garden Communities Lead Member Built Environment		The Garden Town will form part of the Joint Strategic Plan (JSP) Review. The revised dates of the timetable for the JSP Review is as follows: <ul style="list-style-type: none"> <li>• Issues and Options Consultation - Winter 2018/19 (Complete)</li> <li>• Preferred Options Consultation – <del>Summer 2021</del> Spring 2023</li> <li>• Pre-submission Consultation – <del>Winter 2022</del> Autumn 2023</li> <li>• Submission to Secretary of State – <del>Spring 2023</del> early Spring 2024</li> <li>• Examination – <del>Summer 2023</del> Summer 2024</li> <li>• Adoption – <del>Winter 2023</del> Winter 2024/Spring 2025</li> </ul> See relevant updated comment about the JSP 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	Director of Garden Communities Lead Member Built Environment		Work on the Sustainability Strategy is now complete, ahead of launching a commission to develop the Design Manual. This action has been completed and a new action will be created in the ‘refreshed Council Plan- Year 3’ to prepare the design manual.

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	Design Guide- March 2023			Some of this has already commenced with the preferred supplier, LDA Design being selected to commission the manual. The final approvals are currently being obtained to formalise the contract. This will run for approximately 12 months.
<b>PRIORITY: GARDEN COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 1. Delivery of Tewkesbury Garden Town</b>				
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	✓	<p>Planning permission was secured in March 2021. Outline design is complete.</p> <p>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.</p> <p>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.</p>
d) Work with partners to progress the business case for the Junction 9 and A46 improvements.	<p>Target date: March 2022</p> <p>March 2024 for finalisation of business case <u>by GCC</u></p>	Director of Garden Communities  Lead Member Built Environment	😊	Note this project is led by Gloucestershire County Council (GCC). 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><a href="https://www.goucestershire.gov.uk/m5-ashchurch-transport-scheme/">M5 Junction 9 and A46 (Ashchurch) Transport Scheme - Highways (goucestershire.gov.uk)</a></p>
<b>PRIORITY: GARDEN COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 2. Delivery of Golden Valley Garden Community.</b>				
a) 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.</p> <p>Since CBC's announcement in July 21 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 Modwen, 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, centering on the employment zone.</p>

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				More details relating to the Golden Valley Development can be found on the website - <a href="http://The Golden Valley Development (goldenvalleyuk.com)">The Golden Valley Development (goldenvalleyuk.com)</a>
b) Prepare a land assembly programme to aid in the delivery of the Golden Valley Garden Village	Target date: March 2022	Director of Garden Communities  Lead Member Built Environment		Work in coordination with Cheltenham has reviewed the relevant land parcels in the West Cheltenham strategic allocation and determined a land assembly strategy. At this stage of the development there are no immediate actions that are taking place and so only a limited amount of work is continuing through the consultants. It is therefore recommended this action is removed from the tracker and 'picked up' at a later date when further work is required.

### PRIORITY: SUSTAINABLE ENVIRONMENT

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Objective 1. Deliver the climate emergency action plan</b>				
a) Deliver the Public Services Centre's low-carbon heating and solar PV systems.	Target date: <del>Dec 2021</del> May 2022 Target date: June 2022 for PV system (target date reported to O&S committee in January 2022)	Head of Finance and Asset Management  Lead Member for Clean and Green Environment	😊	A contractor has now been appointed and works have commenced on site.

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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	☺	New Carbon Reduction Officer started in late February and has picked up these actions. Plans are now in place for the delivery of carbon literacy training and the appointment of carbon reduction champions. A media and communication plan has also been drafted.
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 for the delivery of the solar canopy but the bid for the heat replacement was unsuccessful due to a lack of funding with the funding body.
<b>PRIORITY: SUSTAINABLE ENVIRONMENT</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Objective 2. Promote a healthy and flourishing environment in the borough.</b>				
a) Establish planning policies to ensure the delivery of healthy and sustainable communities.	Target date: March 2022 (ongoing as action is across a number of plans)	Head of Development Services  Lead Member for Built Environment	☺	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. Following the conclusion of public examination hearings in March 2021, and the publication of Main Modifications for public consultation in November 2021, the Inspector's Final Report was issued on 12 April 2022. The Inspector has confirmed that that the Plan may be adopted by the Council, subject to a list of Main Modifications.

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				Following receipt of the Inspector's Report in April 2022, the plan is being recommended for adoption at a special meeting of Full Council on 8 June 2022.
b) Support community-led bio-diversity projects across the borough.	Target date: March 2022	Head of Development Services Lead Member for Community	✓	<p>The community development team has supported a number of projects in the community, either assisting groups or providing funding advice. These include:</p> <ul style="list-style-type: none"> <li>• Churchdown Park- community orchard and wetlands/ponds</li> <li>• Highnam - increasing biodiversity around Oakridge and open space</li> <li>• Grangefield – improved maintenance and wildflower seeding</li> <li>• We All Matter (WAM) Winchcombe – woodland focussing on nature/environment</li> <li>• Northway Parish Council – nature trail</li> <li>• Deer Park Archers, Shurdington –environmental projects</li> <li>• Tewkesbury Nature Reserve – community led organisation on TBC leased land.</li> <li>• Twyning woodland</li> <li>• Mill Lane Playing Fields</li> <li>• Winchcombe Park- development of a new park</li> <li>• Horsbere Brook- improving accessibility and biodiversity along the brook.</li> <li>• Commenting on biodiversity on planning applications</li> </ul>
c) Carry out a review of our litter pickers' scheme.	<del>September 2021</del> Target date: June 2022 (revised date reported to O&S)	Head of Community Services Lead Member for Clean and Green Environment	😊	<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</p>

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	committee in January 2022)			joined-up approach to our volunteers. The portal will be built on our digital platform, Liberty Create and is scheduled for Q1 2022/23.																																																
<b>PRIORITY: SUSTAINABLE ENVIRONMENT</b>																																																				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>																																																
<b>Objective 3. Promote responsible recycling across the borough.</b>																																																				
a) Take a robust approach towards fly-tipping and other enviro-crimes.	Target date: March 2022	Head of Community Services  Lead Member for Clean and Green Environment	😊	The number of environmental crime complaints received by the council throughout 2021/22, in brackets are 2020/21 figures for comparison:																																																
				<table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Fly tips</td> <td>249 (241)</td> <td>182 (213)</td> <td>234 (395)</td> <td>271 (395)</td> <td>936 (1419)</td> </tr> <tr> <td>Littering</td> <td>3 (3)</td> <td>4 (4)</td> <td>6 (1)</td> <td>3 (5)</td> <td>16 (13)</td> </tr> <tr> <td>Dog fouling</td> <td>5 (9)</td> <td>9 (7)</td> <td>8 (12)</td> <td>5 (34)</td> <td>27 (62)</td> </tr> <tr> <td>Abandoned vehicles</td> <td>49 (34)</td> <td>58 (66)</td> <td>32 (50)</td> <td>15 (54)</td> <td>154 (204)</td> </tr> <tr> <td>Noise</td> <td>109 (132)</td> <td>94 (127)</td> <td>-(60)</td> <td>39 (43)</td> <td>242 (362)</td> </tr> <tr> <td>Bonfires</td> <td>27 (-)</td> <td>21 (47)</td> <td>12 (24)</td> <td>12 (10)</td> <td>72 (81)</td> </tr> <tr> <td>Total</td> <td>442 (419)</td> <td>368 (464)</td> <td>292 (542)</td> <td>345 (716)</td> <td>1447 (2141)</td> </tr> </tbody> </table>		Q1	Q2	Q3	Q4	Total	Fly tips	249 (241)	182 (213)	234 (395)	271 (395)	936 (1419)	Littering	3 (3)	4 (4)	6 (1)	3 (5)	16 (13)	Dog fouling	5 (9)	9 (7)	8 (12)	5 (34)	27 (62)	Abandoned vehicles	49 (34)	58 (66)	32 (50)	15 (54)	154 (204)	Noise	109 (132)	94 (127)	-(60)	39 (43)	242 (362)	Bonfires	27 (-)	21 (47)	12 (24)	12 (10)	72 (81)	Total	442 (419)	368 (464)	292 (542)	345 (716)	1447 (2141)
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				<p>The consultation for the new Public Space Protection Order in relation to Dog fouling has now been launched.</p> <p>In March 2022 an individual received a suspended custodial sentence for littering offences following an investigation by the Environmental Health Team.</p>
b) Working with Gloucestershire Waste and Resources Partnership to improve our recycling figures and reduce waste.	Target date: March 2022	Head of Community Services  Lead Member for Clean and Green Environment	✓	<p>The Gloucestershire Waste and Resource partnership ran a reuse and repair campaign in March 2022, which was well received. New county-wide campaigns planned include a focus on littering and plastics in Q1, before campaigns on textiles, food waste and electricals through the rest of 2022/23.</p> <p>The council's communication team is and will continue to promote the 'Gloucestershire recycles' campaigns through social media channels.</p>
c) Introduce a small Waste Electrical and Electronic Equipment (WEEE) scheme across the borough.	Target date: September 2021	Head of Community Services  Lead Member for Clean and Green Environment	✓	<p>The scheme went live in August 2021 followed by a campaign going live on the radio and YouTube in September. The campaign was utilised as part of the resources of the national 'recycle your electricals' campaign to increase take up, which is paid for by producers of electricals.</p> <p>The service means that small waste electrical items e.g. kettles, toasters and hairdryers can be placed in a bag on recycling collection day. Over 8 tonnes of electrical waste have been collected since the scheme went live.</p>
<b>PRIORITY: SUSTAINABLE ENVIRONMENT</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>

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Objective 4. Preserve and enhance the natural assets and built heritage of our borough.				
<p>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.</p>	<p>Target date: March 2022</p>	<p>Head of Development Services  Lead Member for Built Environment</p>	<p>✓</p>	<p><u>Shopfront and Facades Grant Scheme</u></p> <p>The scheme was launched in mid-September. To date there have been more than 25 enquiries/EOIs and we are currently progressing 5 applications.</p> <p><u>Upper Floor</u></p> <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 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 skills event 'Regenerate the High Street' took place in the American Gardens in Tewkesbury in September. Events that are planned for 2022 include a talk on the tree ring dating currently taking place in Tewkesbury by dendrochronologist and a lime day aimed at those considering traditional building skills as a trade.</p>
<p>b) Adopt a Shopfront Design Guide (SPD) to provide guidance on shopfronts to ensure they contribute to a quality</p>	<p>Target date: <del>February 2022</del> Target date: April 2022</p>	<p>Head of Development Services  Lead Member for Built Environment</p>	<p>✓</p>	<p>The SPD was adopted by Council on 14 April 2022.</p>

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urban and historic environment.	(date reported to O&S committee in February 2022)			
c) Establish and publish a local list of non-designated heritage assets in the borough.	February 2022 Target date: June 2022. (reported to O&S committee in January 2022)	Head of Development Services  Lead Member for Built Environment	☺	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 recommended to Full Council on 17 May 2022. The HEO has also been gathering nominations for the draft Local List, and ongoing panel meetings will be convened to consider these and advise on inclusion. Additional funding has been secured to extend the Officer's contract until June 2022.

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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	2,141	1000	442	368 (Q1 & Q2= 810)	292 (Q1- Q3= 1,102)	345 (Q1-Q4= 1,447)	↑	☹	The total number of enviro-crimes reported during 2021-22 are 1,447. This is an overall reduction of 39% when compared to last year's figure of 2,141. A breakdown of the figures can be found under action 3a above).	Lead Member Clean and Green Environment/Head of Community Services

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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%)	47.8% (full year = 53.5%)	↑	😊	With less green waste collected in Winter, the recycling rate is lower than Q3, but is an increase from 2020/2021 and achieved the full year target.	Lead Member Clean and Green Environment/Head of Community Services
40	Residual household waste collected per property in kgs.	460KG	430kg	104.67kg	99.81kg (Q1 & Q2= 204.48kg)	100.7Kg (Q1-Q3= 305.18kg)	96.76Kg (full year= 401.92kg)	↑	😊	96.76Kg per household in Q4. Kg collected per household have decreased from 2020/2021 as people have returned to work, meaning this measure has met the target for 2021/2022.	Lead Member Clean and Green Environment/Head of Community Services

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

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

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PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Refocus</b>				
a) Continue to monitor the financial impacts of Covid-19 and revise the Medium-Term financial Strategy in light of those impacts.	<p><del>Jan 2022</del></p> <p>Target date: April 2022</p> <p>(reported to O&amp;S committee in March 2022).</p>	<p>Head of Finance &amp; Asset Management</p> <p>Lead Member for Finance and Asset Management</p>	✓	<p>Final monthly monitoring return to the DLUHC was completed in April.</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>
b) Ensure the effective recovery of the internal audit function.	<p>Target date: March 2022</p>	<p>Head of Corporate Services</p> <p>Lead Member for Corporate Governance</p>	✓	<p>The internal audit team was operational in quarter four supported with a 2022/23 work plan approved by Audit and Governance Committee in March 2022.</p>

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PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Recover</b>				
a) In partnership with Places Leisure build on the early success of the Tewkesbury Leisure Centre recovery plan.	Target date: March 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management Lead Member for Health and Wellbeing	✓	Completed.
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	✓	Completed. With the government guidance being lifted more officers are once again working from the council offices.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Rebuild</b>				
a) Maximise the use of business intelligence within the council to ensure the accuracy of	<del>March 2021</del> Target date:	Head of Corporate Services	☹️	The Business Intelligence Officer post has been recruited to and the postholder has been working full time in the role

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<p>the rating list and help businesses build resilience.</p>	<p><del>March 2022</del> (target date amendment reported to O&amp;S June 2021)  March 2023 (target date amendment reported to O&amp;S June 2022)</p>	<p>Lead Member for Finance and Asset Management</p>		<p>since 1 April 2022, having previously been redeployed to the Business Grants team.</p> <p>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.</p> <p>A cross service project plan is being developed to ensure business intelligence is shared by relevant services moving forward. The initial action of creating data sharing agreements is underway.</p>
<p>b) Work with businesses and residents and seek to rebuild council tax and business rate collection rates.</p>	<p><del>March 2021</del> Target date: March 2022 (target date amendment reported to O&amp;S June 2021)</p>	<p>Head of Corporate Services  Lead Member for Finance and Asset Management</p>	<p>✓</p>	<p>Formal recovery action for unpaid Council Tax and Business Rates recommenced in April 2021 with monthly liability order hearings continuing to be held remotely.</p> <p>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.</p>

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Refocus</b>				
a) Develop a new four-year Economic Development and Tourism strategy that includes a focus upon the economic recovery of the borough.	<p><del>June 2024</del></p> <p>Target date:</p> <p><del>June 2022</del></p> <p>(revised date reported to O&amp;S committee in November 2020)</p> <p>December 2022</p> <p>(revised date reported to O&amp;S committee in June 2022)</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/ Promotion</p>	<p>☹</p>	<p>In consultation with the lead member, due to the uncertain business climate, it was agreed that a new strategy will be developed for 2022. 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. This was due to be a joint commission and led by a neighbouring authority. They have now decided not to proceed and therefore timescales have been changed accordingly to allow for the internal tender process. However, the brief for the work has been developed.</p>

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b) Work with our partners at Cotswold Tourism to promote the borough as a safe destination to visit.	Target date: March 2022	Head of Development Services  Lead Member for Economic Development/ Promotion	✓	<p>Website and social media feeds continue to perform at record levels. The website had 350,000 visitors for the quarter. Facebook has 43,000 followers, Twitter has 25,000 followers and Instagram 62,000 followers.</p> <p>Campaign work has focused on undiscovered gems of the Cotswolds and Dog Friendly Cotswolds.</p> <p>This action is also linked to with the Council Plan performance tracker. (Economic Growth- objective 4- action a).</p>
<b>PRIORITY: ECONOMIC GROWTH</b>				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Recover</b>				
a) Continue to support businesses through the Tewkesbury Growth Hub to aid their economic recovery.	Target date: March 2022	Head of Development Services  Lead Member for Economic Development/ Promotion	☺	<p>The hub continues to support local businesses with their economic recovery and businesses looking to grow.</p> <ul style="list-style-type: none"> <li>• 13 workshops and 1-2-1 sessions were delivered in this quarter (Qtr 4). Events included support with business strategy, finding premises, social media, action planning and branding. Total events delivered this year were 52.</li> <li>• Tewkesbury Growth Hub also worked in partnership with Job Centre Plus to delivering a Jobs Fair in Tewkesbury Public Service Centre in November 2021.</li> <li>• The team have supported the work of the Business Cell, promoting grant opportunities to the business community.</li> </ul>

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			<ul style="list-style-type: none"> <li>• 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.</li> <li>• A dedicated Survive and Thrive section has been set up on the Growth Hub Website – providing Covid-19 support.</li> <li>• 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 range of events to support businesses with their digital skills. Follow up support and digital business advice was offered to all applicants.</li> <li>• Promotion of the Government’s Help to Grow scheme to Borough businesses.</li> <li>• Relaunch of The Growth Hub Mentor Scheme, 28 skilled mentors available to work closely with businesses to provide detailed support.</li> <li>• Net Zero support launched, focused page on Growth Hub website, survey circulated to businesses and 1-2-1 advice offered on sustainability.</li> <li>• Growth Hub promotional videos have now been to highlight service and support offered.</li> <li>• The Growth Hub reopened to businesses on 19 July 2021. As a result of Covid-19, events were delivered online through into January and he hub has resumed</li> </ul>
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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Rebuild</b>				
a) Launch a new Tewkesbury Borough Business Grants scheme.	<p>January 2022 New target date: <del>March 2022</del> (New target date reported to O&amp;S committee in March 2022).</p> <p>December 2022 (New target date reported to O&amp;S committee in June 2022).</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/ Promotion</p>		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.
b) Develop and deliver the Welcome Back Fund action plan.	Target date: March 2022	<p>Head of Development Services</p> <p>Lead Member for Economic Development/ Promotion</p>	✓	<p>A Welcome Back Fund Grant Action Plan for the Borough's retail centres was agreed by Government. An outline of the action plan was shared with all members.</p> <p>This funding builds on the Reopening High Streets Safely Fund announced in May 2020. The fund supported the safe and continued return to high streets and allowed the</p>

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				<p>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>Work in this quarter included:</p> <ul style="list-style-type: none"> <li>• 'Rediscover Local' campaign, featuring social media, place promotion films and marketing material for businesses</li> <li>• Deep cleans within retail centres</li> <li>• Events and markets</li> <li>• Environmental and open space improvements</li> <li>• Social media support and training for businesses</li> <li>• Advertising</li> </ul>
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Refocus</b>				
a) Continue to support our communities with issues arising from Covid-19.	Target date: March 2022	Head of Development Services Lead Member for Community	✓	<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.</p> <p>Through the Household Support Fund, grants for vulnerable families were also distributed in the form of supermarket vouchers in this quarter. Over 1,200 families were supported.</p>

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				Support for families has also been provided through grants to the CAB and the foodbank – mainly via food and fuel vouchers.
b) Assess the additional demand on the housing service.	Target date: Complete	Head of Community Services Lead Member for Housing	✓	<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 &amp; 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, Q4 = 20 New approaches for homelessness assistance 2020-21 Q1 = 135, Q2 = 178, Q3 = 146, Q4 = 132. 2021-2022 Q1 = 111, Q2= 144, Q3= 171, Q4 = 168</p> <p>The Housing Advice Team will continue to monitor levels of cases through the Council Plan Tracker under KPI's 8-14.</p>
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	😊	<p>A County-wide Covid Contain Outbreak Management Fund (COMF) has been set up to assist with household with rent arrears that have been affected by reduced hours, furlough or redundancy. The Housing Advice Team have contacted our Registered Provider partners to inform them of the scheme details. At end of year the scheme was put on hold across the County. The Housing team have been able to use £31,808.72 to support 27 households in total.</p>

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				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.
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Recover</b>				
a) Work with the Integrated Locality Partnership to build community resilience within the borough	Target date: March 2022	Head of Development Services Lead Member for Community	✓	<p>The Integrated Locality Partnership (ILP) has highlighted a particular focus for mental health, social isolation, healthy lifestyles and employment and skills.</p> <p>Place based projects, using a strengthening local communities approach, have started to be developed in Brockworth and Tewkesbury initially.</p> <p>In Brockworth a community engagement post has been started (employed by the parish council) 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. Further follow on work has focussed on developing balance sessions for the frail, as this has been highlighted as a particular issue.</p>

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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) 161 grants, totalling £134,488, have been awarded to voluntary and community groups.
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Rebuild</b>				
a) Deliver a series of online training seminars to support the Voluntary and Community Sector (VCS).	Target date: March 2022	Head of Development Services Lead Member for Community	✓	Over the course of the year / online sessions have been run across a variety of topics including crowdfunding, how best to use data in your funding application, as well as sessions from specific funders such as the Severn Trent Community Fund.
<b>PRIORITY: CUSTOMER FIRST</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Refocus</b>				
a) Review the effectiveness and efficiency of the Environmental Health	<del>December 2020-</del> April 2021 September 2021	Head of Community Services	☺	The COMF funding carryover request has been approved by the County Council. The service will continue to employ a number of contractors to help address the backlog of inspections created during the Covid pandemic. This work

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

Service, including an assessment of additional demand and available resources.	Target date: October 2022 (revised target date was reported to O&S committee in January 2022).	Lead Member for Clean and Green Environment		is on track and the service is likely to be able to meet the recovery requirements of central regulators such as the Food Standards Agency.  The trial of the new Environmental Health Structure appears to be working well. A formal staff consultation will take place in Q2 2022/23 and the options available to make the structure permanent will also be undertaken.
<b>PRIORITY: CUSTOMER FIRST</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Line</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Recover</b>				
a) Continue to monitor the safety of our buildings now that restrictions have been lifted.	Target date: March 2022	Head of Services Lead Member for Finance and Asset Management.	✓	Completed.
<b>Rebuild</b>				
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.	<del>February 2021</del> May 2021 July 2021 November 2021	Head of Corporate Services	✓	Paperless billing is now live, and residents can now sign up to receive their council tax bills online. A publicity push will be carried out throughout the year and included in the winter edition of Tewkesbury

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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		Borough News, so we encourage as many residents as possible to sign up to the service for next year's billing run.
c) Continue to review the operational effectiveness of our return to the office and the opportunities provided through agile working.	Target date: March 2022	Head of Corporate Services Lead Member for Organisational Development	😊	<p>Services are running effectively with most people doing a combination of working in the office and some working from home. Further guidance to staff regarding office and home working is due to be issued over April and May to ensure greater governance over the arrangements. The new hybrid working Health and Safety workstation assessment module has been developed and issued with our partner Cardinus. 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.</p> <p>A recent 'Pulse check' survey in January 2022 showed that the vast majority of staff are happy with arrangements and believe they are working effectively.</p>

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

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PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Reporting Line	Progress to date	Comment
<b>Refocus</b>				
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. Work will also continue through the Economic Development team.
<b>Recover</b>				
a) Actively seek capital funding with our partners to support the programme.	Target date: March 2022	Director of Garden Communities Lead Member for Built Environment	✓	We have submitted two Homes England Capacity funding bids for both Tewkesbury Garden Town and Golden Valley for 2021/2022. Both of these bids were successful.
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Reporting Line	Progress to date	Comment

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

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Rebuild				
a) Work with partners to maximise sustainable development and low carbon technologies as part of the Garden Communities programme.	Target date: March 2022	Director of Garden Communities Lead Member for Built Environment	✓	To meet the principles of the garden community developments sustainability is a core requirement. West Cheltenham Supplementary Planning Document (SPD) is in place and work continues to progress the evolution of the Tewkesbury Garden Town masterplan to better define the principles of development and how key features of sustainability and low carbon can be fully integrated and actively promoted, from the outset.  Work commenced on the preparation of a Sustainability Strategy for the Garden Town programme, a first draft was completed in March.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Refocus				
a) Harness the benefits of changes to working practices in order to ensure our reduced carbon footprint continues.	Target date: March 2022	Head of Finance and Asset Management Lead member for Clean and Green Environment	✓	2021/22 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 system and the electrification of the pool car fleet will meet demand in a greener way.

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

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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	✓	Completed.
<b>PRIORITY: SUSTAINABLE ENVIRONMENT</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Recover</b>				
a) Increase awareness in the effects of recycling contamination.	Target date: July 2021	Head of Community Services  Lead Member for Clean and Green Environment	✓	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 a return 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.	<del>July 2021</del> 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	✓	Completed, the new Carbon Reduction Officer started in February 2022.
<b>PRIORITY: SUSTAINABLE ENVIRONMENT</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Rebuild</b>				
a) Commence planning and scoping study for implications of, and opportunities for, borough wide decarbonisation.	Target date: July 2022	Head of Finance and Asset Management  Lead member for Clean and Green Environment		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. They are also contributing to the work of the Integrated Locality Partnership across the Borough. In addition, they are leading on developing campaign work around the population being active.

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## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	7 June 2022
<b>Subject:</b>	Corporate Policies and Strategies
<b>Report of:</b>	Head of Corporate Services
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Member:</b>	Lead Member for Organisational Development
<b>Number of Appendices:</b>	1

<p><b>Executive Summary:</b></p> <p>Overview and Scrutiny Committee has previously requested that a list of policies and strategies be produced to help inform the Work Programme of the Committee and to provide support to the Executive Committee. The list is updated on an annual basis and identifies the policies and strategies that are due for review in 2022/23.</p>
<p><b>Recommendation:</b></p> <p><b>To CONSIDER the corporate policies and strategies, attached at Appendix 1, and identify any for review by the Overview and Scrutiny Committee during 2022/23.</b></p>
<p><b>Reasons for Recommendation:</b></p> <p>To enable the Overview and Scrutiny Committee to fulfil its Terms of Reference by assisting the Council and Executive Committee in the development of policy.</p>

<p><b>Resource Implications:</b></p> <p>None arising directly from this report.</p>
<p><b>Legal Implications:</b></p> <p>None arising directly from this report.</p>
<p><b>Risk Management Implications:</b></p> <p>Effective overview and scrutiny supports delivery of the Council’s vision, values and priorities.</p>
<p><b>Performance Management Follow-up:</b></p> <p>The Committee’s Work Programme is continually monitored to ensure emerging issues are considered.</p>
<p><b>Environmental Implications:</b></p> <p>None arising directly from this report.</p>

## **1.0 INTRODUCTION/BACKGROUND**

- 1.1** The remit of the Overview and Scrutiny Committee includes the monitoring and development of policy which complements the work of the Executive Committee. Overview and Scrutiny Committee has previously requested that a list of policies and strategies be produced to help inform the work programme of the Committee and to provide support to the Executive Committee.

## **2.0 LIST OF POLICIES AND STRATEGIES**

- 2.1** The list is updated on an annual basis and can be found at Appendix 1. The list identifies the policies and strategies that are due for review in 2022/23.
- 2.2** The Executive Committee Forward Plan is a standing agenda item at each Overview and Scrutiny Committee meeting. A role of the Overview and Scrutiny Committee is to assist the Executive Committee in policy formulation, therefore, it has the ability to scrutinise appropriate policies and strategies prior to presentation at Executive Committee. Members are therefore asked to identify which, if any, will be reviewed by the Overview and Scrutiny Committee during 2022/23.

NB - For efficiency purposes, this should not duplicate the work of other Committees, for example, the Audit and Governance Committee which reviews governance-related policies, nor should the Committee review policies that fall within the responsibility of quasi-judicial Committees such as the Licensing Committee or Planning Committee.

## **3.0 OTHER OPTIONS CONSIDERED**

- 3.1** None.

## **4.0 CONSULTATION**

- 4.1** None.

## **5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

- 5.1** Council Plan 2020-24  
Tewkesbury Borough Council Covid-19 Corporate Recovery Plan 2020

## **6.0 RELEVANT GOVERNMENT POLICIES**

- 6.1** None.

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

- 7.1** Officer time to support the review process and if necessary, possible use of an external consultant to assist with the review process.

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

- 8.1** None directly related to this report.

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

**9.1** None directly related to this report.

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

**10.1** None.

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**Background Papers:** None

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**Appendices:** Appendix 1 – List of policies and strategies for review in 2022/23

**Appendix 1 – List of Corporate Strategies and Policies for review during 2022/23**

Strategies & Policies	Summary	Review date	Will the review require substantial amendments (Yes/ No- where it is a yes please state what these amendments are)
<b>Corporate Services</b>			
Data Protection Policy	The policy sets out our commitment to protecting personal data in compliance with the General Data Protection Regulation. (This strategy will be considered by the Audit & Governance Committee)	December 2022	Yes – further information is awaited from government. Within the recent Queen’s speech, there was reference to a new Data Reform Bill which is predicted to make sweeping changes to the UK GDPR. The draft bill will be published this summer.
Risk Management Strategy	A strategy which sets out how the council identifies, evaluates and mitigates risk. (This strategy will be reviewed by the Audit & Governance Committee)	December 2022	No
Anti-Fraud and Corruption Strategy	Details the Council's policies and procedures in place to respond to suspected fraudulent activity. (This strategy will be reviewed by the Audit & Governance Committee)	August 2022	No
Redundancy and redeployment policy	Provides a procedure in the event of the council having to reduce workforce numbers, aiming to avoid redundancies, setting out how redundancies will be made and the redundancy payments staff are eligible to receive.	September 2022	Yes – this policy will be incorporated with the allocations policy in an overarching Management of Organisational Change policy

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**Appendix 1 – List of Corporate Strategies and Policies for review during 2022/23**

<b>Strategies &amp; Policies</b>	<b>Summary</b>	<b>Review date</b>	<b>Will the review require substantial amendments (Yes/ No- where it is a yes please state what these amendments are)</b>
Allocations Policy	Linked to the redundancy policy above – manages the process of redeployment of potentially redundant “in scope’ employees to suitable alternative posts within the proposed new structure where these can be found.	September 2022	Yes – this policy will be incorporated with the allocations policy in an overarching Management of Organisational Change policy
Relocation Policy	The aim of the policy is to provide financial assistance to newly appointed employees who need to move their main residence in order to take up employment with the council.	September 2022	No
Grievance policy	The aim of the policy and process is to provide a flexible, transparent process for addressing grievances with the full and active participation of the employee and their line manager, and, where required, HR and unions, working together.	September 2022	No
Capability Procedure	The purpose is to ensure that staff achieve and maintain the level of work performance expected of them and to provide a fair mechanism for dealing with those employees who are unable to achieve a satisfactory performance.	September 2022	Yes – this policy will be rewritten to simplify and streamline the processes and to emphasise the importance of early resolution of issues.
Whistle-blowing Policy	The policy provides details on how employees can raise serious concerns within the Council without fear of reprisal.	February 2023	No

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**Appendix 1 – List of Corporate Strategies and Policies for review during 2022/23**

<b>Strategies &amp; Policies</b>	<b>Summary</b>	<b>Review date</b>	<b>Will the review require substantial amendments (Yes/ No- where it is a yes please state what these amendments are)</b>
Volunteering policy	Comprises two separate policies a) allows employees to take up time to volunteer. It is designed to help and support employees wishing to volunteer and provide a framework of good practice. b) sets out how the council supports members of the public who volunteer their services.	March 2023	Yes – the council will need to consider whether it wishes to continue to support this.
Work experience and work placement policy	Scope of the policy covers work experience and unpaid work placements within the council.	March 2023	No
<b>Finance and Asset Management</b>			
Fees and charges Strategy	To set a framework for the consistent and timely annual review of the fees and charges levied by the Council	September 2022	No
Procurement Strategy	Describes protocol for purchasing to support the local economy and ensure value for money.	January 2023	Yes – dependent on legislative changes
Medium Term Financial Strategy	Establishes current financial situation and future savings/spends. Covers a 5 year period but is re-approved annually.	January 2023	Yes – dependent on government funding reform
Investment strategy	This comes from updated MHCLG statutory guidance and applies to accounting periods starting 1 April 2018. The strategy provides oversight on	January 2023	No

**Appendix 1 – List of Corporate Strategies and Policies for review during 2022/23**

<b>Strategies &amp; Policies</b>	<b>Summary</b>	<b>Review date</b>	<b>Will the review require substantial amendments (Yes/ No- where it is a yes please state what these amendments are)</b>
	how the Council undertakes transactions of this nature, the proportionality of these investments and a one year forecast of a range of financial indicators based on the standing investment decisions of Council.		
Capital Strategy	This is a requirement of CIPFA's Prudential Code to place decisions around borrowing in the context of the overall longer term financial position of the authority and to improve links between the revenue and capital budgets.	January 2023	No
Minimum Revenue Provision policy	The policy outlines how the Council will make financial provision for the repayment of borrowings undertaken	January 2023	No
Treasury Management Strategy	In February 2012 the Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2011 Edition (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year.	January 2023	No
Asset Management Strategy	To maximise the potential of the council's asset portfolio	March 2023	No

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**Appendix 1 – List of Corporate Strategies and Policies for review during 2022/23**

<b>Strategies &amp; Policies</b>	<b>Summary</b>	<b>Review date</b>	<b>Will the review require substantial amendments (Yes/ No- where it is a yes please state what these amendments are)</b>
Financial Procedure Rules	The Financial Procedure Rules provide the framework for managing the financial affairs of the Council	April 2023	No
<b>Community Services</b>			
Sex Establishment Licensing Policy	Policy on the regulation of sex establishments (This policy will be considered by the Licensing Committee)	August 2022	No
Gambling Act 2005- Statement of Principles	The Licensing Authority's approach to applications under the Gambling Act 2005 and the information it expects applicants to provide.  (This policy will be considered by the Licensing Committee)	December 2022	This policy is currently under review and a report is going to Licensing Committee in June 2022. It will then go out for 12 weeks consultation. The formal review will happen once the public consultation is complete in September.
Street Trading Licensing Policy	Policy on approving applications for street trading consents.  (This policy will be considered by the Licensing Committee)	September 2022	No

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**Appendix 1 – List of Corporate Strategies and Policies for review during 2022/23**

<b>Strategies &amp; Policies</b>	<b>Summary</b>	<b>Review date</b>	<b>Will the review require substantial amendments (Yes/ No- where it is a yes please state what these amendments are)</b>
Statement of Licensing Policy under the Licensing Act 2003.	<p>Framework for promoting the licensing objectives. How the council will consider and determine applications for licences in conjunction with the statutory guidance issued by the Secretary of State.</p> <p>(This policy will be considered by the Licensing Committee)</p>	October 2022	This policy is currently under review and a report is going to Licensing Committee in June 2022. It will then go out for 12 weeks consultation. The formal review will happen once the public consultation is complete in September.
Safeguarding policy and procedure	Council's duty to safeguard and promote the welfare of children, young people and vulnerable adults. The policy is to ensure there is an overarching approach to safeguarding across the organisation.	March 2023	No
<b>Development Services</b>			
Car Parking Strategy	Council agreed and implemented a new parking strategy in April 2015 of which a new parking order and charges have been implemented.	March 2022	Already subject to an O&S task and finish working group.
Economic Development and Tourism Strategy	Adoption of revised -strategy on how the Council will support the borough's economy and tourism.	September 2022	Yes

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## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	7 June 2022
<b>Subject:</b>	Potential Presentations from External Organisations
<b>Report of:</b>	Head of Corporate Services
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Member:</b>	Lead Member for Organisational Development
<b>Number of Appendices:</b>	1

<p><b>Executive Summary:</b></p> <p>A session held with Members of the Overview and Scrutiny Committee discussed ways in which the Committee could add value to the Council’s scrutiny process. This touched upon the Committee’s Work Programme and, in particular, presentations from external organisations. Over the years, various organisations have been invited to attend Committee and Members were keen for this to continue; however, it was recognised that any presentation must have a purpose rather than be just for information purposes. It was agreed that a list of key organisations which may contribute to this added value be brought forward for discussion. Whilst it is not an exhaustive list, it is based upon those organisations which support delivery of the Council’s priorities.</p>
<p><b>Recommendation:</b></p> <p><b>To CONSIDER those external organisations that contribute to the Council’s priorities and potentially could be added to the Committee’s Work Programme.</b></p>
<p><b>Reasons for Recommendation:</b></p> <p>Action arising from a session held with Overview and Scrutiny Committee Members.</p>

<p><b>Resource Implications:</b></p> <p>None arising directly from this report.</p>
<p><b>Legal Implications:</b></p> <p>None arising directly from this report.</p>
<p><b>Risk Management Implications:</b></p> <p>Effective overview and scrutiny supports delivery of the Council’s vision, values and priorities.</p>
<p><b>Performance Management Follow-up:</b></p> <p>The Committee’s Work Programme is continually monitored to ensure emerging issues are considered.</p>

**Environmental Implications:**

None arising directly from this report.

**1.0 INTRODUCTION/BACKGROUND**

**1.1** A session held with Members of the Overview and Scrutiny Committee discussed ways in which the Committee could add value to the Council's scrutiny process. This touched upon the Committee's Work Programme and, in particular, presentations from external organisations. Over the years, various organisations have been invited to attend Committee and Members were keen for that to continue; however, it was recognised that any presentation must have a purpose rather than be just for information purposes. It was agreed that a list of key organisations which may contribute to this added value be brought forward for discussion and this is attached at Appendix 1. Whilst it is not an exhaustive list, it is based upon those organisations which support delivery of the Council's priorities.

**2.0 EXTERNAL ORGANISATIONS**

**2.1** As stated, the list is not exhaustive. It does not include those organisations that have recently presented to the Committee, for example: Police and Bromford Housing. At the session held with Members, there was also consensus that annual presentations WHICH had been scheduled within the Committee's Work Programme from Citizen's Advice Bureau and the Growth Hub could be removed. This was on the basis that Members were satisfied with performance and the positive outcomes generated to the general community and the business community. The list also excludes 'Active Gloucestershire' which contributes to the health and wellbeing of the borough, as this is already scheduled in the Committee's Work Programme.

**2.2** In terms of those included within Appendix 1, prior to any invitation, a formal scope of the presentation should be agreed so it is clear what the objective and outcomes should be. Consideration should also be given to the wider Work Programme to ensure Agenda do not become overloaded.

**3.0 OTHER OPTIONS CONSIDERED**

**3.1** None.

**4.0 CONSULTATION**

**4.1** None.

**5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

**5.1** Council Plan 2020-24

**6.0 RELEVANT GOVERNMENT POLICIES**

**6.1** None directly related to this report.

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

**7.1** None directly related to this report.

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

**8.1** None directly related to this report.

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

**9.1** None directly related to this report.

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

**10.1** Action arising from an informal session held with O&S members on how the committee can add value to the scrutiny process.

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**Background Papers:** None

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**Appendices:** Appendix 1 – Key external organisations

Organisation	Brief Overview	Contribution to Council Plan
<p>134</p> <p>DWP (Avon, Somerset and Gloucestershire District)</p>	<p>The (DWP) is responsible for welfare, pensions and child maintenance policy. As the UK's biggest public service department it administers the State Pension and a range of working age, disability and ill health benefits to around 20 million claimants and customers. It is a ministerial department, supported by 13 agencies and bodies.</p>	<p>The local DWP service is a key partner within the Public Services Centre. This relationship supports our priorities, such as finance and resources and customer first, and general financial inclusion. In addition to national initiatives such as the implementation of the Household Support Fund there are also local projects that the Council work with the DWP on. For example, within the COVID-19 recovery plan is an action:</p> <p>'Develop a bid to host a Department of Work and Pensions Youth Hub within the Tewkesbury Growth Hub'</p> <p><b>Potential scope of a presentation</b></p> <ul style="list-style-type: none"> <li>• How is it supporting residents in the Borough experiencing difficulties?</li> <li>• What is the impact of the current economic climate on our residents?</li> <li>• What is the role of DWP locally and how does it work with the Council and other partners?</li> <li>• Are there any good examples of this partnership working or any areas for improvement?</li> </ul>

Organisation	Brief Overview	Contribution to Council Plan
<p>Gloucestershire Rural Community Council (GRCC)</p>	<p>GRCC is an independent charity that works within Gloucestershire's communities to inspire, enable and deliver community action.</p>	<p>GRCC is directly supporting an action under the Housing priority:</p> <p>'Carry out housing needs assessments to deliver affordable housing in rural areas'</p> <p>During 2023, they will be undertaking surveys within Boddington, Elmstone Hardwicke, Stoke Orchard and Uckington, having already completed survey work in other parts of the borough.</p> <p><b>Potential scope of a presentation</b></p> <ul style="list-style-type: none"> <li>• What is the role of GRCC and how has it worked in partnership with the Council?</li> <li>• How does it support communities within the borough?</li> <li>• Any particular achievements?</li> <li>• What is its experience in working with us?</li> <li>• Any outcomes/recommendations arising from the housing needs assessments?</li> </ul>

Organisation	Brief Overview	Contribution to Council Plan
<p>GFIRST LEP (Gloucestershire Local Enterprise Partnership)</p>	<p>Set up by Government in 2011 to promote economic growth in the county, create jobs and provide real opportunity for businesses in the region. This is achieved through developing roads and transport infrastructure, launching initiatives such as the Growth Hub and supporting training and education facilities to promote Gloucestershire's future champions.</p>	<p>The LEP is one of the Council's key strategic partners and supports delivery of the Economic Growth priority.</p> <p><b>Potential scope of a presentation</b></p> <ul style="list-style-type: none"> <li>• Explain the LEP's relationship with the Council and other partners?</li> <li>• How is it directly supporting the Council's aims and ambitions?</li> <li>• What projects are in the pipeline?</li> <li>• How can both parties support each other moving forward?</li> </ul>

Organisation	Brief Overview	Contribution to Council Plan
One Legal	One Legal is the shared legal service between Cheltenham Borough Council, Gloucester City Council, Stroud District Council and Tewkesbury Borough Council. It is hosted at TBC.	<p>One Legal provide the specialist legal advice to enable sound governance in the way we deliver our council plan actions. The service itself is due to undergo a modernisation project and this is an action within the Council Plan under the priority 'Finance and Resources'.</p> <p><b>Potential scope of a presentation</b></p> <ul style="list-style-type: none"> <li>• Introduction to the service, who they are, what they do?</li> <li>• How does it provide support to the Council?</li> <li>• Where is the service now and where does it want to be?</li> <li>• How can the Council support future ambitions?</li> </ul>

Organisation	Brief Overview	Contribution to Council Plan
Places Leisure	Places Leisure (part of Places for People) are responsible for the management of Tewkesbury Leisure Centre, one of the Council's key assets.	<p>Whilst not specifically mentioned in the Council Plan, the leisure centre activity supports the 'finance and resources' priority and contributes to the general health and wellbeing of our residents. The recovery of the leisure centre was also an action within the Council's COVID-19 recovery plan.</p> <p><b>Potential scope of a presentation</b></p> <ul style="list-style-type: none"> <li>• Explain the relationship with the Council and how it supports the Council's priorities?</li> <li>• What was the impact of the pandemic upon the leisure centre and the action taken to support the centre's recovery?</li> <li>• What are future business plans and how can the Council support the delivery of these?</li> </ul>
Ubico	Ubico is wholly owned by several local authority shareholders (including TBC), and delivers environmental services such as waste and recycling, street cleansing, grounds maintenance etc for those authorities. Originally formed in 2011, Ubico has rapidly expanded over the last nine years. With Gloucester City Council joining the partnership in 2022, Ubico delivers services to all authorities in Gloucestershire and West Oxfordshire.	One of the Council's highest profile services, not just in terms of customer contact (estimated 4 million bin collections) but in financial terms (annual budget of nearly £4m). Ubico attend Overview and Scrutiny Committee on an annual basis to present an annual performance report. This covers the key performance indicator (KPI) outturn data across all Ubico activities.

Organisation	Brief Overview	Contribution to Council Plan
<p>Gloucestershire Voluntary and Community Sector (VCS) Alliance</p>	<p>The VCS Alliance is a Charitable Incorporated Organisation (CIO), which was set up in 2013. Its original purpose was to support local charities and voluntary groups by sharing information from the public sector, and, in addition, to be representative of the voluntary and community sector (VCS) at meetings to explore potential partnership working.</p> <p>In April 2019, the VCS Alliance approved a new mission statement ‘to be the independent voice that informs, strengthens and develops the local voluntary and community sector’. Whilst its close working relationship with public sector organisations continues, the redefined mission reflects the VCS Alliance’s fresh determination to engage more effectively with the charities and voluntary groups it seeks to represent.</p>	<p>The VCS engages with the Council, particularly through the Community Development Team, and supports delivery of the ‘Community’ ambitions within the Council Plan including:</p> <ul style="list-style-type: none"> <li>To provide an independent voice that informs, strengthens and develops the voluntary and community sector in the borough</li> <li>To promote public, private and VCS equal partnerships ‘Better Together’</li> <li>To be at the forefront of positive change within the VCS sector within the borough</li> <li>Support organisations to develop and become sustainable</li> </ul> <p><b>Potential scope of a presentation</b></p> <ul style="list-style-type: none"> <li>• How is it supporting the voluntary sector of the borough?</li> <li>• How does it engage effectively with the council?</li> <li>• What works well with the engagement and where could improvements be made?</li> <li>• What was the impact of the pandemic upon our communities and what recovery support is in place?</li> </ul>

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	7 June 2022
<b>Subject:</b>	Corporate Peer Challenge Action Plan
<b>Report of:</b>	Head of Corporate Services
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Members:</b>	Leader of the Council
<b>Number of Appendices:</b>	One

**Executive Summary:**

As part of its approach to sector led improvement, the Local Government Association (LGA) offers a fully funded corporate peer challenge to Councils every four to five years. Tewkesbury Borough Council accepted the LGA offer and welcomed an LGA-led team on site during week commencing 2 March 2020.

As with all peer challenges, this included a review of five core components. This is essentially a high level, external ‘health-check’ centred upon: understanding of local context and priority setting, financial planning and viability, political and managerial leadership, governance and decision-making and organisational capacity. In addition, the scope of the challenge was localised, to ask the challenge team to also focus on; are we set up organisationally to successfully deliver our growth plans and ambitions, are we confident in the delivery of the Garden Communities projects and, in more general terms, the ability and capacity to deliver the new council plan.

During the four-day challenge, the team spoke to more than 120 people including a range of Council staff, Councillors, external partners and stakeholders and gathered information and views from more than 40 meetings. The final report from the LGA was very positive about how the Council performs across the subject areas.

As with all challenges, areas for improvement were identified in the form of five key recommendations. An internal action plan comprising these recommendations with associated action points and other less implicit recommendations was approved by Council on 8 December 2020. Council delegated the monitoring of progress in delivering those actions to the Overview and Scrutiny Committee on a six-monthly basis.

This is the third progress report to date, previous reports were presented on 8 June 2021 and 23 November 2021. Given the nature of the actions, in that the majority were related to known, ongoing issues such as the financial sustainability of the Council, it is anticipated to close off the action plan when it is next reported.

**Recommendation:**

**To CONSIDER the progress made against implementation of the corporate peer challenge action plan.**

**Reasons for Recommendation:**

There is an expectation from the LGA that, following the issuing of their report, appropriate action is taken to implement its recommendations.

<p><b>Resource Implications:</b></p> <p>None directly arising from this report</p>
<p><b>Legal Implications:</b></p> <p>None directly associated with this report.</p>
<p><b>Risk Management Implications:</b></p> <p>If the Council does not implement the recommendations made by the peer challenge team then this will be a lost opportunity for improvement and a potential reputational risk of not accepting critical feedback.</p>
<p><b>Performance Management Follow-up:</b></p> <p>The action plan is monitored on a six monthly basis by the Overview and Scrutiny Committee.</p>
<p><b>Environmental Implications:</b></p> <p>None directly associated with this report.</p>

## 1.0 INTRODUCTION/BACKGROUND

- 1.1** As part of its approach to sector led improvement, the Local Government Association (LGA) offers a fully funded corporate peer challenge to Councils every four to five years. Tewkesbury Borough Council accepted the LGA offer and welcomed an LGA-led team on site during week commencing 2 March 2020.
- 1.2** As with all peer challenges, this included a review of five core components. This is essentially a high level, external 'health-check' centred upon: understanding of local context and priority setting, financial planning and viability, political and managerial leadership, governance and decision making and organisational capacity. In addition, the scope of the challenge was localised to ask the challenge team to also focus on if we are set up organisationally to successfully deliver our growth plans and ambitions, if we are confident in the delivery of the Garden Communities projects and, in more general terms, the ability and capacity to deliver the new Council Plan.
- 1.3** During the four-day challenge, the team spoke to more than 120 people including a range of Council staff, Councillors, external partners and stakeholders and gathered information and views from more than 40 meetings. The final report from the LGA was very positive about how the Council performs across the subject areas.
- 1.4** As with all challenges, areas for improvement were identified in the form of five key recommendations. An internal action plan comprising these recommendations with associated action points and other less implicit recommendations was approved by Council on 8 December 2020. Council delegated the monitoring of progress in delivering those actions to the Overview and Scrutiny Committee on a six-monthly basis. The action plan at Appendix 1 is the third update the Committee has received. Given the nature of the actions, in that the majority were related to known, ongoing issues such as the financial sustainability of the Council, it is anticipated to close off the action plan when it is next reported.

## **2.0 ACTION PLAN**

**2.1** The action plan template is the same as approved by Council but with an additional column so commentary can be added on how the actions are progressing. Though the LGA team made a number of recommendations, these were small in number and the majority of the key recommendations simply asserted what we already had corporate awareness of. For example:

- financial scenario planning;
- branding, governance and engagement of the Tewkesbury Garden Town project; and
- prioritisation and allocation of resources.

**2.2** In terms of the actions, the majority are progressing well; as reported above, they are almost 'business as usual'. For example, elements of the financial related action are complete whereas other elements of the action are of an ongoing nature as part of the cycle of the Council's strategic financial planning. Other actions are wholly complete, such as the governance structure of the Garden Town project, delivery of the new HR microsite and online recruitment, senior leadership roles and responsibilities. A small number of actions have been impacted by the Council's response to COVID-19, such as how the Growth Hub model is delivered. Other actions are in progress, such as the consideration of webcasting for Council meetings. Overall, the delivery of the action plan is positive and it is envisaged it can be closed off when next reported upon.

## **3.0 OTHER OPTIONS CONSIDERED**

**3.1** None

## **4.0 CONSULTATION**

**4.1** The undertaking of a peer review was approved by Executive Committee. A significant number of Officers, Members and partners were consulted during the peer review week. Heads of Service were consulted with regard to the development of the action plan.

## **5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

**5.1** Council Plan 2020-24.

## **6.0 RELEVANT GOVERNMENT POLICIES**

**6.1** None.

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

**7.1** None directly arising from this report.

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

**8.1** None directly arising from this report.

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

**9.1** None directly arising from this report.

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

**10.1** Council 8 December 2020 – LGA final report and TBC action plan to implement the recommendations made.

Overview and Scrutiny Committee 8 June 2021 – first six monthly update of the action plan

Overview and Scrutiny Committee 23 November 2021 – second six monthly update of the action plan

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<b>Background Papers:</b>	None
<b>Contact Officer:</b>	Head of Corporate Services 01684 272002      Graeme.simpson@tewkesbury.gov.uk
<b>Appendices:</b>	Appendix 1 – LGA Peer Challenge Action Plan

Appendix 1 - Corporate Peer Challenge 2020- Recommendation Action Plan

Recommendation number KR = key recommendation	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date	Progress to date
<p><b>KR1.</b> (page 2, recommendation 1)</p> <p>(page 8, para 5)</p> <p>(page 9, para 3)</p>	<p>Build upon your effective and well-embedded budget planning arrangements into the future by ensuring that you: -</p> <ul style="list-style-type: none"> <li>- Take appropriate steps to minimise reliance on New Homes Bonus (NHB) as a means of sustaining the base revenue requirements of the organisation.</li> </ul>	<p>The MTFS recognises the likely withdrawal of NHB from the next financial year.</p> <p>Information is currently being gathered to allow Transform Working Group to understand the scale of the deficit that this will cause and the choices that will need to be made between services and council priorities, if the full effects of the withdrawal are felt. Recommendations from the working group will be made to the appropriate decision making body.</p> <p>Detailed scenario planning regarding the regulatory framework is not possible at the current time and our central understanding of the position will be fed into financial planning until the position is either clear or resources are free to undertake scenario analysis.</p>	<p>Head of Finance and Asset Management</p>	<p><del>December 2021</del> June 2022</p> <p>Complete</p>	<p>The reliance on NHB as a funding source has been reduced in recent years from £3.6m to £1.6m as the government withdraws funding for the scheme. An interim MTFS has recently been produced which details scenarios for the temporary extension and then complete withdrawal of the scheme. No information has been provided by the government for a replacement scheme since the consultation in Spring 2021 and therefore no assumption has been made in the MTFS about an ongoing income level from a housing delivery reward scheme. An interim MTFS 2023/24-2024/25 will be considered at Executive Committee on 1 June then for adoption at full council.</p> <p>No further commercial property purchases are planned and we are now in a phase of managing the existing portfolio. The council will be complying with the regulatory framework around borrowing for commercial investment.</p>

Appendix 1 - Corporate Peer Challenge 2020- Recommendation Action Plan

Recommendation number KR = key recommendation	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date	Progress to date
	<p>- Prepare for possible changes to commercial investment regulatory framework through detailed scenario planning.</p> <p>(incl. continued and possible widened use of Transform Working Group would support greater organisational input into defining future plans and in doing so, ensure the financial landscape is understood by all members and officers). And;</p> <p>The Garden Town Programme represents major investment in and by the borough council, but successful delivery is dependent on Homes England funding of around £8.1 million and this is a risk to the council. Enhanced planning around alternative options – and likely impact – should these funds not materialise in part or in full would enhance financial and risk.</p>	<p>TWG will be used to review the gap between cost and resource and make recommendations on the changes necessary to ensure the council remains financially sustainable.</p> <p>In addition, the MTFS will become a biannual exercise to increase member understanding and awareness of the financial challenges facing the Council.</p> <p>The council is dependent on the funding being secured in order to deliver the bridge. Given the MTFS deficit, it is not possible to add to this in order to self fund the bridge. All resources will be focussed on ensuring the funding is available and drawn down. It is expected that a first draw could take place by December 2020.</p>		<p>Complete</p> <p>Complete</p>	<p>TWG will continue to be briefed on emerging issues which will have a transformative or financial impact. Future agendas could include details around the Environment and the Planning Bills and their impact on the organisation.</p> <p>Agreements are in place with Homes England for the delivery of the bridge and quarterly draw downs of funding are taking place.</p>

Appendix 1 - Corporate Peer Challenge 2020- Recommendation Action Plan

Recommendation number KR = key recommendation	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date	Progress to date
<p><b>KR2.</b> (page 2, recommendation 2)</p>	<p>Create the necessary senior leadership resilience, focus on prioritisation and overall resource requirements within the organisation going forward so that so that the council is on as sound a footing as possible to continue to meet the challenges facing the sector. As part of this: -</p> <ul style="list-style-type: none"> <li>- Clarify roles and responsibilities of Corporate Leadership Team (CLT) and Management Team in order, ensuring that opportunities for senior officers to contribute and influence are well understood;</li> <li>- Build on partnership and shared service delivery strengths to cement your 'place leadership' role and from this explore further opportunities as to how these arrangements will help build capacity (see also page 10)</li> </ul>	<p>This recommendation was pre-covid and therefore the financial and resource challenge is more significant than at the time of the LGA report - even then there was a large degree of uncertainty in relation to Local Government finances. Actions undertaken have been around an immediate need to prioritise resource and capacity to support the council's response to and recovery from the pandemic.</p> <ul style="list-style-type: none"> <li>- Heads of Service prioritising their work streams to identify what could be deferred including project related work.</li> <li>- Update on capacity list to identify any potential spare capacity</li> <li>- Recovery fund has been approved that could be used for additional resources.</li> <li>- Clarity of roles and responsibilities will be re-affirmed as part of the interim arrangements to cover the Deputy CEO role.</li> </ul>	<p>Corporate Management Team</p>	<p><del>March 2022</del> Complete</p>	<p>In the short term and in response to the Covid-19 pandemic a review of key actions within the council plan and Covid-19 recovery plan were undertaken and where necessary actions deferred. Where pressure points have arisen as result of responding to Covid-19 additional resources have been deployed to those areas. 2022/23 budget setting also saw ongoing growth of £450k and one-off growth of £392k to support service delivery.</p> <p>Roles of CLT and management team have been re-affirmed. The resignation of the Deputy Chief Executive (DCE) provided the opportunity for this and those duties have now been absorbed permanently within the roles of Heads of Service. Terms of Reference for both CLT and CMT have been reviewed.</p> <p>Moving forward, and now the council is on its recovery journey then the medium term aspects of the recommendation can be considered, for example senior leadership resilience, partnerships, 'prioritising the priorities'. An Executive Committee/CLT awayday was held on</p>

Appendix 1 - Corporate Peer Challenge 2020- Recommendation Action Plan

Recommendation number KR = key recommendation	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date	Progress to date
(page 6, para 2)	<p>- Build on existing corporate project evaluation mechanisms to develop a clear process for prioritisation and changing resource requirements ('prioritise the priorities – see page 10)</p> <p>(incl. thought be given to succession planning to fulfil the council's leadership responsibilities re: city region, midlands connecting corridor)</p>				<p>9 November to start dialogue on the strategic challenges ahead and corporate management team have also met to map out these challenges.</p> <p>The appointment of the new Chief Executive provides the opportunity for an additional viewpoint to the challenges ahead.</p>
<p><b>KR3.</b> (page 2, recommendation 3)  (page 6, para 7)</p>	<p>Consider ways and approaches to promote the 'Tewkesbury Brand' more effectively as part of your successful leadership of place approach.</p> <p>(incl. more proactive approach to external comms)</p>	<p>Branding, particularly around the Garden Town project will be considered moving forward.</p> <p>An additional communication's officer has been recruited to give additional resilience to corporate communications.</p>	<p>Head of Development/Garden Town Programme Director/Head of Corporate Services</p>	<p><del>Spring 2021</del> <del>December 2021</del> September 2022</p>	<p>Tewkesbury Garden Town have initial branding in place arising from the Thinking Place borough-wide commission undertaken in 2018. However, this is different to the Tewkesbury branding.</p> <p>A dedicated garden town communications officer has also been recruited and is focusing on improving internal and external communications about the garden town, including an improved web presence and a regular newsletter.</p> <p>Following a helpful audit and forward planning exercise, working with a communications expert from the LGA,</p>

Appendix 1 - Corporate Peer Challenge 2020- Recommendation Action Plan

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Recommendation number KR = key recommendation	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date	Progress to date
					further external marketing support is also to be commissioned shortly to prepare a comprehensive strategy and action plan in support of the evolution of the garden town programme.
<p><b>KR4.</b> (page 2, recommendation 4)  (page 6, para 6)  (page 9, para 7)</p>	<p>Agree how you can proactively move the Garden Town delivery programme to the next phase by establishing/ developing stakeholder governance and engagement structures and processes.  (incl. community liaison and engaging with members at the earliest opportunity) and;  (the council would benefit from taking time to map in more detail the likely organisational resource implications of the Garden Towns across their projected delivery timescales)</p>	<p>TGT team are working with ARUP to develop the governance and are working to establish governance structures for the program.  The TGT team meet regularly with Northway and ARPC and Member Reference Panel to engage them with the work being carried out and this will be continued. A terms of reference are being created to support the group. There will also be full member briefings to ensure all members are kept up to date with relevant work.</p>	<p>Garden Town Programme Director</p>	<p>Complete  <del>Spring 2021</del> Submission September 2022</p>	<p>A governance structure has been agreed by Council and is now being implemented. This includes a member liaison group and distinct engagement with community and business. (Business and community panel). Resourcing is under review as funding becomes available.  Building on this foundation, TBC has been successful in securing support through the government's New Development Corporation Competition (NDCC) and a specialist consultancy commission is currently preparing a detailed business case, for submission to government later this year, considering options for the establishment of an appropriate delivery vehicle for the garden town.</p>

Appendix 1 - Corporate Peer Challenge 2020- Recommendation Action Plan

Recommendation number KR = key recommendation	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date	Progress to date
		The TGT are currently recruiting a Place Manager which will focus on developing the “place” aspect of the Garden Town. Along with discussions with finance regarding for funding for wider Garden Town support.		Complete	This post is in place and now leading a Design Manual commission in support of defining the ‘place’ aspect of the garden town.
<p><b>KR5.</b></p> <p>(page 2, recommendation 5)</p> <p>(page 8, para 3)</p>	<p>Building upon your existing sound governance arrangements review both: -</p> <ul style="list-style-type: none"> <li>- the timings of key meetings so that all members can contribute effectively</li> <li>- the length/ style of member reports so they more effectively inform and enable better decision making.</li> </ul> <p>(incl. greater use of technology to promote virtual engagement.)</p>	<p>The Council determines the Schedule of Meetings, including the time those meetings commence. Individual Committees are always free to review and revise start times and any changes are made in consultation with the Chair and Lead Member as appropriate. Similarly, Working Groups, Ad-Hoc meetings, seminars etc. are set in consultation with the appropriate Lead Member and take place at a variety of times in the morning, afternoon and evening to cater for all Members</p> <p>.</p>	Head of Democratic Services	Current practice, no change is anticipated.	Not applicable.

Appendix 1 - Corporate Peer Challenge 2020- Recommendation Action Plan

Recommendation number KR = key recommendation	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date	Progress to date
		A review of the report format is in the Democratic Services Work Programme but due to other commitments it is not anticipated that this will be complete until the end of the next financial year.		<del>March 2022.</del> June 2022	A short questionnaire was sent to Ops Managers and Management Team and this, together with research of report formats adopted by other Councils, shows that only minor tweaks are required to the current report format which will be completed shortly.
		All the Council's meetings are currently held virtually and the use of new technology has been embraced by Members.		<del>December 2021</del> Complete  January 2023	Members have embraced the use of technology and have successfully participated in virtual committee, working groups, briefings etc during 2020/21 and continue to do, where this is permissible within existing legislation.  In terms of webcasting, an update on this project was presented to the Transform Working Group on 13 May. Work is well advanced on preparation of the tender documentation which will be sent out in June. Implementation is planned for January 2023 following tender evaluation, training and testing.

Appendix 1 - Corporate Peer Challenge 2020- Recommendation Action Plan

Recommendation number KR = key recommendation	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date	Progress to date
6.  (page 6, para 3)	Building on the knowledge and expertise developed through the Growth Hub, the council may wish to consider slightly redefining its support for local business growth – moving more towards an enabling role rather than delivery. This will help manage resource requirements whilst wishing to maintain a strong economic development focus.	Consideration will be given to the recommendation. This needs to be balanced with the contractual obligation the council has with the Local Enterprise Partnership regards to the running of the Growth Hub. This will be looked at as part of the development of the new Economic Development and Tourism Strategy.	Head of Development	<del>Jun-2021</del> Complete	Following the Covid-19 Pandemic there is an increased need for business support delivery, so any move towards more of an enabling role will be kept under review as part of the new Tourism and Economic Development strategy. This will still also need to be balanced with the contractual obligation the council has with the Local Enterprise Partnership regards to the running of the Growth Hub.  Whilst this was a recommendation from the peer review team, it was only to 'consider'. The Growth Hub through its current model delivers exceptional service as evidenced through the commentary within the council plan performance tracker.

Appendix 1 - Corporate Peer Challenge 2020- Recommendation Action Plan

Recommendation number KR = key recommendation	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date	Progress to date
7.  (page 8, para 2)	Opportunities exist to strengthen the role of Scrutiny in pre-decision and policy development work	The Overview and Scrutiny Committee receives the Executive Committee Forward Plan at each of its meetings and has been particularly keen to ensure the document is well populated. The Committee also considers its own Work Programme at each meeting and conducts an annual review of policies to ascertain whether they require review and what, if any, the Committee's role is in that review. Progress on projects are reviewed as part of the performance tracker and any requiring further scrutiny are highlighted by Members for further work to be undertaken. The Council and the Executive Committee also refer matters directly to the Overview and Scrutiny Committee for further work to be undertaken.	Head of Corporate Services/Head of Democratic Services	<del>March 2021</del> <del>December 2021</del> Complete (i.e. establishment of action plan)	A productive session on maximising the value of the committee was held in October 2021 with committee members. This was followed up by a training session in January 2022 with an external facilitator. An action plan has been established and published as an appendix to the committee's 2021/22 annual report. The bulk of actions have been completed with remaining actions relating to: <ul style="list-style-type: none"> <li>• the benefit of pre-briefs</li> <li>• potential of external speakers</li> <li>• relationship with Executive Committee</li> </ul>

Appendix 1 - Corporate Peer Challenge 2020- Recommendation Action Plan

Recommendation number KR = key recommendation	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date	Progress to date
8.  (page 10, para 6)	Look at innovative recruitment initiatives, particularly around Planning and One Legal services	We are in the process of procuring and installing a new system for recruitment which will make our 'front-face' much more attractive and modern to prospective applicants. This should be in place by Spring 2021. Also more broadly we are building a 'total rewards' offer to sell the considerable benefits of working for our Council.	Head of Corporate Services/Head of Development/Borough Solicitor	<del>Spring 2021</del> <del>September 2021</del> Complete  <del>November 2020</del> <del>March 2022</del> December 2022	The work to launch both a new digital recruitment system and also a new microsite for recruitment has been completed and launched in July 2021. In respect of 'total rewards', our new microsite showcases the advantages of working for our council including our new Agile Working policy, training and development opportunities, annual leave, Local Government pension, salary sacrifice initiatives such as 'bike to work'. A salary sacrifice car scheme for electric/hybrid vehicles has recently been approved by management team.  Recruitment to One Legal and Planning remains challenging – this is in line with the national picture. Both of these services are currently under review, there is a planning improvement plan being presented to Executive Committee on 17 November. In relation to One Legal, a new Director of Law post has recently been appointed and is in the process of developing a project plan which will have a recruitment and retention workstream.

Appendix 1 - Corporate Peer Challenge 2020- Recommendation Action Plan

Recommendation number KR = key recommendation	Details of recommendation	Action to be taken	Responsible Officer	Implementation Date	Progress to date
9.  (page 11, para 1)	Consider the undertaking of a comprehensive and regular resident's survey.	By the end of the financial year the Corporate Services Team will consider the options and engage Member's appropriately. This could include: <ul style="list-style-type: none"> <li>- the undertaking internally of a snapshot survey (using Borough News and online)</li> <li>- commissioning externally a statistically weighted snapshot survey</li> <li>- an ongoing survey through the website and hardcopy forms.</li> </ul>	Head of Corporate Services	<del>March 2021</del> January 2022 Complete	Stratford District Council were commissioned to undertake the survey and the final report has recently been received. Once analysed, this will be communicated by mid-June.

## **Gloucestershire Health Overview and Scrutiny Committee - 17 May 2022**

The agenda and various reports can be viewed on the Gloucestershire County Council website. Reading the ones of particular interest is recommended, as this is a brief overview.

[Browse meetings - Health Overview & Scrutiny Committee \(gloucestershire.gov.uk\)](https://www.gloucestershire.gov.uk)

### **Scrutiny Items**

#### **GP Recruitment and retention in Gloucestershire**

The number of GPs in Gloucestershire has declined and a lot of working is being done to provide support and in retention and recruitment. Gloucester City has been more challenging than other areas, with 10-12 vacancies. This is a national problem and Gloucestershire is just above average, but not ideal as the population is growing.

There has been a shift in working and there are more salaried and locum GP's than those wanting to be a partner in a practice. There has been a fall in numbers working and more doing part-time. GP's feel well supported in Gloucestershire and have good working relations with the Clinical Commissioning Group. With GP sessions falling and an increase in the number of appointments, we are seeing new ways to address this. There are 71 practices in Gloucestershire that can have a vacancy at any one time. They can advertise locum shifts and those choosing to work as a locum sign up for the shifts they want to do. The system is becoming more fluid.

Other skilled professionals are taking on some of what used to be the GPs work e.g. physiotherapists, pharmacists, social prescribers, advanced health care professionals. The latter are being used to triage patients for the GPs to send them down an alternative route if appropriate.

Recruitment is being done as an open day this week, to try a different approach to attract people to Gloucester.

The GP role is to have clinical sessions and an educational specialism that will encourage CPD and make the jobs more interesting.

There is a lot going on behind the scenes, at practice level and above.

Digital platforms have changed ways of working. All Practices have a Patient Participation Group to improve communications

#### **Fit for the Future 2**

Fit for the Future was initially started as a lot of the NHS services were provided based on where they were historically rather than where they needed to be. It provided a vision for the medium to long-term future of some of our health services.

Phase 1 was initially consulted upon, and the public were listened to. The main aim was to create centres of excellence for particular services and departments, to enable better health outcomes for all, including more specialist staff on site.

One of the main topics had been the A & E service at Cheltenham General Hospital, which has remained a 24 hour, nurse-led service; this was what the public wanted.

Phase two of Fit for the Future is now out for consultation. Its priority is quality of care and health outcomes. Centres of excellence are still the approach for Cheltenham and Gloucester Hospitals and in-patient care. It also is looking at people in their own homes, GP surgeries and care in communities.

The areas being looked at in this document are: - Benign (non-cancerous) Gynaecology, Diabetes and Endocrinology, Frailty and Care of the Elderly, Non- interventional Cardiology, Respiratory and Stroke services.

It is recommended that people read the consultation booklet which can be found on [getinvolved.glos.nhs.uk](http://getinvolved.glos.nhs.uk) and fill in the survey to get your views heard. This should also be encouraged where possible in your Wards.

There is a lot more information in the reports on the Gloucestershire County Council website.

### **Performance Reports for Information**

#### **NHS Gloucestershire Clinical Commissioning Group (GCCG)**

The report provides an overview of GCCG performance against constitutional and other agreed standards. This is reported against local and national standards. Graphs and charts can be seen in full report.

Gloucestershire's performance is in line with national trends; however, A &E and ambulance response times are slightly below the national average position. Cancer and elective services tend to be better than the national average, with waiting and treatment times within standards set.

The report does not reflect the position the GCCG want to be in with more red arrows than Green. Several areas are to receive a 'deep dive' into reasons, with feedback in July. Obviously, the pandemic and recovery have not helped.

One of main issues is that, those who are well enough to be discharged have nowhere to move onto e.g. Cheltenham General Hospital has 300 beds, of which, 170 patients should be placed elsewhere as they no longer need and acute hospital services. Gloucestershire Royal Hospital has 600 beds, of which, 67 should be elsewhere. Teams are working together to try to improve this situation.

Green and red COVID admission pathways still apply in the hospitals.

#### **One Gloucestershire Integrates Care System Report**

Work in health and social care continues to focus on building and restoring services in the light of COVID-19, whilst also continuing to work collaboratively across the system to tackle challenges in Urgent and Emergency Care. Work also continues to assimilate all the services to the Integrated Care Board, to start in July 2022.

Key projects at present are:

- Tackling Health inequalities – some of our neighbourhoods are in the top 10% of most deprived areas in UK. Resulting in poorer opportunities to lead a healthy and fulfilled life.
- COVID-19 mobile testing units are in Coronation Square, Cheltenham and Stroud leisure centre, instead of Hempsted Meadows. These will continue until end of July. Booster and vaccination programme is still ongoing.
- Clinical programme approach has been developed to look at new inclusive ways to deliver care, enabling partners to work together and avoid duplication. Services include diabetes, cancer, children's physical health, palliative and end of life care, to name but a few.
- More focus on digital self-management systems of common musculoskeletal conditions. 'Get U Better' is a free recovery app. Advantages and benefits can be seen in full report.
- Prescription ordering line

Diabetes education bus is starting to make the rounds in Gloucestershire.

### **NHS GCCG Clinical Chair and Accountable Officers Report**

The GCCG consists of the following bodies:-

1. NHS Gloucestershire Clinical Commissioning Group (to be replaced by the NHS Gloucestershire Integrated Care Board)
2. Primary Care (GP providers)
3. Gloucestershire Health and Care NHS Foundation Trust
4. Gloucestershire Hospitals NHS Foundation Trust
5. South Western Ambulance Service NHS Foundation Trust

Together they will buy and commission services and provide these in GP surgeries, homes, communities and hospitals.

Working with HOSC will continue and it is felt there is a greatly valued and constructive working relationship.

Appointments to the new ICS are being made and many public involvement events are being run to keep the communication open. Several new strategies for future engagement are in the pipeline and areas that they are prioritising to work e.g. Primary Care, Mental Health.

Care Quality Commission (CQC) is to do a country-wide inspection of A & E departments. These departments continue to be under sustained pressure. CQC will monitor calls and analyse responses as part of this process. The inspection is to understand what is happening and how this can be improved.

Work is being done to speed up handover delays at the hospitals from the ambulance services. At the other end of hospital care, measures are being taken to improve access and support for people going home to ease the hospital pressures. More details in the reports.

Other aspects in the report include Frailty Update, Mental health and Wellbeing, Learning Disabilities including Annual Health Checks, Minute Kidney Test, Digital developments and other services.

The Community Assessment and Treatment Unit (CATU) at Tewkesbury Hospital is operating with its full complement of 10 beds. The unit opened in February 2022 using two beds to provide assessment and treatment to primarily frail older people, whose care can be provided without an Emergency Department visit, and subsequent stay in an acute hospital. This is a pilot site to see if this works and keeps elderly out of the acute hospitals. The average assessment time is three days at Tewkesbury Hospital.

Ambulance Service provided an update and will attend the next meeting of HOSC - three decommissioned ambulances have been donated to Ukraine.

**Councillor Jill Smith**