

28 June 2022

<b>Committee</b>	Executive
<b>Date</b>	Wednesday, 6 July 2022
<b>Time of Meeting</b>	2:00 pm
<b>Venue</b>	Tewkesbury Borough Council Offices, Severn Room

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

### **Agenda**

#### **1. ANNOUNCEMENTS**

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

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

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

To receive apologies for absence and advise of any substitutions.

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

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



	<b>Item</b>	<b>Page(s)</b>
<b>4.</b>	<b>MINUTES</b>  To approve the Minutes of the meeting held on 1 June 2022.	1 - 7
<b>5.</b>	<b>ITEMS FROM MEMBERS OF THE PUBLIC</b>  To receive any questions, deputations or petitions submitted under Rule of Procedure 12.  <i>(The deadline for public participation submissions for this meeting is 30 June 2022)</i>	
<b>6.</b>	<b>EXECUTIVE COMMITTEE FORWARD PLAN</b>  To consider the Committee's Forward Plan.	8 - 13
<b>7.</b>	<b>COUNCIL PLAN PERFORMANCE TRACKER AND COVID-19 RECOVERY TRACKER - QUARTER FOUR 2021/22</b>  To receive and respond to the findings of the Overview and Scrutiny Committee's review of the quarter four performance management and recovery information.	14 - 99
<b>8.</b>	<b>FINANCIAL OUTTURN REPORT</b>  To consider the Council's financial outturn.	100 - 123
<b>9.</b>	<b>UK SHARED PROSPERITY FUND</b>  To submit a Shared Prosperity Fund Investment Plan for Tewkesbury Borough by 1 August 2022 and to delegate authority to the Head of Finance and Asset Management, in consultation with the Head of Development Services, the Lead Member for Economic Development/Promotion and the Lead Member for Community, to prepare and submit the Investment Plan on behalf of the Council.	124 - 127
<b>10.</b>	<b>INTEGRATED LOCALITY PARTNERSHIP</b>  To consider the work of the Tewkesbury Borough Integrated Locality Partnership and authorise the Head of Development Services, in consultation with the Lead Member for Health and Wellbeing, to agree the action plan and cost plan.	128 - 131
<b>11.</b>	<b>CARBON REDUCTION ACTION PLAN UPDATE</b>  To consider an update on year 2 progress and agree a year 3 action plan.	132 - 156
<b>12.</b>	<b>COVID-19 ADDITIONAL RELIEF FUND SCHEME (SECOND ROUND)</b>  To consider adoption of the COVID-19 Additional Relief Fund Scheme (Second Round) and to delegated authority to the Head of Finance and Asset Management, in consultation with the Lead Member for Finance and Asset Management, to decide on how unspent funds were dealt with.	157 - 169

13. **PROPOSED REVOCATION OF THE TEWKESBURY TOWN CENTRE AIR QUALITY MANAGEMENT AREA** 170 - 177

To approve the Revocation of the Tewkesbury Town Centre Air Quality Management Area (AQMA) which, subject to agreement by the Department for Environment, Food and Rural Affairs, would take effect as of 1 August 2022.

**DATE OF NEXT MEETING**

**WEDNESDAY, 31 AUGUST 2022**

**COUNCILLORS CONSTITUTING COMMITTEE**

Councillors: R A Bird (Chair), G F Blackwell, M Dean, M A Gore, D J Harwood, E J MacTiernan, J R Mason (Vice-Chair), C Softley, R J Stanley, M G Sztymiak and R J E Vines

**Substitution Arrangements**

The Council has a substitution procedure and any substitutions will be announced at the beginning of the meeting.

**Recording of Meetings**

In accordance with the Openness of Local Government Bodies Regulations 2014, please be aware that the proceedings of this meeting may be recorded and this may include recording of persons seated in the public gallery or speaking at the meeting. Please notify the Democratic Services Officer if you have any objections to this practice and the Chairman will take reasonable steps to ensure that any request not to be recorded is complied with.

Any recording must take place in such a way as to ensure that the view of Councillors, Officers, the public and press is not obstructed. The use of flash photography and/or additional lighting will not be allowed unless this has been discussed and agreed in advance of the meeting.

## TEWKESBURY BOROUGH COUNCIL

**Minutes of a Meeting of the Executive Committee held at the Council Offices,  
Gloucester Road, Tewkesbury on Wednesday, 1 June 2022 commencing at  
2:00 pm**

### **Present:**

Chair  
Vice Chair

Councillor R A Bird  
Councillor J R Mason

### **and Councillors:**

G F Blackwell, M Dean, M A Gore, M L Jordan (Substitute for C Softley), E J MacTiernan,  
R J Stanley, M G Sztymiak and R J E Vines

### **EX.1 ANNOUNCEMENTS**

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

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

2.1 Apologies for absence were received from Councillors D J Harwood, C Softley and R J E Vines. Councillor M L Jordan would be acting as a substitute for the meeting.

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

3.1 The Committee's attention was drawn to the Tewkesbury Borough Council Code of Conduct which was adopted by the Council on 26 June 2012 and took effect from 1 July 2012.

3.2 There were no declarations of interest made on this occasion.

### **EX.4 MINUTES**

4.1 The Minutes of the meeting held on 30 March 2022, copies of which had been circulated, were approved as a correct record and signed by the Chair.

### **EX.5 ITEMS FROM MEMBERS OF THE PUBLIC**

5.1 There were no items from members of the public.

### **EX.6 EXECUTIVE COMMITTEE FORWARD PLAN**

6.1 Attention was drawn to the Committee's Forward Plan, circulated at Pages No. 8-14. Members were asked to consider the Plan.

6.2 Accordingly, it was

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

### **EX.7 INTERIM MEDIUM TERM FINANCIAL STRATEGY**

7.1 The report of the Head of Finance and Asset Management, circulated at Pages No.

15-30, set out an interim Medium Term Financial Strategy for 2023/24-2024/25 which Members were asked to recommend to Council for adoption.

- 7.2 The Finance Manager explained that the Council usually agreed a five year Medium Term Financial Strategy with it being good practice to have financial planning over the medium to long term. However, unfortunately, the Council did not have the information required from central government to make it possible to plan in that way this year. The document before Members set out the Council's estimates of its commitment expenditure, identified spending pressures faced and the budget savings needed to achieve the recommended Council Tax levels for each of the three years of the plan which was based on assumptions of government funding levels during the period. With the uncertainty about spending plans from the government, the war in Ukraine and increasing inflation, it was extremely difficult to predict the Council's future finances but at the moment it was looking at a possible £2.94million deficit in the next two years. In the spending review in October 2021, the government had given no new money to local government except for social care and, as there had been no announcements for next year, it was assumed there would be another roll-over year with a lot of 'stop gap' grants – one-off funding to plug the gaps. The Council had expected a business rates reset scheme but that had not transpired – this was good for the Council as it would have redistributed the Borough's growth to other areas; however there was still uncertainty about when the reset would happen. The double roll over position would leave the Council better off although in an uncertain position going forward. It was hoped projects such as the solar canopy, trade waste and the triannual valuation of the pension fund would help bridge the budget gap over the next three years.

- 7.3 It was proposed, seconded and

**RESOLVED:** That it be **RECOMMENDED TO COUNCIL** that the Interim Medium Term Financial Strategy 2023/24-2024/25 be **ADOPTED**.

## **EX.8 HIGH LEVEL SERVICE PLAN SUMMARIES**

- 8.1 The report of the Head of Corporate Services, circulated at Pages No. 31-79, attached service plans for each service group for 2022/23. Members were asked to consider and endorse the service plans.

- 8.2 The Head of Corporate Services explained that each service group had produced a high-level service plan for 2022/23. The plans, which tended to detail non-Council Plan actions, contained key operational projects and activities which were to be carried out during the year. The Council Plan actions were allocated to individual services through the Council Plan performance tracker delivery of which were monitored by the Overview and Scrutiny Committee and their observations considered by the Executive Committee. The actions were stated as currently known and inevitably things would occur within the year that were unexpected. Delivery of the Service Plans would form part of the Lead Member Portfolio Briefings as well as team meetings with Officers.

- 8.3 Accordingly, it was

**RESOLVED:** That the 2022/23 Service Plans be **ENDORSED**.

## **EX.9 COUNCIL PLAN 2020/24 REFRESH**

- 9.1 The report of the Head of Corporate Services, circulated at Pages No. 80-102, attached the refreshed Council Plan which Members were asked to recommend to

Council for adoption.

- 9.2 The Head of Corporate Services explained that the Council Plan was a key strategic document which established the overarching vision for the Borough and set out, in broad terms, the priorities, objectives and actions that the Council would focus upon to work towards the vision. The current Plan was approved by the Council on 28 January 2020 but, to ensure it remained a 'live' document, it was reviewed on an annual basis and, where appropriate, updated. In respect of the current review, the overall vision and values remained unchanged, and the Council's six priority themes were reaffirmed as finance and resources; economic growth; housing and communities; customer first; garden communities; and sustainable environment. Each of the priorities was supported by a series of key objectives and underneath each objective were supporting actions to be delivered or progressed during the year. The main purpose of the annual refresh was to review the Council Plan actions under each of the priority objectives and establish the status of each one. There may be a range of outcomes, for example, an action may have been delivered during the year and therefore could be removed from the plan; new actions may have emerged to support the delivery of the priority; an action may need to be amended to reflect its changing nature; and an action may need to be removed as it was no longer relevant or had been deferred. There were examples of that within the Council Plan refresh, for example, the action to ensure that Ubico resources made available as a result of the bulky waste review be redeployed had been removed as the action was complete; the action to introduce a shop-front grant scheme through the Tewkesbury High Street Heritage Action Zone had been amended to deliver projects as part of the Tewkesbury High Street Heritage Action Zone, including a shop front scheme, upper floors scheme and traditional skills to reflect the wider workstreams of the project; and a range of new actions had been added including to recommence the regeneration of Tewkesbury Town projects, deliver an Empty Homes Strategy, carry out a review of the licensing service and deploy CCTV cameras in fly tipping hotspots.
- 9.3 It was intended that the COVID recovery plan actions would be transitioned back into the Council Plan – this would not dilute the Council's approach to recovery, and there would continue to be a thread related to COVID-19 within the Council Plan refresh. There were also actions within the Council Plan, for example through the formulation of strategies such as the Economic Development and Tourism Strategy and the Medium Term Financial Strategy which would recognise and reflect the impact the pandemic had on the Council, its residents, communities and businesses.
- 9.4 Accordingly, it was

**RESOLVED:** That it be **RECOMMENDED TO COUNCIL** that the refreshed Council Plan be **ADOPTED**.

**EX.10 COUNCIL TAX ENERGY REBATE DISCRETIONARY SCHEME**

- 10.1 The report of the Head of Finance and Asset Management, circulated at Pages No. 103-114, sought approval for the Council Tax Energy Rebate Discretionary Scheme 2022/23.
- 10.2 The Revenues and Benefits Manager explained that in February 2022, the government had announced a package of support known as “Support for Energy Bills – The Council Tax Rebate 2022/23” to help households with rising energy bills. This included a £150 non-repayable rebate for households in England in Council Tax bands A to D and further discretionary funding for billing authorities to support households who were not eligible for the main scheme. Tewkesbury Borough Council had been allocated discretionary funding of £152,400 to support other energy bill payers who were not eligible under the terms of the core scheme. The Council could determine locally how to use the funding to make payments to other households who were energy bill payers – this could include households living in properties in Council Tax bands E to H who were on income related benefits or those where the energy bill payers were not liable for Council Tax – allocations from the discretionary fund must be spent by 30 November 2022. Discussions had taken place between the six Gloucestershire districts to agree some broad common principles which were incorporated in the proposed Council Tax Energy Rebate Discretionary Scheme 2022/23.
- 10.3 The proposed eligibility criteria was detailed in full in the scheme documentation attached at Appendix A to the report and included households living in property bands E to H who were in receipt of Council Tax reduction on 1 April 2022; households in Bands F\* to H eligible for Disabled Band Reduction on 1 April 2022; households with occupiers where increased energy costs were likely to be felt more significantly including those where all occupiers were under the age of 18, severely mentally impaired, care leavers, students and elderly dependent relatives; people in supported / emergency accommodation; and people who lived in houses of multiple occupation and other properties where the resident was not the liable party for Council Tax. The aim was to support people as quickly as possible so Officers would be looking to make the immediate awards as soon as feasible. In response to a query regarding the number of households which were likely to receive payments, this was relatively unknown but it was hoped there would be sufficient funding.
- 10.4 The Revenues and Benefits Manager confirmed that, if the scheme was agreed by Members, residents would be alerted through social media, press releases and Parishes. Accordingly, it was

**RESOLVED:**

1. That the Council Tax Energy Rebate Discretionary Scheme 2022/23, as attached to the report at Appendix A, be **ADOPTED**.
2. That authority be delegated to the Head of Finance and Asset Management, in consultation with the Lead Member for Finance and Asset Management, to make technical amendments to the scheme if further, or revised, government guidance is issued.

**EX.11 ASHCHURCH BRIDGE OVER RAIL (ABOR)**

- 11.1 The report of the Garden Town Programme Director, circulated at Pages No. 115-121, updated Members regarding the progress on a key workstream within the Tewkesbury Garden Town programme. Members were asked to note the progress made.
- 11.2 The Garden Town Programme Director explained that the Ashchurch Bridge over Rail was being funded by a capital grant of £8,132,465 from the government's Housing Infrastructure Fund which was an investment programme promoted by the Department for Housing, Levelling Up and Communities to support housing delivery, through the funding of vital physical infrastructure such as roads and bridges, deemed to be challenged with marginal viability concerns. Planning permission for the bridge had been granted in March 2021 and work continued, focusing on the detailed design and the selection of a construction partner, with the aim of commencing construction work on site this autumn. It was also noted that the bridge scheme related to the bridge structure only and did not include a permanent connection to the public highway. Any associated link roads and residential development would be the subject of future separate planning applications. There had been an unsuccessful challenge to the planning permission by way of a judicial review with the High Court dismissing all three grounds of challenge – an appeal had been made to the Court of Appeal with permission to appeal being granted which would be heard at an oral hearing.
- 11.3 In terms of progress to date, Members were advised that negotiations on land assembly for the bridge were ongoing but were moving into the final stages; consistent with the terms of the planning permission, the project team's focus over the last few months had been on working through the pre-contract planning conditions (site survey work and ground investigations) as well as preparing for the project construction phase; and scheduled for agreement at the next project Board meeting was the proposal to launch the tender for a fixed price, design and build construction contract. Attention was drawn to the key delivery risks of the project which included the planning challenge; project costs; and Network Rail asset protection agreement liabilities. The project's technical consultants were confident that the original cost estimates for the project remained valid; however, a further cost review exercise was planned prior to procurement of the construction contractor noting that any 'estimates' would remain untested until the contract tender returns were received – should the tender returns exceed the funding envelope available then the contract would not be awarded. A further report on the progress of the project would be brought to the Committee, once a construction contractor was selected, with an update regarding the final costings and projected delivery timeline.
- 11.4 Accordingly, it was

**RESOLVED:** That the progress being made on the delivery of the grant funded Ashchurch over Rail Bridge Project and the current forward delivery plan be **NOTED**.

**EX.12 THE LEIGH NEIGHBOURHOOD DEVELOPMENT PLAN REFERENDUM**

- 12.1 The report of the Head of Development Services, circulated at Pages No. 122-161, set out the process for The Leigh Neighbourhood Development Plan to proceed through the process and, accordingly, Members were asked to approve its progress to a community referendum.
- 12.2 The Interim Planning Policy Manager explained that, following the Localism Act 2011, Parish Councils and other qualifying bodies had been empowered to put together their own Neighbourhood Development Plans which, once 'made', would sit alongside the Borough Council's local plan. Local planning authorities had a statutory duty to advise and assist communities in the preparation of Neighbourhood Development Plans. The Leigh Neighbourhood Development Plan was submitted to Tewkesbury Borough Council on 19 July 2021 and an examination of the plan was undertaken by an Independent Examiner during March and April 2022. The Examiner's final examination report concluded that, subject to the modifications recommended, the Leigh Neighbourhood Development Plan met the basic conditions and may proceed to referendum; the Examiner also recommended the referendum boundary was the designated Neighbourhood Plan area. Having regard to the Examiner's conclusions, Officers were not aware of any reasons why the Plan should not proceed to referendum in accordance with the Examiner's report and the Committee was therefore recommended to approve that the plan be sent for referendum. If the Committee's decision was to send the plan for referendum, the Council was required to publish a decision statement within 56 days and the Borough Council was responsible for organising a referendum of those people in the neighbourhood area who were entitled to vote in local elections.
- 12.3 Accordingly, it was

**RESOLVED:**

1. That the Leigh Neighbourhood Development Plan, modified according to the Examiner's recommended amendments, be formally **APPROVED** to progress to Community Referendum, as prescribed by Regulation 18 of the Neighbourhood Planning (General) Regulations 2012, as amended.
2. That authority be delegated to the Head of Development Services, in consultation with the Lead Member for Built Environment, to make any necessary minor amendments prior to referendum.

**EX.13 ASHCHURCH RURAL NEIGHBOURHOOD DEVELOPMENT PLAN REFERENDUM**

- 13.1 The report of the Head of Development Services, circulated at Pages No. 162-191, set out the process for Ashchurch Rural Neighbourhood Development Plan to proceed through the process and, accordingly, Members were asked to approve its progress to a community referendum.
- 13.2 The Interim Planning Policy Manager advised that, as with The Leigh Neighbourhood Development Plan, the Ashchurch Rural Neighbourhood Development Plan had been submitted to the Council in July 2021. A different Examiner had been appointed and had undertaken the examination during March and April 2022. The examination report concluded that, subject to the modifications recommended, the Ashchurch Rural Neighbourhood Development Plan met the basic conditions and may proceed to referendum. The Examiner also

recommended that the referendum boundary was the designated Neighbourhood Plan area.

13.3 In terms of the strategic site at Fiddington, a Member questioned whether, as it had been allowed on appeal, it was a strategic site in the Joint Core Strategy and could the Council challenge that and get the planning permission on appeal revoked. In response, the Interim Planning Policy Manager explained that the Examiner had passed no judgement on the merits of the site and had recommended it should not be included as a site allocation on the basis it was not the role of the Neighbourhood Plan to make strategic allocations. Consequently, there was no scope to revoke or amend the terms of the extant planning permission through the Neighbourhood Plan.

13.4 Officers had been working with Ashchurch Rural Parish on the Garden Town and the person leading on the Neighbourhood Development Plan had been attending the Garden Town meetings, so she was fully aware of the principles. Accordingly, it was

**RESOLVED:**

1. That the Ashchurch Rural Neighbourhood Development Plan, modified according to the Examiner's recommended amendments, be formally **APPROVED** to progress to Community Referendum, as prescribed by Regulation 18 of the Neighbourhood Planning (General) Regulations 2012, as amended.
2. That authority be delegated to the Head of Development Services, in consultation with the Lead Member for Built Environment, to make any necessary minor amendments prior to referendum.

The meeting closed at 3:05 pm

**EXECUTIVE COMMITTEE FORWARD PLAN 2022/23**

**REGULAR ITEM:**

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

**Additions to 6 July 2022**

- UK Shared Prosperity Fund.
- Integrated Locality Partnership.

**Deletions from 6 July 2022**

- Council Tax, Business Rates and Housing Benefits Overpayments Debt Recovery Policy – added to 'pending'.

**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.
<b>Counter Fraud and Anti-Corruption Policy.</b>	<b>To consider a recommendation from the Audit and Governance Committee.</b>	<b>Head of Counter Fraud and Enforcement Unit.</b>	<b>No.</b>
<b>Homelessness Prevention Grant Funding Spending Plan.</b>	<b>To approve the spending plan for the Homelessness Prevention Grant funding.</b>	<b>Head of Community Services.</b>	<b>No.</b>
<b>Public Space Protection Order for Dog Fouling.</b>	<b>To consider the Public Space Protection Order for Dog Fouling and make a recommendation to Council.</b>	<b>Head of Community Services.</b>	<b>No.</b>
Confidential Item: Irrecoverable Debts Write-Off Report (Quarterly).	To consider the write-off of irrecoverable debts.	Head of Corporate Services.	No.

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

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Agenda Item 6

<b>Committee Date: 5 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>
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.
<b>Equalities and Diversity Policy.</b>	<b>To approve the Equalities and Diversity Policy.</b>	<b>Head of Corporate Services.</b>	<b>Yes – from 6 July 2022.</b>

6

<b>Committee Date: 16 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>
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.

<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
<b>Council Tax, Business Rates and Housing Benefits Overpayments Debt Recovery Policy</b>	<b>To approve the Council Tax, Business Rates and Housing Benefits Overpayments Debt Recovery Policy.</b>	<b>Head of Corporate Services.</b>	<b>21 June 2022</b>

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	6 July 2022
<b>Subject:</b>	Council Plan Performance Tracker and COVID-19 Recovery Plan Tracker 2021/22 (Qtr4)
<b>Report of:</b>	Chair of Overview and Scrutiny Committee
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Members:</b>	Leader of the Council
<b>Number of Appendices:</b>	One

**Executive Summary:**

At Overview and Scrutiny Committee held on 7 June 2022, consideration was given to 2021/22, quarter four performance management and COVID-19 Recovery Plan information. The observations made by the Committee can be found below in section 2.1. The supporting documents presented at the Committee can be found in Appendix 1.

**Recommendation:**

**To receive and respond to the findings of the Overview and Scrutiny Committee’s review of the quarter four performance management and recovery information.**

**Reasons for Recommendation:**

The Overview and Scrutiny Committee Terms of Reference require it to review and scrutinise the decisions and performance of the Council and its Committees. The outcome of each quarterly review is then reported to Executive Committee.

**Resource Implications:**

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

**Legal Implications:**

None directly associated with this report.

**Risk Management Implications:**

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

**Performance Management Follow-up:**

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

**Environmental Implications:**

None directly associated with this report.

**1.0 INTRODUCTION**

- 1.1** The Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities i.e., finance and resources, economic growth, housing and communities and customer first plus the approval of two new priorities i.e., garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions is reported through a Council Plan Performance Tracker. The tracker is a combined document which also includes a set of key performance indicators. As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and, where appropriate, they are refreshed. The refreshed plan was approved by Council on 20 October 2021.
- 1.2** Since the approval of the Council Plan, the Council's response to the COVID-19 pandemic has meant that resources have been prioritised and deployed to support staff, residents, businesses and communities whilst maintaining core service delivery. Whilst COVID-19 continues to present the Council with significant challenges, a corporate COVID-19 Recovery Plan has been established to address those challenges. The plan has been designed around the six priorities of the Council Plan. Despite COVID-19 the strategic priorities of the Council remain the same. Similar to the Council Plan, the Recovery Plan has a number of objectives and actions. The Recovery Plan was approved by Executive Committee on 5 August 2020. A Recovery Plan tracker has been created to monitor progress in delivering those objectives and actions. Similar to the Council Plan, the Recovery Plan actions have also been refreshed.
- 1.3** Given the synergies of the two tracker documents, they are reported together. For example, given that resources have been deployed in response to the pandemic, this will inevitably mean that some of the actions within the Council Plan will not have progressed as intended. It could also mean that those actions remain undeliverable as prioritisation is given to actions within the Recovery Plan.
- 1.4** Key financial information is usually reported alongside the tracker documents but given the complexities of year end closedown this information is not yet available. The outturn reports will be presented as a separate agenda item to Executive in July 2022.

## 2.0 Observations from the Overview and Scrutiny Committee

2.1 At Overview and Scrutiny Committee on 6 June 2022, consideration was given to quarter four performance management and recovery information for the 2021/22 financial year.

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

Questions raised by Overview and Scrutiny Committee	Response from officers
<b>Performance tracker- priority: Finance and Resources</b>	
<p>P57 – Objective 2 – Action a) Ensure our Council Tax remains in the lowest quartile nationally – A Member noted that Tewkesbury Borough Council now had the eighth lowest Council Tax in the country having previously had the fourth lowest and he asked what the reason was for this.</p>	<p>The Head of Finance and Asset Management advised that the Council had increased its Council Tax by the maximum possible amount for the last six years, i.e. by £5 each time, whereas others had not increased by the maximum possible.</p>
<p>P57 – Objective 3 – Action a) Update the Council's Asset Management Plan – A Member asked why an additional nine months was needed to deliver this action with the target date having been changed from June 2022 to March 2023.</p>	<p>The Head of Finance and Asset Management advised that extra resources had been put into the Council's carbon reduction plan with a lot of the work being undertaken by the Asset Manager until recently. Combined with the pandemic, this action had slipped down the asset management work plan as it was not critical to deliver in-year. Nevertheless, Officers were keen to have it in place as it was an important document and he was confident it could be delivered during the next financial year. He confirmed the delay would have no impact on the Property team, or the asset management aspect, as a sound plan was in place currently.</p>
<p>P58 – Objective 3 – Action c) Ensure that voids within our commercial property portfolio are re-let at the earliest opportunity – A Member asked if there had been any movement in relation to the vacant unit.</p>	<p>The Head of Finance and Asset Management advised a tenancy agreement should be in place by the end of the month. Once occupied, this would bring an income of approximately £170,000 to support the Council's budget for next year.</p>
<p>P59 – Objective 4 – Action a) Deliver the approved trade waste business case to make the service commercially viable - A Member noted that the original target date was April 2017 but this had since changed several times so he asked whether the new target date of July 2023 was realistic.</p>	<p>The Waste Contracts Manager advised that, at this point, he was confident the new date could be achieved. Whilst he could not comment on what had happened prior to him joining the authority less than a year ago, he explained that the Principal Trade Waste Officer was leading on the project and the trial of food and recycling collections was due to start next month – this would shed a lot of light on customer expectations, any gaps in the service and how it could be rolled out across the borough.</p>

**Performance tracker- priority: Economic Growth**

P60 – Objective 1 – Action c)  
Work with the Local Enterprise Partnership (LEP) and other partners to deliver the Local Industrial Strategy – A Member noted that an update was awaited from the LEP on how Build Back Better would be rolled-out and he asked if there was any indication as to when that would be.

The Head of Development Services indicated that the update had been anticipated for some time and, unfortunately, there was still no indication as to when it could be expected. She explained that funding had been secured for the current financial year but there was uncertainty as to how things would move forward beyond that.

In response to a query as to whether this was something which could be challenged at the Gloucestershire Economic Growth Scrutiny Committee, the Chief Executive explained that it was within the Government's gift so there was currently no clarity for the LEP just as there was none for the Borough Council. He reiterated that funding for the LEP was secure for this financial year but it was difficult to identify long-term funding for the LEP when it had no idea what the Government funding would be beyond 2023. There was a lack of information from the Government about the expected future role of the LEP; however, the Levelling-Up Bill, which was currently before Parliament, proposed it be integrated with the local authority i.e. the County Council, if a level two devolution deal was agreed. Discussions were taking place across the county at a Leader level in terms of the issues around devolution for Gloucestershire; however, regardless of what was decided, he did not think the Government would be looking at a deal for Gloucestershire within the next year as it would be focusing on the nine bids it had already received which was proving to be more difficult than anticipated. On that basis, he would guess that devolution for the county was 18-24 months away, therefore, it could be predicted it would be business as usual for the LEP during that time, although this was by no means certain. In terms of other funding opportunities for the LEP, there was the Strategic Economic Development Fund (SEDF) which was provided by business rates and held collectively in the county. In addition, each district had been allocated £1M of the UK Shared Prosperity Fund, some of which could potentially be provided to the LEP to retain services such as the Growth Hub and Invest in Gloucestershire – those projects currently received European funding which would stop at the end of the calendar year. Bids for the UK Shared Prosperity Fund had to be submitted by the end of July and a report on this was being taken to the Executive Committee meeting on 6 July 2022.

A Member asked what would happen in terms of future reporting on the LEP given that the Chief Executive was retiring at the end of the week. In response, the Chief Executive indicated that he trusted his successor would continue to provide

	<p>information as requested as he was particularly interested in economic development and the success of the borough and the various partnerships which assisted with that. The Head of Corporate Services clarified that the UK Shared Prosperity Fund was a new action in the Council Plan refresh so Members would receive updates on that going forward.</p>
<p><b>Performance tracker KPI's priority: Economic Growth</b></p>	
<p>P67 – KPI 7 – Number of visitors entering the Growth Hub – A Member noted that there had been no visitors during 2020/21 and the first quarter of 2021//22 and the commentary suggested that guidance to work from home had continued to impact on visitor numbers during quarter three. Given that ways of working had changed since the pandemic and more people worked from home as standard, he asked if this KPI should be reconsidered to better measure the success of the Growth Hub. He also raised concern about the future of the Growth Hub and whether it could be subsidised by the Council in the event it could not be funded by the LEP.</p>	<p>The Chief Executive agreed this KPI may be worth looking at as there was certainly more contact with people online than in person.</p> <p>In terms of the continued operation of the Growth Hub in the absence of LEP funding, he indicated that the LEP currently supported all six of the Growth Hubs in each district within the county; however, these had all been set up at different times with slightly different funding structures, so those issues were currently being worked through. From his discussions with other Chief Executives, it seemed there was support for the continuation of the Growth Hubs but more information was needed. The UK Shared Prosperity Fund would replace European funding, which would no longer be available, but if the Growth Hub did not get that support then the LEP could not run it and it would be a question for the Council as to whether it wished to continue to run a Growth Hub service – bearing in mind what it did to support the growth of businesses and the economy of the borough - and would need to look carefully at mechanisms for that.</p>
<p><b>Performance tracker priority: Housing and Communities</b></p>	
<p>P68 – Objective 1 – Action a) Work with partners to undertake the required review of the Joint Strategic Plan – A Member asked for clarification on the end date for the review of the Joint Core Strategy/Joint Strategic Plan and whether one option arising from that review could be to abandon it as he personally felt it was undermining the Council's ability to achieve its minimum building requirements and was instead helping to meet the needs of other authorities.</p>	<p>The Head of Development Services explained that any housing within Tewkesbury Borough which was meeting the needs of Cheltenham Borough and Gloucester City Councils had already been allocated in the existing Joint Core Strategy which had been through due process and was an adopted plan covering the period to 2031. The review process would look at further housing allocations within the borough up to 2041 and it was proposed that the preferred options, due for consultation in spring 2023, would identify new locations for housing and employment going forward. Although plans were adopted to cover a particular period, they were kept under continual review.</p> <p>The Member went on to query whether other authorities contributed to the ongoing costs associated with new housing development within the borough where this was to meet their needs and the Head of Development Services advised that the Joint Core Strategy/Joint Strategic Plan was a partnership between Cheltenham Borough, Gloucester City and</p>

	<p>Tewkesbury Borough Councils - and, this year, Gloucestershire County Council – and each made an equal financial contribution towards its delivery. This was one of the most expensive strategies the Council had to take forward and a number of technical studies had to be undertaken to provide the evidence base. She clarified that the Tewkesbury Borough Plan was entirely funded by Tewkesbury Borough Council.</p> <p>A Member questioned whether Tewkesbury Borough Council was responsible for the costs associated with administering planning applications for allocations that would provide housing to meet the needs of other local authority areas and confirmation was provided that was the case.</p>
<p><b>Performance tracker KPI's priority: Housing and Communities</b></p>	
<p>P79 – KPI 17 – Percentage of minor applications determined within eight weeks or alternative period agreed with the applicant – A Member noted that the outturn for quarter four was 48.57%, which was a reduction on previous quarters and significantly below the 80% target, and he raised concern that there should be an improvement because of the review process as opposed to a downturn. He pointed out that, for the average homeowner, applying for planning permission to extend or modify their home was likely to be one of the most significant events in their life and that needed to be taken seriously.</p>	<p>The Head of Development Services recognised this was disappointing and not what had been hoped for. She indicated that the improvement plan had been approved by the Executive Committee in November 2021 and great strides had been made since that time in terms of looking at the various processes and dealing with the backlog of applications against a backdrop of staffing issues due to a countywide shortage of Planning Officers. She gave assurance that Officers were doing all they could to improve upon the position going forward and, whilst the quarter four outturn was not ideal, it should be recognised that Planning Officers had been working extremely hard to clear the backlog in difficult circumstances and their workloads were being monitored on a fortnightly basis. It was likely that this period of inconsistency in terms of performance would continue for the next 4-5 months before levelling out.</p> <p>The Member accepted this explanation and understood there was a backlog to work through; however, from his experience, there was a lack of communication with applicants who expected their applications to be determined within eight weeks and found it difficult to contact Planning Officers to establish the position. He felt that a lot of their frustrations could be resolved by improving communication and keeping them informed on progress. The Head of Development Services took this on board and undertook to update the website to give a clearer indication as to current timescales for determining applications. Moving forward, the application tracker system which was being developed as a pilot scheme would be a useful tool for customers in terms of monitoring the progress of their applications.</p>

<p>P80 – KPI 20 – Investigate category B cases within five working days – A Member asked when improvement was likely to be seen in terms of planning enforcement.</p>	<p>The Head of Development Services clarified that only one case had not been investigated within the timeframe. The Enforcement team was now fully staffed and, based on the figures from the first few weeks of quarter one 2022/23, 100% of cases had been investigated on time, as such, she expected to see a continued improvement throughout the course of the year.</p> <p>In response to a query as to whether enforcement cases were divided on a north/south basis, the Head of Development Services advised that it was currently done that way; however, if an Officer was unavailable to deal with a case in their area, for instance, due to annual leave or sickness absence, there was flexibility within the team so this could be picked up by another Officer, particularly in relation to Category A cases which required prompt action.</p>
<p><b>Performance tracker priority: Customer First</b></p>	
<p>P84 – Objective 1 – Action b) Continue to build on the early success of our new bulky waste service – A Member questioned how the success of the social media marketing campaign would be measured.</p>	<p>The Waste Contracts Manager advised that it would be difficult to measure this accurately, but it was hoped to see an overall increase in online booking numbers and a corresponding reduction in the burden on the Customer Services team.</p>
<p><b>Performance tracker KPI'S- priority: Customer First</b></p>	
<p>P91 – KPI 34 – Average number of sick days per full-time equivalent – A Member questioned how much sickness absence could be attributed to just one or two members of staff.</p>	<p>The Head of Corporate Services advised that, as a general rule of thumb, six or seven employees were absent due to long term sickness at any one time.</p>
<p>P92 – KPI 36 – Percentage of Freedom of Information requests answered on time – A Member noted that 93% of FOIs had been answered on time but indicated that he would like to know the number of requests that had been made.</p>	<p>The Head of Corporate Services confirmed that 572 requests had been made during the financial year as set out in the commentary for this KPI.</p>
<p><b>COVID-19 Recovery Tracker Priority: Economic Growth</b></p>	
<p>P107 – Refocus a) Develop a new Economic Development and Tourism Strategy that includes a focus on the economic recovery of the borough – A Member noted this action originally had a target date of June 2021, which had now changed to December 2022, and</p>	<p>The Head of Development Services advised that the action had originally been delayed due to COVID-19. It had been intended to work with Gloucester City Council to commission a contractor to carry out the work to establish an economic baseline; however, Gloucester City had subsequently decided to do this alone so Tewkesbury Borough Council was now tendering for the economic assessment work and it</p>

<p>he asked how likely it was that would actually be achieved.</p>	<p>was intended to have a strategy in place by the end of the year.</p> <p>A Member indicated that he would have thought it would be quicker for the Council to commission its own assessment, so he expected the target date to be earlier now it was no longer a joint venture. In response, the Head of Development Services explained that the delay had been due to Gloucester City pulling out of the joint tender process and Tewkesbury Borough Council having to commission that work itself – things should move forward now the authority was in control of its own destiny.</p>
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**COVID-19 Recovery Tracker Priority: Sustainable Environment**

<p>P121 – Refocus a) Commence planning and scoping study for implications of, and opportunities for, borough wide decarbonisation – A Member noted this was due to commence in spring 2022 and he asked if work had started.</p>	<p>The Head of Development Services explained that it had not yet commenced. The work involved had been greater than anticipated and it had not been possible to take this forward during year two of the carbon reduction programme; however, this action had been rolled over into the year three action plan which was due to be presented to the Overview and Scrutiny Committee in July.</p> <p>The Member asked whether the rising cost of living was impacting on the Council services and projects. In response, the Head of Finance and Asset Management advised that the Council’s utilities were a fixed price so those costs would not have an impact during this financial year. The biggest cost to the authority was employees and the pay award in April had required a lot of negotiations with the Trade Unions. A very substantial request had been put in for this year and the outcome would have an impact on the Council’s financial position. Supplies and services were increasing in general with the most substantial change being to the cost of the installation of the solar canopy – this project had been scoped at £300,000 but had risen to £650,000 on delivery due to the cost of steel and solar panels etc. It was something to be mindful of moving through the year and probably into the following year as well.</p>
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**3.0 OTHER OPTIONS CONSIDERED**

3.1 None.

**4.0 CONSULTATION**

4.1 None.

**5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

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

**6.0 RELEVANT GOVERNMENT POLICIES**

- 6.1 None directly.

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

- 7.1 None directly.

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

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

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

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

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

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

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**Background Papers:** None.

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**Appendices:** 1 – Overview and Scrutiny Committee report of Q4 2021/2022 Council Plan re: Council Plan and COVID-19 Recovery Plan.

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

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

Given the synergies of the two tracker documents, they are reported together. For example, as resources have been deployed in response to the pandemic, this will inevitably mean that some of the actions within the Council Plan may not have progressed as intended. Key financial information is 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 scrutinise the performance management information and, where appropriate, require action or response from the Executive Committee.**

## **Reasons for Recommendation:**

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

**Resource Implications:**

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

**Legal Implications:**

None directly associated with this report.

**Performance Management Follow-up:**

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

**Environmental Implications:**

None directly associated with this report.

**Risk Management Implications:**

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

<b>1.0</b>	<b>INTRODUCTION/BACKGROUND</b>
<b>1.1</b>	A new Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities - finance and resources, economic growth, housing and communities and customer first - plus the approval of two new priorities - garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and, where appropriate, they are refreshed. The refreshed plan was adopted by Council on 20 October 2021.
<b>1.2</b>	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.
<b>1.3</b>	Given the synergies of the two tracker documents, they are reported together. For example,

	<p>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.</p>
1.4	<p>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 Q1 2022/23 will be a merged performance tracker.</p>
2.0	<p><b>COUNCIL PLAN PERFORMANCE TRACKER</b></p>
2.1	<p>The Council Plan (2020-24) has six priorities which contribute to the overall Council Plan vision “<i>Tewkesbury Borough, a place where a good quality of life is open to all</i>”. The priorities are:</p> <ul style="list-style-type: none"> <li>• Finance and resources</li> <li>• Economic growth</li> <li>• Housing and communities</li> <li>• Customer first</li> <li>• Garden communities</li> <li>• Sustainable environment</li> </ul> <p>Each of the six priorities is supported by a number of objectives and actions which will focus activity on delivery of the priorities. The tracker has been developed and contains a set of key performance measures to monitor delivery of each Council Plan action. The actions are reviewed and, where appropriate, refreshed on an annual basis.</p>
2.2	<p>For monitoring the progress of the Council Plan actions, the following symbols are used:</p> <p>😊 – action progressing well</p> <p>😐 – the action has some issues or delay but there is no significant slippage in the delivery of the action</p> <p>😞 – significant risk to not achieving the action or there has been significant slippage in the timetable or performance is below target</p> <p>Grey – project has not yet commenced</p> <p>✓ – action complete or annual target achieved</p> <p>For monitoring of key performance indicators, the following symbols are used:</p> <p>↑ - PI is showing improved performance on previous year</p> <p>↔ - PI is on par with previous year performance</p> <p>↓ - PI is showing performance is not as good as previous year</p>

**2.3** 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 inspectors 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 has 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 customers 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 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 to June 2022</b> . Due to additional requirements for council tax/energy rebates. An update of the MTFS is scheduled for June.
Update the Council’s Asset Management Plan (AMP). (Page No. 2 of the Council Plan performance tracker).	☹️ Due to additional workload this has resulted in a delay to the production of the AMP. 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>Ensure that voids within our commercial property portfolio are re-let at the earliest opportunity.</p> <p>(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.</p> <p>(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.</p> <p>(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).</p> <p>(Page No. 5 of the Council Plan performance tracker).</p>	<p>The LEP is still awaiting guidance from Business, Energy and Industrial Strategy (BEIS) on the next steps and timescales. Until this has been received <b>no further updates can be provided</b>.</p>
<p><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 full 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>
<p>Carry out a review of our corporate website.</p> <p>(Page No. 30 of the Council Plan performance tracker).</p>	<p>☹️ The councils 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.</p>

2.5	It is inevitable that not everything can be delivered at once. Any actions which have yet to commence are 'greyed out' in the tracker with indicative dates for commencement stated.												
3.0	<b>COUNCIL PLAN KEY PERFORMANCE INDICATORS (KPIs)</b>												
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	<p>Of the <b>22</b> indicators with targets, their status as at the end of quarter four for 2021/ 22 is:</p> <table border="1" data-bbox="260 618 930 792"> <tr> <td style="text-align: center;">☺ <b>(on target)</b></td> <td style="text-align: center;">☹ <b>(below target)</b></td> </tr> <tr> <td style="text-align: center;"><b>10</b></td> <td style="text-align: center;"><b>12</b></td> </tr> </table> <p>In terms of the direction of travel i.e. performance compared to last year, for all indicators the status is:</p> <table border="1" data-bbox="260 891 1382 1081"> <thead> <tr> <th style="text-align: center;">↑ (better performance than last year)</th> <th style="text-align: center;">↓ (not as good as last year)</th> <th style="text-align: center;">↔ (on par with previous year performance)</th> <th style="text-align: center;">Data not available</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;"><b>10</b></td> <td style="text-align: center;"><b>8</b></td> <td style="text-align: center;"><b>1</b></td> <td style="text-align: center;"><b>3*</b></td> </tr> </tbody> </table> <p>*The three KPIs where data is not available relate to:</p> <ul style="list-style-type: none"> <li>• KPI 7 (number of visitors entering Growth Hub) due to the hub remaining closed to face-to-face contact during 2020/21.</li> <li>• KPI 28 (Average number of days to process new Council Tax Reduction claims)</li> <li>• KPI 29 (Average number of days to process change in circumstances for Council Tax Reductions).</li> </ul> <p>KPIs 28 and 29 are new monitoring KPIs that do not have an outturn figure for 2020/21.</p>	☺ <b>(on target)</b>	☹ <b>(below target)</b>	<b>10</b>	<b>12</b>	↑ (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>
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<b>10</b>	<b>8</b>	<b>1</b>	<b>3*</b>										
3.3	<p>KPIs where the direction of travel is down and/ or KPI is ☹ are highlighted below:</p> <table border="1" data-bbox="260 1505 1406 2069"> <thead> <tr> <th style="text-align: center;">KPI No.</th> <th style="text-align: center;">KPI description</th> <th style="text-align: center;">Reason for ☹ or ↓</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">7</td> <td>Number of visitors entering the Growth Hub  (Page No. 12 of the Council Plan performance tracker)</td> <td>☹ 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.</td> </tr> <tr> <td style="text-align: center;">16</td> <td>Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.  (Page No. 23 of the Council Plan performance tracker)</td> <td>↓ ☹ 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%.</td> </tr> </tbody> </table>	KPI No.	KPI description	Reason for ☹ or ↓	7	Number of visitors entering the Growth Hub  (Page No. 12 of the Council Plan performance tracker)	☹ 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%.			
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		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	Planning Enforcement- Investigate category B* cases within five working days (development causing, or likely to cause, irreparable harm or damage). (Page No. 25 of the Council Plan performance tracker)	😞 Whilst the outturn for 2021/22 for category B cases was 84.62% (11 out of 13 cases) was above last years figure of 61.54%, it is slightly below the local target of 90%.
21	Investigate category C cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity). (Page No. 26 of the Council Plan performance tracker)	😞 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%.
28	Average number of days to process new claim for Council Tax Reduction (CTR). (page No. 34 of the council plan performance tracker).	😞 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.

30	Average number of days to process new Housing benefit claims.  (page No. 35 of the council plan performance tracker).	☹️↓ 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.
31	Average number of days to process change in circumstance to housing benefit claims.  (page No. 35 of the council plan performance tracker).	↓ Whilst the performance (three days) is below the national average of seven days it is slightly above last years outturn of two days.
34	Average number of sick days per full time equivalent.  (Page No. 35 of the Council Plan performance tracker)	☹️↓ Across the whole year 731.7 days were lost due to short term absence and 1504.1 days due to long term absence. Of these days combined (2235.8 days) resulting 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 fte. This is above both the outturn last year (9.68 days) and the target of 8.0 days.
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 are 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	<p>Key successful key performance indications to bring to Members' attention include:</p> <ul style="list-style-type: none"> <li>• KPI 26- 314 Community groups were assisted with funding advice throughout the year.</li> <li>• 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.</li> <li>• 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%</li> <li>• KPI 35- Food established hygiene ratings this year remains good at 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%.</li> <li>• KPI 36- 89% of Freedom of Information requests were answered on time this year. This is a better performance when comparing it to last years figure of 87% and is higher than the target of 80%.</li> </ul>	

	<ul style="list-style-type: none"> <li>• KPI 39- 53.5% of waste was reused, recycled or composted this performance is an improvement when compared to last years figure of 48.73% and is above the target of 52%.</li> <li>• KPI 40- 401.92kg of residual household waste was collected per property in 2021/22. This is an improvement from last years figure of 460kg and also the target of 430kg.</li> </ul>				
<b>4.0</b>	<b>COVID-19 CORPORATE RECOVERY TRACKER</b>				
<b>4.1</b>	<p>For monitoring the progress of the corporate Recovery Plan actions, and for consistency, the same symbols as the Council Plan tracker are used:</p> <p>😊 – action progressing well</p> <p>😐 – the action has some issues or delay but there is no significant slippage in the delivery of the action</p> <p>😞 – significant risk to not achieving the action or there has been significant slippage in the timetable or performance is below target</p> <p>Grey – project has not yet commenced</p>				
<b>4.2</b>	<p>Key activities to bring to Members’ attention include:</p> <ul style="list-style-type: none"> <li>• 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).</li> <li>• 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).</li> <li>• 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).</li> <li>• The Housing team have 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).</li> <li>• 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).</li> <li>• 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).</li> </ul>				
<b>4.3</b>	<p>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:</p> <table border="1"> <thead> <tr> <th>Action</th> <th>Status of action</th> </tr> </thead> <tbody> <tr> <td>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).</td> <td>😐 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.</td> </tr> </tbody> </table>	Action	Status of action	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.
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	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.
<b>4.4</b>	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.	
<b>5.0</b>	<b>OTHER OPTIONS CONSIDERED</b>	
<b>5.1</b>	None	
<b>6.0</b>	<b>CONSULTATION</b>	
<b>6.1</b>	None	
<b>7.0</b>	<b>RELEVANT COUNCIL POLICIES/STRATEGIES</b>	
<b>7.1</b>	Council Plan 2020-24. COVID-19 Corporate Recovery Plan 2020.	
<b>8.0</b>	<b>RELEVANT GOVERNMENT POLICIES</b>	
<b>8.1</b>	None directly.	
<b>9.0</b>	<b>RESOURCE IMPLICATIONS (Human/Property)</b>	
<b>9.1</b>	None directly.	
<b>10.0</b>	<b>SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)</b>	
<b>10.1</b>	Linked to individual Council Plan and COVID-19 Corporate Recovery Plan actions.	
<b>11.0</b>	<b>IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)</b>	
<b>11.1</b>	Linked to individual Council Plan and COVID-19 Corporate Recovery Plan actions.	
<b>13.0</b>	<b>RELATED DECISIONS AND ANY OTHER RELEVANT FACTS</b>	
<b>13.1</b>	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

**Contact Officer:** Head of Corporate Services  
01684 272002      [Graeme.simpson@tewkesbury.gov.uk](mailto:Graeme.simpson@tewkesbury.gov.uk)

**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>	Head of Community Services  Lead Member for Clean and Green Environment		<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.	Target date: March 2022	Head of Community Services  Lead Member for Clean and Green Environment		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.
b) Deliver the One Legal service review and action plan.	Target date: January 2022 (Stage one of the review- achieved)  March 2023 (stage two of the review).	Borough Solicitor  Lead Member for Corporate Governance		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

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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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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Objective 1. Deliver our strategic plans and economic development plans.</b>				
a) To deliver an economic assessment of businesses within Tewkesbury Borough.	Target date: <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



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

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				<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><u>Tewkesbury Borough Plan</u>  <del>Winter 2018</del>  <del>Summer 2019</del>  <del>Autumn 2019</del>  <del>December 2019</del> <del>Spring 2021</del> <del>Autumn 2021</del></p> <p>Target date: Adoption:  <del>February 2022</del> Spring 2022</p> <p>(revised date reported to O&amp;S committee in January 2022)</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><u>All-ways Junction 10</u></p> <p>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.				

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

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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

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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
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	

# 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
45 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



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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>

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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

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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	✓	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.  Information for Parish Councils can be found on the TBC website, this includes a downloadable TBC Guide. The action

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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																																	
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<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

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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																																					
65	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																														

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

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>											

## 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
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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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
										orders and instructing enforcement agents. This has resulted in us achieving our in-year collection target of 98%.	
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>	<p>Director of Garden Communities</p> <p>Lead Member Built Environment</p>	😊	<p>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.</p>

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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	😊	<p>The number of environmental crime complaints received by the council throughout 2021/22, in brackets are 2020/21 figures for comparison:</p> <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.	Jan 2022 Target date: April 2022 (reported to O&S committee in March 2022).	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	Final monthly monitoring return to the DLUHC was completed in April.  The 'production of an MTFs' action can also be found within the Council Plan performance tracker. (Finance and resources- objective 1- action b).
b) Ensure the effective recovery of the internal audit function.	Target date: March 2022	Head of Corporate Services Lead Member for Corporate Governance	✓	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.

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

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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

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

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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>

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

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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>

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

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 the hub has resumed</li> </ul>
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# Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2021-2022

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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>

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

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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>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<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

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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.
95	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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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

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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

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>				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Recover</b>				
a) Increase awareness in the effects of recycling contamination.	Target date: July 2021	Head of Community Services  Lead Member for Clean and Green Environment	✓	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.

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## 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>	Executive Committee
<b>Date of Meeting:</b>	6 July 2022
<b>Subject:</b>	Financial Outturn 2021/22
<b>Report of:</b>	Head of Finance and Asset Management
<b>Corporate Lead:</b>	Head of Finance and Asset Management
<b>Lead Member:</b>	Lead Member for Finance and Asset Management
<b>Number of Appendices:</b>	Four

**Executive Summary:**

The report highlights the Council's financial performance for the previous year, setting out the General Fund and capital outturn positions. To support this, a detailed statement on both positive and negative variances against budget is included.

The formation of the Council's reserves for the forthcoming year requires the approval of Executive Committee.

The performance of the Treasury Management function is also included within the report as required by the Council's Treasury Management Policy.

The report outlines an underspend against budget of £4.2m and details the reasons for this position. Please note the majority of this underspend is due to one off ringfenced income that has not yet been spent.

**Recommendation:**

**That the Executive Committee:**

- 1. CONSIDERS the General Fund outturn for 2021/22, the financing of the capital programme and the annual treasury management report and performance.**
- 2. APPROVES the transfers to and from earmarked reserves.**

**Reasons for Recommendation:**

In line with the requirement to provide Members with regular information on the Council's finances and financial performance, a report on progress against budget is produced on a quarterly basis. This report on the outturn position for the Council offers more detail on the final financial position and compliments the existing reporting framework. Members are also required to approve the transfers to and from earmarked reserves and the carry forward of budgets.

The Council's Treasury Management Policy requires the Section 151 Officer to report to Members annually, by 30 September, on the treasury management activities and prudential indicators for the previous financial year.

<p><b>Resource Implications:</b></p> <p>As detailed within the report.</p>
<p><b>Legal Implications:</b></p> <p>Nothing specific arising from the report recommendations.</p>
<p><b>Risk Management Implications:</b></p> <p>A number of reserves have been set aside to deal directly with specific service risk or general financial risk to the Council.</p>
<p><b>Performance Management Follow-up:</b></p> <p>The performance of services against their set budget is monitored on an ongoing. In addition, performance is reported to Members on a quarterly basis.</p>
<p><b>Environmental Implications:</b></p> <p>None directly arising from the report.</p>

## 1.0 INTRODUCTION/BACKGROUND

- 1.1** This report sets out the final outturn position for the 2021/22 financial year. The main purpose of this report is to provide Members with an overview of the performance against the General Fund revenue budget for 2021/22 and explain significant variances.
- 1.2** The report also addresses the movement on reserves and requests Member approval for the creation of newly requested reserves or additions to existing reserves that fall outside of a previously approved sum.
- 1.3** In addition to the revenue budget outturn, this report also seeks to confirm the full year progress against the capital programme and the sources of finance used in delivering that programme and also to report the performance in 2021/22 of the treasury management function in line with the requirements of the code of practice.
- 1.4** All of the information within this report will be contained within the Council's Statement of Accounts which will be approved by the Audit and Governance Committee later in 2022 following the audit conducted by Grant Thornton.

## 2.0 GENERAL FUND REVENUE OUTTURN 2021/22

- 2.1** In March 2022, the quarter three outturn position was reported to Executive Committee. The report confirmed an estimated year end surplus of £3.6m.
- 2.2** The final General Fund revenue outturn position for the full year can now be reported as a £4.2m surplus.
- 2.3** The table below summarises the service performance which has generated the reported surplus. In addition, the table highlights the non-service related activity and other aspects of the overall budget to provide a whole view of the Council's general fund.

**Table 1 – General Fund outturn summary**

	<b>Full Year Budget</b>	<b>Outturn Position</b>	<b>Savings / Deficit</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Employees	£10,891,171	£10,213,774	£677,397
Premises	£590,411	£600,487	<b>-£10,076</b>
Transport	£75,270	£40,756	£34,514
Supplies & Services	£2,131,448	£2,078,726	£52,722
Payments to Third Parties	£6,422,630	£6,703,252	<b>-£280,622</b>
Transfer Payments - Benefits Service	£123,252	£97,609	£25,643
Central Recharges	£29,929	£29,929	£0
COVID-19 COMF Funding	0	£280,964	<b>-£280,964</b>
COVID-19 Costs	£0	£499,591	<b>-£499,591</b>
COVID-19 Recovery	0	£26,805	<b>-£26,805</b>
Projects Funded Externally	£120,000	<b>-£1,479,996</b>	£1,599,996
Income	<b>-£7,967,193</b>	<b>-£9,398,950</b>	£1,431,757
<b>Services Total</b>	<b>£12,416,918</b>	<b>£9,692,946</b>	<b>£2,723,972</b>
Treasury activity	£135,000	£33,713	£101,287
Commercial activity	<b>-£3,176,343</b>	<b>-£3,060,445</b>	<b>-£115,898</b>
New Homes Bonus	<b>-£2,508,861</b>	<b>-£2,508,861</b>	£0
Business Rates	<b>-£1,976,280</b>	<b>-£2,683,213</b>	£706,933
Business Rates - Deficit from 2020/21	£4,649,150	£4,650,446	<b>-£1,296</b>
Council Tax Surplus	<b>-£24,833</b>	<b>-£35,742</b>	£10,909
COVID-19 Grants	£0	<b>-£1,056,478</b>	£1,056,478
Government funding	£1,073,493	£1,138,195	<b>-£64,702</b>
Net contribution from Reserves	<b>-£3,766,607</b>	<b>-£3,549,687</b>	<b>-£216,920</b>
<b>Net Total</b>	<b>£6,821,637</b>	<b>£2,620,874</b>	<b>£4,200,763</b>

- 2.4** The outturn position for direct services expenditure and income shows a surplus of £2.7m and is mainly attributable to the major items outlined below:
- Employee costs are £700,000 underspent, this is largely as a result of staff turnover and vacancies in a number of service groupings.
  - Payments to third parties includes:
    1. £138,000 on various planning appeals which was funded from the general fund. In addition to these, various provisions have been made this year for planning appeals that are currently being challenged, which amounts to £330,000. In addition, £140,000 of planning appeals was funded from reserves, therefore the total cost of planning appeals this year was £608,000.
    2. £215,000 saving in the MRF gate fee due to changing provider.
    3. £300,000 of gross costs, across various activities, are supported by external grant funding which is shown as part of the surplus on income.
  - COVID-19, including Contain Outbreak Management Funding (COMF), expenditure amounted to £807,000 and included:
    - Leisure centre costs totalled £148,000.
    - £281,000 was spent on contain outbreak management.
    - Additional staff costs across various departments. Some full-time staff were redeployed fully to the COVID response, for example, administering grant schemes. Therefore, agency staff were contracted to backfill the day jobs.
    - £47,000 of additional Ubico costs due to additional staff, vehicles, PPE and cleaning products in order to be COVID secure.
  - Projects funded externally contains the costs and income of the JCS, Garden Towns and Heritage Action Zone. The balances on these individual funds are moved to reserves at year-end. The surplus seen is additional funding received, particularly relating to transport modelling for the JCS.
  - The Council generated additional income of £1.4m. The majority of service areas exceeded their income budget, in particular Development Management, as planning fees were £434,000 greater than budget and they also received £277,000 of grants. The Council has received external grant funding for a range of activities including homelessness prevention, pathfinders planning application tracker and town centre recovery.
- 2.5** A full explanation of all variances exceeding £25,000 at a group subjective level is contained at Appendix A. The appendix also contains an explanation of the variance on the corporate codes with a more detailed explanation within Paragraphs 2.6 to 2.11.
- 2.6** The treasury outturn for 2021/22 is a £100,000 gain against budget. More detail on the performance of the treasury function is shown in section 5 of the report and Appendix D.
- 2.7** With regards to commercial activity, the Council has an investment property portfolio totalling £61.5m which produced a gross rental income of £3.06m, a yield of 5%. The gross rental income was slightly down against budget expectations, circa £116,000, as a result of the re-letting of units at Clevedon at lower market rents, a temporary vacancy as a result of a tenant exercising a break clause and an ongoing vacancy at an office unit in Hertford. The commercial property reserve has been utilised to cover the shortfall in income to the general fund.

**2.8** Business rates contributed £1.3m to the outturn surplus however, due to the statutory collection fund rules, £913,000 has to be set aside as these are Section 31 grants that relate to the 2022/23 budgeted deficit. This has been moved to reserves in line with the 2022/23 budget papers and therefore the net impact on outturn is a £415,000 surplus against the budget. In addition, there is a gain from the Gloucestershire Business Rates Pool of £290,000.

In January 2022, The Valuation Office Agency (VOA) notified us that Virgin Media conducted a check on their £4m fibre optic network rates assessment which resulted in an offer to settle from the VOA. This resulted in a rateable value reduction as at 1 April 2017 to £2,970,000. The resulting refund due Virgin Media came in at around £2m.

**2.9** Highlighted within the table is the sum of over £1m received in year to support the Council's position as a result of the covid pandemic. The Council received a fifth tranche of general covid support funding, totalling £424,927, in the first quarter and has also received significant new burdens funding for our work on administering business grants, compensation for losses on sales, fees and charges (SFC) as a result of covid for the first quarter of the year and a direct allocation of Contain Outbreak Management Funding (COMF).

**2.10** Delivery of the budget in 2021/22 has required less use of reserves than envisaged at the time of setting the budget. As highlighted earlier in the report, a number of activities such as the delivery of in-cab technology, did not move forward in the financial year and have therefore not required the funding from reserves as originally planned. The allocation for these projects will remain within the Council's earmarked reserves for draw down once the projects commence.

**2.11** The outturn report for 2021/22 highlights a significant financial surplus for the Council. Savings have been generated in the delivery of our core services which have been supplemented by increased service and corporate income. In addition to this, substantial external funding has been attracted for both covid related activity and for service/project specific activity. Overall, a £4.2m net underspend is recorded and goes forward to support the Council reserves as set out in the next section.

### **3.0 COUNCIL RESERVES**

**3.1** A breakdown of the reserves of the Council as at 31 March 2022 is shown in Appendix B. Also included is a breakdown of the previous year's reserves, under the same strategic headings, to inform Members about the movement on those reserves in the last two years.

**3.2** Total revenue reserves of the Council stand at £29.55m as at the end of March 2022 and include earmarked reserves, planning obligations and the general fund working balance. Whilst £4.2m is transferred into reserves from the general fund surplus, there is an overall decrease in revenue reserves of £2.06m as a result of expenditure against existing earmarked reserves in year, particularly relating to covid, the use of the business rates reserve to meet the collection fund deficit in 2021/22 as a result of covid and a net reduction in planning obligation reserves.

**3.3** The general fund surplus allows the Council to support a number of existing reserves as well as to create new specific reserves to meet some of the inflationary risks that are now arising. Increases to existing reserves include:

- Planned contributions to the commercial property reserve, investment reserve and vehicle replacement reserve.
- Increasing the MTFS reserve to support the future financial challenges that the Council faces.
- Increasing the working balance of the council in line with recommendations associated with the CIPFA resilience index.
- Adding in-cab project delivery to the waste management reserve.

New reserves have been set aside for the following:

- Inflation reserve – our budget for the current year was set on known costs as at quarter three in 2021/22. Inflation has risen dramatically since that point across a range of expenditure headings and could also affect expected income targets. To mitigate against that risk, a new reserve totalling £250,000 has been set aside.
- Pay award reserve – the current year budget included the assumption of a 2% pay award for 1 April 2022. Given current rates of inflation, the pay claim submitted by the Unions and the impact of the projected rates for the National Living Wage, a new reserve totalling £500,000 has been created.

**3.4** Where external funding has been received for specific projects, this has been set aside in ring fenced reserves including transport modelling for the JCS, homeless reduction, digitisation of the planning service, health related projects and investigation of a development corporation for the Garden Town.

**3.5** Outside of earmarked reserves and the working balance, the Council holds balances for the Horsford Trust, the Mayors Charity, planning obligations and business rates. With regards to the planning obligations reserve, there has been a net reduction in the reserve of £454,000 leaving a balance of £9.17m. The business rates reserve holds a balance of £1.18m received as s31 grant from Government to meet the deficit that will occur in the current year as a result of additional support that will be given to business in the current year.

**3.6** Where significant movements in other reserves have occurred during the year, a note in Appendix B has been included, to explain the reason for the movement. Members are asked to approve the balances on the reserves for the new financial year.

#### **4.0 CAPITAL PROGRAMME**

**4.1** The Council's planned capital programme for 2021/22 was £3.9m. The breakdown of the planned expenditure was land and buildings delivery (£2.4m), replacement vehicles and equipment (£0.9m), housing and business grants (£0.1m) and disabled facilities grants (£0.5m).

**4.2** The actual delivery of the capital programme totalled £1.3m. This was £2.6m less than the budgeted amount.

**4.3** An underspend of £2.1m was reported against Council land and buildings, which was due to delays with Ashchurch Bridge, mainly as a result of the High Court planning appeal. Actual expenditure of £276,000 includes £59,000 on the decarbonisation project, which is funded from a grant, £178,000 on Ashchurch Bridge and £39,000 on car parking payment machines.

- 4.4** A total of £383,000 was spent during the year on vehicles and equipment. This included the purchase of three new mowers, tractor, wood chipper and a mounted flail for our grounds maintenance operation, waste and recycling bins and the purchase of IT hardware.
- 4.5** The community grants programme shows an outturn position of £90,000 expenditure. These grants were distributed to Winchcombe skate park and Bishops Cleeve football club as well as other small community projects.
- 4.6** The Council's Disabled Facilities Grants (DFG) programme shows an overspend of £31,000. All expenditure is covered by capital grant funding from the Government which is administered by the County Council. Tewkesbury's allocation for the year was £500,000 and the total expenditure incurred was £531,209. This shortfall will be fully recovered.
- 4.7** As well as the grant income received for DFG's, capital receipts were received for Right-to-Buy sales on the housing stock previously owned by TBC and for the sale of the land in Northway and Bishops Cleeve.
- 4.8** The summarised capital programme is shown in Appendix C together with the sources of finance used. In summary, the Council expended £1.3m on capital projects in 2021/22 utilising £318,000 of capital reserves, £768,000 of capital grants and £194,000 from revenue. Following the allocation of capital receipts, the balance on capital reserves, both receipts and grants, has increased to £1.539m as at 31 March 2022.

## **5.0 TREASURY MANAGEMENT**

- 5.1** Treasury Management in Local Government is governed by the CIPFA Code of Practice on Treasury Management in the Public Services. This Council has adopted the code and complies with its requirements, one of which is the receipt by Members of an Annual Review Report after the financial year end.
- 5.2** The detailed treasury report is attached at Appendix D. The report details the economic environment, local performance and a number of prudential indicators.
- 5.3** The prudential indicators have been monitored regularly and there were no deviations from these indicators arising during the year. The in-year performance of treasury investments resulted in an average return of 1.29% and total income of £429,218, which was £84,218 above budget. In addition, the Council had an in year gain from the capital growth of its pooled funds totalling £600,000.
- 5.4** Given the lack of available investment opportunities the Council temporarily invested in short-dated, liquid instruments such as call accounts and money market funds. Total short-term investments at 31 March 2021 was £10m increasing to £22m at the end of this financial year. The average income return, across all investments, has decreased from 1.5% to 1.29%.
- 5.5** The Council has adopted a balanced borrowing strategy between the financial benefit of short-term borrowing and the cost certainty over the long term. This has resulted in the total borrowing cost being kept to a minimum with actual cost totalling £462,932, £17,068 less than budget, and representing an average cost of 1.29%. At 31 March 2022 the Authority held £33.87m of loans, a decrease of £5.53m since 31 March 2021.

## **6.0 CONSULTATION**

**6.1** Budget holders have been consulted about the budget outturn for their service areas. The feedback has been incorporated in the report to explain differences between budgets and actual income and expenditure.

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

**7.1** Treasury Management Strategy approved at Council on 22 June 2021 and the Medium-Term Financial Strategy approved at Council on 26 January 2021.

## **8.0 RELEVANT GOVERNMENT POLICIES**

**8.1** None.

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

**9.1** As detailed within the report and appendices.

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

**10.1** None.

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

**11.1** None.

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

**12.1** Approval of Treasury Management Strategy 2021/22 – Council 22 June 2021.  
Approval of Budget 2021/22 – Council 23 February 2021.

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**Background Papers:** As per section 12.1.

**Contact Officer:** Head of Finance and Asset Management Tel: 01684 272005

**Appendices:** Appendix A – Revenue outturn by Group.  
Appendix B – Earmarked reserves and carry forwards.  
Appendix C – Capital Outturn 2021/22.  
Appendix D – Annual Treasury Management report.

## General Fund Outturn by Group 2021/2022

	Budget	Actual	Savings / (Deficit)	Notes
<b>Chief Executive</b>				
Employees	£262,751	£223,291	£39,460	1
Premises	£0	£0	£0	
Transport	£0	£0	£0	
Supplies & Services	£8,160	£6,582	£1,578	
Payments to Third Parties	£0	£25,827	£-25,827	2
Income	£0	£0	£0	
<b>TOTAL</b>	<b>£270,911</b>	<b>£255,699</b>	<b>£15,212</b>	

1) Saving due to reduction in pension contributions

2) Advertisement for Director of law

	Budget	Actual	Savings / (Deficit)	
<b>Community</b>				
Employees	£1,358,594	£1,340,627	£17,967	3
Premises	£0	£0	£0	
Transport	£900	£2,908	£-2,008	
Supplies & Services	£142,479	£147,049	£-4,570	
Payments to Third Parties	£5,500,704	£5,193,636	£307,068	4
COMF Funding	£0	£280,964	£-280,964	5
COVID-19 Costs	£0	£107,355	£-107,355	6
COVID-19 Recovery	£0	£26,805	£-26,805	7
Income	£-2,328,096	£-2,821,773	£493,677	8
<b>TOTAL</b>	<b>£4,674,581</b>	<b>£4,277,570</b>	<b>£397,011</b>	

3) The main variations within employment costs are as follows:

£35k saving due to lower employment costs across a couple of posts, one due to a temporary reduction in hours.

£67k saving due to various vacant posts, these savings were only short term until the posts were filled.

£17k adverse variance due to increased employment costs which effected 4 posts.

£27k saving due to a number of part time posts which are budgeted as full time.

£14k adverse variance due to interim Environmental Health Manager, who backfilled until the post was filled in Dec 21.

£14k overspend due to interim Ubico Contract Manager who backfilled whilst the post was vacant.

£33k overspend of homelessness administrators, these costs have been funded by an in year grant (included in income) instead of using reserves.

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

The council budgeted £112k for an extra food waste crew this financial year, due to delays in acquiring a new vehicle this has been postponed until next financial year. To eliminate missed food waste collections Ubico have paid the crew overtime, which was funded from this budget. Remaining balance will be carried over to fund the hire of a food vehicle until we receive the new one.

Ubico's insurance costs were £45k lower than expected, at the time of budget setting the insurance contract was out to tender, assumptions on price increases did not materialise.

There has been a reduction in the MRF gate fee which is expected for the foreseeable, this is due to transferring the MRF gate contract to the new provider and a reduction in waste rejection, return this has reduced costs by £215k. In addition to this, the council received a £20k credit note from Suez which related to 20/21, this was unforeseen hence it being accounted for in this financial year.

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

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

The depot facility project has not incurred any costs which has resulted in a £20k favourable variance

£29k adverse variance due to obtaining planning advice from Bromsgrove District Council, the council currently do not have the resource in house as the Planning Liaison & Contaminated Land Officer post remains vacant.

There has been a large increase in demand of emergency accommodation equating to a £72k overspend, 80% of these costs were recovered, unrecovered costs were funded by the homelessness grant.

Homelessness prevention rent arrears was £69k over budget, this was fully funded from grants received in the year.

£12k adverse variance due to an annual contribution for Housing led link worker service, this is fully funded by Homes England and is included in income below.

A legal provision for a health and safety case was released, resulting in a £58k favourable variance against budget.

5) The council has received £360k of funding for specific expenditure relating to contain outbreak management, shown below within corporate codes.

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

The council spent £281k by the end of this financial year.

The surplus COMF funding has been carried forward to fund future contain outbreak management expenditure.

6) Breakdown of COVID expenditure:

Ubico costs for extra PPE, staffing, sick pay, cleaning materials etc. were £47k.

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

The council incurred £44k of COVID related homelessness costs.

A grant of £44k was received for Homelessness Prevention Winter 2021 COVID-19 to support low-income private renters with COVID related arrears, this grant was fully utilised in the year.

We received a further COVID grant of £11k for Protect and Vaccinate, this is to incentivise rough sleepers to be vaccinated and also help to accommodate them. All of this grant was spent.

7) This is to be funded by the COVID tranche funding

8) £211k homelessness grant received, not within budget.

Due to a decrease in residual waste we received an additional £45k in recycling credits.

The bulky waste service generated an additional £21k.

Domestic abuse new burdens grant of £35k was not within base budget.

Income received from the garden waste service is currently £15k greater than budget.

£59k of income expected to be recovered for emergency accommodation.

Trade waste income was £24k greater than budget.

An additional £31k of licensing income has been generated this year.

£32k was reimbursed for discretionary homes enhanced placements.

	Budget	Actual	Savings / (Deficit)	
<b>Corporate Services</b>				
Employees	£2,147,308	£2,117,784	£29,524	9
Premises	£0	£0	£0	
Transport	£0	£862	£-862	
Supplies & Services	£642,093	£564,404	£77,689	10
Payments to Third Parties	£172,800	£93,797	£79,003	11
Transfer Payments - Benefits Service	£123,252	£97,609	£25,643	12
COVID-19 Costs	£0	£244,433	£-244,433	13
Income	£-611,546	£-826,922	£215,376	14
<b>TOTAL</b>	<b>£2,473,907</b>	<b>£2,291,967</b>	<b>£181,940</b>	

9) relates to a vacant posts across a number of service areas including: Business Transformation Team (Web Developer - recruitment currently unsuccessful, ICT (Network Officer - rebadged as Network and Security Architect - recruitment onboarding in progress), Revenues and Benefits (combination of onboarding, successful recruitment and currently advertised).

10) Savings across four main areas: general ICT licences (£30k), delivery of new infrastructure project (£39k), procurement of new landline configuration (£11k), reduction in printer usage (£3k) and procurement of new

11) New posts in Business Transformation Team to be recruited to (£40k), ICT audit not yet deployed (£7k) and savings in court fees as courts only re-opened during the year (£16k)

12) Housing benefit expenditure in line with budget

13) Relates to additional costs to respond and recover from pandemic related work. The bulk is mainly attributable to additional hours and backfill incurred within the Revenues and Benefits team whilst they supported the Business Cell.

14) Mainly attributable to new burdens grant funding from govt (£44k) and recovery of court costs as backlog of cases are dealt with (£26k).

Democratic Services	Budget	Actual	Savings / (Deficit)	
Employees	£278,230	£255,272	£22,958	15
Premises	£0	£15,914	£-15,914	16
Transport	£9,600	£7,858	£1,742	
Supplies & Services	£452,785	£523,640	£-70,855	17
Payments to Third Parties	£37,100	£54,189	£-17,089	18
COVID-19 Costs	£0	£0	£0	
Income	£-3,000	£-192,117	£189,117	19
<b>TOTAL</b>	<b>£774,715</b>	<b>£664,757</b>	<b>£109,958</b>	

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

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

17) Other election fees that are fully reclaimable and income is shown below.

18) Other election fees that are fully reclaimable and income is shown below.

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

Deputy Chief Executive	Budget	Actual	Savings / (Deficit)	
Employees	£125,845	£0	£125,845	20
Premises	£0	£0	£0	
Transport	£200	£0	£200	
Supplies & Services	£2,400	£0	£2,400	
Payments to Third Parties	£0	£150	£-150	
Income	£0	£0	£0	
<b>TOTAL</b>	<b>£128,445</b>	<b>£150</b>	<b>£128,295</b>	

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

Development Services	Budget	Actual	Savings / (Deficit)	
Employees	£1,908,043	£1,833,856	£74,187	21
Premises	£43,320	£42,779	£541	
Transport	£0	£1,875	£-1,875	
Supplies & Services	£204,515	£260,193	£-55,678	22
Payments to Third Parties	£191,795	£739,127	£-547,332	23
COVID-19 Costs	£0	£0	£0	
Projects Funded Externally	£120,000	£-1,296,014	£1,416,014	24
Income	£-1,249,364	£-2,155,988	£906,624	25
<b>TOTAL</b>	<b>£1,218,309</b>	<b>£-574,173</b>	<b>£1,792,482</b>	

21) Across Development Services there are unfortunately vacancies which are proving difficult to recruit to. This is not just a Tewkesbury BC issue, nationally Local Authorities are struggling with recruitment. In addition during this time the Tourist Information Centre was also closed.

22) Given the number of vacancies across the service there has been the need to advertise more jobs than normal which has resulted in additional costs. In terms of the costs relating to computer hardware and software it is essential that the service has the correct tools in order for officers to perform the job as efficiently and effectively as possible.

23) Over the past 12 months the Council has had to deal with several planning appeals. A number to these appeals have been Public Inquiries which have required external Counsel and expert witnesses to be appointed.

24) Unspent funds, these will be transferred into reserves to fund the projects future expenditure.

25) Despite the Covid pandemic over the past 12 months the Council has seen a high number of planning applications submitted. The Council has also been successful in being awarded several pots of money for various projects across Development Services which will benefit our residents/communities and businesses across the borough.

Finance and Asset Management	Budget	Actual	Savings / (Deficit)	
Employees	£2,408,348	£2,494,063	£-85,715	25
Premises	£547,091	£541,794	£5,297	
Transport	£55,870	£25,796	£30,074	26
Supplies & Services	£563,688	£479,655	£84,033	27
Payments to Third Parties	£399,511	£386,852	£12,659	
Drainage Board Levy	£6,500	£7,172	£-672	
COVID-19 Costs	£0	£147,803	£-147,803	28
Income	£-1,430,435	£-1,297,311	£-133,124	29
<b>TOTAL</b>	<b>£2,550,573</b>	<b>£2,785,824</b>	<b>£-235,251</b>	

25) Staff costs over budget mainly due to additional costs for the Climate Change Officer and related support

26) Surplus on gross costs of business travel

27) Savings due to £61k on bank charges and £10k on postage. There are also savings across the board with regards equipment, printer usage, stationery, subscriptions and insurances. £7.5k of additional treasury brokerage fees for future dated borrowing deal.

28) Leisure centre costs based on latest PFP report. The overall loss arising from this is £128k, and in addition there are also costs of staffing relating to Covid work increasing this variance by a further £20k.

29) Losses of £50k on standard car park income, but £7.5k over budget on car park permit income. The Golf club saw no rent in 2021/22, and a loss of £25k from budgeted income. The Council Offices lost some rental income due to empty space on the top floor, however did make savings on maintenance costs - overall £17.5k losses. Very little income came from the leisure centre producing a £137k loss. £50k gains related to combined income from the cemeteries. £20k loss on transport savings target as this is reported in Transport costs.

Garden Communities	Budget	Actual	Savings / (Deficit)	
Employees	£0	£0	£0	
Premises	£0	£0	£0	
Transport	£0	£0	£0	
Supplies & Services	£0	£0	£0	
Payments to Third Parties	£0	£0	£0	
Ringfenced Projects and Funding	£0	-£183,982	£183,982	
Income	£0	£0	£0	
<b>TOTAL</b>	<b>£0</b>	<b>-£183,982</b>	<b>£183,982</b>	<b>30</b>

30) The expenditure for Garden Communities is paid for by external funding from the MHCLG.

Borough Solicitor	Budget	Actual	Savings / (Deficit)	
Employees	£125,455	£128,395	-£2,940	
Supplies & Services	£15	£0	£15	
Income	-£43,651	-£21,826	-£21,825	31
<b>TOTAL</b>	<b>£81,819</b>	<b>£106,569</b>	<b>-£24,750</b>	

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

One Legal	Budget	Actual	Savings / (Deficit)	
Employees	£2,276,597	£1,820,486	£456,111	32
Transport	£8,700	£1,458	£7,242	
Supplies & Services	£115,313	£97,202	£18,111	33
Payments to Third Parties	£114,220	£202,502	-£88,282	34
Central Recharges	£29,929	£29,929	£0	
Income	-£2,301,101	-£2,083,013	-£218,088	35
<b>TOTAL</b>	<b>£243,658</b>	<b>£68,565</b>	<b>£175,093</b>	

32) The £456k employee variance relates to various vacant posts across One Legal. Agency staff being utilised where possible to meet the work requirements.

33) Saving on computer software renewals due to the implementation of the new case system being delayed.

34) Disbursements costs which are recovered in full.

35) Limited resources available to undertake additional work have had an impact on the ability to achieve the income targets and as a result, the actual income in 2021/22 is below the budget.

Service Summary	Full Year Budget	Outturn Position	Savings / Deficit	
Employees	£10,891,171	£10,213,774	£677,397	
Premises	£590,411	£600,487	-£10,076	
Transport	£75,270	£40,756	£34,514	
Supplies & Services	£2,131,448	£2,078,726	£52,722	
Payments to Third Parties	£6,422,630	£6,703,252	-£280,622	
Transfer Payments - Benefits Service	£123,252	£97,609	£25,643	
Central Recharges	£29,929	£29,929	£0	
COMF Funding	£0	£280,964	-£280,964	
COVID-19 Costs	£0	£499,591	-£499,591	
COVID-19 Recovery	£0	£26,805	-£26,805	
Projects Funded Externally	£120,000	-£1,479,996	£1,599,996	
Income	-£7,967,193	-£9,398,950	£1,431,757	
<b>TOTAL</b>	<b>£12,416,918</b>	<b>£9,692,946</b>	<b>£2,723,972</b>	

#### Corporate Codes

Treasury activity	£135,000	£33,713	£101,287	36
Commercial activity	-£3,176,343	-£3,060,445	-£115,898	37
New Homes Bonus	-£2,508,861	-£2,508,861	£0	
Business Rates	-£1,976,280	-£2,683,213	£706,933	38
Business Rates - Deficit from 2020/21	£4,649,150	£4,650,446	-£1,296	
Council Tax Surplus	-£24,833	-£35,742	£10,909	
COVID-19 Grants	£0	-£1,056,478	£1,056,478	39
Government Funding	£1,073,493	£1,138,195	-£64,702	40
Net contribution from reserves	-£3,766,607	-£3,549,687	-£216,920	41
<b>TOTAL</b>	<b>-£5,595,281</b>	<b>-£7,072,072</b>	<b>£1,476,791</b>	

36) Savings across both investing and borrowing activities; Investment pooled funds performed better than estimates. Borrowing rates were lower than budgeted and a reduction in the overall amount borrowed.

37) The reduction in income is due some properties being vacant part way through the year. This was partially offset by income from dilapidations from a previous tenant occupying Clevedon and a couple of retention liabilities being released for Vaughan Park, this reduced the deficit by £90k. This deficit will be funded from the commercial property reserve.

38) Business Rates retention scheme, this includes the anticipated business rates pool gain of £290k.

39) Income received from COVID grants which fully funded the COVID expenditure

40) Increased funding for council tax hardship support

41) reduced need for reserves to fund expenditure on specific activities such as the delivery of in cab technology

<b>Net total</b>	<b>£6,821,637</b>	<b>£2,620,874</b>	<b>£4,200,763</b>	
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## Council Revenue Reserves for 21/22

Reserve	Balance 31st March 2020	Net Movement 2020/21	Balance 31st March 2021	Net Movement 2021/22	Balance 31st March 2022	Note
Asset Management Reserve	1,148,663.65	173,707.50	1,322,371.15	233,937.56	1,556,308.71	Includes planned contribution to commercial properties reserve
Borough Growth Reserve	1,270,166.33	-641,875.73	628,290.60	0.00	628,290.60	
Borough Regeneration Reserve	89,058.80	-7,400.00	81,658.80	-40.00	81,618.80	
Business Rates Reserve	500,000.00	0.00	500,000.00	-500,000.00	0.00	No longer required to manage risk
Business Support Reserve	125,317.45	879,010.40	1,004,327.85	-750,385.58	253,942.27	COVID grants paid out in 21/22
Business Transformation Reserve	618,018.97	381,092.46	999,111.43	290,300.41	1,289,411.84	An increase in the reserve to support digitalisation and service reviews
Carbon Reduction Reserve	0.00	404,200.00	404,200.00	-38,867.00	365,333.00	This reserve includes additional funding for the solar canopy project.
Community Support Reserve	99,316.59	784,258.31	883,574.90	8,999.79	892,574.69	
Council Tax Reserve	0.00	251,390.65	251,390.65	-598.66	250,791.99	Remaining balance of council tax hardship funding and energy rebate discretionary fund
Development Management Reserve	180,150.00	305,000.00	485,150.00	-11,712.64	473,437.36	
Development Policy Reserve	264,935.11	645,932.14	910,867.25	1,108,455.07	2,019,322.32	An Increase in the JCS fund held on behalf of the partnership for the transport modelling work.
Elections Reserve	40,848.16	150,000.00	190,848.16	0.00	190,848.16	Reserve set aside to fund the 2023 Borough Elections
Flood Support and Protection Reserve	9,646.22	0.00	9,646.22	-137.20	9,509.02	
Garden Town Reserve	0.00	1,202,357.79	1,202,357.79	81,850.70	1,284,208.49	
Health & Leisure Development Reserve	1,889.03	98,653.91	100,542.94	-98,653.91	1,889.03	
Housing & Homeless Reserve	608,593.86	-65,794.91	542,798.95	106,299.26	649,098.21	
Information Technology Reserve	110,195.49	121,207.92	231,403.41	-64,341.62	167,061.79	Reserve to support IT investment requirements
Insurance Reserve	50,000.00	10,000.00	60,000.00	0.00	60,000.00	
Investment Reserve	0.00	350,000.00	350,000.00	100,000.00	450,000.00	A reserve held specifically for the revenue impact from potential land purchase
MTFS Equalisation Reserve	0.00	2,781,207.25	2,781,207.25	321,949.82	3,103,157.07	MTFS reserve to meet increasing funding uncertainty
Open Spaces Reserve	876,182.13	-138,608.48	737,573.65	-99,988.36	637,585.29	
Organisational Development Reserve	115,156.25	-11,566.12	103,590.13	54,364.81	157,954.94	
Risk Management Reserve	10,000.00	250,000.00	260,000.00	500,000.00	760,000.00	Additional reserves to cover inflation and pay award risk
Transport Initiatives Reserves	0.00	0.00	0.00	0.00	0.00	
Vehicle Replacement Reserve	1,139,954.62	853,045.38	1,993,000.00	507,000.00	2,500,000.00	Planned contribution plus addition to monies to cover potential shortfall in funding
Waste & Recycling development Reserve	70,000.00	89,807.85	159,807.85	183,798.15	343,606.00	Vehicle maintenance risk reserve, in-cab technology and new depot facility project.
Horsford Reserve	70,156.87	4,886.55	75,043.42	-4,179.29	70,864.13	
Mayors Charity Reserve	5,389.71	-51.29	5,338.42	-137.65	5,200.77	
Planning Obligations Reserve	8,974,329.56	645,912.63	9,620,242.19	-454,139.47	9,166,102.72	Contributions from section 106 agreements.
General Fund Working Balance	800,000.00	0.00	800,000.00	200,000.00	1,000,000.00	
Business Rates COVID-19 Reserve	0.00	4,916,891.00	4,916,891.00	-3,737,285.00	1,179,606.00	Under current collection funds rules, S31 grants received in 2021/22 are not intended to be discharged against the collection fund deficit until 2022/23, thereby inflating General Fund balances at the end of this financial year.
<b>Totals</b>	<b>17,177,968.80</b>	<b>14,433,265.21</b>	<b>31,611,234.01</b>	<b>-2,063,510.81</b>	<b>29,547,723.20</b>	

## Capital Outturn 21/22

Appendix C

	Budget Profile for 2021/22	Capital Outturn 2021/22	(Over)/ Under spend	% Slippage	Financed from Capital Reserves	Financed from Capital Grants	Financed from Borrowing	Financed from Revenue
<b>Expenditure</b>								
Council Land & Buildings	£2,390,023.70	275,521.99	£2,114,501.71	88.47%	39,070.00	236,451.99	£0.00	£0.00
Vehicles & Equipment	£902,766.49	383,258.25	£519,508.24	57.55%	188,798.40	£0.00	£0.00	194,459.85
Community Grants	£115,382.55	89,688.02	£25,694.53	22.27%	89,688.02	£0.00	£0.00	£0.00
Housing & Business Grants	£500,000.00	531,209.96	-£31,209.96	-6.24%	£0.00	531,209.96	£0.00	£0.00
Flexible use of capital receipts	£0.00	£0.00	£0.00	0.00%	£0.00	£0.00	£0.00	£0.00
<b>Total</b>	<b>£3,908,172.74</b>	<b>£1,279,678.22</b>	<b>£2,628,494.52</b>	<b>67.26%</b>	<b>317,556.42</b>	<b>£767,661.95</b>	<b>£0.00</b>	<b>£194,459.85</b>
<b>Income</b>								
Council Land & Buildings	£0.00	£528,922.14	£528,922.14	-				
Vehicles & Equipment	£0.00	£0.00	£0.00	-				
Housing & Business Grants	£0.00	£384,584.87	£384,584.87					
<b>Total</b>	<b>£0.00</b>	<b>£913,507.01</b>	<b>£913,507.01</b>	<b>-</b>				

- Decarbonisation project started at the end of financial year, the majority of the expenditure will be capitalised in 2022-23. Ashchurch bridge, total budget just under £2m, only £178k spent in 2021-22
- Delay in purchasing ground maintenance and waste vehicles until April 2022
- Expenditure on a variety of schemes across the Borough
- Overspend on Disabled Facility Grants - will be reimbursed by GCC
-

# Treasury Management Outturn Report 2021/22

### Introduction

In February 2012, the Authority adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve treasury management semi-annual and annual reports.

The Authority's treasury management strategy for 2021/22 was approved at a meeting on 3<sup>rd</sup> March 2021. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Authority's treasury management strategy.

Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year and, as a minimum, a semi-annual and annual treasury outturn report.

The Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Authority's Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 3<sup>rd</sup> March 2021.

### External Context

**Economic background:** The continuing economic recovery from coronavirus pandemic, together with the war in Ukraine, higher inflation, and higher interest rates were major issues over the period.

Bank Rate was 0.1% at the beginning of the reporting period. April and May saw the economy gathering momentum as the shackles of the pandemic restrictions were eased. Despite the improving outlook, market expectations were that the Bank of England would delay rate rises until 2022. Rising, persistent inflation changed that.

UK CPI was 0.7% in March 2021 but thereafter began to steadily increase. Initially driven by energy price effects and by inflation in sectors such as retail and hospitality which were re-opening after the pandemic lockdowns, inflation then was believed to be temporary. Thereafter price rises slowly became more widespread, as a combination of rising global costs and strong demand was exacerbated by supply shortages and transport dislocations. The surge in wholesale gas and electricity prices led to elevated inflation expectations. CPI for February 2022 registered 6.2% year on year, up from 5.5% in the previous month and the highest reading in the National Statistic series. Core inflation, which excludes the more volatile components, rose to 5.2% y/y from 4.4%.

The government's jobs furlough scheme insulated the labour market from the worst effects of the pandemic. The labour market began to tighten and demand for workers grew strongly as employers found it increasingly difficult to find workers to fill vacant jobs. Having peaked at 5.2% in December 2020, unemployment continued to fall and the most recent labour market data for the three months to January 2022 showed the unemployment rate at 3.9% while the employment rate rose to 75.6%.

Headline 3-month average annual growth rate for wages were 4.8% for total pay and 3.8% for regular pay. In real terms, after adjusting for inflation, total pay growth was up 0.1% while regular pay fell by 1.0%.

With the fading of lockdown - and, briefly, the 'pingdemic' - restraints, activity in consumer-facing sectors improved substantially as did sectors such as oil and mining with the reopening of oil rigs but materials shortages and the reduction in the real spending power of households and businesses dampened some of the growth momentum. Gross domestic product (GDP) grew by an upwardly revised 1.3% in the fourth calendar quarter of 2021 according to the final estimate (initial estimate 1.0%) and took UK GDP to just 0.1% below where it was before the pandemic. The annual growth rate was revised down slightly to 7.4% (from 7.5%) following a revised 9.3% fall in 2020.

Having increased Bank Rate from 0.10% to 0.25% in December, the Bank of England hiked it further to 0.50% in February and 0.75% in March. At the meeting in February, the Monetary Policy Committee (MPC) voted unanimously to start reducing the stock of its asset purchase scheme by ceasing to reinvest the proceeds from maturing bonds as well as starting a programme of selling its corporate bonds.

In its March interest rate announcement, the MPC noted that the invasion of Ukraine had caused further large increases in energy and other commodity prices, with the expectation that the conflict will worsen supply chain disruptions around the world and push CPI inflation to around 8% later in 2022, even higher than forecast only a month before in the February Monetary Policy Report. The Committee also noted that although GDP in January was stronger than expected with business confidence holding up and the labour market remaining robust, consumer confidence had fallen due to the squeeze in real household incomes.

GDP growth in the euro zone increased by 0.3% in calendar Q4 2021 following a gain of 2.3% in the third quarter and 2.2% in the second. Headline inflation remains high, with CPI registering a record 7.5% year-on-year in March, the ninth successive month of rising inflation. Core CPI inflation was 3.0% y/y in March, was well above the European Central Bank's target of 'below, but close to 2%', putting further pressure on its long-term stance of holding its main interest rate of 0%.

The US economy expanded at a downwardly revised annualised rate of 6.9% in Q4 2021, a sharp increase from a gain of 2.3% in the previous quarter. In its March 2022 interest rate announcement, the Federal Reserve raised the Fed Funds rate to between 0.25% and 0.50% and outlined further increases should be expected in the coming months. The Fed also repeated its plan to reduce its asset purchase programme which could start by May 2022.

**Financial markets:** The conflict in Ukraine added further volatility to the already uncertain inflation and interest rate outlook over the period. The Dow Jones started to decline in January but remained above its pre-pandemic level by the end of the period while the FTSE 250 and FTSE 100 also fell and ended the quarter below their pre-March 2020 levels.

Bond yields were similarly volatile as the tension between higher inflation and flight to quality from the war pushed and pulled yields, but with a general upward trend from higher interest rates dominating as yields generally climbed.

The 5-year UK benchmark gilt yield began the quarter at 0.82% before rising to 1.41%. Over the same period the 10-year gilt yield rose from 0.97% to 1.61% and the 20-year yield from 1.20% to 1.82%.

The Sterling Overnight Rate (SONIA) averaged 0.39% over the quarter.

**Credit review:** In the first half of FY 2021-22 credit default swap (CDS) spreads were flat over most of period and are broadly in line with their pre-pandemic levels. In September spreads rose by a few basis points due to concerns around Chinese property developer Evergrande defaulting but then fell back. Fitch and Moody's revised upward the outlook on a number of UK banks and building societies on the Authority's counterparty to 'stable', recognising their improved capital positions compared to 2020 and better economic growth prospects in the UK.

Fitch also revised the outlook for Nordea, Svenska Handelsbanken and Handelsbanken plc to stable. The agency considered the improved economic prospects in the Nordic region to have reduced the baseline downside risks it previously assigned to the lenders.

The successful vaccine rollout programme was credit positive for the financial services sector in general and the improved economic outlook meant some institutions were able to reduce provisions for bad loans. However, in 2022, the uncertainty engendered by Russia's invasion of Ukraine pushed CDS prices modestly higher over the first calendar quarter, but only to levels slightly above their 2021 averages, illustrating the general resilience of the banking sector.

Having completed its full review of its credit advice on unsecured deposits, in September Arlingclose extended the maximum duration limit for UK bank entities on its recommended lending list from 35 days to 100 days; a similar extension was advised in December for the non-UK banks on this list. As ever, the institutions and durations on the Authority's counterparty list recommended by Arlingclose remains under constant review.

#### **Revised CIPFA Codes, Updated PWLB Lending Facility Guidance**

In August 2021 HM Treasury significantly revised guidance for the PWLB lending facility with more detail and 12 examples of permitted and prohibited use of PWLB loans. Authorities that are purchasing or intending to purchase investment assets primarily for yield will not be able to access the PWLB except to refinance existing loans or externalise internal borrowing. Acceptable use of PWLB borrowing includes service delivery, housing, regeneration, preventative action, refinancing, and treasury management.

CIPFA published its revised Prudential Code for Capital Finance and Treasury Management Code on 20<sup>th</sup> December 2021. The key changes in the two codes are around permitted reasons to borrow, knowledge and skills, and the management of non-treasury investments.

The principles of the Prudential Code took immediate effect although local authorities could defer introducing the revised reporting requirements until the 2023/24 financial year if they wish.

To comply with the Prudential Code, authorities must not borrow to invest primarily for financial return. This Code also states that it is not prudent for local authorities to make investment or spending decision that will increase the CFR unless directly and primarily related to the functions of the authority. Existing commercial investments are not required to be sold; however, authorities with existing commercial investments who expect to need to borrow should review the options for exiting these investments.

Borrowing is permitted for cashflow management, interest rate risk management, to refinance current borrowing and to adjust levels of internal borrowing. Borrowing to refinance capital expenditure primarily related to the delivery of a local authority's function but where a financial return is also expected is allowed, provided that financial return is not the primary reason for the expenditure. The changes align the CIPFA Prudential Code with the PWLB lending rules.

Unlike the Prudential Code, there is no mention of the date of initial application in the Treasury Management Code. The TM Code now includes extensive additional requirements for service and commercial investments, far beyond those in the 2017 version.

The Authority will follow the same process as the Prudential Code, i.e. delaying changes in reporting requirements to the 2023/24 financial year.

### Local Context

On 31<sup>st</sup> March 2021, the Authority had net borrowing of £20.95m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors are summarised in Table 1 below.

Table 1: Balance Sheet Summary

	31.3.21 Actual £m
General Fund CFR	55.25
Less other debt liabilities	0.0
<b>Total CFR</b>	<b>55.25</b>
External borrowing	39.40
<b>Internal borrowing</b>	<b>15.85</b>
Less: Usable reserves	-37.61
Less: Working capital	0.81
<b>Net Borrowing</b>	<b>20.95</b>

Lower official interest rates have lowered the cost of short-term, temporary loans and investment returns from cash assets that can be used in lieu of borrowing. The Authority pursued its strategy of keeping borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low.

The treasury management position on 31<sup>st</sup> March 2022 and the change during the year is shown in Table 2 below.

Table 2: Treasury Management Summary

	31.3.21 Balance £m	Movement £m	31.3.22 Balance £m	31.3.22 Rate %
Long-term borrowing	21.40	-0.53	20.87	2.00
Short-term borrowing	18.00	-5.00	13.00	0.11
<b>Total borrowing</b>	<b>39.40</b>	<b>-5.53</b>	<b>33.87</b>	<b>1.42</b>
Long-term investments	8.45	2.11	10.56	3.97
Short-term investments	5.00	5.00	10.00	0.75
Cash and cash equivalents	5.00	7.00	12.00	0.28
<b>Total investments</b>	<b>18.45</b>	<b>14.11</b>	<b>32.56</b>	<b>1.61</b>
<b>Net borrowing</b>	<b>20.95</b>	<b>-19.64</b>	<b>1.31</b>	

## Borrowing Update

The Authority currently holds £56.2m in commercial investments that were purchased prior to the change in the CIPFA Prudential Code. Before undertaking further additional borrowing the Authority will review the options for exiting these investments.

## Borrowing strategy

At 31<sup>st</sup> March 2022 the Authority held £33.87m of loans, decrease of £5.53m from 31<sup>st</sup> March 2021, as part of its strategy for funding previous years' capital programmes. Outstanding loans on 31<sup>st</sup> March are summarised in Table 3 below.

Table 3: Borrowing Position

	<b>31.3.21 Balance £m</b>	<b>Net Movement £m</b>	<b>31.3.22 Balance £m</b>
Public Works Loan Board	21.40	-0.53	20.87
Local authorities (short-term)	18.00	-5.00	13.00
<b>Total borrowing</b>	<b>39.40</b>	<b>-5.53</b>	<b>33.87</b>

The Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective.

In keeping with these objectives, no new borrowing was undertaken while £5m of existing short-term loans were allowed to mature without replacement. This strategy enabled the Authority to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.

<b>Long-dated Loans borrowed</b>	<b>Amount £m</b>	<b>Rate %</b>	<b>Period (Years)</b>
PWLB Maturity Loan 1	11.00	2.35	40
PWLB Maturity Loan 2	3.00	2.47	40
PWLB EIP Loan 1	5.00	1.05	15
PWLB EIP Loan 2	3.00	1.80	15
<b>Total borrowing</b>	<b>22.00</b>	<b>2.00</b>	

The Authority's borrowing decisions are not predicated on any one outcome for interest rates and a balanced portfolio of short- and long-term borrowing was maintained.

PWLB funding margins have lurched quite substantially and there remains a strong argument for diversifying funding sources, particularly if rates can be achieved on alternatives which are below gilt yields + 0.80%. The Authority will evaluate and pursue these lower cost solutions and opportunities with its advisor Arlingclose.

## Treasury Investment Activity

CIPFA published a revised Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes on 20<sup>th</sup> December 2021. These define treasury management investments as investments that arise from the organisation's cash flows or treasury risk management activity that ultimately represents balances that need to be invested until the cash is required for use in the course of business.

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the year, the Authority's investment balances ranged between £27 and £36 million due to timing differences between income and expenditure. The investment position is shown in table 4 below.

Table 4: Treasury Investment Position

	<b>31.3.21 Principal Outstanding £m</b>	<b>Net Movement £m</b>	<b>31.3.22 Principal Outstanding £m</b>
Banks & building societies (unsecured)	2.00	-2.00	0.00
Government (incl. local authorities)	2.00	13.50	15.50
Money Market Funds	3.00	3.50	6.50
Registered Providers	3.00	-2.00	1.00
Real Estate Investment Trusts	0.00	0.50	0.50
Other Pooled Funds	8.99	0.00	8.99
<b>Total investments</b>	<b>18.99</b>	<b>13.50</b>	<b>32.49</b>

Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

Ultra-low short-dated cash rates, which were a feature since March 2020 when Bank Rate was cut to 0.1%, prevailed for much of the 12-month reporting period which resulted in the return on sterling low volatility net asset value (LVNAV) Money Market Funds being close to zero even after some managers have temporarily waived or lowered their fees. However, higher returns on cash instruments followed the increases in Bank Rate in December, February, and March.

Similarly, deposit rates with the Debt Management Account Deposit Facility (DMADF) initially remained very low with rates ranging from 0% to 0.1% but following the hikes to policy rates increased to between 0.55% and 0.85% depending on the deposit maturity.

Given the risk and low returns from short-term unsecured bank investments, the Authority further diversified into more secure and higher yielding asset classes as shown in table 4 above with £0.50m that is available for longer-term investment invested in a Real Estate Investment Trust.

The progression of risk and return metrics are shown in the extracts from Arlingclose’s quarterly investment benchmarking in Table 5 below.

Table 5: Investment Benchmarking - Treasury investments managed in-house

	Credit Score	Credit Rating	Bail-in Exposure	Weighted Average Maturity (days)	Rate of Return %
31.03.2021	5.40	A+	50%	93	2.46%
31.03.2022	4.33	AA-	28%	128	1.61%
<b>Similar LAs</b>	4.37	AA-	61%	43	1.18%
<b>All LAs</b>	4.39	AA-	60%	14	0.97%

**Externally Managed Pooled Funds:** £9.6m of the Authority’s investments is invested in externally managed strategic pooled equity, multi-asset, and property funds where short-term security and liquidity are lesser considerations, and the objectives instead are regular revenue income and long-term price stability. These funds generated an average total return of £968k, comprising a £368k income return which is used to support services in year, and £600k of capital growth.

In the nine months to December improved market sentiment was reflected in equity, property, and multi-asset fund valuations and, in turn, in the capital values of the Authority’s property, equity and multi-asset income funds in the Authority’s portfolio. In the January- March quarter the two dominant themes were tighter UK and US monetary policy and higher interest rates, and the military invasion of Ukraine by Russia in February, the latter triggering significant volatility and uncertainty in financial markets.

In light of Russia’s invasion, Arlingclose contacted the fund managers of our MMF, cash plus and strategic funds and confirmed no direct exposure to Russian or Belarusian assets had been identified. Indirect exposures were immaterial. It should be noted that that any assets held by banks and financial institutions (e.g. from loans to companies with links to those countries) within MMFs and other pooled funds cannot be identified easily or with any certainty as that level of granular detail is unlikely to be available to the fund managers or Arlingclose in the short-term, if at all.

The change in the Authority’s funds’ capital values and income earned over the 12-month period is shown in Table 4.

Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority’s medium- to long-term investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three- to five-year period total returns will exceed cash interest rates. *The Authority invested a further £500k during 2021/22 in the Fundamentum Real Estate Investment Trust.*

The Authority had budgeted £300k income from these investments in 2021/22. Income received was £368k.

### Non-Treasury Investments

The definition of investments in CIPFA’s revised 2021 Treasury Management Code covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. Investments that do not meet the definition of treasury management investments (i.e., management of surplus cash) are categorised as either for service purposes (made explicitly to further service objectives) and or for commercial purposes (made primarily for financial return).

Investment Guidance issued by the Department for Levelling Up Housing and Communities (DLUHC) and Welsh Government also broadens the definition of investments to include all such assets held partially or wholly for financial return.

The Authority also held £56.2m of such investments in directly owned property as shown in the table below:

Property	Purchase date	Purchase Price	Sector
Challenge House, Tewkesbury	Dec-16	£8,730,000	Office
Challenge House, Tewkesbury	Dec-16	£5,820,000	Industrial
Retail units, Clevedon	Jul-06	£2,199,250	Retail
The Chase, Hertford	Nov-17	£3,700,000	Office
SPL House, Ellesmere Port	Nov-17	£3,490,000	Industrial
Wickes, Trowbridge	Dec-17	£5,542,000	Retail
Edmund House, Leamington	Aug-18	£3,610,000	Office
M&S, Walton on the Naze	Oct-18	£4,335,000	Retail
Vaughan Park, Tipton	May-20	£9,365,000	Industrial
Volvo, Crawley	Dec-20	£9,400,000	Alternatives
<b>Total</b>		<b>£56,191,250</b>	

These investments generated £2.60m of investment income for the Authority after taking account of direct costs, representing a rate of return of 4.62%.

### Treasury Performance

The Authority measures the financial performance of its treasury management activities both in terms of its impact on the revenue budget and its relationship to benchmark interest rates, as shown in table 6 below.

Table 6: Performance

	Actual £	Budget £	Over/ Under £	Actual %	Benchmark %	Over/ under
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Treasury Investments	429,218	345,000	84,218	1.29	0.24	1.05
Borrowing	462,932	480,000	17068	1.29	N/A	N/A
<b>GRAND TOTAL</b>	<b>-33,713</b>	<b>-135,000</b>	<b>101,287</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

### Compliance

The Head of Finance and Assets reports that all treasury management activities undertaken during the year complied fully with the CIPFA Code of Practice and the Authority's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 7 below.

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 7 below.

Table 7: Debt Limits

	2021/22 Maximum	31.3.22 Actual	2021/22 Operational Boundary	2021/22 Authorised Limit	Complied? Yes/No
Borrowing	£39.40	£33.87	55.0m	60.0m	<b>Yes</b>

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

Table 8: Investment Limits

	2021/22 Maximum	31.3.22 Actual	2021/22 Limit	Complied? Yes/No
Local authorities & other government entities	£2.0m	£2.0m	£2.0m	Yes
Secured investments	£0.0m	£0.0m	£2.0m	Yes
Banks (unsecured)	£2.0m	£0.0m	£2.0m	Yes
Building societies (unsecured)	£0.0m	£0.0m	£1.0m	Yes
Registered providers (unsecured)	£2.0m	£1.0m	£2.0m	Yes
Money market funds	£2.0m	£2.0m	£2.0m	Yes
Strategic pooled funds	£3.93m	£3.93m	£4.0m	Yes
Real estate investment trusts	£0.5m	£0.5m	£2.0m	Yes
Any group of pooled funds under the same management (limits per manager)	£3.93m	£3.93m	£5.0m	Yes
Negotiable instruments held in a broker's nominee account (limits per broker)	£0.0m	£0.0m	£5.0m	Yes
Foreign countries (limits per country)	£2.0m	£0.0m	£2.0m	Yes

### Treasury Management Indicators

The Authority measures and manages its exposures to treasury management risks using the following indicators.

**Security:** The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	31.3.22 Actual	2021/22 Target	Complied?
Portfolio average credit rating	AA-	A	Yes

**Maturity Structure of Borrowing:** This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

	31.3.22 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	38.38%	100%	0%	Yes
12 months and within 24 months	0%	100%	0%	Yes
24 months and within 5 years	0%	100%	0%	Yes
5 years and within 10 years	0%	100%	0%	Yes
10 years and above	61.62%	100%	0%	Yes

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

**Principal Sums Invested for Periods Longer than a year:** The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

	2021/22	2022/23	2023/24
Actual principal invested beyond year end	£1.0m	£1.0m	£0.0m
Limit on principal invested beyond year end	£6m	£5m	£4m
Complied?	Yes	Yes	Yes

## Other

**IFRS 16:** The implementation of the new IFRS 16 Leases accounting standard was due to come into force for local authorities from 1<sup>st</sup> April 2022. Following a consultation CIFPA/LASAAC announced an optional two year delay to the implementation of this standard a decision which was confirmed by the Financial Reporting Advisory Board in early April 2022. Authorities can now choose to adopt the new standard on 1<sup>st</sup> April 2022, 1<sup>st</sup> April 2023 or 1<sup>st</sup> April 2024. The Authority intends to adopt the new standard on 1st April 2023.

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	6 July 2022
<b>Subject:</b>	UK Shared Prosperity Fund
<b>Report of:</b>	Community and Economic Development Manager
<b>Corporate Lead:</b>	Head of Finance and Asset Management
<b>Lead Member:</b>	Lead Member for Economic Development/Promotion Lead Member for Community
<b>Number of Appendices:</b>	None

### **Executive Summary:**

Earlier this year, the UK Government announced the creation of the UK Shared Prosperity Fund (UKSPF), as part of the Levelling Up agenda. The Fund aims to target funding to build pride in place, support high quality skills training, support pay, employment and productivity growth and increase life chances.

The Shared Prosperity Fund outlines an allocation of funding for Tewkesbury Borough of £1,011,978 over a three-year period. To access these funds the Council is required to develop an Investment Plan to be submitted by 1 August 2022.

This report outlines the Shared Prosperity Fund process and the relevant delegations to enable the Council to take the Shared Prosperity agenda forward.

### **Recommendation:**

- 1. To submit a Shared Prosperity Fund Investment Plan for Tewkesbury Borough by 1 August 2022.**
- 2. To delegate authority to the Head of Finance and Asset Management, in consultation with the Head of Development Services, the Lead Member for Economic Development/Promotion and the Lead Member for Community, to prepare and submit the Investment Plan on behalf of the Council.**

### **Reasons for Recommendation:**

- To enable the Council to submit a Borough Investment Plan to access the Shared Prosperity allocation of funding.
- To enable the Council to implement a timescale, with delegations, in time for the 1 August 2022 submission.
- To enable effective consultation prior to the deadline.

### **Resource Implications:**

The Government has awarded the Council £1,011,978 from the UK Shared Prosperity Fund to

support local interventions. This will be delivered in line with the following schedule, with funding heavily weighted at the end of the three-year programme:

- 2022/23 - £122,813.
- 2023/24 - £245,626.
- 2024/25 - £643,539.

In addition to the funding profile, the allocations need to be split between revenue and capital expenditure on the following basis:

- 2022/23 – revenue 90%; capital 10%.
- 2023/24 – revenue 87%; capital 13%.
- 2024/25 – revenue 80%; capital 20%.

The Government will also award each authority £20,000 support the completion of the initial intervention plan.

#### **Legal Implications:**

There are no significant implications within this category. Actions and decisions arising from the implementation of the plan may have legal implications, which will need to be considered at the relevant time.

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#### **Risk Management Implications:**

Work capacity to develop and complete the Investment Plan. Shared Intelligence has therefore been commissioned to assist in the creation and submission of the Plan.

#### **Performance Management Follow-up:**

Following submissions and approval of the Council's Investment Plan, a further report will be presented to Executive Committee to agree the scheme's governance structure. The progress on the Investment Plan and subsequent Government feedback, will be reported through the Council's Performance Tracker.

#### **Environmental Implications:**

Not at this stage, although the climate change agenda is a key component of the Shared Prosperity Fund.

## **1.0 INTRODUCTION/BACKGROUND**

**1.1** The UK Government launched the Shared Prosperity Fund to support places to be empowered to identify and build on strengths and needs at a local level, focus on pride in place and to increase life chances.

Specifically, the UKSPF objectives are to:

- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging.
- Spread opportunities and improve public services, especially in those places where they are weakest.
- Restore a sense of community, local pride and belonging, especially in those places where they have been lost.

- Empower local leaders and communities, especially in those places lacking local agency.

**1.2** The £2.6 billion UK Shared Prosperity Fund (UKSPF) is a central pillar of the Government's levelling up agenda and a significant component of its proposed support for places across the UK.

## **2.0 UK SHARED PROSPERITY FUND**

**2.1** All Local Authorities have been asked to develop an Investment Plan to deliver on the Shared Prosperity objectives. This Investment Plan is to be submitted by 1 August 2022 and covers a three-year period. The Investment Plan focusses on three main areas of work:

- Community and Place.
- Supporting Local Business.
- People and Skills.

The Investment Plan is required to provide measurable outcomes and likely interventions to meet the aims with the detail on how the interventions will be delivered subject to local discretion following Plan approval. The delivery of the Plan can include a mixture of grants, commissioning, procurement and in-house delivery. The Council has been awarded a conditional allocation sum of £1,011,978 to deliver the Investment Plan over the three-year period.

**2.2** The Government requires that the development, and subsequent management, of the Investment Plan receives local input and therefore all Local Authorities are requested to develop a Local Partnership Group to incorporate members of the Council, as well as other local agencies and partners, the Voluntary and Community Sector and the business community. This group will perform a pivotal engagement and consultation role in the formation of the plan. Representatives within Tewkesbury Borough have been identified and are in the process of being invited to the first meeting. The Partnership fund will consider local data and emerging key themes. The local MPs will also have the opportunity to review the Plan before submission.

**2.3** To support the delivery of the Investment Plan, Local Authorities have been awarded seed funding to enable extra expertise to be utilised in support of the production of the Plan. As a result, Shared Intelligence have been appointed to assist the Council in this work and are currently gathering the evidence base to support the identification of interventions required and the desired outcomes.

**2.4** The Shared Prosperity Fund succeeds the previous European Structural Fund, which funded projects across the County and Region. Therefore, a number of organisations that were European funded, such as the LEP/Growth Hub, have approached the Council and the other districts regarding future funding from the Shared Prosperity Fund. The Council is also receiving approaches from agencies and organisations that are aware of the funds. The information supplied by these bodies will feed into the discussions with the Local Partnership Group and will help support the evidence base being established.

**2.5** The timetable for the formation of the Investment Plan is extremely tight and challenging with a deadline for submission of 1 August. Therefore, this report recommends delegations to Officers and Lead Members for the formation and submission of the Plan in order to have compliance with the timetable.

**2.6** Government will review all Investment Plans submitted by local authorities through late summer and intend to provide feedback, and hopefully approval, in early Autumn. Once the Government has confirmed funding for the Borough, the Council will need to further consider future governance arrangements and the role of the Local Partnership Group. A report on this will be submitted to Executive Committee at the earliest opportunity.

### **3.0 OTHER OPTIONS CONSIDERED**

**3.1** None.

### **4.0 CONSULTATION**

**4.1** Consultation on the Investment Plan will be directed through a newly created Local Partnership Group. This Group is a requirement of the Investment Plan. The Group membership will include representatives from the Business Community, Voluntary and Community Sector, as well as key partners and Lead Members.

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

**5.1** Tewkesbury Borough Council Plan.  
Economic Development and Tourism Strategy.

### **6.0 RELEVANT GOVERNMENT POLICIES**

**6.1** Levelling Up.

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

**7.1** Delivery of the Investment Plan to meet the 1 August 2022 deadline.

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

**8.1** Shared Prosperity aims to meet key community and economic objectives – particularly focussing on the three pillars of Community and Place, Supporting Local Business and People and Skills.

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

**9.1** None at this stage.

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

**10.1** None.

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**Background Papers:** None.  
**Contact Officer:** Community and Economic Development Manager  
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**Appendices:** None.

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	6 July 2022
<b>Subject:</b>	Integrated Locality Partnership
<b>Report of:</b>	Community and Economic Development Manager
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Member:</b>	Cllr Richard Stanley, Lead Member for Health and Wellbeing
<b>Number of Appendices:</b>	None

**Executive Summary:**

Integrated Locality Partnerships (ILPs) are partnerships made up of senior leaders of health and social care providers, local government and other agencies. The partners bring services together to plan how they can be delivered to the local population. The aim is to work together as one 'integrated' system to deliver the priorities set out by the health and care partnership, such as health inequalities.

This report provides background on the work of the Tewkesbury Borough Integrated Locality Partnership (ILP) to date, as well as next steps regarding the action plan and funding available.

**Recommendation:**

- 1. To consider the work of the Tewkesbury Borough Integrated Locality Partnership.**
- 2. That the action plan and cost plan are agreed by the Head of Development Services, in consultation with the Lead Member for Health and Wellbeing.**

**Reasons for Recommendation:**

- To provide a clear way forward for the work of the ILP.
- To reduce health inequalities within the Borough.
- To allocate resources effectively.

**Resource Implications:**

As outlined in the report.

**Legal Implications:**

There are no significant implications within this category. Actions and decisions arising from the implementation of the plans may have legal implications, which will need to be considered at the relevant time.

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**Risk Management Implications:**

None at this stage.

**Performance Management Follow-up:**

The work of the ILP is fed back through the Council's performance tracker.

**Environmental Implications:**

None at this stage.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** As a response to the recognition that a local 'place based' focus provides opportunity to understand priorities in local areas and build sustainable initiatives with local communities the NHS in Gloucestershire has developed Integrated Locality Partnerships (ILPs). These bring together a collaboration of partners from across local health and care and wider systems to create new ways of engaging with local communities and a new approach to delivering and developing services.
- 1.2** ILPs are partnerships made up of senior leaders of health and social care providers, local government and other agencies. They work with each other to bring services together and plan how they can be delivered to the local community. They work together as one, 'integrated' system to deliver the priorities set out by our health and care partnership, such as health inequalities. This is termed a 'population-based approach' to improving health and care because it is tailored to the areas that people live in. There is an ILP for each of the six localities in Gloucestershire: Cheltenham, Cotswolds, Forest of Dean, Gloucester, Stroud & Berkeley Vale and Tewkesbury.
- 1.3** The ILP for Tewkesbury was formed in 2020 and is Chaired by the Council's Chief Executive. Its membership includes Council Officers, as well as representatives from the NHS including Clinical Commissioning Group and GPs, Police and the Voluntary and Community Sector.

## **2.0 TEWKESBURY BOROUGH INTEGRATED LOCALITY PARTNERSHIP (ILP)**

**2.1** At the outset, the ILP has looked to interrogate data, as well as consult and engage with key partners to understand the key priorities for the Borough and how best to address health inequalities. At an initial visioning event four priorities were identified:

1. Mental health.
2. Social isolation and loneliness.
3. Employment and skills.
4. Physical activity.

**2.2** Understanding that the Borough is a disparate place with a mix of communities, it was recognised that the place-based approach would help to address the priorities and health inequalities at a local level. Therefore, two pilot projects were identified – one in Brockworth and one in Tewkesbury. These projects are now in progress at the evidence gathering and consultation stage, whilst taking a community-led approach. Initial work has started in Tewkesbury, focussing on a series of asset mapping workshops and engagement of local groups looking at “Connecting Communities: What makes a healthy, happy Tewkesbury?”. In Brockworth the approach is led by the Parish Council employing a community engager to initiate engagement within the community, understanding the issues and working with the community to jointly come to solutions. The ILP will also be developing other projects within the Borough.

**2.3** To assist the work of the ILP, each district has been awarded funds. These funds are conditional on ensuring that projects are designed to address health inequalities, as well as a ‘Strengthening Local Communities’ approach is adopted i.e. that communities are at the heart of, and lead, the design, co-ordination and delivery of projects that impact on their community. A total of £250,000 has been allocated for this work. All spend has to be agreed in liaison with the ILP, and the wish is to continue to work with the ILP, Voluntary Community Sector and communities to deliver community-based projects focussed on local priorities, but with an underlying aim of reducing health inequalities.

**2.4** Although funding has to be agreed with the ILP, Tewkesbury Borough Council is the accountable body for the funding that has been allocated. To enable the Borough Council to have a clear process for allocating the funds, there needs to be an understanding of how to take the priorities forward for the Borough. Therefore, the ILP will be developing an action plan to understand the key priorities and how to address them. A cost plan will sit alongside the action plan.

**2.5** To further enhance the decision-making procedure, it is recommended that alongside the action plan, the Lead Member for Health and Wellbeing agrees to the overall cost plan for the ILP. Therefore, it is recommended that the action plan and cost plan are agreed by the Head of Development Services, in consultation with the Lead Member for Health and Wellbeing.

## **3.0 OTHER OPTIONS CONSIDERED**

**3.1** None.

## **4.0 CONSULTATION**

**4.1** The ILP has been made aware of this proposed approach.

**5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

5.1 None.

**6.0 RELEVANT GOVERNMENT POLICIES**

6.1 Gloucestershire Primary Care Strategy 2019 – 2024.

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

7.1 There are a number of officers engaged in the work of the ILP and delivery of projects.

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

8.1 The community-led approach that is favoured by the ILP, enables communities to be at the heart of decision-making and promotes the 'do with' approach, rather than 'do to' approach.

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

9.1 One of the key priorities for the ILP is to look to address health inequalities across the Borough.

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

10.1 None.

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**Background Papers:** None.

**Contact Officer:** Community and Economic Development Manager 01684 272094  
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**Appendices:** None.

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	6 July 2022
<b>Subject:</b>	Carbon Reduction Action Plan
<b>Report of:</b>	Head of Finance and Asset Management
<b>Corporate Lead:</b>	Head of Finance and Asset Management
<b>Lead Member:</b>	Lead Member for Clean and Green Environment
<b>Number of Appendices:</b>	One

**Executive Summary:**

Following the declaration of a climate emergency in October 2019, officers, together with Members of the Climate Change and Flood Risk Management Group, undertook a baseline audit of the Council's current carbon consumption. This was reported to Council in July 2020 along with an overarching action plan designed to achieve carbon neutrality in Council services by 2030.

Good progress has been made in the second year of the action plan, particularly since the appointment of the new Carbon Reduction Officer. There has been disappointment with the inability to progress the replacement of the heating system at the Council Offices, but the delivery of the solar car parking canopy is well underway and should be completed in the next few weeks.

The appendix also includes a draft action plan for year three. The actions recommended building upon the progress made in the second year and setting solid foundations for the delivery of the Council's 2030 ambition. The third year action plan also begins to look at the strategies required to meet targets against the waste and recycling fleet as well as rollout of electric vehicle charging points. As always, the action plan has been prepared in acknowledgement of the resources available to pursue the ambition.

**Recommendation:**

**Executive Committee is asked to**

- 1. CONSIDER the progress achieved in Year two of the action plan.**
- 2. APPROVE the recommended Year three action plan.**

**Reasons for Recommendation:**

To give Members a formal opportunity to consider progress against the Carbon Reduction Programme and approve the recommended actions of year three.

**Resource Implications:**

Actions highlighted within the report will require funding from the Council's Asset Management Reserve and the newly formed Climate Change Reserve. Further external funding will be sourced but it is likely that additional delivery budgets will be required in future years.

**Legal Implications:**

None associated with the report.

**Risk Management Implications:**

If sufficient resources to allow the delivery of the ambition are not allocated, the Council will not be able to deliver all of the points within the council motion and will not be able to play a pro-active role in anything wider than energy efficiency measures within the council offices.

**Performance Management Follow-up:**

The progress against the action plan will be reported on a quarterly basis to the Climate Change and Flood Risk Management Group and an annual outturn report produced for Committee.

**Environmental Implications:**

The action plan aims to deliver the changes necessary in order to ensure the Council reduces its carbon footprint.

**1.0 INTRODUCTION/BACKGROUND****1.1** Tewkesbury Borough Council declared a climate emergency at a Council meeting in October 2019.

The motion as agreed is reproduced below.

**Motion AGREED:**

- Declare a 'climate emergency'.
- Commit to doing all in its power to make Tewkesbury Borough Council offices carbon neutral by 2030.
- Expand the remit of the existing Flood Risk Management Group to deal with climate change matters with the following delegations to the Borough Solicitor in consultation with the Group:
  1. Preparation of revised Terms of Reference to include an audit of the Council's current position, an action plan to achieve carbon neutrality by 2030, funding and promotion of good practice throughout the Borough including buildings that provide a public service, such as the Tewkesbury Leisure Centre; and
  2. Membership of the Group, taking account of its wider role.
- Call upon central government to provide additional powers and resources to support local and national action towards the 2030 target.
- Commit to working with partners in Gloucestershire to achieve countywide carbon neutrality aims.

**1.2** In July 2020, the Climate Change and Flood Risk Management Group recommended to Council the approval of the initial Climate Change and Carbon Reduction baseline audit report and the adoption of the action plan.

**1.3** This report details progress made against the initial action plan targets over the last 12 months and recommends the adoption of new targets for the next twelve months to ensure the Council remains on course to meet its stated target.

## **2.0 ACTION PLAN**

**2.1** Following the adoption of the Climate Change and Carbon Reduction Audit and Action Plan, officers have been reviewing the overarching targets and working on the delivery of actions to advance the Council's ambition. The second year of the action plan has seen good progress made, particularly since the appointment of the Carbon Reduction Officer in February. This appointment means that outstanding year two actions can be delivered and we can aim to deliver a wider plan in the third year.

**2.2** Appendix A, highlights the achievements in the second year of the action plan including:

- The approval of funding to support our ambitions including:
  - a £100,000 delivery fund from the Borough Council's reserves.
  - £284,200 of external grant funding and £447,200 of internal funding to support the delivery of a solar car parking canopy.
  - £40,600 of ongoing funding to support a new Carbon Reduction Officer post.
- Appointment of the Carbon Reduction Officer in February.
- Appointment of contractors and start on site for the delivery of the solar car park canopy.
- An updated Tree Management Policy.
- Promotional and partnership work in the run up to COP26 last November.

**2.3** Despite the achievements in year, it has also been a frustrating year with significant resource being dedicated to an ultimately unsuccessful attempt to secure external funding for the replacement of the heat system. Having secured funding in year one for this project, the tender for its delivery in year two saw a significant increase in cost for the installation of the new system which resulted in funding being withdrawn for the project. The team then took the opportunity to bid for further external funding, completing a detailed assessment and spending many hours discussing the bid with the funders. Unfortunately, whilst the bid was technically sound and had passed all assessment criteria, the fund had run out of money and could not make an award to Tewkesbury. This project and the securing of external funding remains a key target for Tewkesbury and will continue to be a primary action in our plans until it is delivered. It is hoped that a further round of Public Sector Decarbonisation Funding will be announced in the Autumn of 2022 and an early bid could be made utilising all of the information gathered in previous rounds.

- 2.4** The annual emissions report: 2021 against 2019 baseline, attached at Appendix A highlights a significant reduction in emissions across Council services in the last calendar year. A total of 538 T/CO<sub>2</sub>e or 33.5% has been saved against the Council's baseline which is a significant achievement. However, it is important to remember the impact that the covid pandemic has had on our working practices and energy demand in this timeframe, some of which will continue into the future and some of which may fall back to 2019 levels. It is also important to note some of the movements in data supplied by outside bodies which require further investigation and understanding to clarify either the base position or the 2021 update.
- 2.5** Appendix A also sets out the actions recommended by officers to take forward the Council ambition over the next twelve months. The recommended Year three action plan contains actions that cover a number of aspects of delivery but they have been grouped under six themes:
- Communications and Engagement.
  - Technical implementation.
  - Scoping studies and Policies and Schemes.
  - Budgets & External funding.
  - Partnership and wider activity.
  - Ongoing activities.
- 2.6** As can be seen in the year three action plan, a number of activities such as branding, communication and training have been carried over and will build on the developmental work carried out by the Carbon Reduction Officer in the first few months in the role. The action plan also highlights the delivery of a number of actions that have begun in recent months including the rollout of electric vehicle charge points, provision of a fully electric car fleet and the decarbonisation of the domestic property portfolio.
- 2.7** The action plan also starts to consider the strategies that will be required to deal with our biggest emission area – the Ubico fleet of vehicles. The size of the challenge to make this service area carbon neutral, as well as future challenges on the leisure centre, will be significant and will take a considerable commitment and resources to resolve over the next eight years. Finally, the first few weeks of the year three action plan will see the completion of the solar car parking canopy. Once completed, this will make a significant difference to the carbon neutrality of the Council offices and will be a beacon of our commitment to meet the Council 2030 target.
- 2.8** The programme for year three will be reviewed if there is a successful bid for funding to replace the heating system at the Council offices given the level of resources that will be required to successfully deliver that project.
- 3.0 OTHER OPTIONS CONSIDERED**
- 3.1** None.
- 4.0 CONSULTATION**
- 4.1** Details of the Year two and Year three action plan targets have been discussed with the Climate Change and Flood Risk Management Group.

**5.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

**5.1** Climate Change and Carbon Reduction Audit and Action Plan.

**6.0 RELEVANT GOVERNMENT POLICIES**

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

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

Climate Change Act 2008.

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

**7.1** As set out in the report.

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

**8.1** The Carbon Reduction Action Plan targets carbon neutrality for Council activities by 2030.

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

**9.1** None.

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

**10.1** None.

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**Background Papers:** Climate Change and Carbon Reduction Audit and Action Plan – Council 28 July 2020.

**Contact Officer:** Head of Finance and Asset Management Tel: 01684 272005.

**Appendices:** Appendix A – Annual Emissions Report: 2021 Against 2019 Baseline.

# TEWKESBURY BOROUGH COUNCIL CN2030 ANNUAL EMISSIONS REPORT: 2021 AGAINST 2019 BASELINE

TEWKESBURY BOROUGH COUNCIL

JUNE 2022





PRODUCED FOR:

TEWKESBURY BOROUGH COUNCIL

BY:

MIKE BRAIN & CHRISTOPHER ATKINSON

VERSION:

FINAL: 14<sup>TH</sup> JUNE 2022

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## INTRODUCTION

TBC declared a climate emergency at full council on 1<sup>st</sup> October 2019. A key part of this declaration was the preparation of revised Terms of Reference to include an audit of the Council's current position, an action plan to achieve carbon neutrality by 2030.

A baseline and high level 10 year Action Plan to achieve carbon neutrality from council buildings and core services was approved in July 2020, and this report provides a review of year 2 activity, Greenhouse Gas emissions update for 2021 & review against the baseline and finally an overview of the Action Plan for Year 3.

The Council's carbon footprint was established by analysing data associated with the Greenhouse Gas Protocol's scope 1, 2 and 3 emissions<sup>1</sup>, with each subsequent years' data calculated using annually updated Government published carbon conversion factors.

The Council has committed to doing all in its power to become carbon neutral by 2030 specifically by addressing CO<sub>2</sub> emissions from operations for which it is directly responsible. This includes the following:

- Electricity, gas and water consumption from owned buildings that are used to provide a public service, therefore excluding any buildings used for commercial purposes. Therefore the TBC estate included is as follows:
  - TBC Council Offices – less areas occupied by tenants
  - Tewkesbury Leisure Centre
  - Roses Theatre
  - Tewkesbury Cemetery
  - 7 x domestic properties providing housing support (increased from 5 properties in 2019)
- TBC Fleet (including vehicles of waste contractors UBICO)
- TBC Grey Fleet – specifically being vehicles owned and used by employees or Councillors of TBC for Council purposes.
- Office Waste from the Public Service Centre (added from 2021)

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<sup>1</sup> **Scope 1:** Direct emissions from activities owned or controlled by your organisation: **Gas & Owned Transport;**

**Scope 2:** Indirect energy emissions released into the atmosphere that are associated with your consumption of **purchased electricity;**

**Scope 3:** Other indirect emissions that are a consequence of your actions occurring at sources you do not own or control and are not classed as Scope 2 emissions. For example: **business travel (staff vehicles or public transport), waste disposal, materials or fuels (water) purchased**

It is important to note that whilst 2019 is referred to as the baseline year, it was not possible to determine all 'in scope' emissions at that time. As such the inclusion of emissions from new areas (for example office waste) will mean that direct comparison of emission between the two years is compromised. There are other external factors that influence emission levels that should be considered which include national infrastructural grid greening (reflected in the annual conversion factors) measures as well as the impact on Business As Usual from COVID-19.

**YEAR 2 ACTIVITY REVIEW**

It is encouraging to report that action (at the PSC) against each of the recommendations made has been commenced as part of work during 2022. The table below provides a summary of the specific recommendations (Green highlighted indicates primary focus) and the current status or work against each.

Summary of Energy Saving Recommendations from Decarbonisation Plan (2020)	Current status of progress against recommendations
<u>Replace obsolete gas fired heating system with low carbon alternative (Rec ASHP)</u>	<u>Application to PSDS3 (£705,000) for ASHP system approved but grant funding pot fully allocated. Resubmission planned Q3 '22</u>
Upgrade/replace current Building Management System for more localised and accurate control	Upgrade to BMS incorporated in to PSDS (3) funding application as per above
Savings potential within the Server Room: The cooling units are old; the cooling temperature could be increased from 20°C to at least 22°C (modern servers = 28°C); Server room much larger than necessary & poorly insulated	Identification of opportunity to reduce equipment by 50% and whilst there are concerns over increasing server room temperature, there are plans to resize and insulate the room as part of activity in 2022
To maximise energy savings, it is advisable to undertake an updated assessment of the current levels of insulation within the thermal envelope of the building. Built in 1977 (although recently renovated)	Review conducted as part of low carbon skills fund independent assessment. Recent refurbishment upgrades insulation to better than 2010 building regulations, so further upgrades not economically prudent to pursue
Savings could be achieved from voltage reduction/optimisation equipment, which reduces the level of the voltage supply. A previous study at the council offices indicated a voltage supply of around 242 volts	Plans to implement once ASHP installed, as this, plus electric vehicle charge points significantly increase the benefit, and the additional load may impact the scope of solution. If PSDS3 successful this will be actioned in 2022/23
<u>Following efficiency improvements increase the solar PV generation capacity</u>	<u>Revised PSDS1 application approved for 230KW peak solar canopy under construction</u>
Whilst not directly returning energy savings, it would be advantageous to increase the level of sub-metering in place within the offices	New ASHP solution will have localised metering. Once in place next steps will be to assess more granular sub-metering potential

Summary of current status against energy saving recommendations at the PSC

In addition to the specific PSC building related plans shown above there have been additional accomplishments commenced which include:

<b>Action</b>	<b>Status</b>	<b>Notes</b>
<b>Domestic Properties</b>		
Surveys to assess condition and opportunities	Full home condition surveys, energy performance certificates and Zero Carbon Plans produced	Access to monthly/quarterly or annual consumption data required
Energy efficiency improvements	Insulation improvements retrofitted across most properties	To be completed across all properties
Low Carbon Heating Improvements	Assessments of potential for air source heat pumps and solar panels undertaken	Review of Gov. eligibility for heat pump grants required & business case for solar panels are priority next steps
<b>Internal management systems: recording energy &amp; emissions</b>	Energy diaries produced for all buildings. Full recording of monthly consumption in place at PSC	Needs to be rolled out across all estate
<b>Carbon Sequestration</b>	Tree planting conducted at 8 sites has realised 85 trees planted	Plans to retain current available open land for future CN2030 & biodiversity net gains requirements
<b>Carbon Literacy</b>	Training sessions designed and planned for delivery early in year 3	Will be provided for staff and members alike
Climate Change Service Champions	Role definition outlined	Champions to be recruited following Literacy training delivered
<b>Electric Vehicles</b>	Owned Fleet expanded with additional electric vehicle	Renault Zoe
Salary Sacrifice	Opportunities for staff benefit being developed	Planned availability in year 3
EV charge points in car parks	Assessments being conducted, and partnership with Energy Savings Trust and Glos County Council emerging	Will achieve full costed design as minimum and expected implementation in year 3
<b>Climate Leadership Gloucestershire</b>	TBC leading on Waste Management element of the sustainability agenda	Exploring county wide partnership opportunities, but currently lagging behind own activity
<b>Borough-wide carbon neutral strategy</b>	At embryonic stage of development	Plans to arrange presentation to CCFMG from Stroud DC

There have been two staff recruited to increase resource in support of action plan implementation. A Facilities Officer joined the team in 2021, and from 22<sup>nd</sup> February 2022 a full time Carbon Reduction Officer took post. Content is being developed in readiness for production of a CN2030 aspect within our website.

## SOLAR CANOPY CONSTRUCTION

The fruits of officer time and dedication spent on developing and revising the Public Sector Decarbonisation Scheme funding application to Salix over the last two years are now being realised and at the time of writing a 230KW solar canopy is under construction and at an advanced stage.

The agreed funding deadlines were extended to allow for planning and tendering exercises, but none the less delivery requirements have remained extremely tight. Despite this, close project management and good communication has kept the project on track.



The pre-construction work which included contractor site visits, further designs, survey work and trial holes was undertaken in April 2022. A G99 application was then submitted to the District Network Operator Western Power for connection to the electricity grid.

Work started on site during May with site mobilisation, set-up and the groundworks for the Solar Canopy structure. The foundations for the 13 columns which will support the solar PV roof were completed together with the first of the two soft trenching channels for cables.



An archaeological watching brief was necessary as the site is on the location of a 12<sup>th</sup> century castle.

The steel purlins and rafters of the roof structure have followed on and will be completed allowing for the Solar Panels to be mounted.

The Electrical Connections (external and internal), install of Inverters and further soft trenching will be completed by the end of June, with commissioning to follow.

### The Benefits

The final design for the Solar Canopy will provide a 230kW peak system, which is greater than initially envisaged and will provide increased carbon savings.

Calculations show that the solar canopy could generate up to 260,000kWh of energy to be consumed directly by the Council offices with the balance being 'exported' to the Leisure Centre. As a result, carbon emissions are expected to reduce by 76 tonnes per annum, which represents over 7% of our total emissions documents for 2021.

The solar canopy would also deliver significant ongoing financial savings and provide a visible demonstration of the Council's commitment towards its 2030 carbon neutral objective.

The estimate of energy production in the order of 260,000kWh has been substantiated with the production of a detailed study which also mapped energy production against energy consumption for the latest full year period available. This highlighted that for the subject year, the council would be able to consume 202,000kWh for its own needs leaving approximately 58,000kWh of excess generation available for other purposes. These figures mean that approximately 44% of the Council's energy needs could be met through the new car park canopy.

Bringing together three key elements – the solar canopy, the export of excess energy to the leisure centre and an expected reduction in the baseload of 15% - will result in a significant reduction in energy consumption and an income from the sale of excess energy. To quantify this in financial terms, the current cost of electricity has been used and results in an annual saving/income of £45,222. Should energy costs continue to rise, this annual return will increase.

#### DATA – CONSUMPTION, EMISSIONS & CONVERSION FACTORS

Data has been collated for three overarching categories: Buildings; Transport & Waste. This data covers the calendar year 2021. Improvements to internal management systems has significantly aided the data collection process, specifically with regard to energy consumption from most buildings and for PSC office waste. Transport data has always been and continues to be readily available. Therefore this end of year 2 emissions reporting is the most comprehensive dataset to date, and illustrates the value of robust internal data management, both from an efficiency perspective in terms of accessibility and from an analysis position. This will also enable provision of evidence to show the impact of measures implemented as well as informing future management decisions.

The following section will provide:

1. Commentary on the variations in data collection in 2021 against that from the baseline year
2. A breakdown of 2021 consumption & CO<sub>2</sub>e emissions by both use (buildings, transport and waste) and Greenhouse Gas protocol Scope
3. The 2021 consumption & CO<sub>2</sub>e emissions position, and a comparison (subject to aforementioned caveats) against the 2019 baseline position
4. A narrative offering a rationale that explains the changes between 2021 and baseline year emission levels
5. A brief review of changes to Government published conversion factors between 2019 and 2021 and their impact on our 2021 emissions position

#### DATA CONSIDERATIONS: Changes against 2019 Baseline

There are four main changes that have impacted on the data that directly compromise the ability to make a direct comparison between the emission levels of 2021 and the 2019 baseline. These are:

1. Government published conversion factors that enable consumption to be converted from energy, mileage or waste are updated annually as infrastructural improvements lower the factor or conversely the need to import more resources from overseas will increase the factor

2. The addition of consumption/emissions from 5 further buildings of the council's estate: Bishops Cleeve Cemetery; Lower Lode Depot; Deerhurst & Tirely Pump Houses; Wheatpieces Community Centre
3. The addition of emissions from PSC office waste is included in 2021 data that was not available for inclusion in 2019 baseline
4. The electricity consumption in 2021 for Roses Theatre suggests the baseline data provided was inaccurate. Data provided was in the form of a single line email for both years, however the consumption in 2021 is over 7 times higher than that provided for baseline. At present the Theatre is not utilising provided energy diaries, which if adopted would enable consumption to be easily validated

## ANALYSIS

The analysis of the data focused on two primary aspects, Use and Scope. Showing the level of emissions by 'use', meaning those derived from energy consumed in **Buildings**, fuel used in **Transport** and that from processing office **Waste** provides a simple and digestible breakdown of the council's emissions, whereas emissions by 'Scope' are provided for the purpose of future formal reporting requirements where emissions are broken down into 1 of 3 scopes determined by a combination of the primary energy source, its production refinement and transportation, or more generally the categories of activity from which emissions are produced (water use, office waste etc.). This is illustrated in the two sections below.

Where possible comparisons are made between the 2021 and 2019 baseline data however there are factors to be mindful of that prevent a complete direct comparison as outlined in the above section.

## CONVERSION FACTOR IMPACTS

The following table shows the carbon content in a unit of energy, this is measured in kilograms of carbon dioxide equivalent (kg/CO<sub>2</sub>e/kWh), which is applied to the relevant year's consumption in order to determine emissions levels. There has been an expectation that whilst the carbon content of gas and oil will remain largely constant (which it has, with only a 3.15% increase between 2019 and 2021) there would be significant annual reductions in that of electricity. This, due to Government projections that the electricity would be almost free of carbon before 2030 as a result of increasing renewable energy generation replacing fossil fuel generation. It is therefore interesting to note the increase in the electricity carbon factor in 2021 against 2020, and whilst relatively small (1.09%), is worthy of attention and explanation.

	2019		2020		2021	
	Electricity	Gas	Electricity	Gas	Electricity	Gas
<b>Conversion Factor</b>	0.31598	0.20776	0.28813	0.20778	0.2913	0.2145
<b>Annual % Change</b>	-	-	-9.67%	0.01%	1.09%	3.14%
<b>2021 % Change v 2019 Baseline</b>	-	-	-	-	<b>-8.47%</b>	<b>3.15%</b>

Table: Carbon Factor (KG/CO<sub>2</sub>e/kWh) changes in 2020, 2021 against 2019 Baseline (BEIS: .Gov.uk)

National statistics released by the Department for Business, Energy & Industrial Strategy (BEIS) in the December 2021 issue of Energy Trends<sup>2</sup> point to two main reasons for this increase. Firstly, weather conditions during periods of 2021 were less conducive for production of energy through renewable sources than in 2020 (this relates to the period July to September '21 compared to the same period in '20), and as such the total UK generation fell. It should be noted that whilst actual generation fell by 17% against the same period of the previous year, the actual capacity for renewable energy generation had risen by 3%, this highlights the need for diverse renewable energy generation solutions that will help mitigate meteorological vagrancies. It was wind generation that was mainly affected, seeing a 30% reduction in generation as a result of the lowest recorded wind speeds this century. In addition, during the same period, demand for energy rose by around 6.5%, necessitating an increase in imported energy. The increase in the carbon factor is directly as a result of electricity production from overseas, and the associated additional transportation and distribution.

Considering this in terms of what it means more locally and the recommendations that can be taken, it really does serve to reinforce our planned CN2030 roadmap and strategic approach. By reducing the level of demand for energy as a result of further increasing energy efficiency activity (technical, managerial and behavioural), combined with increasing on-site renewable energy generation we will not only reduce demand for imported energy from the national grid, but also mitigate the risk of increasing energy costs and increase resilience or self-sufficiency.

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## CONSUMPTION AND EMISSIONS BY USE

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### BUILDINGS

Data has been collated and analysed and is attached to this report<sup>3</sup> for more detailed review. The table below shows the total building energy consumption for relevant estate buildings (those considered to be used for the provision of core council services).

All Buildings 2019				
Fuel	kWh	T/CO <sub>2</sub> (Scope 1/2)	T/CO <sub>2</sub> (Scope 3)	T/ CO <sub>2</sub> Total
Electric	734,087	188	44	232
Heat	2,231,920	410	53	464
Water			5	5
<b>Total</b>	<b>2,966,008</b>	<b>598</b>	<b>103</b>	<b>701</b>

All Buildings 2021				
Fuel	kWh	T/CO <sub>2</sub> (Scope 1/2)	T/CO <sub>2</sub> (Scope 3)	T/ CO <sub>2</sub> Total
Electric	641,980	154	54	209
Heat	1,753,227	321	55	376
Water			2	2
<b>Total</b>	<b>2,395,208</b>	<b>476</b>	<b>111</b>	<b>587</b>

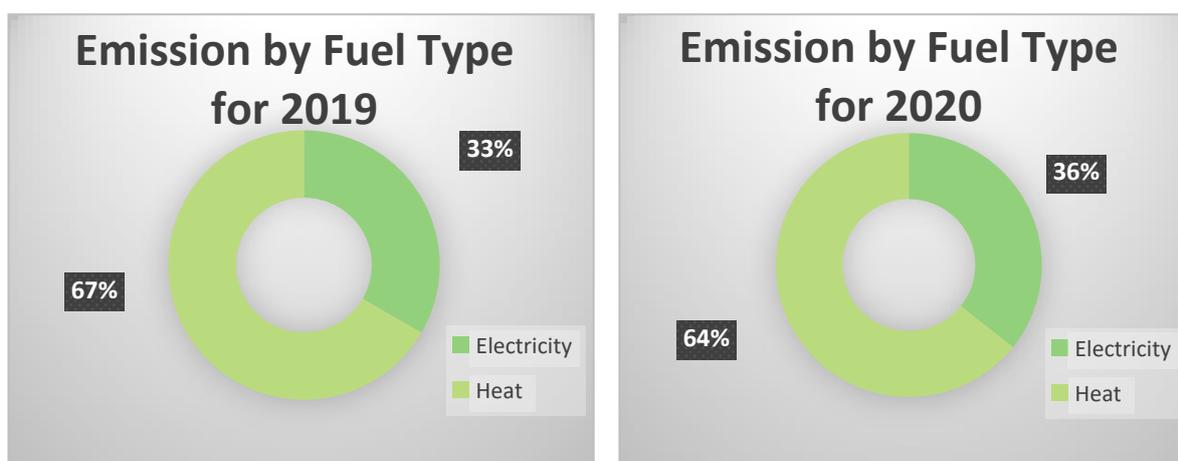
<sup>2</sup>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1043311/Energy\\_Trends\\_December\\_2021.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1043311/Energy_Trends_December_2021.pdf)

<sup>3</sup> "CN2030\_Emissions\_2019\_v\_21\_Data – Excel" workbook

The headline results show that in **2021 there was a 16.28% reduction in total building emissions** against the 2019 baseline, with total energy consumption reducing by 19.24% between the same periods. The majority of the reduction in consumption is from energy used to heat buildings (including swimming pool heating in the case of the Leisure Centre).

It is important to note that currently Natural Gas consumption accounts for the vast majority of building energy consumption (75.25% in 2019 and 73.19% in 2021), and similar proportions for emissions derived from electricity and gas (33% & 67% in 2019 and 36% & 64% in 2021 respectively), and with the conversion factors changing by +3.15% for gas and -8.47% for electricity since 2019, it confirms that from a carbon neutral aspirational perspective changing the source of heating from gas to electricity will have an ongoing greater impact on emission reductions. This should remain a priority focus of attention in relation to carbon reductions from buildings.



More granular analysis (building by building) of energy consumption from the largest consuming buildings (Leisure Centre and the Public Service Centre) show contrasting patterns in consumption by fuel type both of which actually support the same conclusion. From the graphic below it can be seen that the Leisure Centre's gas consumption has reduced significantly in '21 against baseline, whereas it is electricity consumption at the PSC (council office) that reduced during the same period.

PSC	2019			
	kWh	Tonnes CO <sub>2</sub> (Scope 1/2)	Tonnes CO <sub>2</sub> (Scope 3)	Tones CO <sub>2</sub> Total
Electricity	267,828	68.46	16.17	84.63
Heat (Gas)	282,424	51.92	6.75	58.68
Water (m <sup>3</sup> )	980	0.00	1.03	1.03
<b>Total</b>	<b>550,253</b>	<b>120</b>	<b>24</b>	<b>144</b>

PSC	2021			
	kWh	Tonnes CO <sub>2</sub> (Scope 1/2)	Tonnes CO <sub>2</sub> (Scope 3)	Tones CO <sub>2</sub> Total
Electricity	225,356	47.85	17.80	65.65
Heat (Gas)	294,824	54.00	9.24	63.24
Water (m <sup>3</sup> )	1,964	0.00	0.83	0.83
<b>Total</b>	<b>520,181</b>	<b>102</b>	<b>28</b>	<b>130</b>

TLC	2019			
	kWh	Tonnes CO <sub>2</sub> (Scope 1/2)	Tonnes CO <sub>2</sub> (Scope 3)	Tones CO <sub>2</sub> Total
Electricity	406,630	103.93	24.55	128.49
Heat (Gas)	1,632,377	300.11	39.03	339.14
Water (m <sup>3</sup> )	4,026	0.00	4.24	4.24
<b>Total</b>	<b>2,039,007</b>	<b>404</b>	<b>68</b>	<b>472</b>

TLC	2021			
	kWh	CO <sub>2</sub> (Scope 1/2)	CO <sub>2</sub> (Scope 3)	CO <sub>2</sub> Total
Electricity	325,689	69.15	25.72	94.87
Heat (Gas)	1,092,538	200.11	34.25	234.36
Water (m <sup>3</sup> )	3,226	0.00	1.36	1.36
<b>Total</b>	<b>1,418,227</b>	<b>269</b>	<b>61</b>	<b>331</b>

As a result of each buildings use, the suggestion is that the reason for this relates to the impacts of COVID. As such it is likely that gas consumption at the leisure centre will return to pre-COVID levels,

and this is an important factor to consider when looking at the overarching annual emission figures. This said the reduction in electricity use at the PSC, whilst also due to COVID is unlikely to return to pre-COVID levels because of the introduction of hybrid working. Interestingly, the reason there was no reduction in heating consumption at the PSC was as a result of very limited controllability of the existing heating system. This further impresses the need for a low carbon heating upgrade to be implemented when possible.

Finally, there are new metrics being introduced across public sector organisations, particularly academia at the current time that is looking at annual emission intensity ratio against annual employee numbers. This has been calculated as part of the Tewkesbury CN2030 reporting process for this year. There is no current benchmark or best practice level available, however the aim is to see the ratio decrease year on year.

<b>Emission Intensity Ratio: CO<sub>2</sub>e against Annual Employee Numbers (Public Service Centre)</b>		
<b>Year</b>	2019	2021
<b>Employee Number</b>	207	220
<b>CO<sub>2</sub>e Emissions (Tonnes)</b>	701	587
<b>Emission Intensity Ratio</b>	0.70	0.59

## TRANSPORT

There have been no changes to the areas of business that form council transport emissions, and the tables below show the mileage and emissions associated with each aspect.

<b>2019 Fleet, Ubico &amp; Grey Fleet: Mileage &amp; Emissions</b>				
<b>Type</b>	<b>Mileage</b>	<b>Scope1</b>	<b>Scope 3</b>	<b>Total</b>
Pool Fleet	55,819	13.13	3.53	16.66
Ubico	605,903	705.71	169.40	875.11
Grey Fleet (Staff)	17,837	0.00	7.02	7.02
Grey Fleet (Councillors)	14,337	0.00	5.64	5.64
<b>Total</b>	<b>693,897</b>	<b>718.84</b>	<b>185.59</b>	<b>904.43</b>

<b>2021 Fleet, Ubico &amp; Grey Fleet: Mileage &amp; Emissions</b>				
<b>Type</b>	<b>Mileage</b>	<b>Scope1</b>	<b>Scope 3</b>	<b>Total</b>
Pool Fleet	24,794	3.94	1.10	5.04
Ubico	389,484	374.09	94.75	468.84
Grey Fleet (Staff)	13,790	0.00	5.34	5.34
Grey Fleet (Councillors)	2,546	0.00	0.99	0.99
<b>Total</b>	<b>430,614</b>	<b>378.03</b>	<b>102.18</b>	<b>480.20</b>

As can be seen there have been reductions across every category of transportation, most notably from collection of domestic waste provided by UBICO. At the time of writing, the council is exploring with UBICO the reasons behind the substantial reduction in mileage, and any important findings from this will be reported separately. It is thought that any errors will relate to the 2019 data, and not the 2021 data, meaning that 2021 emission figures provided are accurate.

Further points of note are that the councils Pool Fleet has added a new electric vehicle and also focused on the reduction in usage of its petrol fuelled vehicles, which alongside the reduction in miles travelled have led to a reduction in emissions of around two-thirds. Additionally mileage recorded from Councillors has reduced by over 80%, which is reflected in emissions from this aspect of transport emissions. It should be noted however that not all Councillors claim reimbursement for expenses incurred. As such the total mileage and by association, emissions will most likely be higher than that documented. It is advised that all business related mileage is documented and provided to the council, if only for the purpose of increasing the accuracy of operational emissions for which the council is responsible for eliminating as part of the CN2030 programme.

The table below brings together data from the two transport tables above, showing the decrease (across the board) in mileage and associated emissions as well as the % reductions realised in 2021 against the 2019 baseline.

<b>Mileage, Emission and % change 2021 against 2019 Baseline</b>				
<b>Type</b>	<b>Mileage +/-</b>	<b>% Mileage +/-</b>	<b>Emission +/-</b>	<b>% Emission +/-</b>
<b>Pool Fleet</b>	-31,025	-55.58%	-12	-69.76%
<b>UBICO</b>	-216,419	-35.72%	-406	-46.42%
<b>Grey Fleet - Staff</b>	-4,047	-22.69%	-2	-23.95%
<b>Grey Fleet - Cllrs</b>	-11,791	-82.24%	-5	-82.53%
<b>Total</b>	<b>-263,283</b>	<b>-37.94%</b>	<b>-424</b>	<b>-46.91%</b>

It is important to note the caveat regarding mileage from UBICO in 2021 being under review, but on the basis that 2021 mileage figures are found to be accurate then the level of emission reductions is substantial. If however it was to be assumed that the mileage from UBICO was the same in 2021 as in 2019, then the overall reduction in emissions reduces to less than 5%.

## WASTE

It is positive to note that office waste data is now being recorded. Whilst currently this is only in terms of recycled and non-recycled waste, this does not affect the accuracy of the associated emissions. The emission conversion factors associated with waste are predominantly affected by the nature of its disposal, with the worst method unsurprisingly being landfill, and the optimal method being anaerobic digestion or composting. Presently no waste is disposed of by any of these methods. The graphic below provides the headline figures for 2021. The current impact of office waste on total emissions is negligible.

<b>Total Waste (kg)</b>	<b>13,301.33</b>
<b>% Recycled</b>	<b>98.86%</b>
<b>T/CO2e Emissions</b>	<b>0.28</b>

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## COMBINED EMISSIONS RESULTS

The graphic below clearly shows the status of emissions in 2021 against the 2019 baseline position. There is a high degree of confidence in the 2021 data, but uncertainty over elements of the 2019 baseline transport data, which needs further investigation.

Category	2019 Emissions (T/CO2e)	2021 Emissions (T/CO2e)	Emissions Variance (-/+)	% Emissions Change (-/+)
Buildings	701	587	-114	-16.28%
Transport	904.43	480.20	-424	-46.91%
Waste	0	0.28	0	
<b>Total</b>	<b>1,605</b>	<b>1,067.37</b>	<b>-538.07</b>	<b>-33.52%</b>

It is important to take into consideration the impacts of COVID-19 in 2020 and 2021, and more detailed analysis of 2020 annual data (not currently available in totality) should be undertaken in order to help better contextualise this impact. One of the main reasons that underline the importance of this is because internal CN2030 efforts over the past 18-24 month have focused on internal management systems, securing external funding opportunities and increasing the level of staff resource allocated to CN2030 activity as opposed to the implementation of costly measures that would achieve the highest levels of emission reductions.

## EMISSIONS BY SCOPE

The table below shows a direct illustration of emissions by scope based on formal greenhouse gas protocol reporting structure.

TBC 2021 CO2 Emissions by Scope & Element				2019 Figures	
Scope	Element	Emissions (T/CO2e)	% of Total	Emissions (T/CO2e)	% of Total
Scope 1	Gas Consumed	321.12	30.09%	405.95	25.37%
	Owned Transport	378.03	35.42%	718.84	44.93%
Scope 2	Electricity Consumed	154.42	14.47%	185.68	11.61%
Scope 3	Extraction, refinement & transportation of Scope 1 Gas	54.96	5.15%	52.79	3.30%
	Extraction, refinement & transportation of Scope 1 Transport Fuel	95.85	8.98%	172.93	10.81%
	Extraction, refinement & transportation of Scope 2 Electricity	54.17	5.07%	43.86	2.74%
	Water	2.21	0.21%	7.21	0.45%
	Business Travel (unowned vehicles)	6.32	0.59%	12.66	0.79%
	Waste	0.28	0.03%	N/A	0
<b>TOTAL</b>		<b>1,067.37</b>	<b>100%</b>	<b>1,599.96</b>	<b>100%</b>

## YEAR 3 ACTION PLAN

The 2022/23 (year 3) Action Plan has been informed by activities undertaken during the last 2 years particularly given recent energy price increases against which the Council are keen to mitigate before the end of current energy contracts in 18-24 months' time.

As a result of prudent management and good timing Tewkesbury Borough Council benefits from highly attractive energy tariffs, which are contractually committed for the short to medium term. This presents an opportunity through the CN2030 programme to take stock of the potential impacts of the recent substantial increases in energy costs for many and work to mitigate accordingly. As such there will be a prioritisation of demand reduction activities, and where possible power decarbonisation through continued expansion of on-site renewable energy generation.

The main CN2030 focus areas at the PSC for 2022 / 2023 include:

- Addressing energy waste resulting from the server room. This will involve: a reconfiguration of the server room in order to reduce its size by up to 75% in order that substantially less area requires conditioned cooling (subject to viability, free cooling options will be explored to further minimise energy requirements); super-insulating the reconfigured server room so as to prevent cooling losses which will have a duality impact of firstly retaining the conditioned air within the space for longer, thus reducing the amount of conditioned air required, and secondly as a result of reduced cooling losses, the adjacent areas will require less heating that would otherwise be needed to overcome the impact of cooled air permeating into occupied office spaces that may require heating beyond the temperature of the conditioned air.
- Assessing the impact of time control on the point of use Domestic Hot Water units throughout the building, and further consideration of the benefits of implementing time control on other equipment such as water coolers, printers, photocopiers etc.
- Based on the impact of the two aspects above, detailed, out of hours, energy surveys will be conducted to identify explicit areas of night time energy waste. As explained earlier in the report, achieving a 15% reduction against current baseload levels are likely to enable the building to achieve energy based Net Zero Carbon, and as such this is a main priority
- Should another Salix Heat decarbonisation funding window open in the Autumn the previously approved application that was not funded due to full allocation of the grant fund by the time our application was assessed will be resubmitted
- Voltage optimisation has been previously explored, and based on historic electricity demand levels the benefits were not sufficient to justify the investment costs. As a result of the significant increase in electricity demand resulting from converting from gas fired to electricity powered heating, alongside the four 22KW Electric Vehicle Charge Points (which will undoubtedly have to grow in number in years to come) it is expected that the business case for voltage optimisation will become viable. Therefore, and subject to confirmation of funding to support the low carbon heating plans, it is expected that an updated voltage optimisation feasibility study will be commissioned during 2022/23 and based on findings, implemented during 2023/24.
- Looking beyond utility consumption there are plans to initiate staff engagement campaigns

Carbon literacy training will be provided for staff and members, providing subject knowledge around climate change which is fundamental to ensuring that both key strategic and daily operational decisions and actions are undertaken that minimise impact on the environment.

“Carbon Literate citizens understand how climate change will affect them – both geographically and sectorally – and have acquired the knowledge and skills to lower their carbon footprint, with typical realised carbon savings of 5-15% per person” (Jacobs 2018). The training is then a natural progression to another objective within the Carbon Reduction Programme, such as Climate Change (service) Champions.

The champions will lead on developing and reporting improvements within their work area, and help further develop the programme strategy.

An Electric Vehicle Infrastructure strategy will be developed to understand the need with in Tewkesbury Borough and shape charge point delivery within the Council’s Public Car Park’s and

working together with Gloucestershire County Council's programme to deliver on street charge points across the County.

Further Strategies will be required to consider how to reduce emissions from Waste Collection Vehicles and also looking more outward how to support Borough-wide Decarbonisation. Internally we are further improving how we report on waste management and improving the Council's website to highlight programme activities, carbon performance, and support for residents and linking to relevant strategies and partners.

We will continue to contribute to countywide partnership working around tree planting, energy efficiency housing retrofit and other related climate change initiatives, including:

- Waste management initiatives
- Consideration of additional sub-metering to further improve management decision making and provide better evidence of the impact of energy reduction measures implemented
- Analysis to further expand the components of the Greenhouse Gas Protocol's Scope 3 to potentially include features like the carbon impacts (both upstream and downstream) of: products and services; Procurement; Working with 'In-contract' suppliers to maximise the work they do in relation to emissions reductions be it through reducing packaging, identifying carbon free production opportunities, emission free transportation and distribution etc.
- Assessment and options appraisal for enabling commencement of a Borough wide carbon neutrality declaration

In conclusion, there has been robust and tangible progress made since August 2020 when the Council started on its Carbon Neutral journey, and as a result of this the opportunities to push both ourselves, our partners and our residents further and harder are presenting themselves. We are committed to doing all we can to achieve positive change on this crucial agenda in the short, medium and long term.

The table overleaf summarises Year 3 planned activity:

	Action	Success Criteria	Timetable
	<b><u>Communications &amp; Engagement</u></b>		
1	<b>CN2030 Branding and web presence</b>	TBC Web pages created reporting on programme activities, carbon performance, support for residents and linked to relevant strategies and partners	30/09/2022
2	<b>Staff Training – carbon literacy</b>	Minimum 3 courses delivered to 45-60 staff / members. 15% of council staff certified as carbon literate and progress toward accreditation. Impacts of training carried forward into work activities.	31/07/2023
3	<b>Climate Change (Service) Champions</b>	At least 1 CC Champion ‘recruited’ in each council service area and first meeting undertaken.	31/03/2023
4	<b>Further Low Carbon &amp; Sustainability Support for Staff</b>	Monthly article in News4U, and programme of support in place working with the carbon champions	31/07/2023
5	<b>Publicise, Celebrate and seek recognition for solar canopy and other CN2030 achievements</b>	Production of case study, press release and award	31/12/2022
	<b><u>Technical Implementation</u></b>		
6	<b>PSC Low carbon heating</b>	New application submitted to Salix when funding opens for PSC heating system.	31/07/2023

7	Ensure Solar Arrays are fully optimised	Solar Generation as per plan	31/12/2022
8	Further PSC Energy Efficiency improvements, including reduced out of hour's consumption.	Additional measures implemented and a reduction in Electricity & Gas consumption	31/03/2023
9	Installation and utilisation of Electric Vehicle Charge Points in TBC owned public car parks and on street locations	Charge points installed in public Car Park and Gloucestershire County Council installed charge points on street.	31/07/2023
10	Conversion of remaining car fleet to electric	Conversion cost defined, business case approved and date agreed	31/07/2023
11	Agree Action Plans & Commencement of Domestic property decarbonisation	Action Plan agreed for domestic properties with quotes for works.	31/07/2023
12	Increase internal recycling rates and reduce overall waste	Reduced overall waste and increased recycling rates	31/07/2023
	<b><u>Scoping Studies and Policies &amp; Schemes</u></b>		
13	Electric Vehicle Charge Point Strategy	Interim Scoping study to consider demand determine sites, system size, cost & charges for use produced	30/09/2022
14	Detailed feasibility studies in support of Roses Theatre decarbonisation plans (as applicable)	Completed feas studies as req'd to enable installations to commence	31/03/2023
15	Commence planning and scoping study for Borough wide decarbonisation.	A Carbon Neutral Tewkesbury Borough high level planning exercise commenced	31/07/2023

16	<b>Develop Waste Collection Vehicle - Low Emission and Alternative Fuel Strategy</b>	Low Emission / Alternative Fuel Strategy work commenced, with time framework for procurement	31/07/2023
	<b><u>Budgets, External Funding &amp; Reporting</u></b>		
17	<b>Research and applications to wider funding streams (as applicable/available)</b>	External funding opportunities identified and secured.	31/07/2023
18	<b>Maintain and Improve Carbon Reporting</b>	Continuous Reporting Improvements demonstrated in year 3 report and at flood and climate risk quarterly meetings. Further Scope 3 consideration.	31/07/2023
	<b><u>Partnerships &amp; Wider Activity</u></b>		
19	<b>Actively support partnerships such as the Innovate to Renovate Programme, and create links with areas such as Climate Change Adaption and Low Carbon Business advice.</b>	Contributing to project development and signposting services to potential customers / beneficiaries.	31/07/2023
20	<b>Support Tree Planting, Tree Protection and Bio-Diversity</b>	Help GCC recruit minimum 1 new tree warden in Tewkesbury Borough and 100 new trees planted on TBC owned land.	31/07/2023

## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	6 July 2022
<b>Subject:</b>	COVID-19 Additional Relief Fund Scheme (Second Round)
<b>Report of:</b>	Head of Finance and Asset Management
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Member:</b>	Lead Member for Finance and Asset Management
<b>Number of Appendices:</b>	One

**Executive Summary:**

The purpose of the report is to seek approval for the COVID-19 Additional Relief Fund Scheme (Second Round).

The report also seeks approval for the decision on the allocation of any unspent funds, after all applications have been assessed, to be delegated to the Lead Member for Finance and Asset Management in consultation with the Head of Finance and Asset Management.

**Recommendation:**

- 1. That the COVID-19 Additional Relief Fund Scheme (Second Round) at Appendix A is ADOPTED.**
- 2. That delegated authority is given to the Head of Finance and Asset Management, in consultation with the Lead Member for Finance and Asset Management, to decide on the allocation of any unspent funds before 30 September 2022.**

**Reasons for Recommendation:**

To ensure that Members are fully supportive of the proposed scheme and ensure that we continue to provide targeted support to businesses as they continue to recover from the economic impact of the COVID-19 pandemic.

**Resource Implications:**

The Government has provided funding for the COVID-19 Additional Relief Scheme with our allocation being £2,340,291. To date, we have awarded £214,724.82 COVID-19 Additional Relief.

If the Council overspends against the allocation, the Council will need to meet that cost which means expenditure against allocation will be tightly controlled and the scheme will close once the allocation has been spent.

**Legal Implications:**

The proposed scheme is consistent with COVID-19 Additional Relief Fund (CARF): local authority guidance. If there is no appeals process from any decision then the decision must be in accordance with the principles of decision-making e.g., lawful, reasonable, proportionate and in accordance with policy as the decision could be subject to a judicial review challenge or complaint to the Local Government and Social Care Ombudsman. Having a clear policy will assist in the decision-making process.

**Risk Management Implications:**

The government has issued guidance to advise billing authorities of the criteria to be used in making awards from the COVID-19 Additional Relief Fund. As this is a discretionary rate relief, each individual case still needs to be considered on its own merits and we should not adopt a rigid policy or rule which means we do not give due consideration to each application. In recognition of this, the COVID-19 Additional Relief Fund Scheme (Second Round) only provides a broad framework for decision-making.

If the recommendations in this report are not approved, support will not be provided to businesses which could cause reputational damage to the Council.

**Performance Management Follow-up:**

The number of ratepayers benefitting from the scheme will be monitored by the Revenues and Benefits Team. Further, officers are required to submit regular returns on the progress of the scheme through DELTA, the online data collection system of the Department for Levelling Up, Housing and Communities.

**Environmental Implications:**

None.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** On 25 March 2021, the Government announced a COVID-19 Additional Relief Fund (CARF) of £1.5 billion. The fund is available to support businesses impacted by the pandemic who were ineligible for support linked to business rates. The previous support was primarily targeted at small businesses and those in the retail, hospitality and leisure sectors. This is a discretionary rate relief which is awarded to the 2021/22 business rates bill and not a cash grant.
- 1.2** The £1.5 billion has been allocated to Councils based upon the estimated rateable value in each local authority rating list which falls within the scope of the fund, weighted for the Gross Added Value (GVA) impacts of COVID-19 per sector
- 1.3** A change to primary legislation was required to deliver the fund, which meant that Councils were not provided with any guidance and did not receive notification of their funding allocation until 15 December 2021. We were keen to provide support as quickly as possible to businesses and an initial COVID-19 Additional Relief Fund Scheme was agreed under urgency powers by the Chief Executive in consultation with the Lead Member for Economic Development and Promotion and the Lead Member for Finance and Asset Management in January 2022.

**1.4** The scheme went live at the end of January 2022 and despite a considerable amount of outreach work, including telephone calls to businesses identified as being eligible for support, we have only been able to award £214,724.82 of our allocation. It is therefore proposed to launch a COVID-19 Additional Relief Fund Scheme (Second Round).

## **2.0 Key principles from the government guidance**

**2.1** Billing authorities can design their own schemes as they are best able to understand the specific economic needs of the area. However, in developing our scheme we must

- a) not award relief to ratepayers who for the same period either are, or would have been, eligible for Expanded Retail Discount (covering retail, hospitality, and leisure), the Nursery Discount or the Airport and Ground Operations Support Scheme (AGOSS).
- b) not award relief to a hereditament for a period when it is unoccupied (other than hereditaments which have closed temporarily due to the government's advice on COVID-19, which should be treated as occupied for the purposes of this relief), and
- c) direct our support towards ratepayers who have been adversely affected by the pandemic and have been unable to adapt to that impact.

**2.2** The legislation governing discretionary rate relief does not allow it to be awarded to billing authorities and local or major precepting authorities, however there are also other types of business officers do not consider it appropriate to support through the scheme. These include:

- Banks and other financial institutions, including ATMs;
- Public bodies such as Fire and Rescue, Police, Ambulance Service, NHS Trusts and Government departments;
- Networks supplying utilities and associated properties including electricity, gas, telecommunications, water, renewable energy and independent network operators;
- Royal Mail sorting offices and delivery services; and
- Medical services including vets, dentists, doctors, osteopaths and chiropractors.

If a business is included in the list of exclusions, it can still apply providing it can demonstrate it has been severely financially impacted by the pandemic.

**2.3** Businesses who were awarded COVID-19 Additional Relief under the original scheme, will receive top-up funding to match the original award. Where necessary this will be capped at 100% of their business rates liability for the 2021/22 financial year as any award cannot exceed total liability.

**2.4** New applicants will need to demonstrate that they have been severely financially impacted by the pandemic and they have been unable to adapt. This is likely to be in the form of accounts, bank statements and management accounts for previous years and bank statements and management accounts for the current period.

**2.5** We will accept applications for the COVID-19 Additional Relief Fund (Second Round) from Monday 25 July to Friday 28 August 2022. Applications need to be made using the online form available at [www.tewkesbury.gov.uk](http://www.tewkesbury.gov.uk)

## **Subsidy Control**

**2.6** Reliefs are subject to subsidy control (formerly State Aid) and businesses must confirm they have not exceeded the published levels which will exclude them from receiving the relief.

## **3.0 OTHER OPTIONS CONSIDERED**

**3.1** Members could choose not to agree the COVID-19 Additional Relief Fund Scheme (Second Round) however there is a clear expectation from Government that we will use the funding to support businesses in their recovery from the pandemic.

## **4.0 CONSULTATION**

**4.1** Discussions have taken place between the six Gloucestershire Districts, to agree broad principles for scheme alignment. There are, however, differences based on the individual business make up of each area.

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

**5.1** None.

## **6.0 RELEVANT GOVERNMENT POLICIES**

**6.1** COVID-19 business support packages.

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

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

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

**8.1** None.

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

**9.1** The scheme must be within the broad guidance set out by the Government. The scheme is primarily targeted at businesses impacted by the pandemic who have been unable to adapt.

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

**10.1** None.

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**Background Papers:** None.

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**Appendices:** A - COVID-19 Additional Relief Fund Scheme (Second Round).



**Appendix A**

# **Tewkesbury Borough Council COVID-19 Additional Relief Fund (Second Round)**

## Version Control

Version	Version date	Revised by	Description
1	15/06/2022	Business Cell	First draft
2	23/06/2022	Business Cell	Final draft
3			
4			
5			
6			
7			

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5.0	How will relief be provided to businesses? .....	6
6.0	How much relief will be awarded? .....	6
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12.0	Managing the risk of fraud .....	8
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## **1.0 Purpose of the scheme**

- 1.1 This guidance is intended for businesses liable for business rates for the 2021/22 financial year within Tewkesbury Borough and who may be eligible for an award of discretionary rate relief through the COVID-19 Additional Relief Fund (CARF) announced by the government on 15 December 2021.
- 1.2 This guidance sets out the criteria under which businesses will qualify to make an application and the evidence required to support. This is in line with the government guidance issued on 15 December 2021.
- 1.3 The government wants local authorities to exercise their local knowledge and discretion and, in recognition of the fact that economic need will vary across the country, we are able to determine local criteria for the types of business we wish to support.
- 1.4 The Council has supported 49 individual business properties through the first round of the scheme and we are now launching a second round to encourage further businesses to apply for the relief. In line with other types of discretionary rate relief, awards can only be made to 30 September 2022.

## **2.0 Funding**

- 2.1 Tewkesbury Borough Council has been allocated £2,340,291 by the government from the COVID-19 Additional Relief Fund and it is expected that most awards will be limited to a certain percentage, which means businesses may still have some business rates to pay.
- 2.2 The Council will limit the total awards to the level of funding available from Government and, to date, we have awarded £214,724.82 of our allocation.

## **3.0 Scope and Eligibility**

- 3.1 Only businesses occupying properties and liable for business rates on 1 April 2021 are eligible to apply for COVID-19 Additional Relief Fund. Any relief must be applied for by 30 September 2022.
- 3.2 Billing authorities are responsible for designing discretionary relief schemes that are to operate in their areas. However, in developing and implementing their schemes, local authorities:-
  - a. must not award relief to ratepayers who for the same period of the relief (i.e. the period 1 April 2021 to 31 March 2022) either are or would have been eligible for the Extended Retail Discount (covering retail, hospitality and leisure), the nursery discount scheme or the Airport and Ground Operations Support Scheme (AGOSS).
  - b. must not award relief to a hereditament for a period when it is unoccupied (other than hereditaments which have become unoccupied temporarily due to the government's advice on COVID-19), and

c. should direct their support towards ratepayers who have been adversely affected by the pandemic and have been unable to adequately adapt to that impact.

3.3 In order to assist ratepayers in most need, if there are no business rates payable for 2021/22 i.e., 100% small business rate relief, mandatory, discretionary or rural rate relief has been awarded to the business during the period, the business will not be eligible for this relief.

3.4 In line with the legal restrictions in Section 47(8A) of the Local Government Finance Act 1988, billing authorities may not grant relief to themselves, to a precepting authority, or to a functional body within the meaning of the Greater London Authority Act 1999.

3.5 To be eligible for the relief, the business must be trading before 1 April 2021. If businesses were not trading prior to this date, then it is assumed they have started their business during the pandemic and would already have been aware of the financial situation.

3.6 Any changes to the rating list (rateable value or to the hereditament) after 1 January 2022, including changes which have been backdated to 1 April 2021, will be ignored for the purposes of eligibility

Where we have reason to believe that the information that we hold about the ratepayer on 1 January 2022 is inaccurate, we may withhold the relief and take reasonable steps to identify the correct ratepayer. We will remove the relief if we find out that the recipient was not the ratepayer on the eligible day.

3.7 For an application to be considered, we require ratepayers to demonstrate they meet the following eligibility criteria. Applicants will need to provide:

- Evidence to demonstrate a significant loss of income due to the COVID-19 pandemic. This is likely to be in the form of accounts, bank statements and management accounts for previous years and bank statements and management accounts for the current period.
- Confirmation that the business has not received any relief or discount under the relief schemes mentioned at 3.2 above
- Confirmation of Subsidy Allowance compliance.

3.8 The Council will consider each application on its own merits and the decision to award COVID-19 Additional Relief will be completely at the discretion of the council.

## 4.0 Exclusions

4.1 We are keen to support as many businesses as possible through the COVID-19 Additional Relief Fund, however we consider that some businesses are not eligible for rate relief under the scheme. We have decided not to support

businesses in the following sectors:

- Banks and other financial institutions, including ATMs;
- Local or major precepting authorities;
- Public bodies such as Fire and Rescue, Police, Ambulance service, NHS Trusts and Government departments;
- Networks supplying utilities and associated properties including electricity, gas, telecommunications, water, renewable energy and independent network operators;
- Royal Mail sorting offices and delivery services;
- Medical services including vets, dentists, doctors, osteopaths and chiropractors;

4.2 If a business is included in one of the list of exclusions it can still apply providing it can demonstrate it has been severely financially impacted by the pandemic and the Council will assess on a case by case basis.

4.3 If the business has business rates arrears for financial years before 2021/22, we will consider the reason for the arrears and take this into account when assessing the application.

## **5.0 How will relief be provided to businesses?**

5.1 Businesses who were awarded COVID-19 Additional Relief under the original scheme, which was agreed under urgency powers in January 2022, will receive top-up funding to match the original award and up to 100% of their business rates liability for the 2021/22 financial year. The final award is at the total discretion of the Council.

5.2 Other businesses who haven't applied to date are encouraged to apply using our online application form which can be found at [www.tewkesbury.gov.uk](http://www.tewkesbury.gov.uk). We can only accept online applications.

5.3 We will accept applications for the COVID-19 Additional Relief Scheme (Second Round) from Monday 25 July until midnight on Sunday 28 August 2022 and we encourage businesses to apply as soon as possible.

## **6.0 How much relief will be awarded?**

6.1 Tewkesbury Borough Council has access to limited funds from the government for this scheme and it is expected that relief will be awarded to help the maximum number of businesses. As a result, most awards will be made up to a percentage level of business rates liability, based on rateable value.

6.2 Other than for those businesses receiving a 'top-up', the final amounts of relief will be calculated after the closing date for the scheme. To be consistent with the level of relief award in the first scheme, the indicative awards will be:

Rateable Value of Premises	Relief awarded (% of total bill)
£0 to £15,000	25
£15,001 to £50,999	17
£51,000 or over	13.5 or £24,883.20 (whichever is lower)

- 6.3 The relief will be awarded after all other reliefs have been applied.
- 6.4 All awards of relief will be a credit against the ratepayer's business rates bill for the 2021/22 financial year. No cash payments will be made.
- 6.5 We expect most businesses will have paid their business rates in full for 2021/22 and, where the account goes into credit, we will transfer this to offset the 2022/23 business rates liability unless we receive a written request from the ratepayer to refund it.

## 7.0 Limitations of funds and applications

- 7.1 There is a limited budget provided by the Government for the COVID-19 Additional Relief Fund. Once the fund has been fully utilised, the scheme will end unless there is further funding provided by the Government. In any event, all relief must be awarded by 30 September 2022.

## 8.0 Subsidy Control

- 8.1 Providing discretionary rate relief to ratepayers is likely to amount to a subsidy. The CARF scheme is subject to the subsidies chapter within the UK-EU Trade and Cooperation Agreement (TCA). However, for CARF there is an exemption for subsidies under the value of approximately £2,243,000 per economic actor (broadly speaking, for example, a holding company and its subsidiaries).
- 8.2 This allowance comprises 325,000 drawing rights (at current exchange rates about £343,000) for Small Amounts of Financial Assistance and a further £1,900,000 for COVID-19 related subsidy. Therefore to be awarded COVID-19 Additional Relief, the business must not have claimed more than £2,243,000 over the period 2019/20 and 2020/21 from schemes which fell within the Small Amounts of Financial Assistance or COVID-19 related allowances.
- 8.3 COVID-19 business grants paid by BEIS through local government and 2019/20 Retail Relief should count towards this limit, but you should not count any Expanded Retail Discount you have received since 1 April 2020. Further details on subsidy control can be found at <https://www.gov.uk/government/publications/covid-19-additional-relief-fund-carf-local-authority-guidance>

## **9.0 Scheme of delegation**

- 9.1 The Council's Executive Committee has approved the scheme.
- 9.2 Individual relief decisions will be made on a delegated basis by the Revenues and Benefits team with support from stood down members of the COVID-19 Business Cell.

## **10.0 Notification of decisions**

- 10.1 Relief will be calculated and applied to each individual business rates account. Following the award of relief, a revised bill will be issued and an email sent asking the business to declare if they do not qualify due to Subsidy Control.
- 10.2 Any decision to refuse an application will be communicated in writing, usually by email. The reason for refusal will be provided, however please note there is no appeal against this decision.

## **11.0 Complaints**

- 11.1 The Council's complaints procedure (available at [www.tewkesbury.gov.uk](http://www.tewkesbury.gov.uk)) will be applied in the event of any complaint received about the scheme, apart for the decision to award or not award COVID-19 Additional Relief.

## **12.0 Managing the risk of fraud**

- 12.1 Tewkesbury Borough Council will not accept deliberate manipulation and fraud and any business caught falsifying their records to gain relief will face prosecution and any relief awarded will be revoked as may any relief awarded in error.

## **13.0 Sharing information**

- 13.1 By applying for an award of relief from the COVID-19 Additional Relief Fund, all applicants give authority for Tewkesbury Borough Council to share data for efficient system administration and to protect public funds. This may include sharing data with the Counter Fraud and Enforcement Unit and other local authorities.

## **14.0 Other information**

- 14.1 The Council does not accept any liability for any issues that may arise for businesses because of applying for, receiving or not receiving relief under this scheme.



## TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Executive Committee
<b>Date of Meeting:</b>	6 July 2022
<b>Subject:</b>	Proposed Revocation of the Tewkesbury Town Centre Air Quality Management Area (AQMA)
<b>Report of:</b>	Principal Environmental Health Officer
<b>Corporate Lead:</b>	Head of Community Services
<b>Lead Member:</b>	Lead Member for Clean and Green Environment
<b>Number of Appendices:</b>	Two

**Executive Summary:**

In 2008, an Air Quality Management Area (AQMA) was declared by this Council in respect of Tewkesbury Town Centre due to failing Nitrogen Dioxide NO<sub>2</sub> levels centred around the High Street.

An Air Quality Action Plan was subsequently developed and in 2012 works commenced on a new road safety scheme in the High Street with a focus on improving the flow of traffic. Following its completion, NO<sub>2</sub> levels within the Tewkesbury AQMA have decreased significantly.

The national air quality limits for NO<sub>2</sub> have not been exceeded for over six years in and around the Tewkesbury AQMA. This sustained improvement in air quality therefore enables the Council to consider revoking the AQMA. The revocation has been supported by the Department of Environment, Food and Rural Affairs (DEFRA) as part of its review of the Council's latest Annual Air Quality Status Report submitted in 2021.

**Recommendation:**

**That the Executive Committee APPROVE the Revocation of the Tewkesbury Town Centre Air Quality Management Area (AQMA) which, subject to agreement by the Department for Environment, Food and Rural Affairs, would take effect as of 1 August 2022.**

**Reasons for Recommendation:**

Ongoing air quality monitoring within the Tewkesbury Town Centre AQMA has confirmed a sustained reduction in NO<sub>2</sub> levels since 2012. There have been no exceedances of the annual limit for NO<sub>2</sub> for six years. It is evident that the implementation of the Tewkesbury Town Centre Air Quality Action Plan (including the road safety scheme in Tewkesbury High Street) coupled with the decrease nationally in background levels of NO<sub>2</sub> has led to a reduction in overall NO<sub>2</sub> concentrations and thus compliance with the Air Quality limits.

**Resource Implications:**

No significant implications.

**Legal Implications:**

No significant implications.

**Risk Management Implications:**

The Council will continue to monitor air quality and have a general obligation to monitor and report results to DEFRA. The revocation of the AQMA will not lead to a worsening of air quality, and the Council will ensure all the measures currently in place to are continued.

**Performance Management Follow-up:**

Continue to monitor Nitrogen Dioxide (NO<sub>2</sub>) and comply with Regulations by completing the Annual Status Report (ASR) for submission to DEFRA.

**Environmental Implications:**

Positive impacts on the Environment following improvements in Air Quality.

**1.0 INTRODUCTION/BACKGROUND**

- 1.1** Section 82 of the Environment Act 1995 places a statutory duty on Local Authorities to periodically review and assess the Air Quality within their area in light of National Air Quality Standards (NAQS). This has been undertaken by the Borough since the introduction of the Act and in accordance with the Regulations.
- 1.2** Should a Local Authority find any areas where the limits are not likely to be achieved, it must declare an Air Quality Management Area (AQMA).
- 1.3** The main pollutant of concern in Tewkesbury has historically been Nitrogen dioxide (NO<sub>2</sub>) linked to road traffic. In December 2008, an Air Quality Management Area (AQMA) was designated in Tewkesbury Town Centre for exceedance of the annual mean NO<sub>2</sub> Air Quality limit of 40 µg/m<sup>3</sup> due to traffic emissions.
- 1.4** Following in-depth and extended consultation with interested parties, an Air Quality Action Plan (AQAP), designed to address emission levels, was submitted to the Department for Environment, Food and Rural Affairs (DEFRA) for consultation in December 2010. The AQAP was approved for submission by Council in June 2011 and re-submitted to DEFRA in September 2011 with comments incorporated into the plan.
- 1.5** The AQAP made two final recommendations:
- 5% reduction in overall traffic; and
  - Remove all heavy goods vehicles (HGV's) exceeding 7.5 tonne.
- 1.6** These have been incorporated into traffic plans, introduced by Gloucestershire County Council (GCC) and forms part of the Tewkesbury Master Plan.
- 1.7** Highway improvement and safety works to High Street in Tewkesbury started in April 2012 and have been completed. These works focussed on improving the flow of traffic along the High Street corridor. Ongoing review of the AQMA has continued to monitor the effectiveness of the scheme. The data from the most recent monitoring periods, following completion of the improvement works, indicate a significant downward trend in NO<sub>2</sub>.

## **2.0 Revocation of Tewkesbury Town Centre Air Quality Management Area (AQMA)**

**2.1** Tewkesbury Town Centre AQMA was declared in 2008 in order to address traffic related NO<sub>2</sub> concentrations in excess of the annual mean AQS objective. The AQMA encompasses Tewkesbury town centre, along with area enclosed by A438 in the north, Gloucester Road on the west and A38 in the south and east. A map of the AQMA can be seen in Appendix 1 (Figure 1)

**2.2** Section 83 (2b) of the Environment Act (1995) states that an AQMA:

*“.....may, as a result of a subsequent air quality review, be revoked by such an order, if it appears on that subsequent air quality review that the air quality standards and objectives are being achieved, and are likely throughout the relevant period to be achieved, within the designated area”.*

**2.3** Guidance on the requirements for revoking an AQMA are set out in statutory guidance. The guidance states that - *“An AQMA can be revoked where a review demonstrates that air quality objectives are being met and will continue to do so. The guidance suggests that monitoring results should have been below national objective levels for 3 years or more prior to revocation.”*

**2.4** The Air Quality Action Plan (AQAP) was implemented which included a reduction in traffic on the High Street, banning of HGV's and a road safety scheme which helped the flow of traffic on the High Street.

**2.5** In addition, national strategies, policies and plans continue to influence local polluting emissions. Total UK emissions of NO<sub>x</sub> fell by almost 70% between 1970 and 2015 and by over 19% between 2010 and 2015.

**2.6** Results from the nine monitoring locations within the AQMA have been consistently below the annual mean AQS limit of 40 µg/m<sup>3</sup> for six straight years. Furthermore, given that the concentrations have consistently been below 60 µg/m<sup>3</sup> it is safe to assume that the hourly mean AQS objective has also not been exceeded during this period.

**2.7** A comparison of the annual mean AQS objective for NO<sub>2</sub> against the ratified monitoring results for the past six years from the diffusion tubes located within Tewkesbury Town Centre AQMA can be seen in Appendix 1 (Figure 2).

**2.8** To provide confidence that compliance with the objective will continue into the future, and to account for the potentially anomalous concentrations monitored within 2020, DEFRA's Roadside NO<sub>2</sub> Projection factors have been used, based on the 2019 monitoring data, to predict concentrations for future years (2021-2025). The forecasted concentrations of NO<sub>2</sub> decrease over the five-year period (Results in Appendix 1, Figure 3), the Government's commitment to net zero emissions by 2050 and the adoption of the Road to Zero transport strategy are expected to deliver significant further reductions in emissions from road transport. In its publication “Road Traffic Forecasts 2018”<sup>1</sup> the Department of Transport has predicted that vehicular emissions of NO<sub>2</sub> will fall between 60% and 90%. In turn, this provides confidence that the Tewkesbury Town Centre AQMA can be revoked without concern that the objective concentration will be exceeded, unless significant new sources arise, at which point the NO<sub>2</sub> concentrations will be assessed again. The Council will continue its existing monitoring regime in order to observe this.

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<sup>1</sup> Department of Transport. Road Traffic Forecasts 2018. Available at:

<https://www.gov.uk/government/publications/road-traffic-forecasts-2018>

**2.9** The Council currently monitors Nitrogen Dioxide NO<sub>2</sub> in 18 locations across the Borough, there are no other areas of concern. Monitoring within the current AQMA will be unchanged following the proposed revocation. Air Quality will continue to be of high importance due to the health implications of poor air quality, and all future developments will be assessed in term of their impact on air quality through the planning consultation process.

**2.10** Should Executive Committee agree to the revocation of the Tewkesbury Town Centre AQMA, a Revocation Order will be submitted to DEFRA for approval. A Draft Revocation Order can be found at Appendix 2.

### **3.0 OTHER OPTIONS CONSIDERED**

**3.1** Continue to have an AQMA has been discounted because of the sustained reduction in pollution levels at this location and the impact that implementation of the AQAP has achieved.

**3.2** As part of the general obligation placed upon Councils in respect of air quality it is considered appropriate and responsible to continue to monitor NO<sub>2</sub> levels within Tewkesbury Town Centre.

### **4.0 CONSULTATION**

**4.1** The decision to revoke the AQMA following continued compliance is supported by DEFRA as part of ASR reporting process and their review of annual report.

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

**5.1** One of the Council's priorities in the Council Plan is to promote a healthy and flourishing environment in the borough. There have been significant improvements in the Air Quality in Tewkesbury Town Centre since the AQMA was declared. Tewkesbury Borough Council also declared a climate emergency in October 2019.

### **6.0 RELEVANT GOVERNMENT POLICIES**

**6.1** DEFRA - National Air Quality Standard Regulations. [The Air Quality Standards Regulations 2010 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

**6.2** DEFRA Guidance- [How to Revoke an Air Quality Management Area | LAQM \(defra.gov.uk\)](https://www.defra.gov.uk)

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

**7.1** None.

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

**8.1** A significant improvement in Air Quality for residents and visitors to Tewkesbury Town Centre, providing a healthier place to live/visit.

**8.2** Air pollution has a significant effect on public health, and poor air quality is the largest environmental risk to public health in the UK. In 2010, the Environment Audit Committee considered that the cost of health impacts of air pollution was likely to exceed estimates of £8 to 20 billion.

**8.3** Epidemiological studies have shown that long-term exposure to air pollution (over years or lifetimes) reduces life expectancy, mainly due to cardiovascular and respiratory diseases and lung cancer. Short-term exposure (over hours or days) to elevated levels of air pollution can also cause a range of health impacts, including effects on lung function, exacerbation of asthma, increases in respiratory and cardiovascular hospital admissions and mortality.

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

**9.1** None.

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

**10.1** None.

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**Background Papers:** Tewkesbury Borough Annual Status report 2018-2020.

**Contact Officer:** Principal Environmental Health Officer

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**Appendices:** Appendix 1- Figures.

Appendix 2 - Draft Order.

## Appendix 1- Figures

Figure 1 - Map of AQMA boundaries

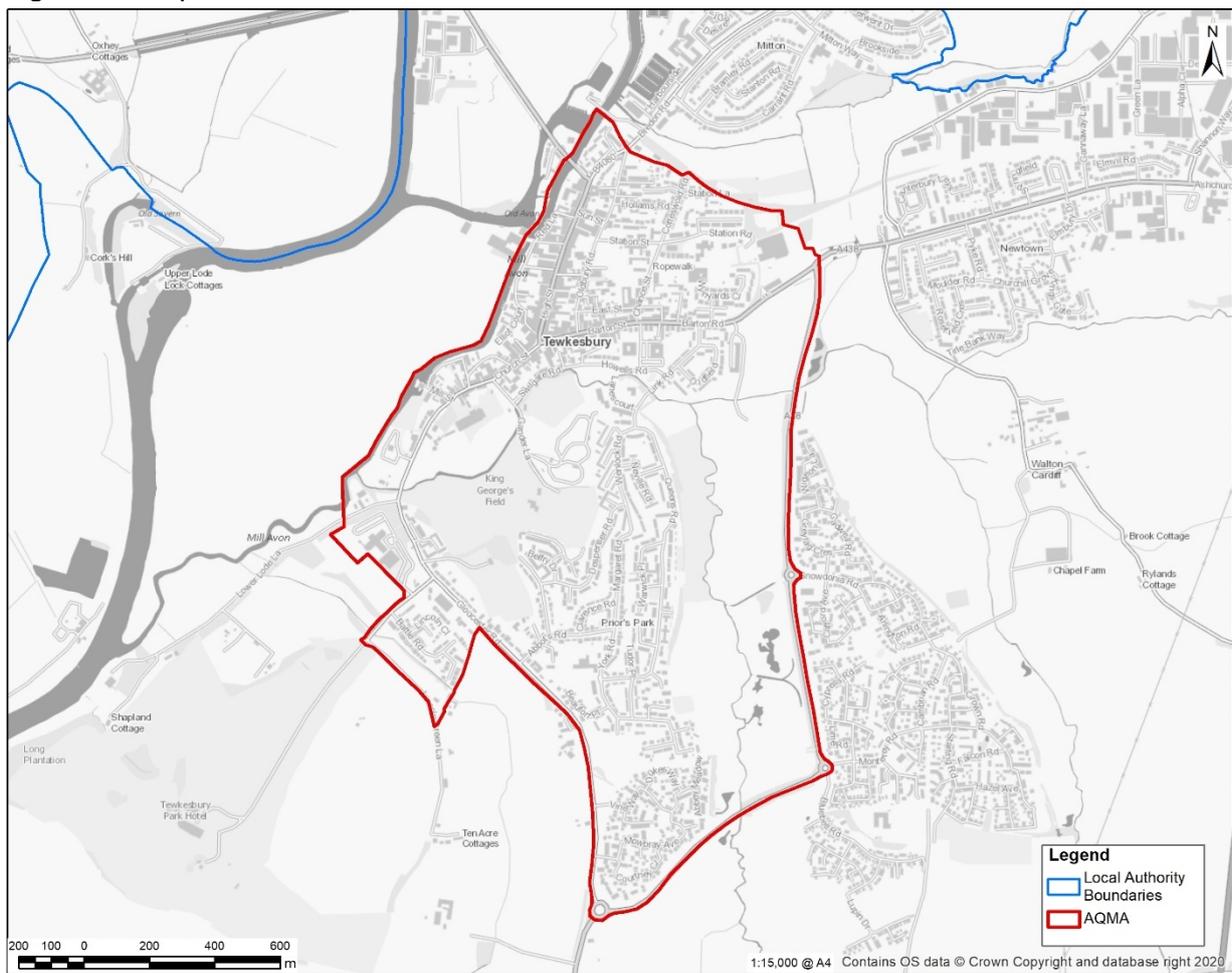


Figure 2 - Tewkesbury Town Centre AQMA NO<sub>2</sub> Diffusion Tube Monitoring Trend

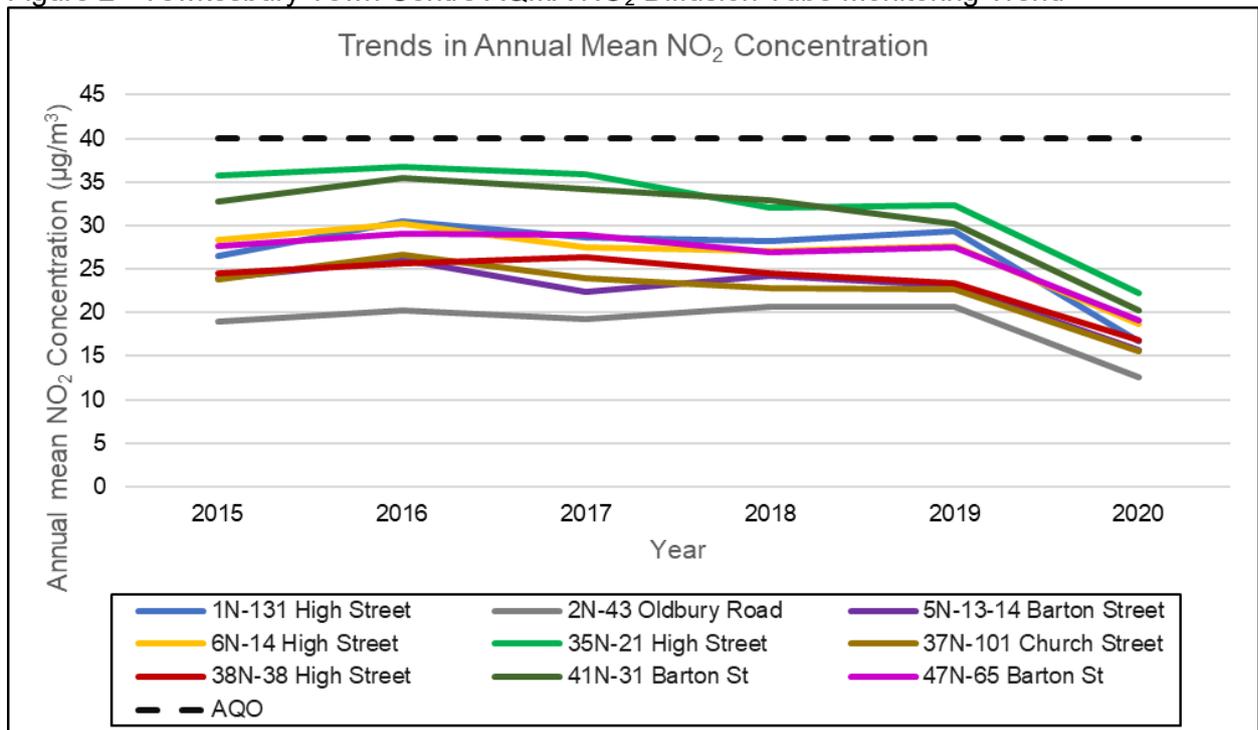


Figure 3 - Projected Annual NO<sub>2</sub> mean concentration

Site	Monitored Annual NO <sub>2</sub> mean concentration (µg/m <sup>3</sup> )	Projected Annual NO <sub>2</sub> mean concentration (µg/m <sup>3</sup> )				
	2019	2021	2022	2023	2024	2025
1N-131 High Street	29.4	26.3	24.9	23.6	22.3	21.1
2N-43 Oldbury Road	20.6	18.5	17.5	16.6	15.7	14.8
5N-13-14 Barton Street	23.0	20.7	19.5	18.5	17.5	16.6
6N-14 High Street	27.7	24.8	23.5	22.2	21.0	19.9
35N-21 High Street	32.3	29.0	27.4	25.9	24.5	23.3
37N-101 Church Street	22.7	20.3	19.2	18.2	17.2	16.3
38N-38 High Street	23.4	21.0	19.8	18.8	17.8	16.9
41N-31 Barton St	30.2	27.1	25.6	24.3	23.0	21.8
47N-65 Barton St	27.4	24.6	23.2	22.0	20.9	19.8

**Appendix 2: Draft AQMA Revocation Order**

**Tewkesbury Borough Council Order 2021  
Environment Act 1995 Part IV Section 83(2)(b)  
Order Revoking an Air Quality Management Area**

Tewkesbury Borough Council, in exercise of the powers conferred on it by Section 83(2)(b) of the Environment Act 1995 hereby makes the following order:

- 1. This Order shall revoke the area known as the Tewkesbury Town Centre AQMA (as shown in the attached map) declared for the Nitrogen dioxide (NO<sub>2</sub>) - Annual Mean on 05/12/2008.
- 2. This Order shall come into force on 1st August 2022.  
The Common Seal of Tewkesbury Borough Council  
Was hereunto affixed

In the presence of:

Dated: .....

.....