

Finance & Asset Management Recovery Plan 2020-21

1. COVID-19 impact on services

Asset Management

- Cemeteries adaptation to online services and new procedures for burial attendance
- Assisting with the County 'excess death cell'
- Closure of the leisure centre and planning for re-opening
- Play areas closed
- Car parks – temporary removal of payment facilities, introduction of new payment system, COVID compliance
- General maintenance delayed due to limited and redeployed resources i.e. Car park machines, property maintenance
- Homeless Properties delayed transfer
- Closure of offices to all but essential staff
- Facilitating equipment requirements for home workers across the organisation
- No site visits to commercial property portfolio requiring new methods to inspect
- New arrangements for post
- Rent negotiations due to COVID

Financial Services

- Monitoring the financial impact of Covid-19 on the Council's budget
- Completion of several monthly financial returns
- Significant resources redeployed to the Business Cell and COVID-19 grants processing– meaning workload has increased and non critical work has been left
- Managing cash flows with increased grants income and expenditure
- Changes to the budget as a result of financial impact of Covid-19
- Reduction in support to teams (particularly as projects were put on hold during April to July)
- Housing Benefit audit testing has not been commenced.
- Audit timetable for the Statement of Accounts has been extended to October 2020
- Projects within Finance such as Cashless Public Service Centre and Office 365 have been delayed.
- Greater support for services struggling with access to systems or diverted to direct Covid related activities

2. Recovery actions

Action	Purpose	Date to be achieved	Governance
Property			
Reintroduction of staff and public to the offices following COVID 19	<ul style="list-style-type: none"> • To ensure the building is safe for visitors and staff to visit and operate in the building 	Dependent on Government guidelines	Actions to be agreed by Management Team
New procurement system introduced which requires	<ul style="list-style-type: none"> • To ensure all services meet the current legislation for the 	October 2020	Asset Management with Lead Member

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Action	Purpose	Date to be achieved	Governance
a new approach to training and operation	procurement for goods and services		
Agree financial compensation for the operator of Tewkesbury Leisure Centre	<ul style="list-style-type: none"> To comply with contractual requirements and ensure the viability of the operator 	July 2020	Asset Management with Lead Member
Agree and monitor the Tewkesbury Leisure Centre recovery plan in partnership with the operator	<ul style="list-style-type: none"> To enable the centre to be safely opened and available to as many people as possible 	Ongoing	Asset Management with Lead Member
Communications supporting the agreed reintroduction of parking charges and enforcement	<ul style="list-style-type: none"> To minimise the financial impact to the authority and ensure car parks are managed accordingly 	July 2020	Asset Management with Lead Member
Car parking – tender new contract for cashless parking and introduce COVID 19 safety measures	<ul style="list-style-type: none"> Offering incentives to use cashless payment systems to protect users of the car parks 	September 2020	Asset Management with Lead Member
Extend the contract for the management of homeless properties	<ul style="list-style-type: none"> To ensure continued management of properties prior to transfer to TBC when resources are available 	July 2020	Asset Management with Lead Member
Re-opening of playgrounds	<ul style="list-style-type: none"> New procedures to be developed to enable the safe use of playgrounds across the borough 	July 2020	Asset Management with Lead Member
Arranging burials and internments in line with Government guidance	<ul style="list-style-type: none"> To ensure safe use of our cemeteries 	Dependent on Government guidelines	Asset Management with Lead Member
Re-let vacant units on top floor of PSC	<ul style="list-style-type: none"> Due to COVID 19, early break clauses have been exercised therefore additional resource is required to fill the void space 	December 2020	Asset Management with Lead Member
High Streets reopening	<ul style="list-style-type: none"> Assist with the physical measures required with the high streets along with agreeing the terms with County highways 	Ongoing	Town Recovery Cell
Support the deployment of the climate change action plan	<ul style="list-style-type: none"> To ensure 'green' is a focus of recovery 	March 2021	Flood risk and climate change working group
Review and present options for the future of Cleeve Hill golf club	<ul style="list-style-type: none"> To ensure a viable and sustainable way forward 	October 2021	Executive Committee

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Action	Purpose	Date to be achieved	Governance
	following the giving of notice by the current tenant		
Visits to newly acquired commercial property as not possible during lockdown	<ul style="list-style-type: none"> Build understanding of property and relationships with tenants 	September 2020	Asset Management
To re-programme existing Council or Service Plan actions	<ul style="list-style-type: none"> To enable the effective management of workload matched to resources available 	July 2020	Head of Finance & Asset Management. Council Plan actions to be updated through Performance Tracker
Finance			
Monitoring of financial impacts of Covid-19	<ul style="list-style-type: none"> To understand the cost to the Council of the pandemic and ensure appropriate actions are taken 	Ongoing	Executive Committee
Completion of all financial data returns relating to Covid-19 as required	<ul style="list-style-type: none"> To provide Government and others with detailed information on the financial impact of the pandemic 	Ongoing	Financial Services with Lead Member
Re-cast the MTFS in light of additional financial pressures arising from Covid-19	<ul style="list-style-type: none"> To provide the Council with a medium term view of Council finances to enable appropriate actions to be undertaken to ensure a balanced budget 	September 2020	Council
Produce a revised 20/21 budget	<ul style="list-style-type: none"> Reflect the impact of COVID-19 on the 2020-21 budget 	September 2020	Executive Committee
Review treasury management strategy, practices and liquidity requirements	<ul style="list-style-type: none"> In view of impact on money markets and the Council's financial position to ensure financial impact is minimised and the council remains able to meet its cash demands 	September 2020	Financial Services with Lead Member
Post payment assurance for COVID-19 business grants	<ul style="list-style-type: none"> Process for post payment assurance to be outlined by BEIS in July. 	November 2020	Business Cell
Reintegrate resources deployed to support business grants back into Finance	<ul style="list-style-type: none"> Release pressure on the rest of the team. 	August 2020	Financial Services with Lead Member
Undertake Housing Benefit testing required to complete DWP requirements	<ul style="list-style-type: none"> Testing delayed due to Covid-19. Needs to be undertaken to meet DWP requirements and ensure recovery of sums paid out in HB 	September 2020	Financial Services, Revenues & Benefits with Lead Member

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Action	Purpose	Date to be achieved	Governance
Produce final audited accounts	<ul style="list-style-type: none"> New deadline 30th November moved from 31st July in response to Covid-19 impacts 	November 2020	Audit and Governance Committee
Implementation of ICHRIS	<ul style="list-style-type: none"> Allowing better remote access to the HR and payroll system for continued homeworking and wider council access 	August 2020	Financial Services with Lead Member
Finance processes relating to team and wider council to be updated	<ul style="list-style-type: none"> With wider home working finance need to ensure a seamless, digital back office process for all staff to engage with us and our systems. 	December 2020	Financial Services with Lead Member
HR21 implementation	<ul style="list-style-type: none"> Implementing HR21 would allow staff to submit mileage claims, timesheets digitally and would mean overtime and leave could be authorised through the system. This would update payroll automatically without the need for rekeying data. 	October 2020	Financial Services, HR with Lead Members
To re-programme existing Council or Service Plan actions	<ul style="list-style-type: none"> To enable the effective management of workload matched to resources available 	July 2020	Head of Finance & Asset Management. Council Plan actions to be updated through Performance Tracker

Development Services Recovery Plan 2020-21

1. COVID-19 impact on services

- Community Cell, Business Cell affecting delivery of existing priorities
- Focus on Community Help Hub and Shielding the Vulnerable
- Focus on business support, including grants, to enable recovery
- Focus on High Street recovery
- Remote working and collaborative site visits
- Delivery of targeted Covid-19 Growth Hub support and webinars
- Tourist Information Centres temporary closure
- Active Travel Fund bid to support Cycling & Walking
- New ways of working collaboratively with customers including remote site visits
- Designing new processes to support temporary regulations in planning

2. Recovery actions

Action	Purpose	Date to be achieved	Governance
Community Development			
Work with partners to address priorities arising from Covid19, particularly focussing on a community approach to mental health, food poverty, social isolation /loneliness and the vulnerable people in our communities	<ul style="list-style-type: none"> • To address needs highlighted through Covid-19, such as social isolation 	Ongoing	Locality Partnership CLT Lead Member
In line with place approach, develop community principles and approach to working effectively with communities	<ul style="list-style-type: none"> • Following on from how the council has worked with communities during the pandemic - to take an asset-based approach to working with our communities 	January 2021	CLT Lead Member
To enable and support the Voluntary and Community sector develop through the recovery period, including community funding and particularly linking into the upsurge in volunteering	<ul style="list-style-type: none"> • To enable the VCS to access the resources and structures it needs to support the community 	December 2020	CLT Lead Member
Work with NHS, district and county partners on the community resilience recovery county plan	<ul style="list-style-type: none"> • To take collaborative approach to recovery 	July 2020	Community Resilience Cell Lead Member

Development Services Recovery Plan 2020-21

Action	Purpose	Date to be achieved	Governance
Work with county and district partners to identify appropriate way forward for Community Help Hub	<ul style="list-style-type: none"> To support community need, volunteering and emergency situations 	September 2020	Community Resilience Cell Lead Member
Assess the council's local partnerships to ensure they are supporting the Covid-19 response	<ul style="list-style-type: none"> To make best use of the Locality Partnership / Integrated Locality Partnerships 	January 2021	CLT
To work with parishes regarding development of new communities in post Covid environment	<ul style="list-style-type: none"> Meet community needs through CIL/S106 Identify parish priorities 	October 2020	Lead Member
Commence organisation of remote seminars to support local organisations e.g. CIL readiness, VCS Forum, Community Funding	<ul style="list-style-type: none"> Build relationships within the community and help communities to help themselves 	November 2020	Lead Member
To utilise the community interest in the outdoors, walking and cycling to influence infrastructure and environmental improvements	<ul style="list-style-type: none"> Healthy active lifestyles Attractive natural environment 	January 2021	Lead Member
Economic Development and Tourism			
Economic impact assessment / business engagement to understand needs following Covid-19	<ul style="list-style-type: none"> To inform ED Strategy 	Oct 2020	Lead Member
Develop revised Economic Development and Tourism Strategy for 2021 - 2025	<ul style="list-style-type: none"> To identify vision, way forward and priorities to meet the council's growth agenda and council plan 	June 2021	Executive Committee
To provide targeted business support, advice and events through the Growth Hub	<ul style="list-style-type: none"> To support business recovery and growth 	July 2021	Lead Member
Carry out tourism review	<ul style="list-style-type: none"> To identify priorities and resources for tourism service To feed into Economic Development and Tourism 	January 2021	CLT Executive Committee

Development Services Recovery Plan 2020-21

Action	Purpose	Date to be achieved	Governance
	Strategy		
Assess safety of, re-open and grow offer of Tourist Information Centres	<ul style="list-style-type: none"> To provide help and advice to visitors, and promote the open for business message 	August 2021	Reported through Performance Tracker Management Team
Review criteria for business grants	<ul style="list-style-type: none"> To reflect the changing needs of businesses, post Covid-19 	September 2020	Executive Committee
Work with Tewkesbury Together 2021 committee on their celebrations	<ul style="list-style-type: none"> To assist in recovery of Tewkesbury Town Centre, and act as a community celebration 	January 2021	Lead Member
To support the High Street renewal, incorporating creating action plan for the Re-opening High Streets Safely Fund	<ul style="list-style-type: none"> To enable the use of High Streets and to support town centre businesses To link in with HAZ 	July 2020	Executive Committee
Development Management			
Early review of the implemented Transformation Plan	<ul style="list-style-type: none"> To identify newly established ways of working. Use the learning experience of lockdown to inform ongoing improvements to operational working practices. 	March 2021	Lead Member
Planning Committee - Work with Democratic Services, review feedback and agree any permanent positive changes to working practice which might be incorporated into procedures	<ul style="list-style-type: none"> To improve the customer experience, respond to positive feedback from professional agents and the public about their experience of virtual planning committee 	March 2021	Chair of Planning Committee
Review all of the mechanisms, powers and tools at the disposal of the LPA in order to respond positively to the need to bring forward development at pace. This will include Local Development Orders and conditions monitoring	<ul style="list-style-type: none"> To respond positively to the government planning policy paper due to be issued by end of July 2020 	December 2020	Lead Member
Work with partners to	<ul style="list-style-type: none"> To ensure that the 	December	Lead Member

Development Services Recovery Plan 2020-21

Action	Purpose	Date to be achieved	Governance
Implement a programme of training for officers to ensure they have the skills necessary to respond to the upcoming changes to the planning system	Development Management Team can respond positively to the introduction of new legislation, regulations and policy and be early adopters of new procedures and practice	2020	
Expand and improve the information service offered to businesses as part of the Growth Hub offer. Improvement will be informed by new ways of working. EG topic-based planning advice through webinars	<ul style="list-style-type: none"> Support the economic recovery and using resources efficiently to have maximum impact 	March 2020	Lead Member
Planning Policy including the Joint Core Strategy			
Review of the Statement of Community involvement (SCI) to respond to the temporary regulation changes and identify new ways of community engagement taking advantage of digital media	<ul style="list-style-type: none"> This piece of work has close links with the work of the Community Development Team and will be informed by their relationship and partnership building work during COVID-19 as well as the need to ensure an inclusive approach to Community involvement 	December 2020	Lead Member
Commence the delayed housing and employment monitoring programme which was delayed due to COVID-19	<ul style="list-style-type: none"> To ensure we have the most up to date information to inform our five-year housing land supply position 	August 2020	Lead Member
Complete a programme management piece of work across all policy workstreams including Local Plan, Joint Core Strategy, M5Junction 10, Garden Towns and Heritage Action Zone	<ul style="list-style-type: none"> Co-ordinate timetables to maximise efficiencies and resource planning and efficiencies. The context is to be in a position to respond positively to the forthcoming government economic recovery programme and growth strategy. 	March 2020	

Corporate Services Recovery Plan 2020-21

1. COVID-19 impact on services

- All internal audit work currently suspended – team re-deployed.
- ICT support to homeworking including mass deployment of laptops.
- Significant support to Democratic Services on virtual committee meetings.
- Development of COVID-19 microsite and associated on-line forms.
- HR organisational support including new and amended policies.
- Communications team bolstered through redeployment and creation of a new cell.
- Significant increase in customer contact for Revenues & Benefits team.
- 30% increase in council tax reduction scheme caseload.
- Number of Revenues and Benefits officers deployed to the Business Cell.
- All customer services advisors homeworking – closure of PSC and areas offices.
- Officers representing the council on County Cells.
- Support to new recovery framework.

2. Recovery actions

Action	Purpose	Date to be achieved	Governance
Internal Audit			
Review agreed internal audit recommendations.	<ul style="list-style-type: none"> To establish with services that implementation dates remain feasible and recommendations remain relevant. 	September 2020	All recommendations are presented to CMT and reported to Audit and Governance Committee when they are followed up.
Produce a new 6 monthly IA plan (Sept-March).	<ul style="list-style-type: none"> A risk based plan that is reflective of the 'new' internal control environment. 	September 2020	IA plan endorsed by CMT and approved by Audit and Governance Committee.
Review actions within the team's Quality Assurance and Improvement Programme (QAIP).	<ul style="list-style-type: none"> To establish implementation dates remain feasible. 	October 2020	QAIP is presented on an annual basis to Audit and Governance Committee.
Review work programme of Audit and Governance Committee.	<ul style="list-style-type: none"> Re-establish meetings and committee's work agenda. 	September 2020	Audit and Governance Committee.
Corporate			
Produce a new GDPR action plan.	<ul style="list-style-type: none"> Re-establish the importance of GDPR and mitigate the risk of future data breaches. 	August 2020	Action plan monitored by internal Information Board. Internal Audit provides assurance to Audit and Governance Committee on general GDPR compliance.

Corporate Services Recovery Plan 2020-21

Action	Purpose	Date to be achieved	Governance
Facilitate review and update of corporate risk register including consideration of a separate COVID-19 recovery risk register.	<ul style="list-style-type: none"> Corporate risks are adequately identified, evaluated, managed and reported. 	September 2020	Register is reviewed regularly by CMT and reported to each Audit and Governance Committee.
Development of performance tracker for new council plan (2020-2024).	<ul style="list-style-type: none"> Tracker to reflect new actions including feasible target dates in light of response to COVID-19 and review of Key Performance Indicators to ensure they remain relevant. 	July 2020	Tracker will continue to be reviewed on a quarterly basis by Overview and Scrutiny Committee.
Development of a recovery tracker for the new corporate recovery plan.	<ul style="list-style-type: none"> To document actions, implementation dates and responsibility for implementation so assurance can be obtained that actions are being delivered. 	September 2020	Tracker will be presented on a quarterly basis to Overview and Scrutiny Committee.
Support Gloucestershire Counter Fraud Unit (CFU) in reviewing their annual work programme.	<ul style="list-style-type: none"> Draft programme that was to be approved by Audit & Governance Committee will need re-visiting to establish if activities remain relevant and milestones are achievable. 	September 2020	Revised plan will be approved by Audit and Governance Committee.
Upon receipt of the Local Government Association (LGA) peer challenge report implement an action plan to deliver the recommendations made.	<ul style="list-style-type: none"> When the report is received it will have a number of recommendations. An action plan to implement those recommendations will be required. Consideration will need to be given to feasible implementation dates and how they may fit into the council's recovery plan. 	September 2020	Action plan will be approved by Council.
Produce 2019/20 Annual Governance Statement (AGS).	<ul style="list-style-type: none"> Production of AGS is a statutory requirement. It is approved at the same time as the council's Statement of Accounts. CIPFA have issued guidance on how to reference COVID-19 in this year's AGS. 	September 2020	Approved by Audit and Governance Committee.

Corporate Services Recovery Plan 2020-21

Action	Purpose	Date to be achieved	Governance
Customer Services			
Determine viability of re-opening Advice and Information Centres. (initial intention was to set up an O&S working group to look at this longer term)	<ul style="list-style-type: none"> To ascertain if this is still a safe and effective way to engage with our customers. 	August 2020	Internal management decision. Update to Lead Member.
Support Property Services to produce a plan for the re-opening of the building to customers.	<ul style="list-style-type: none"> To provide a safe and effective way to engage with our customers. 	July 2020	Internal management decision. Update to Lead Member.
ICT			
Continued support to homeworking.	<ul style="list-style-type: none"> All staff are able to work from home effectively. 	March 2021	Heads of Service will monitor.
Finalise deployment of mobile phone roll out.	<ul style="list-style-type: none"> To ensure all business related activity is undertaken on TBC equipment. 	December 2020	ICT Technical Board
Review ICT team structure.	<ul style="list-style-type: none"> Look to improve the effectiveness and individual skills of the team. 	March 2021	ICT Technical Board and Transform Working Group
Implement ICT Technical Board	<ul style="list-style-type: none"> To provide challenge and advocacy to strategic ICT matters. 	August 2020	Terms of reference approved by management team
Review all actions within the ICT strategy Year 1 action plan.	<ul style="list-style-type: none"> Ascertain if implementation dates remain feasible and re-prioritise actions where necessary. 	August 2020	Transform Working Group
In relation to cyber security, a programme of training, awareness and technical knowledge is appropriately conveyed across all levels of the council including Members.	<ul style="list-style-type: none"> To protect the council from potential cyber security threats. 	March 2021	ICT Technical Board
Revenues and Benefits			
Look at ways to improve council tax and business rates income.	<ul style="list-style-type: none"> Maximise council tax and business rates collection rate. 	March 2021	KPI reported to Overview and Scrutiny Committee.
Continued support to the Business Cell.	<ul style="list-style-type: none"> Remaining eligible businesses receive grants they are entitled to and provide support to the quality 	September 2020	Regular reporting to management team and Lead Member.

Corporate Services Recovery Plan 2020-21

Action	Purpose	Date to be achieved	Governance
	assurance and debt recovery and clawback phase of the scheme.		
Recruit to the Business Intelligence post.	<ul style="list-style-type: none"> Maximise council tax and business rates income and verify accuracy of the rating list and valuation list. 	October 2020	Post approved through budget setting.
Re-instigate and deliver e-billing project.	<ul style="list-style-type: none"> Efficiency savings and contribution to the green agenda i.e. reduction in paper. 	February 2021	Update to Transform Working Group
Continue to support economically vulnerable residents through the council tax hardship fund.	<ul style="list-style-type: none"> Working age council tax reduction claimants continue to be provided with support. Use any remaining grant allocation to provide support through a Local Welfare scheme or suitable alternative. 	October 2020	Lead Member update plus Executive Committee approval if a new scheme is required.
Human Resources			
Develop workforce development strategy action plan – year 2.	Prioritise key actions for the remaining part of 2020/21 that support the principles of the strategy and support organisational recovery from COVID-19.	March 2021	Annual report to Overview and Scrutiny Committee.
Work with Property, Comms and MT to position the council for a more agile future:			Corporate Management Team/Trade Union Liaison Group/Transform Working Group
Conducting all staff survey, analysis and action on results	<ul style="list-style-type: none"> Engage and understand the challenges and opportunities for the future. 	August 2020	
Development of Agile Working Policy	<ul style="list-style-type: none"> Create a clear framework for agile working. 	September 2020	
Provide training for managers and staff on remote working	<ul style="list-style-type: none"> Equip everyone with key skills for the future. Sustain a safe and healthy workplace and provide reassurance to staff. 	March 2021	
Work with Comms on initiatives to maintain the council's culture.	<ul style="list-style-type: none"> Ensure that what makes the council great is maintained 	December 2020	

Corporate Services Recovery Plan 2020-21

Action	Purpose	Date to be achieved	Governance
Look to take forward opportunities to digitise elements of the service.	<ul style="list-style-type: none"> Create efficiencies and free up capacity 	March 2021	Annual report to Overview and Scrutiny Committee (as part of workforce development strategy update) Transform Working Group for individual projects.
Provide support to Property Services for the safe integration of staff returning to work.	<ul style="list-style-type: none"> Sustain a safe and healthy workplace and provide reassurance to staff. 	August 2020	Corporate Management Team
Overview and Scrutiny			
Work with Democratic Services, other services and Chair of Overview & Scrutiny Committee to reshape the committee's work programme.	<ul style="list-style-type: none"> There will be slippage within the programme so will need to re-prioritise the work for this municipal year. This will need to consider the demands upon services. 	August 2020	Work programme will be approved by Overview and Scrutiny Committee.
Communications			
To continue to provide support to both internal and external communication related matters.	<ul style="list-style-type: none"> Communication will be essential on recovery, routine business, project related work and ongoing COVID response so that staff, members, residents, businesses and communities are kept up to date on council matters. 	March 2021	Is dependent upon the type of communication. Press releases are signed off at least by Head of Service and lead member.
Review year one of the Communication Strategy action plan.	<ul style="list-style-type: none"> The new strategy was approved in February 2020. The year one action plan will need to be revisited to determine feasibility of delivery. 	September 2020	Overview and Scrutiny Committee receive an annual report on delivery of the action plan.
Produce a late summer edition of Tewkesbury Borough News.	<ul style="list-style-type: none"> To promote the response and recovery of council services to our residents. 	August 2020	Management team agree articles for publication.
Business Transformation			
To set up the new Business Transformation Team (BTT) and the team's priorities.	<ul style="list-style-type: none"> This was on the cusp of being launched in April. BTT will be pivotal to the delivery of the council's digital strategy and support other services in their recovery. 	August 2020	The work of the team will be reported through the Transform Working Group.

Community Services Recovery Plan 2020-21

1. COVID-19 impact on services

Environmental Health & Licensing

- Interim manager in post
- New EHO recruited and started end of April
- Service review implemented end of April working across 3 districts for all functions
- Majority of staff working remotely
- No proactive food inspection carried out since March 2020 – current backlog of approximately 160 premises. Authority was unable to meet its 2019-20 inspection target for high - medium risk businesses due to the Covid outbreak.
- Food sampling and complaint work has stopped
- All health & safety inspections now Covid related. The authority was unable to complete its normal 2019/20 health and safety inspection programme because of Covid
- No LAPC inspection carried out – 6 inspections remain from the 2019/20 programme
- Limited air quality monitoring – diffusion tubes have not been changed for April, May & June 2020
- Limited number of DFG's processed
- Increase in the number of fly tipping, bonfire and noise complaints
- Limited number of prosecutions progressed including significant cases.
- Ongoing high call on services to undertake Covid 19 work including Business Restrictions regulations and outbreak management
- Pent up demand for licence applications
- No Licensing reviews carried out
- No Licensing inspections carried out
- No new PHV driver licences processed
- Service review of licensing capacity, fees, online applications under Business Transformation not commenced
- Taxi & PHV policy review delayed
- Policy for Mobile Homes Act 2013 not commenced

Housing & Homelessness

- All staff working remotely, this causes some problems due to the nature of the client group they deal with and the conversations they are having.
- No physical checking of documents to assess eligibility
- High number of rough sleepers and homeless in hotel accommodation (Countywide issue)
- Shortage of accommodation (particularly one bed)
- Interim manager in post

Community Safety

- Increased number of anti-social behaviour complaints
- Delays in developing ASB case management system

Waste & Recycling

- Increase in recycling contamination
- Significantly increased levels of waste generated
- Trade waste review delayed
- Greater demand for bin deliveries and bulky waste services and review on hold
- Street cleansing review delayed
- Equipment purchases delayed due to time and suppliers furloughed
- Client staff working remotely with occasional office, site visits and audits
- Appointment of waste officer post delayed due to time constraints
- Some suppliers for recycling services suspended (textile recycling)
- Increase in street litter, litter bin usage and fly tips

Community Services Recovery Plan 2020-21

- Grounds maintenance – tree risk assessments to resume
- Waste and resource policies, reviews, agreements and projects all need to be completed within the next 18 months.

2. Recovery actions

Action	Purpose	Date to be achieved	Governance
Environmental Health			
Review the implemented service delivery arrangements for efficiency and effectiveness, making adjustments as required	<ul style="list-style-type: none"> To establish a robust service delivery mechanism considering training needs and responsibilities 	August 2020	Head of Community Services
Undertake an assessment of the tasks below versus the current staffing and additional demand of Covid-19 work to ascertain whether additional resource needs to be brought into the team. This will need to consider advice from various bodies e.g. PHE, FSA, HSE etc on demand for undertaking routine investigations	<ul style="list-style-type: none"> To identify the work demands on the team and ascertain whether the current staffing structure can cope with expected and additional demand. 	August 2020	CLT / MT / Lead Member
Respond to localised outbreaks of Covid-19	<ul style="list-style-type: none"> EH departments are expected to assist PHE with the management of localised Covid-19 outbreaks 	12-18 months	Public Health England Head of Community Services
Respond to single cases of Covid-19 in workplaces	<ul style="list-style-type: none"> EH departments are expected to respond to, and risk assess single cases of Covid-19 in workplaces 	12-18 months	Public Health England Head of Community Services
Provide advice on infection control and social distancing to business premises that are reopening	<ul style="list-style-type: none"> The EH department will play a key role in providing advice and support to local businesses 	12 – 18 months	Public Health England Health and Safety Executive Head of Community Services
Participate in the Gloucestershire wide recruitment of additional EHOs to support Covid-19 outbreak management work	<ul style="list-style-type: none"> EH departments are expected to assist PHE in the management of localised Covid-19 outbreaks. Funding is available to recruit additional officers for this, subject to approval 	August 2020	Public Health England Head of Community Services

Community Services Recovery Plan 2020-21

Action	Purpose	Date to be achieved	Governance
Review the ability of the team to respond to other infectious disease reports including the additional ask of PHE (SW) to undertake additional investigations to release pressure on Health Protection Teams until September 2020	<ul style="list-style-type: none"> Establish the number of infectious disease notifications received other than Covid-19 and assess the resources required to deal effectively with these 	September 2020	Public Health England Head of Community Services.
Review backlog of food hygiene inspections cancelled or delayed due to lockdown in terms of risk and prepare an action plan to address the backlog.	<ul style="list-style-type: none"> To identify food premises that are overdue a food hygiene inspection and prioritise premises for inspection based on risk and in accordance with advice provided by the Food Standards Agency 	September 2020	Food Standards Agency returns and audits. Report in performance tracker on % of premises that are below score of 3.
Review status of proactive health and safety inspection programme and prepare revised work programme. Undertake spot checks of businesses at request of HSE. Analyse the potential increase in inspections required via spot checks	<ul style="list-style-type: none"> To identify and prioritise inspections that have been displaced by the Covid-19 outbreak work and put in place an action plan to address the backlog and account for increase in requirements 	September 2020	Health & Safety Executive (HSE) returns
Assess the potential nuisance arising from an increase in private parties and celebrations following the end of lockdown	<ul style="list-style-type: none"> To identify the potential demand on the team in terms of nuisance complaints, arising from increased numbers of domestic parties. Include the department's ability to respond to out of hours complaints. 	September 2020	Head of Community Services
Undertake an assessment of the potential increase in nuisance complaints arising from planned community parties and celebrations following the Covid-19 lockdown	<ul style="list-style-type: none"> To identify the potential demand on the service in terms of nuisance complaints and health and safety advice arising from an increase in community events 	July 2020	Head of Community Services

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Action	Purpose	Date to be achieved	Governance
Review the status of existing large-scale event applications	<ul style="list-style-type: none"> To establish the level of resources required to effectively deal with large events including the availability of appropriate personnel to chair SAG meetings 	August 2020	Gloucestershire Safety Advisory Group Head of Community Services
Review the impact of the reduction in air quality monitoring during the Covid-19 outbreak period	<ul style="list-style-type: none"> To assess the impact of the reduced monitoring on the ability of the council to deliver its air quality management obligations and to respond to requests regarding exposure data 	September 2020	DEFRA Head of Community Services
Review the status of the pollution permit inspection programme	<ul style="list-style-type: none"> To establish the level of resources required to complete permit inspections that were delayed because of Covid-19 and inspections that are due for the rest of 2020/21 	September 2020	Head of Community Services.
Undertake an assessment of the Disabled Facility Grant (DFG) workload following resumption of normal services	<ul style="list-style-type: none"> To assess the impact of an increase in DFG referrals following the return to normal service 	September 2020	Head of Community Services
Review the status of significant enforcement cases that have been put on hold because of Covid-19	<ul style="list-style-type: none"> To assess the impact of the delay on the investigation and the resources required to progress the cases further 	July 2020	Head of Community Services
Review the status of planning application consultation responses	<ul style="list-style-type: none"> To assess the potential impact of a large volume of planning application responses once the planning section returns to normal 	September 2020	Head of Community Services Head of Development
Review the backlog of licensing applications and establish whether we currently have the resource to deal with this	<ul style="list-style-type: none"> To establish the number of outstanding licence applications and assess the capacity of the Licensing Team to process the applications 	July 2020	Head of Community Services Chair of Licensing Committee
Review number of outstanding Licensing reviews	<ul style="list-style-type: none"> Establish a timetable for completion with Democratic Services 	July 2020	Licensing Committee Head of Community Services
Review the skills and capacity to carry out inspections of licensed premises, including skin	<ul style="list-style-type: none"> Establish capacity and skills in EH and Licensing Teams to operate an inspection regime 	September 2020	Licensing Committee Head of Community Services

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Action	Purpose	Date to be achieved	Governance
piercing and caravan sites			
Assess need and arrangements for on-site meetings with applicants for new PHV driver licences processed	<ul style="list-style-type: none"> Establish new operating methods for applications and availability to meet on site. 	July 2020	Head of Community Services Head of Property Services
Review Service to assess licensing capacity, review fees, and develop online applications under Business Transformation	<ul style="list-style-type: none"> To establish a robust online application regime, review fee setting to meet regulatory requirements and ensure service operates effectively and efficiently. Establish interim arrangements for redirection of callers to website via customer services. 	December 2020	Licensing committee Head of Community Services
Review consultation outcomes and apply to Taxi & PHV policy	<ul style="list-style-type: none"> To establish and adopt an up to date Taxi and PHV policy 	December 2020	Head of Community Services Licensing committee
Develop and implement a Policy for Mobile Homes Act 2013	<ul style="list-style-type: none"> To establish a complaint regime and apply fees 	December 2020	Head of Community Services Licensing Committee
Housing			
<p>Note: all entries below are highly speculative and draft. At the time of writing, it is not known if CEAP will be cancelled nor when, or what the landscape of funding looks like over the next year, what changes RP's might be prepared to make to their operational methods, etc.</p>			
Undertake an assessment of the tasks below versus the current staffing and additional demand of Covid-19 work to ascertain whether additional resource needs to be brought into the team. This will need to take into consideration the county wide rough sleeper initiative	<ul style="list-style-type: none"> To identify the work demands on the team and ascertain whether the current staffing structure can cope with expected and additional demand 	August 2020	CLT / MT / Lead Member
Building on the Local Housing Needs Assessment and start developing the Tewkesbury Borough Housing Strategy for 2021 onwards	<ul style="list-style-type: none"> The current strategy runs until 2021 and will need further development in light of the LHNA and the revised Council Plan. 	March 2021	Head of Community Services / Lead Member / O&S Committee / Executive / Council.

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Action	Purpose	Date to be achieved	Governance
DEMAND - RESOURCES			
<p>Decision taken on whether or not to end the current CEAP approach of providing accommodation to everyone who is roofless, regardless of eligibility or priority need or whether we have discharged our statutory duties.</p> <p>This needs to be decided at the start because it affects everything else.</p> <p>Switching off CEAP will need a lengthy slow-down period; Autumn time probably. When the NTQ restrictions are lifted there is likely to be a flood of new applicants, both priority and non-priority. Politically it might be more acceptable to provide accommodation to all of this cohort, including the non-priority need section and then close off CEAP.</p>	<ul style="list-style-type: none"> • The scale and nature of the resources needed over the coming 12-18 months are vastly different depending on whether or not CEAP is cancelled or continued. It is difficult to accurately plan without a decision on this being in place along with a timescale for its closure. • CEAP is currently placing a huge demand on resources across the county with no end date. Continuing with this approach will require a fundamental reshaping of how housing advice services operate. • If continuing, then extra funds and extra accommodation will be needed because the number of people approaching will not cease. It is indicating a genuine level of housing need which until now was ignored because it was largely outside of statutory accommodation duties. • Managing the accommodation requires: accommodation management staff, resident management staff (for support and move on) and accommodation itself. • Legal advice will be needed because if we continue to accommodate people outside of the statutory duty framework then if we make a decision a person does not like, then there is no framework to guide how it is done nor what recourse the person has. The only option 	<p>ASAP – end of July 2020 at the latest for a decision on whether or not to continue</p>	<p>Head of Community Services / MT / CLT & Lead Member.</p>

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	is judicial review. Local legal firms could have a field day and we cannot afford to be fighting judicial reviews. We would then be stuck with applicants with no way to discharge any duty to them, just an ongoing cost.		
Complete the assessment of the size of the 'hidden' demand from held back possession orders. This is based on returns from social landlords, private landlords and tenants, to build an estimate of held-back demand	<ul style="list-style-type: none"> This is a housing demand which will hit the service once the current restrictions on evictions are lifted. An early estimate will help us to plan what resources are required to deal with this demand. 	End of July 2020 for report to be issued	Head of Service / Lead Member
At least one more housing officer likely to be needed to cope with the sudden increase in demand once NTQ /Possession order restrictions are needed in September	<ul style="list-style-type: none"> The service is going to experience a sudden spike in demand when eviction restrictions are lifted and will require extra officers to deal with this. This is on top of the increased demand from the CEAP approach. The service is already dealing with higher numbers in temporary accommodation than we have seen in over a year. This will only increase until/unless CEAP is switched off How long a temporary officer is required for likely depends heavily on whether a CEAP approach is cancelled or continued 	September 2020 to begin recruiting with a person in place before the end of the month	Head of Service / MT
Extend the contract for the current Private Sector officer and extend the remit of the role to include focussing on relocating applicants to other parts of the UK	<ul style="list-style-type: none"> The current officer's contract runs until the end of November. The need for this kind of specialised role is continual. With regard to relocating applicants, there is likely to be a significant time lag 	By October 2020	Head of Service / MT

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	between the local demand and any kind of local housing supply being able to meet this demand. Other locations in the UK will have lower demand and greater supply		
APPROACH – REMOTE AND NEW BAU			
Support for staff to work safely and effectively from home or a rota for return to the office as a priority. Provision of full office equipment for staff to work safely and effectively from home: such as large monitors, desks, chairs, phones, headsets, risers. Specific, separate and secure broadband connections to officer's homes, specifically for work use only (Wiltshire did this) or at the very least, subsidies for staff's home broadband and heating bills	<ul style="list-style-type: none"> The current situation is not sustainable as not all officers have suitable home-work environments (working from their bed for example, other residents, lack of privacy for sensitive conversations and work, lack of secure storage). Post Autumn, heating bills will rise significantly if staff are predominantly at home rather than in an office. Broadband usage, phone usage not always unlimited and work use should be subsidised if not provided separately. 	Solution agreed by November 2020 Implementation may take longer depending on the solution	Head of Community Services
Development of 'doc-drop' locations where applicants can get documents scanned, copied and emailed to us. Locations based as much as possible on heat map of where applicants come from. Libraries, health centres, etc are possible facilities. Local newsagents with a copier could also be included. Would help local businesses by providing an extra reason for people to visit them. Agile approach recommended with	<ul style="list-style-type: none"> Applicants currently submitting documents by taking photographs on their phones and emailing them in. They are rarely legible, and jpg's require time consuming processing to convert into single pdf documents for easier handling. 	Trial location confirmed by October 2020 Trial facility in place by January 2021 Timescale re further facilities dependent on learning from trial but by June 2021 for public sector facilities and December 2021 for private facilities	Head of Community Services

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<p>trialling in one location first to iron out any difficulties and learn what is needed. Communications will be required to publicise the facility, posters, website pages to promote etc.</p>			
<p>Setting up of alternative locations around the borough from which face to face interviews can be carried out.</p>	<ul style="list-style-type: none"> Avoids all visits focussed on the office – risky to applicants and staff. Enables staff to work remotely more easily and is easier for applicants to be interviewed closer to where they live. 	<p>Trial location confirmed by October 2020</p> <p>Trial facility in place by January 2021</p>	<p>Head of Community Services</p>
<p>Pool Cars: system needs some reviewing and also the mileage allowance may need to be revised to allow staff to use own vehicles. Electric bikes could potentially be an option and possibly cheaper than a car.</p>	<ul style="list-style-type: none"> Current system is currently based on people taking trips from and back to the office. If staff working remotely for days at a time, this doesn't fit. 	<p>Solution agreed by October 2020 (solution in place by date likely to depend on the solution)</p>	<p>Head of Community Services / MT</p>
<p>Finalise a system of how housing staff will work from the office and how the office can be made available for individual housing staff to use as an alternative work environment one day per week.</p>	<ul style="list-style-type: none"> This needs to be managed to ensure a limited and known number of officers in the office at any one time, who is there, when and for what and in a way that is visible to all other staff/housing officers. We could use the office for staff to come in - to get away from home environments - to work and use the office resources, with a maximum of one or two officers in at a time. This would give some benefits to ameliorate the dispersed working whilst still minimising the risk of cross infection if only 2 staff were allowed into the office on the same day. If limited to just one officer in at any one time this would still provide significant benefits to each 	<p>System finalised by August 2020</p> <p>Implementation by October 2020 depending on building works required (dependence on third parties could cause delay here)</p>	<p>Head of Community Services</p>

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	<p>officer if making use of this facility. We could coordinate this internally very easily. This is dependent on what the organisation's plans are regarding the building and what other teams intend on doing.</p>		
<p>Development of the housing section of website to provide a) more accessible assistance and information for those in housing need and b) greater functionality such as document uploading (excluding jpgs), chat functionality, online homeless applications.</p>	<ul style="list-style-type: none"> For understandable reasons, the current housing service has developed with face to face interviews taking place at TBC offices at its core. There exists great potential for making interaction with the service much easier for customers without the need to travel to the central offices. 	<p>Availability of third party resources required to confirm dates. Three phases: December 2020</p> <p>June 2021</p> <p>For different functionalities</p>	<p>Head of Community Services</p>
<p>Reinstatement of face2face team meetings once a week, socially distanced. Not necessarily at TBC offices</p>	<ul style="list-style-type: none"> To recognise the social and psychological importance of physical contact, the positive impact this has on the sense of being part of a team and the ease of communication it allows. With the tremendous amount of change in work approach that is going to be required, enabling face to face meetings and workshops will make it far easier to discuss, develop and coordinate this work. 	<p>System finalised by August 2020</p> <p>Implementation by October 2020 depending on building works required (dependence on third parties could cause delay here)</p>	<p>Head of Community Services</p>
<p>The service to operate with slightly restricted operating hours: from 10 until 4 (with an all-day emergency service)</p>	<ul style="list-style-type: none"> This allows time for a morning coordination meeting, an essential part of managing any dispersed team but particularly so when remote working is new to all of the team members. It also allows time to deal with any end of day emergency presentations whilst other agencies are still open to enable enquiries or bookings to be made. Later 	<p>From August 2020 unless made a dependency on website functionality then would depend on what functionality was required to shorten office hours.</p>	<p>Head of Community Services / Lead Member</p>

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	<p>than this time and the Out of Hours service will be triggered to book anyone roofless that night into accommodation.</p> <ul style="list-style-type: none"> Restricted hours respect the fact that normal work activities may take longer when working remotely, particularly in the early stages when tech-teething problems are most likely to be experienced. 		
SUPPLY - ACCOMMODATION			
<p>Even if CEAP is being cancelled – it is likely that we need to lease some small hotels and staff - all self-contained, as a staging post until other more settled options become available. We have info on what is available and possible cost though not final figures as these will be subject to negotiation</p>	<ul style="list-style-type: none"> At the end of September, all of the held back NTQ's can be acted on via possession orders. It is expected to result in a sudden flood of homelessness from both priority need and non-priority households. Who we house depends on the decision around CEAP but there is very likely to be a surge in demand for temporary accommodation. 		<p>Head of Community Services / Supply cell / MT / Lead Member</p>
<p>Examining what land, we have that 'pop-up-type houses could be built on to accommodate singles in particular (the biggest cohort of CEAP) (recently done in Cambridge)</p> <p>Identification of land options to be done by/with Property Services</p>	<ul style="list-style-type: none"> This could provide a short-term rapid solution to the immediate housing need. 		<p>Head of Community Services / Supply cell / MT / Lead Member</p>
<p>Working with RP's to significantly increase the provision of social rent units specifically. Both one bedroom accommodation and social rent levels are already a focus for us when negotiating</p>	<ul style="list-style-type: none"> Increasing the supply longer term will provide more resilience and enable us to consider alternative ways of working in the future. 	<p>Work on this will be ongoing but an initial exercise to seek opportunities will be completed</p>	<p>Head of Community Services / Supply cell / MT / Lead Member</p>

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Action	Purpose	Date to be achieved	Governance
Affordable Housing contributions. Future sites through 'normal' delivery methods on major developments can take 2-5 years to provide results with rural sites often even longer.		September 2020	
We hold commuted sums that can be used for the provision of Affordable Housing in Tewkesbury Borough. These can be used to support RPs. Will need to further reach out to RP's and promote.	<ul style="list-style-type: none"> These properties would have to be delivered as longer-term Affordable Housing units initially but could be leased for temporary accommodation or 'Housing First' model units once delivered. This process would be in the longer-term category as it relates to new builds. 	Work on this will be ongoing but an initial exercise to seek opportunities will be completed September 2020	Head of Community Services / Supply cell / MT / Lead Member
If a provider (P3, Rooftop, CCP?) could be found to manage units then TBC could spot purchase properties as Affordable Housing and lease them to be managed in whatever form would be appropriate.	<ul style="list-style-type: none"> This option would bring properties online much more quickly and would provide a capital investment for TBC. 	Work on this will be ongoing but an initial exercise to seek opportunities will be completed September 2020	Head of Community Services / Supply cell / MT / Lead Member
Another source of accommodation could be from RPs existing stock. If they could make current provision available outside of usual lettings procedures then this could be another short-term option.	<ul style="list-style-type: none"> Although potentially another quick option, this would impact on provision for other cohorts as stock would be removed from circulation. 	Work on this will be ongoing but an initial exercise to seek opportunities will be completed September 2020	Head of Community Services / Supply cell / MT / Lead Member
Another option for use of commuted sums could be to get 'additionality' on a site through spot purchasing units from a developer. These funds could also be used to convert tenure types from Affordable	<ul style="list-style-type: none"> Any of these pre-existing sites would be further ahead in the planning process so maybe closer to 6 months to 2 years for results. 	Work on this will be ongoing but an initial exercise to seek opportunities will be completed	Head of Community Services / Supply cell / MT / Lead Member

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Action	Purpose	Date to be achieved	Governance
Rents to Social Rents on developments already in progress		September 2020	
Pursue local private rented sector initiative. Incentives and structure are now in place. Has been held back by lockdown but agencies now beginning to reopen and landlords open to offers	<ul style="list-style-type: none"> Private sector is an essential part of rehousing plans. From our role in the countywide scheme we have a ready-made structure of incentives for landlords 	From now PRSO is already in talks with agents and landlords	Head of Community Services / Lead Member
RISKS			
See related risk register			
Community Safety			
Undertake an assessment of the tasks below versus the current staffing and additional demand of Covid-19 work to ascertain whether additional resource needs to be brought into the team.	<ul style="list-style-type: none"> To identify the work demands on the team and ascertain whether the current staffing structure can cope with expected and additional demand. 	August 2020	CLT / MT / Lead Member
Develop the ASB case management system / database.	<ul style="list-style-type: none"> To allow ASB to be properly tracked and intelligence gathered to focus resource. 	March 2021	Head of Community Services / Lead Member
Waste, recycling & grounds maintenance	Purpose	Date	Governance
Undertake an assessment of the tasks below versus the current staffing and additional demand of Covid-19 work to ascertain whether additional resource needs to be brought into the team.	<ul style="list-style-type: none"> To identify the work demands on the team and ascertain whether the current staffing structure can cope with expected and additional demand. 	August 2020	CLT / MT / Lead Member
All waste streams have seen an increase in usage as people work from home more and the schools are closed. This is causing some challenges. Project team to review the challenges posed and	<ul style="list-style-type: none"> Ensure the services and resources are able to meet the greater demand. Higher tonnages and more participation in recycling services. Food waste in particular, has seen an increase. Residual waste is increasing as well. Review 	Ongoing as trends continue	Head of Community Services / Lead Member

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likelihood of the timeframes (i.e. ongoing or just C19)	vehicle capacity and opportunities to increase capacity at low costs within existing arrangements.		
MRF contracted services procurement	<ul style="list-style-type: none"> This project cannot be delayed as there is not a desire to extend on the current contract. A waste consultant procurement specialist has been appointed to provide industry support and insight on how best to proceed with this contract. 	March 2021	Head of Community Services / Lead Member
Increase in blue bin recycling contamination is causing the contractor to review TBC material and has rejected 2 loads in June.	<ul style="list-style-type: none"> This may be due to people not having enough refuse capacity, not understanding recycling properly if they are doing more or because someone in the home is doing the recycling as everyone is at home. There is usually a person who manages the refuse and recycling at home. A new bin sticker is being designed to help people recycle properly. 	September 2020	Head of Community Services / Lead Member
The Trade waste review has been delayed. APSE have carried out some preliminary work on this. The service has been impacted following Covid-19 lockdown and many businesses have suspended the service.	<ul style="list-style-type: none"> Reengage with APSE to commence the next phase of the review looking at options available for the services in light of Covid-19 recovery and businesses need / new need. 	December 2020	Overview & Scrutiny Committee
Bulky waste and bin delivery service has seen a surge in demand.	<ul style="list-style-type: none"> The bulky waste review needs to be resumed so the service can ensure recycling takes place, that the service can manage the demands and neither the bin or bulky delivery service reputation is impacted by the increase in demand and the inability to provide a regular service with reasonable lead times. 	April 2021	Programme Board

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Action	Purpose	Date to be achieved	Governance
Street cleansing review	<ul style="list-style-type: none"> The service review has been delayed as the staff have been implementing the Covid-19 response and ensuring that the collection operates safely and effectively. The review has restarted in late June 2020 with some positive steps to improve the services. As the service review scope expands, there are opportunities to improve and develop other services which causes delays but will provide greater improvements in the long run. The sweeper routes review will be drawn up in line with the new sweeper purchase (item below) rather than the current asset which is due to be replaced this year 	June 2021	Head of Community Services / Lead Member
Equipment purchases – grounds and street cleansing	<ul style="list-style-type: none"> There are items in the fleet and equipment procurement and replacement plan for 2020-21. There may be a slight delay in these being purchased as staff are working remotely, some sales businesses have back logs following lockdown closures. Trials have begun to sample different vehicles and equipment, specifications soon to be drawn up and options of machinery and assets appraised 	April 2021	Head of Community Services / Head of Finance & Assets
Client and contract monitoring staff continue to work remotely but are still able to carry out socially distanced site visits and inspections and audits	<ul style="list-style-type: none"> One waste officer post to be recruited. This is taking longer than anticipated due to extra workload due to Covid-19 and move from the JWT back into the council 	September 2020	Head of Community Services / Lead Member
Recycling contract and recycled paper market still problematic	<ul style="list-style-type: none"> Although the market issues not majorly impacted by Covid-19, the ability to monitor the contract in the 	September 2020	Head of Community Services / Lead Member

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Action	Purpose	Date to be achieved	Governance
	<p>way which would be preferable during this contract issue is not able to happen e.g. inspecting operations, monitoring batch tests and material outputs. This will hopefully resume in July / August. Contractual discussions still ongoing via web calls and conference calls.</p>		
<p>Grounds maintenance project to work with communities for more joined up working on grass cutting is delayed but potential to start up again this summer with a view to completing for next year's season</p>	<ul style="list-style-type: none"> • Trials possible with some local communities with a view to roll out to others dependant on their success / lessons learned. Partnerships with Registered Providers, other LAs, parishes etc. 	April 2021	Head of Community Services / Lead Member / Dept Services Working Group
<p>Grounds maintenance tree inspections</p>	<ul style="list-style-type: none"> • A review of the land and tree inspection schedule to take place to review the risk scores in line with the Tree Inspection Policy. 	October 2021	Head of Community Services / Property / Lead Member
<p>Waste strategies, agreements and service reviews and projects</p>	<p>There are a number of countywide projects and waste agreements that require the council's input and monitoring over the next few months to years:</p> <ul style="list-style-type: none"> • Waste transfer arrangements • Waste procurement projects • Contract appraisals • Incentive agreements and payment mechanism monitoring • National resources and waste strategy consultations • Countywide waste and resources strategy and consultation • Local and countywide communications campaigns for waste minimisation and recycling • Formation of the new Gloucestershire Resource and Waste Partnership 	October 2021	Head of Community Services / Lead Member