

Appendix 3- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

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

PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Refocus				
a) Continue to work with partners to ensure adequate measures are in place on our high streets to enable social distancing.	Target date: August 2020	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	All required and agreed health and safety signage and systems now installed on our High Streets. Further signage and hand sanitisers have now been agreed to be installed. Any further measures agreed will be implemented as and when required.
b) Monitor the financial impacts of Covid-19.	Target date: March 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	Monthly monitoring and reporting, including detailed financial returns to MHCLG, is in place and will likely continue for the rest of the financial year and into the new year.
c) Produce a new six-monthly internal audit plan and review the whole suite of internal audit recommendations	New target date: October 2020 April 2021	Head of Corporate Services Lead Member for Corporate Governance	😞	A new six monthly internal audit plan was approved by Audit and Governance Committee on 24 September. This was based on one full time equivalent officer delivering the plan rather than two, as one officer remains deployed on business grants. Since the plan was approved, other

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to determine if recommendations remain relevant and timescales for implementation remain feasible.	(New target date reported to O&S March 2021)			<p>additional business grants have come on-line. The audit function remains deployed within the business cell as well as overseeing GDPR activities.</p> <p>The suite of audit recommendations have been reviewed with proposed new implementations dates. This was undertaken prior to the current lockdown so will need to be reviewed again. It is expected to have some form of internal audit activity operational in April 2021.</p>
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Recover				
a) Agree and monitor the Tewkesbury Leisure Centre recovery plan in partnership with Places Leisure.	Target date: September 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	<p>Monitoring arrangements are in place and the council maintains a good working relationship with Places Leisure. Planning work has been extended to look at the potential impacts in 2021/22 and beyond.</p> <p>It should be noted that the leisure centre is currently closed but work is ongoing in preparation for a swift re-opening when restrictions are lifted.</p> <p>A £100m support fund for leisure centres was launched in December by the Government. The council applied and successfully received £170k funding.</p>
b) Ensure adequate measures are in place and government guidance is adhered to for those staff that need	Target date: March 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	The offices have been laid out in line with government guidance for safe operation and to ensure social distancing. The layout allows for 40 staff to be present in the offices each day though numbers present are way below this figure. The position will be continually

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to return to the Public Services Centre offices, whilst exploring the future demand for space in light of new ways of working.				monitored, and changes made to the operation as and when guidance dictates. Preparation work is being undertaken by the operational manager cohort to consider what the office environment may look and feel like when restrictions are lifted.
c) Produce a revised 2020/2021 budget.	Target date: No longer required	Head of Finance & Asset Management Lead Member for Finance and Asset Management	No longer required	Following consideration of all issues relevant to producing a revised budget, it was agreed that the council's needs would be better served by maintaining the original budget.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Rebuild				
a) Revise the Medium-Term Financial Strategy (MTFS) in light of additional financial pressures arising from Covid-19.	Target date: January 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	The MTFS was approved at Council on 26 January 2021. The 'production of an MTFS' action can also be found within the Council Plan performance tracker. (Finance and resources- objective 2- action a).
b) Maximise the use of business intelligence within the council to ensure the accuracy of the rating list.	Target date: 31 March 2021	Head of Corporate Services Lead Member for Finance and Asset Management		Recruitment of a new Business Intelligence Officer will take place in the New Year. A cross service project plan will need to be developed so business intelligence is shared by relevant services moving forward.

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c) Work with businesses and residents and seek to rebuild council tax and business rate collection rates.	Target date: March 2021	Head of Corporate Services Lead Member for Finance and Asset Management	😊	Reminders continue to be sent out on a monthly basis as per the recovery timetable. The magistrates' court remains closed for council tax and business rates liability orders hearings, so we remain unable to take formal recovery action through issuing summonses for non-payment. The team is continuing to engage with residents and businesses to identify the reasons for non-payment and signposting to further support and assistance if required.
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PRIORITY: ECONOMIC GROWTH

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Refocus				
a) Review the Economic Development and Tourism Strategy to identify any actions required to respond to Covid-19.	Target date: June 2021 June 2022 (revised date reported to O&S committee in November 2020)	Head of Development Services Lead Member for Economic Development/ Promotion	😊	<p>The priorities within the strategy will need to reflect the changing needs of businesses resulting from Covid-19.</p> <p>In consultation with the lead member, due to the uncertain business climate, it was agreed that a new strategy will be developed for 2022, and the current strategy will continue until then. This was reported to Overview and Scrutiny Committee in November 2020.</p> <p>Delivery of 'the next year of the Economic Development and Tourism Strategy' action can be found within the Council Plan performance tracker. (Economic Growth-objective 1- action a).</p>

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b) Undertake an economic impact assessment and analysis to understand the needs of local businesses.	Target date: May 2021	Head of Development Services Lead Member for Economic Development/ Promotion		This economic assessment will help to inform the new Economic Development and Tourism Strategy. This assessment will be commissioned once the long-term impact on the business community is clearer.
PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Refocus				
c) Work with our partners at Cotswold Tourism to understand when and how to safely encourage visitors back to the borough.	Target date: March 2021	Head of Development Services Lead Member for Economic Development/ Promotion	😊	<p>Currently, due to Covid19 restrictions there is not a focus on encouraging visitors to the Borough at the present time.</p> <p>The council has been working with Cotswold Tourism on low level promotional messages and marketing, including:</p> <ul style="list-style-type: none"> • Social media • Website • Campaign work • Interactive workshops <p>The focus has been particularly on the domestic market and post Covid 19 restrictions.</p> <p>In addition, meetings are being held with stakeholders across Gloucestershire jointly promoting the county, including developing ideas with newly formed Visit</p>

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				<p>Gloucestershire.</p> <p>This action is also linked to with the Council Plan performance tracker. (Economic Growth- objective 4- action a).</p>
<p>d) Work closely with partners, businesses and groups to enable the safe and successful reopening of high streets and retail centres.</p>	<p>Target date: March 2021</p>	<p>Head of Community Services</p> <p>Lead Member for Clean and Green Environment</p>	<p>😊</p>	<p>In the last quarter we saw a national lockdown and two changes to Tiers with associated advice and guidance being given to all businesses as rules changed. Environmental Health (EH) continued to support businesses throughout this period and as covid positive numbers increased during the period worked closely with public health to ensure High Streets remained safe and to control outbreaks in workplace settings.</p> <p>Most businesses in Tewkesbury remained compliant with covid measures with most responding well to warnings rather than requiring the issue of Fixed Penalty or other enforcement action. Continued work with the Police was enhanced by the formation of a county wide enforcement partnership working group to coordinate responses and reactions.</p> <p>Further and continuing changes to legislation and guidance means that this area of work is ongoing and will be for some time.</p>

PRIORITY: ECONOMIC GROWTH

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Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Recover				
<p>a) Work with our partners to engage with businesses to create tailored business support solutions through Tewkesbury Growth Hub, as a single point of contact to support business recovery- helping businesses to recover, innovate and thrive.</p>	<p>Target date: July 2021</p>	<p>Head of Development Services Lead Member for Economic Development/Promotion</p>	<p style="text-align: center;">😊</p>	<p>Delivering tailored covid-19 business support interactions and online events through Tewkesbury Growth Hub.</p> <p>20 online webinar workshops and 1-2-1 sessions were delivered in quarter 1, 21 in quarter 2 and 23 in quarter 3. Events included support with online marketing, video development, social media, goal setting and Covid-19 support plan development.</p> <p>47 Covid-19 specific Growth Plans were developed with local businesses in Quarter 1 – providing support and advice of funding opportunities, support packages and resilience.</p> <p>The team also proactively contacted over 1,000 businesses to offer advice and support and promote the Government grant opportunities available.</p> <p>In quarter 2 the Growth Hub Network promoted the SME Recovery Grant and Kickstart Tourism Grant. Government Grant Schemes which the Growth Hub is delivering.</p> <p>A second round of the SME Recovery Grant and Kickstart Tourism Grant will be open for a short window in Quarter 4.</p> <p>A dedicated Survive and Thrive section has been set up on the Growth Hub Website – providing Covid-19 support.</p> <p>This action is also linked to with the Council Plan performance tracker. (Economic Growth- objective 1-</p>

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				action b).
PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Recover				
b) Deliver sector specific advice and events, helping support local supply chains.	Target date: July 2021	Head of Development Services Lead Member for Economic Development/ Promotion	😊	<p>As part of a Growth Hub Network and GFirst LEP project - specialist advisors have now been employed across priority and growth areas, which will help provide support to local supply chains. Specialist advice includes the following areas:</p> <ul style="list-style-type: none"> • Digital transformation • Low carbon / renewable energy sector • Change Management and transition, including Covid 19 recovery • Advanced manufacturing <p>The support can be accessed through each growth hub and the specialist advisors have now been appointed and are starting to engage with businesses.</p> <p>The first sector-specific campaign has been underway- (Destination Growth – Rebuilding the Tourism sector in the county). This has included online training for businesses.</p> <p>A dedicated Survive and Thrive section to provide targeted Covid-19 support to businesses has been set</p>

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				up on Growth Hub Website.
c) Work with partners to support employment and skills initiatives targeted at those affected by unemployment.	Target date: July 2021	Head of Development Services Lead Member for Economic Development/ Promotion		Initial discussions have been held with DWP regarding offering a Youth Hub service within the Growth Hub to provide advice and information for young people, particularly focussing on young people impacted by Covid-19. Likely to be a virtual service to start with. Working with DWP to submit a project bid March 2021. Initial discussions with Growth Hub Network and GFirst LEP, exploring the potential of a Youth Enterprise Hub and the employment of an Apprentice in each hub location, linking in with the Kickstart Campaign. Promotion of the Kickstart Campaign to local businesses. Promotion of support and webinars delivered through the National Careers Service to help job seekers.
PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Rebuild				
a) Launch grant and support packages focused on innovation and growth, linking grants and Growth Hub advice.	Target date: December 2020 March 2021 (revised date reported to	Head of Development Services Lead Member for Economic Development/ Promotion		Commence a review of the council's Small Business Grant Scheme to develop the scheme to best support businesses in line with the impacts of Covid-19 and promote innovation and growth. Delivery and promotion of the Government's Small and Medium-sized Enterprises (SME) Recovery and Kick-starting Tourism Package Grant Schemes, (administered

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	O&S committee in January 2021			through the Gloucestershire Growth Hub Network).
b) Support the revitalisation of the High Streets and retail centres across the borough, including delivery of the Tewkesbury Heritage Action Zone programme, to help drive economic recovery.	Target date: March 2024	Head of Development Services Lead Member for Economic Development/ Promotion	😊	<p>Delivery of Reopening High Street Safely Fund project work. Grant action plan in development with key themes focussing on:</p> <ol style="list-style-type: none"> 1. Communications and public information activity to ensure that reopening of local economies can be successfully and safely 2. Business-facing awareness raising activities to ensure that reopening of local economies can be managed successfully and safely 3. Temporary public realm changes to ensure that reopening of local economies can be managed successfully and safely <p>Work completed includes:</p> <ul style="list-style-type: none"> • Promotion and marketing contract with V8 – promotional material produced • Sanitisers, signage and stickers in town centres • Accessibility audits completed • Footfall counts commissioned
c) Work with partners to identify funding opportunities and support key infrastructure projects.	Target date: December 2022	Head of Development Services Lead Member for Economic Development/ Promotion	😊	<p>Successful funding allocation from Reopening High Street Safely Fund to support Tewkesbury, Bishop's Cleeve and Winchcombe centres</p> <p>Grant Action Plan for the reopening of the high street safety fund has been submitted to Government for approval.</p>

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d) Promote Tewkesbury Borough as an excellent location for business and investment.	Target date: July 2021	Head of Development Services Lead Member for Economic Development/ Promotion		Working with the Countywide Inward Investment Project Team to promote investment opportunities within the borough and fielding enquiries. Working with Department for International Trade (DIT) to help promote the trade and investment in the Western Gateway partnership (Gloucestershire, West of England, Swindon & Wiltshire and South Wales). DIT employing two specialists in advanced manufacturing and tech/cyber security to support inward investment. Promotion activity taking place through www.investingloucetsershire.com website and campaign work, where possible, under government Guidance
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Refocus				
a) Refocus the council's Place Approach to reflect the issues within our communities arising from Covid-19.	Target date: January 2021	Head of Development Services Lead Member for Community	Deferred for six months	The place approach will be simplified to reflect some of the key priorities arising through the community from Covid-19. Principles around how we can work best with our communities will be developed for approval.
b) Assess the additional demand on those using the housing service, taking into consideration the county wide rough	Target date: Initial assessment October 2020	Head of Community Services Lead Member for Housing		The Housing Advice Team is still maintaining an active part of the county response to rough sleepers. The initial assessment has been completed and has shown that there was an increase in numbers of housing advice cases presenting but still within the usual range from recent years. The number of temporary accommodation

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<p>sleeper initiative.</p>				<p>placements decreased slightly.</p> <p>The focus on rough sleepers has led to weekly meetings between county operational housing managers, the county homelessness coordinator and homeless outreach representatives to enable a swift response and deliver suitable outcomes.</p> <p>New Temporary Accommodation (TA) placements Q1 = 26 Q2 = 21, Q3 = 25. New approaches for homelessness assistance Q1 = 135, Q2 = 178, Q3 = 146.</p> <p>TA placements have increased slightly from Q2 to Q3 despite a decrease in total homeless approaches. This is likely to be linked to the 'lockdown' in November and a period of severe weather. Of these 25 only 9 remain in TA as of 3 February.</p> <p>While the numbers of rough sleepers identified have remained low (usually 0-2) in Tewkesbury Borough, there is a level of 'hidden homelessness' of households in insecure accommodation.</p>
<p>c) Work with landlords and tenants to assess the potential demand once restrictions are lifted.</p>	<p>Target date: First stage December 2020</p> <p>To be repeated ending February 2021</p>	<p>Head of Community Services</p> <p>Lead Member for Housing</p>	<p>😊</p>	<p>To gain an understanding of 'pent up' homelessness, contact was made with all households on the housing register and separate posts made through social media outlets to target tenants.</p> <p>In the initial survey (first stage) there was a strong response from social housing tenants. We have started to engage regularly with Bromford Housing at an operational level to ensure struggling tenants are flagged</p>

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				<p>to us at an early stage.</p> <p>During quarter three- the survey was refreshed and was sent out again to all households on the housing register. Responses will be collated and analysed in March to highlight any trends and issues; this will help inform any future activity.</p>
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Recover				
a) Support our communities to become more resilient and harness community spirit.	Target date: December 2021	Head of Development Services Lead Member for Community	😊	<p>Most communities are still in a response mode to the pandemic. The council has been particularly focussing on the Clinically Extremely Vulnerable, supporting them with basic care needs.</p> <p>Ongoing work and support is being provided to several community groups, which were set up to support their communities through the pandemic, but now wish to continue providing community support. Support provided includes governance, future direction and volunteering.</p> <p>In addition, the Council is working with groups such as CCP, Foodbanks, Children's Centres and Health Visitors on a Winter Grant Scheme, with funds from GCC. This will help vulnerable families who are struggling to pay for food and fuel costs.</p> <p>Emergency community grants continue to be awarded 39 have been successful in Q3.</p>

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<p>b) Respond to localised outbreaks of Covid-19 quickly and effectively and in conjunction with the Gloucestershire County Council's Local Outbreak Management Plan.</p>	<p>Target date: August 2021</p>	<p>Head of Community Services Lead Member for Clean and Green Environment</p>	<p>😊</p>	<p>This work has continued throughout quarter three. Joint working between all districts, Police and Public Health has been key to reducing the risk of local outbreaks. However, numbers of cases continued to rise and a national lockdown followed by a rapid change between Tier restrictions took place in November and December, creating a degree of confusion for businesses. During this quarter we saw increasing numbers of outbreaks within workplaces and supported businesses to effectively deal with these incidents to ensure ongoing safety.</p>
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PRIORITY: HOUSING AND COMMUNITIES

Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Rebuild				
<p>a) Recognise and harness our relationship with Voluntary and Community Sector (VCS) to support the building of resilient communities.</p>	<p>Target date: December 2021</p>	<p>Head of Development Services Lead Member for Community</p>	<p>😊</p>	<p>The council is working with groups such as Caring for Communities and People (CCP), Foodbanks, Children's Centres and Health Visitors on a Winter Grant Scheme, with funds from Gloucestershire County Council. This will help vulnerable families who are struggling to pay for food and fuel costs.</p> <p>The council continues to support the VCS sector. The council has been distributing emergency community grants. The criteria has been adapted again to take into account the changing needs of the VCS over the course of the pandemic.</p>

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				<p>Supporting the VCS has been identified as a key issue within the County Community Resilience Recovery Plan.</p> <p>The council's community funding officer has been supporting the VCS to find external funding to support their communities.</p> <p>Volunteers are continuing to be sent a list of volunteering opportunities to access.</p>
b) Build on the Local Housing Needs Assessment and start developing the Tewkesbury Borough Housing Strategy for 2021 onwards.	Target date: 6 April 2021	Head of Community Services Lead Member for Housing	✓	<p>The new five-year term Housing Strategy was due to be renewed this year but has been deferred due to the resources required to respond to Covid-19. This will now be produced ready for Spring 2022.</p> <p>In the meantime, an interim version of the current strategy will be refreshed to cover 2021-2022, this will include updates to any legislation changes.</p> <p>On 3 February Executive Committee recommended Council approve the interim Housing Strategy at its meeting on 23 February 2021.</p>
c) Consider future working arrangements within new communities to ensure there are adequate local businesses and self-employment hubs.	Target date: To be confirmed	Head of Development Services Lead Member for Community	Deferred	Work has not yet commenced.

PRIORITY: CUSTOMER FIRST

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Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Refocus				
<p>a) Review the effectiveness and efficiency of the Environmental Health Service, including an assessment of additional demand and available resources.</p>	<p>Target date: December 2020 April 2021 New target date: September 2021 (new target date reported to O&S Committee in March 2021)</p>	<p>Head of Community Services Lead Member for Clean and Green Environment</p>	<p>☹</p>	<p>All officers are working successfully remotely. The service has been severely impacted due to the additional responsibilities under covid-19 and will continue to be so for the next 12 months.</p> <p>The backlog of business-as-usual work required to be completed by April 2021 was further impacted by a national lockdown and rapid changes between Tier restrictions, particularly for food premises and our ability to enter homes. Food inspections have continued virtually to some extent in line with Food Safety Agency (FSA) guidance but will need to be inspected at a future date.</p> <p>Some progress has been made to delivering the private sector housing function including reviewing policies and procedures to increase efficiency and competency across the service, however, again inspections were required to be put on hold.</p> <p>Our Licensing team has suffered from long-term sickness which is ongoing and additional resources have been sourced who are currently dealing with a backlog of applications</p> <p>Community Safety has been incorporated within the team and is working well.</p> <p>Due to the team responding to the second lockdown and multiple changes in covid legislation and guidance, the target date has been amended to allow further work to</p>

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				be carried out within the review.
b) Develop a new customer care strategy.	Target date: January 2021	Head of Corporate Services Lead Member for Customer Focus	✓	A new strategy was endorsed by Overview and Scrutiny Committee in January 2021 and approved by Executive Committee in February 2021. The strategy is accompanied by an action plan and refreshed set of Customer Care Standards, which will now be rolled out across the council.
PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Recover				
a) Explore options for alternative ways for customer engagement e.g. housing applicants.	Target date: March 2021	Head of Community Services Lead Member for Housing	😊	<ul style="list-style-type: none"> Working with the Business Transformation Team, the housing team has started to analyse phone traffic and the use of our website pages. The team will change the website structure for its pages to enable the customer to serve themselves more easily and introduce a 'contact us' form as an option. The operational managers' group is working together to establish what the office set-up will look like for staff returning, and how this will work for customers. This will include considering face-to-face contact, as well as alternative customer engagement such as online appointments. The customer services team is working with the planning admin team to help improve first point of contact resolution. This currently includes training customer services to be able to respond to more

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				<p>simple planning enquiries – through the creation of a detailed set of FAQs. This set of FAQs will also be made available on the website to reduce the need for customer contact in the first place.</p> <p>This action is also linked to with the Council Plan performance tracker. (Customer first- objective 1- action a).</p>
b) Support the safe re-opening of buildings that provide a council service.	Target date: (dependent upon government guidance)	Head of Corporate Services/Head of Development Lead Member for Customer Focus	Deferred	<p>Tourist Information Centres – remain closed.</p> <p>Advice and Information Centres (AIC) - all four AIC remain closed. Recent discussions with the four centres have confirmed that there has been very little demand for council services since being closed.</p> <p>The Public Services Centre remains closed to the public.</p>
c) Set up the new Business Transformation Team and shape the year one priorities.	Target date: September 2020	Head of Corporate Services Lead Member for Commercial Transformation	✓	<p>The team is set up and running with several projects identified, including the implementation of a new digital platform, a corporate website review, an end-to-end review of our bulky waste service and introducing paperless billing. Updates on the work of team are reported to the Transform Working Group.</p> <p>This action is linked within the Council Plan performance tracker. (Customer first- objective 1- action e).</p>

PRIORITY: CUSTOMER FIRST

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Actions	Target date	Reporting Line	Progress to date	Comment
Rebuild				
a) Review the corporate website and Covid-19 microsite.	Target date: March 2021	Head of Corporate Services Lead Member for Customer Focus	✓	<p>The website project team has identified a preferred new platform, and this will be presented to Programme Board in February. It is anticipated the website will be delivered by December 2021, taking into account of the additional pressures that covid-19 is placing on instrumental members of the team.</p> <p>The new site will need to continue to offer excellent value-for-money, as well as offer improvements for the search function and our recruitment section. In addition, the new site must work well with our digital platform – given our website is the front face of the council for most customer interactions.</p>
b) Re-instantiate and deliver the council tax and business rates paperless project.	Target date: February 2021 Revised target date: May 2021 (New target date reported to O&S Committee in March 2021)	Head of Corporate Services Lead Member for Finance and Asset Management	☹	<p>A paperless billing solution has been developed by the in-house digital team. This needs to be tested by the Revenue's Team. Priority of the team is currently focused on the annual billing run and dealing with increased customer demand as a result of Covid-19. Testing will take place following this.</p>
c) For the benefit of customers, exploit the opportunities provided	Target date: December 2020	Head of Corporate	✓	<p>The Agile Working Policy has been consulted on by management and unions and was approved then</p>

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through agile working.		Services Lead Member for Organisational Development		published on 26 November 2020
d) Review communications strategy in light of new ways of working and remote meetings technologies.	Target date: January 2021	Head of Corporate Services Lead Member for Customer Focus	✓	The communications strategy was reviewed and endorsed by Overview and Scrutiny Committee at its meeting in January 2021. This action is linked within the Council Plan performance tracker. (Customer first- objective 1- action d).
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Reporting Line	Progress to date	Comment
Refocus				
a) Work with partners at Cheltenham to speed up delivery of the garden village site.	Target date: March 2021	Director of Garden Communities Lead Member for Built Environment	😊	Working closely with Cheltenham Borough Council and Homes England regarding the J10 Housing Infrastructure Fund (HIF) delivery as well as land assembly opportunities and the possible relocation of the Hayden Sewerage treatment works. Board meetings and other meetings with partners, Severn Trent etc have been scheduled to look at these opportunities. This action is linked within the Council Plan performance tracker. (Garden Communities- objective 2- action b).

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b) Explore opportunities to enhance new digital jobs and training with the Local Enterprise Partnership (LEP) and partners at Cyber Central.	Target date: March 2021	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 next year, both to be led by the LEP currently.
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Reporting Line	Progress to date	Comment
Recover				
a) Seek further government funding with our partners to support sustained delivery of the garden community programmes.	Target date: December 2020 (Awaiting MHCLG decision)	Director of Garden Communities Lead Member for Built Environment	☹	A bid for further capacity funding to support the development of the early stages of the Garden Town programme is under preparation and was submitted to Ministry of Housing, Communities and Local Government (MHCLG) in September. A decision was due in December, but this has yet to be received. The team have been informed by MHCLG it is pending.
b) Actively seek capital funding with our partners to support the programme.	Target date: March 2021	Director of Garden Communities Lead Member for Built Environment	☺	Discussions continue on many aspects of the programme to identify potential external funding opportunities/income streams, including direct grant aid, land purchase options, utility services provision, as well as private equity/investment avenues.
PRIORITY: GARDEN COMMUNITIES				

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Actions	Target date	Reporting Line	Progress to date	Comment
Rebuild				
a) Work with partners to seek resolutions to infrastructure requirements around Junction 9 and Junction 10.	Target date: March 2021 (Junction 10)	Director of Garden Communities Lead Member for Built Environment	☺	<p><u>All-ways Junction 10</u> As part of the budget announcement, Gloucestershire County Council have been awarded £249m to deliver an all-ways J10. This project consists of an all-ways motorway junction, link road to the West Cheltenham development site and a park and ride interchange. Public consultation has taken place and finished on 25 November 2020. Post public consultation, further detailed option analysis will be undertaken in order to support an announcement about the preferred scheme design and location in Spring 2021. Another public consultation exercise will then accompany the planning application which follows.</p> <p>Additional project information can be found on the GCC website - https://www.gloucestershire.gov.uk/highways/major-projects-list/m5-junction-10-improvements-scheme/</p> <p>This action can also be found within the Council Plan performance tracker. (Economic Growth- objective 2- action b).</p>
	Target date: October 2021 (J9 and A46)		☺	<p><u>J9 and A46 Offline Solution</u> The council continues to be actively engaged in both the A46 Partnership and Midlands Connect to promote the development opportunities at the Garden Town. A first stage bid for major investment to support the delivery of an off-line J9/A46 solution has now been submitted to</p>

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				<p>the Department for Transport and work continues on finalising the next stage business case. Gloucestershire County Council continue with the project with submission date to the Department of Transport of September 2021.</p> <p>This action can also be found within the Council Plan performance tracker. (Economic Growth- objective 2- action b).</p>
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Reporting Line	Progress to date	Comment
Rebuild				
b) Work with partners to maximise sustainable development and low carbon technologies as part of the Garden Communities programme.	Target date: March 2021	Director of Garden Communities Lead Member for Built Environment	☺	<p>To meet the principles of the garden community developments sustainability is a core requirement. West Cheltenham Supplementary Planning Document (SPD) is now adopted (Tewkesbury Borough Council adoption 28 July 2020), which promotes a number of sustainability objectives and work continues on 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. The Garden Town Team are in the process of contracting a consultant to help support this work.</p> <p>This action is linked within the Council Plan performance tracker. (Garden Communities- objective 1- action c).</p>

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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Refocus				
a) Exploit the opportunities provided through agile working to enhance or accelerate carbon reduction and climate change initiatives.	Target date: March 2022	Head of Corporate Services Lead Member for Organisational Development	☺	With the majority of staff working from home then this will naturally contribute to reducing cost and the carbon footprint of PSC activity e.g. reduced paper consumption, reduced travel, heating and lighting etc. The impact will need to be determined through the capture of baseline data and monitoring procedures – a recommendation from the audit. Looking forward, the advantages currently presented through agile working need to be sustained and become the ‘new norm’.
b) Work with our businesses and communities to support cleaner and greener living and working.	Target date: March 2021	Head of Development Services Lead Member for Community	☺	Virtual workshops and one-to-one sessions are currently being offered to businesses through the Tewkesbury Growth Hub. Workshops on ‘how to build an eco/green business’ took place on 21 October 2020 and a one-to-one session on 22 October 2020. Further sessions are scheduled for 31 March 2021 and 1 April 2021.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Recover				

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<p>a) Increase awareness in the effects of recycling contamination.</p>	<p>Target date: July 2021.</p>	<p>Head of Community Services Lead Member for Clean and Green Environment</p>	<p>😊</p>	<p>Ubico crews continue to deliver to all properties a revised information sticker for blue bins as it has been recognised the current bins have been in place for up to 10 years and the information will be wearing off the older bins. This will ensure that at the point of use, the bins will show information on what can and cannot be recycled. Crews are carrying out additional checks and reporting the bins with contamination. These bins are being left with an information sticker to ensure they know why it's not been emptied. This has been supported by a communications campaign for social media and the new refuse and recycling calendar have a feature on recycling contamination.</p>
<p>b) Work with our communities to minimise waste to minimise the impact on our environment.</p>	<p>Target date: October 2021</p>	<p>Head of Community Services Lead Member for Clean and Green Environment</p>	<p>😊</p>	<p>A new waste communications strategy is being agreed with the newly reformed Gloucestershire Resource and Waste Partnership (GRWP). This will help the GRWP work closer with communities and encourage waste minimisation and diversion from disposal routes.</p> <p>A communications fund has been set up to pay for the activities which will be identified in the communication strategy action plan. This work will build on the waste compositional analysis which has identified recyclable waste streams still in the residual bin. The plan sets out the communications all year and will include media, social media, bin stickers and DAX (Digital, Audio and Exchange) advertising such as using podcasts and radio adverts.</p>
<p>PRIORITY: SUSTAINABLE ENVIRONMENT</p>				

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Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Rebuild				
a) Support the deployment of the carbon reduction action plan.	Target date: July 2021	Head of Finance and Asset Management Lead Member for Finance and Asset Management.	☺	The council has been successful in securing feasibility funding for the replacement of the heating system at the Public Offices. Survey work started in January and will continue to take place in February. Further work is being undertaken to establish baseline emissions and a process for monitoring this going forward. Work is also being commissioned to evaluate the needs of our residential properties.
b) Work on the Mixed Recycling Facility (MRF) contracted services procurement.	Target date: April 2021	Head of Community Services Lead Member for Clean and Green Environment	☺	Procurement is complete, and the team are on target to have a new contract mobilised by the end of March 2021.
c) Build on our communities' connections with green space, walking and cycling to encourage healthy, sustainable living and appreciation of biodiversity.	Target date: March 2022	Head of Development Services Lead Member for Community	☺	Elements of this action has been deferred for six months. Some work continues through the Community Funding Officer as the council continues to provide funding advice for community projects, including environmental and health initiatives. Also, through the development process there are health and community policies to encourage new communities to access facilities and green space that encourage healthy, active lifestyles.