

Appendix 2- 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	New target date: October 2020	Head of Corporate Services	😐	At present, due to a new roll out of government grants, internal audit work is limited to reviewing the suite of previous audit recommendations. No planned audit

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

audit recommendations to determine if recommendations remain relevant and timescales for implementation remain feasible.	April 2021 July 2021 New target date reported to O&S June 2021)	Lead Member for Corporate Governance		assignments have yet to commence. It is anticipated this work will start end of June/early July.
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	😊	Monitoring arrangements are in place and the council maintains a good working relationship with Places Leisure as both parties look to return to normal levels of activity as soon as possible. The centre re-opened on the 12 April for individual activities whilst classes will open as soon as government restrictions allow. A number of campaigns are being run by the centre including NHS thank you and home town heroes. An additional £11k grant has been received from Sports England to support the costs of re-opening the centre. A total of £181k has now been received.
b) Ensure adequate measures are in place and government guidance is adhered to	Target date: September 2021	Head of Finance & Asset Management	😊	We are aligning our return to work in accordance with the government's roadmap – the key date being 21 June. Directed through the operational manager's cohort

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

for those staff that need to return to the Public Services Centre offices, whilst exploring the future demand for space in light of new ways of working.	June 2021 (aligned to govt roadmap)	Lead Member for Finance and Asset Management		services are currently working on various work streams to meet this date.
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 and help	New target date: March 2021 March 2022	Head of Corporate Services Lead Member for Finance and Asset Management	☹	Recruitment of a new Business Intelligence Officer has commenced. A cross service project plan will need to be developed so business intelligence is shared by relevant services moving forward.

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

businesses build resilience.	(New target date reported to O&S June 2021)			
c) Work with businesses and residents and seek to rebuild council tax and business rate collection rates.	New target date: March 2021 March 2022 (New target date reported to O&S June 2021)	Head of Corporate Services Lead Member for Finance and Asset Management	☹️	Formal recovery action has been outside of the control of the Revenue' team for over 12 months as the magistrates court has remained closed. In the absence of formal action, softer action has been taken during the year and the team has continued to engage with residents and business to identify the reasons for non-payment and signposting to further support and assistance if required. Positively, in recent weeks the court has re-opened (by telephone) and authorised the recovery action on 1,820 council tax accounts and 140 business rates accounts.

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	Head of Development Services Lead Member for Economic Development/ Promotion	☺️	The priorities within the strategy will need to reflect the changing needs of businesses resulting from Covid-19. 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.

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

	November 2020)			Delivery of 'the next year of the current Economic Development and Tourism Strategy' action can be found within the Council Plan performance tracker. (Economic Growth- objective 1- action a).
b) Undertake an economic impact assessment and analysis to understand the needs of local businesses.	Target date: January 2022	Head of Development Services Lead Member for Economic Development/ Promotion	Deferred	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. As some businesses are still in the process of reopening as well as the furlough scheme still being in operation the economic assessment will not commence until at least the autumn.
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	😊	In line with Government guidance, as of 12 April 2021 self-catering accommodation and camping could re-open. Tewkesbury Tourist Information Centre re-opened in week of 12 April. The council has been working with Cotswold Tourism on low level promotional messages and marketing, including: <ul style="list-style-type: none"> • Social media

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

				<ul style="list-style-type: none"> • Website • Campaign work • Interactive workshops <p>The focus has been particularly on the domestic market and post Covid 19 restrictions.</p> <p>The newly established Visit Gloucestershire launched a recovery strategy in April 2021, this was developed in engagement with districts.</p> <p>This action is also linked to with the Council Plan performance tracker. (Economic Growth- objective 4- action a).</p>
d) Work closely with partners, businesses and groups to enable the safe and successful reopening of high streets and retail centres.	Target date: March 2021	Head of Community Services Lead Member for Clean and Green Environment	😊	<p>Most businesses across the Borough have remained very compliant with Covid-19 regulations with a few notable exceptions where advice and guidance has been provided and in a very few exceptional cases enforcement action.</p> <p>Officers have been extremely busy in carrying out regular patrols and providing advice including to licenced premises at weekends and evenings often alongside the police where necessary.</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>

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Recover				
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.	Target date: July 2021	Head of Development Services Lead Member for Economic Development/ Promotion	😊	<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, 23 in quarter 3 and 23 in quarter 4 - With over 364 attendees. Events included support with online marketing, video development, social media, goal setting and Covid-19 support plan development.</p> <p>The team also proactively contacted over 2,000 businesses to offer advice and support and promote the Government grant opportunities available.</p> <p>The Growth Hub Network promoted and delivered the Government's Small and Medium-sized Enterprises (SME) Recovery Grant and Kickstart Tourism Grant.</p> <p>A dedicated Survive and Thrive section has been set up on the Growth Hub Website – providing Covid-19 support.</p> <p>Growth Hub Mentors ran three panel Q&A sessions providing Covid support and advice.</p> <p>This action is also linked to with the Council Plan performance tracker. (Economic Growth- objective 1- action b).</p>

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

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 been employed across priority growth areas, providing 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.</p> <p>Sector-specific campaign work has included Destination Growth – Rebuilding the Tourism sector in the county. This has also included online training for businesses.</p> <p>A dedicated Survive and Thrive section to provide targeted Covid-19 support to businesses has been set up on Growth Hub Website.</p>
c) Work with partners to support employment and skills initiatives targeted at those	Target date: July 2021	Head of Development Services Lead Member for Economic Development/Promotion	😊	<p>A draft bid has been developed with Department for Work and Pensions (DWP) to offer a Youth Hub service hosted within Tewkesbury Growth Hub. Providing advice and information for young people, particularly focussing on young people impacted by Covid-19. Likely to be a virtual</p>



Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

affected by unemployment.				<p>service to start with. Working with DWP to make amendments before submission.</p> <p>Promotion of the Kickstart Campaign to local businesses.</p> <p>Promotion of support and webinars delivered through the National Careers Service to help job seekers.</p>
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.	<p>Target date: December 2020 March 2021 (revised date reported to O&S committee in January 2021)</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/Promotion</p>	☺	<p>The delivery and promotion of the Government's Small and Medium-sized Enterprises (SME) Recovery and Kick-starting Tourism Package Grant Schemes, (administered through the Gloucestershire Growth Hub Network) has been delivered.</p> <p>The council has continued to provide Covid-19 business grants including the recently launched Additional Restriction Grants.</p>
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	<p>Target date: March 2024</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/Promotion</p>	☺	<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

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

drive economic recovery.				<p>2. Business-facing awareness raising activities to ensure that reopening of local economies can be managed successfully and safely</p> <p>3. Temporary public realm changes to ensure that reopening of local economies can be managed successfully and safely</p> <p>Work includes:</p> <ul style="list-style-type: none"> • Promotion and marketing contract with V8 – promotional material produced • Posters and stickers in town centres • Accessibility audits completed • Footfall counts commissioned and in process • Social media campaign work <p>The Government has announced a follow on, extension scheme to the Reopening the High Street Safely Funding Programme. This is called The Welcome Back Fund and is proposed to run until March 2022.</p>
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 and approved.</p> <p>The Government has announced a follow on, extension scheme to the Reopening the High Street Safely Funding Programme. This is called The Welcome Back Fund and is proposed to run until March 2022.</p>

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

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 employed two specialists in advanced manufacturing and tech/cyber security to support inward investment. Promotion activity taking place through www.investingloucestershire.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 September 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 have been drafted. Until now the focus has been on responding to our communities during the pandemic. The focus will now move towards the recovery element.
b) Assess the additional demand on those using the housing service, taking into	Target date:	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

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

<p>consideration the county wide rough sleeper initiative.</p>	<p>Initial assessment October 2020</p>			<p>presenting but still within the usual range from recent years. The number of temporary accommodation 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, Q4 = 30. New approaches for homelessness assistance Q1 = 135, Q2 = 178, Q3 = 146, Q4 = 132.</p> <p>TA placements have increased slightly again from Q3 to Q4 despite a further decrease in total homeless approaches. This is likely to be linked to the ongoing 'lockdown' restrictions and a period of severe weather. Of these 30 only 7 remain in TA as of 15 April.</p> <p>While the numbers of rough sleepers identified have remained low (zero recorded in TBC area during Q4), 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 To be repeated</p>	<p>Head of Community Services 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>During quarter four- the survey was refreshed and was sent out again to all households on the housing register. Responses have been collated and analysed in to highlight</p>

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

	ending February 2021			<p>any broad trends and issues. There appears to be positive trends regarding percentages of respondents in fields such as difficulties paying rent and furloughed or lost employment.</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 to us at an early stage. Bromford have prepared information regarding Notices of Seeking Possession, Court Orders and tenants in arrears in order for us to gauge possible future cases approaching in housing need. This information shows an improving picture regarding arrears levels.</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>The council has been particularly focussing on the Clinically Extremely Vulnerable in this quarter, supporting them with basic care needs. Shielding has now paused.</p> <p>In addition, the council has been 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 has helped 556 vulnerable families who are struggling to pay for food, essential supplies and fuel costs.</p> <p>Emergency community grants continue to be awarded.</p>

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

<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 four. Joint working between all districts, Police and Public Health has been key to reducing the risk of local outbreaks. Numbers are now decreasing however we need to remain vigilant through the final stages of the easing of restrictions. The number of deaths and people entering hospitals with significant illness has also decreased.</p>
---	-------------------------------------	--	----------	---

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 has been 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 has helped 556 vulnerable families who are struggling to pay for food, essential supplies and fuel costs. This fund ended at the end of March 21.</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. It particularly now focusses on assisting community groups reopen following a relaxation in the guidelines.</p>

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

				<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, as well as offering online funding workshops.</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 23 February 2021 Council approved the interim Housing Strategy.</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.

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Refocus				
a) Review the effectiveness and efficiency of the Environmental Health Service, including an assessment of additional demand and available resources.	Target date: December 2020 April 2021 Target date: September 2021 (target date reported to O&S Committee in March 2021)	Head of Community Services Lead Member for Clean and Green Environment	Deferred	The effectiveness review has been on hold due to the level of Covid-19 response needed. Once we are through the remaining stages of lockdown and seen cases further stabilise this can be revisited.
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.

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

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 Corporate Services Lead Member for Customer Focus	☺	<ul style="list-style-type: none"> The bulky waste service was launched in April, which offers customers the opportunity to make bulky waste bookings online for the first time. The aim is for online take-up to reflect our garden waste service, which sees 85 per cent of customers book through our website. Previously all bookings were made through our customer services team. An officer working group has been set up to establish what the office set-up will look like for staff returning, and how this will work for customers. This includes considering face-to-face contact, as well as alternative customer engagement such as online appointments. The customer services team is now supporting the planning admin team by aiming to resolve less complex enquiries at the first point of contact, and only passing the more complex/detailed issues through to the planning admin team/officers. A detailed set of FAQs has also been added to the website to avoid the need for contact in the first place. <p>This action is also linked to with the Council Plan performance tracker. (Customer first- objective 1- action a).</p>

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

<p>b) Support the safe re-opening of buildings that provide a council service.</p>	<p>Target date: June 2021</p>	<p>Head of Corporate Services/Head of Development Lead Member for Customer Focus</p>	<p>😊</p>	<p>Since the last quarterly update, government announced their roadmap out of lockdown and we are aligning the re-opening of our buildings to this roadmap. Tewkesbury Tourist Information Centre (TIC) and Tewkesbury Leisure Centre both re-opened in the week of 12 April. Winchcombe TIC will open shortly once a lease has been agreed with the newly refurbished Winchcombe Heritage Centre. A key work stream, led by the operational manager cohort is to oversee the re-opening of the main offices in line with the government's key date (21 June).</p>
<p>c) Set up the new Business Transformation Team and shape the year one priorities.</p>	<p>Target date: September 2020</p>	<p>Head of Corporate Services Lead Member for Commercial Transformation</p>	<p>✓</p>	<p>The team is up and running and working on the implementation of the new digital platform ('report it' forms, waste services, FOI system, complaints etc), has successfully delivered the new bulky waste service project, has delivered council tax paperless billing to test stage, undertaken a review of the website, leading on the Ubico 'spare resource' project and is responsible for the 2021 garden waste renewals. Updates on the work of team are reported to Transform Working Group.</p> <p>This action is linked within the Council Plan performance tracker. (Customer first- objective 1- action e).</p>

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

PRIORITY: CUSTOMER FIRST				
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. It is anticipated the website will be delivered by December 2021, taking into account 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. The actual delivery of the project will be a new action within the refresh of the council plan and corporate recovery plan.</p>
b) Re-instigate and deliver the council tax and business rates paperless project.	Target date: February 2021 May 2021 Revised target date: July 2021 (New target date reported to O&S Committee in June 2021)	Head of Corporate Services Lead Member for Finance and Asset Management	☹	A paperless billing solution has been developed by the Business Transformation Team, and testing by the revenues team will take place from June. This was delayed due to the requirement for the revenues team to focus on the annual billing run.

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

c) For the benefit of customers, exploit the opportunities provided through agile working.	Target date: December 2020	Head of Corporate Services Lead Member for Organisational Development	✓	The Agile Working Policy has been consulted on by management and unions and was approved then 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.	New 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).

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

b) Explore opportunities to enhance new digital jobs and training with the Local Enterprise Partnership (LEP) and partners at Cyber Central.	New 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 the future, 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) (target date reported to O&S committee in 9 March 2021)	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 still pending (covid delays).
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.

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

PRIORITY: GARDEN COMMUNITIES				
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></p> <p>As part of the budget announcement, Gloucestershire County Council has 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. A summary report from the Options Consultation can be found on the GCC webpages -</p> <p>https://www.gloucestershire.gov.uk/highways/major-projects-list/m5-junction-10-improvements-scheme/</p> <p>Post consultation, further engineering, design and survey work will be ongoing to support an announcement about the preferred route in Summer 2021. Another public consultation exercise will then accompany the planning application which follows.</p> <p>This action can also be found within the Council Plan performance tracker. (Economic Growth- objective 2- action b).</p>

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

	Target date: October 2021 (next stage business case for Gov't funding submitted - J9 and A46)		😊	<p><u>J9 and A46 Offline Solution</u></p> <p>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 been submitted to the Department for Transport/Highways England and work continues finalising the next stage business case. Gloucestershire County Council continues with the project with next stage 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	😊	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

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

				<p>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>
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 the council 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. It is very likely that beyond the government roadmap, the ‘new norm’ will see most staff working in a hybrid way.
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 support and advice sessions are currently being offered to businesses through the Tewkesbury Growth Hub on ‘how to build an eco/green business’. Sessions took place on 21 and 22 October 2020, the 31 March 2021 and 1 April 2021. Further sessions are planned for the 7 and 8 July.

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Recover				
a) Increase awareness in the effects of recycling contamination.	Target date: July 2021.	Head of Community Services Lead Member for Clean and Green Environment	😊	Ubico crews continue to deliver to all properties a revised information sticker for blue bins. This will ensure that at the point of use, the bins will show information on what can and cannot be recycled. Crews are still 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.
b) Work with our communities to minimise waste to minimise the impact on our environment.	Target date: October 2021	Head of Community Services Lead Member for Clean and Green Environment	😊	A new communications strategy has been developed by the Gloucestershire Resources & Waste Partnership (GR&WP) and there will be a major campaign in each quarter of the year, including: May/June- Metal Matters, an Alupro supported campaign aimed at recycling more metal (cans, trays, foil etc) at kerbside. Summer- A campaign to focus on recycling in other rooms in the house (rather than kitchen). Christmas- A Christmas campaign with a focus on wasting less, and recycling . Campaign to start late

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

				<p>autumn so that choices can be informed in plenty of time..</p> <p>Spring- A campaign to promote reuse/repair messages (repair cafes, reuse and charity shops etc). To include videos on how to do things such as repairing clothing and 'upcycling' furniture.</p> <p>These four campaigns will be supplemented with ongoing service specific communications and supporting projects (eg composting, real nappies, website development and maintenance).</p>
PRIORITY: SUSTAINABLE ENVIRONMENT				
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.	☺	<p>Feasibility studies for the replacement of the heating system at the Public Service Centre have now concluded with the recommendation of an Air-to-Air system being the most efficient for the Council's needs. The Council has also secured £284,000 of grant funding from Department for Business, Energy and Industrial Strategy (BEIS) to support this project. The intention is for the project to be completed by Autumn 2021.</p> <p>In addition, carbon surveys of our homeless properties and the Horsford Trust properties continue to be undertaken as the properties become vacant which will then provide a mini-action plan for works to these properties.</p>

Appendix 2- Covid-19 Corporate Recovery Plan Performance Tracker- 2020-21

<p>b) Work on the Mixed Recycling Facility (MRF) contracted services procurement.</p>	<p>Target date: April 2021</p>	<p>Head of Community Services Lead Member for Clean and Green Environment</p>	<p>✓</p>	<p>The new contract has been mobilised and recent monitoring appears to be going well.</p>
<p>c) Build on our communities' connections with green space, walking and cycling to encourage healthy, sustainable living and appreciation of biodiversity.</p>	<p>Target date: March 2022</p>	<p>Head of Development Services Lead Member for Community</p>	<p>😊</p>	<p>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.</p>