

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

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

PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Refocus				
a) Continue to monitor the financial impacts of Covid-19 and revise the Medium-Term financial Strategy in light of those impacts.	Target date: Jan 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	Monthly monitoring returns to the MHCLG have continued for the first four months of the financial year but it is currently unclear how long this will still be required for. Internal monitoring covering covid will continue as part of the budget monitoring process. The 'production of an MTFS' action can also be found within the Council Plan performance tracker. (Finance and resources- objective 1- action b).
b) Ensure the effective recovery of the internal audit function.	Target date: March 2022	Head of Corporate Services Lead Member for Corporate Governance	😊	One member of the team has recently transferred back from the Business Cell. The audit plan and the suite of audit recommendations are currently being reviewed. There is additional finance to support the team's recovery and provide backfill. The team's status has been updated to the Audit and Governance Committee.

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PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Recover				
a) In partnership with Places Leisure build on the early success of the Tewkesbury Leisure Centre recovery plan.	Target date: March 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management Lead Member for Health and Wellbeing	😊	Numbers of customer returning to the leisure centre have been above expectations during Q1. The centres management have also received good feedback on customer experience following the re-opening. The numbers returning to the leisure centre indicate that the leisure contract could soon return to a cost neutral position, although we are still a way off from receiving the contract fee.
b) Continue to monitor the safety of our working environment now that restrictions have been lifted and moving forward utilise our office space effectively.	Target date: March 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management	😊	Arrangements have been put in place for the safe return of staff to the offices and the opening of the offices to customers from 19 July 2021. The Civic suite re-opened for internal meetings on 1 August. The current arrangements will be reviewed in September.

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PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Rebuild				
a) Maximise the use of business intelligence within the council to ensure the accuracy of the rating list and help businesses build resilience.	March 2021 Target date: March 2022 (revised target date reported to O&S June 2021)	Head of Corporate Services Lead Member for Finance and Asset Management	😊	The Business Intelligence Officer post has now been recruited to. Reporting direct to the Revenues and Benefits Manager a cross service project plan will start to be developed so business intelligence is shared by relevant services moving forward.
b) Work with businesses and residents and seek to rebuild council tax and business rate collection rates.	March 2021 Target date: March 2022 (Revised target date reported to O&S June 2021)	Head of Corporate Services Lead Member for Finance and Asset Management	😊	Formal recovery action for unpaid Council Tax and Business Rates commenced in April 2021, and to date three liability order hearings have been held remotely, with a further court hearing due 27 th August 2021. Payment arrangements are being made with customers where possible. Liability orders have been obtained on 1,687 council tax accounts and 123 business rates accounts.

PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment

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Refocus				
<p>a) Develop a new four-year Economic Development and Tourism strategy that includes a focus upon the economic recovery of the borough.</p>	<p>June 2021 Target date: June 2022 (revised date reported to O&S committee in November 2020)</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p>😊</p>	<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. An update on the current strategy will be provided to Overview and Scrutiny Committee on 12 October 2021.</p>
<p>b) Work with our partners at Cotswold Tourism to promote the borough as a safe destination to visit.</p>	<p>Target date: March 2022</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p>😊</p>	<p>There are a number of different aspects to the bigger 'uncover the cotswolds' project which was funded through the visit england discover fund. Some of the work achieved so far includes:</p> <ul style="list-style-type: none"> • Escape to the cotswolds website being created- this digital marketing campaign is complete with the website helping attractions, event organisers and accommodation providers have an online bookable presence which has been essential during and post covid. • Total social media following has now passed the 150,000 mark. The council have been working with cotswold tourism in offering social media support, creating blogs, using #hashtags training courses and a series of training videos have been created alongside with some helpful notes to help businesses improve their online presence and digital skills which look at tourism businesses website. • Businesses can now make business listing by directly booking online at cotswolds.Com.

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				<ul style="list-style-type: none"> The latest piece of work is to create a digital guide for visitors that can be downloaded and gives them information on the attractions of the area. The guide has also been created as a booklet which is available in the bedrooms of accommodation establishments who are cotswold tourism members. <p>This action is also linked to with the Council Plan performance tracker. (Economic Growth- objective 4- action a).</p>
PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Recover				
a) Continue to support businesses through the Tewkesbury Growth Hub to aid their economic recovery.	Target date: March 2022	Head of Development Services Lead Member for Economic Development/ Promotion	☺	<p>The hub continues to support local businesses with their economic recovery.</p> <p>13 online webinar workshops and 1-2-1 sessions were delivered in quarter 1. Events included support with social media, goal setting and branding.</p> <p>The team continue to support the work of the Covid Grants Team/Business Cell and promote any 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>

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				<p>A dedicated Survive and Thrive section has been set up on the Growth Hub Website – providing Covid-19 support.</p> <p>The Growth Hub Network has developed and launched a Covid Digital Recovery Grant Scheme, to support digital recovery project. Applications are currently being processed.</p> <p>Plans, including the appropriate risk assessments, have been prepared in line with the phased re-opening of the hub. The service will open as a pre-arranged, appointment only service initially.</p> <p>This action is also linked to the Council Plan performance tracker (Economic Growth- objective 1- action b).</p>
PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Recover				
b) Develop a bid to host a Department of Work and Pensions Youth Hub within the Tewkesbury Growth Hub.	Target date: September 2021	Head of Development Services Lead Member for Economic Development/ Promotion	😊	A draft bid continues to be developed in partnership with Department for Work and Pensions (DWP) to offer a youth support service hosted within Tewkesbury Growth Hub. Providing advice and information for young people, particularly focussing on young people impacted by Covid-19.
PRIORITY: ECONOMIC GROWTH				

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Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Rebuild				
a) Launch a new Tewkesbury Borough Business Grants scheme.	Target date: January 2022	Head of Development Services Lead Member for Economic Development/ Promotion		A new business grant scheme will be launched in the new year, to avoid any confusion with the existing government business support grants that are currently available.
b) Develop and deliver the Welcome Back Fund action plan.	Target date: March 2022	Head of Development Services Lead Member for Economic Development/ Promotion	😊	<p>A Welcome Back Fund Grant Action Plan for the Borough's retail centres has recently been agreed by Government. This will enable new projects to be developed and implemented.</p> <p>This funding builds on the Reopening High Streets Safely Fund announced in May 2020. The Welcome Back Fund supports the safe and continued return to high streets and will allow the council to put in place additional measures to create and promote a safe environment for local trade and tourism, as the local economy continues to reopen.</p>
PRIORITY: HOUSING AND COMMUNITIES				

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Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Refocus				
a) Continue to support our communities with issues arising from Covid-19	Target date: March 2022	Head of Development Services Lead Member for Community	☺	Support continues to be provided to community groups through funding advice and governance support. In addition, the Holiday Activities Fund has enabled Young Gloucestershire to deliver holiday activities and food for families in the borough on free school meals.
b) Assess the additional demand on the housing service.	Target date: Complete	Head of Community Services Lead Member for Housing	✓	Surveys released to current Housing Register applicants showing an improving picture regarding households with tenancy difficulties. This has been supported by steady numbers of housing advice & homelessness cases held by the Housing Advice Team as opposed to an increase that would reflect greater demand. New Temporary Accommodation (TA) placements 2020-21 Q1 = 26 Q2 = 21, Q3 = 25, Q4 = 30. 2021-22 Q1 = 15 New approaches for homelessness assistance 2020-21 Q1 = 135, Q2 = 178, Q3 = 146, Q4 = 132. 2021-2022 Q1 = 111 Both TA placements and new approaches have decreased in Q1 2021/22. The Housing Advice Team will continue to monitor levels of cases through the Council Plan Tracker.

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c) Work with landlords and tenants to assess the potential demand now that restrictions have been lifted.	Target date: March 2022	Head of Community Services Lead Member for Housing	☺	A County-wide Covid fund has been set up to assist with household with rent arrears that have been affected by reduced hours, furlough or redundancy. The Housing Advice Team have contacted our Registered Provider partners to inform them of the scheme details. Progress has been made in dealing with housing deficiencies and a number of mandatory licensed House in Multiple Occupation's (HMO's) have been registered. This reduces the potential demand on rehousing.
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Recover				
a) Work with the Integrated Locality Partnership to build community resilience within the borough	Target date: March 2022	Head of Development Services Lead Member for Community	☺	The Integrated Locality Partnership (ILP) have highlighted a particular focus on mental health, social isolation, healthy lifestyles and employment and skills. Projects are being developed in Brockworth and Tewkesbury initially.
b) Continue to deliver the Covid-19 community grant scheme.	Target date: March 2022	Head of Development Services Lead Member for Community	☺	The Community Grant Scheme continues to be promoted. So far 139 groups (totalling £114,079) have been awarded funds for initiatives in their community.

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PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Rebuild				
a) Deliver a series of online training seminars to support the Voluntary and Community Sector (VCS).	Target date: March 2022	Head of Development Services Lead Member for Community	☺	Online sessions are being provided for community groups. These have included crowd funding seminars in the first quarter. 15 groups attended an online training seminar with Inform Gloucestershire in May.
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	Demand on the service remained high particularly relating to the hosting of events in a covid secure manner. Business as usual has also remained high. The effectiveness review remains on hold due to the level of Covid-19 response still needed. Once we have seen cases further stabilise this can be revisited.

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PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Recover				
a) Continue to monitor the safety of our buildings now that restrictions have been lifted.	Target date: March 2022	Head of Services Lead Member for Finance and Asset Management.	😊	<p>The government lifted restriction on the 19 July.</p> <ul style="list-style-type: none"> • Following a risk assessment the council offices opened to the public for appointments only. This is under continual review by the property team. • Tewkesbury Tourist Information Centre reopened in April 2021 in line with government guidelines at the time. Winchcombe Tourist Information Centre remains closed whilst discussions are being finalised regarding lease for moving back to the refurbished Winchcombe Heritage Centre, rather than its temporary location. • The four Area Information Centre's (AIC's) in the borough (Bishops Cleeve, Brockworth, Churchdown and Winchcombe) - reopened as of 19 July 2021.
Rebuild				
a) Review the future of the Covid-19 microsite.	Target date: April 2022	Head of Corporate Services Lead Member for Customer Focus		This will be reviewed over the coming months as to whether the site needs to be retained. It will form part of the corporate website project.

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<p>b) Deliver the council tax and business rates e-billing project.</p>	<p>February 2021 May 2021 July 2021 New target date: November 2021 (revised target date reported to O&S Committee September 2021)</p>	<p>Head of Corporate Services Lead Member for Finance and Asset Management</p>	<p>☹️</p>	<p>There have been delays to this project due to the workload in the revenues and benefits team. The aim is for the council tax paperless billing portal to be live in November - this is reliant on the revenues and benefits team being able to make changes to their Northgate system. The project team is currently waiting for confirmation on this.</p>
<p>c) Continue to review the operational effectiveness of our return to the office and the opportunities provided through agile working.</p>	<p>Target date: March 2022</p>	<p>Head of Corporate Services Lead Member for Organisational Development</p>	<p>☺️</p>	<p>In line with the government's roadmap we successfully re-opened the offices on 19 July. Limited numbers of staff have returned but sufficient to support customer contact. Appointments have been encouraged. Footfall has been small in numbers, mainly to see our partners e.g. DWP and the Police. The offices were risk assessed prior to opening.</p>
<p>PRIORITY: GARDEN COMMUNITIES</p>				
<p>Actions</p>	<p>Target date</p>	<p>Reporting Line</p>	<p>Progress to date</p>	<p>Comment</p>
<p>Refocus</p>				

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a) Explore opportunities to enhance new digital jobs and training with the Local Enterprise Partnership (LEP) and partners at Cyber Central.	New target date: March 2022	Director of Garden Communities Lead Member for Built Environment	😊	Continue to work with LEP and Cheltenham Borough Council as the Cyber Central project develops. Current activity includes the formation of a Cyber Leadership Board and a Cyber Festival, planned for the future, both to be led by the LEP currently.
Recover				
a) Actively seek capital funding with our partners to support the programme.	Target date: March 2022	Director of Garden Communities Lead Member for Built Environment	😊	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				
Actions	Target date	Reporting Line	Progress to date	Comment
Rebuild				

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a) Work with partners to maximise sustainable development and low carbon technologies as part of the Garden Communities programme.	Target date: March 2022	Director of Garden Communities Lead Member for Built Environment	☺	To meet the principles of the garden community developments sustainability is a core requirement. West Cheltenham Supplementary Planning Document (SPD) is in place and work continues to progress the evolution of the Tewkesbury Garden Town masterplan to better define the principles of development and how key features of sustainability and low carbon can be fully integrated and actively promoted, from the outset. As a result, the Garden Town Team are in the process of contracting a consultant to help support this work.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Refocus				
a) Harness the benefits of changes to working practices in order to ensure our reduced carbon footprint continues.	Target date: March 2022	Head of Finance and Asset Management Lead member for Clean and Green Environment	☺	2020/21 saw a significant reduction in emissions from council activities due to reduced business mileage and reduced electricity demand. The carbon reduction action plan and the council's approach to agile working will support the reduction in demand whilst projects such as the solar car parking canopy, the heating replacement system and the electrification of the pool car fleet will meet demand in a greener way.
b) Work with partners to promote climate change and carbon reduction awareness and activities across our communities and businesses in the run up to the United	Target date: November 2021	Head of Finance and Asset Management Lead member for Clean and Green Environment	☺	Discussions continue with neighbouring authorities and the countywide coordinator as to the events that will be put on and supported by the councils in Gloucestershire. The current focus of activity is for a scheduled stop of the Zero Carbon Bus currently touring the country promoting carbon reduction in businesses.

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Nations Climate Change Conference in November				
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	✓	We have seen a significant reduction in the number of loads rejected by our MRF contractor and contamination levels are considerable down. We will continue to encourage our communities to increase recycling and reduce contamination as part of normal business as usual.
b) Work with our communities to minimise waste to reduce the impact on our environment.	Target date: October 2021	Head of Community Services Lead Member for Clean and Green Environment	✓	The work that we do with the Gloucestershire Waste & Resources partnership is aimed at reducing waste and increasing recycling. We are not now seeing the high levels of waste generated that we saw at the height of the pandemic or though the various lockdowns and levels have returned to normal meaning this have returned to business as usual.
c) Agree funding for and appoint a new Carbon Reduction officer to support the council's climate emergency declaration and the	Target date: July 2021 New revised date: September 2021 (new target date reported to O&S)	Head of Finance and Asset Management Lead member for Clean and Green Environment	☹	Agreed by Executive Committee in July to recommend to Council but July's Council meeting was cancelled. The item will appear on September's agenda.

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delivery of its action plans.	Committee on 7 September 2021)			
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Rebuild				
a) Commence planning and scoping study for implications of, and opportunities for, borough wide decarbonisation.	Target date: July 2022	Head of Finance and Asset Management Lead member for Clean and Green Environment		Study not scheduled to commence until Autumn 2021.
b) Promote a healthier lifestyle through working with Active Gloucestershire through the 'we can move' programme.	Target date: March 2022	Head of Development Services Lead Member for Community	☺	In March 2021 Executive Committee agreed a package of funding of £10,000 per year for the next five years (until 2025/26) to support the Active Gloucestershire 'We Can Move' project. A partnership agreement is in the process of being signed. Active Gloucestershire will be running a session for Members to outline 'We Can Move'. As part of monitoring of the funding, Active Gloucestershire will report on an annual basis to Overview and Scrutiny Committee on the progress of the 'We Can Move' project. This will commence once the project is up and running.