

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	7 September 2021
Subject:	Council Plan Performance Tracker and Covid-19 Recovery Plan Tracker 2021/22 (Qtr1)
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Members:	Leader of the Council
Number of Appendices:	5

Executive Summary:

The Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities i.e. finance and resources, economic growth, housing and communities and customer first, plus the approval of two new priorities i.e. garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of key performance indicators. As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and where appropriate they are refreshed. The refreshed plan is to be considered by Executive Committee on 1 September 2021 and then by Council on 28 September 2021. It is not anticipated there will be any major changes to any of the actions.

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

Given the synergies of the two tracker documents, they are reported together. For example, given that resources have been deployed in response to the pandemic, this will inevitably mean that some of the actions within the Council Plan may not have progressed as intended.

Key financial information is also reported so members have a rounded view of overall performance information. Attached is the revenue budget summary statement (Appendix 3), capital monitoring statement (Appendix 4) and the reserves position summary (Appendix 5).

This performance information is reported to the Overview and Scrutiny Committee on a quarterly basis and the outcome is then reported to the Executive Committee by the Chair of the Overview and Scrutiny Committee.

This report introduces the performance information for the first quarter of the second year of our Council Plan.

Recommendation:

To scrutinise the performance management information, and where appropriate require action or response from the Executive Committee.

Reasons for Recommendation:

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

Resource Implications:

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

Legal Implications:

None directly associated with this report.

Risk Management Implications:

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

Performance Management Follow-up:

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

Environmental Implications:

None directly associated with this report.

1.0	INTRODUCTION/BACKGROUND
1.1	A new Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities i.e. finance and resources, economic growth, housing and communities and customer first plus the approval of two new priorities i.e. garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of key performance indicators. As in previous years, to ensure the plan remains a 'live' document, all actions are reviewed annually and where appropriate they are refreshed. The refreshed plan is to be considered by Executive Committee on 1 September 2021 and then by Council on 28 September 2021. It is not anticipated there will be any major changes to any of the actions.
1.2	Since the approval of the new Council Plan, the council's response to the Covid-19 pandemic has meant that resources have been prioritised and deployed to support staff, residents, businesses and communities whilst maintaining core service delivery. Whilst Covid-19 continues to present the council with significant challenges, a corporate Covid-19

	<p>recovery plan has been established to address those challenges. The plan has been designed around the six priorities of the council plan as despite Covid-19 the strategic priorities of the council remain the same. Similar to the council plan, the recovery plan has a number of objectives and actions. The recovery plan was approved by Executive Committee on 5 August 2020. A recovery plan tracker has been created to monitor progress in delivering those objectives and actions (Appendix 2). Similar to the Council Plan, the Recovery Plan actions have also been refreshed.</p>
1.3	<p>Given the synergies of the two tracker documents, they are reported together. For example, given that resources have been deployed in response to the pandemic, this will inevitably mean that some of the actions within the council plan will not have progressed as intended. It could also mean that those actions remain undeliverable as prioritisation is given to actions within the recovery plan.</p>
2.0	<p>COUNCIL PLAN PERFORMANCE TRACKER</p>
2.1	<p>The Council Plan (2020-24) has six priorities which contribute to the overall Council Plan vision “<i>Tewkesbury Borough, a place where a good quality of life is open to all</i>”. The priorities are:</p> <ul style="list-style-type: none"> • Finance and resources • Economic growth • Housing and communities • Customer first • Garden communities • Sustainable environment <p>Each of the six priorities is supported by a number of objectives and actions which will focus activity on delivery of the priorities. The tracker has been developed and contains a set of key performance measures to monitor delivery of each Council Plan action. The actions are reviewed and where appropriate refreshed on an annual basis.</p>
2.2	<p>For monitoring the progress of the Council Plan actions, the following symbols are used:</p> <p>☺ – action progressing well</p> <p>☹ – the action has some issues or delay but there is no significant slippage in the delivery of the action</p> <p>☹ – significant risk to not achieving the action or there has been significant slippage in the timetable or performance is below target</p> <p>Grey – project has not yet commenced</p> <p>✓ – action complete or annual target achieved</p> <p>For monitoring of key performance indicators, the following symbols are used:</p> <p>↑ - PI is showing improved performance on previous year</p> <p>↔ - PI is on par with previous year performance</p> <p>↓ - PI is showing performance is not as good as previous year</p>
2.3	<p>This report presents the first quarter of year two of the Council Plan (2020-2024). Key successful activities to bring to members’ attention since the last performance report</p>

include:

- The agreement of new leases for various properties within the commercial property portfolio. (page 3 of the tracker)
- The growth hub delivered 13 events during quarter one, this is on target to meet the 50 workshops/ events target. The events were on social media, marketing, and action planning. (page 5 of the tracker)
- In June 2021, Gloucestershire County Council announced its preferred design for the proposed upgrade to M5 all-ways Junction 10. (page 7 of the tracker)
- The first promotion event to be held under the Tewkesbury High Street Heritage Action Zone is due to take place on 18 September. (page 9 of the tracker)
- In partnership with ARK Consultancy, work on a new Housing Strategy has commenced. (page 15 of the tracker)
- A collective total of £107,000 has been awarded in council capital grants to help improve community facilities. (page 19 of the tracker)
- The successful implementation of the new bulky waste service. (page 27 of the tracker)
- The implementation of a new recruitment microsite and an automated recruitment tracker system. (page 28 of the tracker).
- In July 2021, a joint press release with Cheltenham Borough Council announcing HBD X Factory has been selected as its preferred development partner to assist with the Golden Valley Garden community. (page 38 of the tracker)
- Specification for the new heating system has been developed and is out to tender. (page 39 of the tracker)
- Year two of the Carbon Reduction action plan was approved by Executive Committee in July 2021. (page 39 of the tracker)
- The implementation of a small Waste Electrical and Electronic Equipment (WEEE) scheme. (page 44 of the tracker)

2.4

Due to the complex nature of the actions being delivered, inevitably some may not progress as smoothly or quickly as envisaged. Actions with either a 😞 or 😊 are highlighted below:

Action	Status and reason for status
Work with the Local Enterprise Partnership (LEP) and other partners to deliver the Local Industrial Strategy (LIS). (Page No. 5 of the Council Plan performance tracker).	The LEP is still awaiting guidance from Business, Energy and Industrial Strategy (BEIS) on the next steps and timescales. Until this has been received no further updates can be provided.
Deliver employment land through allocating land in the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP). (Page No. 6 of the Council Plan performance tracker)	😞 Joint Core Strategy- The target date of Summer 2021 for the preferred options consultation to take place has not been achieved. The JCS review requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth etc, that need to be agreed with all three local

		authorities. The JCS timetable is being reviewed and until this has taken place a new target date is unknown.
	Work with partners to undertake the required review of the JCS. (Page No. 13 of the Council Plan performance tracker)	☹️ Please see above.
	Carry out housing needs assessments to deliver affordable housing in rural areas. (Page No. 15 of the Council Plan performance tracker)	☹️ The next phase of surveys has been delayed from February 2021 to March 2022 due to capacity issues at GRCC. A meeting is due to take place in September to re-establish the future timeline for the next assessments to be carried out. It is hoped the remaining assessments will likely take place between autumn 2021- winter 2022, this will be confirmed in Q2. The longer-term target of March 2023 should hopefully be achievable.
	Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need. (Page No. 16 of the Council Plan performance tracker)	☹️ Joint Core Strategy – please see first action above.
	Formally establish the Garden Town planning status through the JCS. (Page No. 37 of the Council Plan performance tracker)	☹️ Joint Core Strategy- please see first action above.
	Establish planning policies to ensure the delivery of healthy and sustainable communities. (Page No. 40 of the Council Plan performance tracker)	☹️ Joint Core Strategy- please see first action above.
2.5	It is inevitable that not everything can be delivered at once. Any actions which have yet to commence are 'greyed out' in the tracker with indicative dates for commencement stated.	
3.0	COUNCIL PLAN KEY PERFORMANCE INDICATORS (KPIs)	
3.1	<p>The set of Key Performance Indicators (KPIs) are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of June 2021.</p> <p>For 2021/22, six new KPIs have been added. These are KPIs 12-15 and KPIs 28-29.</p> <p>Due to changes into reporting, the housing-related KPIs 9- 11 have also been revised in order to report more effectively, as requested by Overview and Scrutiny Committee.</p>	
3.2	Of the 22 indicators with targets, their status as at the end of the first quarter for 2021/ 22 is:	

☺ (on target)	☹ (below target but confident annual target will be achieved)	⊗ (below target)	Data not available
10	3	6	3*

*The three KPIs where data is not available relate to :

- KPI 7(number of visitors entering Growth Hub) due to the hub remaining closed during quarter one.
- KPI 36 (percentage of Freedom of information requests answered on time). This is due to a change in systems and the report functionality is currently being built. The data for these KPIs will be available in quarter two.
- KPI 37 (percentage of formal complaints answered on time). See above.

In terms of the direction of travel i.e. performance compared to last year, for all indicators the status is:

↑ (better performance than last year)	↓ (not as good as last year)	↔ (on par with previous year performance)	Data not available
11	6	0	5*

*The five KPIs where data is not available relate to:

- KPI 7, 36 and 37 – as above.
- KPI 28 (Average number of days to process new Council Tax Reduction claims)
- KPI 29 (Average number of days to process change in circumstances for Council Tax Reductions).

KPIs 28 and 29 are new monitoring KPIs that do not have a outturn figure for 2020-21.

3.3

KPIs where the direction of travel is down and/ or KPI is ☹ are highlighted below:

KPI No.	KPI description	Reason for ☹ or ↓
17	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant. (Page No. 22 of the Council Plan performance tracker)	↓ ☹ The Q1 figure is lower than last year's outturn with only 27 out of 49 (55.10%) decisions being issued within the timescale. This meant the target figure of 80% has not been met this quarter. Measures are being implemented to address the reduction in performance and these measures will be supplemented by improvements arising from the Review of Planning.
18	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	↓ ☹ 129 of 168 decisions were made within agreed timescales during Q1. This equates to performance of 76.79%, which

	(Page No. 24 of the Council Plan performance tracker)	is just below last year's outturn of 84.37% and below the local target of 90%.
19	Enforcement - Investigate category A* cases within 24 hours (without prompt action, material risk of further harm which could be reduced by early intervention). (Page No. 24 of the Council Plan performance tracker)	↓☹️ Two category A cases were received in Q1. One of the cases was visited within the 24-hour target. This has resulted in performance of 50% for the quarter which is below both last year's outturn of 100% and this year's target of 90%.
20	Investigate category B cases within five working days (development causing, or likely to cause, irreparable harm or damage). (Page No 24 of the Council Plan performance tracker).	☹️ Four category B cases were received during Q1, and three were investigated within the timescale (75%). This is lower than the local target of 90% but was an improvement when compared to last year's outturn of 61.54%.
21	Investigate category C cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity). (Page No. 25 of the Council Plan performance tracker)	↓☹️ 26 category C cases were received in Q1, and five of these were handled within the target timeframe (19.23% outturn). This is significantly below both the local target of 80% and last year's outturn of 36.51%.
22	Investigate category D cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment). (Page No. 26 of the Council Plan performance tracker)	↓ During Q1, 19 category D cases were received, and four cases (21.05%) of these were handled within the target timeframe. Performance has fallen when compared to last year's outturn of 40.68%. Whilst it is lower than last year it is likely to still achieve this year's target of 70%.
31	Average number of days to process change in circumstances to housing benefit claims. (Page No. 33 of the Council Plan performance tracker)	↓ Whilst performance for quarter Q1 (five days), is above the council's target of four days, the number of days has also increased when compared to last year's outturn of two days. It is still lower than the national average of six days.
38	Number of reported enviro crimes. (Page No. 45 of the Council Plan performance tracker).	☹️ 432 enviro crimes were reported in Q1. If figures remain at this rate throughout the year it will exceed this year's target of 1000 but will be lower than last outturn of 2,185.
4.0	COVID-19 CORPORATE RECOVERY TRACKER	
4.1.	For monitoring the progress of the Corporate Recovery Plan actions, and for consistency, the same symbols as the Council Plan tracker are used:	

	<p>😊 – action progressing well</p> <p>😐 – the action has some issues or delay but there is no significant slippage in the delivery of the action</p> <p>😞 – significant risk to not achieving the action or there has been significant slippage in the timetable or performance is below target</p> <p>Grey – project has not yet commenced</p>				
<p>4.2</p>	<p>Key activities to bring to members’ attention include:</p> <ul style="list-style-type: none"> • A member of the Audit team has been transferred back from the Business Cell to review the audit plan and recommendations to begin the recovery of the internal audit function. (Page 1 of the recovery tracker). • Tewkesbury Leisure Centre has received good feedback on customer experience following the reopening on 12 April. The number of customers indicates that the leisure contract could soon return to a cost neutral position. (Page 2 of the recovery tracker). • The Public Services Centre reopened to customers from 19 July and committee meetings in the Civic Suite started again in-person. (Page 2 of the recovery tracker). • A business intelligence officer has now been recruited and a cross service project plan will be developed to maximise the use of business intelligence within the council. (Page 3 of the recovery tracker). • An action plan has been agreed to deliver the ‘Welcome Back Fund’ – high street recovery project. (Page 7 of the recovery tracker). • Housing Services completed assessing the additional demand on the housing service. Surveys were carried out to Housing Register applicants, and responses show positive trends of improvement in relation to households with tenancy difficulties. This has been supported by the steady number of housing advice and homelessness cases received, and new temporary accommodation places decreasing. (Page 8 of the recovery tracker). • The Covid-19 Community Grant Scheme continues to be promoted with 139 groups being awarded £114,079 in total. (Page 9 of the recovery tracker). • 15 groups from the Voluntary and Community Sector attended an online training seminar hosted by Inform Gloucestershire. (Page 10 of the recovery tracker). • Executive Committee agreed in March 2021 a package funding of £10,000 per year for the next five years to support the Active Gloucestershire ‘We Can Move’ project. (Page 16 of the recovery tracker). 				
<p>4.3</p>	<p>As explained when the recovery tracker was first presented in October 2020, a number of areas of the council are still in response mode - for example business grants and Environmental Health. This means there are services operating across one of ‘response’, ‘recovery’ or ‘business as usual’ mode. Or, in some cases, operating across a combination of the three. This will inevitably mean that actions within the recovery tracker may not progress as originally intended. Such actions are detailed in the table below:</p> <table border="1" data-bbox="258 1848 1469 2078"> <thead> <tr> <th data-bbox="258 1848 863 1912">Action</th> <th data-bbox="863 1848 1469 1912">Status of action</th> </tr> </thead> <tbody> <tr> <td data-bbox="258 1912 863 2078">Review the effectiveness and efficiency of the environmental health service, including an assessment of additional demand and available resources. (Page 10 of recovery</td> <td data-bbox="863 1912 1469 2078">Deferred- The effectiveness review has been on hold due to the level of Covid-19 response needed. The demand on the service remains high particularly relating to hosting events in a covid secure manner.</td> </tr> </tbody> </table>	Action	Status of action	Review the effectiveness and efficiency of the environmental health service, including an assessment of additional demand and available resources. (Page 10 of recovery	Deferred- The effectiveness review has been on hold due to the level of Covid-19 response needed. The demand on the service remains high particularly relating to hosting events in a covid secure manner.
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	tracker).	Once cases further stabilise this will be revisited.																																																																
	Deliver the council tax and business rates e-billing project. (Page 12 of the recovery tracker).	☹ There have been delays in this project, which has resulted in the target date being amended from July 2021 to November 2021 . This new target date will allow the transformation team to test the new system before it goes live in November.																																																																
	Agree funding for and appoint a new Carbon Reduction officer to support the council's climate emergency declaration and the delivery of its action plans. (Page 15 of the recovery tracker).	☹ It was agreed at Executive Committee in July to recommend to Council at July's meeting, however this meeting was cancelled and will now go to September's meeting. As a result the target date has been amended from July 2021 to September 2021 .																																																																
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5.1	<p>The financial budget summary for Q1 shows a projected surplus of £22,382 for the full year against the approved budget. Whilst there are numerous moving parts within the base budget reflecting both service delivery and covid response, the net forecast position is in line with budget estimates for the year.</p> <p>Whilst there are early indications that income streams are improving and there is potential for increased government support, given the report is based on performance in only the first three months of the year, a prudent position is taken with regards to full year estimates.</p>																																																																	
5.2	<p>The following table highlights the forecast outturn position for service provision, the net position on corporate income and expenditure and the resulting surplus.</p> <table border="1"> <thead> <tr> <th></th> <th>Budget</th> <th>Full Year Projection</th> <th>Full Year Variance</th> </tr> </thead> <tbody> <tr> <td colspan="4"><u>Services expenditure</u></td> </tr> <tr> <td>Employees</td> <td>£11,009,171</td> <td>£10,631,663</td> <td>£377,508</td> </tr> <tr> <td>Premises</td> <td>£590,411</td> <td>£592,495</td> <td>-£2,084</td> </tr> <tr> <td>Transport</td> <td>£55,270</td> <td>£49,617</td> <td>£5,653</td> </tr> <tr> <td>Supplies & Services</td> <td>£2,083,206</td> <td>£2,088,946</td> <td>-£5,740</td> </tr> <tr> <td>Payments to Third Parties</td> <td>£6,524,630</td> <td>£6,599,635</td> <td>-£75,005</td> </tr> <tr> <td>Transfer Payments - Benefits Service</td> <td>£13,544,132</td> <td>£13,544,132</td> <td>£0</td> </tr> <tr> <td>Central Recharges</td> <td>£29,929</td> <td>£29,929</td> <td>£0</td> </tr> <tr> <td>COVID-19 Costs</td> <td>£0</td> <td>£415,094</td> <td>-£415,094</td> </tr> <tr> <td>Income</td> <td>-£21,419,831</td> <td>-£20,685,417</td> <td>-£734,414</td> </tr> <tr> <td>Services Sub Total</td> <td>£12,416,918</td> <td>£13,266,095</td> <td>-£849,177</td> </tr> <tr> <td colspan="4"><u>Corporate expenditure</u></td> </tr> <tr> <td>Treasury – Interest Received</td> <td>-£345,000</td> <td>-£345,000</td> <td>£0</td> </tr> <tr> <td>Treasury – Borrowing Costs</td> <td>£480,000</td> <td>£465,000</td> <td>£15,000</td> </tr> <tr> <td>Investment Properties</td> <td>-£3,176,343</td> <td>-£3,124,587</td> <td>-£51,756</td> </tr> </tbody> </table>			Budget	Full Year Projection	Full Year Variance	<u>Services expenditure</u>				Employees	£11,009,171	£10,631,663	£377,508	Premises	£590,411	£592,495	-£2,084	Transport	£55,270	£49,617	£5,653	Supplies & Services	£2,083,206	£2,088,946	-£5,740	Payments to Third Parties	£6,524,630	£6,599,635	-£75,005	Transfer Payments - Benefits Service	£13,544,132	£13,544,132	£0	Central Recharges	£29,929	£29,929	£0	COVID-19 Costs	£0	£415,094	-£415,094	Income	-£21,419,831	-£20,685,417	-£734,414	Services Sub Total	£12,416,918	£13,266,095	-£849,177	<u>Corporate expenditure</u>				Treasury – Interest Received	-£345,000	-£345,000	£0	Treasury – Borrowing Costs	£480,000	£465,000	£15,000	Investment Properties	-£3,176,343	-£3,124,587	-£51,756
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	Corporate Savings Targets	-£155,000	£0	-£155,000
	Core Government funding	-£1,013,409	-£1,608,336	£594,927
	New Homes Bonus	-£2,508,861	-£2,508,861	£0
	Business rates	£2,672,870	£2,418,711	£254,159
	Council Tax Surplus	-£24,833	-£24,833	£0
	Council Tax precept	-£4,579,735	-£4,579,735	£0
	Use of reserves & MRP	-£3,766,607	-£3,980,836	£214,229
	Corporate Sub Total	-£12,416,918	-£13,236,720	£871,559
	Surplus / (deficit)			£22,382
5.3	<p><u>Service Expenditure</u></p> <p>The quarter one full year projection highlights a full year cost of service provision totalling £13.266m, resulting in a deficit against the approved budget of £849,177. The following paragraphs highlight the main reasons for this projected deficit. In addition, appendix 3 provides detail at a service level with notes on variances over £10,000.</p>			
5.4	<p>The full year projection for employees highlights a potential gross surplus of £377,508. It should however be noted that within the councils corporate expenditure is a target to save £155,000 from employment costs across the Council. The net position is therefore a surplus against target of £222,508. Savings have accrued across a number of service areas including Corporate, Development and One Legal but also with senior management following the decision in June to delete the post of Deputy Chief Executive. This saving is offset to some degree this year by the cost of recruitment to a new head of One Legal.</p>			
5.5	<p>Payments to third parties highlights a small projected overspend of £75,005. This includes additional costs relating to an increased amount of burials at our cemeteries, the cost of a Domestic Homicide Review and a forecast overspend on the Ubico contract sum in relation to extra payment being made in order to attract and retain drivers for our services. A national shortage of drivers, estimated to be around 70,000, has resulted in an impact on many forms of business with local authority waste collection services not immune to this impact. There have been a growing number of examples where authorities have had to suspend collections as a result of driver shortage. To help mitigate the problem on the Tewkesbury contract, an increased market supplement has been agreed, whilst driver training for loaders continues. The rest of the contract sum is on target.</p>			
5.6	<p>Tewkesbury services continue to see a financial impact from the covid pandemic with a full year cost estimated at £415,094. The costs include the continued work of the business cell, additional costs for the provision of our waste and recycling services and the continued support to Tewkesbury Leisure Centre. These costs will be met from the additional covid grant funding provided by the Government and new burdens funding for the business cell work – see paragraphs 5.10 and 2.12.</p>			
5.7	<p>Income in many areas of Council activity has recovered well from the impact of coronavirus with a number of income streams either back on budget or delivering a small surplus. Some areas however continue to be affected by the covid pandemic with reductions in income levels in our car parks during the first quarter, an expectation that the Tewkesbury Leisure Centre contract fee won't be provided during the year and current vacancies for our office units within the Council Offices. In addition, One Legal income remains below target although this is offset to an extent by the savings on employee costs.</p>			
5.8	<p><u>Corporate Expenditure</u></p> <p>The expenditure associated with corporate activities as well as the financing of the Council is shown in the second section and highlights an estimated surplus of £871,559 for the financial year.</p>			

5.9	Treasury activities are largely expected to be in line with budget predictions although a small saving on borrowing costs could be achieved. Our commercial property portfolio is currently predicting a small deficit on the year as a result of the expected temporary void at one office unit and the inducements offered to secure leases at our Clevedon units. This deficit could be offset by rental income for Unit 5 at our Tipton site where interested parties are currently agreeing heads of terms for a long term lease. Should the commercial property account remain in deficit for the full year, the council will utilise the commercial property reserve to cover the void and lease costs resulting in no impact on the base budget position - see paragraph 2.12.
5.10	Core government funding is showing a significant surplus as a result of the additional covid general fund grant of £424,927. In addition to this, the council will also receive additional new burdens funding for its continuing administration of business grants and it will also be able to claim compensation for losses on its sales, fee and charges as a result of covid for the first quarter of the year. The level of new burdens funding is not yet known and the calculation of the compensation claim has yet to take place. A prudent estimate of £100,000 for new burdens and £70,000 for the compensation claim has been included within the projection. It is hoped that by the second quarter report, exact figures will be known for both elements.
5.11	Our anticipated retention of business rates income shows a gain of approximately £1/4m from the original budget, compiled in December 2020. At the time of compilation, the outlook for the economy and businesses was very uncertain as a result of the impact of covid and we adopted a prudent view, following national guidelines, for likely levels of business rates in 2021/22. The first quarter has highlighted businesses in Tewkesbury Borough to be doing significantly better than these estimates with, for example, the level of empty properties being considerably lower than forecast.
5.12	The income line 'Use of Reserves & MRP' highlights the intended level of reserves being brought into the general fund during the year less the cost of the repayment of borrowing – the Minimum Revenue Provision. Outside of the budgeted transfer from reserves, expenditure being financed by reserves is usually allocated directly to reserves and shown separately in section 7 of the report. However, some expenditure is recorded in the general fund and so additional funding is brought in to match off that expenditure. In this case, the additional reserve use relates to new burdens funding already received for business grant administration and the use of the commercial property reserve to cover any deficit on that account.
5.13	Overall, the first quarter projection for the full financial year shows an anticipated surplus of £22,382. As the country continues to recover from the pandemic we hope that income streams continue the upward trend, the business environment remains positive and we gain clarity on the additional funding due from central government.
6.0	CAPITAL BUDGET POSITION
6.1	<p>Appendix 4 shows the capital budget position as at Q1. This is currently showing an underspend of £78,233 against the profiled budget of £286,658.</p> <p>The capital programme estimates total expenditure for the year to be circa £3.9m. This is much reduced on previous years as a result of the end of the acquisition phase of the commercial investment property strategy. The main elements of this year's forecast include:</p> <ul style="list-style-type: none"> • Ashchurch Bridge • Vehicle replacement • The replacement of the heating system at the council offices • Disabled Facilities Grants (DFG) <p>As can be seen from appendix 4, the first three capital projects have yet to incur any</p>

	expenditure, or in the case of vehicle acquisition only minor expenditure, but the DFG scheme is ahead of the profiled budget and has incurred an overspend. All expenditure on DFG's is covered by grant funding provided by the County Council and so no cost of this scheme is borne by the Borough Council.
7.0	RESERVES POSITION
7.1	<p>Appendix 5 provides a summary of the current usage of available reserves. Supporting notes are provided for reserves where expenditure is high or the expenditure is of note.</p> <p>Reserves have been set aside from previous years to fund known future costs and the strategic planning of the authority's operation. This year's reserves have been boosted by both grant funding related to covid and also the release of provisions from the retained business rates scheme. The information in the appendix does not take account of reserves which have been committed, but not yet paid.</p> <p>Whilst the Q1 position shows that there remains a significant balance on the reserves, the expectation is that the balances will be spent in the future. Finance has asked for updates from all departments about their plans to ensure that earmarked reserves are either used for their intended purpose or released back to the general fund.</p>
8.0	OTHER OPTIONS CONSIDERED
8.1	None
9.0	CONSULTATION
9.1	None
10.0	RELEVANT COUNCIL POLICIES/STRATEGIES
10.1	<p>Council Plan 2020-24.</p> <p>Covid-19 Corporate Recovery Plan 2020.</p>
11.0	RELEVANT GOVERNMENT POLICIES
11.1	None directly.
12.0	RESOURCE IMPLICATIONS (Human/Property)
12.1	None directly.
13.0	SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)
13.1	Linked to individual Council Plan and Covid-19 Corporate Recovery Plan actions.
14.0	IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)
14.1	Linked to individual Council Plan and Covid-19 Corporate Recovery Plan actions.
15.0	RELATED DECISIONS AND ANY OTHER RELEVANT FACTS
15.1	<p>Council Plan 2020-24 approved by Council 28 January 2020.</p> <p>Covid-19 Corporate Recovery Plan 2020 approved by Executive Committee 8 August 2020.</p>

Background Papers: None

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Appendices:

- Appendix 1 – Council Plan Performance Tracker Qtr 1 2021/22
- Appendix 2 – Covid-19 Corporate Recovery Plan performance tracker Qtr 1 2021/22
- Appendix 3 - Revenue Budget
- Appendix 4 - Capital Budget
- Appendix 5 - Reserves

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

Council Plan tracker actions/ KPI progress key:		KPI direction of travel key:	
😊	Action progressing well/ PI on or above target	↑	PI is showing improved performance on previous year
😐	Action has some issues/ delay but not significant slippage/ PI below target but likely to achieve end of year target	↔	PI is on par with previous year performance
😞	Significant risk to not achieving the action or there has been significant slippage in the timetable, or performance is below target/ PI significantly below target and unlikely to achieve target	↓	PI is showing performance is not as good as previous year
	Project has not yet commenced/ date not available or required to report		
✓	Tracker action is complete or annual target achieved		

PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. To ensure the council remains financially secure in the long term.				
a) Introducing and complying with the Chartered Institute of Public Finance and Accountancy's (CIPFA) new Financial Management Code.	Target date: December 2021	Head of Finance & Asset Management Lead Member for Finance and Asset Management		Review of code to take place during the Autumn with an action plan to address gaps, if any, being compiled by the end of the calendar year.
b) Produce a Medium-Term Financial Strategy that recognises the impact of funding	Target date: January 2022	Head of Finance & Asset Management		MTFS scheduled to be presented to committee and Council in January 2022. Initial updates and scenarios have been, and will continue to be, shared with Transform Working Group. Still awaiting

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reform and, delivers a balanced approach to meeting funding gaps.		Lead Member for Finance and Asset Management		information from government about funding beyond March 22.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Maintain a low council tax.				
a) Ensure our council tax remains in the lowest quartile nationally.	Target date: February 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management		The MTFs and subsequent budget will ensure the central scenario and agreed annual council tax will remain within the lowest quartile.
Objective 3. Maintain our assets to maximise financial returns.				
a) Update the council's asset management plan.	Target date: March 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management		The Asset Management Plan (AMP) is scheduled to be updated in the final quarter.
b) Approve a new planned maintenance programme.	Target date: June 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management		The long term planned maintenance programme will follow the production of the Asset Management Plan.

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c) Ensure that voids within our commercial property portfolio are re-let at the earliest opportunity.	Target date: March 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management	☺	Both units in our Clevedon property, where leases expired in May, have now been re-let. Unit 5 in Tipton, which was vacant on acquisition, has Heads of Terms out to the interested party for agreement. An office building in Hertfordshire saw the surrender of the lease for two units earlier in the year. One new lease has been agreed and there are interested parties in the other unit. Vacant units at the Council Offices are advertised.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Deliver the council's commercial strategy.				
a) Deliver the approved trade waste business case to make the service commercially viable.	Target date: April 2017 July 2017 August 2017 April 2018 April 2019 December 2019 September 2020 February 2021 March 2021 Target date: March 2022 (in accordance with project milestones reported to O&S 6 April 2021)	Head of Community Services Lead Member for Clean and Green Environment	☺	A project officer was appointed in July to lead on project delivery. A detailed project plan is currently being developed with timescales aligned to the high-level plan reported to O&S Committee.

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<p>a) Ensure that the Ubico resource made available as a result of the bulky waste review is redeployed.</p>	<p>Target date: March 2022</p>	<p>Head of Community Services Lead Member for Clean and Green Environment</p>	<p>😊</p>	<p>This project is currently being worked on with Ubico. A number of options are being explored. Timescales will depend on which option is preferred. Options include using the bulky waste vehicle and crew to reduce agency costs and using it for fly-tipping recovery. The project team will also be reviewing a longer-term option that could potentially see a good return on the resource, this is at early stages and the Transform Working Group will be informed of any progress.</p>
<p>b) Deliver the One Legal service review and action plan.</p>	<p>Target date: January 2022 (Stage one of the review)</p>	<p>Borough Solicitor Lead Member for Corporate Governance</p>	<p>😊</p>	<p>The One Legal service review will be carried out in stages. The first stage is to review the operating model at level one and two and recruit post holders.</p>

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver our strategic plans and economic development plans.				
a) To deliver an economic assessment of businesses within Tewkesbury Borough.	Target date: June 2022	Head of Development Services Lead Member for Economic Development/ Promotion		The economic assessment will form part of the work to develop the new Economic Development and Tourism Strategy. It is expected that work will commence in the autumn.
b) Deliver 50 workshops/ events through the Tewkesbury Growth Hub.	Target date: April 2022	Head of Development Services Lead Member for Economic Development/ Promotion	☺	The Growth Hub delivers a range of workshops and 1-2-1 events to support business growth. These are currently being delivered online. A phased approach to re-introducing 'in person' events is planned, in line with the appropriate guidance. In Quarter 1, 13 events have been delivered on subjects which include: social media, marketing and action planning.
c) Work with the Local Enterprise Partnership (LEP) and other partners to deliver the Local Industrial Strategy (LIS).	Target date: December 2019 June 2020 Date to be confirmed (as reported to O&S July 2020)	Head of Development Services Lead Member for Economic Development/ Promotion	Deferred pending response from BEIS	In April, Central Government launched their latest plan for economic growth, called Build Back Better. This plan for growth and recovery builds on the local industrial strategy and looks to maximise strengths across the economy. It is expected that this will include a focus on high quality infrastructure, skills, innovation and support for transition to net zero in 2050. Further information is awaited on how this will be rolled out regionally/locally.

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Deliver employment land and infrastructure to facilitate economic growth.				
a) Deliver employment land through allocating land in the Joint Core Strategy (JCS) and Tewkesbury Borough Plan (TBP).	<p>Target date: Autumn 2019</p> <p>Spring 2020</p> <p>Winter 2020</p> <p>Summer 2021 (preferred options consultation)</p> <p>Date to be confirmed (reported to O&S committee in September 2021)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	<p>☹</p>	<p>112ha of employment land has been allocated within the JCS. The take up of employment land will be monitored in the Authority Monitoring Report (AMR), which government planning guidance requires the council to publish.</p> <p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This set out the below timetable for the JCS review.</p> <ul style="list-style-type: none"> • Issues & Options Consultation – Winter 2018/19 • Preferred Options Consultation – Summer 2021 • Pre-Submission Consultation – Winter 2022 • Submission to the Secretary of State – Spring 2023 • Examination – Summer 2023 • Adoption – Winter 2023 <p>The timetable for the review of the JCS is currently under another review with our JCS partners. The JCS review requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth etc, that need to be agreed with all three local authorities. This has resulted in the Preferred Options Consultation (POC), which was due to commence in Summer 2021, being delayed. Reviewing the timetable will provide new timings for the POC to take place but this is unknown at this stage and will be confirmed in due course.</p>

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	<p>Winter 2018 Summer 2019 Autumn 2019 December 2019 Spring 2021 Autumn 2021</p> <p>Target date: Adoption: February 2022*</p> <p>*Timings are dependant on the inspector's preliminary findings and if further work is required.</p> <p>(revised date reported to O&S committee in June 2021)</p>			<p>The Tewkesbury Borough Plan has identified further employment sites which have been informed by the Employment Land Review.</p> <p>Potential employment sites have been assessed to see if they would make sustainable allocations for inclusion in the plan. This has been supported by several evidence base documents to support evidence of deliverability. As such, over 40ha of new employment has been identified in the plan.</p> <p>The examination into the Local Plan started on 16 February 2021 and completed on 18 March 2021. The council is now awaiting comments from the inspector with regards to the proposed modifications.</p> <p>Adoption is expected early next year.</p>
<p>b) Work with partners to secure transport infrastructure improvements for the all-ways Junction 10.</p>	<p>Target date: September 2024</p>	<p>Director of Garden Communities</p> <p>Lead Member for the Built Environment</p>		<p><u>All-ways Junction 10</u></p> <p>Gloucestershire County Council has been awarded £249m to deliver an all-ways J10. This project includes a link road to the West Cheltenham development site and a park and ride interchange.</p> <p>GCC has now (June 21) announced Option Two as its preferred design for the proposed upgrade to M5 Junction 10. This option was the clear preference with those who took part in the public consultation and involves upgrading the existing junction with a grade separated roundabout centred on the existing junction.</p> <p>The scheme elements will now be developed further before an opportunity for additional feedback on the detailed proposals is made through a statutory consultation. This is expected to be towards the end of 2021. Further work will follow to confirm the scheme before an application for planning consent. It is currently anticipated that the upgraded junction will be open in 2024.</p>

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				<p>The government funding for Junction 10 also includes the provision of an expanded park and ride facility at Arle Court to help to ease congestion further by taking traffic off local roads. Consultation and planning on this element, now known as 'Arle Court Transport Hub', will take place later this year with construction anticipated to follow in 2022.</p> <p>Also reported in the Covid-19 Corporate Recovery Plan performance tracker. (Garden communities- Rebuild- action a).</p>
c) Publish the Infrastructure Funding Statement.	Target date: December 2021.	<p>Head of Development Services</p> <p>Lead Member for Built Environment</p>	☺	<p>The Infrastructure Funding Statement (IFS) is an annual report published by the council to provide a summary of all financial contributions relating to S106 agreements and Community Infrastructure Levy. The IFS is currently being worked on and is on target to be published on the council's website in December 2021.</p>

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Deliver borough regeneration schemes.				
a) Increase community engagement through delivery of a range of community initiatives and events for the Tewkesbury High Street Heritage Action Zone.	Target date: March 2022	Head of Development Services Lead Member for Economic Development/Promotion	😊	<p>A number of events are planned to be delivered throughout the duration of the HSHAZ. These include training courses on traditional materials and skills, for example the use of lime mortars and how to create traditional signs. It is also planned to take a new photographic exhibition of Tewkesbury 'on tour' to residential care homes and schools, to ensure that as many different elements of the community are reached and engaged by the scheme.</p> <p>The first event to be held under the HSHAZ is a drop in event to be held in the American Gardens to the rear of the town hall on the morning of 18 September. This event will publicise the HSHAZ; it will also include exhibitions from organisations that will present later in the scheme as well as some demonstrations using traditional materials and skills.</p>
b) Introduce a shop-front grant scheme through the Tewkesbury High Street Heritage Action Zone.	Target date: October 2021	Head of Development Services Lead Member for Economic Development/Promotion	😊	<p>A shop front grant scheme, where funding from Historic England and the council is offered to specific businesses and property owners to undertake the restoration or reinstatement of historic shopfronts and carry out façade restoration, is currently being put together. The aim of the scheme is to give the High Street a more sympathetic and harmonious appearance by reversing some of visually discordant changes that have happened in recent years.</p> <p>A schedule of potential grant recipients has been compiled, and the application forms and information for applicants is currently being formulated with a view to the scheme being launched at the end of September.</p>

PRIORITY: ECONOMIC GROWTH

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Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 4. Promote the borough as an attractive place to live and visit.				
a) Work with Cotswold Tourism to increase digital marketing to promote the borough.	Target date: March 2022	Head of Development Services Lead Member for Economic Development/Promotion	😊	<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. • Creating 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.
b) Celebrate with partners the significance of 2021 for Tewkesbury.	Target date: December 2021	Head of Development Services Lead Member for Economic Development/Promotion	😊	<p>The 2021 committee will be focussing on three major events for 2021, incorporating a son et lumiere, Tewkesbury Tapestry community artwork and school engagement through a virtual festival.</p> <p>In line with the Executive Committee resolution, the council has awarded £25,000 towards the 2021 celebrations.</p>

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Key performance indicators for priority: ECONOMIC GROWTH											
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
1	Employment rate 16-64 year olds.	82.4%		81.6%						81.6% relates to 47,200 people within the borough. This is above the national rate of 75.4% (Source ONS Jan 2020 – Dec 2020 current figures)	Lead Member for Economic Development/ Promotion Head of Development Services
2	Claimant unemployment rate.	3.9%		3.2%						June 2021 figure of 3.2% relates to 1780 people within the borough. This figure is below the county rate of 3.8 % and UK rate of 5.6%. (Source: ONS).	Lead Member for Economic Development/ Promotion Head of Development Services
3	Number of business births.	465 (2019 figure)								These are the current ONS figures for Business Births and Death Rates.	Lead Member for Economic Development/ Promotion
4	Number of business deaths	415 (2019 figure)								Business births have increased with 465 new businesses in 2019. The number of business deaths has increased on last year but remains below the county, regional and national average.	Head of Development Services

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5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	0	8,000	2997				↑	😊	<p>Both TICs were closed throughout last year, due to Covid-19.</p> <p>Tewkesbury TIC re-opened in April 2021 in line with government guidance when non-essential shops were able to re-open.</p>	<p>Lead Member for Economic Development/ Promotion</p>
6	Number of visitors to Winchcombe Tourist Information Centre (TIC)	0		0						<p>Overseas visitor numbers are dramatically reduced as visitor confidence has grown; this has been reflected through numbers coming through the TIC.</p> <p>Winchcombe TIC remains closed whilst discussions are being finalised regarding lease for moving back to the refurbished Winchcombe Heritage Centre, rather than its temporary location.</p>	<p>Head of Development Services</p>
7	Number of visitors entering the Growth Hub	0	250	0						<p>Tewkesbury Growth Hub (located in the reception area of the PSC) was closed throughout last year, due to Covid-19.</p> <p>In line with Government guidance the hub has a gradual and phased reopening from July 2021, running an appointment only service. The reduced target for visitor numbers reflects this and the fact</p>	<p>Lead Member for Economic Development/ Promotion</p> <p>Head of Development Services</p>

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				growth etc, that need to be agreed with all three local authorities. This has resulted in the Preferred Options Consultation (POC), which was due to commence in Summer 2021, being delayed. Reviewing the timetable will provide new timings for the POC to take place but this is unknown at this stage and will be confirmed in due course.
b) Finalise and adopt the Tewkesbury Borough Plan.	<p>Winter 2018 Summer 2019 Autumn 2019 December 2019 Spring 2021 Autumn 2021</p> <p>Target date: Adoption: February 2022*</p> <p>*Timings are dependant on the inspector's preliminary findings and if further work is required.</p> <p>(revised date reported to O&S committee in June 2021)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	😊	The examination in public was completed on 18 March 2021. The council is awaiting comments from the Inspector with regard to the proposed modifications. Adoption is expected early next year.
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver the housing needs of our communities				

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c) Developing a fit for purpose four-year housing strategy.	Target date: April 2022	Head of Community Services Lead Member for Housing	😊	In partnership with ARK Consultancy, work on the new Housing Strategy has commenced. A member workshop will be held in November 2021 and the strategy taken through the committee process. It is scheduled for final approval by Council on 12 April 2022.
d) Carry out housing needs assessments to deliver affordable housing in rural areas.	March 2020 February 2021 New target date: March 2022 March 2023 (overall completion) (New short term target date reported to O&S committee in September 2021)	Head of Community Services Lead Member for Housing	😐	<p>Gloucestershire Rural Community Council (GRCC) undertakes Housing Needs Surveys on our behalf. To capture all rural areas across the borough, surveys will be carried out in phases.</p> <p>GRCC will contact each parish from the latest set of surveys in Forthampton, Chaceley, Tirley, Hasfield, Ashleworth and Deerhurst to offer some time to discuss the findings and next steps. This piece of work has been instructive and led to GRCC adopting a change in approach across the rest of the County in relation to Community Led Housing (CLH).</p> <p>The next phase of surveys has been delayed from spring 2021 due to capacity issues at GRCC. A meeting is due to take place in September to re-establish the future timeline for the next assessments to be carried out. It is hoped the remaining assessments will likely take place between autumn 2021-winter 2022, this will be confirmed in Q2 update. The longer-term target of March 2023 should still be achievable.</p>
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 2. Ensure development plans provide for the five-year land supply requirement.				

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<p>a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.</p>	<p>Autumn 2019 Spring 2020 Winter 2020 Target date: Summer 2021 (PREFERRED Options Consultation) Date to be confirmed (Reported to O&S committee in September 2021)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	<p>☹</p>	<p>The JCS Review and the initial issues and options consultation was completed on 11 January 2019. Responses to the consultation are now being considered to progress the review to Draft Plan stage.</p> <p>The review will consider future growth requirements in the area, including addressing the shortfalls identified in the adopted JCS as well as planning for the long term. A key piece of ongoing work is an assessment of the potential options for strategic growth in the area.</p> <p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved. This set out the below timetable for the JCS review.</p> <ul style="list-style-type: none"> • Issues & Options Consultation – Winter 2018/19 • Preferred Options Consultation – Summer 2021 • Pre-Submission Consultation – Winter 2022 • Submission to the Secretary of State – Spring 2023 • Examination – Summer 2023 • Adoption – Winter 2023 <p>The timetable for the review of the JCS is currently under another review with our JCS partners. The JCS review requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth etc, that need to be agreed with all three local authorities. This has resulted in the Preferred Options Consultation (POC), which was due to commence in Summer 2021, being delayed. Reviewing the timetable will provide new timings for the POC to take place but this is unknown at this stage and will be confirmed in due course.</p>
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	<p>Winter 2018</p> <p>Summer 2019</p> <p>Autumn 2019</p> <p>December 2019</p> <p>Spring 2021Autumn 2021</p> <p>Target date: Adoption: February 2022*</p> <p>*Timings are dependant on the inspector's preliminary findings and if further work is required.</p> <p>(revised date reported to O&S committee in June 2021)</p>		☺	<p>The examination in public was completed on 18 March 2021. The council is awaiting comments from the Inspector with regard to the proposed modifications. Adoption is expected early next year.</p>
b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.	Target date: March 2022	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	☺	<p>The JCS was adopted on 11 December 2017. The JCS sets out the overall housing requirement for the borough and sets the spatial strategy for meeting development needs.</p> <p>In undertaking strategic duties with the planning authority, officers are working to deliver housing needs.</p> <p>The JCS review will further consider development needs and the identification of additional sites to meet growth requirements going forward. This will involve further work with developers and stakeholders to progress sustainable site options.</p>
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment

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Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.				
<p>a) Work with partners, infrastructure providers and developers, to progress the delivery of key sites.</p>	<p>Target date: March 2022</p>	<p>Head of Development Services Lead Member for the Built Environment</p>	<p>😊</p>	<p><u>Innsworth</u></p> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 428 dwellings to date. • A full application for 99 dwellings has been submitted (20/00679/FUL) within the strategic allocation but outside of the allowed appeal sites and is pending. No target committee date yet. <p><u>Twigworth-</u></p> <ul style="list-style-type: none"> • A programme of reserved matters approvals continues with approval granted for 385 dwellings to date. • Reserved matters approval has also been granted for key infrastructure including the erection of a local centre. <p><u>South Churchdown</u></p> <ul style="list-style-type: none"> • Development is underway with reserved matters application granted for 465 dwellings as a first phase of development within this allocation. The development is progressing on site with several dwellings now out of the ground. <p><u>Brockworth</u></p> <ul style="list-style-type: none"> • Development is underway with reserved matters applications approved for 600 dwellings and key infrastructure. • Permission was refused for 50 dwellings at the strategic allocation but outside the 'Perrybrook' application site. An appeal is expected later this year on this site. <p><u>North West Cheltenham</u></p> <p>An outline application has been submitted. Officers are continuing to work with the developers on transport issues in order to progress the planning application. The additional transport modelling has now been completed with a view to resolving the highway issues.</p>

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				<p>Feedback from Highways England indicates that the application can be progressed.</p> <p>There will need to be updates to matters including ecology and the Transport Statement before a further round of consultation can take place. Work continues on the s106 agreement.</p> <p><u>West Cheltenham</u></p> <p>As above, officers are working on transport matters as well as other master planning/development issues. The Golden Valley (West Cheltenham) SPD has now been adopted to guide the development. It is anticipated that an outline application will be submitted in December.</p>
b) Provide training to parish councils on Community Infrastructure Levy (CIL) monies.	Target date: November 2021 and April 2022.	Head of Development Services Lead Member for the Built Environment	☺	The parishes who are to receive CIL monies in October have been identified and they will be invited to a training session in November 2021. Another training session will be organised in April 2022.
c) Support community groups to access funding to deliver improved community facilities.	Target date: March 2022	Head of Development Services Lead Member for the Built Environment	☺	<p>Various funding support has been provided during the quarter:</p> <ul style="list-style-type: none"> - Covid19 Small Community Grants (promoted, processed and awarded) - £17,467 awarded to 22 VCS groups since April 2021 (total amount awarded since start of scheme April 2020 = £114,079) - Council Capital Grants awarded (Bishop's Cleeve Football Club £57,000/ Harvey Centre, Minsterworth £15,850 / Highnam Community Centre Trust £18,105 / Hatherley & Reddings Cricket Club £10,360 / Northway Parish Council £5,685) - total amount awarded = £107,000 - Ongoing support for community groups to access external funding.

Key performance indicators for priority: HOUSING AND COMMUNITIES

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KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
8	Total number of active applications on the housing register at the end of the quarter.	1835 1 bed single= 732 1 bed couple= 170 2 bed= 531 3 bed= 272 4 bed= 102 5 bed= 23 6 bed= 4 7 bed= 1		1823 1 bed single= 705 1 bed couple= 161 2 bed= 545 3 bed= 284 4 bed= 100 5 bed= 24 6 bed= 3 7 bed= 1						The breakdown of bands is: Emergency – 46 Gold – 69 Silver – 581 Bronze – 1127 Total – 1823	Lead member for Housing Head of Community Services
9	Total number of new homeless applications opened during quarter.	Revised KPI		111						This will include 36 Triage (advice only), 44 Prevention and 31 Relief cases newly approaching for assistance.	Lead member for Housing Head of Community Services
10	Total number of homeless relief cases held at the	Revised KPI		20						This is the total number of homeless applications held at the Relief Duty stage usually when the applicant has had to	Lead member for Housing

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	end of the quarter.									leave their previous accommodation.	Head of Community Services
11	Total number of homeless applications with main duty accepted held at end of the quarter.	Revised KPI		25						This is the total number of cases that we have a Main Duty to following a full homelessness application process.	Lead member for Housing Head of Community Services
12	Total number of homeless prevention cases held at the end of the quarter.	New KPI		54						This is the total number of homeless applications held at the Prevention Duty stage while still in the accommodation they are threatened with homelessness from. This is a new KPI.	Lead member for Housing Head of Community Services
13	Numbers in Temporary Accommodation at the end of the quarter.	12		17						Total numbers of households in temporary accommodation including hotel, B&B & our temporary houses. This is a new KPI.	Lead member for Housing Head of Community Services
14	Total New Affordable Housing properties delivered by tenure type.	80		47						Social Rent = Zero Affordable Rent = 29 Affordable Home Ownership = 18 This is a new KPI.	Lead member for Housing Head of Community Services
15	New Affordable Housing properties			28						Social Rent = Zero Affordable Rent = 18 Affordable Home Ownership = 10	Lead member for Housing

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	delivered on JCS sites by tenure type.	2								This is a new KPI.	Head of Community Services
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2020-2021	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
16	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant.	80%	85%	87.5%				↑	😊	For Q1, 87.5% of major decisions were within target timescales (seven out of eight decisions). Performance is just above the local indicator and significantly exceeds the national threshold of 60%, below which local planning authorities can be designated as a poorly performing authority.	Lead Member Built Environment/ Head of Development Services
17	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	69.94%	80%	55.10%				↓	😞	In Q1, 55.10% of minor decisions (27 of the 49 decisions issued) were within agreed timescales. This is a significant reduction in performance and well below the local indicator. There are various factors leading to this downturn in performance including	Lead Member Built Environment/ Head of Development Services

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										<p>staff turnover and backlogs of work across the service resulting from this and covid related issues. Measures are being implemented to address the reduction in performance and these measures will be supplemented by improvements arising from the Review of Planning.</p> <p>The government threshold for 'minor' applications is combined with 'other' applications (see below). Performance against this measure is currently 79.69% well above the threshold of 70% however this needs to be monitored closely.</p>	
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Key performance indicators for priority: HOUSING AND COMMUNITIES

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KPI no.	KPI description	Outturn 2020-2021	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
18	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	84.37%	90%	76.79%				↓	☹️	For Q1, 76.79% of other applications were within agreed timescales (129 out of 168 decisions issued). See above.	Lead Member Built Environment/ Head of Development Services
19	Enforcement - Investigate category A* cases within 24 hours (without prompt action, material risk of further harm which could be reduced by early intervention).	100%	90%	50%				↓	☹️	There were two category A cases received in Q1. One of the cases was visited within the 24-hour target. The other case, although related to a listed building, referred to works carried out some time ago and therefore an immediate visit was not required. <i>*Category A- Development causing, or likely to cause, irreparable harm or damage.</i>	Lead Member Built Environment/ Head of Development Services
20	Investigate category B* cases within five working days (development	61.54%	90%	75%				↑	☹️	During Q1 four Category B cases were received and three of these were investigated within the target timescale.	Lead Member Built Environment/

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	causing, or likely to cause, irreparable harm or damage).									Relates to a small number of cases, only one of which was not visited in the target timescale. <i>*Category B- Unless prompt action is taken, there is a material risk of further harm being caused which could be reduced or prevented by early intervention.</i>	Head of Development Services
Key performance indicators for priority: HOUSING AND COMMUNITIES											
KPI no.	KPI description	Outturn 2020-2021	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
21	Investigate category C* cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity).	36.51%	80%	19.23%				↓	☹️	26 Category C cases were received during Q1. Five were investigated within 10 working days. Downturn in performance which reflects the priority given to high profile cases and the continuing vacancy in the senior enforcement officer role. <i>*Category C- unless action is taken, there is a risk of material harm to the environment or undue harm to residential amenity.</i>	Lead Member Built Environment/ Head of Development Services

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22	Investigate category D* cases within 15 working days (breaches causing limited material disturbance to local residents or to the environment).	40.68%	70%	21.05%					<p>During Q1, 19 category D cases were reported, four cases were reviewed within 15 working days.</p> <p>Downturn in performance which reflects the priority given to high profile cases and the absence of a senior post in the enforcement post.</p> <p>☹️</p> <p><i>*Category D- breaches of planning control causing limited material disturbance to local residents or harm to the environment, which do not come with any of the higher categories, and where a delay would not prejudice the council's ability to resolve the matter.</i></p>	Lead Member Built Environment/ Head of Development Services
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PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Line	Progress to date	Comment
Objective 1. Maintain our culture of continuous service improvement.				
a) Continue to improve the proactive homelessness prevention programme.	Target date: March 2022	Head of Community Services Lead Member for Housing	☺	The Housing Advice Team have made contact with the major housing providers to encourage early contact for potential homeless cases. Future activity will be supported by Business Transformation to help improve engagement with customers.
b) Continue to build on the early success of our new bulky waste service.	Target date: March 2022	Head of Community Services Lead Member for Clean and Green Environment	☺	During quarter one 835 bulky waste collections were carried out by Orchard, the council's new contractor. Orchard have increased the capacity and frequency of the collections which has reduced the waiting times from six weeks to one week. This together with the price increase has generated an income of over £19,000 which is an income increase of 154% when compared to 2019/20 (not compared with 2020/21 due to suspending the service during Covid-19).
c) Deliver the planning service improvement plan.	March 2021 Target date: November 2021 (revised date reported to O&S committee in June 2021)	Head of Development Lead Member Built Environment	☺	The previous improvement plan inherited by the Head of Development has been reviewed and the remaining actions are not proposed to be brought forward. This is due to a new review of the systems and procedures of the Development Management Service being undertaken. This review commenced in April and is being undertaken by Planning Officers Enterprises, an arm of the Planning Officers' Society. The review will include performance, staff structure and systems. The final report is expected end of August/early September. It is anticipated that the action plan will be presented to the Executive Committee in November 2021.
PRIORITY: CUSTOMER FIRST				

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Actions	Target date	Reporting Line	Progress to date	Comment
Objective 2. Develop online services to achieve 'digital by preference, access for all'.				
a) Carry out a review of our corporate website.	Target date: April 2022	Head of Corporate Services Lead Member for Commercial Transformation	☺	A full review of the council's website has started, and the transformation team is currently exploring alternative platforms. Key areas for improvement are around the search function and meeting the government's accessibility standards. The business transformation team has the delivery of this project as one of its priorities for over the next eight months.
b) Implement an online offering for the licensing service.	April 2021 Target date: Sept 2021 (revised date reported to O&S committee in March 2021) Target date: November 2021 (revised date reported to O&S committee in September 2021)	Head of Community Services Lead Member for Clean and Green Environment		The business transformation team and the licensing team has held initial meetings to scope out the project. The licensing team is now working to ensure the information on its internal system (Uniform) is up-to-date and set up correctly – this is a vital piece of work that will assist with the transformation team's online forms work. Meanwhile, the licensing team is also gathering data on the types of licenses and the number received to help develop a project plan. Given the vital work needed on the Uniform system, this project will be delayed – it is anticipated it will be delivered by November 2021. Additional resource has been brought in to support a full review of the licensing service and support the Head of Service in delivering service improvements.
c) Implement a digital solution to improve internal HR processes.	Target date: December 2021	Head of Corporate Services Lead Member for Commercial Transformation	☺	The HR team has recently launched a new recruitment microsite. This showcases the council as an attractive employer and why it's fantastic place to work. It also means searching and applying for a job has never been easier, with candidates able to upload CVs, which can be used to auto-fill the application form. Job hunters can also sign up to receive job alerts depending on their area of interest. This new microsite is supported by a new HR system Eploy, which

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				<p>introduces a really user –friendly cloud-based applicant tracking system. Eploy manages the entire recruitment process from filling a post, viewing applications, shortlisting candidates, carrying our pre-employment checks, finalising contracts and onboarding.</p> <p>The next phase is to implement a self-service option to allow online access to activities such as monitoring absence, approving travel and subsistence claims, annual leave records etc.</p>
d) Explore the opportunity for an online offering for our cemeteries function.	Target date: 31 March 2022	Head of Finance and Asset Lead Member for Finance and Asset Management		This work is scheduled within the Business Transformation Team’s work programme for the latter part of the calendar year.

Key performance indicators for priority: CUSTOMER FIRST

KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
23	Total enquiries logged by the Area Information Centre (AIC).	0		0						The AICs have been closed since 11 March 2020 due to Covid-19. Regular communication with the parish councils has been maintained. The AICs reopened from 19 July in line with government guidance.	Lead Member Customer Focus/ Head of Corporate Services

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24	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1,548		345 (928 20/21)						<p>The majority of services have remained on the telephone or via email. As the quarter has come to an end, face to face appointments for vulnerable clients have been offered as have home visits where needed (covid safe).</p> <p>345 clients raised 686 issues during quarter one, this is down from last year where 928 issues were raised in Q1 2019/20. 72% (494) of the issued raised represented by the following:</p> <ul style="list-style-type: none"> • Benefits including UC 25% (173 -issues). Last year: 21% • Debt and Financial 16% (107 -issues). Last year: 20% • Housing 11% (77-issues). Last year: 6% • Employment 10% (71- issues). Last year- 14% • Relationships 10% (70- issues). Last year: 8% <p>Of the 345 clients seen, the heaviest demand was Tewkesbury South with</p>	Lead Member Economic Development/ Promotion / Head of Development Services
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										<p>31 (8.9%). The following seven wards represents 172 (49.8%) of all clients seen:</p> <ul style="list-style-type: none"> • Tewkesbury South- 31 (8.9%) • Innsworth- 30 (8.6%) • Churchdown St Johns- 27 (7.8%) • Brockworth West- 23 (6.6%) • Tewkesbury East- 21 (6.0%) • Churchdown Brookfield with • Hucclecote- 20 (5.7%) • Northway- 20 (5.7%) 	
25	Financial gain to clients resulting from CAB advice	£1,784,764		£260,990						<p>During the quarter, clients in Tewkesbury have benefitted from £260,990 of financial gains, of which £152,979.00 represented debts written-off.</p>	Lead Member Economic Development/Promotion / Head of Development Services
26	Community groups assisted with funding advice	276		96						<p>Over quarter one:</p> <ul style="list-style-type: none"> • 57 Voluntary & Community Sector groups supported with funding advice • 18 attended training (budgeting workshop & Inform Gloucestershire workshop) • 16 groups received a Covid-19 Community grant 	Lead Member Community Development / Head of Development Services

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										<ul style="list-style-type: none"> 5 groups received a capital community grant 	
Key performance indicators for priority: CUSTOMER FIRST											
KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
27	Benefits caseload: a) Housing Benefit b) Council Tax Reduction	2,437 4,874		2,375 4,914						<p>The housing benefit caseload continues to fall due to the migration of claimants to Universal Credit, however still not to the extent estimated previously. We receive an average of 19 new claims a month. Delays in managed migration means that we will continue to deal with some claim types until September 2024.</p> <p>There continues to be an increase in the working age Council Tax Reduction caseload due to the financial impact of the COVID-19 pandemic. The split at the end of quarter one was as follows: Pension age 1,846. Working age 3,068</p>	Lead Member Finance and Asset Management/ Head of Corporate Services

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28	Average number of days to process new claim for Council Tax Reduction (CTR).	New KPI	20	21					☹️	<p>This is a new performance indicator for 2021/22.</p> <p>In Q1 we continued to receive a large number of new CTR claims. There were some delays experienced due to the time taken for DWP to notify us that universal credit had gone into payment.</p>	Lead Member Finance and Asset Management/ Head of Corporate Services
29	Average number of days to process change in circumstances for Council Tax Reductions.	New KPI	10	3					☺️	<p>This is a new performance indicator for 2021/22.</p> <p>6,355 notified changes were processed in quarter 1. The high volume of changes is mainly due to universal credit assessment periods.</p>	Lead Member Finance and Asset Management/ Head of Corporate Services
30	Average number of days to process new Housing benefit claims.	8	15	7				↑	☺️	<p>Performance on new housing benefit claims continues to be well below the national average of 17 days.</p>	Lead Member Finance and Asset Management/ Head of Corporate Services
31	Average number of days to process change in circumstances to housing benefit claims.	2	4	5				↓	☹️	<p>Performance on change in circumstances continues to be well below the national average of six days. There was some slippage in performance in Q1 due to resources being focussed on assessing the increased volume of Council Tax</p>	Lead Member Finance and Asset Management/ Head of Corporate Services

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										Reduction claims and Test and Trace Support Payments in response to the Covid-19 pandemic.		
32	Percentage of council tax collected	97.6%	98%	30.4%					↑	😊	We have been able to reintroduce normal recovery processes following the reopening of the magistrates' court in May for liability order hearings. Reminders and summonses are sent monthly in accordance with the recovery timetable. This has had a positive impact on our council tax collection rate and were 0.4% above target at the end of quarter one.	Lead Member Finance and Asset Management/ Head of Corporate Services
33	Percentage of NNDR collected	95.9%	98%	25.5%					↓	☹️	Business rates collection performance is significantly below target, primarily because of the continuing impact of the Covid-19 pandemic. As the magistrates' court has reopened for liability order hearings it is anticipated that this position will improve over the coming months as we are now able to take further enforcement action. This is alongside continuing to engage with business to provide them with further support whilst	Lead Member Finance and Asset Management/ Head of Corporate Services

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										the economy continues to recover such as giving them payment arrangements over a longer period of time.	
34	Average number of sick days per full time equivalent	9.68	8.0	2.1				↑	😊	403 days were lost to sickness absence during Qtr 1. Comprising 172 short term days and 231 long term days. Of the total 61.5 days are covid-related across 10 members of staff. Total short-term days lost for 2020/21 was 476.6 and long term 1279.4	Lead Member Organisational Development/ Head of Corporate Services
35	Food establishment hygiene ratings.	3.6%	5% With a food hygiene rating Under three	3.5%				↑	😊	There are 771 registered and rated food premises, an overall decrease of 69 on the previous quarter. Of these 27 are rated with a score of 2 or less therefore the figure for this KPI remains below target at 3.5% The decrease in registered premises relates to businesses no longer trading and a backlog of new premises unrated due to Covid. New businesses are still registering and we have a backlog of 150 unrated premises to be completed	Lead Member Clean and Green Environment/ Head of Community Services

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										by end of March 2022. The total number of premises is therefore 921. Food inspections restarted during May 2021 using external contractors and internal staff. We have calculated we have a backlog of 474 inspections and a further 200 inspections due of to be completed in 2021/22.	
36	Percentage of Freedom of Information (FOI) requests answered on time.	87%	80%	Data not yet available						Data not yet available due to a change in systems	Lead Member Customer Focus/ Head of Corporate Services
37	Percentage of formal complaints answered on time.	84%	90%	Data not yet available						Data not yet available due to a change in systems	Lead Member Customer Focus/ Head of Corporate Services

PRIORITY: GARDEN COMMUNITIES

Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Delivery of Tewkesbury Garden Town				
a) Formally establish the Garden Town planning status through the JCS.	Target date:	Director of Garden Communities		The Garden Town will form part of the Joint Core Strategy Review which is scheduled for submission for examination in 2022.

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	<p>Submission for examination summer 2023.</p> <p>Date to be confirmed</p> <p>(Reported to O&S committee in September 2021)</p>	Lead Member Built Environment		<p>At Executive Committee on 6 January 2021 the Local Development Scheme was approved for the examination to take place in the Summer 2023. However, the timetable for the review of the JCS is currently under another review with our JCS partners. The JCS review requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth etc, that need to be agreed with all three local authorities. This has resulted in the Preferred Options Consultation (POC), which was due to commence in Summer 2021, being delayed which could impact on other timings within the timetable including the submission for examination in Summer 2023. Reviewing the timetable will provide new timings to take place but these dates at this stage are unknown and will be confirmed in due course.</p> <p>See relevant comment by Head of Development Services under priority 'Housing and Communities', objective 2, action a.</p>
b) Prepare a Design Guide and Sustainability Strategy.	Target date: March 2022	<p>Director of Garden Communities</p> <p>Lead Member Built Environment</p>	☺	Work has just commenced on the first stages of the preparation of a Sustainability Strategy, plus the drafting of a brief to support the development of a Design Code for Tewkesbury Garden Town, which if resources allow, will also be Borough wide.
c) Deliver the planning and design phase of the Ashchurch and Northway Bridge Over Rail.	Target date: April 2022	<p>Director of Garden Communities</p> <p>Lead Member Built Environment</p>	☺	Planning permission was secured in March 2021. Work continues on finalising the detailed design ahead of the procurement in Spring 2022, in preparation for the construction phase in Summer 2022.

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<p>d) Work with partners to progress the business case for the Junction 9 and A46 improvements.</p>	<p>New target date: March 2022</p> <p>March 2024 for finalisation of business case <u>by GCC</u></p>	<p>Director of Garden Communities</p> <p>Lead Member Built Environment</p>	<p>😊</p>	<p>Note this project is led by Gloucestershire County Council (GCC), but Tewkesbury Borough Council remain active partners in helping to develop the business case.</p> <p>Latest update in terms of the technical work ongoing is that the planned non-statutory consultation by GCC has been re-scheduled to next Spring, on the advice of Department for Transport (DfT), however, following a productive round table meeting, MHCLG, Homes England and DfT have committed to working in partnership to finalise the design and funding options in support of the delivery of a solution.</p>
<p>PRIORITY: GARDEN COMMUNITIES</p>				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<p>Objective 2. Delivery of Golden Valley Garden Community.</p>				
<p>a) Work with Cheltenham Borough Council (CBC) and landowners towards the submission of a planning application in accordance with the Golden Valley Supplementary Planning Document.</p>	<p>Target date: March 2022</p>	<p>Director of Garden Communities</p> <p>Lead Member Built Environment</p>	<p>😊</p>	<p>TBC continue to work closely with CBC and landowners with delivering the £1 billion first phase of The Golden Valley Development. In July 2021 a joint press release with CBC announced that HBD X Factory has been selected as its preferred development partner to assist with the project. This will be a joint venture between UK property developer HBD and the campus developer Factory.</p> <p>It is envisioned The Golden Valley Development preferred developer will plan to submit a planning application later in the year of 2022, this subsequently</p>

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				<p>will lead to the start of construction and completion of the first phases of the development.</p> <p>More details relating to the Golden Valley Development can be found on the website - The Golden Valley Development (goldenvalleyuk.com)</p>
b) Prepare a land assembly programme to aid in the delivery of the Golden Valley Garden Village	Target date: March 2022	Director of Garden Communities Lead Member Built Environment	☺	Work underway in collaboration with Cheltenham Borough Council and Homes England to identify key land holdings for potential acquisition, pending progression of land allocations through the JCS review process in parallel.

PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 1. Deliver the climate emergency action plan				
a) Deliver the Public Services Centre's low-carbon heating and solar PV systems.	Target date: Dec 2021	Head of Finance and Asset Management Lead Member for Clean and Green Environment	☺	Confirmation of award of grant funding for the air-to-air system has been received. A detailed specification has been compiled with the support of specialist engineers and has been issued to the market for tender bids.
b) Embed our carbon reduction objectives within council services and raise awareness of our programme across	Target date: July 2022	Head of Finance and Asset Management Lead Member for Finance and Asset Management	☺	Year two of the Carbon Reduction Action Plan has been approved at Executive Committee in July 2021. This contains a number of actions across the year that will meet this Council Plan action. The current focus of activity is on countywide events in the run up to the United Nations summit in November.

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staff, communities and partners.				
c) Source and secure funding opportunities to support the delivery of our carbon reduction programme.	Target date: March 2022	Head of Finance and Asset Management Lead Member for Clean and Green Environment	😊	After securing over £300,000 to support activities at the Council offices, the focus is now on sourcing and securing funding to support proposed works at our domestic properties and the Roses Theatre.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Promote a healthy and flourishing environment in the borough.				
a) Establish planning policies to ensure the delivery of healthy and sustainable communities.	Target date: March 2022 (ongoing as action is across a number of plans)	Head of Development Services Lead Member for Built Environment	😊	<p>The adopted JCS already contains strategic policies around sustainability and health.</p> <p>The emerging Tewkesbury Borough Plan is proposing further detailed policies around environmental quality, green infrastructure and biodiversity and sustainable transport to help to deliver healthy and sustainable communities. The Borough Plan has been submitted for examination which finished in March 2021. The council are awaiting comments from the inspector on any modifications required.</p> <p>The JCS review will reconsider existing strategic policies around health and sustainability as well as whether any additional policy guidance would be appropriate.</p> <p>The current timetable for the review of the JCS is currently under another review with our JCS partners. The JCS review requires a number of technical studies and covers a number of complex issues e.g. location of employment and housing growth etc, that need to be agreed with all three local authorities. This has resulted</p>

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				in the Preferred Options Consultation (POC), which was due to commence in Summer 2021, being delayed which could impact on other timings within the timetable including the submission for examination in Summer 2023. Reviewing the JCS timetable will provide new timings to take place but these dates at this stage are unknown and will be confirmed in due course.
b) Support community-led bio-diversity projects across the borough.	Target date: March 2022	Head of Development Services Lead Member for Community	☺	The community development team has supported a number of biodiversity projects in the community, either assisting groups or through funding advice. A list of organisations assisted was recently shared through a Member Update in July 2021. Some of the projects the council has been directly or indirectly involved in are as follows: <ul style="list-style-type: none"> • Churchdown Park- community orchard and wetlands/ponds • Highnam - increasing biodiversity around Oakridge and open space • We All Matter (WAM) Winchcombe – woodland focussing on nature/environment • Northway Parish Council – nature trail • Deer Park Archers, Shurdington –environmental projects including work around badgers • Tewkesbury Nature Reserve – community led organisation on TBC leased land.
c) Carry out a review of our litter pickers' scheme.	Target date: September 2021	Head of Community Services Lead Member for Clean and Green Environment	☺	A review has commenced with all current litter pickers being contacted to confirm whether they wish to remain on our list. The scheme has seen an increase since the start of the pandemic. It is proposed to host an event for litter pickers in line with covid measures during September 2021.

PRIORITY: SUSTAINABLE ENVIRONMENT

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Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 3. Promote responsible recycling across the borough.				
a) Take a robust approach towards fly-tipping and other enviro-crimes.	Target date: March 2022	Head of Community Services Lead Member for Clean and Green Environment	☺	<p>Fly-tipping complaints have increased by 3.3% compared to the same quarter in 2020/21. We have seen a significant drop since the last quarter in 2021/22 however, a new recording system for 'report it' may have had some impact on this. In this quarter; noise complaints have dropped by 20% as have bonfire complaints by 66% compared to 2021/22.</p> <p>Abandoned vehicle complaints have increased by 44% and dog fouling complaints have reduced by 44% compared to the same period in 2020/21. It is likely resulting from people working less from home.</p> <p>We carried out a joint operation with the police on waste carrying vehicles which resulted in five penalty notices. More are planned during the coming year. However there has been an overall increase in enviro crimes of 61% when compared to 2019/2020.</p> <p>There are a number of active investigations underway with two further prosecutions pending and a number of fixed penalty notices have been issued for littering and fly-tipping.</p> <p>The current Public Space Protection Order relating to dog fouling expired in June 2021. Consultation is underway and it is proposed to issue a further order subject to the outcomes of the consultation in September 2021. Once this is in place, we propose to work with schools to promote the scheme. It is not planned to reinstate dog patrols as there is still little capacity to do this with covid measures still taking up a lot of time however, we propose to task our Community Protection</p>

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				Officers with monitoring enviro crimes while in the district to engage with the public and provide witness statements relating to any offences.
b) Working with Gloucestershire Waste and Resources Partnership to improve our recycling figures and reduce waste.	Target date: March 2022	Head of Community Services Lead Member for Clean and Green Environment	☺	The Gloucestershire Waste and Resource partnership is currently running a “Metal Matter” Campaign to cover all the issues regarding recycling of metals e.g. tin foil etc. Tewkesbury Borough Council’s communication team are and will continue to promote the ‘Gloucestershire recycles’ campaigns through social media channels. Further information on this campaign can be found on the GCC web page: https://gloucestershirerecycles.com/reduce/metal-matters/
c) Introduce a small Waste Electrical and Electronic Equipment (WEEE) scheme across the borough.	Target date: September 2021	Head of Community Services Lead Member for Clean and Green Environment	✓	A soft launch of this service commenced on 16 August 2021 with a full launch and advertising campaign planned for National Recycling Week in September. The service means that small waste electrical items e.g. kettles, toaster and hairdryers can be placed on a bag on residual waste day and they will be collected by the crews and recycled.
PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 4. Preserve and enhance the natural assets and built heritage of our borough.				
a) Utilise the high street heritage action zone funding to implement a programme of projects	Target date: March 2022	Head of Development Services	☺	A programme manager has now been appointed on a full-time basis to oversee the HSHAZ and progress has now been made in preparing for the launch of the shop fronts and upper floors schemes and the first traditional

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that contribute towards regeneration and enhancement of the town's historic environment.		Lead Member for Built Environment		skills event, which is aimed at the whole community, is planned for September. Initial discussions regarding Healings Mill have also been held.
b) Adopt a Shopfront Design Guide (SPD) to provide guidance on shopfronts to ensure they contribute to a quality urban and historic environment.	Target date: February 2022	Head of Development Services Lead Member for Built Environment	😊	The Shopfront Supplementary Planning Document (SPD) is to go to Executive in September to obtain approval for consultation in the Autumn.
c) Establish and publish a local list of non-designated heritage assets in the borough.	Target date: February 2022	Head of Development Services Lead Member for Built Environment	😊	A Heritage Engagement Officer has now been appointed and they are putting together a project plan for this project.

Key performance indicators for priority: SUSTAINABLE ENVIRONMENT

KPI no.	KPI description	Outturn 2020-21	Target 2021-22	Outturn Q1 2021-22	Outturn Q2 2021-22	Outturn Q3 2021-22	Outturn Q4 2021-22	Direction of travel	Traffic light icon	Comment	Portfolio Lead / Head of service
38	Number of reported enviro crimes	2,185	1000	432				↑	☹️	Enviro crime figures for Q1 (figures in brackets comparable for 2020/21) <ul style="list-style-type: none"> fly tips- 249 (241) Littering – 3 (5) dog fouling- 5 (9) abandoned vehicles- 49 (34) noise- 109 (132) Bonfire – 27 (80) 	Lead Member Clean and Green Environment/Head of Community Services

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											<p>Flytipping complaints have increased by 92% in this quarter; Noise complaints by 48%, with a slight increase in bonfire complaints. Abandoned vehicle and dog fouling complaints have reduced in 20/21 by 15.5% and 11.9% respectively compared to 2019/20 however there has been an overall increase in enviro crime of 61% compared to the same period in 2020/21.</p>	
39	Percentage of waste recycled or composted.	48.73%	52%	62.49%					↑	😊	<p>Figure for Q1 only shows April/ May figures. The recycling rate is artificially increased in Q1 due to seasonality of garden waste collections. However TBC has recycled 135 tonnes more in April / May 2021/22 than in the same months in 2020/21.</p>	Lead Member Clean and Green Environment/Head of Community Services
40	Residual household waste collected per property in kgs.	460KG	430kg	68kg					↑	😊	<p>68 Kg per household over April and May 2021 as June's data is not yet available. In the same period for 2020/21 the total was 76 kg per hold house. Decrease is thought to be due to less people working from home as restriction lift.</p>	Lead Member Clean and Green Environment/Head of Community Services

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

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

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

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

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.

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

				<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>

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

				<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				

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

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				

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

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.

Appendix 3 - Quarter 1 budget report

Chief Executive

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	262,751	239,099	23,652	1
Premises	0	0	0	
Transport	0	0	0	
Supplies & Services	8,160	8,160	0	
Payments to Third Parties	0	0	0	
COVID-19 Costs	0	0	0	
Income	0	0	0	
TOTAL	270,911	247,259	23,652	

1) The saving on Employee costs is as a result of the Chief Executive no longer paying into the pension scheme.

Community Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	1,318,594	1,321,418	(2,824)	
Premises	0	0	0	
Transport	900	900	0	
Supplies & Services	132,479	132,887	(408)	
Payments to Third Parties	5,540,704	5,624,080	(83,376)	2
COVID-19 Costs	0	75,899	(75,899)	3
Ringfenced Projects and Funding	0	0	0	
Income	(2,318,096)	(2,357,007)	38,911	4
TOTAL	4,674,581	4,798,177	(123,596)	

2) The adverse variance of £83k is due to the following:

Ubico have informed us that due to the driver shortage, from September they will need to increase the drivers hourly rate by a market supplement, this equates to £58k this financial year. The net position of the other aspects of the contract sum is forecast to be on target. £35k to be spent on Domestic Homicide which is offset against the £35k grant we have received, which is included in income below. We have seen a reduction in the MRF gate fee in Q1 which we expect for the foreseeable, this is due to transferring the MRF gate contract to the new provider. There has been a reduction in waste rejection, which in turn has reduced costs by £40k. We also received a £20k credit note from Suez relating to 20/21, which was unforeseen.

3) Breakdown of COVID expenditure:

Ubico costs for extra PPE, staffing, sick pay, cleaning materials etc..expected to be £50k by the end of the financial year
£20k - Environmental Health Manager's resource on COVID related matters.

4) Domestic Homicide grant of £35k not within base budget

Received £24k more trade waste income than budgeted

Reduced income expected of £15k from recovering homeless costs

Corporate Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,185,920	2,139,269	46,651	5
Transport	0	0	0	
Supplies & Services	603,481	644,742	(41,261)	5
Payments to Third Parties	172,800	172,994	(194)	
Transfer Payments - Benefits Service	13,544,132	13,544,132	0	
COVID-19 Costs	0	162,473	(162,473)	6
Income	(14,032,426)	(14,090,848)	58,422	7
TOTAL	2,473,907	2,572,761	(98,854)	

5) The employees underspend and supplies and services overspend are mainly attributed to the financing of the new digital platform. This is funded from the Business Administration post which has not been refilled.

6) The Covid-19 costs mainly relate to the backfill of staff within the Revenues and Benefits team as members of this team remain deployed within the Business Cell. This cost is offset by a new burdens funding received from the Government to administer business grants

7) The Covid-19 income this relates to additional government funding for Revenues and Benefits related schemes.

Democratic Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	278,230	253,856	24,374	8
Transport	9,600	10,281	(681)	
Supplies & Services	452,785	464,687	(11,902)	9
Payments to Third Parties	37,100	39,836	(2,736)	
COVID-19 Costs	0	0	0	
Income	(3,000)	(7,354)	4,354	
TOTAL	774,715	761,306	13,409	

- 8) Favourable variance is due to the following:
 £43k saving due to the vacancy of Electoral Registration Officer post, not expecting to recruit this year.
 £11k of overtime not included in budget
 9) Equipment purchased for the Police Crime Commissioner Elections

Deputy Chief Executive

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	125,845	0	125,845	10
Transport	200	0	200	
Supplies & Services	2,400	0	2,400	
Payments to Third Parties	0	150	(150)	
TOTAL	128,445	150	128,295	

- 10) The vacant deputy chief executive post will not to be filled as per the Council report in June.

Development Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,027,431	1,994,898	32,533	11
Premises	43,320	43,135	185	
Transport	0	309.75	(310)	
Supplies & Services	204,885	184,893	19,992	12
Payments to Third Parties	333,795	304,732	29,063	13
COVID-19 Costs	0	0	0	
Income	(1,391,122)	(1,331,876)	(59,246)	14
TOTAL	1,218,309	1,196,092	22,217	

- 11) The employee variance relates mostly to planning policy, where a senior policy post has been vacant. The post is now appointed to and will be filled from August. The total saving for 4 months is £10k. Moreover, the policy manager is contracted to work 7 hours less a week than budgeted for. This will result in a saving of £9k. A temporary senior planning officer has recently been recruited to the team to support the work of the team. The remaining salary savings within Development is the Tourism post. The post is expected to be appointed to over the next few months. The total saving in year would be £8k.

- 12) Tourist Information Centres have been closed during the summer months. Historically, this is one of the busiest periods for sales. Therefore, it's unlikely that additional stock will need to be purchased for resale during the year. Also, the Growth Hub is more likely to offer online events at little or no costs and so this will result in a small saving when compared to hosting live events.

- 13) The Tourist Information centres would usually purchase tickets for resale. Due to COVID, large events have still not gone ahead, so the tickets have not been purchased. However, this does also give a negative variance on the income budget. A further saving is being made on land searches being recharged to us from Gloucestershire County Council.

- 14) Planning income is strong in Q1 and we expect to be at least on target by year end. A £250k application was received from the MOD in Q1. However, pre-app income is down on budget in Q1. This is difficult to predict but we've assumed the trend will continue to be prudent, resulting in an overall estimated shortfall of £20k. There is also a high court decision due on speculative development sites. The Tourist Information Centres will have a likely shortfall of £37k against budget, due to closure in their busiest period.

Finance and Asset Management

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,408,348	2,419,610	(11,262)	15
Premises	547,091	549,360	(2,269)	
Transport	35,870	34,857	1,013	
Supplies & Services	563,688	547,185	16,503	16
Payments to Third Parties	399,511	416,451	(16,940)	17
Drainage Board Levy	6,500	7,172	(672)	
COVID-19 Costs	0	176,722	(176,722)	18
Income	(1,410,435)	(1,048,342)	(362,093)	19
TOTAL	2,550,573	3,103,014	(552,441)	

- 15) COVID-19 support from central Government is funding an additional post in the Assets team.

- 16) PDQ charges expected to make saving of £18K

- 17) Increased costs relating to cemeteries, but this is in line with additional income.

- 18) Reduced estimate of £150k to support the leisure centre which we hope will reduce further in Q2. £27k attributed to additional staffing as some staff are still deployed fully to the COVID-19 response.

- 19) Car Park Income expected to be reduced by approximately £153k. The Council Offices has vacant office space costing £62k of lost income subject to new tenants being found. £160k of income from the Leisure Centre will not be paid as they have an income deficit. There is an expected increase of £50k in cemetery income.

One Legal

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	2,276,597	2,129,377	147,220	20
Transport	8,700	3,270	5,430	
Supplies & Services	115,313	106,383	8,930	
Payments to Third Parties	34,220	34,220	0	
Central Recharges	29,929	29,929	0	
Income	(2,221,101)	(1,828,163)	(392,938)	21
TOTAL	243,658	475,016	(231,358)	

20) A number of vacant post in One Legal contributing to the surplus. This is offset by an estimated cost of £80,000 for the new Director of One Legal post, which Tewkesbury have agreed to finance until year end as per the Council report in June.

21) Actual income for Q1 is below the budgeted figures and the income projected for the remainder of the year is based on those figures and historical data from the previous 2 financial years.

It is too soon to predict the effects of the Cadence Innova review and the impact of the implemented staffing changes on the One Legal income. These estimates will be regularly reviewed as we continue to closely monitor the One Legal budget.

Borough Solicitor

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	125,455	134,137	(8,682)	
Supplies & Services	15	9	6	
Income	(43,651)	(21,826)	(21,826)	
TOTAL	81,819	112,320	(30,501)	22

22) Loss of contribution from Cheltenham Brough Council for monitoring Officer services after 1st October 2021

Appendix 4 - Analysis of capital budget 2021/22

	Q1 Budget Position £	Q1 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	0	0	0	0	No expenditure expected in Q1
Vehicles	131,658	34,428	97,230	0	Additional food waste vehicle expected within this year
Equipment	30,000	5,000	25,000	83	More expenditure expected in Q2
Capital Investment Fund	0	0	0	0	No budget in 2021/22
Community Grants	0	0	0	0	No expenditure expected in Q1
Housing & Business Grants	125,000	168,997	(43,997)	(35)	More Disabled Facilities Grants paid out in the first quarter than expected.
	286,658	208,425	78,233	27	

Appendix 5 - Revenue reserves for 2021/22

Reserve	Balance 31st March 2021	Spent in Reserve Q1	Reserve Remaining	Note
Service Reserves				
Asset Management Reserve	1,322,371	8,269	1,314,103	
Borough Growth Reserve	628,291		628,291	
Borough Regeneration Reserve	81,659		81,659	
Business Rates Reserve	500,000		500,000	
Business Support Reserve	1,004,328	2,496	1,001,832	
Business Transformation Reserve	999,111	105,017	894,094	3
Climate Change Reserve	404,200	18,308	385,892	
Community Support Reserve	883,575	91,726	791,849	4
Council Tax Reserve	251,391		251,391	1
Development Management Reserve	485,150	- 32,000	517,150	2
Development Policy Reserve	910,867	- 1,000	911,867	2
Elections Reserve	190,848		190,848	
Flood Support and Protection Reserve	9,646		9,646	
Garden Communities Reserve	1,202,358	50,234	1,152,124	6
Health & Leisure development reserve	100,543		100,543	
Housing & Homeless Reserve	542,799	24,134	518,665	
Insurance Reserve	60,000		60,000	
Investment Reserve	350,000		350,000	
IT Reserve	231,403	8,247	223,157	
MTFS Equalisation Reserve	2,781,207		2,781,207	
Open Space & watercourse Reserve	737,574	- 12	737,585	2
Organisational Development Reserve	103,590	110	103,480	
Risk Management Reserve	260,000		260,000	
Waste & Recycling development Reserve	2,152,808	12,308	2,140,500	5
	16,193,719	287,837	15,905,882	

Notes

- 1 Council Tax reserve relates to residual hardship monies and compensation of losses. Both are central Government support for COVID.
- 2 Negative amounts relate to accruals from 19/20 still awaiting invoices.
- 3 Expenditure against a combination of specific reserves including the One legal service review, the Digitisation team and the appointment of a business rates intelligence officer
- 4 Predominantly Covid compliance but also includes Tewkesbury 2021 grant
- 5 Installation of WEEE cages on recycling vehicles
- 6 Salary costs of Garden Town team