

# 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
<b>Refocus</b>				
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 DLUHC continue into the second half of the year. 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 now transferred back from the Business Cell. The suite of audit recommendations has been reviewed and their status reported to Audit and Governance Committee on 15 December 2021. Audit assignment work has also commenced. There is additional finance to support the team's recovery and a fixed term post of one year has recently been advertised.

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				The team's status has been updated to the Audit and Governance Committee.
<b>PRIORITY: FINANCE AND RESOURCES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Recover</b>				
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	😊	The leisure centre recovery goes from strength to strength thanks to the hard work of the centre management team in partnership with council officers. As a result, usage has increased to the position whereby the centre delivered a surplus for September and therefore did not require financial support from the council. The recovery progress is ahead of projections at the leisure centre.
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	😊	Current arrangements for safe working are working well with staff and customers feeling confident about using the facilities. The Health and Safety Executive recently inspected the office environment and were happy with the measures that were in place.  A proposed further relaxation of restrictions was put on hold as covid numbers locally spiked.  Initial scoping of an office layout redesign to meet future working practices has been initiated.

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PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Rebuild</b>				
a) Maximise the use of business intelligence within the council to ensure the accuracy of the rating list and help businesses build resilience.	<del>March 2021</del> Target date: March 2022 (target date amendment 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 although the postholder is currently still redeployed to the Business Grants team. This means not as much progress as hoped has been made to date.  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.	<del>March 2021</del> Target date: March 2022 (target date amendment 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 recommenced in April 2021 with monthly liability order hearings continuing to be held remotely.  Where possible, payment arrangements are being made with customers and enforcement remedies such as attachment of earnings and benefits and referring debts to enforcement agents are also being used.

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Refocus</b>				
a) Develop a new four-year Economic Development and Tourism strategy that includes a focus upon the economic recovery of the borough.	<p><del>June 2021</del></p> <p>Target date: June 2022</p> <p>(revised date reported to O&amp;S committee in November 2020)</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/ Promotion</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 was provided to Overview and Scrutiny Committee in November 2021. The priorities within the strategy will obviously reflect the changing needs of businesses resulting from Covid-19.</p>
b) Work with our partners at Cotswold Tourism to promote the borough as a safe destination to visit.	<p>Target date: March 2022</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/ Promotion</p>	☺	<p>Marketing campaigns - #mycotswoldsmile campaign has seen a huge response and high levels of engagement on Cotswold Tourism (CT) helping share the message about how great a place the Cotswolds are to visit. The next main campaign focuses on how dog-friendly the Cotswolds are.</p> <p>Interest in the Cotswolds shows no sign of abating. The website Cotswolds.com had its best ever October (86% up on October 2019) with 148,232 unique visitors and 338,715 page views.</p> <p>CT have also been promoting the Cotswolds in Japan via a three-day virtual travel trade event in association with VisitBritain Japan and the Japan Association of Travel Agents. Operators are optimistic of a gradual return to</p>

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				<p>pre-Covid levels of Japanese tourists from April 2022 onwards.</p> <p>This action is also linked to with the Council Plan performance tracker. (Economic Growth- objective 4- action a).</p>
<b>PRIORITY: ECONOMIC GROWTH</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Recover</b>				
<p>a) Continue to support businesses through the Tewkesbury Growth Hub to aid their economic recovery.</p>	<p>Target date: March 2022</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p>😊</p>	<p>The hub continues to support local businesses with their economic recovery.</p> <p>11 online webinar workshops and 1-2-1 sessions were delivered in quarter two (24 for Q1 and Q2 2021/22). Events included support with social media, action planning and branding.</p> <p>The team support the work of the Business Cell where required.</p> <p>The Growth Hub Network promoted and delivered the Government's Small and Medium-sized Enterprises (SME) Recovery Grant and Kickstart Tourism Grant. 40 grants have been awarded to borough businesses.</p> <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 promoted and delivered a Covid Digital Recovery Grant Scheme, to support digital recovery projects. 19 grants have been awarded to borough businesses. A Digital October Month took place providing</p>

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				<p>targeted support to businesses, with a range of events to support businesses with their digital skills.</p> <p>The Growth Hub reopened to businesses on 19 July 2021 as an appointment-based service, with a further phased return to and fully operational in person services and events – in line with guidance. All services continue to be offered virtually.</p> <p>This action is also linked to the Council Plan performance tracker (Economic Growth- objective 1- action b).</p>
<b>PRIORITY: ECONOMIC GROWTH</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Recover</b>				
b) Develop a bid to host a Department of Work and Pensions Youth Hub within the Tewkesbury Growth Hub.	<p>Target date: <del>September 2021</del></p> <p>New target date: December 2021 (New target date reported to O&amp;S committee in January 2022).</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/ Promotion</p>	<p>☹️</p>	<p>A draft bid has been developed in partnership with Department for Work and Pensions (DWP) to provide support to young claimants seeking to attain work/self-employment by removing barriers and developing confidence. Providing mentoring and information for young people, particularly focussing on those impacted by Covid-19. Following discussions with DWP final amends are being made to the bid for submission.</p>

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Rebuild</b>				
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 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> <p>Delivery to date has included:</p> <ul style="list-style-type: none"> <li>• Business and public facing communication campaigns, including: social media campaigns, targeting both the public and businesses, Print and digital advertising in local publications, Promotional videos featuring local businesses from retail centres in the borough.</li> <li>• The design and promotion of unique 'hands, face, space, fresh air' graphics.</li> </ul>

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				<ul style="list-style-type: none"> <li>• Awareness posters distributed to parishes and businesses</li> <li>• Temporary public realm changes/safety measures (e.g. planters).</li> </ul> <p>Further meetings have been held with parishes regarding projects within their area.</p> <p>A new contract with a local marketing company, V8 commences in December 2021.They are leading on the communication campaign.</p>
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Refocus</b>				
a) Continue to support our communities with issues arising from Covid-19	Target date: March 2022	Head of Development Services Lead Member for Community	☺	<p>Support continues to be provided to community groups through funding advice, grants and activities.</p> <p>The Holiday Activities Fund has enabled Young Gloucestershire to deliver holiday activities and food for families in the borough on free school meals. This will be repeated in December 2021.</p> <p>Summer grants for vulnerable families were also distributed in the form of supermarket vouchers during September. This will also be repeated in December.</p>



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<p>b) Assess the additional demand on the housing service.</p>	<p>Target date: Complete</p>	<p>Head of Community Services Lead Member for Housing</p>	<p>✓</p>	<p>Surveys released to current Housing Register applicants showing an improving picture regarding households with tenancy difficulties.</p> <p>This has been supported by steady numbers of housing advice &amp; homelessness cases held by the Housing Advice Team as opposed to an increase that would reflect greater demand.</p> <p>New Temporary Accommodation (TA) placements 2020-21 Q1 = 26 Q2 = 21, Q3 = 25, Q4 = 30. 2021-22 Q1 = 15, Q2= 25</p> <p>New approaches for homelessness assistance 2020-21 Q1 = 135, Q2 = 178, Q3 = 146, Q4 = 132. 2021-2022 Q1 = 111, Q2= 144</p> <p>TA placements and homelessness approaches have increased into Q2 but remained at levels consistent with previous years.</p> <p>The Housing Advice Team will continue to monitor levels of cases through the Council Plan Tracker under KPI's 8-14</p>
<p>c) Work with landlords and tenants to assess the potential demand now that restrictions have been lifted.</p>	<p>Target date: March 2022</p>	<p>Head of Community Services Lead Member for Housing</p>	<p>😊</p>	<p>A County-wide Covid Contain Outbreak Management Fund (COMF) 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. At 10/12/2021 £17,821.08 had been used to help homeless households.</p> <p>Progress continues to be made in dealing with housing deficiencies and a number of mandatory licensed House in</p>

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				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) has highlighted a particular focus on mental health, social isolation, healthy lifestyles and employment and skills.  Place based projects, using a strengthening local communities approach, are being developed in Brockworth and Tewkesbury initially. In Brockworth a community engagement post will be appointed to take this work forward, hosted by the Parish Council. In Tewkesbury an extensive asset mapping exercise is underway.
b) Continue to deliver the Covid-19 community grant scheme.	Target date: March 2022	Head of Development Services Lead Member for Community	☺	So far 154 grants, totalling £127,025, have been awarded to voluntary and community groups.

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PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Rebuild</b>				
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	☺	Since April, 75 VCS groups have attended online training sessions. These have included 'Meet the Funder' sessions with Gloucestershire Community Foundation & Severn Trent Community Fund, as well as a Crowdfunding workshop and two sessions with Inform Gloucestershire.
PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Refocus</b>				
a) Review the effectiveness and efficiency of the Environmental Health Service, including an assessment of additional demand and available resources.	Target date: <del>December 2020.</del> <del>April 2021</del> <del>September 2021</del> New target date: October 2022 (New target date reported to O&S committee in January 2022).	Head of Community Services Lead Member for Clean and Green Environment	Deferred	Demand on the service remains high particularly relating to the hosting of events in a covid secure manner. Business as usual has also remained high. Covid response is expected to continue into 2022 particularly in relation to contact tracing.  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.  However, an alternative to generic area-based operation has commenced on a specialist function basis to accurately compare which method is the most effective

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				going forward. The trial will end at the end of March 2022 and feed into the effectiveness review.
<b>PRIORITY: CUSTOMER FIRST</b>				
Actions	Target date	Reporting Line	Progress to date	Comment
<b>Recover</b>				
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.	☺	The government lifted restrictions on the 19 July but a new Plan B announcement took place on 08 December 2021. The council's buildings and operations are aligned to the Governments Plan B announcement.
<b>Rebuild</b>				
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.
b) Deliver the council tax and business rates e-billing project.	<del>February 2021</del> <del>May 2021</del> <del>July 2021</del> <del>November 2021</del> New target date: February 2022  (New revised target date reported to O&S Committee January 2022)	Head of Corporate Services Lead Member for Finance and Asset Management	☹	The target date for the project has been amended to reflect the decision to split the signup from the launch of the paperless billing portal. Residents will be able to sign up to receive their council tax bills electronically in early January. However, they will not start to receive their bills in this format until the end of February 2022.  Splitting the project in this way allows more time to test and polish the paperless billing portal whilst still ensuring

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				we are able to get residents signed up in time for annual billing.
c) Continue to review the operational effectiveness of our return to the office and the opportunities provided through agile working.	Target date: March 2022	Head of Corporate Services Lead Member for Organisational Development	😊	Services are running effectively with reduced numbers in the office. All departments have a regular presence in the office, in line with the Chief Executive's Guiding Principles. A working group continues to meet and discuss the office and agile working, taking any necessary actions. This work includes actions to make the office space a better working environment for the future. Staff continue to work in a hybrid way and a further staff 'pulse' survey will be undertaken in January 2022.
<b>PRIORITY: GARDEN COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Line</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Refocus</b>				
a) Explore opportunities to enhance new digital jobs and training with the Local Enterprise Partnership (LEP) and partners at Cyber Central.	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.

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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				
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. Work has commenced on the early stages of the preparation of a Sustainability Strategy for the Garden Town programme, a first draft of which is expected early in the new year.

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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Refocus</b>				
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 Nations Climate Change Conference in November.	Target date: November 2021	Head of Finance and Asset Management Lead member for Clean and Green Environment	✓	A number of events and activities have been supported to raise awareness of the summit and the work going on in Gloucestershire.

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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Recover</b>				
a) Increase awareness in the effects of recycling contamination.	Target date: July 2021	Head of Community Services Lead Member for Clean and Green Environment	✓	There have been no loads rejected by our MRF contractor during Q2 and contamination levels are within the target range. We will continue to encourage our communities to increase recycling and reduce contamination as part of normal business as usual. This includes an increase in the use of contamination stickers by crews, to give immediate feedback to residents where there is an issue.
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	✓	We are no longer seeing the high levels of waste generated that we saw at the height of the pandemic or through the various lockdowns and levels have returned to normal meaning this have returned to business as usual. The work that we do with the Gloucestershire Waste & Resources partnership is aimed at reducing waste and increasing recycling.
c) 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.	<del>July 2021</del> Target date: September 2021 (Target date amendment reported to O&S Committee on 7 September 2021)	Head of Finance and Asset Management Lead member for Clean and Green Environment	✓	Funding was agreed by Council in October and the role has subsequently been filled. The new Carbon Reduction Officer is due to start in February 2022.



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PRIORITY: SUSTAINABLE ENVIRONMENT				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Rebuild</b>				
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		Given the additional work around the heating and solar canopy system, this piece of work will not now commence until Spring 2022.
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 has now been signed. Following a meeting with the lead member, Active Gloucestershire are planning to run a session for Members to outline 'We Can Move' in the new year.