

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	11 January 2022
Subject:	Council Plan Performance Tracker and Covid-19 Recovery Plan Tracker 2021/22 (Qtr2)
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 was adopted by Council on 20 October 2021.

Since the approval of the Council Plan in January 2020, 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. A corporate Covid-19 recovery plan was subsequently established to address the challenges represented by Covid-19. The plan was 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 second 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 was adopted by Council on 20 October 2021.
1.2	Since the approval of the Council Plan in January 2020, 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. A corporate Covid-19 recovery plan was subsequently established to address the challenges represented by Covid-19. The plan was 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.

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 second quarter of year two of the Council Plan (2020-2024). Key successful activities to bring to members’ attention since the last performance report include:</p> <ul style="list-style-type: none"> • Linked to the bulky waste review, a savings of c.£30k has been made and will be reflected within the 2022/23 Ubico budget. (Page 4 of the tracker) • A Director of Law has been successfully appointed with a start date of March 2022. This is a key element in delivering the One Legal service review. (Page 4 of the tracker).

- The growth hub delivered 11 events during quarter two, 24 achieved for the year so far. 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).
- Consultants, Deloitte, have been appointed and commenced work on reviewing the timetable to get the JCS to the next stage of consultation. (Page 6 of the tracker).
- Public consultation commenced on 1 November for the main modifications to the Tewkesbury Borough Plan. Closing date for comments is Tuesday 4 January 2022. (Page 7 of the tracker).
- On 8 December 2021, a 10-week public consultation was launched for the proposed upgrade to M5 all-ways Junction 10. (Page 7 of the tracker).
- Council approved the Infrastructure Funding Statement on 7 December 2021. (Page 8 of the tracker).
- The shop front grant scheme, a work stream of the High Street Heritage Action Zone scheme was launched in September, this has resulted in at least 15 queries/ expressions of interest being received. (Page 9 of the tracker).
- In November 2021, over 5,000 people attended the Tewkesbury Abbey for the 'Tewkesbury Festival of Light'. This was the main event of celebrating the '2021 celebrations'. (Page 10 of the tracker).
- In partnership with ARK Consultancy, work on a new Housing Strategy has commenced. (Page 14 of the tracker).
- In October and November 2021 training was given to individual parishes receiving Community Infrastructure Levy (CIL) funding for the first time. (Page 20 of the tracker).
- Executive Committee in November agreed the high- level action plan to address the issues raised from the review of the planning service. (Page 27 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
Produce a Medium-Term Financial Strategy that recognises the impact of funding reform and, delivers a balanced approach to meeting funding gaps. (Page No. 1 of the Council Plan performance tracker).	☹️ The target date has been amended from January 2022 to March 2022 . It is hoped that the Provisional Local Government Settlement will provide some clarity on a number of key areas announced in the recent Spending review.
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 .
Work with partners to undertake the required review of the JCS. (Page No. 13 of the Council Plan	☹️ The target date is still waiting to be determined following the review of the JCS timetable. Deloitte have been appointed, to help review the timetable and get the JCS

	performance tracker).	to the next stage of consultation. This work commenced in September 2021.
	Finalise and adopt the Tewkesbury Borough Plan (Page No. 14 of the Council Plan performance tracker).	☹️ The target date of February 2022 has been amended to Spring 2022 . It is noted the new target date is still dependent on receipt of the inspector's report following consultation. The consultation period was extended to allow sufficient time for representations to be made.
	Formally establish the Garden Town planning status through the JCS. (Page No. 38 of the Council Plan performance tracker).	☹️ Joint Core Strategy- please see first action above- ' <i>Work with partners to undertake the required review of the JCS</i> '
	Deliver the Public Services Centre's low-carbon heating and solar PV systems. (Page No. 41 of the Council Plan performance tracker).	☹️ Market tenders returned costs in excess of budget for the replacement of the heating system which has led to this project being put on hold. The grant funding originally secured has now been approved to be used for providing an extended solar canopy in the council's rear car park. It is anticipated for this project to be completed by May 2022 .
	Carry out a review of our litter pickers' scheme. (Page No. 44 of the Council Plan performance tracker).	☹️ The proposed event planned for September 2021 was postponed and will now take place in Spring 2022 . This has been reflected in the target date.
	Establish and publish a local list of non-designated heritage assets in the borough. (Page No. 47 of the Council Plan performance tracker).	☹️ The target date has been amended from February 2022 to June 2022 . This is due to the consultation of the Supplementary Planning Document on the local listing criteria due to finish in January 2022, adoption will take place in June 2022 to allow for the necessary works required to follow after the consultation.
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 September 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 second quarter for 2021/22 is:

☺ (on target)	☹ (below target but confident annual target will be achieved)	⊗ (below target)
9	4	9

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
10	8	1	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 to face-to-face contact during 2020/21.
- 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 an 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 ↓
7	Number of visitors entering the Growth Hub (Page No. 12 of the Council Plan performance tracker)	☹ In line with Government guidance the hub has a gradual and phased reopening part way through quarter two from late July 2021. The reduced target for visitor numbers reflects a phased return to a fully operational service, in accordance with guidance. The 250 targets for the year is unlikely to be achieved.
16	Percentage of 'major' applications determined within 13 weeks or alternative period agreed with the applicant. (Page No. 23 of the Council Plan performance tracker)	↓ ☹ 8 decisions out of 13 were determined within the target (61.5%) during Q2 figure. The cumulative figure for the year is 65.2%, this is below both the councils target of 85% and the outturn for 2020/21 which was 80%. This decrease is a result of applicants not agreeing to extension of time on applications.
17	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant.	↓ ☹ The Q2 figure is lower than last year's outturn with only 40 out of 62

	(Page No. 23 of the Council Plan performance tracker)	(64.5%) 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. (Page No. 24 of the Council Plan performance tracker)	↓ 😞 180 of 222 decisions were made within agreed timescales during Q2. This equates to performance of 81.1%, which 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)	↓ Three category A cases were received in Q2. Whilst quarter two outturn was 100% cumulatively for the year so far; 4 out of 5 cases were investigated within the target timescales equating to 80% for 2021/22. This is below the outturn of 100% last year.
20	Investigate category B cases within five working days (development causing, or likely to cause, irreparable harm or damage). (Page No 25 of the Council Plan performance tracker).	😞 Four category B cases were received during Q2, 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)	↓ 😞 25 category C cases were received in Q2, and nine of these were handled within the target timeframe (36%). The cumulative percentage for 2021/22 is 27.5%. 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 Q2, 13 category D cases were received, and two cases (15.4%) of these were handled within the target timeframe. The cumulative percentage for 2021/22 is 18.8%. Performance has fallen when compared to last year's outturn of 40.68%. This is lower than last year's outturn of 40.68% and significantly lower than this year's target of 70%.
33	Percentage of NNDR collected. (Page No. 35 of the Council Plan performance tracker)	↓ Business rates collection performance is 5.5% below target for Q2 which is a continuing impact from Covid-19. Despite this it is hoped the target of 98% will still

			be achieved by the end of the year.
37	Percentage of formal complaints answered on time. (Page No. 37 of the Council Plan performance tracker)		↓☹ Whilst the lowest number of formal complaints have been received to date with only 19 being received during Q2 only 13 of these were answered within the timescale (68%). The cumulative figure for the year is 73% this is below both the outturn for 2020/21 (84%) and the target figure of 90%.
38	Number of reported enviro crimes. (Page No.47 of the Council Plan performance tracker).		☹ Whilst there has been a 30% reduction in enviro crimes when compared to Q2 in 2020/21. 370 enviro crimes were reported in Q2, making the total for the year so far to 802 reports. 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:

☺ – action progressing well

☹ – the action has some issues or delay but there is no significant slippage in the delivery of the action

☹ – significant risk to not achieving the action or there has been significant slippage in the timetable or performance is below target

Grey – project has not yet commenced

4.2 Key activities to bring to members' attention include:

- Tewkesbury Leisure Centre delivered a surplus in September and therefore did not require financial support from the council. This is as a result of the recovery plan put in place for the centre and the increased usage from customers. (Page 2 of the recovery tracker).
- A local marketing company, V8 were awarded the contract in December 2021 to lead on the communication campaign for the Welcome Back Fund. (Page 7 of the recovery tracker).
- Support continues to be provided to community groups through funding advice, grants and activities. The Holiday Activities Fun took place and will be repeated in December along with the summer grants for vulnerable families. (Page 8 of the recovery tracker).
- The Housing Advice Team have contacted the councils registered provider partners to inform them of the County-wide Covid Contain Outbreak Management Fund available. This fund is to help assist households with rent arrears as a result of Covid e.g. reduced hours, furlough or redundancy. As of mid-December £17,821. have been awarded to help homeless households. (Page 9 of the recovery tracker).
- The Covid-19 Community Grant Scheme continues to be promoted with 154 grants

	<p>being awarded £127,025 in total. (Page 10 of the recovery tracker).</p> <ul style="list-style-type: none"> • Since April, 75 groups from the Voluntary and Community Sector attended an online training seminar hosted by Inform Gloucestershire. (Page 11 of the recovery tracker). • Funding was agreed by Council in October for a new Carbon Reduction Officer to support the council's Carbon Reduction Action Plan. The recruitment took place, and the officer is due to start in February 2022. (Page 16 of the tracker). 										
4.3	<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"> <thead> <tr> <th>Action</th> <th>Status of action</th> </tr> </thead> <tbody> <tr> <td> <p>Maximise the use of business intelligence within the council to ensure the accuracy of the rating list and help businesses build resilience.</p> <p>(Page 3 of recovery tracker).</p> </td> <td> <p>☹ 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.</p> </td> </tr> <tr> <td> <p>Develop a bid to host a Department of Work and Pensions Youth Hub within the Tewkesbury Growth Hub.</p> <p>(Page 6 of recovery tracker).</p> </td> <td> <p>☹ The target date of September 2021 has been amended to December 2021. This is to allow for the final amends to be made before the bid is submitted.</p> </td> </tr> <tr> <td> <p>Review the effectiveness and efficiency of the environmental health service, including an assessment of additional demand and available resources.</p> <p>(Page 11 of recovery tracker).</p> </td> <td> <p>Deferred- The effectiveness review has been on hold due to the level of Covid-19 response needed. Once cases further stabilise this will be revisited.</p> </td> </tr> <tr> <td> <p>Deliver the council tax and business rates e-billing project.</p> <p>(Page 12 of the recovery tracker).</p> </td> <td> <p>☹ There have been delays in this project, which has resulted in the target date being amended from November 2021 to February 2022. The target date for the project has been amended to reflect the decision to split the sign up 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.</p> </td> </tr> </tbody> </table>	Action	Status of action	<p>Maximise the use of business intelligence within the council to ensure the accuracy of the rating list and help businesses build resilience.</p> <p>(Page 3 of recovery tracker).</p>	<p>☹ 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.</p>	<p>Develop a bid to host a Department of Work and Pensions Youth Hub within the Tewkesbury Growth Hub.</p> <p>(Page 6 of recovery tracker).</p>	<p>☹ The target date of September 2021 has been amended to December 2021. This is to allow for the final amends to be made before the bid is submitted.</p>	<p>Review the effectiveness and efficiency of the environmental health service, including an assessment of additional demand and available resources.</p> <p>(Page 11 of recovery tracker).</p>	<p>Deferred- The effectiveness review has been on hold due to the level of Covid-19 response needed. Once cases further stabilise this will be revisited.</p>	<p>Deliver the council tax and business rates e-billing project.</p> <p>(Page 12 of the recovery tracker).</p>	<p>☹ There have been delays in this project, which has resulted in the target date being amended from November 2021 to February 2022. The target date for the project has been amended to reflect the decision to split the sign up 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.</p>
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4.4	<p>Similar to the council plan actions, not all recovery actions will commence at once. Again, any yet to commence are 'greyed out' in the tracker.</p>										
5.0	<p>FINANCIAL SUMMARY - REVENUE POSITION</p>										
5.1	<p>The financial budget summary for Q2 shows a projected surplus of £3,611,060 for the full year against the approved budget. This includes a £3.62m government grant for business rate reliefs which must be set aside to meet future deficits – see paragraph 5.13. The net forecast position of the rest of the budget is therefore in line with estimates for the year.</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 half of the year, a prudent position is taken with regards to full year estimates.

5.2

The following table highlights the forecast outturn position for service provision, the net position on corporate income and expenditure and the resulting surplus.

	Budget	Full Year Projection	Full Year Variance
<u>Services expenditure</u>			
Employees	£11,032,559	£10,599,947	£432,612
Premises	£590,411	£622,196	-£31,785
Transport	£55,270	£38,163	£17,107
Supplies & Services	£2,131,818	£2,175,149	-£43,331
Payments to Third Parties	£6,462,630	£6,559,306	-£96,676
Transfer Payments - Benefits Service	£13,544,132	£13,529,942	£14,190
Central Recharges	£29,929	£29,929	£0
COVID-19 Costs	£0	£350,983	-£350,983
COVID-19 Recovery	£0	£100,000	-£100,000
Projects Funded Externally	30	-£247,252	£247,252
Income	-£21,429,831	-£21,424,688	-£5,143
Services Sub Total	£12,416,918	£12,333,674	£83,244
<u>Corporate expenditure</u>			
Treasury – Interest Received	-£345,000	-£400,000	£55,000
Treasury – Borrowing Costs	£480,000	£460,000	£20,000
Investment Properties	-£3,176,343	-£3,046,104	-£130,239
Corporate Savings Targets	-£155,000	£0	-£155,000
Core Government funding	-£1,013,409	-£1,618,563	£605,154
New Homes Bonus	-£2,508,861	-£2,508,861	£0
Business Rates	-£1,976,280	-£1,243,714	-£732,566
Business Rates – deficit from 20/21	£4,649,150	£4,639,263	£9,887
Business Rates – new s31 grants set aside for 22/23	£0	-£3,619,320	£3,619,320
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	-£4,002,867	£236,260
Corporate Sub Total	-£5,595,281	-£9,123,097	£3,527,816
Surplus / (deficit)			£3,611,060

5.3

Service Expenditure

The quarter two full year projection highlights a full year cost of service provision totalling £12.334m, resulting in a surplus against the approved budget of £83,244. The following paragraphs highlight the main reasons for this projected surplus. In addition, appendix 3 provides detail at a service level with notes on variances over £10,000.

5.4	<p>The full year projection for employees highlights a potential gross surplus of £432,612. It should however be noted that within the council's 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 £277,612. Savings have accrued across a number of service areas including One Legal, Development, Democratic and Community 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 Director of One Legal. The figures do not include a pay award which is still being negotiated between Unions and Employers. A reserve of £200,000 is set aside to meet an agreed pay award which would equate to a 2% increase. Any agreed pay award in excess of this would need to be met by current employee savings.</p>
5.5	<p>Premises costs highlights a projected overspend of £31,785. This includes the rental charges that relate to the May 21 Police Crime Commissioner election, which are fully reclaimable. Due to the vacant office space within the public service centre the business rates due have been charged to the council and therefore are showing an overspend against budget.</p>
5.6	<p>The projected outturn for Supplies & Services highlights a potential overspend of £43,331. This includes the election fees from the May 21 Police Crime Commissioner election, which are fully reclaimable. Card terminal bank charges are 30% lower than budget which is a combination of changing the merchant provider and a prudent budget.</p>
5.7	<p>Payments to third parties highlights a projected overspend of £96,676. This includes additional costs relating to the cost of a Domestic Abuse Review which is fully funded by the Domestic Abuse grant. There has been an increase in demand for emergency accommodation in the first half of this year. We have been prudent with our forecast by forward projecting at the same rate as Q1 & 2; any overspends will be funded from the homelessness grant.</p> <p>There is a projected 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> <p>We have seen a significant saving in our MRF gate contract since changing provider, we expect this to continue for the foreseeable.</p>
5.8	<p>Tewkesbury services continue to see a financial impact from the covid pandemic with a full year cost estimated at £450,983. 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 paragraph 5.12.</p>
5.9	<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>

5.10	<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 £3,527,816 for the financial year.</p>
5.11	<p>Treasury activities are expected to deliver small savings in borrowing costs and an increase in interest received from investing. Our commercial property portfolio is currently predicting a deficit on the year as a result of the expected temporary void at one office unit, a tenant exercising a mid year break clause at an industrial unit and the inducements offered to secure leases at our Clevedon units. 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 5.14.</p>
5.12	<p>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 is also able to claim compensation for losses on its sales, fee and charges (SFC) as a result of covid for the first quarter of the year. The level of new burdens funding is not yet known although clarity is likely to be provided in November. A prudent estimate of £100,000 for new burdens has been included within the projection. The loss on SFC for the first quarter has been calculated at £49,000 and is included within the estimate, although it is yet to be certified by DLUHC.</p>
5.13	<p>Our anticipated retention of business rates income shows a net surplus of approximately £2.9m from the original budget, compiled in December 2020. The major component of this surplus is the £3.62m s31 grant paid by the government to provide further relief from business rates for businesses in certain sectors. These businesses will receive the relief in the current year and therefore pay reduced business rates. For the council, the impact of this reduced business rates is a deficit on the collection fund which impacts in 2022/23. The government compensates the local authority by paying the s31 grant and, as they have made payment upfront, the sum needs to be set aside at year end to meet the deficit in 2022/23. This element of the surplus is therefore not a usable surplus and is only as a result of timings within the business rates system.</p> <p>The underlying position of business rates in the current year shows a small amount of growth and an improving position against the prudent estimates made in the budget. The level of empty business premises across the Borough continues to be much lower than forecast and bad debts are not materialising to the levels originally envisaged. In addition to this, the government announced that Material Change in Circumstance (MCC) business rate appeals will not be dealt with as appeals but will be subject to a separate grants system. With this announcement, the council is able to remove the provision for these type of appeals from within its retention calculation. As a result of these factors the levels of retention for 21/22 are likely to be much higher for Tewkesbury with a net gain of over £1.4m currently being forecast. However, this gain will only be released at the end of 2022/23 and therefore is not available to the Council until April 2023.</p> <p>In contrast to the £1.4m gain, the additional levy now payable by Tewkesbury – all gain is subject to a 50% levy – is due in the current year. As a result, the net position for the in-year business rates retention is a deficit of £732,566.</p>
5.14	<p>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</p>

	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.
5.15	Overall, the first half projection for the full financial year shows an anticipated surplus of £3.6m. This surplus is effectively the s31 business rates grant mentioned in 5.13 and means that the remainder of the base budget is on target to be delivered in line with original estimates.
6.0	CAPITAL BUDGET POSITION
6.1	Appendix 4 shows the capital budget position as at Q2. This is currently showing an underspend of £325,309 against the profiled budget of £695,000.
6.2	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: <ul style="list-style-type: none"> • Ashchurch Bridge • Vehicle replacement • The replacement of the heating system at the council offices • Disabled Facilities Grants (DFG)
6.3	As can be seen in Appendix 4, the previously reported deficit on Disabled Facilities Grants has now been reversed into a surplus whilst an underspend on vehicles for both grounds maintenance and food waste is currently being reported.
6.4	The expected replacement of the council offices heating system will not now take place in the second half of the year as a result of a significant increase in prices. However, grant funding will now be used to support the delivery of a solar canopy above a number of car parking spaces in the rear car park of the offices. This work is expected to be completed in the final quarter.
7.0	RESERVES POSITION
7.1	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.
7.2	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.
7.3	Whilst the Q2 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.
8.0	OTHER OPTIONS CONSIDERED
8.1	None
9.0	CONSULTATION
9.1	None

10.0	RELEVANT COUNCIL POLICIES/STRATEGIES
10.1	Council Plan 2020-24. Covid-19 Corporate Recovery Plan 2020.
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	Council Plan 2020-24 approved by Council 28 January 2020. Covid-19 Corporate Recovery Plan 2020 approved by Executive Committee 8 August 2020.

Background Papers: None

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Appendices:

- Appendix 1 – Council Plan Performance Tracker Qtr 2 2021/22
- Appendix 2 – Covid-19 Corporate Recovery Plan performance tracker Qtr 2 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 underway 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 March 2022	Head of Finance & Asset Management	😞	The recent Spending Review announcement remained silent on a number of key areas therefore undermining the ability of constructing a reliable medium-term estimate at this time.

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

reform and, delivers a balanced approach to meeting funding gaps.		Lead Member for Finance and Asset Management		It is hoped that the Provisional Local Government Settlement will provide some clarity and potentially a three-year settlement. The detail of the settlement is not expected to arrive much before Christmas. In view of this, the production of the MTFS will be pushed back until after the budget is finalised.
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 budget and subsequent MTFS will ensure the central scenario and agreed annual council tax will remain within the lowest quartile. Council tax setting thresholds will be outlined in the Provisional Local Government Settlement.
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.

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

<p>c) Ensure that voids within our commercial property portfolio are re-let at the earliest opportunity.</p>	<p>Target date: March 2022</p>	<p>Head of Finance & Asset Management Lead Member for Finance and Asset Management</p>	<p>😊</p>	<p>Both units in our Clevedon property, where leases expired in May, have now been re-let.</p> <p>Unit 5 in Tipton, which was vacant on acquisition, has Heads of Terms agreed with completion expected this quarter. Unit 3, also in Tipton, has seen a tenant exercise a break clause but a new tenant found immediately, and terms agreed.</p> <p>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.</p> <p>Vacant units at the Council Offices remain advertised but are not generating any significant interest.</p>
<p>PRIORITY: FINANCE AND RESOURCES</p>				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<p>Objective 4. Deliver the council's commercial strategy.</p>				
<p>a) Deliver the approved trade waste business case to make the service commercially viable.</p>	<p>Target date: April 2017 July 2017 August 2017 April 2018 April 2019 December 2019 September 2020 February 2021 March 2021 Target date: March 2022</p>	<p>Head of Community Services Lead Member for Clean and Green Environment</p>	<p>😊</p>	<p>A project officer was appointed in July to lead on project delivery. A project plan has been developed with progress tracked through an internal project programme board as well as oversight by the Depot Working Group. A progress report is scheduled within the Overview and Scrutiny Committee's work programme for 11 January 2022.</p>

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

	(in accordance with project milestones reported to O&S 6 April 2021)			
a) Ensure that the Ubico resource made available as a result of the bulky waste review is redeployed.	Target date: March 2022	Head of Community Services Lead Member for Clean and Green Environment	✓	Ubico have proposed a saving of c.£30k in the 2022/23 budget. This will be achieved by reducing the remaining bin delivery and collection service to 2.5 days a week.
b) Deliver the One Legal service review and action plan.	Target date: January 2022 (Stage one of the review)	Borough Solicitor Lead Member for Corporate Governance	😊	The review of the operating model has been completed, together with the recruitment to the key post of Director of Law – the successful candidate commences in March 2022. Other recruitment, such as the Practice and Professional Development Manager is to follow.

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

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. Since the last quarter a brief is now being prepared for the economic assessment. Following this, we will then approach companies for quotes to carry out the assessment early 2022.
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. As a result of Covid-19 the events have been delivered online. At the end of quarter two, a phased approach was being re-introduce to allow events to take place 'in person'. This started however, following the Covid-19 announcement from Government in December it has been agreed the Growth Hub will continue providing online events instead. In Quarter 2, 11 events have been delivered on subjects which include: social media, marketing and action planning. Total events delivered (Qtrs. 1 and 2): 24.
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 and update is awaited from the LEP on how this will be rolled out regionally/locally.

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

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><u>JCS</u></p> <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. 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-completed • 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. This 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. The Council has now appointed consultants, Deloitte, to help review the timetable and get</p>

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

				the JCS to the next stage of consultation. This work commenced in September 2021.
	<p><u>Tewkesbury Borough Plan</u> Winter 2018 Summer 2019 Autumn 2019 December 2019 Spring 2021 Autumn 2021</p> <p>New target date: Adoption: February 2022 Spring 2022*</p> <p>*Timings are dependant on the inspector's is on receipt of the inspectors final report following consultation.</p> <p>(New revised date reported to O&S committee in January 2022)</p>		☺	<p>40ha of new employment has been identified in the Borough Plan. The examination into the Local Plan completed in March 2021. An initial letter was received from the Inspector in June setting out the main modifications required to make the Plan sound. These have been agreed with the Inspector and approved by Council on 20 October 2021.</p> <p>The main modifications are now out for consultation. This commenced in November 2021 and has been extended until Tuesday 4 January 2022 in order to allow sufficient time for representations to be made.</p> <p>The next stage will be the inspector will write his final report following receipt of all representations following the main modifications consultation. During the examination, evidence was presented to the Inspector which showed that the JCS authorities had met and exceeded its employment requirement of 192ha, this was accepted by the Inspector.</p> <p>Adoption of the Plan is expected in the Spring of next year.</p>
b) Work with partners to secure transport infrastructure improvements for the all-ways Junction 10.	Target date: September 2024	Director of Garden Communities Lead Member for the Built Environment	☺	<p><u>All-ways Junction 10</u> Gloucestershire County Council (GCC) 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>In June 21 GCC announced Option Two as its preferred design and formal Public Route Announcement (PRA) for the proposed upgrade to M5 Junction 10 and following further development of the detail, a statutory public consultation for the proposed improvements scheme launched on the 8 December to run for 10 weeks until 15 February 2022 comprising of an online survey, as well as both virtual and face to face consultation events.</p>

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

				<p>The consultation feedback will then be used to shape the final design, before the scheme is submitted as a Development Consent Order (DCO) application due to the scheme's status as a Nationally Significant Infrastructure Project (NSIP).</p> <p>It is currently anticipated that the upgraded junction will be open in 2024.</p> <p>A copy of the Public Consultation Brochure can be found here - M5 Junction 10 Improvements Scheme (goucestershire.gov.uk)</p> <p>Useful FAQs about the scheme can be found here - m5-junction-10-faqs-december-2021.pdf (goucestershire.gov.uk)</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.	Head of Development Services Lead Member for Built Environment	😊	<p>The Infrastructure Funding statement was considered by Executive Committee on 17 November 2021 and subsequently approved at Council on Tuesday 7 December 2021.</p> <p>This will be published no later than 31 December each year in accordance with Community Infrastructure Levy (Amendment) (England) Regulations 2019.</p>

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

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>Following the successful 'Regenerate the High Street' event, which was held on 18 September 2021 with over 300 people attending, progress has been made on the planning of other events. The next event, 'The dating of Tewkesbury's Medieval Buildings' a talk by a Dendrochronologist, will be held on 31 March 2022 at the TIC; publicity for this event will be launched in January 2022.</p> <p>Discussions are also now underway with Tewkesbury School and the Priors Park Community Project, and contact has been made with Alderman Knight with a view to ensuring that these groups all have the opportunity to engage with the HSHAZ.</p> <p>Discussions have also been had with Gloucestershire Archives and a historical and archaeological specialist from Bristol City Council and Local Learning to explore what these providers could offer to the scheme.</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>The shop front grant scheme was launched in September and contact has now been made with each of the properties on the 'approved schedule'. Currently, at least 15 queries/expressions of interest have been received, and discussions are currently ongoing with seven or the tenants/owners with a view to pursuing grant funding.</p>

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

PRIORITY: ECONOMIC GROWTH				
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>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 when compared to 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 pre-Covid levels of Japanese tourists from April 2022 onwards.</p>
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 light show, 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> <p>In November, the Abbey hosted the 'Tewkesbury Festival of Light,' which had over 5,000 attendances.</p>

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

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%	2.8%					Sept 2021 figure of 2.8% relates to 1580 people within the borough. This figure is below the county rate of 3.3 % and UK rate of 5.0%. (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

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

5	Number of visitors to Tewkesbury Tourist Information Centre (TIC)	0	8,000	2997	7199 (Q1 & Q2= 10,196)			↑	😊	<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	0					<p>Overseas visitor numbers remain low, although domestic numbers are high, reflecting visitor confidence.</p> <p>Winchcombe TIC successfully reopened in October 2021, in the refurbished Heritage Centre.</p>	<p>Head of Development Services</p>
7	Number of visitors entering the Growth Hub	0	250	0	21				☹️	<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 part way through this quarter from late July 2021 and running an appointment service. The reduced target for visitor numbers reflects a phased return to a fully operational service, in accordance with guidance.</p>	<p>Lead Member for Economic Development/ Promotion</p> <p>Head of Development Services</p>

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

PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver the housing needs of our communities				
a) Work with partners to undertake the required review of the JCS.	<p>Autumn 2019</p> <p>Spring 2020</p> <p>Target date: 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>Key pieces of evidence for the review have been completed or are nearing completion. This includes a retail assessment, a study on the potential for strategic sites; a sustainable transport strategy and an assessment of economic need requirements.</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</p>

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

				<p>new timings for the POC to take place but this is unknown at this stage and will be confirmed in due course.</p> <p>The Council has now appointed consultants, Deloitte, to help review the timetable and get the JCS to the next stage of consultation. This work commenced in September 2021.</p>
b) Finalise and adopt the Tewkesbury Borough Plan.	<p>Winter 2018 Summer 2019 Autumn 2019</p> <p>December 2019 Spring 2021 Autumn 2021</p> <p>New target date: Adoption: February 2022 Spring 2022*</p> <p>*Timings are dependant on receipt of the inspectors final report following consultation.</p> <p>(New revised date reported to O&S committee in January 2022)</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</p>	☹️	<p>The examination in public was completed on 18 March 2021. The Council received an initial letter from the Inspector in June setting out the main modifications required to make the Plan sound. These have been agreed with the Inspector and approved by Council on 20 October 2021.</p> <p>The main modifications are now out for consultation, this commenced on 1 November 2021 and has been extended until Tuesday 4 January 2022 in order to allow sufficient time for representations to be made.</p> <p>The next stage will see the inspector write his final report following receipt of all representations following the main modifications consultation.</p> <p>Adoption of the Plan is expected in the Spring of next year.</p>
PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 1. Deliver the housing needs of our communities				
c) Developing a fit for purpose four-year	Target date: April 2022	Head of Community Services	☺️	In partnership with ARK Consultancy, work on the new Housing Strategy has commenced. A member workshop was held in October 2021 and further opportunity to provide comment following three stakeholder sessions in November.

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

housing strategy.		Lead Member for Housing		The final strategy will be 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.	<p>March 2020 February 2021</p> <p>Target date: March 2022</p> <p>March 2023 (overall completion)</p> <p>(short term target date was reported to O&S committee in September 2021)</p>	<p>Head of Community Services</p> <p>Lead Member for Housing</p>	☺	<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. The next set of surveys will cover Boddington, Elmstone Hardwicke, Stoke Orchard and Uckington and will be issued early in 2022. 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.				
a) Ensure adequate land is allocated within the JCS and Tewkesbury Borough Plan to meet housing need.	<p><u>JCS</u> Autumn 2019 Spring 2020 Winter 2020</p> <p>Target date: Summer 2021 (Preferred Options Consultation)</p> <p>Date to be confirmed</p>	<p>Head of Development Services</p> <p>Lead Member for the Built Environment</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</p>

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

	(Reported to O&S committee in September 2021)		<p>options for strategic growth in the area. This is currently being worked on by the Planning policy Team.</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- completed. • 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> <p>The Council has now appointed consultants, Deloitte, to help review the timetable and get the JCS to the next stage of consultation. This work commenced in September 2021.</p> <p>It is noted the adoption of the Borough Plan will provide a 5-year housing land supply up until 2029/30. The review of the JCS will look to address any shortfall looking forward.</p>
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Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

	<p><u>TBP</u></p> <p>Winter 2018</p> <p>Summer 2019</p> <p>Autumn 2019</p> <p>December 2019</p> <p>Spring 2021Autumn 2021</p> <p>New target date: Adoption: February 2022</p> <p>Spring 2022*</p> <p>*Timings are dependant on the inspector's preliminary findings and if further work is required.</p> <p>(new revised date reported to O&S committee in January 2022)</p>			<p>The examination in public was completed on 18 March 2021. The Council received an initial letter from the Inspector in June setting out the main modifications required to make the Plan sound. These have been agreed with the Inspector and approved by Council on 20 October 2021.</p> <p>The main modifications are now out for consultation, this commenced on 1 November 2021 and has been extended until Tuesday 4 January 2022 in order to allow sufficient time for representations to be made.</p> <p>On adoption of the Plan, the Council will have a five-year housing land supply up unto 2029-30.</p> <p>The next stage will see the inspector write his final report following receipt of all representations following the main modifications consultation.</p> <p>Adoption is expected in Spring of next year.</p>
<p>b) Work with developers and stakeholders to deliver sustainable sites to meet housing needs.</p>	<p>Target date: March 2022</p>	<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. 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. Officers are currently undertaking an assessment of possible areas of search.</p>

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

PRIORITY: HOUSING AND COMMUNITIES				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Objective 3. Support infrastructure and facilities delivery to enable sustainable communities.				
a) Work with partners, infrastructure providers and developers, to progress the delivery of key sites.	Target date: March 2022	Head of Development Services Lead Member for the Built Environment	😊	<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. • A Reserved Matters application for phase 5 (179 dwellings) is being considered. The application is currently delayed as discussions are ongoing about affordable housing clustering and we are still waiting for a consultation response from County Highways to the revised proposals. • Land North of Innsworth Lane (21/00821/APP) – Phase 6 – 144nos. dwellings, associated landscaping and infrastructure – No target committee date as yet – potentially February 2022 <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. • An application for 160 houses is currently being considered. The site is within the Strategic Allocation but outside of the allowed appeal sites. Target committee – 18 January 2022.

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

				<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 at least 50 occupations. <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 47 dwellings at the strategic allocation but outside the 'Perrybrook' application site. An appeal is expected later and we are awaiting a start date. <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. Some additional work has also been necessary to ensure the proposals align with the J10 Development Consent Order (DCO) proposal that will be submitted imminently.</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>It is anticipated that the application will go to planning committee in July 2022.</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. A scoping opinion has now been</p>
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Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

				submitted. A scoping opinion informs the content of the Environmental Statement that will be submitted with the Environmental Impact Assessment as part of the application. The developers have decided to submit the outline application later than originally planned of December 2021; it is anticipated that it will be submitted in April 2022.
b) Provide training to parish councils on Community Infrastructure Levy (CIL) monies.	Target date: November 2021- Complete and April 2022.	Head of Development Services Lead Member for the Built Environment	☺	In October and November 2021 training has been undertaken with individual Parishes receiving CIL Neighbourhood Funding for the first time. Training was offered to all Parishes who are required to monitor and report their CIL spending will be undertaken prior to the financial year end in March 2022. Information for Parish Councils webpage on the TBC website now provides information and links to further information as well as the TBC Guide for Parish Councils which can be downloaded.
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	☺	Various funding support has been provided during the quarter: <ul style="list-style-type: none"> - Covid-19 Small Community Grants (promoted, processed and awarded) - £11,766 awarded to 14 Voluntary & Community Sector groups from July to September 2021 (total amount awarded since start of scheme, April 2020 = £127,025). - Ongoing support for community groups to access external funding.

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

Key performance indicators for priority: HOUSING AND COMMUNITIES											
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	1814 1 bed single= 684 1 bed couple= 156 2 bed= 556 3 bed= 281 4 bed= 113 5 bed= 20 6 bed= 2 7 bed= 2					The breakdown of bands is: Emergency – 57 Gold – 66 Silver – 575 Bronze – 1116 Total – 1814	Lead member for Housing Head of Community Services
9	Total number of new homeless applications opened during quarter.	Revised KPI		111	144 (Q1 & Q2= 255)					This will include 72 Triage (advice only), 42 Prevention and 30 Relief cases newly approaching for assistance. The increase in numbers here is nearly all due to 'advice only' cases.	Lead member for Housing Head of Community Services

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

10	Total number of homeless relief cases held at the end of the quarter.	Revised KPI		20	38					This is the total number of homeless applications held at the Relief Duty stage usually when the applicant has had to leave their previous accommodation.	Lead member for Housing Head of Community Services						
11	Total number of homeless applications with main duty accepted held at end of the quarter.	Revised KPI		25	20					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	51					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 for 2021/22.	Lead member for Housing Head of Community Services						
13	Numbers in Temporary Accommodation at the end of the quarter.	12		17	25					Total numbers of households in temporary accommodation including hotel, B&B & our temporary houses. This is a new KPI for 2021/22.	Lead member for Housing Head of Community Services						
14	Total New Affordable Housing properties	80		47	60					This is a new KPI for 2021/22.	Lead member for Housing Head of Community Services						
										<table border="1"> <tr> <td></td> <td>Q1</td> <td>Q2</td> </tr> <tr> <td>Social rent</td> <td>0</td> <td>2</td> </tr> </table>		Q1	Q2	Social rent	0	2	
	Q1	Q2															
Social rent	0	2															

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

	delivered by tenure type.				(Q1 & Q2= 107)							Affordable rent	29	32		
												Affordable home ownership	0	0		
												Total	18	26		
												Total	47	60		
15	New Affordable Housing properties delivered on JCS sites by tenure type.	2		28	44 (Q1 & Q2= 72)							This is a new KPI for 2021/22.			Lead member for Housing Head of Community Services	
												Q1	Q2			
												Social rent	0	0		
												Affordable rent	18	29		
												Affordable home ownership	0	0		
												Total	10	15		
												Total	28	44		
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%	61.5% (Q1 & Q2= 65.2%)			↓	☹️	For Q2, 61.5% of major decisions were within target timescales (eight out of 13 decisions). This decrease since Q1 is a result of applicants not agreeing to extension of time. Cumulatively for the year so far- 15 out of 23 decisions were determined within target timescales.	Lead Member Built Environment/ Head of Development Services					
17	Percentage of 'minor' applications determined	69.94%	80%	55.10%				↓	☹️	In Q2, 40 of the 62 decisions issued were within agreed timescales.	Lead Member Built					

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

	within 8 weeks or alternative period agreed with the applicant.				64.5% (Q1 & Q2= 60.4%)					Cumulatively for the year so far; 67 out of 111 decisions were determined within target timescales.	Environm ent/ Head of Developme nt 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
18	Percentage of 'other' applications determined within 8 weeks or alternative period agreed with the applicant.	84.37%	90%	76.79%	81.1% (Q1 & Q2= 79.2%)			↓	☹️	For Q2, 180 out of 222 applications were determined in time. Cumulatively for the year so far; 309 out of 390 decisions were determined within target timescales.	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%	100% (Q1 & Q2= 80%)			↓	☹️	There were three category A cases received in Q2 all of which were investigated within the 24-hour target. Whilst the quarter outturn was 100% cumulatively for the year so far; 4 out of 5 cases were investigated within target timescales equating to 80% for 2021/22	Lead Member Built Environment/ Head of Development Services

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

										<i>*Category A- Development causing, or likely to cause, irreparable harm or damage.</i>	
20	Investigate category B* cases within five working days (development causing, or likely to cause, irreparable harm or damage).	61.54%	90%	75%	75% (Q1 & Q2= 75%			↑	☹	<p>During Q2 four Category B cases were received and three of these were investigated within the target timescale.</p> <p>Relates to a small number of cases, only one of which was not visited in the target timescale.</p> <p>Cumulatively for the year so far; 6 out of 8 cases were investigated within target timescales equating to 75% for 2021/22</p> <p><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></p>	Lead Member Built Environment/ 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	36.51%	80%	19.23%	36%			↓	☹	25 Category C cases were received during	Lead Member Built

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

	10 working days (risk of material harm to the environment or undue harm to residential amenity).				(Q1 & Q2= 27.5%)					Q2, nine were investigated within 10 working days. Cumulatively for the year so far; 14 out of 51 cases were investigated within target timescales equating to 27.5% for 2021/22 <i>*Category C- unless action is taken, there is a risk of material harm to the environment or undue harm to residential amenity.</i>	Environment/ Head of Development Services
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%	15.4% (Q1 & Q2= 18.8%)			↓	☹	During Q2, 13 category D cases were reported, two cases were reviewed within 15 working days. Cumulatively for the year so far; 6 out of 32 cases were investigated within target timescales equating to 18.8% for 2021/22 <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>	Lead Member Built Environment/ Head of Development Services

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

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. They have begun working with Bromford at both strategic and operational levels to increase activity around prevention of eviction. Future activity will be supported by Business Transformation (BT) to help improve engagement with customers. BT are mapping the Housing Advice Team's customer contact routes to enable assessment of the options and suggest enhancements to their options.
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	☺	There have been over 2,000 collections in the year and income has increased by over 100%. Customer wait times have reduced from 6 weeks to less than 1 week and the new service also includes a recycling element. 48% of bookings are online and this is expected to increase as the service is promoted further.
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	✓	A review of the planning service was undertaken by Planning Officers Enterprises, an arm of the Planning Officers' Society. At Executive Committee, held on 17 November 2021, the committee agreed the high-level action plan to address the issues raised in the report. The project board, set up to deliver the action plan, is in the process of developing detailed action plans, which will go to the council's internal project management framework in early 2022 for approval. The delivery of the action plan will also be monitored through the Transform Working Group.

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

PRIORITY: CUSTOMER FIRST				
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 review of the council's website has started, and the transformation team has identified a preferred platform. Options for the 'look and feel' of the new website are being consulted on, including with our Citizens' Panel as well as at Transform Working Group. Key improvements will be with 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 and is confident the target date will be achieved.
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) New target date: May 2022 (new revised date reported to O&S	Head of Community Services Lead Member for Clean and Green Environment		An interim team leader started on 29 November 2021 and will manage the review going forward. A project plan is in place and work has commenced to link with the other service areas essential to the delivery of the project. In respect of the online offering, the information on the team's internal system (Uniform) is now up-to-date and set up correctly – this was a vital piece of work to enable to transformation team to progress with the online offering. The transformation team has scheduled this piece of work into its workplan from March onwards to be delivered by May 2022.

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

	committee in January 2022)			
c) Implement a digital solution to improve internal HR processes.	Target date: December 2021	Head of Corporate Services Lead Member for Commercial Transformation	✓	<p>The first phase of the project has been successfully achieved through the development of a new recruitment microsite and a digital recruitment system (Eploy). These are now well established and have been very well received internally and offer a better experience for candidates.</p> <p>The next phase of the project is to build and implement a self-service tool for managers and staff to allow online access to activities such as monitoring absence, approving travel and subsistence claims, annual leave records etc. This piece of work has been programmed into the Business Transformation Team's priorities. The development is likely to be phased which will see annual leave, sickness and timesheets recording to be carried out first. This phase is hoped to be achieved by Spring 2022. Moving forward, a new target date will be set to monitor this.</p>
d) Explore the opportunity for an online offering for our cemeteries function.	New target date: 31 March 2022 September 2022 (new revised date reported to O&S committee in January 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 but for a later date than envisaged due to other priorities.

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

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	76					<p>The AIC'S re-opened on 19.07.2021. Customer visits are reduced due to customers finding alternative communication methods during the pandemic.</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> </tr> </thead> <tbody> <tr> <td>Bishops Cleeve</td> <td>0</td> <td>9</td> </tr> <tr> <td>Brockworth</td> <td>0</td> <td>25</td> </tr> <tr> <td>Churchdown</td> <td>0</td> <td>21</td> </tr> <tr> <td>Winchcombe</td> <td>0</td> <td>21</td> </tr> <tr> <td>Total</td> <td>0</td> <td>76</td> </tr> </tbody> </table>		Q1	Q2	Bishops Cleeve	0	9	Brockworth	0	25	Churchdown	0	21	Winchcombe	0	21	Total	0	76	Lead Member Customer Focus/ Head of Corporate Services
	Q1	Q2																											
Bishops Cleeve	0	9																											
Brockworth	0	25																											
Churchdown	0	21																											
Winchcombe	0	21																											
Total	0	76																											
24	Total number of people assisted within the borough by Citizens Advice Bureau (CAB).	1,548		345	437 (Q1 & Q2= 782)					<p>CAB has introduced face to face advice for generalist appointments from September 2021 and have now extended face to face services so they are available at Priors Park, Tewkesbury Borough Council offices, Bishops Cleeve, and Brockworth.</p> <p>For 21/22, 782 clients have raised 1,615, this is slightly lower than last year. However, the number of clients seen is higher when compared to 742 in 2020-21. 64% (1,025) of the issued raised represented by the following:</p>	Lead Member Community Development / Head of Development Services																		

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

										<ul style="list-style-type: none"> • Benefits including UC- 33% (532 issues), Last year: 32% • Debt and Financial- 13% (208 issues), late year: 17% • Employment- 11% (177 issues), last year: 14% • Housing- 7% (108 issues), last year: 7% <p>Of the clients seen, the heaviest demand was Tewkesbury South and Churchdown St John's with both having 63 (8%). The following seven wards represents 391 (50%) of all clients seen</p> <ul style="list-style-type: none"> • Tewkesbury South 63 (8%) • Churchdown St John's 63 (8%) • Brockworth West 61 (7.8%) • Innsworth 61 (7.8%) • Northway 57 (7.3%) • Churchdown Brookfield with Hucclecote 44 (5.6%) • Winchcombe 42 (5.4%) <p>It was noted, those who tell the CAB they have a monthly household income below £1,000 was 5% higher than last year (45.2% compared to 40.2% last year.)</p> <p>At 52% there was a significant number of clients who presented themselves</p>
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Appendix 1 - Council Plan Performance Tracker and Key Performance Indicators 2021-22 Progress Report

										as disabled, suffering from a long-term health issue, or having a mental health issue. Of those who have sought help in Q2, 85% were of working age, but less than 46.9% declared themselves as in paid employment and 32% described themselves as permanently sick and/or not working.	
25	Financial gain to clients resulting from CAB advice	£1,784,764		£260,990	£417,805 (Q1 & Q2= £678,795)					During the quarter clients have benefitted from £417,805 of financial gains of which £142,219 represented new benefit entitlement.	Lead Member Community Development / Head of Development Services
26	Community groups assisted with funding advice	276		96	110 (Q1 & Q2=206)					Over quarter two: <ul style="list-style-type: none"> • 40 Voluntary & Community Sector groups supported with 1:1 funding advice • 56 attended training (Crowdfunding workshop, Meet the Funder - Gloucestershire Community Foundation, Inform Glos session). • 14 groups received a Covid-19 Community grant 	Lead Member Community Development / Head of Development Services

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

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	<p>Benefits caseload:</p> <p>a) Housing Benefit</p> <p>b) Council Tax Reduction</p>	<p>2,437</p> <p>4,874</p>		<p>2,375</p> <p>4,914</p>	<p>2,328</p> <p>4,892</p>					<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 17 new claims a month. Delays in managed migration means that we will continue to deal with some claim types until December 2024.</p> <p>There has been a levelling off the council tax reduction caseload which increased significantly at the start of the Covid-19 pandemic.</p> <p>The split at the end of quarter two was as follows: Pension age 1,834. Working age 3,058</p>	<p>Lead Member Finance and Asset Management/ Head of Corporate Services</p>
28	Average number of days to process new claim for Council Tax Reduction (CTR).	New KPI	20	21	22.5				☺	<p>This is a new performance indicator for 2021/22.</p> <p>In Q2 we continued to receive a large number of new CTR claims. There were some delays experienced due to the</p>	<p>Lead Member Finance and Asset Management/ Head of Corporate Services</p>

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

										time taken for DWP to notify us that universal credit had gone into payment. For UC CTR claims it is not possible to fully assess them until we receive this information.	
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
29	Average number of days to process change in circumstances for Council Tax Reduction.	New KPI	10	3	2				☺	This is a new performance indicator for 2021/22. 6,263 notified changes were processed in quarter 2. The high volume of changes is mainly due to universal credit assessment periods.	Lead Member Finance and Asset Management/ Head of Corporate Services
30	Average number of days to process new Housing benefit claims.	8	15	7	5			↑	☺	Performance on new housing benefit claims continues to be well below the national average of 20 calendar days.	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	4			↔	☺	Performance on change in circumstances continues to be below the national average of seven calendar days.	Lead Member Finance and Asset Management/ Head of Corporate Services

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

32	Percentage of council tax collected	97.6%	98%	30.4%	58.3%				↑	😊	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 exactly on target at the end of quarter two.	Lead Member Finance and Asset Management/ Head of Corporate Services
33	Percentage of NNDR collected	95.9%	98%	25.5%	53%				↓	😐	Business rates collection performance is 5.5% below target, primarily because of the continuing impact of the Covid-19 pandemic. Despite this it is hoped the target of 98% will still be achieved. Staffing resources in the Revenues Team have been realigned to put more focus on the collection of business rates, however this remains a difficult time for businesses who are still recovering from the impact of the Covid-19 pandemic.	Lead Member Finance and Asset Management/ Head of Corporate Services

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

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
34	Average number of sick days per full time equivalent	9.68	8.0	2.1	2.4 (Q1 & Q2 = 4.5)			↑	☹️	<p>468.3 days were lost to sickness absence during Qtr 2 compared with 403 in Q1. This comprised 175.6 short term days and 292.7 long term days. Of the total, 58.4 days are accounted for by those who tested COVID positive, which is approximately the same amount as the rise in days absence this quarter.</p> <p>A new counselling service and a new absence management policy are currently going through approval processes.</p>	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%	3%			↑	☺️	<p>There are 759 registered and rated food premises, an overall decrease of 12 on the previous quarter. Of these 23 are rated with a score of 2 or less therefore the figure for this KPI remains below target at 3%</p> <p>The decrease in registered premises relates to businesses no longer trading. New businesses are still</p>	Lead Member Clean and Green Environment/ Head of Community Services

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

										<p>registering and the backlog of unregistered premises will be completed by end of March 2022.</p> <p>Food inspections, backlog and those due in the current year, is progressing well and will be completed by end of March 2022.</p>	
36	Percentage of Freedom of Information (FOI) requests answered on time.	87%	80%	92%	84% (Q1 & Q2= 88%)			↑	😊	<p>127 requests were received in Q2. 106 of these were answered within the 20 working days deadline. in Q1.</p> <p>Total received to date for 2021-22= 270 (577 received in 2020/21)</p>	Lead Member Customer Focus/ Head of Corporate Services
37	Percentage of formal complaints answered on time.	84%	90%	76%	68% (Q1 & Q2= 73%)			↓	☹️	<p>19 formal complaints were received in Q2. This is the lowest number of complaints received to date. 13 of these were answered within the 20 working days.</p> <p>Total received to date for 2021-22= 56 (144 received in 2020/21)</p>	Lead Member Customer Focus/ Head of Corporate Services

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

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.	<p>Target date: Submission for examination summer 2023. Date to be confirmed (Reported to O&S committee in September 2021)</p>	<p>Director of Garden Communities Lead Member Built Environment</p>	<p>☹️</p>	<p>The Garden Town will form part of the Joint Core Strategy Review which is scheduled for submission for examination in 2022.</p> <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) being delayed, which was due to commence in Summer 2021, this will 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>The Council has appointed consultants, Deloitte, to help review the timetable and get the JCS to the next stage of consultation. This work commenced in September 2021.</p> <p>See relevant comment by Head of Development Services under priority 'Housing and Communities', objective 2, action a.</p>

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

<p>b) Prepare a Design Guide and Sustainability Strategy.</p>	<p>Target date: March 2022</p>	<p>Director of Garden Communities Lead Member Built Environment</p>	<p>😊</p>	<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.</p> <p>The first draft of the strategy is expected early in the new year ahead of launching a commission to develop the Design Code.</p>
<p>c) Deliver the planning and design phase of the Ashchurch and Northway Bridge Over Rail.</p>	<p>Target date: April 2022</p>	<p>Director of Garden Communities Lead Member Built Environment</p>	<p>😊</p>	<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.</p>
<p>d) Work with partners to progress the business case for the Junction 9 and A46 improvements.</p>	<p>Target date: March 2022</p> <p>March 2024 for finalisation of business case <u>by GCC</u></p>	<p>Director of Garden Communities 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 Summer (2022), on the advice of Department for Transport (DfT), however, following a productive round table meeting, MHCLG (now DLUHC)- Department for Levelling Up, Housing and Communities), 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>Further information including FAQs available at -</p> <p>M5 Junction 9 and A46 (Ashchurch) Transport Scheme - Highways (goucestershire.gov.uk)</p>

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

PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
Objective 2. Delivery of Golden Valley Garden Community.				
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.	Target date: March 2022	Director of Garden Communities Lead Member Built Environment	☺	<p>We continue to work closely with Cheltenham Borough Council (CBC) and landowners with delivering the £1 billion first phase of The Golden Valley Development. Since CBC's announcement in July that HBD X Factory has been selected as its preferred development partner, discussions continue on finalising the detail.</p> <p>The schedule remains for submission of a planning application later in 2022 which will lead to the start of construction and completion of the first phases of the development, centring on the employment zone.</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 continues in collaboration with Cheltenham Borough Council to assess land assembly options to ensure comprehensive delivery of the garden community.

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

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 New target date: May 2022 for PV system (New date reported to O&S committee in January 2022)	Head of Finance and Asset Management Lead Member for Clean and Green Environment	☹️	Market tenders returned costs in excess of budget for the replacement of the heating system which has led to this project being put on hold. An application for further grant funding towards the project has now been made and we expect the outcome of the bid early in the new year. The grant funding originally secured for the heat replacement system has now been approved to be used for providing an extended solar canopy above circa 100 spaces in the council offices rear car park. It is anticipated that this project will be completed by May 2022.
b) Embed our carbon reduction objectives within council services and raise awareness of our programme across staff, communities and partners.	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 was approved at Executive Committee in July 2021. Recent focus of activity has been on the heat system tender and re-application, the solar canopy project, insulation measures at our domestic properties and the recruitment of a new carbon reduction officer following approval at Council in October.
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	😊	As previously highlighted, a further funding application has been submitted for the heat replacement system. Funding to support works at the domestic properties is being sourced and applied for. In addition, the government now accepts bids from local authorities in respect of their car parks to part fund vehicle charging points. This is being reviewed before a funding bid is submitted.

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

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. This completed on 18 March 2021. The Council received an initial letter from the Inspector in June setting out the main modifications required to make the Plan sound. These have been agreed with the Inspector and approved by Council on 20 October 2021. The main modifications are now out for consultation, this commenced in November 2021 and has been extended until Tuesday 4 January 2022 in order to allow sufficient time for representations to be made.</p> <p>The next stage will be the inspector will write his final report following receipt of all representations following the main modifications consultation. Adoption of the Plan is expected in the Spring of next year.</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</p>

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

				<p>employment and housing growth etc, that need to be agreed with all three local authorities. This has resulted in the Preferred Options Consultation (POC) being delayed, which was due to commence in Summer 2021. This will impact on other timings within the timetable including the submission for examination in Summer 2023. The Council has now appointed consultants, Deloitte, to help review the timetable and get the JCS to the next stage of consultation. This work commenced in September 2021.</p> <p>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.</p>
b) Support community-led bio-diversity projects across the borough.	Target date: March 2022	Head of Development Services Lead Member for Community	☺	<p>The community development team has supported a number of biodiversity projects in the community, either assisting groups or through funding advice.</p> <p>Some of the projects the council has been directly or indirectly involved in are as follows:</p> <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. • Twyning woodland • Mill Lane Playing Fields • Winchcombe Park- development of a new park • Horsbere Brook- improving accessibility and biodiversity along the brook.

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

c) Carry out a review of our litter pickers' scheme.	Target date: September 2021 New target date: June 2022 (New date reported to O&S committee in January 2022)	Head of Community Services Lead Member for Clean and Green Environment	☹️	Following the review of litter pickers we now have 550 members registered with us across all areas of the borough. We have updated our guidance to include Covid safety measures and this has been sent to everyone and is included in the induction for new pickers. The proposed event planned for September 2021 was postponed and will now take place in Spring 2022. The Business Transformation team have also been asked to review the scheme and to identify any opportunities to automate some of the processes. This work is scheduled for April – June 2022.
PRIORITY: SUSTAINABLE ENVIRONMENT				
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>We have seen a significant drop over all with enviro crime reporting which is down nearly 30% compared to the same quarter in 2020/21.</p> <p>Fly-tipping complaints have reduced by 30% compared to the same quarter in 2020/21.</p> <p>Noise complaints have also dropped by 26% as have bonfire complaints by 55%.</p> <p>Abandoned vehicle complaints have also reduced by 12% and, dog fouling complaints have increased by 10% compared to the same period in 2020/21.</p> <p>It is likely that people working less from home has contributed to this and the increased voluntary litter picking members are also helping.</p> <p>Litter complaints rose by 25%.</p>

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

				<p>There are a number of active investigations underway with two further prosecutions pending and 4 fixed penalty notices were issued for littering and fly-tipping.</p> <p>The current Public Space Protection Order relating to dog fouling expired in June 2021. The public consultation will be going live in December 2021 and will end the beginning of February 2022. It is proposed to issue a further order subject to the outcomes of this consultation. 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 have tasked our Community Protection Officers with monitoring enviro crimes while in the district to engage with the public and provide witness statements relating to any offences.</p>
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	☺	<p>The Gloucestershire Waste and Resource partnership has run a “Metal Matters” Campaign, which was well received. New county-wide campaigns planned include a focus on fly tipping, littering and real nappies. These will be finalised in the coming months.</p> <p>Tewkesbury Borough Council’s communication team is and will continue to promote the ‘Gloucestershire recycles’ campaigns through social media channels.</p>
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	✓	<p>The full launch of this service has now taken place, with it going live in August 2021 followed by a campaign going live on the radio and YouTube in September. The campaign was utilised by TBC as part of the resources of the national ‘recycle your electricals’ campaign to increase take up, which is paid for by producers of electricals.</p> <p>The service means that small waste electrical items e.g. kettles, toasters and hairdryers can be placed in a bag</p>

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

				on recycling collection day and they will be collected by the crews and recycled. It is estimated around 4 tonnes of waste has been collected since the scheme went live.
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 that contribute towards regeneration and enhancement of the town's historic environment.	Target date: March 2022	Head of Development Services Lead Member for Built Environment	☺	<p>There are five areas of the HSHAZ and considerable progress has been made on them in the last few months on the implementation of the HSHAZ.</p> <ul style="list-style-type: none"> • Shop fronts and upper floor schemes- have both been launched and publicised, and there have been a number of queries related to these, some of which are now moving forward. • Traditional Skills- the first traditional skills/community event was held in September and attendance was good. A second event has now been confirmed whilst a number of other events/community activities are currently being planned. • Healings Mill- a number of regular meetings have now been held between HE, TBC and Evolution SP (who represent the Mill owners). A brief for the first structural survey has been agreed, and Evolution SP are currently out to tender for a company to undertake the works. • Public realm scheme- discussions are being held with HE to consider the most appropriate approach to the community consultation that is to be held as part of the public realm scheme. A PIF will be presented to the internal project management board in December for the first element of the project – the creation of a client team.
b) Adopt a Shopfront Design Guide (SPD) to	Target date:	Head of Development Services	☺	The Shopfront Supplementary Planning Document (SPD) went to Executive in September to obtain approval for consultation

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

provide guidance on shopfronts to ensure they contribute to a quality urban and historic environment.	February 2022	Lead Member for Built Environment		<p>in the Autumn. Consultation has now been completed, and the team are reviewing the document.</p> <p>A further stage of the consultation will be required in the New Year to consult on the Consultation Statement and the amended SPD, taking into account representations from the consultation in the Autumn. This is in accordance with regulation 13 of the Town and Country Planning Act 2012.</p> <p>Adoption is expected in February 2022.</p>
c) Establish and publish a local list of non-designated heritage assets in the borough.	<p>New target date: February 2022 June 2022. (New date reported to O&S committee in January 2022)</p>	<p>Head of Development Services</p> <p>Lead Member for Built Environment</p>	☹️	<p>A Heritage Engagement Officer (HEO) has been appointed and they have put together a project plan for this project.</p> <p>They have produced a draft Supplementary Planning Document on the local listing criteria and this is out for consultation this is due to finish in January 2022. Adoption of this document will be due in June 2022, this will allow time to amend the document and consult alongside the consultation statement.</p> <p>The HEO have also been gathering nominations for the draft Local List, and a panel will be meeting to approve these. Additional funding has been secured to extend the Officer's contract until June 2022.</p>

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	370 (Q1 & Q2= 802)			↑	☹️	<p>Enviro crime figures for Q2 (figures in brackets comparable for 2020/21)</p> <ul style="list-style-type: none"> fly tips- 182 (261) Littering – 4 (5) dog fouling- 9 (10) abandoned vehicles- 58 (66) noise- 94 (127) 	Lead Member Clean and Green Environment/Head of Community Services

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

										<ul style="list-style-type: none"> Bonfire – 21 (47) Flytipping complaints have reduced by 30% in this quarter; Noise complaints by 26%, and bonfire complaints by 55%. Abandoned vehicle complaints have reduced by 12% and dog fouling and littering complaints have increased slightly in 20/21 by 10% and 25% respectively compared to 2020/21. There has been an overall reduction in enviro crime of 30% compared to the same period in 2020/21. 	
39	Percentage of waste reused, recycled or composted.	48.73%	52%	55.99%	57.23%(Q1 & Q2 = 56.6%			↑	😊	The recycling rate is artificially increased in Q1 and Q2 due to seasonality of garden waste collections. However, the recycling rate is significantly higher than 2020/2021 and on course to achieve the full year target.	Lead Member Clean and Green Environment/Head of Community Services
40	Residual household waste collected per property in kgs.	460KG	430kg	104.67kg	99.81kg (Q1 & Q2= 204.48kg)			↑	😊	99.81Kg per household in Q2. Kg collected per household have decreased from 2020/2021 as people have returned to work, meaning this measure is on target for 2021/2022.	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 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.

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

				The team's status has been updated to the Audit and Governance Committee.
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	😊	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.

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

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 (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.	March 2021 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.

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

PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Refocus				
a) Develop a new four-year Economic Development and Tourism strategy that includes a focus upon the economic recovery of the borough.	<p>June 2021</p> <p>Target date: June 2022</p> <p>(revised date reported to O&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>

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

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

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

				<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>
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.	<p>Target date: September 2021</p> <p>New target date: December 2021 (New target date reported to O&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>

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

PRIORITY: ECONOMIC GROWTH				
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 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"> • 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. • The design and promotion of unique 'hands, face, space, fresh air' graphics.

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

				<ul style="list-style-type: none"> • Awareness posters distributed to parishes and businesses • Temporary public realm changes/safety measures (e.g. planters). <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>
PRIORITY: HOUSING AND COMMUNITIES				
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	☺	<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>

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

<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 & 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 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>

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

				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.

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

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	☺	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
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 September 2021 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

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

				going forward. The trial will end at the end of March 2022 and feed into the effectiveness review.
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.	☺	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.
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.
b) Deliver the council tax and business rates e-billing project.	February 2021 May 2021 July 2021 November 2021 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

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

				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.
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Reporting Line	Progress to date	Comment
Refocus				
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.

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

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.

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

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 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.

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

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	✓	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.	July 2021 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.

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

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		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.

Appendix 3 - Quarter 2 budget report

Chief Executive

	Full Year Budget	Projected Outturn	Savings / (Deficit)	
	£	£	£	
Employees	262,751	254,865	7,886	1
Premises	0	0	0	
Transport	0	0	0	
Supplies & Services	8,160	17,656	(9,496)	
Payments to Third Parties	0	0	0	
COVID-19 Costs	0	0	0	
Income	0	0	0	
TOTAL	270,911	272,521	(1,610)	

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	1,358,594	1,340,380	18,214	2
Transport	900	103	797	
Supplies & Services	142,479	145,942	(3,463)	
Payments to Third Parties	5,500,704	5,615,294	(114,590)	3
COVID-19 Costs	0	75,303	(75,303)	4
COVID-19 Recovery	0	100,000	(100,000)	5
Ringfenced Projects and Funding	0	0	0	
Income	(2,328,096)	(2,690,235)	362,139	6
TOTAL	4,674,581	4,586,787	87,794	

2) The favourable variance of £18k includes the following:

£30k saving due to the Planning Liason/Contaminated Land Officer vacancy, this post will remain vacant for the majority of the year, we have been using Bromsgrove DC for Planning advice, these costs are included in Payments to Third Parties.

The Community Safety/ASB Coordinator post was vacant for part of the year equating to £14k

£16k favourable variance as various posts in Environmental Health are part time but are budgeted as FTE

£12k favourable variance as the Licensing & Systems Officer reduced his contracted hours

Environmental Health Manager post is £12k over budget as the role has been backfilled through an agency

£11k adverse variance as the Ubico Contract Manager role was temporarily backfilled through an agency during the recruitment process

3) The adverse variance of £115k is due to the following:

Ubico informed us that due to the national driver shortage, from September they will need to increase the drivers hourly rate by a market supplement, this equates to £68k this financial year.

Ubico are no longer the provider of the Bulky Waste Collection service, currently there is a cost for the extra resource of £30k which needs to be redeployed. We are currently working closely with Ubico to reduce this cost and utilise the extra resource within other service streams.

There has been a significant increase in flytipping which Ubico predict will be £11k over budget.

Ubico are also projecting an additional £15k to the Trade Waste Service.

£35k to be spent on Domestic Abuse which is offset against the £35k grant we have received, which is included in income.

We have seen a reduction in the MRF gate fee which we expect for the foreseeable, this is due to transferring the MRF gate contract to the new provider and a reduction in waste rejection, which in turn has reduced costs by £108k. We also received a £20k credit note from Suez relating to 20/21, which was unforseen.

£25k adverse variance due to obtaining planning advice from Bromsgrove District Council as we currently do not have the resource in house as the Planning Liason & Contaminated Land Officer post is vacant.

We have seen a large increase in demand of emergency accommodation which we project to be £32k over budget, this overspend will have to be funded by the homelessness grant.

£20k adverse variance as the pharmacy collection of NHS sharps for 21/22 was omitted from the budget.

4) 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.

5) Breakdown of COVID recovery expenditure:

We have £100k to spend by 31st March 22 on COVID related matters.

6) Breakdown of £362k favourable variance:

£216k homelessness grant received

Due to a decrease in residual waste we are expected to receive £40k more in recycling credits this year.

The bulky waste service is expected to generate an additional £27k by the end of the year.

Domestic Abuse grant of £35k not within base budget

Income received from the garden waste service is currently £11k greater than budget

We have generated an additional £19k from the trade waste service.

Corporate Services

	Full Year Budget	Projected Outturn	Savings / (Deficit)	
	£	£	£	
Employees	2,147,308	2,138,323	8,985	
Transport	0	0	0	
Supplies & Services	642,093	621,048	21,045	7
Payments to Third Parties	172,800	161,623	11,178	8

Transfer Payments - Benefits Service	13,544,132	13,529,942	14,190	9
COVID-19 Costs	0	160,957	(160,957)	10
Income	(14,032,426)	(14,143,686)	111,260	11
TOTAL	2,473,907	2,468,206	5,701	

7) The projected underspend of £21k mainly comprises; procurement of new broadband contract (£4k), reduction in printer usage (£3k) and procurement of new landline configuration (£11k).

8) The bulk of the £11k underspend is in relation to council tax and business rates court fees totalling just under £9k.

9) Budget is performing well with minor variances in housing benefit overpayment recovery.

10) Relates to the service's response to the pandemic including £150k staff costs (additional hours and agency) and £13k additional equipment eg ICT related.

11) Additional £34k relates to the recovery of summons/court costs as a result of council tax recovery being re-instigated. £44k is receipt of government grant through new burdens funding and £16k payment relating to a legacy fraud case.

Democratic Services

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	278,230	254,130	24,100	12
Premises	0	15,455	(15,455)	13
Transport	9,600	9,249	351	
Supplies & Services	452,785	536,786	(84,001)	14
Payments to Third Parties	37,100	49,891	(12,791)	15
COVID-19 Costs	0	0	0	
Income	(3,000)	(178,264)	175,264	16
TOTAL	774,715	687,247	87,468	

12) A full time vacant post gives a saving of £43k. This is offset against some overtime to cover maternity leave.

13) Rental charges for Police and County Elections. These election costs are fully reclaimable and there is grant income to offset.

14) Other election fees that are fully reclaimable and income is shown above.

15) Other election fees that are fully reclaimable and income is shown above.

16) Grant income - mostly relating to Police and County Election - May 2021

Deputy Chief Executive

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	125,845	0	125,845	17
Transport	200	0	200	
Supplies & Services	2,400	0	2,400	
Payments to Third Parties	0	150	(150)	
TOTAL	128,445	150	128,295	

17) Deputy Chief Exec post has been vacant all financial year and post is to be removed from establishment from 2022/23

Development Services

	Full Year Budget	Projected Outturn	Savings / (Deficit)	
	£	£	£	
Employees	2,049,431	1,995,155	54,276	18
Premises	43,320	40,977	2,343	
Transport	0	2587.9	(2,588)	
Supplies & Services	204,885	197,571	7,314	
Payments to Third Parties	311,795	292,812	18,983	19
COVID-19 Costs	0	0	0	
Income	(1,391,122)	(1,501,903)	110,781	20
TOTAL	1,218,309	1,027,200	191,109	

18) The employee variance of £54k relates to savings across the Development group. The Planning Department has recently experienced a number of internal moves, resulting in new posts being made vacant. These have gone out for recruitment. Planning policy have a vacant senior Policy Officer, this is also currently being recruited. Moreover, the policy manager is contracted to work 7 hours less a week than budgeted for. The remaining salary savings within Development is the Tourism post. The remaining savings are to be allocated to the Development Service review. However, nothing is yet committed so the saving is being shown.

19) Planning Appeal costs already total almost £100k at Q2. Some expenditure has been reallocated to provisions. Any other expenditure should now be allocated to the earmarked reserve, where we have £140k. The Tourist Information centres would usually purchase tickets for resale. Due to COVID, large events have still not gone ahead. As a result, there is an anticipated saving of £29k where these tickets have not been purchased. This does also give a negative variance on the income budget where we've not sold them on. £10k of this saving is being reduced by a predicted overspend in agency planning advice and support. The overspend in this area aligns with the number of planning applications received this financial year. It's also reflected in the planning income surplus.

20) Planning income is expected to be above target by year end. A £250k application was received from the MOD in Q1. This was not included in the original income forecast for the year and therefore is a gain. At this point in the year there are no plans to commit the planning income surplus to other projects. This is because the remaining applications, expected to be submitted, are not guaranteed. Moreover, pre-app income is down on budget. This is difficult to predict so, to be prudent, we've assumed the trend will continue. This would result in an overall estimated shortfall of £20k. There is also a high court decision due on speculative development sites. This is having an impact on the amount of pre-planning applications being submitted. Finally, the Tourist Information Centres will have a likely shortfall of £40k against budget, due to closure in their busiest period.

Finance and Asset Management

	Full Year Budget	Projected Outturn	Savings / (Deficit)	
	£	£	£	
Employees	2,408,348	2,399,856	8,492	
Premises	547,091	565,764	(18,673)	21
Transport	35,870	25,333	10,537	22
Supplies & Services	563,688	549,556	14,132	23
Payments to Third Parties	399,511	399,062	449	
Drainage Board Levy	6,500	7,172	(672)	
COVID-19 Costs	0	114,723	(114,723)	24
Income	(1,410,435)	(1,135,093)	(275,342)	25
TOTAL	2,550,573	2,926,372	(375,799)	

21) Rates for the public offices is greater than budget due to us paying the rates for the vacant offices.

22) Surplus expected due to less pool car use than budgeted for

23) Savings due to £34k on bank charges and expected £8k on postage. These are reduced by additional audit costs of £12k, possible £6k higher insurance costs (mainly on cyber cover), and £7k of additional treasury brokerage fees for future dated borrowing deal.

24) Leisure centre costs based on latest Places for People report, we are committed to supporting the contractor financially during COVID restrictions.

25) Expected losses of £55k on car parks income due to lockdown restrictions in Q1. Car Park excess charges due to be at least £6k down too. The rent at the Council Offices is also due to be £62k down on budget due to a number of vacant offices. At present we expect no income from the leisure centre so a £160k loss. There are some gains expected on Car Park Permits and cemeteries, with cemeteries nearly reaching their full year target. However, it is expected that income will be considerably lower in the second half of the year.

One Legal

	Full Year Budget	Projected Outturn	Savings / (Deficit)	
	£	£	£	
Employees	2,276,597	1,843,581	433,016	26
Transport	8,700	891	7,809	
Supplies & Services	115,313	105,489	9,824	
Payments to Third Parties	34,220	26,620	7,600	
Central Recharges	29,929	29,929	0	
Income	(2,221,101)	(1,753,672)	(467,429)	27
TOTAL	243,658	252,838	(9,180)	

26) The £433k employee variance relates to various vacant posts across One Legal. Agency staff being utilised where possible to meet the work requirements.

27) Limited resources available to undertake additional work have had an impact on the ability to achieve the income targets and as a result, the actual income for Q2 is below the budget.

In addition, year end projection is based on the current performance and some historical data to reflect income fluctuations. Historically, income figures increased significantly towards the end of financial year.

Borough Solicitor

	Full Year Budget £	Projected Outturn £	Savings / (Deficit) £	
Employees	125,455	134,174	(8,719)	
Supplies & Services	15	15	0	
Income	(43,651)	(21,834)	(21,817)	
TOTAL	81,819	112,355	(30,536)	28

28) On the 1st of October, the Borough Solicitor stepped down from her role of the Monitoring Officer (MO) for Cheltenham Borough Council (CBC). As a result, CBC will not contribute £21.8k towards the total cost of the MO in quarter 3 and 4

Appendix 4 - Analysis of capital budget 2021/22

	Q2 Budget Position £	Q2 Actual Position £	(Over) / Under spend £	% Slippage	Comments
Council Land & Buildings	0	0	0	0	No expenditure expected in Q2
Vehicles	330,000	34,428	295,572	90	Additional food waste vehicle expected within this year and replacement of the grounds maintenance fleet.
Equipment	95,000	94,788	212	0	
Capital Investment Fund	0	0	0	0	No budget in 2021/22
Community Grants	20,000	20,350	(350)	(2)	
Housing & Business Grants	250,000	220,125	29,875	12	Fewer Disabled Facilities Grants paid out in Q2 than expected.
	695,000	369,691	325,309	47	

Appendix 5 - Revenue reserves for 2021/22

Reserve	Balance 31st March 2021	Spent in Reserve Q2	Reserve Remaining	Note
Service Reserves				
Asset Management Reserve	1,322,371	10,019	1,312,353	
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	15,433	988,894	
Business Transformation Reserve	999,111	138,816	860,295	3
Climate Change Reserve	404,200	33,667	370,533	
Community Support Reserve	883,575	154,406	729,169	4
Council Tax Reserve	251,391		251,391	1
Development Management Reserve	485,150	14,311	470,839	
Development Policy Reserve	910,867	- 25,625	936,492	2
Elections Reserve	190,848		190,848	
Flood Support and Protection Reserve	9,646		9,646	
Garden Communities Reserve	1,202,358	115,181	1,087,177	6
Health & Leisure development reserve	100,543		100,543	
Housing & Homeless Reserve	542,799	32,285	510,514	
Insurance Reserve	60,000		60,000	
Investment Reserve	350,000		350,000	
IT Reserve	231,403	15,493	215,910	
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	516,394	15,677,325	

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 20/21 still awaiting invoices.
- 3 Expenditure against a combination of specific reserves including the One legal service review, the Digitalisation 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