

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.	<p>Jan 2022</p> <p>New target date: April 2022</p> <p>(reported to O&S committee in March 2022).</p>	<p>Head of Finance & Asset Management</p> <p>Lead Member for Finance and Asset Management</p>	😞	<p>Monthly monitoring returns to the DLUHC continue with confirmation recently received that these requests will continue until April. The target date has been amended to reflect this.</p> <p>Internal monitoring covering covid will continue as part of the budget monitoring process.</p> <p>The 'production of an MTFs' action can also be found within the Council Plan performance tracker. (Finance and resources- objective 1- action b).</p>

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


b) Ensure the effective recovery of the internal audit function.	Target date: March 2022	Head of Corporate Services Lead Member for Corporate Governance	✓	Internal audit work has resumed albeit with a reduced resource. A temporary audit position (12 mth) has been created and this role has been recruited to and will support the Senior Auditor. A new audit plan will be presented at Audit and Governance Committee in March.
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	😊	Despite the impact of the Omicron variant and rising energy prices, the Leisure Centre continues to recover well with no financial support being sought from the Council. It is anticipated that the contract fee will start to be paid to the Council from April onwards.
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	😊	Further restrictions to office use were put in place as a result of the omicron variant and the work from home guidance issued by the government. This guidance has now been lifted and more officers are once again working from the council offices. Some restrictions do remain in place in order to protect our staff and the services. The position is subject to regular review.

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 been recruited to although the postholder is currently still redeployed to the Business Grants team four days a week. Work has started on areas identified as needing focus. This is initially around ensuring that the accuracy of the data in the rating list is robust. A review of planning decision notices has commenced to ensure we are taking all opportunities to maximise returns from business rates retention. Once the Business Intelligence Officer is working in the role 5 days a week, a cross service project plan will 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

				The remaining £100k of the council tax hardship fund is now being pushed to those residents who demonstrate financial hardship.
--	--	--	--	---

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. A brief for an economic assessment to inform the new strategy will shortly be advertised as part of the procurement process.</p>

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

<p>b) Work with our partners at Cotswold Tourism to promote the borough as a safe destination to visit.</p>	<p>Target date: March 2022</p>	<p>Head of Development Services Lead Member for Economic Development/ Promotion</p>	<p style="text-align: center;">😊</p>	<p>Website and social media feeds continue to perform at record levels. November was the seventh month in a row to see record monthly visitor numbers to the Cotswolds.com website - with 118,034 unique visitors in November, reaching 1.5m unique visitors for 2021.</p> <p>In November Cotswold Tourism focussed on promoting Christmas on social channels the Facebook page was viewed 459,869 times</p> <p>November was a popular month on Instagram with 132,619 unique accounts viewing the feed and 60,000 follower mark.</p> <p>Visit England have launched a new 'Introduction to PR' toolkit intended for small or medium-sized tourism businesses who are not marketing professionals. This toolkit advises on how to secure media coverage in a time-efficient manner. Advice has also been provided outlining latest Covid measures and pointing to government advice as well as VisitBritain's Business Advice Hub and their Covid-19 latest information and advice page.</p> <p>This action is also linked to with the Council Plan performance tracker. (Economic Growth- objective 4- action a).</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
Recover				
a) Continue to support businesses through the Tewkesbury Growth Hub to aid their economic recovery.	Target date: March 2022	Head of Development Services Lead Member for Economic Development/ Promotion	😊	<p>The hub continues to support local businesses with their economic recovery and businesses looking to grow.</p> <ul style="list-style-type: none"> • 14 workshops and 1-2-1 sessions were delivered in this quarter (Qtr 3). Events included support with business strategy, finding premises, social media, action planning and branding. • Tewkesbury Growth Hub also worked in partnership with Job Centre Plus to deliver a Jobs Fair in Tewkesbury Public Service Centre. • The team support the work of the Business Cell where required and promote grant opportunities to the business community. • 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. • A dedicated Survive and Thrive section has been set up on the Growth Hub Website – providing Covid-19 support. • 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 targeted support to businesses, with a

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

				<p>range of events to support businesses with their digital skills. Follow up support and digital business advice was offered to all applicants.</p> <ul style="list-style-type: none"> • Promotion of the Government’s Help to Grow scheme to Borough businesses. • Relaunch of The Growth Hub Mentor Scheme, 28 skilled mentors available to work closely with businesses to provide detailed support. • Net Zero support launched, focused page on Growth Hub website, survey circulated to businesses and 1-2-1 advice offered on sustainability. • Filming of Growth Hub promotional video to highlight service and support offered. • The Growth Hub reopened to businesses on 19 July 2021. Services continue to be offered virtually as well as in person. <p>This action is also linked to the Council Plan performance tracker (Economic Growth- objective 1- action b).</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
Recover				
b) Develop a bid to host a Department of Work and Pensions Youth Hub within the Tewkesbury Growth Hub.	Target date: September 2021 December 2021 New target date: March 2022 (New target date reported to O&S committee in March 2022).	Head of Development Services Lead Member for Economic Development/ Promotion	☹️	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.
PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Rebuild				
a) Launch a new Tewkesbury Borough Business Grants scheme.	January 2022 New target date: March 2022 (New target date reported to O&S	Head of Development Services Lead Member for Economic Development/ Promotion		The business grant scheme was due to be launched in the new year. However, with the Government launching new business grants, to avoid any confusion to the business community, the launch of the Council scheme will be provisionally delayed further from January 2022 to March 2022.

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

	committee in March 2022).			
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. An outline of the action plan has been shared with all members.</p> <p>This funding builds on the Reopening High Streets Safely Fund announced in May 2020. The 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>Remaining work incorporates a number of items including marketing campaign 'Re-discover Local', deep cleans and local events. The project funding finishes in March 2022.</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 in December 2021.</p>

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

				<p>Summer household grants for vulnerable families were also distributed in the form of supermarket vouchers during September. This will also be repeated in the Winter.</p> <p>We supported GCC by giving out food vouchers to 546 residents through the Summer food voucher scheme. We are in the process of the Winter food voucher scheme where 1,906 residents were sent letters for supermarket vouchers and over 1000 residents have claimed a voucher.</p> <p>Funding has also been obtained for the Roses Theatre to develop outreach work, particularly focussing on young people who have been impacted by Covid.</p>
b) Assess the additional demand on the housing service.	Target date: Complete	Head of Community Services Lead Member for Housing	✓	<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, Q3= 25 New approaches for homelessness assistance 2020-21 Q1 = 135, Q2 = 178, Q3 = 146, Q4 = 132. 2021-2022 Q1 = 111, Q2= 144, Q3= 171</p> <p>TA placements and homelessness approaches have increased into Q2 but remained at levels consistent with previous years.</p>

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

				The Housing Advice Team will continue to monitor levels of cases through the Council Plan Tracker under KPI's 8-14.
c) Work with landlords and tenants to assess the potential demand now that restrictions have been lifted.	Target date: March 2022	Head of Community Services Lead Member for Housing	😊	A County-wide Covid 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 27/01/2022 £28,675.28 had been used to help 21 households. A project has been completed to identify additional HMO properties. A total of 13 have now been identified and a plan is in place to get the properties licensed and inspected. The number of mobile home sites requiring a licence has also been identified and a plan is in place to inspect approximately 80 of these sites.
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, have started to be developed in Brockworth and Tewkesbury initially.

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

				In Brockworth a community engagement post has been appointed to start engaging with residents regarding health and community resilience. In Tewkesbury a successful asset mapping process has started with initial engagement with 90 local groups.
b) Continue to deliver the Covid-19 community grant scheme.	Target date: March 2022	Head of Development Services Lead Member for Community	😊	So far (to 31 December 2021) 156 grants, totalling £128,499, have been awarded to voluntary and community groups.
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 October, 20 VCS groups attended an online training session with Severn Trent Community Fund.
PRIORITY: CUSTOMER FIRST				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
Refocus				
a) Review the effectiveness and	December 2020. April 2021	Head of Community Services		Service areas that could benefit from carry-over COMF funding have been identified and a carry-over spending

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

efficiency of the Environmental Health Service, including an assessment of additional demand and available resources.	September 2021 Target date: October 2022 (revised target date was reported to O&S committee in January 2022).	Lead Member for Clean and Green Environment	☺	proposal has been submitted to Gloucestershire County Council. This includes a requirement to continue funding external contractors to assist with the backlog of food hygiene inspections, HMO inspections and caravan site licence inspections. The trial of the Environmental Health service restructure continues and the outcome of the trial will be reported at the end of March 2022.
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 council's buildings and operations have been aligned to the Governments Plan B over recent months but have now been lifted in part. The operation within our building is subject to regular review.
Rebuild				
a) Review the future of the Covid-19 microsite.	Target date: April 2022 April 2022	Head of Corporate Services Lead Member for Customer Focus	✓	This is being picked up as part of the corporate website project – the microsite will be incorporated into the main website rather than a stand-alone site.
b) Deliver the council tax and business rates e-billing project.	February 2021 May 2021 July 2021 November 2021	Head of Corporate Services	✓	Residents can now sign up to receive their council tax bills online as the Business Transformation Team went live with its process in January. The revenues team is

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

	<p>Target date: February 2022</p> <p>(Revised target date reported to O&S Committee January 2022)</p>	<p>Lead Member for Finance and Asset Management</p>		<p>now promoting the system to its customers, and advertising for the service is going on council tax bill envelopes when they are delivered.</p> <p>Meanwhile, the Business Transformation Team is finalising the paperless billing portal, which is where the bills will be located when they are issued. The team is on track to deliver this in time for the annual bill run.</p>
<p>c) Continue to review the operational effectiveness of our return to the office and the opportunities provided through agile working.</p>	<p>Target date: March 2022</p>	<p>Head of Corporate Services</p> <p>Lead Member for Organisational Development</p>	<p>😊</p>	<p>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 Principle following the relaxation of the Work From Home guidance. Staff continue to work in a hybrid way and a new workstation assessment module has been developed and issued with our partner Cardinus which covers both the home and work environments to ensure we are adequately meeting our duty to health and safety whilst staff are carrying out some work from home. 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. A 'Pulse check' survey has been issued in January 2022 to highlight any issues.</p>

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

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.
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	😊	We have submitted two Homes England Capacity funding bids for both Tewkesbury Garden Town and Golden Valley for 2021/2022. Responses to these bids are pending.
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Reporting Line	Progress to date	Comment
Rebuild				

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

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 scheduled for completion by March 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.

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

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.
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 this year 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.

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

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.
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. Active Glos have taken a leading role in the asset mapping work in Tewkesbury, as part of the Locality Partnership work. Tewkesbury Borough Council will shortly be finalising priorities under 'We Can Move' for Tewkesbury Borough. Once these have been finalised these will be shared with members.