

# TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	7 June 2022
<b>Subject:</b>	Council Plan Performance Tracker and COVID-19 Recovery Plan Tracker - Quarter 4 2021/22
<b>Report of:</b>	Head of Corporate Services
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Members:</b>	Leader of the Council
<b>Number of Appendices:</b>	2

## **Executive Summary:**

The Council Plan (2020-24) was approved by Council on 28 January 2020. The approved plan included four existing priorities - finance and resources, economic growth, housing and communities and customer first - plus the approval of two new priorities - garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions is 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, as 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 usually reported alongside the tracker documents but, given the complexities of year-end closedown, this information is not yet available but will be reported as soon as possible. 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.

## **Recommendation:**

**To review and scrutinise the performance management information and, where appropriate, to 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.

**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.

**Risk Management Implications:**

If delivery of the Council's priorities is not effectively monitored, 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.

**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 - finance and resources, economic growth, housing and communities and customer first - plus the approval of two new priorities - garden communities and sustainable environment. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions is reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes a set of Key Performance Indicators (KPIs). 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** Given the synergies of the two tracker documents, they are reported together. For example, as 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. Key financial information is usually reported alongside the tracker documents but, given the complexities of year-end closedown, this information is not yet available but will be reported as soon as possible.
- 1.4** As we continue to recover from the pandemic, for 2022/23 we will be incorporating the remaining actions from our COVID-19 Corporate Recovery Plan so that our focus for 2022/23 falls under one key strategic document. This will mean the report for quarter one 2022/23 will be a merged performance tracker.

## **2.0 COUNCIL PLAN PERFORMANCE TRACKER**

**2.1** The Council Plan (2020-24) has six priorities which contribute to the overall Council Plan vision "*Tewkesbury Borough, a place where a good quality of life is open to all*". The priorities are:

- Finance and resources
- Economic growth
- Housing and communities
- Customer first
- Garden communities
- Sustainable environment

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.

**2.2** For monitoring the progress of the Council Plan actions, the following symbols 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

✓ – action complete or annual target achieved

For monitoring of key performance indicators, the following symbols are used:

↑ - PI is showing improved performance on previous year

↔ - PI is on par with previous year performance

↓ - PI is showing performance is not as good as previous year

**2.3** This report presents the fourth quarter of year two of the Council Plan (2020-2024). Key successful activities to bring to Members’ attention since the last performance report include:

- Our Council Tax remains in the lowest quartile nationally (Page 2 of the tracker).
- The Growth Hub delivered 52 events during the year meeting the 50 workshops/events target. The events were on social media, marketing, and action planning. (Page 5 of the tracker).
- The Inspector’s final report was received on the Tewkesbury Borough Plan in April 2022. The adoption of the plan is being recommended to a special Council meeting on 8 June 2022. (Page 5 of the tracker).
- Streets Reimagines has been commissioned to carry out a Community Street Audit as part of the High Street Heritage Action Zone project. (Page 5 of the tracker).
- 25 expressions of interest in the shop grant scheme have been received with five of these progressing applications. (Page 5 of the tracker).
- Very successful outcomes through the digital marketing campaign with Cotswold Tourism, for example, website and social media are performing at record levels (Page 10 of the tracker).
- The new Housing and Homelessness Strategy was approved by Council on 12 April 2022. (Page 14 of the tracker).
- Income of £111,354 has been received during 2021/22 through the transformation of the bulky waste service. This is an increase of 95% with customer wait time also being reduced from six weeks to less than one week. (Page 29 of the tracker).
- The sustainable strategy for the Garden Town is now complete and a preferred supplier, LDA Design, has been selected to commission the Design Manual. (Page 38 of the tracker).
- Work has now commenced on the installation of the solar PV system in the rear car park. (Page 41 of the tracker).
- The new Carbon Reduction Officer commenced employment in February. (Page 42 of the tracker).
- Adoption of a Shopfront Design Guide. (Page 49 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 (MTFS) 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 <b>March 2022</b> to <b>June 2022</b> . Due to additional requirements for Council Tax/energy rebates. An update of the MTFS is scheduled for June.

<p>Update the Council's Asset Management Plan (AMP).</p> <p>(Page No. 2 of the Council Plan performance tracker).</p>	<p>☹ Due to additional workload this has resulted in a delay to the production of the AMP. This is now scheduled for Q4 2022/23. The target date has been amended from <b>June 2022</b> to <b>March 2023</b>.</p>
<p>Ensure that voids within our commercial property portfolio are re-let at the earliest opportunity.</p> <p>(Page No. 3 of the Council Plan performance tracker).</p>	<p>☹ Whilst the commercial property portfolio continues to generate a good financial return, the status reflects a couple of properties which need to be re-let.</p>
<p>Deliver the approved trade waste business case to make the service commercially viable.</p> <p>(Page No. 4 of the Council Plan performance tracker).</p>	<p>☹ The target date has been amended from <b>March 2022</b> to <b>July 2023</b>. This is to reflect the changes that need to be made to incorporate food waste and recycling collection into the service.</p>
<p>To deliver an economic assessment of businesses within Tewkesbury Borough.</p> <p>(Page No. 4 of the Council Plan performance tracker).</p>	<p>☹ The target date has been amended from <b>June 2022</b> to <b>December 2022</b>. This is as a result of the approach to carry out joint commissioning is no longer taking place and will now be solely delivered by Tewkesbury Borough Council.</p>
<p>Work with the Local Enterprise Partnership (LEP) and other partners to deliver the Local Industrial Strategy (LIS).</p> <p>(Page No. 5 of the Council Plan performance tracker).</p>	<p>The LEP is still awaiting guidance from Business, Energy and Industrial Strategy (BEIS) on the next steps and timescales. Until this has been received <b>no further updates can be provided</b>.</p>
<p><u>Joint Strategic Plan actions</u></p> <ul style="list-style-type: none"> <li>• Deliver employment land through allocating land in the Joint Strategic Plan (JSP) and Tewkesbury Borough Plan (TBP).</li> <li>• Work with partners to undertake the required review of the JSP.</li> <li>• Ensure adequate land is allocated within the JSP and Tewkesbury Borough Plan to meet housing need.</li> <li>• Formally establish the Garden Town planning status through the JSP</li> </ul> <p>(Page No. 6, 13, 16,38 of the Council Plan performance tracker).</p>	<p>The target dates for the JSP have been amended to reflect the report that went to Council on 12 April 2022. The next phase of 'preferred options consultation' date has been amended from <b>Summer 2021</b> to <b>spring 2023</b>.</p>

<p>Carry out a review of our corporate website.</p> <p>(Page No. 30 of the Council Plan performance tracker).</p>	<p>☹️ The Council's Web and Digital Designer has left the authority. The target date has been extended from <b>June 2022</b> to <b>December 2022</b> to take into consideration the recruitment process.</p>
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**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** 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. For 2021/22, six new KPIs have been added. These are KPIs 12-15 and KPIs 28-29. 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.

**3.2** Of the **22** indicators with targets, their status as at the end of quarter four for 2021/ 22 is:

<p>☺️ <b>(on target)</b></p>	<p>☹️ <b>(below target)</b></p>
<p><b>10</b></p>	<p><b>12</b></p>

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

<p>↑ (better performance than last year)</p>	<p>↓ (not as good as last year)</p>	<p>↔ (on par with previous year performance)</p>	<p>Data not available</p>
<p><b>10</b></p>	<p><b>8</b></p>	<p><b>1</b></p>	<p><b>3*</b></p>

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

- KPI 7 (number of visitors entering Growth Hub) due to the Hub remaining closed for 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).	☹️ The total number of visitors, 228 for the year, was slightly below the target of 250. This was impacted by the government guidance on working from home.
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).	↓ ☹️ 11 decisions out of 14 (78.57%) were determined within target during Q4 figure. The cumulative figure for the year is 75% (30 out of 40 decisions), this is below both the Council's target of 85% and the outturn for 2020/21 which was 80%. However, the national threshold for majors is 60% and therefore is significantly higher nationally.
17	Percentage of 'minor' applications determined within 8 weeks or alternative period agreed with the applicant. (Page No. 23 of the Council Plan performance tracker).	↓ ☹️ The Q4 performance has slipped with 34 out of 70 decisions (48.57 issued within the timescales). Cumulatively for the year the figure is 57.81% - this is lower than last year's outturn (69.945) and the local target of 80%. This meant the target figure of 80% has not been met this year.
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).	↓ ☹️ 649 of 796 decisions were made within agreed timescales for 2021/22. This equates to performance of 81.53%, which is just below last year's outturn of 84.37% and below the local target of 90%. The national threshold for non-major applications is 70% therefore have met the national figure.
19	Planning 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. 25 of the Council Plan performance tracker).	↓ ☹️ Five category A cases were received in Q4. The Q4 outturn was 60% and cumulatively for the year so far 10 out of 13 cases were investigated within the target timescales equating to 76.92% for 2021/22. This is below the outturn of 100% last year and the local target of 90%.

20	<p>Planning Enforcement- Investigate category B* cases within five working days (development causing, or likely to cause, irreparable harm or damage).</p> <p>(Page No. 25 of the Council Plan performance tracker).</p>	<p>☹️ Whilst the outturn for 2021/22 for category B cases was 84.62% (11 out of 13 cases), above last year's figure of 61.54%, it is slightly below the local target of 90%.</p>
21	<p>Investigate category C cases within 10 working days (risk of material harm to the environment or undue harm to residential amenity).</p> <p>(Page No. 26 of the Council Plan performance tracker).</p>	<p>☹️ The cumulative percentage for 2021/22 is 56.45%. This is significantly below the local target of 80% but above last year's outturn of 36.51%.</p>
28	<p>Average number of days to process new claim for Council Tax Reduction (CTR). (Page No. 34 of the council plan performance tracker).</p>	<p>☹️ There were some delays experienced due to the time taken for Department for Work and Pensions (DWP) to notify us that Universal Credit had gone into payment. For Universal Credit CTR claims it is not possible to fully assess them until we receive this information.</p>
30	<p>Average number of days to process new Housing benefit claims.</p> <p>(Page No. 35 of the council plan performance tracker).</p>	<p>☹️ ↓ Whilst the performance continues to be below the national average of 20 calendar days. This year the performance, 17 day, was below last year's outturn of 8 days and the local target of 15 days.</p>
31	<p>Average number of days to process change in circumstance to housing benefit claims.</p> <p>(Page No. 35 of the council plan performance tracker).</p>	<p>↓ Whilst the performance (three days) is below the national average of seven days it is slightly above last years outturn of two days.</p>
34	<p>Average number of sick days per full time equivalent.</p> <p>(Page No. 35 of the Council Plan performance tracker).</p>	<p>☹️ ↓ Across the whole year, 731.7 days were lost due to short term absence and 1504.1 days due to long term absence. These days combined (2235.8 days) resulted as 11.51 days per full-time equivalent (fte). 9% attributed to COVID-19 absence - without these figures it would be around 10.5 days per full-time equivalent. This is above both the outturn last year (9.68 days) and the target of 8.0 days.</p>



37	Percentage of formal complaints answered on time. (Page No. 37 of the Council Plan performance tracker).	↓ 😞 overall outturn of 76% is below the 20/21 outturn of 84% and below the target of 90%. Qtr 4 did see improved performance of 86% and this should be replicated within Qtr 1 of 2022/23.
38	Number of reported enviro-crimes. (Page No.46 of the Council Plan performance tracker).	😞 The total number of enviro-crimes reported during 2021/22 is 1,447. This is an overall reduction of 39% when compared to last year's figure of 2,141. Target for the year was 1,000.

**3.4** Key successful KPIs to bring to Members' attention include:

- KPI 26- 314 - Community groups were assisted with funding advice throughout the year.
- KPI 32 - 98% of Council Tax was collected - this was slightly more than last year's performance of 97.6% and on target of the 98% local target.
- KPI 33 - 99.4% of NNDR was collected this year, this is ahead of the local target of 98% and more than last year's performance of 95.9%
- KPI 35 - Food established hygiene ratings this year remains good - 3.2% have a rating of 2 or below which is below the 5% target and less than last year's figure of 3.6%.
- KPI 36 - 89% of Freedom of Information requests were answered on time this year. This is a better performance when comparing it to last year's figure of 87% and is higher than the target of 80%.
- KPI 39 - 53.5% of waste was reused, recycled or composted - this performance is an improvement when compared to last year's figure of 48.73% and is above the target of 52%.
- KPI 40- 401.92kg of residual household waste was collected per property in 2021/22. This is an improvement from last year's figure of 460kg and also the target of 430kg.

**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:

- Internal audit team was operational in quarter four supported with a 2022/23 work plan approved by Audit and Governance Committee in March 2022. (Page 1 of the recovery tracker).
- Working with our partners at Cotswold Tourism to promote the borough as a safe destination to visit has seen the Cotswold.com website and social media feeds perform record levels and have 43,000 followers on Facebook, 25,000 on Twitter and 62,000 on Instagram. (Page 5 of the recovery tracker).
- Over 1,900 residents were contacted for the winter food voucher scheme, resulting in over 1,200 claiming for a voucher. (Page 10 of the recovery tracker).
- The Housing team has used the county-wide Covid Contain Outbreak Management Fund (COMF) to help support 27 households who were affected by reduced hours, furlough or redundancy resulting in rent arrears. A total of £31,808.72 has been used. (Page 10 of the recovery tracker).
- The COVID-19 Community Grant Scheme continues to be promoted with 161 grants being awarded £134,88 in total. (Page 12 of the recovery tracker).
- Two Homes England Capacity Funding bids for both the Tewkesbury Garden Town and Golden Valley for 2021/2022 were successful. (Page 15 of the recovery tracker).

#### 4.3 As with Council Plan actions, there will inevitably be actions within the recovery tracker that may not progress as originally intended. Such actions are detailed in the table below:

Action	Status of action
Maximise the use of business intelligence within the Council to ensure the accuracy of the rating list and help businesses build resilience. (Page 3 of recovery tracker).	☹️ The Business Intelligence Officer post has been recruited to and the postholder has been working full time in the role since 1 April 2022, having previously been redeployed to the Business Grants team.
Develop a new four-year Economic Development and Tourism Strategy that includes a focus upon the economic recovery of the borough. (Page 4 of recovery tracker).	☹️ New strategy to be developed by the end of the calendar year. The current strategy will remain in place until then.
Develop a bid to host a Department of Work and Pensions Youth Hub within the Tewkesbury Growth Hub. (Page 8 of recovery tracker).	☹️ The bid was submitted but it was not successful. The Council is continuing to work with DWP to investigate other options to take this work forward.

#### 4.4 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. There is only one and this relates to the launch of a new Tewkesbury Borough Business Grants scheme. This has yet to be implemented given the plethora of national business grants that have been rolled out.

#### 5.0 OTHER OPTIONS CONSIDERED

##### 5.1 None

## **6.0 CONSULTATION**

6.1 None

## **7.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

7.1 Council Plan 2020-24.  
COVID-19 Corporate Recovery Plan 2020.

## **8.0 RELEVANT GOVERNMENT POLICIES**

8.1 None directly.

## **9.0 RESOURCE IMPLICATIONS (Human/Property)**

9.1 None directly.

## **10.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**

10.1 Linked to individual Council Plan and COVID-19 Corporate Recovery Plan actions.

## **11.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**

11.1 Linked to individual Council Plan and COVID-19 Corporate Recovery Plan actions.

## **12.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**

12.1 Council Plan 2020-24 approved by Council 28 January 2020.  
COVID-19 Corporate Recovery Plan 2020 approved by Executive Committee 8 August 2020.

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**Background Papers:** None

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**Appendices:** Appendix 1 – Council Plan Performance Tracker Qtr 4 2021/22  
Appendix 2 – COVID-19 Corporate Recovery Plan performance tracker  
Qtr 4 2021/22