

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

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

PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Refocus</b>				
a) Continue to monitor the financial impacts of Covid-19 and revise the Medium-Term financial Strategy in light of those impacts.	<del>Jan 2022</del> Target date: April 2022 (reported to O&S committee in March 2022).	Head of Finance & Asset Management Lead Member for Finance and Asset Management	✓	Final monthly monitoring return to the DLUHC was completed in April.  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	✓	The internal audit team was operational in quarter four supported with a 2022/23 work plan approved by Audit and Governance Committee in March 2022.

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PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Recover</b>				
a) In partnership with Places Leisure build on the early success of the Tewkesbury Leisure Centre recovery plan.	Target date: March 2022	Head of Finance & Asset Management Lead Member for Finance and Asset Management Lead Member for Health and Wellbeing	✓	Completed.
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	✓	Completed. With the government guidance being lifted more officers are once again working from the council offices.
PRIORITY: FINANCE AND RESOURCES				
Actions	Target date	Responsible Officer/Group	Progress to date	Comment
<b>Rebuild</b>				
a) Maximise the use of business intelligence within the council to ensure the accuracy of	<del>March 2021</del> Target date:	Head of Corporate Services	☹️	The Business Intelligence Officer post has been recruited to and the postholder has been working full time in the role

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<p>the rating list and help businesses build resilience.</p>	<p><del>March 2022</del> (target date amendment reported to O&amp;S June 2021)  March 2023 (target date amendment reported to O&amp;S June 2022)</p>	<p>Lead Member for Finance and Asset Management</p>		<p>since 1 April 2022, having previously been redeployed to the Business Grants team.</p> <p>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.</p> <p>A cross service project plan is being developed to ensure business intelligence is shared by relevant services moving forward. The initial action of creating data sharing agreements is underway.</p>
<p>b) Work with businesses and residents and seek to rebuild council tax and business rate collection rates.</p>	<p><del>March 2021</del> Target date: March 2022 (target date amendment reported to O&amp;S June 2021)</p>	<p>Head of Corporate Services  Lead Member for Finance and Asset Management</p>	<p>✓</p>	<p>Formal recovery action for unpaid Council Tax and Business Rates recommenced in April 2021 with monthly liability order hearings continuing to be held remotely.</p> <p>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.</p>

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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Refocus</b>				
a) Develop a new four-year Economic Development and Tourism strategy that includes a focus upon the economic recovery of the borough.	<p><del>June 2024</del></p> <p>Target date:</p> <p><del>June 2022</del></p> <p>(revised date reported to O&amp;S committee in November 2020)</p> <p>December 2022</p> <p>(revised date reported to O&amp;S committee in June 2022)</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/ Promotion</p>	<p>☹</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. 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. This was due to be a joint commission and led by a neighbouring authority. They have now decided not to proceed and therefore timescales have been changed accordingly to allow for the internal tender process. However, the brief for the work has been developed.</p>

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b) Work with our partners at Cotswold Tourism to promote the borough as a safe destination to visit.	Target date: March 2022	Head of Development Services  Lead Member for Economic Development/ Promotion	✓	<p>Website and social media feeds continue to perform at record levels. The website had 350,000 visitors for the quarter. Facebook has 43,000 followers, Twitter has 25,000 followers and Instagram 62,000 followers.</p> <p>Campaign work has focused on undiscovered gems of the Cotswolds and Dog Friendly Cotswolds.</p> <p>This action is also linked to with the Council Plan performance tracker. (Economic Growth- objective 4- action a).</p>
<b>PRIORITY: ECONOMIC GROWTH</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Recover</b>				
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"> <li>• 13 workshops and 1-2-1 sessions were delivered in this quarter (Qtr 4). Events included support with business strategy, finding premises, social media, action planning and branding. Total events delivered this year were 52.</li> <li>• Tewkesbury Growth Hub also worked in partnership with Job Centre Plus to delivering a Jobs Fair in Tewkesbury Public Service Centre in November 2021.</li> <li>• The team have supported the work of the Business Cell, promoting grant opportunities to the business community.</li> </ul>

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			<ul style="list-style-type: none"> <li>• 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.</li> <li>• A dedicated Survive and Thrive section has been set up on the Growth Hub Website – providing Covid-19 support.</li> <li>• 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 range of events to support businesses with their digital skills. Follow up support and digital business advice was offered to all applicants.</li> <li>• Promotion of the Government's Help to Grow scheme to Borough businesses.</li> <li>• Relaunch of The Growth Hub Mentor Scheme, 28 skilled mentors available to work closely with businesses to provide detailed support.</li> <li>• Net Zero support launched, focused page on Growth Hub website, survey circulated to businesses and 1-2-1 advice offered on sustainability.</li> <li>• Growth Hub promotional videos have now been to highlight service and support offered.</li> <li>• The Growth Hub reopened to businesses on 19 July 2021. As a result of Covid-19, events were delivered online through into January and the hub has resumed</li> </ul>
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PRIORITY: ECONOMIC GROWTH				
Actions	Target date	Reporting Officer/Group	Progress to date	Comment
<b>Rebuild</b>				
a) Launch a new Tewkesbury Borough Business Grants scheme.	<p>January 2022 New target date: <del>March 2022</del> (New target date reported to O&amp;S committee in March 2022).</p> <p>December 2022 (New target date reported to O&amp;S committee in June 2022).</p>	<p>Head of Development Services</p> <p>Lead Member for Economic Development/ Promotion</p>		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.
b) Develop and deliver the Welcome Back Fund action plan.	Target date: March 2022	<p>Head of Development Services</p> <p>Lead Member for Economic Development/ Promotion</p>	✓	<p>A Welcome Back Fund Grant Action Plan for the Borough's retail centres was agreed by Government. An outline of the action plan was shared with all members.</p> <p>This funding builds on the Reopening High Streets Safely Fund announced in May 2020. The fund supported the safe and continued return to high streets and allowed the</p>



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				<p>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>Work in this quarter included:</p> <ul style="list-style-type: none"> <li>• 'Rediscover Local' campaign, featuring social media, place promotion films and marketing material for businesses</li> <li>• Deep cleans within retail centres</li> <li>• Events and markets</li> <li>• Environmental and open space improvements</li> <li>• Social media support and training for businesses</li> <li>• Advertising</li> </ul>
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Refocus</b>				
a) Continue to support our communities with issues arising from Covid-19.	Target date: March 2022	Head of Development Services Lead Member for Community	✓	<p>Support continues to be provided to community groups through funding advice, grants and activities.</p> <p>The Holiday Activities Fund has enabled Young Gloucestershire to deliver holiday activities and food for families in the borough.</p> <p>Through the Household Support Fund, grants for vulnerable families were also distributed in the form of supermarket vouchers in this quarter. Over 1,200 families were supported.</p>

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				Support for families has also been provided through grants to the CAB and the foodbank – mainly via food and fuel vouchers.
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 &amp; homelessness cases held by the Housing Advice Team as opposed to an increase that would reflect greater demand.</p> <p>New Temporary Accommodation (TA) placements 2020-21 Q1 = 26 Q2 = 21, Q3 = 25, Q4 = 30. 2021-22 Q1 = 15, Q2= 25, Q3= 25, Q4 = 20 New approaches for homelessness assistance 2020-21 Q1 = 135, Q2 = 178, Q3 = 146, Q4 = 132. 2021-2022 Q1 = 111, Q2= 144, Q3= 171, Q4 = 168</p> <p>The Housing Advice Team will continue to monitor levels of cases through the Council Plan Tracker under KPI's 8-14.</p>
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	😊	<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 end of year the scheme was put on hold across the County. The Housing team have been able to use £31,808.72 to support 27 households in total.</p>

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				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.
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Recover</b>				
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	✓	<p>The Integrated Locality Partnership (ILP) has highlighted a particular focus for mental health, social isolation, healthy lifestyles and employment and skills.</p> <p>Place based projects, using a strengthening local communities approach, have started to be developed in Brockworth and Tewkesbury initially.</p> <p>In Brockworth a community engagement post has been started (employed by the parish council) 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. Further follow on work has focussed on developing balance sessions for the frail, as this has been highlighted as a particular issue.</p>

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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) 161 grants, totalling £134,488, have been awarded to voluntary and community groups.
<b>PRIORITY: HOUSING AND COMMUNITIES</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Rebuild</b>				
a) Deliver a series of online training seminars to support the Voluntary and Community Sector (VCS).	Target date: March 2022	Head of Development Services Lead Member for Community	✓	Over the course of the year / online sessions have been run across a variety of topics including crowdfunding, how best to use data in your funding application, as well as sessions from specific funders such as the Severn Trent Community Fund.
<b>PRIORITY: CUSTOMER FIRST</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Refocus</b>				
a) Review the effectiveness and efficiency of the Environmental Health	<del>December 2020-</del> April 2021 September 2021	Head of Community Services	☺	The COMF funding carryover request has been approved by the County Council. The service will continue to employ a number of contractors to help address the backlog of inspections created during the Covid pandemic. This work

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Service, including an assessment of additional demand and available resources.	Target date: October 2022 (revised target date was reported to O&S committee in January 2022).	Lead Member for Clean and Green Environment		is on track and the service is likely to be able to meet the recovery requirements of central regulators such as the Food Standards Agency.  The trial of the new Environmental Health Structure appears to be working well. A formal staff consultation will take place in Q2 2022/23 and the options available to make the structure permanent will also be undertaken.
<b>PRIORITY: CUSTOMER FIRST</b>				
<b>Actions</b>	<b>Target date</b>	<b>Reporting Line</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Recover</b>				
a) Continue to monitor the safety of our buildings now that restrictions have been lifted.	Target date: March 2022	Head of Services Lead Member for Finance and Asset Management.	✓	Completed.
<b>Rebuild</b>				
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.	<del>February 2021</del> May 2021 July 2021 November 2021	Head of Corporate Services	✓	Paperless billing is now live, and residents can now sign up to receive their council tax bills online. A publicity push will be carried out throughout the year and included in the winter edition of Tewkesbury

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	Target date: February 2022 (Revised target date reported to O&S Committee January 2022)	Lead Member for Finance and Asset Management		Borough News, so we encourage as many residents as possible to sign up to the service for next year's billing run.
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	😊	<p>Services are running effectively with most people doing a combination of working in the office and some working from home. Further guidance to staff regarding office and home working is due to be issued over April and May to ensure greater governance over the arrangements. The new hybrid working Health and Safety workstation assessment module has been developed and issued with our partner Cardinus. 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.</p> <p>A recent 'Pulse check' survey in January 2022 showed that the vast majority of staff are happy with arrangements and believe they are working effectively.</p>

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PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Reporting Line	Progress to date	Comment
<b>Refocus</b>				
a) Explore opportunities to enhance new digital jobs and training with the Local Enterprise Partnership (LEP) and partners at Cyber Central.	Target date: March 2022	Director of Garden Communities Lead Member for Built Environment	✓	Continue to work with LEP and Cheltenham Borough Council as the Cyber Central project develops. Current activity includes the formation of a Cyber Leadership Board and a Cyber Festival, planned for the future, both to be led by the LEP currently. Work will also continue through the Economic Development team.
<b>Recover</b>				
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. Both of these bids were successful.
PRIORITY: GARDEN COMMUNITIES				
Actions	Target date	Reporting Line	Progress to date	Comment

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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 commenced on the preparation of a Sustainability Strategy for the Garden Town programme, a first draft was completed in March.
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	✓	2021/22 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 system and the electrification of the pool car fleet will meet demand in a greener way.



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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	✓	Completed.
<b>PRIORITY: SUSTAINABLE ENVIRONMENT</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Recover</b>				
a) 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 a return to business as usual. The work that we do with the Gloucestershire Waste & Resources partnership is aimed at reducing waste and increasing recycling.

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c) Agree funding for and appoint a new Carbon Reduction officer to support the council's climate emergency declaration and the delivery of its action plans.	<del>July 2021</del> Target date: September 2021 (Target date amendment reported to O&S Committee on 7 September 2021)	Head of Finance and Asset Management  Lead member for Clean and Green Environment	✓	Completed, the new Carbon Reduction Officer started in February 2022.
<b>PRIORITY: SUSTAINABLE ENVIRONMENT</b>				
<b>Actions</b>	<b>Target date</b>	<b>Responsible Officer/Group</b>	<b>Progress to date</b>	<b>Comment</b>
<b>Rebuild</b>				
a) Commence planning and scoping study for implications of, and opportunities for, borough wide decarbonisation.	Target date: July 2022	Head of Finance and Asset Management  Lead member for Clean and Green Environment		Given the additional work around the heating and solar canopy system, this piece of work will not now commence until Spring 2022.
b) Promote a healthier lifestyle through working with Active Gloucestershire through the 'we can move' programme.	Target date: March 2022	Head of Development Services  Lead Member for Community	✓	In March 2021 Executive Committee agreed a package of funding of £10,000 per year for the next five years (until 2025/26) to support the Active Gloucestershire 'We Can Move' project.  Active Glos have taken a leading role in the asset mapping work in Tewkesbury, as part of the Locality Partnership work. They are also contributing to the work of the Integrated Locality Partnership across the Borough. In addition, they are leading on developing campaign work around the population being active.