COTSWOLD
DISTRICT COUNCIL
UNITED WE SERVE

27 November 2020

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CABINET

A meeting of the Cabinet will be held remotely, via Cisco Webex on **Monday 7 December 2020 at 6.00pm**

Christine Gore

Christine Gore
Interim Chief Executive

To: Members of the Cabinet
(Councillors Rachel Coxcoon, Tony Dale, Andrew Doherty, Mike Evemy, Jenny Forde, Joe Harris, Lisa Spivey and Clive Webster)

Due to the current social distancing requirements and guidance relating to Coronavirus Regulations 2020 – Part 3 – Modification of meetings and public access requirements this meeting will be conducted remotely using Cisco Webex.

Members of the public will be able to follow the proceedings through a broadcast on https://www.facebook.com/CotswoldDC/ (You do not need a Facebook account for this).

Recording of Proceedings - The law allows the public proceedings of Council, Cabinet, and Committee Meetings to be recorded, which includes filming as well as audio-recording. Photography is also permitted.

As a matter of courtesy, if you intend to record any part of the proceedings please let the Committee Administrator know prior to the date of the meeting.

AGENDA

1. **Apologies**

2. **Declarations of Interest**
   To receive any declarations of interest from Members and Officers, relating to items to be considered at the meeting.

3. **Minutes**
   To confirm the minutes of the meeting of the Committee held on **2 November 2020**

4. **Leader's Announcements** (if any)

5. **Public Questions**
   To deal with questions from the public within the open forum question and answer session of fifteen minutes in total. Questions from each member of the public should be no longer than two minutes each and relate issues under the Committee's remit.

6. **Member Questions**
   To deal with written questions by Members, relating to issues under the Committee's remit, with the maximum length of oral supplementary questions at Committee being no longer than one minute. Responses to any supplementary questions will be dealt with in writing if they cannot be dealt with at the meeting.

7. **Green Economic Growth Strategy**

8. **Financial, Council Priority and Service Performance Report 2020-21 Quarter Two**

9. **Election Count review**

10. **Safeguarding Policy and Procedures**

11. **Update on Proposed Joint Tourism Review**

12. **Review of Parking Charges in Rissington Road Car Park, Bourton-on-the-Water**

13. **Gloucestershire Countywide P3 Leasing Scheme**

14. **Request to Write Off Unpaid Business Rates and Council Tax**

15. **Covid-19 Rent Deferral Policy for Council Commercial Tenants**

16. **Decisions taken by the Interim Chief Executive**

    In accordance with Council Procedure Rule 38, and following relevant consultation, the Interim Chief Executive has taken the following decisions:

    a. To delegate to the Senior Officer with responsibility for Environmental Health, the authority to exercise the powers contained within The Public Health (Control of Disease) Act 1984 **and all Regulations enacted under it.**
    b. To approve the Additional Restrictions Grant Policy.

17. **Schedule of Decisions Taken by the Leader of the Council and/or Individual Cabinet Members**

18.   **Issue(s) Arising From Overview and Scrutiny and/or Audit (if any)**

(END)

Cabinet
2 November 2020

COTSWOLD
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Minutes of a meeting held remotely of Cabinet held on 2 November 2020

Councillors present:

Joe Harris - Chair

Rachel Coxcoon	Jenny Forde	Clive Webster
Tony Dale	Mike Evemy	
Andrew Doherty	Lisa Spivey	

Officers present:

Interim Chief Executive	Forward Planning Manager
Chief Finance Officer	Senior Infrastructure Delivery Officer
Democratic Services	

Observers: Councillors Stephen Andrews, Patrick Coleman, Nikki Ind, Juliet Layton, and Gary Selwyn.

Members and officers observed a one minutes silence in memory of all those who had lost their lives serving this Country.

CAB.48   There were no apologies

CAB.49   **Declarations of Interest**

There were no declarations of interest by Members.

There were no declarations of interest under the Code of Conduct for Officers.

CAB.50   **Minutes**

RESOLVED that the Minutes of the Meeting of Cabinet of 5 October 2020 be approved as a correct record:

Record of Voting - for 7, against 0, abstention 1, absent 0.

CAB.51   **Leader's Announcements**

The Leader noted the difficulties that local communities faced by going into a second lockdown and paid tribute to residents, businesses and key workers for pulling together during the first lockdown. He was proud of the leadership shown by the District Council but expressed concerns at the indecisiveness and lack of strategy shown by central Government. He noted that local

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councils were best placed to deliver strategies at a local level but that they should be funded properly.

CAB.52 Public Questions

No requests for public questions had been received.

CAB.53 Member Questions

No questions had been received from Members.

CAB.54 Partial Update of the adopted Local Plan – a Planning Reform Update

The Cabinet considered an update on the project to partially update the Local Plan within the context of government consultations which had now closed.

The Cabinet Member for Planning Policy, Climate Change and Energy presented the report and highlighted the implications of the two consultations on Council's project to partially update the Local Plan.

The report outlined two options, one being to continue with partial revisions to the adopted Local Plan and the second to allow the Council to continue work but in a steady and cautious way until housing need figures and White Paper proposals were confirmed.

RESOLVED that

(a) Option B be supported - Pause the formal/regulatory plan making process until there is clarity on the White Paper and transitional arrangement from the old system to the new, and consequent change to the NPPF and NPPG;

(b) the Terms of Reference for the Local Plan Board and Masterplan Board be approved;

(c) the update to the Statement of Community Involvement be approved; and

(d) the drawdown of £284,500 from the Council Priorities Fund reserve to initiate and / or remunerate programmes of work identified in para 5.3 of the report, be approved.

Record of Voting - for 8, against 0, abstentions 0, absent 0.

CAB.55 Infrastructure Funding Statement

The Cabinet Member for Planning Policy, Climate Change and Energy presented the Infrastructure Funding Statement (IFS) which was for Cabinet to note and agree the publication of the infrastructure list to meet the government deadline of December 2020. The District Council only introduced Community Infrastructure Levy (CIL) in June 2019 and it was explained that the CIL funding pot would build up over time. It was noted that the IFS improves

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transparency on funding collected through the CIL and Section 106 (developer contributions) processes and that it would also provide a useful resource for local communities and Councillors.

RESOLVED that Cabinet:

(a) the publication of the data in the CIL and S106 reports of the Infrastructure Funding Statement be noted;

(b) the publication of the Infrastructure List be approved.

Record of voting - for 8, against 0, abstentions 0, absent 0.

CAB.56   **Gloucestershire Resources and Waste Partnership**

The Cabinet considered the details of the new Gloucestershire Resources and Waste Partnership following the disbandment of the Gloucestershire Joint Waste Partnership in December 2019.

The Cabinet Member for Waste, Flooding and Environmental Health presented the report which outlined a more informal approach for joint working between Gloucestershire local authorities on resources and waste matters. The Cabinet noted that the District Council representatives to this new partnership were likely to be the responsible Cabinet Member and Lead Officer.

RESOLVED that Cotswold District Council's membership of the new Gloucestershire Resources and Waste Partnership be approved.

Record of Voting - for 8, against 0, abstentions 0, absent 0.

CAB.57   **Improvement works to Environmental Services Depot at Packers Leaze, South Cerney**

The Cabinet was requested to agree funding towards improvements towards the refuse vehicle parking area at Packers Leaze, South Cerney.

The Cabinet Member for Environment, Waste and Recycling and the Deputy Leader and Cabinet Member for Finance presented the report outlining works requested to be undertaken regarding the drainage on the site and the provision of security fencing to the ownership boundary. The Cabinet supported these improvement works which would enable staff to undertake their duties in a safe and secure manner.

RESOLVED that Cabinet:

(a) allocates funding of up to £80,000 for the proposed drainage improvement works from the Capital Programme;

(b) allocates funding of up to £18,000 for the proposed security fencing works from the Building Maintenance Fund;

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(c) delegates authority to the Interim Chief Executive in consultation with the Chief Finance Officer, Deputy Leader and Cabinet Member for Finance and the Cabinet Member for Environment, Waste and Recycling to award the contracts for the necessary works set out in (a) and (b) of the report.

Record of Voting - for 8, against 0, abstentions 0, absent 0.

CAB.58 **Safety Improvements to Memorials at Council Cemeteries**

The Cabinet considered actions to be taken to improve urgent memorial safety in Council Cemeteries along with the funding required to undertake this work.

The Cabinet Member for Health, well-being and public safety presented the report and noted that no specific repair work had been carried out since the Council had taken over responsibility for the cemetery sites since 1973. A high number of gravestones and memorials were found to be in a poor condition and therefore the cost of repairs was higher than originally anticipated.

The Cabinet supported the proposed works as a way of preserving and enhancing burial grounds in addition to incorporating ecology issues and upskilling Council staff to be able to undertake the work. It was noted that the funding would be used for other projects as well as the repair works in order to make the cemeteries safer and to provide a better environment.

RESOLVED that

(a) the report on Memorial safety included at Annex A be noted;

(b) the original allocation of £20,000 is utilised for repair works and supplemented with £35,000 from the Building Maintenance budget to undertake all Priority 1 repair works to memorials and improvements to the ecology of the cemeteries at Chesterton, Stratton and Watermoor Cemeteries, be agreed;

(c) a waiver of Contract Rules is agreed to enable this work to be undertaken by 'Memsafe' an ICCM affiliated contractor, as additional quotations could not be obtained, be agreed.

Record of Voting - for 8, against 0, abstentions 0, absent 0.

CAB.59 **Validation of completed procurement exercise to renew framework of Flood Defence contractors**

The Cabinet was requested to approve the completed procurement exercise to assist with the transparency and financial efficiency of commissioning flood defence work.

The Cabinet Member for Environment, Waste and Recycling outlined the framework which had been developed in order to award contracts for flood defence work and which consisted of five LOTS. The Cabinet noted the importance of flood defence work and that some impacts of climate change were now unavoidable.

RESOLVED that the allocation of the LOTS as stated in the report be agreed.

Record of voting - for 8, against 0, abstentions 0, absent 0.

CAB.60 **Decisions taken by the Interim Chief Executive**

Cabinet noted the decisions taken by the Interim Chief Executive, as set out in full in the agenda. These were in accordance with Council Procedure Rule 38 and following relevant consultation.

CAB.61 **Schedule of Decisions taken by the Leader of the Council and/or individual Cabinet Members**

Cabinet noted the decisions taken by Cabinet Members since the previous Meeting of the Cabinet, which were set out in full in the agenda.

CAB.62 **Issues arising from Overview and Scrutiny and/or Audit Committee (If any)**

Audit Committee held on 29 October 2020 resolved to discuss with the relevant Cabinet Member the introduction of a policy and correct process for the use of volunteers within the Council.

The Meeting commenced at 6.00pm and closed at 7.50pm.

Chair

(END)

COTSWOLD DISTRICT COUNCIL

Council name	**COTSWOLD DISTRICT COUNCIL**
Name and date of Committee	**CABINET - 7 DECEMBER 2020**
Report Number	**AGENDA ITEM 7**
Subject	**GREEN ECONOMIC GROWTH STRATEGY**
Wards affected	ALL
Accountable member	Cllr. Tony Dale - Cabinet Member for Economy & Skills Email: tony.dale@cotswold.gov.uk
Accountable officer	Paul James - Economic Development Lead Tel: 01285 623558 Email: paul.james@cotswold.gov.uk
Summary/Purpose	To consider adopting the Green Economic Growth Strategy, to guide the District Council's activities to support economic growth in the district in line with Council Plan priorities over the next four years.
Annexes	Annex A - Green Economic Growth Strategy Consultation response summary.
Recommendation/s	a) *That the Green Economic Growth Strategy is adopted;* b) *that Cabinet note the responses to the consultation and the amendments to the Strategy document made as a result;* c) *that authority is delegated to the Interim Chief Executive, in consultation with the Cabinet Member for Economy and Skills, to make any further minor amendments to the document prior to its publication, including finalising performance measures;* d) *that the creation of a Cotswold Economic Advisory Group to oversee the implementation of the strategy is endorsed.*
Corporate priorities	Delivering Green Economic Growth.
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Consultation has taken place over a four week period, both on the Council's website and directly with key stakeholders.

1. BACKGROUND

The Administration has set a Corporate Plan priority of 'Delivering Green Economic Growth'. At the Cabinet meeting on 5th October 2020, the Draft Green Economic Growth Strategy was approved for consultation.

2. MAIN POINTS

2.1. The Administration's ambition is to nurture a dynamic, vibrant and balanced economy in the Cotswolds, growing high value, highly-skilled, low environmental impact businesses in our district. The adoption of a Green Economic Growth Strategy to guide the Council's work in this area is crucial to this.

2.2. A position of Economic Development Lead was created following the budget approved in February 2020. The current postholder took up the position in July 2020 and has worked closely with the Cabinet Member for Economy and Skills to formulate the strategy.

2.3. Consultation was undertaken with key stakeholders during the formulation of the strategy but it was felt that a wider consultation exercise needed to take place to ensure the buy-in of key organisations, businesses and individuals.

2.4. The Draft Green Economic Growth Strategy document was put on the Council's website and a survey devised to gain key information on people's views on the strategy. The results are shown in Appendix 1. There was also an opportunity for people to make specific comments and these are also summarised in Appendix 1, together with the Council's proposed responses. In addition to being put on the Council's website a press release was issued, supported by social media activity and a link to the document and survey was sent to all town and parish councils and key groups, businesses and individuals in the District. It was also included in the Council's Business Matters newsletter which is emailed out to a large number of businesses and was also included in the newsletter of the Gloucestershire Nature Partnership.

2.5. As a result of internal and external conversations, additional text has been added around Natural Capital and details of the Cotswold Challenge have been added to the section on innovation. The section on the visitor economy has been amended following comments from colleagues at Cotswolds Tourism. Twenty responses to the survey were received which contained some very constructive, helpful and detailed comments. It is felt that this represents a robust consultation.

2.6. In addition, an email offering broad support was received from the Chief Executive of Gfirst LEP who said:

"GFirst LEP welcomes the development of the strategy and in particular the strong links to the Gloucestershire Local Industrial Strategy (LIS).

I believe that the focus set out in the GEGS is clear and compelling in presenting an ambitious set of goals and actions that will further enhance and develop the economy of the Cotswolds and of Gloucestershire. In particular, it is very positive to see the clear relationship between LIS goals around development of the cyber industry, growth of agri-tech, green growth and a more flexible approach to our economy highlighted in the GEGS.

The strategy correctly identifies the challenges: housing affordability and availability; skills development; and availability of employment land – and clearly identifies a path for beginning to address those challenges.

GFirst LEP is strongly supportive of the GEGS and very much look forward to working with the District Council as you move to delivery."

2.7. The County Council's Interim Economic Development Team Leader has also responded positively, saying:

"*I am fully behind the vision of "a dynamic vibrant and balanced economy in the Cotswolds, growing high value, highly skilled, low environmental impact commerce" and agree enabling a vibrant economy should be continue to be a district priority. I am pleased to see close alignment with existing strategies, particularly with the priorities set out in the county council's corporate strategy "Looking to the Future" and with Gloucestershire's Local Industrial Strategy. I look forward to the county council playing its part is delivering this strategy."*

2.8. A representation was made on behalf of RAF Fairford, raising some specific points and opportunities, which have been incorporated within the Strategy document. A letter has also been received from Ridge & Partners on behalf of the Royal Agricultural University in relation to the Strategy's reference to the RAU's Triangle/University Gate site. It is broadly supportive of the wording contained in the document but asks for a degree of flexibility to enable them to respond to market conditions. The wording of the action contained within the Strategy is consistent with the Local Plan policy and the existing consent for the site. It would not be appropriate for the Strategy to depart from this as this is a matter for the planning process.

2.9. Much informal feedback has been received including a comment from the Director of Business West Gloucestershire, who said in his newspaper article that the strategy was "excellent".

2.10. The responses were largely supportive of the Strategy and the Council's approach, with the main areas of concern being about the Government's proposed increased housing delivery numbers for the Cotswold District, which the Council itself has opposed, and the Council's direct investment in the local economy. There was some concern that the Council was going to be "picking winners", but that is not the approach set out in the Council's Recovery Investment Strategy.

2.11. The Green Economic Growth Strategy and its associated Action Plan by its nature will be living documents and the Council needs to be flexible in its approach to respond to changing circumstances and take advantage of opportunities as they arise. However, it is recommended that the Green Economic Growth Strategy is now formally adopted. A number of changes have been made to the strategy document and a tracked version is attached in Appendix 2. However, it is recommended that delegated authority is given to the Interim Chief Executive in consultation with the Cabinet Member for Economy & Skills to make any further minor amendments as a result of Cabinet's comments and to finalise the performance measures.

2.12. The suggested performance measures were broadly supported, with all except the delivery of housing growth being supported by a majority of respondents. While it

is a measure that the Council is statutorily required to report on, it is accepted that it is not necessarily a reflection of the performance of the local economy. In addition, the quantum of Council direct investment and town centre car park occupancy were supported by fewer people than the other suggested measures. While we recognise the limitation of these measures, this is data we would collect anyway and helps to build a broad, balanced picture. A number of other measures were suggested, including the value of the visitor economy and the number of apprenticeships. These are accepted. Other measures suggested can be considered but not all will be readily measurable.

2.13. In terms of next steps, it is proposed to establish a Cotswold Economic Advisory Group, to bring together key individuals and organisations from across the District to advise, oversee and challenge the implementation of this strategy. It is envisaged that this group will meet no more than four times a year and its role will be advisory rather than having any decision-making powers. It will, however, provide a link to the main institutions and the wider business community in the District and encourage a sense of ownership of the Strategy.

3.   FINANCIAL IMPLICATIONS

3.1.   The actions contained within the Economic Growth Strategy will be financed from existing budgets. Where possible, external funding will be brought in from other partners. Investment opportunities identified to meet the economic growth objectives of the Council will need a Business Case to satisfy the criteria in the Recovery Investment Strategy and if successful will contribute to the Council's revenue budget.

4.   LEGAL IMPLICATIONS

4.1.   There are no legal implications associated with this report.

5.   RISK ASSESSMENT

5.1.   There is a risk that the actions set out in the strategy may not be delivered due to resource constraints or a downturn in the economy. This risk will be mitigated by being focused on key priorities and seeking to lever in funding and other resources from partners.

6.   EQUALITIES IMPACT

6.1.   The Green Economic Growth Strategy seeks to deliver inclusive growth which benefits all people within the Cotswold District.

7.   CLIMATE CHANGE IMPLICATIONS

7.1.   The Strategy seeks to grow the environmental technologies sector in the district, including renewable energy and the retrofitting of energy saving measures in homes and commercial buildings, and to encourage businesses to embed climate change objectives within their operations. All of this will have a positive impact on emissions and the district's wider climate change objectives.

8. ALTERNATIVE OPTIONS

8.1. The District Council could choose not to have an Economic Development function and simply allow the free market to work. This is likely to mean that opportunities are missed and benefits to the local economy and local people would be lost. The benefits of being seen to be a supportive and business-friendly local authority are significant.

8.2. The Council could also choose not to have an Economic Growth Strategy and could simply work on a reactive basis. This would not represent the best use of resources. Neither of these options is recommended.

9. BACKGROUND PAPERS

9.1. None.

(END)

Green Economic Growth Strategy

Consultation Draft October 2020 (with tracked changes)

Contents

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Introduction

Economic development is at a crossroads in the Cotswold District - we can sit back and let others decide our future or take destiny into our own hands and promote a living growing exciting economy based on community-based commercialism; the greatest green growth revolution ever and real attraction for high net worth companies looking to relocate away from cities in a new digital world.

Important though it is, Cotswold District is about more than the visitor economy. We have many companies who are at the cutting edge of innovation and we want to encourage more. There are opportunities to grow sectors such as agritech, cyber/digital, medical equipment and environmental technologies, by building on the strengths we already have in these areas.

Cotswold District Council's role will be varied in responding to the economic challenges we face. As a local authority we cannot deliver everything ourselves. At times we will be delivering projects directly. We will often be working in partnership with others. We will frequently be lobbying other partners to secure the best outcome for the District and we will be celebrating the successes we have achieved together. Cotswold District Council may not be "taking all the actions" but we will be "actors" not audience and we will be engaging, encouraging and enabling members of our communities who want to take a lead or be a part of delivering a sustainable economy.

We will stimulate local green investment. The Recovery Investment Strategy makes clear our willingness to support local investment that brings returns for our residents and great infrastructure the Cotswolds has been crying out for - homes for young people, green energy and transport and sustainable valuable commerce.

Our climate change and ecological obligations must be at the heart of everything we do, which is why our focus is on creating high value, high skill, low environmental impact jobs and why we will support investment into projects that directly deliver climate change mitigation and adaptation. We can choose to train our young people in new digital age skills - apps, games, cyber technologies, and agri-tech - rather than settle for the low skill, low paid jobs of the past. Our local big businesses have a role to play - promoting attractiveness, employing young apprentices and extending their supply chains locally.

We want to see healthy high streets with resilient local retailers selling high quality locally sourced products. We want to help all our businesses become green, save money on energy bills, and engage with a new digital and on-line revolution - so that they create fabulous customer experiences in the Cotswolds AND around the world. We want our young people to have the skills to apply for and succeed in great digital jobs as web leaders, ecommerce champions, start up entrepreneurs and digital designers - selling around the world. We want our residents to enjoy a prosperous economy where they can work from home, work locally and spend locally whilst enjoying a high quality of life, in a way which is inclusive and promotes equality and well-being.

This document is, by its nature, a dynamic one which will evolve as the economic circumstances change and our response to them is adapted accordingly.

Councillor Tony Dale
Cabinet Member for Economy & Skills, Cotswold District Council

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Vision

Our ambition is to nurture a dynamic, vibrant and balanced economy in the Cotswold District, growing high value, highly-skilled, low environmental impact businesses in our district. We will be a business-friendly council, not just communicating regularly with our local business community, working with them to grow the district's economy and enhancing the opportunities available for local people, particularly young people. We want our communities to engage in building a sustainable, inclusive economy which promotes health and wellbeing.

Much of our work in this area will be done in partnership with key stakeholders ranging from the County Council, GFirst LEP, Chambers of Commerce and other business groups, Town and Parish Councils, institutions like the Royal Agricultural University and Cirencester College and individual businesses large and small. Building these relationships and working together effectively will be key to the delivery of our Green Economic Growth Strategy.

Executive Summary

The cabinet of Cotswold District Council is very clear: it wishes to lead on economic development, partnering our successful local businesses, and has a vision of a dynamic, vibrant and balanced economy in the Cotswolds, growing high value, highly-skilled, low environmental impact commerce in our District.

The Cotswolds, a wider area than just the Cotswold District, is well-known as a popular visitor destination and the visitor economy accounts for a significant proportion of the local economy - 7000 jobs or 18% of the total. ~~However, the Cotswold District economy is about so much more than that.~~ We have many companies at the cutting edge of innovation and the opportunity to grow key sectors like agritech, cyber and digital, medical equipment and environmental technologies to name a few.

The Council's role will be varied - at times we will be delivering projects or investing in them directly, in other situations we will be working with partners and on occasions our role will simply be to promote what others are doing. However, we are clear that we will be actors not audience. Having declared both a climate emergency and an ecological emergency, we will ensure these objectives run through everything we do.

Cotswold District is spread out geographically, covering an area of 450 square miles. Cirencester is by far the biggest settlement, with Moreton-in-Marsh seen as the centre for the north Cotswolds and other towns performing a linking function. The District has some key assets like the Cotswold Water Park, Cotswold Airport, Royal Agricultural University, RAF Fairford, the Fire Service College, Cirencester College and the Campden BRI Food Innovation Centre. However, almost 90% of our businesses are microbusinesses with 9 or fewer employees - over 5500 of them. The District has a slightly older than average age profile and double the national average of people working from home. Median house prices are 13.5 times gross median earnings (ONS data) - the highest in the county - which can make it difficult for young people to get on the housing ladder and for some companies to recruit.

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This Strategy has been written to align with the Gloucestershire Draft Local Industrial Strategy and the Council's own Corporate Strategy. It is also informed by the Cotswold District Local Plan, which was adopted in 2018 and is undergoing a review.

The District Council's efforts in recent months have been dominated by its response to the Coronavirus pandemic. £36.5 million of Government grant has been paid out to over 2000 businesses, with a second tranche of grants paid out as a result of the second lockdown, and 1200 have benefitted from business rate relief. The District Council worked to safely reopen its town centres and later to support the hospitality sector to reopen when lockdown restrictions were eased further. Cotswold Tourism supported businesses with free membership. Having moved through the pre-recovery and recovery phases, the District Council is now focused on transformation, set out in this strategy, to create resilience for future waves of uncertainty.

There are opportunities to grow the Agritech and Food & Drink sectors, building on the strengths the District has with the Royal Agricultural University and the Farm 491 Incubator in Cirencester and the Campden BRI Food Innovation Centre at Chipping Campden. The RAU's Triangle/University Gate site could be brought forward for this purpose.

Cyber is a leading growth sector for the County, with Cheltenham taking the lead but with the scale of the growth there are opportunities for other parts of the County including Cotswold District. There may be an opportunity for a cyber facility at the Fire Service College in Moreton and the wider digital sector can build on already existing roots, particularly in Cirencester.

The green revolution offers opportunities for the District including in delivering Zero and Low Carbon Homes, renewable energy, retrofitting energy efficiency measures to homes and sustainable transport.

Our Town Centres are changing and this evolution has been accelerated by the Coronavirus pandemic and lockdown. We will assist our towns to respond to this. We already have a project underway with tech company Maybe* to assist the resilience of businesses by improving their digital and social media presence. We will complete the Cirencester town centre masterplan, identifying opportunities for the Council to invest in regeneration. The masterplan will provide a template for other towns to use should they wish to do so.

The Visitor Economy also needs to evolve, to be more geographically spread out, to be an all-year-round destination, to convert day visits to overnight stays and to link better with local industry such as food & drink.

Improving infrastructure is vital too - both transport and digital. The A417 Missing Link is by far the biggest piece of transport infrastructure planned for the County in the coming years. Linking Gloucester to Cirencester, it has the potential to make the District an even more attractive place for business by removing the congestion that exists at certain times of the day. The investment of around £450 million also gives opportunities for local suppliers and contractors and for jobs and apprenticeships. It could also open up limited development opportunities along the route. There are a number of other smaller infrastructure projects identified in the District and the Council is commissioning a Sustainable Transport Strategy.

Significant progress has been made, with the help of the Fastershire project, to improve broadband connectivity in the District. Cotswold District now has 95.3% of homes with Superfast broadband

and 40.1% with Ultrafast broadband, making it the best connected rural area in the country. Openreach have announced that Cirencester will be full fibre by 2025. However, there are still some areas where broadband is poor and even superfast connectivity is not sufficient for some businesses to operate in the way they would wish to.

Mobile phone coverage too is largely good for most networks in most places, but there are 'not-spots' in some areas which we wish to see addressed and will engage with the mobile phone network operators to do so.

With unemployment looking set to rise significantly, and disproportionately amongst 16-24 year-olds, it is more vital than ever that we ensure the training and skills offer is easy to access and meets the needs of employers. We will work with partners to ensure the offer is joined up and coherent. The award of £4.48 million to Cirencester College for its new Applied Digital Skills Centre is particularly exciting.

The District Council will use its new Economic Development resource to ensure it is proactive in communicating with and supporting existing businesses and in attracting new businesses to the District, matching them up with available sites and premises.

Housing Growth too will play its part in the recovery, with sites like The Steadings starting to come forward, delivering much-needed housing for our younger families and new generation.

The District Council has also been clear that it wishes to see the local economy grow in a way that benefits people across the District. As a whole, the District is relatively prosperous but it also has some of its Lower Super Output Areas (LSOAs) in the bottom 10% of the Index of Multiple Index of Deprivation for the County. The Council will seek to address this by working with partners, particularly the voluntary sector, by including social value requirements in council contracts and working to close the 'digital divide' amongst our population.

We know we cannot achieve the objectives of this strategy on our own. We will need to work with key partners like Gloucestershire County Council, GFirst Local Enterprise Partnership, Town Councils, Chambers of Commerce, the voluntary sector and businesses large and small.

We will agree indicators to monitor the success of the strategy and the strength of the local economy. Some suggestions are set out at the end of this document and we will invite others as part of the consultation on the strategy.

Updates on progress against the strategy will be presented to the Council's Cabinet on a regular basis.

Where we are now

A Portrait of the District

Cotswold District has a population of 89,862 as of 2019. 18.5% are aged 0-17, 55.7% between 18-64 years and 25.9% are aged over 65, giving it a slightly older than average profile than the national average.

The District is spread over an area of 450 sq. miles (1,165 sq km). Although very rural, the District lies in close proximity to large urban areas – notably Swindon, Gloucester, Cheltenham, Oxford, and, slightly further afield, Bristol, Bath, Birmingham and Reading, all having good access by road and rail. The Cotswolds, as a wider area, is internationally renowned for its natural beauty and magnificent historic buildings and settlements.

Cirencester is by far the most dominant centre with about a quarter of the District's population (around 20,000) and over 30% of the jobs (around 13,500) based in the town. This is the key location for business services, finance, retail and public services such as health, education, local government and the Police. Moreton-in-Marsh is the main centre for the North Cotswolds, with Bourton-on-the-Water, Chipping Campden, Fairford, Lechlade, Northleach, Stow-on-the-Wold and Tetbury serving the surrounding rural areas.

The District supports an economically active population of 47,700 and has strengths in Finance and Business Services, ICT including Science and Technology, Retail, and Accommodation and Food Services. Notable employers include St James's Place, The Colt Car Co, Campden BRI, Royal Agricultural University and Fire Service College. In 2015, the District had a marginally higher representation of smaller enterprises: 89% are micro businesses employing less than 10 people, 9% are small businesses with between 10 and 29 employees, 65 enterprises have between 50-249 employees and 15 enterprises have over 250 employees.

The 2011 Census shows that the District is relatively well self-contained although it is a net importer of labour of under 2,000 people from predominantly adjoining districts including Swindon, Wychavon and Stroud.

With a highly skilled population and key business assets, Cotswold offers a unique business location with a high quality of life within an internationally recognised outstanding natural environment and built heritage assets. Productivity is 17% above the national average and the second highest in the South West.

Cotswold District has double the national average of people working from home - at 8,000 people and 13.3%, it is the 7th highest figure in England. This is due to the rural nature of the district, making it an attractive place to work, and a highly-skilled and entrepreneurial workforce.

Cotswold District has an annual GVA of just over £3.5 billion. The sectors with the largest GVAs are Financial and insurance services (£931 million); Wholesale, retail and motor trades (£544 million); and Real estate (£485 million).

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Composition of Employment by Local Authority by Sector – Top Sectors

	Gloucestershire	Cheltenham	Cotswolds	Forrest of Dean	Gloucester	Stroud	Tewkesbury	South West	England and Wales
G : Wholesale and retail trade; repair of motor vehicles and motorcycles	15.2%	16.4%	15.9%	12.5%	15.9%	14.3%	13.0%	15.8%	15.3%
Q : Human health and social work activities	14.2%	16.4%	8.0%	14.6%	20.6%	12.2%	10.9%	14.8%	12.9%
C : Manufacturing	11.8%	6.6%	6.8%	16.7%	6.3%	18.4%	21.7%	8.5%	8.2%
I : Accommodation and food service activities	9.0%	9.8%	13.6%	7.3%	6.3%	9.2%	6.5%	9.7%	7.5%
P : Education	8.3%	9.8%	8.0%	10.4%	7.1%	9.2%	5.4%	8.7%	8.9%
M : Professional, scientific and technical activities	7.3%	8.2%	9.1%	5.2%	4.8%	6.1%	9.8%	7.2%	8.8%
N : Administrative and support service activities	6.9%	7.4%	8.0%	5.2%	7.9%	4.6%	6.5%	6.6%	9.1%
F : Construction	5.5%	4.1%	5.7%	6.3%	4.0%	7.1%	7.6%	5.3%	4.6%
J : Information and communication	4.2%	5.7%	4.5%	2.5%	3.6%	3.6%	3.8%	3.4%	4.3%
H : Transportation and storage	3.1%	1.5%	2.3%	5.2%	3.2%	3.1%	4.3%	3.9%	4.8%

Source: Gloucestershire Economic Needs Assessment – DLP Consulting

The District's key growth sectors between 2008 and 2016 have been Recreation, other services and household activities (+75% growth); Distribution; transport; accommodation and food (+69% growth); and Information and communication (+55% growth).
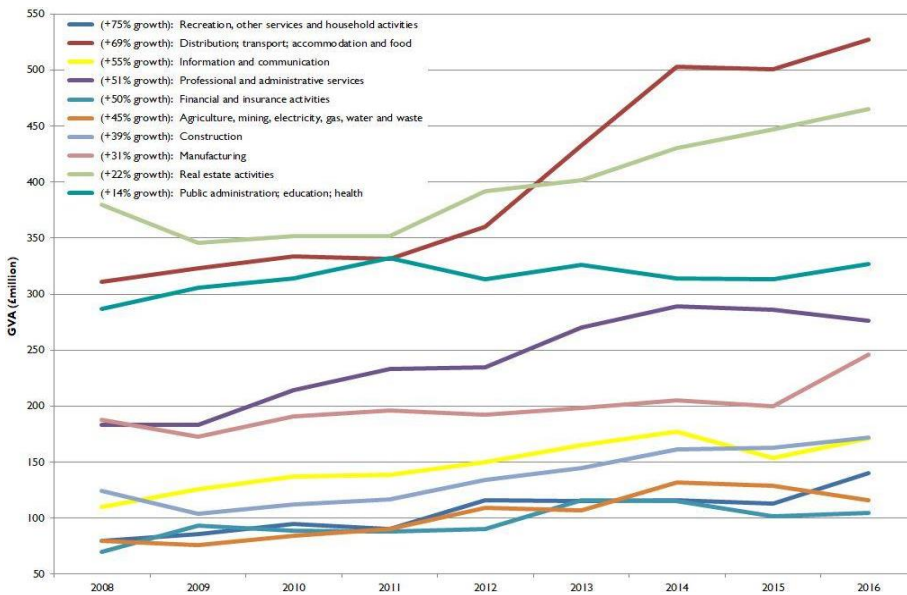
Cotswold District has 32,800 employees and an additional 9,500 self-employed workers[1]. Around 28,000 are full-time and 15,000 are part-time[2]. 'Accommodation & food service' and 'Wholesale, retail & trade' are the District's two largest job groups, both of which are significantly affected by Covid-19.

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[1] ONS annual population survey, Employment and unemployment (Oct 2018-Sep 2019)

[2] Source: ONS Business Register and Employment Survey (Note: Employee jobs excludes self-employed, government-supported trainees and HM Forces , as well as farm-based agriculture)

Cotswold District Employee Jobs (2018)
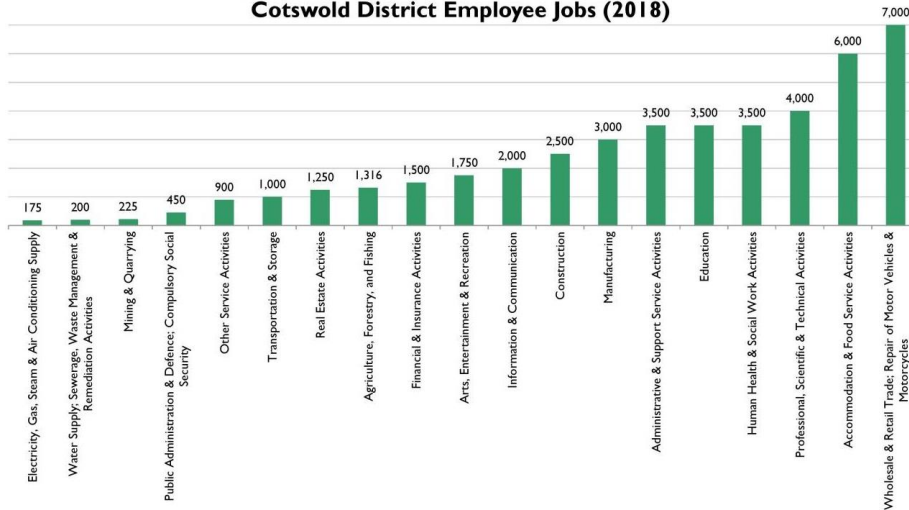
Source: Business Register and Employment Survey (2018)
Note: The figure for Agriculture, Forestry and Fishing is unavailable for 2018, so the figure for the 2011 Census has been used for this category

Location Quotient Analysis Relative to England

Location Quotients (LQ) analyse the specialisms within the local economy. These describe the proportion of employment in a sector relative to a wider area (in this case England). A location quotient of 1 means there is the same level/concentration of employment in this sector as is the case across the rest of the country. A LQ above 1 means there is a high concentration of employment in that sector within the local economy compared to England as a whole.

Cotswold has particular specialisms in Mining and quarrying (6.3); Agriculture, forestry and fishing (4.0); Accommodation and food service (2.0); Arts, entertainment and recreation (1.5); Real estate activities (1.4); and Construction (1.3).

	Cotswold	Gloucestershire
~~Agriculture, forestry and fishing~~	~~4.0~~	~~1.8~~
Mining and quarrying	6.3	1.3
Agriculture, forestry and fishing	4.0	1.8
Manufacturing	0.8	1.5

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	Cotswold	Gloucestershire
Electricity, gas and steam	0.8	1.9
Water supply, sewerage, waste	0.7	0.9
Construction	1.3	1.2
Wholesale and retail trade	1.1	1.0
Transportation and storage	0.4	0.6
Accommodation and food service	2.0	1.2
Information and communication	1.0	0.9
Financial and insurance activities	0.9	0.9
Real estate activities	1.4	0.9
Professional, scientific and technical	0.9	0.8
Administrative and support service	0.8	0.7
Public administration and defence	0.2	1.1
Education	0.9	0.9
Human health and social work	0.6	1.1
Arts, entertainment and recreation	1.5	1.1
Other service activities	1.0	1.0

Source: Gloucestershire Economic Needs Assessment – DLP Consulting

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	Cotswold (Numbers)	Cotswold (%)	South West (Numbers)	South West (%)
Enterprises				
Micro (0 To 9)	5,540	89.5	208,865	89.1
Small (10 To 49)	555	9	21,240	9.1
Medium (50 To 249)	80	1.3	3,525	1.5
Large (250+)	15	0.2	790	0.3
Total	6,190	-	234,420	-
Local Units				
Micro (0 To 9)	5,980	86.5	232,205	84.1
Small (10 To 49)	800	11.6	36,220	13.1
Medium (50 To 249)	120	1.7	6,845	2.5
Large (250+)	10	0.1	900	0.3
Total	6,915	-	276,170	-

The District has 6,190 businesses. There is an above average number of micros businesses (89.5%) and lower than average proportions of medium (1.3%) and large (0.2%) businesses that operate across 6,915 individual sites (for example a factory or shop). This reflects the entrepreneurial nature of the population.

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The Gloucestershire Economic Needs Assessment (2020) notes that the Cotswold market is quite scattered due to the rural nature and large size of the district.

Commercial interest is focussed around Cirencester and South Cerney. These areas form a very different market to the other Gloucestershire districts, which generally focus on the M5 corridor. While the A417 provides a direct link between these areas, the topography and the 'missing link' of non-dual carriageway on the A417, which can experience traffic delays, mean Cirencester and South Cerney are considered to be distinct to the M5 corridor by most potential occupiers.

Conversely, agents reported that Cirencester and South Cerney benefit from strong links to the south and east with access to Swindon and the M4 corridor providing a different market dynamic to the rest of Gloucestershire. Some also mentioned commuter links further east to Reading and London. Other parts of the District such as Fairford and Lechlade also have strong economic links to the Swindon area.

There is a definite demand for industrial space along the A417/A419 corridor, due to the highly skilled local workforce and high-tech manufacturing cluster around Cirencester. However, there is a lack of available serviced land with good access to the A417/A419 dual carriageway.

The north of Cotswold District is predominantly rural and has similarities with the market in the east of Tewkesbury District and Evesham. This area is beyond the areas of search focussed around Cheltenham, Gloucester, and the M5 corridor or Cirencester/South Cerney. Demand in the north of Cotswold District is predominantly for expansion for local businesses.

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Cotswold District has received a significant quantum of conversions of former agricultural buildings to B Class employment uses. In the four-year period between 2015 and 2019, agricultural conversions accounted for 9,700 sqm of new employment floorspace – split fairly equally between B1a office, B1c workshop, and B2 general industrial uses.

Median house prices are 13.5 times median gross annual workplace-based earnings, which is by far the highest ratio of any of the surrounding districts. As a result businesses face skill and labour shortages. However, with a highly skilled population and key business assets, Cotswold can also offer a unique business location with a high quality of life within an internationally recognised outstanding natural environment that has many built heritage assets.

The threats to economic output include have included the District's limited offer in terms of large modern office space (although the future shape of office space in a post-Covid world is still unclear), and move-on space for growing SMEs; the loss of employment land to residential; housing and other locational costs with lower than average resident and work incomes; commercial vacancy rates and attractiveness to graduates and young workers.

Cotswold District's rural economy, which also comprises many different types of small and micro-enterprises, and farm diversifications were highlighted as necessary to support that.

Small farm based enterprises, as part of parent farm businesses or housed in let business units, provide diversified income to farm and estate businesses enabling them to maintain profitability and thereby to invest in landscape and biodiversity management. This then attracts wider business investment and talent to the county and underpins its visitor economy and retention of young people.

National and Local Policy Context

Building a Britain Fit for the Future - National Industrial Strategy

In November 2017 the government published 'Building a Britain fit for the future' which set out the overarching industrial strategy for the UK. The first part of the strategy included a series of policies which impact on all sectors of the economy titled the 'Five Foundations'. These are considered the "essential attributes" for a successful economy and include:

- Ideas (R&D, innovation)
- People (skills and education)
- Infrastructure (broadband, energy, transport)
- Business environment (support for specific sectors and SMEs)
- Places (Local Industrial Strategies)

A key commitment made through the National Industrial Strategy is for the total Research & Development expenditure to increase. The Industrial Strategy Challenge Fund is a "core pillar" of this commitment and includes a £4.7 billion commitment to businesses seeking funds to research and develop technology or processes related to the aims of the industrial strategy.

The report details a series of partnerships with individual sectors and the government including the 'Sector Deals'. These Sector Deals include a bespoke arrangement between the government and industry with each involving three main elements:

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1. An industry council to facilitate discussions between industry leaders, government officials and Ministers, and leading academics.
2. Access to a competitively awarded fund for R&D in the sector.
3. Policies to support the development of the skills needed in the sector.

To date a range of Sector Deals have been announced covering the follow key areas:

Aerospace, Artificial Intelligence, Automotive, Construction, Creative industries, Life sciences, Nuclear, Offshore wind, Rail, Tourism.

Gloucestershire Local Industrial Strategy

The Draft Gloucestershire Local Industrial Strategy (LIS) published in September 2019 aligns with the Government's national industrial strategy with its five foundations of Ideas, People, Infrastructure, Business Environment and Places and its four Grand Challenges:

- Artificial Intelligence and Data
- Ageing Society
- Clean Growth
- Future of Mobility

The strategy notes that "Technological change will have a huge impact on everyone's lives and livelihoods over the next few decades - indeed it has already started. Many types of jobs will disappear - others will be created. But we are yet to see whether policy and the public will keep up with the pace of change effectively. It is on all of us to get out in front of it and proactively skill-up and inform ourselves to be ready."

Gloucestershire has a desire to be a "magnet county… ensuring that the environment, the arts, heritage and culture, creativity and active living are central to our vision of a healthy, productive county that attracts and retains young talent and supports its residents to live life to the full."

The Draft LIS identifies Cyber-tech, Agritech and the Green Economy as growth sectors, describing Gloucestershire as the "natural home for cyber-tech innovation" and the ambition to "create a healthy circular economy in food and farming" and to be "the Greenest place to live and work in England."

The strategy also describes the ambition to be "the most flexible place to work" and "to become a pilot area for innovative technology-driven transport solutions that work in rural areas" and to have "high quality digital infrastructure". In addition, it refers to potential "Tourism Zone status" and to being an "innovation active county."

Gloucestershire Vision 2050

Vision 2050 was overseen by Leadership Gloucestershire, and is described as "a county-wide conversation to explore ideas and shape our long-term future together". A consultation exercise ran from 1 February to 31 July 2018, generating around 2500 responses.

The Vision is made up of eight ambitions - a magnet county, an innovative county, a skilled county, a prosperous county, an inclusive county, a healthy and happy county and a connected county. There are six big ideas, two of which relate directly to Cotswold - an expansion and enhancement of

Cotswold Airport and a 1,000 bed hotel at Cotswold Water Park. These ideas have not been progressed further and may well not be the right ones for the District, but they do highlight the need to think big and outside the box.

Western Gateway

The Western Gateway is a strategic partnership, much like the Northern Powerhouse and the Midlands Engine, which is aimed at promoting and maximising economic growth from Swansea to Swindon. Its strapline is "Propelling a greener, fairer, stronger Britain".

The area has a population of 4.4 million, an economy of £107 billion, 156,000 businesses and 10 universities. It is chaired by Katherine Bennett, Senior Vice President of Airbus, one of the region's largest employers.

It was launched in November 2019 by the then Welsh Secretary Alun Cairns who said, "The region can be a true powerhouse of the UK economy". Local Government Secretary Robert Jenrick added that the region was a major centre for cyber and tech, research, manufacturing and the creative industries and that it would give South West England a powerful voice."

The prospectus states that delivering the vision could add more than £56 billion to the UK economy by 2030. It sets out three ambitions - Connectivity (transport and digital); Global Gateway (trade); and Innovation (energy, research, digital and cyber).

It is not yet clear what impact the initiative will have and how this will affect Cotswold District, but it is hoped that the region will have sufficient critical mass to attract the attention of Government in the same way its Northern and Midlands counterparts have.

Cotswold District Local Plan 2011-2031

The Cotswold District Local Plan was adopted in August 2018. Policy DS1 covers the overarching Local Plan Strategy which includes provision for sufficient land to be allocated, which together with commitments and dwellings completed since 2011, will deliver at least 8,400 dwellings and at least 24 ha for B class employment use over the Plan period (2011-2031). These will primarily be delivered within the Council's 17 Principal Settlements.

The Local Plan provides a positive policy context in relation to safeguarding employment sites, promoting development at the three Special Policy Areas and supports rural diversification.

The Plan is currently subject to review and the Administration has made clear their ambition to make the Local Plan "Green to the Core."

Cotswold District Council Economy and Employment Land Update (April 2016)

This report forms part of the evidence base for policies and proposals in the Cotswold District Local Plan Submission Draft, but to some extent is superseded by the Gloucestershire Economic Needs Assessment.

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It recommended that the District should avoid over-allocating employment land given the pressure for change of use to residential and non-employment generating uses, noting that a safeguarding policy is critical to protect existing sites to offer space for new and indigenous businesses to grow. It added that the economic policy and employment land response in the Local Plan needs to reflect a growing and dynamic economy, particularly recognising the need to support self-employed workers. Policies for Superfast Broadband are critical in supporting effective home working and self-employment.

Cotswold Business Delivery Plan (August 2017)

This report sets out the key priorities for Cotswold District Council in order to proactively meet the need of business, support competitive town centres, a prosperous rural economy and deliver the spatial economic strategy specified in the Cotswold Local Plan.

Threats to economic output include Cotswold District's limited offer in terms of large modern office space, and move-on space for growing SMEs; the loss of employment land to residential; Housing and other locational costs with lower than average resident and work incomes; commercial vacancy rates and attractiveness to graduates and young workers.

Climate Change Strategy

The District Council declared a Climate Emergency on 3 July 2019 and an Ecological Emergency on 15 July 2020.

Minimising, and adapting to, the forthcoming effects of climate change is a priority for everyone. The science is settled (climate heating is man-made; net greenhouse gas emissions must be cut to zero and then reversed), and all major international agencies agree that climate change, and the linked biodiversity / nature crisis, is the biggest threat to all our future livelihoods.

These crises, and the strength and effectiveness of our collective response to them, is the defining context of the next few decades, and indeed much further into the future. Whilst the crises are universal and global, action to tackle them will be local. It is for this reason that Cotswold District Council has adopted tackling the climate crisis as one of its highest strategic priorities.

However, tackling the climate crisis is not a discrete activity. By its nature the climate crisis will, increasingly, impact every aspect of the lives of Cotswold residents, and every aspect of the work of the Council. Equally, our responses to the climate crisis do not constitute a single policy area, but must be enacted through every aspect of the Council's work.

The success of climate change mitigation will play out over the medium term, but ultimately all residents of the district will benefit from a more liveable climate. In a shorter timeframe there will be challenges but also employment and investment benefits, as well as cost saving and health benefits for residents and organisations.

The challenge that Cotswold District Council is rising to in this Green Economic Growth Strategy is using the climate and ecological crisis imperative to inform choices that will both tackle the changing climate and deliver the exciting priorities of the strategy.

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Key local assets

Cotswold Water Park –

The Cotswold Water Park is an area of over 40 square miles and 170 lakes, a significant part of which sits in the south-east of Cotswold District, with many different leisure providers, and a variety of places to stay. The Water Park is an important sand and gravel extraction location and the resulting wetlands that are created post-extraction host tens of thousands of breeding and wintering birds. There is potential to grow the Water Park as a visitor destination, with a very different proposition to the traditional Cotswolds offer, growing its leisure and ecological strengths.

Cotswold Airport –

Cotswold Airport (formerly Kemble Airfield) is a private general aviation airport, near Kemble. It was built as a Royal Air Force (RAF) station and was known as RAF Kemble. It is used for the storage, refurbishment, and recycling of airliners, which has come into sharp focus as the airline industry has declined during the Coronavirus pandemic. There are also flying schools, clubs and industry, including advanced engineering. There is potential to develop further employment land on the Airport site and for it to be used for testing of technologies such as electric aircraft.

Fire Service College, Moreton-in-Marsh –

The Fire Service College is a leading organisation for fire prevention and protection and response, providing assessed, accredited and assured fire and multi-service training for emergency service professionals globally.

It specialises in equipping firefighters and other emergency responders with the best possible skills and training to learn the latest techniques and procedures. Their incident ground provides the opportunity for learners to train and exercise in a realistic and challenging environment. The vision for the College is to build the world's best resilience training organisation.

Royal Agricultural University, Cirencester –

The Royal Agricultural University (RAU) has been at the forefront of agricultural education and a key contributor to the land-based sector for 175 years. Today, the RAU has more than 1,100 students studying agriculture, animal science, business, environment, equine science, farm management, food, real estate and rural land management. The University, which is based in Cirencester, prides itself on its links with industry and all courses are designed to meet the demands of the employment market for land-based expertise, both in the UK and worldwide.

RAF Fairford –

RAF Fairford is an RAF base whose most prominent use in recent years has been as an airfield for United States Air Force B-52s during the 2003 Iraq War, Operation Allied Force in 1999, and the first Gulf War in 1991. It is the US Air Force's only European airfield for heavy bombers.

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RAF Fairford is also the home of the Royal International Air Tattoo (RIAT), an annual air display. RIAT is one of the largest airshows in the world, with the 2003 show recognised by Guinness World Records as the largest military airshow ever, with an attendance of 535 aircraft.

It was announced in November 2018 that 1,200 US Air Force personnel and dependents would relocate to Fairford from RAF Mildenhall in Suffolk over the next five years.   The situation is fluid, but it is still believed that a significant number of personnel will relocate to the site over the next few years. Some major construction projects are due to take place on site in the near future and this could provide opportunities for local suppliers and contractors.

Campden BRI –

With over 2,500 member companies in 80 countries, Campden BRI works closely with the food and drink industry to offer a wide range of analysis and testing services and operational support underpinned by a vigorous programme of research and innovation and promoted through extensive knowledge management activities. Facilities include 3,000 sqm of laboratories for microbiology, hygiene, chemistry, biochemistry, molecular biology, brewing and cereal science, sensory and consumer studies, and packaging technology; 3,500 sqm of food process hall and pilot plant facilities including malting and brewing, retorting, chilling, milling, baking, hygiene and packaging; 800 sqm of dedicated training and conference facilities; and a dedicated consumer test centre.

Cirencester College –

Cirencester College is a specialist sixth form college in a rural setting on the outskirts of Cirencester. One of only three designated specialist Sixth Form Colleges in the South West, Cirencester College is one of the top ranking Sixth Form Colleges in the country.

The College provides a bridge between school and university, apprenticeships or employment. The College offers an unrivalled choice of subjects from the Upgrade Programme to degree level. The College offers a wide choice of A-levels, vocational courses and professional apprenticeships.

In Summer 2020, the College was awarded £4.48 million of funding to build an Applied Digital Skills Centre, which is expected to open in early 2022 and will offer routes into exciting new cyber and digital industries.

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The District is home to a number of Gloucestershire's Top 100 companies

Company and Sector	Turnover	Employees	Location
St James's Place (Wealth Management)	£15.7bn	1100	Cirencester
Colt Car Co (Motors)	£559.2m	223	Cirencester
Bromford Housing	£257m	1800 across county	Cirencester

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(Housing Association)			
Nuvias Global (IT)	£142.5m	94	Cirencester
Sodra Wood (Forestry)	£138.4m	38	Cirencester
Corin Group (Medical)	£105.7m	474	Cirencester
Hardware Holdings (IT)	£32m	116	Cirencester
Socomec UK Ltd (IT)	£28.5m	75	South Cerney
Coinstone Ltd (Flour mill)	£26.9m	165	Tetbury

Source: Gloucestershire Live 2019

Key partners

Gloucestershire County Council, GFirst LEP, ~~Royal Agricultural University,~~ Royal Agricultural University, Cirencester College, Cirencester Growth Hub, Campden BRI, RAF Fairford, Chambers of Commerce, Federation of Small Business, Town and Parish Councils

SWOT Analysis of the Cotswold Economy

Strengths

- Internationally-renowned landscape and beautiful towns and villages

- Local assets like the Royal Agricultural University, Fire Service College, Cotswold Water Park, Cotswold Airport and RAF Fairford

- Successful companies like St James's Place, Colt Car Company, Bosch Rexroth etc.

- Strong underlying economy

- Very popular tourist destination

- Relatively wealthy demographic

- Best digitally-connected rural area in the country

- Skilled, well-educated and healthy population linked to a good general quality of life

- Strong existing business and environmental partnerships

Weaknesses

- High property price to income multiplier makes housing unaffordable for many

- Broadband and mobile phone coverage is limited in a few isolated areas of the District, although improvements are continually being made

- Some parts of the district are poorly connected to the motorway network

- Public transport in areas of the district (bus and rail) is poor, making car use essential

- Lack of activities, high housing costs, poor public transport and lack of opportunities for mean many young people mean many leave the area

- Lack of grow-on space for businesses

- Lack of digital/social media presence amongst small businesses in the area

Opportunities

- To grow key sectors like agritech, cyber and environmental technologies

- There is plenty of space in the District and employment land has been allocated

- Cirencester town centre is already attractive and the proposed masterplan could help make it the best town of its size in the country

- To make more of Cirencester's Roman, Saxon, Medieval and Civil War connections from a visitor and cultural perspective

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- To use the Local Plan Review to allocate sites and strengthen planning policies

- Government funding is likely to remain available for projects to grow the economy

- A417 missing link will improve connectivity when completed

- Parts of the district such as Cirencester could be a hub for office space relocating from London, building on the example of St James's Place

- To improve quality of tourism and increase visitor spend, building on the 'experience' of our towns and link it with other local businesses

- To distribute visitors more evenly throughout the district

- New digital skills centre at Cirencester College

- District Council's green focus could help make the area attractive for environmental technology companies

- Increased investment in local renewable energy gives opportunities for local companies.

- A move away from living and working in big cities could be to the district's advantage if we can make the right type of flexible workspace available<u>, including at the Growth Hub and new Digital Skills Centre</u>

- To use newly-available Economic Development resource to take advantage of opportunities

- To promote active travel with benefits for health, the environment and the economy

- <u>To develop an inclusive economy that promotes health and wellbeing</u>

- <u>To increase natural capital in the area and support nature recovery</u>

- <u>The Agriculture Act provides for "public money for public goods" which could benefit farmers and the environment</u>

- <u>Major construction projects at RAF Fairford could provide opportunities for local contractors and suppliers</u>

Threats

- Shift to online shopping will continue to reduce demand for physical retail space

- Trend for home-working post Coronavirus will reduce demand for office space

- Climate change

- Government focus on larger towns and cities and "levelling up" agenda

- ~~Brexit, especially if a "No Deal", could be disruptive, particularly in the short term~~

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Recovery from the Coronavirus Pandemic

The economy of the Cotswold District, like almost every other place worldwide, has been hit hard by the Coronavirus outbreak. The district is heavily reliant on the visitor economy, with over 5,000 jobs (18% of total jobs) currently in this sector. The lockdown has had a big impact on many of our businesses, with visitor numbers and footfall down significantly due to restrictions on movement.

Individuals and families have been affected too, with unemployment rising and many others having reduced income while on furlough. The voluntary sector has also faced significant challenges with a substantial fall in its ability to raise income.

Strengthening local communities is vital to build resilience and flexibility and reduce vulnerability to economic and other risks that can impact on the local economy as well as communities. Social isolation and the impact of Covid on livelihoods and people's mental and physical health and well-being can have adverse effects on the economy and increase the inequalities gap further.

Cotswold District Council has been well aware of the difficulties facing our residents, businesses and other organisations and has been quick to act, showing our determination to exercise our community leadership role. Some examples of what we have done are given below. We recognise that we cannot, nor should not, deal with a crisis of this scale on our own. So our actions have been done in the spirit of partnership, working with many others such as Gloucestershire County Council, Cotswold Tourism, GFirst LEP and Town and Parish Councils.

It looks as though the Coronavirus may be with us for a while and the economic recovery from it will take time. So our efforts will not stop and this plan sets out the various phases of our response. Some impacts of the Coronavirus outbreak will be with us permanently – an increase in working from home, an acceleration of the shift to online shopping and a move to more digitisation. Our plan responds to these trends and we want to lead and inspire businesses to recover lost trade by being innovative and creative. We also need to be responsive to future waves and be ready to act to protect our local economy if that happens. We want to enable our businesses to become more resilient as these situations occur.

The District Council has declared a climate emergency and recognises that although the crisis is global, action must be local. This Recovery section is therefore written with our climate change objectives at the forefront of our mind. There are many overlaps between our Recovery activities and our broader economic development work, so it makes sense to incorporate details within this strategy.

The Impact of Covid-19

The pandemic has had a significant economic impact on the district as highlighted by the key indicators below:

Measure	March 2020	April 2020	May 2020	June 2020
Unemployment rate	1.4%	3.0%	4.3%	4.0%
Furloughed workers		8,975		12,900

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Measure	March 2020	April 2020	May 2020	June 2020
Job Adverts	2,475	1,913	1,672	1698
Universal Credit Claims	2,697		5,450	
Retail footfall	-27%	-78%	-71%	-57%
Workplace footfall	-22%	-64%	-53%	-40%

Phased approach to recovery

Phases 1 & 2 - Pre-recovery and recovery

What we've done already

Central government has been looking to local government to provide local leadership in the face of the crisis and this is what we have done, stepping up to the challenges it has provided. Cotswold District Council has paid out over £36.5 million in Government-funded Business grants to over 2,000 businesses in the district. Over 1250 businesses have benefited from business rate relief.

The Council has been actively involved in safely re-opening our town centres, supporting businesses, putting measures in place to aid social distancing and communicating these changes to residents through a multimedia campaign.

We've worked with Gloucestershire Highways and Town & Parish Councils and local councillors to introduce measures to support social distancing in our town centres where there has been local support for such action. These have been introduced in Cirencester, Stow-on-the-Wold, Moreton-in- Marsh, Northleach and Tetbury. A further phase of works are being considered, subject to funding, using temporary traffic regulation orders. If these measures are seen as a success they can be made permanent and if they are not supported they can be reversed. We recognise that these changes can be disruptive for some people's shopping habits if it means, for example, they cannot park directly outside a shop they are buying something from. But a balance has to be struck between safety and convenience and safety must always come first.

- Our Environmental Services Team made available packs to businesses to assist with the safe re-opening of retail premises, including useful information, guidance on safe reopening, floor stickers and posters. A second pack was made available specifically for businesses in the hospitality sector, ahead of the further relaxation of lockdown rules on 4th July, again supported by a proactive communications campaign. Further communications support has been given to publicise the reduction in social distancing from 2m to '1m plus' and the requirement to wear face masks inside shops.
- We are implementing a relaxation of licensing rules for tables and chairs on the highway, to increase capacity for hospitality businesses and aid social distancing.
- We have introduced a new regular communication with business, with weekly e-newsletters and signposting enquiries to relevant partners.

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- Cotswold Tourism (www.cotswolds.com) have given businesses and attractions free membership, held 14 sector meetings, been gathering data and preparing marketing messages to support businesses re-opening.
- As the lockdown has been eased further, more businesses and attractions have re-opened such as the Leisure Sector. The Council has worked with our leisure provider SLM to agree a recovery package to get the District Council's leisure centres and museums open again and able to operate on a safe and sustainable basis.
- The Council has made available £30,000 of financial assistance to the Barn Theatre in Cirencester to enable it to be used as a cinema, which will assist the Theatre directly but will also encourage more footfall in Cirencester town centre.
- We encouraged local hospitality businesses, where eligible, to register for the 'Eat Out To Help Out' scheme and promoted the scheme to consumers through our communications channels. Take up in Gloucestershire was highest in the Cotswold District with 156,000 meals at 194 outlets.

In terms of the Visitor Economy, Cotswold Tourism has been encouraging businesses to improve their online presence through websites and social media and use low cost PR and marketing techniques. The sector wants to avoid the "three winters" effect, where in effect they miss out on the high season altogether. Many UK citizens will choose to take a break in this country given the difficulties with foreign travel and rural locations are seen by many as the safest places to go.

Many previously office-based businesses have adapted to staff working from home. Some are on a phased return, others have not returned yet and a proportion may never do so or will operate on a 'blended working' model. This will have implications for the amount of office space needed, particularly in larger town centres like Cirencester, and for footfall and spending power in town centres. We will make contact with major office users to understand their issues, support businesses who want to get back to their office bases to do so safely and will assist in finding sustainable uses for excess office space.

Phase Three is transformation, set out in this Green Economic Growth Strategy.

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Growing Key Sectors

Agritech

Agritech is the use of technology in agriculture, horticulture, and aquaculture with the aim of improving yield, efficiency, and profitability. Agritech can be products, services or applications derived from agriculture that improve various input/output processes. As well as productivity benefits, agritech can bring climate and ecology benefits - this will be a massive growth issue as weather becomes less predictable, new pests arrive, and public and political interest in regenerative agriculture and plant-based eating grows.

The importance of food and agriculture has been underlined in recent times, with the Government commissioning the first National Food Strategy in 75 years. Henry Dimbleby, the Independent Lead on the Food Strategy, said: "Intensive farming practices have caused severe damage to the environment and food-related disease is costing the NHS billions and drastically harming the lives of millions. Food security, too, is a growing concern: population growth, climate change, the global increase in meat eating are intensifying resource competition between nations." Environment Secretary George Eustice added, "The coronavirus pandemic has reminded us of the vital role our food system plays in our daily lives."

From a Gloucestershire perspective, 70% of the county is agricultural land. Food and farming accounts for £1.5 billion of GVA and over 50,000 jobs - double the national average proportion of activity.

Farm491 at the Royal Agricultural University, Cirencester is a leading technology incubator and innovation space focused on the future of farming and food systems. It works with entrepreneurs through all their stages of growth leveraging their unique network of academic, industry and farming contacts and in house experts to help companies achieve their aspirations primarily through strategic advice, support raising investment, finding the right talent, access to new customers and being part of a network of other entrepreneurs.

Farm491 is also involved in local and national policy on AgriTech and works with national and international partners to help reduce the fragmentation in the UK innovation ecosystem.

The Draft Gloucestershire Local Industrial Strategy sets out the ambition to be a "testbed for agricultural innovation" to deliver "a healthy circular economy in food and farming".

Having the RAU/Farm 491 and Campden BRI within the district and Hartpury College/University nearby gives the opportunity to form an agritech cluster within the County. In addition the Organic Research Centre has fairly recently relocated to Trent Lodge, next to the Growth Hub in Cirencester. The ORC plays an important role in researching and promoting sustainable food production, which has an increasing profile.

The RAU have for a long time had an ambition to develop the Triangle site on their campus for agriculture or education-related activity. The District Council will work with the RAU to bring this site forward.

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> **Action**
>
> Work with the RAU, LEP Sector Group and other key partners to bring forward the Triangle/University Gate site (Cirencester) for employment use, ideally as a Science/Biotech/Agritech Park with associated uses, which will support the RAU's business/student offer.

Cyber & Digital

As reliance on technology increases, so does the risk of attack, both on companies and organisations as well as on national infrastructure. As a result, a whole new industry has grown around protecting organisations from these risks.

There is an opportunity for the District to take advantage of Gloucestershire's growing reputation and momentum to be a centre for cyber security businesses and for the digital sector more broadly.

The Gloucestershire Draft Local Industrial Strategy sets out "Our ambition is to develop a county-wide testbed where businesses and education can come together to access a wealth of intellectual capital, services and shared ideas in a collaborative and trusted community."

The proposed Applied Digital Skills Centre at Cirencester College, for which £4.48 million of funding has been approved by GFirst LEP, will put the District in a strong position to attract tech companies by creating a highly-skilled workforce.

It also notes that "a vibrant SME community in cyber-tech already exists within the county" and the desire for "high quality digital connectivity and digital skills" and to "develop cyber-tech skills capability" and "promote an entrepreneurial start-up culture to attract new investment, develop talent and embed cyber-tech resilience in firms across all industries."

The words Cyber and Digital are sometimes used interchangeably and in reality one bleeds into the other. But opportunities are not just related to cyber security, but to digital industries as a whole. For example, the comparison website money.co.uk was founded in Cirencester before being sold to the owners of Zoopla. A significant number of other tech companies exist in the District, principally around Cirencester. It should also be recognised that digital skills support businesses in almost every sector.

Although Cheltenham is leading on the development of cyber security in the area, with Cyber Central being a "flagpole of excellence", it is very much a regional growth sector. Hub8 in Cheltenham, the proposals for The Forum at Gloucester's Kings Quarter and the SGS Berkeley Green facility are all examples of how growth in the cyber sector can be spread across the region. There may be opportunities at the Fire Service College in Moreton to add Cyber to their specialism in resilience.

The Draft Local Industrial Strategy also refers to Cyber Valley - formed by GFirst LEP with the LEPs in Swindon & Wiltshire, Worcestershire and The Marches. The ambition is to double the size of the cyber-tech and digital sector in the region and to position the region as the UK's largest cluster of cyber-tech and digital activity outside London.

The District Council will investigate with partners how it can best position itself to take advantage of growth in this sector.

Actions

Work with Capita to understand the opportunities for Cyber-related uses on the Fire Service College site, Moreton-in-Marsh.

Work with Cirencester College to maximise the benefits of the Digital Skills Centre by linking it with local businesses to secure employment opportunities for young people.

Work to build the broader digital sector in the District, particularly around Cirencester.

Growing a Green Economy

Cotswold District Council has declared Climate and Ecological Emergencies and has an ambition for its Economic Growth Strategy and Local Plan to be "green to the core". Growing the environmental technologies sector and encouraging local businesses to embed climate change objectives into their operations are important aspects of this. The LG Inform website estimates that 1614 jobs in green industries can be created by 2030 and 2483 by 2050.

The Draft LIS has an ambition for Gloucestershire to be "the greenest place to live and work in England" and "a leader in sustainable growth which enhances our natural capital assets, puts clean growth at the heart of investment decisions and builds on local green capabilities in the private sector." It notes that "going green will not be a barrier to growth" and "will enable Gloucestershire to engage in the renewable and clean energy market."

"People, planet and profit" are the three objectives in this sector. As is noted in the context section of this strategy, climate change considerations should flow through everything we do rather than being neatly compartmentalised. However, there are some specific areas we can target to grow the local economy in a way which meets our environmental objectives:

Actions

Use Local Plan policies to promote affordable, sustainably designed low to zero carbon homes.

Investigate opportunities to promote and invest in solar and other renewable energy forms, allocating sites in the Local Plan as necessary, in consultation with local communities.

Accelerate retro-fitting of low carbon measures - promoting the Government's £5,000 per household Green Home scheme, encouraging local contractors to sign up for accreditation, working with Severn Wye Energy Agency, Bromford Housing Group and others.

Commission a sustainable travel strategy for the district.

Create a network of electric vehicle charging points in car parks, at workplaces, on street and on the A-road network.

Encourage local businesses to embed climate change objectives into their operations.

Work with Gloucestershire Local Nature Partnership and other partners to enhance the natural capital (including the nature recovery network) of the District in a way that assists the growth of the local economy.

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Other sectors

There are several other sectors, including Advanced Manufacturing, AI & Autonomous vehicles, Classic Cars, Medical Equipment, Arts, Leisure, Culture, Food & Drink and Financial Services, where the District either already has a strong presence which can be built upon or where opportunities exist to target investment. Whilst identifying areas of strength to build upon, it is important the District Council is flexible enough to take advantage of opportunities when they arise.

Action
Investigate opportunities to grow other sectors within the District.

Enabling town centres to thrive

The role of town centres has evolved over time and will continue to do so. Changing shopping habits, initially to supermarkets and out of town shopping, have put pressure on town centres and in more recent times the advent of online shopping has added a new and greater threat. This has been accelerated by the Covid-19 pandemic and associated lockdown. In May 2013, 9.7% of retail sales were online. By May 2020, albeit in lockdown, this had risen to almost 33%. Services which used to be delivered face to face in town centres are now often done online.

The Grimsey Review first reported on this trend in 2013 and has since published two further reviews, the most recent one in the wake of Covid-19. Grimsey's first report highlighted that there is too much retail space in this country and that town centres needed to be recast as "community hubs, designed around health, education, culture, housing, leisure, arts and crafts and some shops." National town centre vacancy rates rose in the second quarter of 2020 to 12.4%, following the collapse of a number of major brands. Cotswold District, with its collection of smaller towns, is fortunately less reliant on national chain retailers than bigger towns and cities, although several of them are represented in Cirencester in particular. With its strong and distinctive features, for example with heritage, culture, countryside, leisure, wellbeing and food & drink, the District is well-placed to develop further its experiential offering.

Grimsey points to the importance of local leadership, putting sustainability and the environment at the heart of towns, with "fewer cars and more green spaces", more people living in town centres and being "based on quality of life and experiences and not blind mass consumerism".

Grimsey advocates establishing a "Town Centre Commission" and having a 20 year plan to work to.

The tech revolution is gathering pace and the effects of it are likely to increase rather than diminish. For the majority of businesses, having a digital presence is no longer an option. Research by tech company Maybe* showed that only 43% of independent businesses were active on social media daily prior to lockdown and this dropped to 5% during lockdown. Examples, such as Law & Co, demonstrate how a strong digital presence can be translated into additional sales. At a time when town centre footfall is depressed and will take some time to recover, if it ever does fully, this is hugely important. The District Council is undertaking a project with Maybe* to encourage businesses in the district to improve the social media presence and interact with others in their area.

Cirencester is by far the biggest town centre in the district and ranks in the top 200 town and city centres in the country. The Cirencester Town Centre Health Check Assessment (Cotswold

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District Council, August 2018) highlighted Cirencester's potential to be the best town centre of its size in the country. This is an ambition we should aim for and it will need the District Council and other partners to take an active place-shaping role - both in terms of longer-term regeneration projects and smaller scale interventions. The Cirencester Town Centre masterplan gives an opportunity to bring together the various partners to make this happen and will provide a structure and template for town and parish councils to replicate, where required. Cirencester's town centre vacancy rate has grown from 4% in 2014 to 8% in March 2019 and is likely to rise further in the current climate, meaning action is increasingly necessary.   Better links with Kemble Station and walking and cycling routes to Cotswold Water Park are also desirable. The smaller towns and larger villages in the District will still need to evolve, building on their strengths, particularly being local and independent and providing goods, services and experiences not available online, and protecting the functions and services that matter to the populations they serve, but can do so without the need for such formal arrangements and in partnership with Town Councils.

As part of the Council's commitment to a sustainable local economy, it wishes to promote active and innovative green travel for visitors travelling to, from and within the District, such as electric cargo bikes.

Actions

Progress the Cirencester town centre masterplan and consider trialling a Town Centre Commission as per the Grimsey Report. Provide a structure and template for town and parish councils to replicate, where required.

Identify investment opportunities for the District Council arising from the masterplan(s) which facilitate town centre regeneration and assist the vitality of the daytime and evening economies.

Work with Maybe to increase the digital resilience of small businesses in the District and celebrate successes.

Identify quick wins for town centres, including 'meanwhile' uses of vacant retail premises.

Consider how the arts and culture sector can be supported and can grow to generate activity in our town centres as well as bringing wider economic and social benefits.

Consider how the heritage of our towns, including but not limited to Cirencester, can be used~~.~~ to generate footfall and town centre vitality.

Ensure planning policies are sufficiently flexible to take account of the changing role of town centres, including allowing conversion of non-core retail premises to residential and 'flats above the shop', including for low cost affordable housing.

A Sustainable Visitor Economy

The visitor economy contributed £355 million of spend in the district and accounts for over 7,000 jobs - 18% of total employment, forming the cornerstone of what the Draft Local Industrial Strategy describes the County's "Strong and growing visitor economy".

The Cotswolds, which is a wider area than Cotswold District and covers the whole Cotswolds National Landscape, is a popular, well known destination with a reputation built on rural

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countryside, local limestone, vibrant towns, heritage cities and picturesque villages, along with award winning attractions and events. The Cotswolds is a well-performing destination, with high awareness and appreciation.

The Council's joint Tourism Team manages the public/private sector partnership Destination Management Organisation (DMO) known as 'Cotswolds Tourism'. The DMO plays a key role in supporting its 430 member businesses to become more resilient and is proactive in managing and developing the visitor economy to encourage visitors away from 'honeypot' locations, to stay longer, all year round and to spend more during their visit.

The approach is community centred, contributing to place-shaping that enables the benefits of visitor spend and wider investment to support local communities and the wider economy.

By working closely with the towns, villages, local organisations and the member businesses, the DMO also has the unique opportunity to help strengthen the high street, supporting the vitality of local communities and the viability of local services as part of the Covid-19 recovery plans.

Cotswolds Tourism's aims include:

- Leading and co-ordinating marketing of the Cotswolds
- Representing tourism locally, nationally and internationally
- Supporting local tourism businesses.

~~Cotswolds Tourism is a partnership between the Councils that make up The Cotswolds and the visitor economy businesses within it, with the aims to:~~

"To ensure that the Cotswolds is a vibrant year round destination where visitors enjoy high quality, authentic experiences and tourism makes an increasing contribution to the economic, social and environmental sustainability of the local economy."

Closely aligned to these aims are the Council's Corporate Plan which includes the following objective to "Secure successful businesses in the visitor economy with higher visitor spend and more even footfall."

~~Its Destination Management Plan has the following vision for tourism in the Cotswolds:~~

Review tourism service and refresh destination management plan with the aim of meeting the Council's objective of sustainable tourism.

Deliver the actions set out in the Cotswold Tourism destination management plan

Make the Cotswolds a vibrant year-round destination

Increase tourism's contribution to the economic, social and environmental sustainability of our communities

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Infrastructure

Broadband

Broadband is now seen as an essential utility along with water and electricity. In a rural area, the lack of a reliable broadband connection can add to social isolation as well as reduce opportunities to be economically active. With double the national average of people in the district working from home and the ambition to market the district as an attractive place to do so,and the County's ambition to grow the cyber and digital sectors, good broadband is even more important.

The Fastershire programme is a partnership between Herefordshire and Gloucestershire Councils which was established in 2011 to act as a conduit for public funding to overcome market failure in the delivery of broadband to homes and businesses.

The programme has been a success, with figures showing Fastershire projects will have boosted the economy by £420 million over 10 years. As of July 2020, 95.3% of premises within the district were connected to Superfast Broadband (30mbps) with 40.12% connected to Ultrafast (100mbps), making it **the best connected rural area in the country.** However, even with Superfast connectivity, some businesses even in Cirencester town centre cannot operate in the way they would wish to.

The District Council has shown its commitment to broadband provision by setting aside £500k in match funding in 2016 to help the Fastershire programme access the harder to reach parts of the district.

Openreach have recently announced that Cirencester will be a Full Fibre Town by 2025 and the District Council is liaising with Openreach to make this upgrade happen as quickly as possible.

Local Plan policies should ensure the fastest available broadband is installed in new developments at the outset unless there is a good reason not to do so.

Actions –

Work with Fastershire to complete the rollout of Superfast broadband across the district

Capitalise on the district being the best-connected rural area in the country

Review local plan policies to ensure they assist delivery of broadband

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Mobile phone signal/4G/5G rollout

Good mobile phone coverage is also important for a well-connected district. Signal can be poor for some networks in some parts of the district and it is understandable that there may be reluctance to site mobile phone masts in sensitive locations.

The District Council can assist with identifying mast sites for areas with limited coverage, whether they are in the ownership of the Council or third parties. Local Plan policies support operators to extend coverage unless there is a good reason not to do so. Local councillors have a role to play in identifying "not spots" and lobbying the operators to address them.

In March 2020, the Government and the four main operators signed the Shared Rural Network agreement. The Shared Rural Network (SRN) is a deal with EE, O2, Three and Vodafone investing in a network of new and existing phone masts they would all share. This will increase coverage to 95% of UK land mass by the end of 2025. The District Council will lobby to ensure the SRN deals with the not-spots in the district.

Actions

Lobby the Single Rural Network programme to address the "not-spots" in the district.

Build relationships with the Mobile Phone Network Operators and secure commitments to address "not-spots".

Transport

A417 Missing Link

The A417/A419 provides an important route between Gloucester and Cirencester, leading on to Swindon, that helps connect the Midlands/North to the South of England. It's an alternative to the M5/M4 route via Bristol. The Missing Link itself is a three-mile stretch of single-lane carriageway on the A417 between the Brockworth bypass and Cowley roundabout.

The Missing Link causes many problems for road users and those who live or work in the area. Congestion can be frequent and unpredictable so some motorists divert onto local roads to avoid tailbacks. This causes difficulties for neighbouring communities and local roads were not built to accommodate so much traffic. Poor visibility and other factors also mean that accidents, many of which are serious, occur frequently along this section of road.

 The scheme has four key objectives:

- Transport and safety: to reduce delays, create a free-flowing road network and improve safety along this stretch of the A417
- Environment and heritage: to reduce the impact on the landscape, natural and historic environment of the Cotswolds and, where possible, enhance the surrounding environment
- Community and access: to reduce queuing traffic and pollution, improve access for local people to the strategic road network, and support residents and visitors' enjoyment to the countryside
- Economic growth: to help boost growth and prosperity by making journeys more reliable and improving connectivity

The scheme has been delayed due to design changes, with the Development Consent Order expected to be submitted in the first half of 2021, a spade in the ground in the first quarter of 2023 and the road being completed during 2026.

The project represents an enormous investment believed to be in excess of £400 million. The scale of the project means there will be many opportunities for local contractors, suppliers and training and apprenticeship opportunities. The improved connectivity opens up opportunities for businesses to locate within the Cotswold District who may previously have been put off by the congestion. It

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may also give some limited opportunities for appropriate development along the route of the new section of road.

There is a risk of some disruption arising during construction and the District Council will work with Highways England and Gloucestershire Highways to mitigate this.

Other transport infrastructure

There are a range of other road infrastructure improvements identified through the Local Plan which will be implemented as funding becomes available.

There is an aspiration to invest in a new sustainable transport strategy that will help to facilitate the decarbonisation of vehicular movements and if possible promote alternative modes of transport - especially within the urban areas; this will also include creating a new post at Cotswold District to facilitate this and the commissioning of a Sustainable Transport Strategy.

The Local Industrial Strategy refers to an ambition of "innovative technology-driven transport solutions in rural areas" and Cotswold District wishes to be at the forefront of this.

A project has been initiated to look at the feasibility of re-establishing a rail link between Cirencester and Kemble (for more details, see www.cirentrain.org.uk). This could have economic benefits for Cirencester and the wider District. The District Council has part-funded the feasibility study, which is expected soon.

Action

Work with Highways England to maximise the economic benefits of the A417 Missing Link project in terms of opportunities for local suppliers and contractors, apprenticeship and training opportunities and any appropriate development opportunities that arise as a result of the scheme.

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Skills

Having the right skills is vital to meeting the District's objectives of having a high value, highly-skilled, low environmental impact economy and ensuring our young people are equipped to match the needs of local employers. With unemployment rising as a result of the Coronavirus pandemic, assisting those looking for work with access to retraining will be more important than ever.

The Draft Local Industrial Strategy sets out Gloucestershire's ambition to be the most flexible place to work, adding "It is essential that businesses have access to people with the right skills to support high quality productive jobs".

It notes that "Gloucestershire aims to be a place where high quality education, training and support can equip people with the skills they need in a growing high-value economy. It is also a place where no-one is left behind."

The LIS and Gloucestershire Vision 2050 both point to the numbers of young people, estimated at 400 a year, being lost from the County due to a lack of suitable opportunities. The LIS also references the need to ensure an ageing workforce can continue to make a contribution .

The District Council will work with GFirst, Gloucestershire County Council, Adult Education, the National Careers Service and local training providers to address unemployment and provide the skills businesses need. Cirencester College offers Digital, Construction, Education and Childcare T-levels, which are a vocational qualification involving a work placement.

The new Applied Digital Skills Centre being built at Cirencester College gives the district a great opportunity both to develop a workforce with the digital skills needed in the 21st century, but also to grow its digital and cyber sectors. The LIS mentions "Digital Skills Partnership" to be set up by the Skills Advisory Partnership to co-ordinate activity and ensure we maximise the benefits of the growth in the cyber sector for local people. The District Council will play its part in this to encourage our young leaders through local organisations and partnering with leading businesses.

The Royal Agricultural University will help to meet the ambition of closing the LIS's digital and technical skills gap in food and farming.

GFirst's Reimagine and Restart recovery plan talks of identifying potential for jobs in cyber security, broadband infrastructure, agritech, green energy and housing stock retrofits and thereafter creating Career Hubs and an Apprenticeship Clearing House.

The fragmented nature of provision, funding and responsibility for skills and training can make for a complicated and confusing landscape for those seeking help. We will work with partners to make the offer coherent and easy to access and will work with business to ensure their needs are heard and responded to.

Actions

Work with key partners like the County Council, GFirst LEP, Cirencester College and others to address the needs of employers, make the offer to those in need of training coherent and easy to navigate and signpost to relevant providers where necessary.

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> Work with the Department for Work and Pensions and other partners to establish one or more Youth Hubs across the district virtually or physically.

Inward Investment

The District Council will take a proactive approach to securing inward investment. It is not enough to simply allocate land in the Local Plan, although that is an important part of the process. A supportive and welcoming local authority can make a huge amount of difference. We will proactively market available sites in the district to key growth sectors, offering a warm welcome, a helping hand and supportive planning environment.

We will work alongside GFirst LEP to co-ordinate activities and add value to their Inward Investment Project.

We will also take an active role in encouraging new tenants and new uses into our town centres, with both meanwhile and permanent uses, liaising closely with landlords and commercial agents.

There are several employment site opportunities allocated in the Local Plan, some of which already benefit from planning permission. The Chesterton/Steadings development in Cirencester has 9 hectares allocated for employment land.

Bourton-on-the-Water	Land north of Bourton Industrial Estate / Business Park	3.38	B1/B2/B8	15/03318/OUT
Chipping Campden	Battle Brook / Extension to Campden Business Park	0.67	B1/B2/B8	–
Lechlade	Land north of Butler's Court	1.25	B1	–
Moreton-in-Marsh	Fire Service College B	7	B1	–
Willersey	Land north of B4632 and east of employment estate	1.97	B1/B2/B8	–

It is important that a range of commercial units are available, including grow-on space for SMEs.

The Council will also invest directly in projects where they meet the investment criteria set out in our Recovery Investment Strategy and our wider objectives.

The District Council will also take an active role in identifying and bidding for funds when it aligns with our wider objectives, whether it is from Central Government or elsewhere, working with and through others where appropriate to maximise the resources available in the district.

> **Actions**
>
> Allocate more land for employment through the updated local plan
>
> Secure the provision and occupation of new commercial space
>
> Improve the information available on the Economic Development page of the District Council website, including developing inward investment collateral.
>
> Maintain a register of available sites and properties within the district to match to potential investors and occupiers.
>
> Investigate opportunities to build sector clusters in the district.
>
> Proactively contact potential businesses for relocation/growth.
>
> Take an active role in identifying and bidding for funding which meets the Council's objectives, whether that is through the District Council bidding or supporting bids from partners
>
> Invest in local projects and development opportunities
>
> Use Council assets to generate jobs locally

Support for business

A strong business community in the District is vital for a healthy economy. Small businesses account for the vast majority of employment in the District. 90% of businesses in the District have nine or fewer employees. Cotswold District Council is business-friendly and is in touch with its business community. We want to encourage and support existing businesses to grow and new businesses to start up. by helping to create the conditions in which they can succeed. The Gloucestershire Draft Local Industrial Strategy notes that "a healthy local business environment is essential in helping businesses grow". We will work with the "Start and Grow" programme at University of Gloucestershire and The Growth Hub based at the Royal Agricultural University in Cirencester. We will look to enhance the Growth Hub provision in the north of the District.

In February 2020, the District Council approved a budget for a new Economic Development Lead post, with the position being filled in July 2020. This gives the authority capacity to actively engage with businesses and identify projects and actions to support the economy.

The Local Industrial Strategy aims for Gloucestershire to be the most flexible place to work in the UK. The Coronavirus pandemic has brought about a shift in working practices which looks set to form part of the "new normal". Increased home working and 'blended working' highlight the need both for good broadband connections and a network of 'Work from Anywhere' locations, including Growth Hubs.

Cotswolds Tourism works to support businesses connected with the visitor economy.

The Council will work with the Barriers to Growth working group of the Local Enterprise Partnership to promote a positive planning environment for businesses wishing to invest in the District.

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Local Plan policy EC2 provides protection for employment premises from change of use. The Local Plan provides support not just for traditional types of employment use, but for broader employment generating uses - e.g. diversification of Cotswold Water Park.

Actions

Undertake a programme of business engagement visits around the district

Work with partners like the "Start and Grow" programme at the University of Gloucestershire and the Growth Hub to ensure sufficient relevant business support is available

Create a network of "work anywhere" spaces throughout the District, including investigating the provision of an enhanced Growth Hub provision at Moreton-in-Marsh

Innovation

Cotswold District's ambition is to be at the forefront of innovation in the County. We have many innovative companies ranging from digital to medical equipment, from equine to engineering.

Gloucestershire's Local Industrial Strategy contains an ambition to be an "innovation active county" and describes Gloucestershire as the "hidden innovation capital of the UK". 70.3% of the county's businesses are "innovation active" compared with a national average of 55.1%. The County spends 3.3% of GVA on research and development - one of only a few counties to spend above the national target of 2.4%.

The LIS includes an ambition for the LEP to create an Innovation Factory, bringing together innovation assets including the Royal Agricultural University and Farm 491 and the Campden BRI to drive innovation through collaboration. There could also be a role for the Organic Research Centre to take part in this. The District Council will support and assist with this as necessary.

The Cotswold Challenge is a competition for creative and innovative 16-19 year-olds which has been created by local businesspeople, which helps to inspire our young people to innovate and could have great potential to identify and develop our local talent.

The District Council has recently met with the Regional Manager of UK Research and Innovation with the aim of helping local businesses access grants from them to undertake and apply research and develop new products.

Action

Support innovative companies in the District to capitalise on their research and development and collaborate where it is advantageous to do so.

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Housing Growth

Housing is primarily a matter for the Local Plan and the Council's Housing Plan, but has a major impact on the economy as well, both in terms of construction and related activity and in providing places for people to live. The Council's approach is not to allow housing in an uncontrolled way, but to endeavour to build the right homes in the right places to protect our precious landscape and heritage.

The Local Plan has allocated 8,400 homes to be built during the plan period of 2011-2031, along with 24 hectares of employment land. The Local Plan is currently being updated~~, although the Government is also proposing radical reforms to the planning system which would significantly increase the number of homes required in the Cotswold District~~. The District has significantly delivered well above its housing target for the last five years.

The largest site allocated in the adopted Local Plan is at Chesterton, now known as The Steadings, which has consent for 2,350 homes and 9 hectares of employment land. The first phase of employment land will be delivered early in the development.

Delivery of major allocations will give opportunities for local labour, local contractors and apprenticeships, as well as to showcase environmental and energy saving features, particularly as technology develops, making some features more affordable to both the developer and future householder.

There are 24 other residential site allocations identified in the local plan, which range in size from 5 to 119 dwellings and would contribute a further 510 dwellings.

Given the issues with housing affordability in the district, the delivery of affordable housing is crucial in order to provide accommodation for the local workforce. The Administration has identified this as a priority, particularly social rented housing. We will support innovative solutions to providing new affordable housing near our main economic centres.

Actions

Work with Bathurst Developments to maximise the benefits of The Steadings development

Work with partners to ensure that barriers to the delivery of sites are removed

Support innovative solutions to increase the supply of affordable housing near to our main economic centres

Inclusive Growth

Inclusive growth is "a concept that advances equitable opportunities for economic participants during economic growth with benefits incurred by every section of society."

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Cotswold District within the top 15% least deprived local authorities in England (276th out of 317 in the Index of Multiple Deprivation). The District is also the second least deprived authority in Gloucestershire. The District's national ranking has improved by five places since 2015[3].

Despite the District's good overall ranking, granular analysis exposes pockets of deprivation in some areas. Several of the District's Lower Super Output Areas, such as Chesterton 1 and The Ampneys and Hampton 1, feature in the top 10% most deprived areas in Gloucestershire for Multiple Indices of Deprivation. 'Barriers to Housing and Services' is a particular issue.

Cotswold District also experiences a 'digital divide'. This is where some people do not have the skills to use a smartphone or a computer or do not have the means to buy these things. It is important that green economic growth is inclusive of people who are currently unable to access digital resources.

Social value is defined as: '*A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.*'

It is also defined as:

'*The additional benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes.*'

The Public Services (Social Value) Act is not prescriptive in what should be done, but rather states that the procurer must consider 'how what is proposed might improve the economic, social and environmental well-being of the relevant area'.

Examples could include:

- Creating skills and training opportunities

- Targeting long term unemployed, NEETS and disadvantaged groups

- Offering work placements to school children and young adults

- Providing career advice

- Offering curriculum and literacy support to schools

- Creating supply chain opportunities to SMEs and Social Enterprises

- Contributing to local community projects

- Providing energy efficiency advice for residents

- Initiatives that target fuel savings for customers

- Skills workshops for residents

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[3] English Indices of Deprivation 2019 (MHCLG, September 2019)

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- Neighbourhood improvement projects

The Council is currently in the process of preparing a Procurement and Commissioning Strategy which builds in requirements around social value.

Voluntary sector

Gloucestershire has a very healthy Voluntary Sector and the same is true for Cotswold District.

The social benefits of voluntary action are well understood. Charities and community groups bring people together, support communities, and can build social capital. However the economic importance of the voluntary sector is often less recognised.

Nationally, according to the Charity Commission, the largest proportion of registered charities – approximately one-third of the total – are involved in the provision of social services, culture and recreation. This pattern of activities is replicated in Gloucestershire.

'The State of the Sector Report 2019/20' which was conducted by the Gloucestershire VCS Alliance revealed that there are 635 registered charities in the district (highest number in the county) with a turnover of £137,765,855 (excluding educational institutions), 1458 employees and over 2000 volunteers. We therefore recognise that as well as generating growth in social capital, charities and voluntary organisations can foster economic growth locally.

District	Charities *excluding* educational institutions	Turnover 18/19 (£)	Reserves 18/19 (£)	Paid Employees	Volunteers
Cheltenham	332	65,462,654	127,582,022	1722	3323
Cotswolds	566	137,765,855	154,375,066	1458	2048
Forest of Dean	329	52,300,423	58,030,739	717	430
Gloucester City	258	110,075,075	50,893,746	916	3419
Stroud	528	81,942,042	59,967,634	1915	3186
Tewkesbury	270	17,116,726	11,770,252	163	1720
Total	2283	464,662,775	462,628,459	6891	14,126

Table 11: Summary of information on registered charities excluding educational institutions

The report also highlights that '87% of organisations receive grant funding. Grant funding remains the lifeblood of the sector. 50% deliver on public sector contracts. This potentially puts the local VCSE in a precarious position as the public sector is getting smaller and there are signs that in future there will be fewer contracts going to bigger players, whose headquarters may well be based out of county'. We will work with our local charities to help them generate growth which can create wealth and help keep this money circulating within our local area.

Another important role of charities is to provide early intervention support which in turn helps the public sector to save money. Joined-up local commissioning and removing barriers to provide incentives for Public Sector partners to increasingly invest in preventative services locally will be key as well as helping local groups and charities to develop skills in alternative fundraising activities (e.g Crowdfunding).

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Actions

Deliver social value through the procurement of District Council contracts

Take steps, working with partners including the voluntary sector, to bridge the digital divide that exists within Cotswold District

- Collaboratively – We can't achieve this strategy on our own. We'll bring all of our partners together – from the County Council and LEP to Town & Parish Councils, businesses and the Chambers of Commerce to Homes England and the Arts Council & Cotswolds National Landscape.

- Strengths-based – Working with our communities, not imposing our ideas on them

- Putting the environment at the heart of the recovery

- Inclusive – The recovery will include all parts of our community, ensuring no-one is left behind

- Bold, ambitious and innovative – We will need to take tough decisions, show strong leadership and do things differently to ensure a robust and sustainable recovery

- Rebuilding trust and confidence in the council by promoting a culture of openness and transparency

- Value for money - we will use the council's resources wisely, but will invest in the fabric and future of the district

- Listen, hear, act - we will seek thoughts and ambitions from our residents to inform our decision making

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Measures of Success

It is important that the success of this Strategy and the health of the local economy is measured and monitored. Below are some suggested measures. As part of the consultation on this document, we will be asking whether people feel these are the right measures or wish to suggest alternatives.

Reports setting out progress against the objectives of this strategy will be presented to the District Council's Cabinet on a regular basis

- Employment levels & job adverts

- NEETs

- Number of apprenticeships

- Business start-ups

- Business failures

- Value of the local economy (GVA)

- Value of the visitor economy

- Levels of inward investment

- New commercial space built/let

- Town Centre vacancy rates

- Town centre car park occupancy

- Council direct investment in local economy

- Delivery of new and enhanced infrastructure

- Delivery of housing growth

- Delivery of affordable housing

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Cotswold District Council Green Economic Growth Strategy Consultation Results and Comments

1. The District Council has outlined as one of its priorities "to enable a vibrant economy" and has put in place resources to support this objective. Do you think it is right to have it as a priority? YES/NO

   a) If no, why? (Please give your reasons/provide appropriate evidence)

   Responses: Yes 18 No 2

Comment	Response
A vibrant economy isn't well defined in your vision. A "balanced" economy is to me a better priority as it implies reasonable, measured approach to development rather than one that is driven purely by market growth.	The Strategy is very clear that the Council wishes to see high value, highly-skilled, low environmental impact growth and the Strategy specifically references the aim of a balanced economy.
I think vibrant is good but also green economy should be top priority.	As above. As a Green Economic Growth Strategy, we are clear that we wish our economic activity to have environmental concerns at its heart.
Very happy to support a vibrant economy, but given our rural nature I think you are conflating it with a "green" Economy and transport first, green concerns (which almost always involves more burden to the taxpayer for no tangible result) very much last.	As above.
I particularly like the stress on developing high-value, high skilled roles and finding ways for local people to access these. I also like the stress on a balanced economy.	Support noted.
However, whilst having a vibrant economy can be directly linked to the health and well-being of individuals the strategy needs to acknowledge the negative planetary impact that economies can have. In the context of the Cotswold district, this objective should be clearer in declaring that our local	The Council fully recognises the importance of the environment and has declared both climate and ecological emergencies. The environment is a key priority in the Council's Corporate Plan.

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economy must reduce this risk, and mitigate against, our changing climate.	

2.   The Council's Draft Green Economic Growth Strategy has the following priorities. Do you think they are the correct ones? YES/NO (For more information on each, please see the strategy document). Please feel free to answer individually or as a whole.

A.	Growing key sectors like agritech, cyber & digital and green technologies	YES/NO	**Responses: Yes 20 No 0**
B.	Enabling town centres to thrive	YES/NO	**Responses: Yes 20 No 0**
C.	Supporting the visitor economy	YES/NO	**Responses: Yes 20 No 0**
D.	Improving infrastructure - both digital and transport	YES/NO	**Responses: Yes 19 No 1**
E.	Improving skills and training	YES/NO	**Responses: Yes 20 No 0**
F.	Attracting inward investment	YES/NO	**Responses: Yes 20 No 0**
G.	Supporting businesses	YES/NO	**Responses: Yes 20 No 0**
H.	Encouraging innovation	YES/NO	**Responses: Yes 20 No 0**
I.	Delivering housing growth	YES/NO	**Responses: Yes 6 No 13 Abstain 1**
J.	Ensuring growth is inclusive	YES/NO	**Responses: Yes 17 No 3**

a.   If no, please suggest other priorities and provide a brief explanation of why you think they should be priorities.

Comment	Response
The infrastructure question is simply too broad. I support improving digital infrastructure so that every house and business in the Cotswolds has FTTP. I support improving public transport and local walking and cycling networks. BUT I do not support the government spending £450 million on the A417. On housing I support delivering more social housing but I do not support endless housing growth in the district, particularly at the scale envisaged by central government through their revised planning legislation.	The in-principle decision on the A417 has been taken by the Government and there is a process to go through before the project can start on site. The District Council recognises the environmental concerns but believes these are on balance outweighed by the improvements to safety and reduction in congestion.

The Council has responded to the Government's White Paper on Planning setting out its opposition to the level of housing proposed for the Cotswold District. |

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Delivering housing growth could be redefined as "delivering low-impact, affordable, environmentally efficient housing in partnership with the best-in-kind community-driven developers and placemakers".	These are laudable aims and the comments are duly noted. The council's Corporate Plan describes and explains the actions it will take to deliver on the suggested comments. For example, the Council has committed to update its Local Plan and include new policies to secure net-zero carbon housing in new developments; and the Council is investigating partnership arrangements to increase the supply of social rented accommodation.
Housing I think you need to be careful, the countryside is being ripped up and important habitats lost due to building works. There had to be a balance, the empty shops in the high street and cities should first be turned into housing before important countryside is lost forever to housing.	The Strategy makes clear its support for more housing in our town centres, particularly in Cirencester through the Town Centre masterplan, as part of the overall mix of uses needed to generate a vibrant environment.
Housing is already too much - Fairford primary is full, and almost impossible to get a doctor's appointment within three weeks. Fairford and Lechlade are at capacity - no more housing.	The Council has responded to the Government's White Paper on Planning setting out its opposition to the level of housing proposed for the Cotswold District.
We need affordable housing for young people and key workers but nowhere near as much as Chesterton and def not what the government says we need.	As above. The Strategy makes clear the importance of affordable housing.
Housing growth must be defined. We do NOT need masses of houses in a County which is very largely classified as AONB. Additional houses should be aimed at enabling young people to get onto the housing ladder and NOT simply building so-called executive homes which young people cannot begin to afford. I don't know what is meant by "inclusive" growth. It sounds like a meaningless sound bite.	As above. The Strategy makes clear the importance of affordable housing. Inclusive growth is defined in the strategy document as "a concept that advances equitable opportunities for economic participants during economic growth with benefits incurred by every section of society."
Re sectors- if digital is a sector then yes but of course all sectors will need to be digital. Cyber certainly although investment will gravitate to Cheltenham. Agri tech is interesting but it is more likely that Hartpury will emerge as the Glos Centre. Something broader to encompass science (Campden BRI to Corin) might be more easy to realise and more likely to create local jobs. It is also an area where innovation is moving so fast that it would be foolish to	It is agreed that most if not all sectors will need to be digitally-enabled in order to succeed. We believe, and our conversations with partners confirm this, that there will be sufficient growth in the cyber sector for Cheltenham and other parts of the county. We also believe that the District has an important role to play in the agritech sector, building on the strengths of the RAU and Farm 491, working

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insist on a 2020 view of what might be future industries. Who would have predicted Neon Play or Corin? Green, yes but again, as it moves beyond PVs and power (specific local investment will go to Glos, Berkeley and Swindon) it is likely to become an aspect of most sectors. There is a really interesting section in the strategy about the number of micro businesses and the number of people working from home pre-Covid (what sector are they in?). IS there something here about entrepreneurship- creating conditions for the germination and then growth to SME of new companies? Re housing growth, it really depends. Certainly not what is being proposed by HMG. That would devastate the environment and the market towns in Cotswold district. It depends what. Homes for local people and for key workers who currently have to commute in by car everyday (I can show you the postcode plots of all the staff at our College, Deer Park and RAU as an example) or more second homes and retirement villages. While we are not a city, there are opportunities for low rise flats on brownfield sites which are exactly the sort of places young people are living in Leeds, Manchester etc and which would help boost spend in our town centres.	collaboratively with Hartpury. The point about the broader science and innovation sectors is well-made it is right that we should not be too fixed on what sectors we seek to attract as innovation is indeed moving fast and we need to retain flexibility to respond to opportunities. The point about creating the conditions for growth to SMEs of new companies is also well-made. The Council has responded to the Government's White Paper on Planning setting out its opposition to the level of housing proposed for the Cotswold District. The Strategy makes clear its support for more housing in our town centres, particularly in Cirencester through the Town Centre masterplan, as part of the overall mix of uses needed to generate a vibrant environment.
Much improved cycle paths. This will improve the parking issue, be much better for the environment, and individuals' health.	Improving cycle paths will be an important part of the District Council's proposed Sustainable Transport Strategy.
Whilst these are all components of a successful economy reference to infrastructure should include improving cycling and public transport infrastructure and in respect of delivering housing growth, this should be more explicit in referencing local need such as delivering affordable and social-rented housing.	Agreed. This will be picked up in the Council's Sustainable Transport Strategy but the importance of cycling and public transport is referenced in the document.
The Organic Research Centre (ORC) is the UK's leading independent organic research organisation. Over the last forty years, our research and knowledge exchange has helped to change the future of food and farming. The organic sector has made huge progress in this time but it offers great potential for future sustainable food production. The Cabinet Member's introduction makes reference to a "green growth revolution" but although	Agreed. The wording has been changed to make reference to the organic sector and the role of the ORC.

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this vision incorporates agriculture within it, it does not include reference to the organic sector and its increasing influence.	
Housing growth must include a strong inclusion of affordable housing to allow keyworkers to live locally and young people to get on the housing ladder.	Agreed. The importance of affordable housing and the Administration's commitment to it is stressed in the Strategy.
1) There is also potential for expanding tourism, especially in the sense of spreading it more widely. 2) We don't need housing growth per se. What we need is the right housing in the right places to support an integrated plan for all areas of the District.	Agreed. This is consistent with the comments in the Strategy on the Visitor Economy. This is what the Local Plan seeks to achieve.

3.   Do you think the growth sectors we have identified (agritech, cyber/digital, green technologies)are the correct ones? YES/NO

Responses: Yes 15 No 5

Comment	Response
I think we need a wider scope than just these three, particularly as cyber and green technologies are usually very "clustered" industries that tend to clump together. I think an emphasis on encouraging growth of the numerous micro-businesses into larger scale enterprises could be a better strategy than specifying sectors.	The point about not just concentrating on these sectors is well-made and the strategy does specify several others including medical equipment. It is right that we should not be too fixed on what sectors we seek to attract as innovation is indeed moving fast and we need to retain flexibility to respond to opportunities, but we also need to be clear what are our potential strengths and growth areas.
The Arts & Culture sector is a crucial component of keeping your communities engaged as well as driving inward tourism. Now that creatives are having to work from home, more needs to be done to harness their skills for the District, encouraging them to participate online and create locally relevant content, artworks, books, online events. This can be achieved through RAU partnership as well as with private trusts and groups.	Agreed. The importance of the Arts & Culture sector is referenced in the strategy document but the wording has been strengthened, including adding a specific action related to it.

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In particular green technologies and to create a balance so that we can help our animals and habitat that they needs alongside humans. Not humans over animals and their habitat. We can both live and work together. And it's really important we think like that. Not as them 2nd. Without the natural world humans will not survive. We have to change our ways of thinking. And look to people like David Attenbrough to see how easy it is to make these small but so important changes and way of thinking.	The Council fully recognises the importance of the environment and has declared both climate and ecological emergencies. Tackling climate change is a key priority in the Council's Corporate Plan.
Depends, what do you mean by agritech? How does this relate to your role in our community? There is much funding in agritech via universities/colleges etc so I am not sure how your plans for this sector will benefit us locally while spending our money usefully. Perhaps use that money to invest in another sector and use findings of agritech from current research groups to address local issues.	The reference to Agritech is about building on the strength of the RAU and Farm 491 rather than the District Council being involved in delivery of it directly.
Cyber and tech - yes, green no.	Noted, but disagree regarding the importance of green industries.
Partly. Digital and cyber yes but there are few jobs in agritech and the RAU doesn't actually teach it. Finance like St James's Place and money.co.uk brings far more jobs and income.	The importance of St James's Place and the finance sector more broadly is noted in the strategy.
The digital world offers almost unlimited scope for future growth and small start-up companies in this sector are the key to future growth. This will require that training is available to provide the necessary skills which will be needed. The fostering of SMALL businesses in ALL sectors is fundamental and a policy of helping here will yield far larger benefits in the long term than any large industry will ever provide.	Agreed. The overwhelming majority of businesses in the District are micro-businesses employing 9 people or fewer. Supporting them and enabling them to grow is vital to the health of the local economy. The Applied Digital Skills Academy will be important in providing the necessary digital skills.
Mainly yes but also no- see answer above. The section in the Strategy around hi tech manufacturing around Cirencester is interesting. Why has this happened and what might accelerate it? In the LEP LIS it references AI and Data. This will be the next big wave after Cyber. How do we position the Cotswolds to be attractive to cutting edge companies? The strategy makes	Agreed. A supportive local authority, available land and a skilled workforce should all contribute to making the District attractive to cutting edge companies. Agreed that we want to make the Cotswolds a year-round destination and encourage spend across the District. The refreshed Destination

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some interesting points around the visitor economy and there is a challenge here to make it more entrepreneurial, more year round and encouraging more spend in more places. I had hoped that the LEP would have made more of the Cotswolds (one of 2 international assets in Glos- the other being GCHQ) perhaps in tandem with the desire to make Gloucester a tourist destination- a sort of town and country/all weathers destination.	Management Plan will work towards those objectives.
In general terms, the ORC supports the identification of the key growth sectors. However, page 6 of the draft strategy references the role of Agritech but this only specifically identifies the RAU and the Food Innovation Centre as principal actors in this sector. In view of ORC's significant track record in agricultural research and recently established formal partnership with RAU, the strategy should acknowledge this as part of its baseline information. Pages 16 and 17 of the strategy lists the District's economic assets; this includes the RAU but does not include reference to ORC. While ORC is not a major employer in numerical terms it is recognised as having an important role in agricultural research and development which should be more explicitly recognised within the strategy.	Agreed. Amended the text to reference the ORC and its role specifically.
There should also be a strong focus on tourism. Cirencester has a huge amount to offer and is on the Stratford to Bath via Bibury, Avebury and Castle Combe tourist route. Development of a brand, promotion and additional quality hotel accommodation is required.	The strategy does mention the Visitor Economy. The specific points can be picked up in the refresh of the Destination Management Plan and the Cirencester Town Centre Masterplan.
Cirencester has a high number of micro businesses and start-ups. Policies should build on this and encourage them, in particular allocating space that suits their needs at different stages in their growth.	Agreed. Text amended to include the importance of grow-on space for businesses.
Cirencester and its hinterland has a high number of businesses operating from homes and homeworkers. These need support e.g. meeting space, specialist services. One idea would be to find space for homeworkers to use the Cirencester College Digital building and the Growth Hub at the university	Agreed. The reference to flexible workspace has been amended to reflect this.

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Another growth sector for Cirencester is the Aero industry Cotswold airport at Kemble is a successful home to a growing general aviation community and a host of successful businesses. This 520-acre site has tremendous potential to grow.	Agreed. Cotswold Airport is identified as a key local asset, which we agree has great potential.
'Cyber/digital' needs to be recognised as something which facilitates other industries. For the Cotswolds, this should include the Arts and media.	Agreed. Text amended to reflect this.

4.   The District Council has stated that it is prepared to invest its own financial resources to support the local economy where it can deliver a return for the council taxpayer and meet the Council's wider objectives. Do you think it is correct to use the Council's money in this way? YES/NO.

a.   If no, please explain why. (Please give your reasons/provide appropriate evidence)

Responses: Yes 15 No 5 Abstain 1

Comment	Response
I don't understand what this means and what support it's suggesting?	This question refers to the Council's Recovery Investment Strategy through which it will invest in local projects where they meet the approved criteria.
I am concerned about the phrase "the Council's wider objectives". There is no clarity on this and I fear it mean more house building and green policies.	This means the wider objectives set out in the Council's Corporate Strategy, including delivering affordable housing, environmental projects and supporting the local economy.
It should enable and attract but not try to pick winners like 1960s governments.	Agreed. The Council is not proposing to "pick winners".
The CDC is not there to invest in businesses. Get the climate right for business and everything will come together without any need for direct CDC investment--which will certainly end in tears.	The Council is not proposing to invest directly in business but in the infrastructure supporting them, which will help to create the right

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	climate.
The district is poorly served by council services, they should be the priority spend - rural villages have very poor services.	This is capital investment, which is designed to produce a return to support the provision of services.
While supporting this approach, it can have great dangers and risks. Many councils who invested in commercial property are suffering from the downturn in values. More detail is required. It is important to say that: - Council "seed funding" for start-ups or to bring new businesses to the Town could be very helpful - This approach could be very helpful in delivering the Cirencester Town Centre Masterplan, the development of which needs to be expedited in view of the collapse of retail which is being accelerated by the impact of the pandemic - Council funding to support the establishment of a Business Improvement District would be very appropriate.	Noted. The Council is well-placed not having invested at previous high values. Noted. The Council will work with its partners to identify potential funding streams. The Council could investigate a Business Improvement District but it is questionable whether Cirencester on its own would be of sufficient scale. The process leading up to a ballot for a BID takes quite some time and is quite costly. It is also doubtful whether now is the right time. However, the Strategy recommends establishing a Cirencester Town Centre Commission which could be a stepping stone to a BID if that was supported.

5.	The Strategy suggests a number of measures by which to judge the health of the local economy as below. Do you think these are the right ones? YES/NO

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A.	Employment levels & job adverts	YES/NO	**Responses: Yes 20 No 0**
B.	Business start-ups	YES/NO	**Responses: Yes 19 No 1**
C.	Business failures	YES/NO	**Responses: Yes 13 No 7**
D.	Value of the local economy (GVA)	YES/NO	**Responses: Yes 18 No 1 Abstain 1**
E.	New commercial space built/let	YES/NO	**Responses: Yes 13 No 7**
F.	Town Centre vacancy rates	YES/NO	**Responses: Yes 20 No 0**
G.	Town centre car park occupancy	YES/NO	**Responses: Yes 12 No 7 Abstain 1**
H.	Council direct investment in local economy	YES/NO	**Responses: Yes 12 No 8**
I.	Delivery of new and enhanced infrastructure	YES/NO	**Responses: Yes 15 No 4 Abstain 1**
J.	Delivery of housing growth	YES/NO	**Responses: Yes 5 No 14 Abstain 1**
K.	Delivery of affordable housing	YES/NO	**Responses: Yes 14 No 6**

a.   If not, what else would you suggest? (Please give your reasons/provide appropriate evidence)

Comment	Response
As above I don't think endless housing delivery is the answer and if there was good investment in public transport the car park occupancy could go down. Finally I don't think that measuring council direct investment is a good metric for the strength of the economy even though I agree with doing it.	As above, the Council has made clear its opposition to the Government's proposed increased housing delivery numbers for the District. Delivery of new housing, particularly affordable housing is important and is a measure we are required to report on anyway. Direct Council investment is not a measure of the health of the economy but a reflection of the Council's support for it.
1) Number of new patents registered locally	Accepted.
Delivery of housing growth and all of the above also needs to be carefully analysed with the environment too, as the health of the economy can't be measured without this being considered among side it, they have to go hand in hand. If it is not nurtured, it's very simple, humans and the economy will	Agreed that new housing must be delivered in a green way, which is at the core of our plans.

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not last long.	
Car parks would be full anyway. Young people finding local work	Car park occupancy is one measure of the vibrancy of town centres but agreed it does not give the full picture. Agreed that a measure around young people and employment would be helpful.
Some of these measures may be desirable but are of activity or spend (which create short term ripples for construction) but might not be indicative of sustainable long-term growth. Commercial property let-yes but just built-no. average earnings for people in employment productivity (I know) Visitor spend % jobs going to people living in the Cotswolds already Numbers of apprenticeships A skills measure- not simply degrees. Perhaps measuring the ability of firms to recruit to high skilled roles (locally).	These suggestions are noted and further work would be needed to understand fully which of these would be readily measurable. Visitor spend figures are collected on behalf of Cotswold Tourism. The number of apprenticeships would certainly be a valuable indicator.
These are all valid measures but they need to be backed up with clear and transparent benchmarking and what constitutes a healthy local economy. For example, outlining current employment levels and number of job vacancies/adverts and what the level of this needs to be in say 4 years' time to demonstrate successful delivery of the strategy and positive impact on creating growth.	The need for benchmarking is accepted and further work will need to be done on this.
Value of inward investment.	Agreed.
We don't need housing growth per se. What we need is the right housing in the right places at the right time to support an integrated plan for all areas of the District.	This is what the Local Plan seeks to achieve.

6.	Are there any other comments that you would like to make that will help to inform the development or delivery of this strategy and our economic priorities?

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Comment	Response
I urge you greatly to protect the local environment, what we have left of it, its not too late! We can make a change now, more help should be given to encourage greener business, no matter what sector you are in we can all help, having dedicated areas for wildlife, to help nature restore the balance that we have taken away. Planting more trees, letting verges grow wild and creating green corridors, protecting our birds that are dropping in numbers, and turning commercial buildings that are no longer used by business to turn in flats and apartments for new homes which are needed and means no loss of habitat in the countryside,	The Council fully recognises the importance of the environment and has declared both climate and ecological emergencies. The environment is a key priority in the Council's Corporate Plan.
I think this sounds a great idea and hope you can get it to work and deliver local benefits, but I have some concerns it is greenwashing or doesn't achieve the aims so money is wasted.	The Council is genuine in its desire to deliver a truly green economic recovery and will be held to account for it.
Why no employment land in Cirencester and South Cerney which you mention? Rumour has it that the university gate could be a hotel or a petrol station	The Council has Local Plan policies in place to protect employment sites. There is 9 hectares of employment land allocated in the Chesterton/Steadings development in Cirencester. The University Gate/Triangle site has an allocation in the Local Plan consistent with the wording of the Green Economic Growth Strategy. We will work with the RAU to deliver it. The determination of any application is a matter for the planning process.
Allow town centre shops to be converted for housing, given the sharp rise in on-line shopping and the consequent drop in footfall. Also the CDC MUST ensure that good standards of design are observed when house building is permitted. There are too many examples of past bad planning decisions which have resulted in Cirencester itself being impaired by totally unsightly buildings--which are NEVER pulled down. eg the Police Station and the appallingly designed houses built by Camerons in the 1960s/70s on the edge of the Abbey Grounds.	Agreed that housing in town centres is important, as part of the overall mix to enable a vibrant town centre environment, and that good standards of design should be adhered to.
I think the emphasis upon sustainable travel is important- especially a	Support noted regarding sustainable transport and also the importance of

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reliable and rapid bus service. It is also important to look at the wider impact of high house prices. The report mentions that the Cotswolds is one of the least deprived areas in the country. But are we importing (at environmental and financial cost to them) low to medium-wage workers from Swindon etc?	affordable housing.
An immediate priority ought to be to significantly increase the provision of electric vehicle charging stations to help support the move to EV. This needs to be done right across the community as not everyone has access to off street parking. This move would vastly improve air pollution.	Agreed. The Council is currently formulating an Electric Vehicle Charging Policy.
The strategy provides a good overview and assessment of the state of the economy; whilst "green to the core" is an important message which underpins the response to social, economic and environmental needs, the strategy is fundamentally about economic growth and therefore should consideration be given to the title being clearer about this. Within the introduction, there is reference to "promoting a living growing exciting economy based on community-based commercialism there are other similar statements which are valid and which should form an important part of the delivery vehicle for change but these are not referenced or defined in the main body of the strategy. Equally, whilst the actions are all valid, assurance is sought that they will be backed up with clear benchmarking measures and monitoring to assess strategic outputs and success in delivering the strategy in meaningful and practical ways such as addressing the issue of unsustainable income and zero hour contracts. It is not so much about jobs but the quality and type of jobs which provide career opportunities within the district. Specific comments: 1. Page 16 - Key Local Assets: other assets, not listed, which are important to the wider-district and located in Cirencester are the Growth Hub and Cirencester College. 2. Page 19 Weaknesses: There is reference to young people leaving the area due to lack of activities, in what way is this evidenced and is the primary reason for young people moving out of the area due to other factors such as furthering education, lack of career opportunities, limited access to affordable housing to rent and/or purchase and poor transport links/access	The need for benchmarking is accepted.

Agreed that the quality and type of jobs/career opportunities is important, hence the focus on "high value, high skill, low environmental impact jobs."

The Growth Hub is listed as a key partner. Cirencester College is also listed as a key partner, but in view of its scale and importance it has been added as a key local asset as well.

It is recognised that young people leave the area for a variety of reasons and not just due to a lack of activities. Text amended to reflect this.

The point about recognising and promoting Cirencester's broad heritage, rather than just its Roman connections, is acknowledged. Text amended to reflect this.

Support for the Town Centre Commission is welcomed. |

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to public transport. 3. Page 19 " Weaknesses: More consideration must be given to the negative impact second home ownership and holiday rentals, such as AirBnB have on housing affordability, community viability and employment. 4. Page 19 "Opportunities: Whilst Cirencester's roman heritage is important it is not the sole or primary reason for visiting and when the Town Council has consulted on this in the past, the public and key stakeholders have supported a much broader branding and promotion of Cirencester as a visitor destination including the strong Saxon, medieval and 17th century history. 5. Page 34 omission of designated employment sites in Cirencester. 6. Page 36 lack of direct support to businesses and retail, referenced in "Action" section. On behalf of CTC, thank you for the opportunity to comment; we welcome the strategy and look forward to establishing an effective working relationship in partnering with CDC towards delivery of the strategy. We also support setting up a town centre commission which builds on the Cirencester Futures recommendation that a partnership be established which has the remit and ability to deliver change and facilitate growth.	
Pages 19 and 20 of the strategy provides a SWOT analysis of the existing economy and the factors that may influence it in the future. Within the "threats" section, the Agriculture Bill (now 2020 Agriculture Act) is listed. While there may be elements of the new legislation that place additional requirements on farmers, the initiative that farmers will be given financial support to support the delivery of "public goods" such as clean water and environmental improvements should not simply be viewed as a threat to the agricultural sector. ORC has worked with DEFRA to develop the concept of public goods as part of Environmental Land Management Systems. Page 24 of the strategy identifies Agritech as one of its key sectors for future development which is generally supported. One of the strategy's key aims is to secure the recovery and growth of the economy to redress the impacts of the Covid-19 pandemic; this has seen an increase in awareness of local and sustainable food production across the country. These concepts are a core part of ORC's principles and it would seem appropriate that the role of	Noted that the Agriculture Bill has now become an Act and that there are benefits to its provisions as well as potential threats. Removed from 'Threats' section of SWOT analysis. Text also amended to reflect the role of the ORC in innovation around food production.

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organic farming in supporting more sustainable food systems should be recognised. Page 26 identifies the growth of a green economy as another objective; however, while this section includes reference to transport, green technologies and energy consumption, there is no mention of organic agriculture as a means of securing more environmentally sustainable food production. Page 36 highlights the role of innovation in the success of the District's economy. There is mention of the RAU as a contributor to innovation but little additional detail is provided and additional emphasis could perhaps be given to ORC's role in researching and promoting sustainable food production in the Green Development Strategy.	
The strategy focuses on electric cars but the availability of the required generating and network capacity may not be available. There is no mention of hydrogen which may well be the fuel of the future both for transport and home heating.	Electrification of heating and transport is set to be the most important technology change that will help deliver reduced carbon emissions in the near term. Other low or zero carbon fuel options may become viable within the time horizon of this strategy, notably hydrogen.
The strategy mentions the Cirencester/Kemble Light Rail project. Improved connectivity with Kemble is essential. However, there is a need for a business plan as there is no data on the likely demand nor any rudimentary cost comparison with a dedicated bus service that, if justified by passenger numbers, could be implemented very quickly using a green energy solution.	A detailed business plan will clearly be needed if the Light Rail project is to attract funding.
The strategy highlights Cirencester as a hinge between the M4 and M5 corridors and identifies why it is a popular site for firms. However, the document does not propose to develop this, although there is potential employment land at Chesterton and Kemble. Instead the strategy focuses on the North and East Cotswolds where it has identified development land. This is understandable as it is CDC with a desire to spread out employment but from a Cirencester perspective, this does not help our Town.	The Council wishes to promote economic activity across the District, but it is recognised that Cirencester is by far the largest settlement. There is 9 hectares of employment land allocated as part of the Chesterton/Steadings development and the Council is working with Bathurst Developments to bring this forward.
The Cirencester-South Cerney link is mentioned as something to focus on	Noted. This is something the Council's Sustainable Transport Officer may

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as the Cirencester Neighbourhood Plan team has discussed links for cycling, tourism and boosting Cirencester's visitor economy. It is also where a relief road will eventually have to go when the expansion of the Town gridlocks the Cirencester Ring Road.	wish to consider when in post.
There was commendable commitment to an inclusive approach but nothing really on how this might happen.	Further detail will be added as the delivery of the strategy progresses.
As the major town in the Cotswolds, Cirencester is a highly sustainable community and with further investment has the potential to have the necessary infrastructure to support a thriving economy. It should become a priority in the District Council's Growth Strategy. The Town's Neighbourhood Plan will lay out a series of policies, objectives and aims for Cirencester 's economy which should be integrated with the Growth Plan.	The Council wishes to promote economic activity across the District, but it is recognised that Cirencester is by far the largest settlement and as such is a sustainable location.
It is particularly important that the identity and image of the Town, which is already positive in many respects, is strengthened. To do this requires a planned and sustained marketing and promotion programme.	Agreed.
• Building large numbers of new homes here for commuters to employment in Gloucester, Cheltenham and the M5 corridor (or the M4 corridor) is not a sustainable strategy in Climate Change terms. • The housing strategy needs to be much more 'local', incremental to support the development of local economies and implemented sensitively to avoid damaging the very character that makes the area attractive. • It is unfortunate that the Green Economic Growth Strategy appears to be built around the Gloucestershire 'Industrial Strategy', which fails to take adequate account of (among other things) the proximity of Fairford, Lechlade and Kempsford to industries and commerce in	Agreed, which is why we wish to see good quality jobs created locally. The District Council is opposed to the increased housing delivery numbers for Cotswold District proposed by the Government. Housing and planning policy is set out in more detail in the Council's Local Plan and Housing Plan. The Strategy concentrates on the economic impact of housing. Alignment with the Gloucestershire Local Industrial Strategy is in itself positive but we recognise that some areas of the District look to Swindon for industry and employment. The text has been amended to reflect this.

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Swindon.	
• Transport connectivity, particularly for heavy commercial traffic, is a key issue for Fairford and Lechlade because of highly constrained layouts in their historic town centres and the apparent lack of viable bypass routes – Significant investment may be needed to upgrade existing routes if a local industrial development strategy is to be pursued.	Noted. This is something the Council's Sustainable Transport Officer may wish to consider when in post.
• There is clearly a niche for 'Cyber' in what is an attractive area with relatively low capacity transport links locally, although this means that high speed broadband connectivity is likely to be extremely important.	Agreed.
• [I/We] agree strongly that "The Visitor Economy also needs to evolve, to be more geographically spread out, to be an all-year-round destination, to convert day visits to overnight stays and to link better with local industry such as food & drink", although the potential for the last of these is limited. The arts should also not be forgotten, in an area where many significant figures from this 'industry' have settled. There is a significant link with 'Cyber' for this. A comprehensive strategy needs to be developed for the visitor/leisure economy, recognising that there are a variety of distinct elements to this and the mix may need to vary between different settlements and areas of the District.	Agreed. The refreshed Destination Management Plan will provide the comprehensive strategy referred to.
Thank you for giving Gloucestershire County Council the opportunity to comment on Cotswold District Council's Consultation Draft of Green Economic Growth Strategy. I am fully behind the vision of "a dynamic vibrant and balanced economy in the Cotswolds, growing high value, highly skilled, low environmental impact commerce" and agree enabling a vibrant economy should be continue to be a district priority. I am pleased to see close alignment with existing strategies, particularly with the priorities set out in the county council's corporate strategy "Looking to the Future" and with Gloucestershire's Local Industrial Strategy. I look forward to the county council playing its part is delivering this strategy.	Support welcomed.

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There are two areas where I would like to see the strategy's message reinforced.

Firstly, Cotswold has a remarkable local economy. While the strategy does acknowledge this on page 19 where it identifies the "strong underlying economy", this message is undermined by the repeated stress on there being more to the economy than tourism (pages 4 and 5) and the emphasis placed on Cheltenham for cyber without pulling out what sits behind Cotswold's extraordinary performance – the strength of entrepreneurship and the small business orientation of the economy only emerges on page 8. The ONS's latest Regional Accounts report Cotswold's productivity as being 17% about the national level and comfortably the highest in Gloucestershire, behind only Swindon in the South West, while the at 1.09 the district's jobs density is again in the South West, this time to Exeter.

Secondly, as is a green economic growth strategy, I think the green emphasis could be made stronger, for example there is no mention of natural capital, recycling or the circular economy. The statement on page 16 that this strategy is "using the climate crisis imperative to inform choices that will both tackle the changing climate and deliver the exciting priorities of the strategy" needs to sit right at the front of the strategy in the Vision section to reinforce the comments in the Introduction. The sentence on page 21 that "this recovery section is written with our climate change objectives at the front of our mind" could be used early in reference to the whole strategy – similarly on being "green to the core" on page 26. Inclusive growth would also benefit from a move to a more prominent position from its current place on page 37. Where the Key Assets are listed (page 16/17), there is an opportunity in each description to link how cleaner and greener initiatives could be supported. For example Agri –tech and RAU, and Campden BRI's R & D and academic institutions are leading in research into food production in the future, plant based, packaging etc. A green strategic approach could be evidenced for each of these. Green measures ought to feature in the Measures of Success, including but not

The reference to there being more to the Cotswold economy than tourism is intended to highlight its strengths beyond what can be a stereotype of the District. The text has been amended to make this clearer.

In terms of cyber, the wording was intended to acknowledge that Cheltenham, through GCHQ and the Cyber Park, were leading on this sector but that there were opportunities for other parts of the County including Cotswold District. The statistics highlighted are helpful and will be added to the document.

Natural capital has been added to the document as a result of internal consultations.

Due to this being a late representation it has not been possible to make all of the amendments suggested but these will be considered after the Cabinet meeting.

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necessarily limited to the list on page 6: "The green revolution offers opportunities for the District including in delivering Zero and Low Carbon Homes, renewable energy, retrofitting energy efficiency measures to homes and sustainable transport". More specifically • There's suggestion in the strategy that Cotswolds lag behind other districts with broadband connectivity? This conflicts with our evidence. The Fastershire programme, together with commercial investment is already providing excellent fibre connectivity with further plans for delivery. • There is a clear mobility and connectivity issues still in the district, with heavy reliance on car use given the rurality, so sustainable travel and transport requires attention and tackling through LTP and other plans. Whilst the significant investment to complete the A417 missing link is welcomed, the issues around air quality from car usage and mitigation may need to be addressed • The link to social value is welcomed • It would be helpful if the actions identified throughout the strategy were gathered in an appendix as the beginning of an action plan for delivery.	 The Strategy makes clear that Cotswold is the "best digitally connected district in the country" but acknowledges that further improvements are needed. These points will be picked up by the Council's Sustainable Transport Officer when in post. Noted. An comprehensive action plan and work programme will be put together following adoption of the Strategy.

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Council name	**COTSWOLD DISTRICT COUNCIL**
Name and date of Committee	**CABINET - 7 DECEMBER 2020**
Report Number	**AGENDA ITEM 8**
Subject	**FINANCIAL, COUNCIL PRIORITY AND SERVICE PERFORMANCE REPORT - 2020-21 QUARTER TWO**
Wards affected	All
Accountable member	All relevant Cabinet Members
Accountable officer	Christine Gore, Interim Chief Executive Tel: 01285 623605 Email: christine.gore@cotswold.gov.uk
Summary/Purpose	To provide an update on progress on the Council's priorities and service performance To provide information on the Council's financial position
Annexes	Annex A - Council Priorities report Annex B - Performance Indicator report Annex C - Revenue Summary and Variances including Forecast Annex D - Summary of gross capital expenditure
Recommendation/s	*That the Cabinet reviews overall progress on the Council priorities, service delivery and financial performance for 2020-21 Q2.*
Corporate priorities	Deliver services to the highest standards Respond to the climate crisis Provide socially rented homes Make our Local Plan green to the core Support health and well-being Enable a vibrant economy
Key Decision	NO
Exempt	NO
Consultees/ Consultation	None

1. BACKGROUND

1.1. In September 2019, the Council adopted the high level council aim and priorities. The more detailed work was partly delayed by the impact of Covid-19 but presented an opportunity to re-examine the Council's priorities as part of the Covid-19 recovery work. The recovery work has been embedded within the new Corporate Plan 2020-24 which was adopted by the Council in September 2020.

1.2. A new performance management framework is being developed; a much broader framework than previous frameworks. It sets out six key strands of information on which assurance needs to be provided, with a key shift in focus from performance monitoring to performance management:

- Business analytics and service assurance
- Place based measures and comparators
- Business Plan strategic actions
- Council Plan priority actions
- Project and programme management assurance
- Risk and opportunity management

1.3. As part of the Business Analytics and Service Assurance strand, an initial review of performance indicators has been completed; and it is expected that the indicator set will flex as priorities change and gaps are identified.

1.4. Work has commenced on identifying place based measures and other measures of success to help gauge progress on the Corporate Plan, and to ensure that the actions we take both ourselves and in partnership with key stakeholders, are making a difference.

1.5. The performance report will evolve in line with the emerging Performance Management Framework as well as feedback from senior officers and Members.

1.6. A high level commissioning statement was approved by Cabinet in January 2020 which sets out the relationship between Publica and the Council and their respective responsibilities. The Executive Director (Commissioning) is accountable to the Council for the services commissioned from Publica, and also for the services commissioned by Publica from third parties on behalf of the Council. Publica must ensure that it provides the necessary information to the Council so it can assess whether the commissioned services are being delivered in accordance with the agreed quality and standard. The Council's Interim Chief Executive is responsible for reviewing and approving the information provided in this report prior to its publication.

1.7. The Council's Interim Chief Executive has received a report on progress towards achieving the Council's priorities and service performance. She has assessed performance in line with the high level commissioning statement, and confirms that overall, services have been delivered to the agreed quality and standard. She has also noted the continued impact of Covid-19 on communities, customers, services, staff, and businesses as they recover. She has drawn particular attention to the following:

- When the nation went into lockdown in March 2020, a significant number of staff were redeployed to support our communities. She was pleased to see that following the intense period of activity, seconded staff have returned to their substantive roles. Furthermore, she has noted that during Q2 many services

continued to support residents, communities and businesses that have been impacted by Covid-19, together with the recovery of the high street and tourism, as part of their every day job.

● As the nation prepared to enter a second lockdown, she noted that key services had already commenced preparation for a second wave of Covid-19. The Health and Wellbeing team will be using the intelligence gained from two focus group meetings in the summer to support the Covid-19 response.

● By August 2020, all services had recommenced including leisure facilities, parking enforcement and food safety inspections. There was a phased approach to the re-opening of the leisure facilities from 1 August, and the core activities of gym, group exercise, and swimming became operational but were required to close down again in line with the government announcement of a second lockdown commencing 5 November. Although parking charges were reintroduced in mid-June, parking income continues to be significantly affected by the reduction in usage, and will be reduced further by the second lockdown.

● The delivery of affordable housing, one of the Council's priorities, was impacted by the first lockdown, but has recovered well with 49 affordable homes delivered in Q2 which included 12 new homes for local people at Churnbridge Row, North Cerney, a rural housing development grant funded by the Council.

2. COUNCIL PRIORITY REPORT

2.1. During Q2, the Council adopted the recovery investment strategy 2020-24 and the climate emergency strategy 2020-30, and the draft green economic growth strategy was approved for public consultation; these strategies provide the frameworks and principles, and set the direction and priority action areas. In addition, services have been supporting communities, businesses and town centres to not only recover from Covid-19 but to adapt to the changing needs. A range of projects to tackle inequality including working with partners to get young people back into work; and promote healthy lifestyles are being progressed. The Council Priority report is attached at **Annex A**.

3. SERVICE PERFORMANCE REPORT

3.1. Overall, many services have performed well in the current conditions and restrictions with no visible reduction in quality or standard. The majority of staff have continued to deliver services from home, and some services have had to find new ways of working. Other services such as leisure facilities, parking enforcement, and food safety inspections were adversely affected by Covid-19 in the first lockdown. During Q2, these services were able to restart. Following the announcement of a second lockdown, leisure facilities have closed once again. The food safety team is able to undertake some food inspections remotely but high risk premises will require a site visit after the 2 December, as will all new food registrations.

3.2. A full report is attached at **Annex B**.

4. FINANCIAL PERFORMANCE

Financial Performance (Revenue)

4.1. The Council set its budget for the 2020/21 financial year on 26th February 2020, just before the Covid-19 lockdown. Demand has been lower for many of the Council's income generating services, especially car parking, leisure services,

planning and building control. In addition, the Council has faced pressures on its

expenditure budgets. In particular, providing emergency accommodation for individuals and families facing homelessness, collecting additional waste and recycling materials and ensuring that the Council's leisure contractor was able to fulfil its contractual obligations to ensure the Council's leisure centres and museum were adequately maintained and managed while they were closed to the public.

4.2. The Council has regularly reported the impact upon Covid-19 on its finances to the Government. In response the Government has provided three tranches of grant funding in recognition of expenditure pressures. The Government has also agreed to provide additional funding to compensate for irrecoverable and unavoidable losses from sales, fees and charges income generated in the delivery of services, in the financial year 2020/21. The Council are still awaiting confirmation of the funding they will receive for income losses for the period April – July 2020 following the completion of a data collection exercise to MHCLG in October 2020.

4.3. The financial impact of Covid-19 has been felt across the Council services and therefore across many of the service budgets. In response to the financial impact of the pandemic a revised budget for 2020/21 was prepared in consultation with the Council's key service delivery partners: Publica Group Ltd, Ubico Ltd and SLM. The budget revised income budgets to reflect forecast service income for 2020/21, revised expenditure budgets to reflect additional cost pressures and incorporated additional government funding for Covid -19. This budget was approved by Council in September 2020.

4.4. This report sets out the profiled income and expenditure variances for the period April to September 2020 against the revised budget.

4.5. At the end of September, the Council has spent £11,775,044 against its net cost of services budget of £12,164,843. This equates to an under spend against the revised profiled budget £389,798.

4.6. The detailed budget variances and commentary for the period 1 April to 30 September 2020 are set out at **Annex C.** Key variances include:

Income

4.7. Demand for planning services reduced during lockdown. Income for April and May was around 50% of the profiled budget. Income was in line with the original budget in June before falling back again in July to 60% of budget and increasing to 85% in August and 80% in September. The impact upon planning fee income and pre-application advice for the year was expected to be £450,000; the position at Q2 is an overachievement of £82,130 against the profiled budget and £36,678 underspend in relation to appeals due to no large appeals costs to date. The current position shows that income has continued to increase throughout October to 84 % of the original budgeted level.

4.8. Demand for building control services has also been impacted by lockdown. Income was forecast to be £130,000 over the course of the year but outturn at Q2 shows that income of £125,798 was achieved against the revised profiled budget of £115,000 resulting in an overachievement of £10,183.

4.9. The Council suspended charges in its car parks in March 2020 in response to Covid19. The increases to car parking charges approved as part of the budget process in February were not implemented until September 2020. Since the lifting of lockdown, demand in the Council's car parks has remained lower but is gradually improving. In June weekly income was around 80% lower than budget

assumptions, this improved to 50% lower in July, 30% lower in August and 23% lower in September. Income from car parking for the year was forecast to be around £1,680,000 lower than budget based upon losses of 70% in quarter 2, 50% in quarter 3 and 25% in quarter 4. Income from car park fees, permits and excess charges was £140k higher than the profiled revised budget reflecting the increasing demand. It is likely that the usage during the second lockdown period in November will reduce again but will hopefully improve again through the winter period, income levels will also be helped by the new charges which came into effect from September.

4.10.   Income from the use of Public Conveniences has been affected by the covid-19 pandemic this year. Whilst income is underachieved by £15,812, the operating costs on cash collection, electricity and water are also underspent by £11,395.

4.11.   Ubico worked with the Council's commissioning team and the Cabinet Member for Environmental Services to deliver the Council's priority services during the covid pandemic. As a result, the Council's garden waste collection service was cancelled during the period from March to May. The Council therefore decided to maintain the fee for the service at £30 for the year rather than increase to £35 as per the Council decision in February 2020. This resulted in the income budget being reduced by £79,000 as part of the revised budget process. At the end of Q2 £42,000 more income has been received in respect of Green Waste annual subscriptions in comparison to revised budget as a result of higher take up than anticipated.

4.12.   The high level of recycling materials has resulted in the market price for purchasing cardboard being currently very low, income from the sale of recycling materials was forecast to be £190,000 below the original budget partially offset by additional recycling credits of £50,000. At the end of Q2, the profiled income budget was £32k lower than budgeted in respect of recycling credits and sale of other materials.

4.13.   Income from the collection of bulky waste has performed better than expected due to increased demand with £23,909 more income received than was forecast in the profiled revised budget, this has also resulted in a corresponding £11,261 increase in expenditure.

4.14.   The investment portfolio has a mixture of investments. Longer term with a fixed level of return to guarantee a certain level of performance, plus bonds, pooled funds, and shorter-term Money Market Funds to ensure an element of the portfolio is liquid. Interest received in respect of investments includes a £151,000 variance to profiled budget due to the ongoing impact of the pandemic on global financial markets. The forecast year end position based on current performance is £132,000 below budget and equates to a 1.56% return on investment.

Expenditure

4.15.   Leisure and museum services operated by an external contractor, SLM, closed from late March to early August, and have been subject to social distancing and additional health and safety requirements which reduce capacity, SLM have been unable to generate sufficient income to break even. The Council has worked with SLM to manage the financial impact Covid 19. The Council approved an interim financial arrangement with SLM for the period from April to the end of October

2020. SLM are operating under open book arrangements and report actual financial performance to the Council. The Council's estimated liability for this period was £222,024. Payments made to SLM under open book accounting of £204,025 were £19,485 lower than budgeted for the period to 30 September 2020.

4.16.   It is unlikely that the leisure and cultural services will return to pre-covid levels of capacity for the remainder of the financial year, a further capped financial package of support for SLM of £291,146 was approved by Council in October for the period November to March 2020. The financial impact of the second national lockdown on SLM is not yet known. There is some contingency in the budget for a further package of support, should that be necessary. Any additional support would be subject to a Cabinet or Council decision.

4.17.   An underspend of £15,025 against the revised budget has been reported in respect of 'street naming' due to covid restrictions. Any underspend at year end will be carried forward to 2021/22 to fund new 'Cotswolds' branded signs in the District.

4.18.   Levels of planned and reactive repairs and maintenance are lower than budgeted across the Council as a result of reduced access to offices during the pandemic. There is a £23,000 underspend in respect of Trinity Road Council Offices and £6,264 in respect of Moreton in Marsh as only planned programmed maintenance or health and safety work has been undertaken. Any underspend in the Building Maintenance Fund is being re-allocated to projects such as drainage works at Packers Leaze Depot or Cemeteries Memorial works. Lower operating costs have also been reported at both Trinity Road and Moreton on Marsh Council offices due to reduced electricity, gas and metered water expenditure resulting in a further £23,000 underspend at Trinity Road.

4.19.   A one-off budget of £10,000 for lighting improvements and move to LED lighting at the Trinity Road offices is currently unspent as works are on hold whilst the Council consider property requirements.

4.20.   The Corinium Museum programmed and reactive repairs budget is also £18,848 underspent as a result of covid lockdown and ongoing Corinium project.

4.21.   The closure of facilities at Bourton Leisure Centre has resulted in lower levels of maintenance expenditure (underspend of £13,915). Cirencester Leisure Centre Maintenance expenditure is £18,354 higher than budgeted due to works undertaken to the air conditioning system in the Cafe as well as works to poolside steels. This expenditure is funded from the Building Maintenance Fund (BMF), any overspend will be covered by underspends in the BMF within other areas such as Bourton Maintenance.

4.22.   Expenditure in respect of Youth Participation grants is lower than budgeted due to a £42,500 underspend on Community Activity Support Grant, this scheme has been reviewed and 'Spacehive' (a civic crowdfunding platform for projects aimed at improving local civic and community spaces) has been procured, a £24,000 annual licence fee will be paid in Q3.

4.23.   Expenditure related directly to the impact of covid-19, and funded from the Government Covid-19 grant, has exceeded the profiled budget by £74,865. The largest impact is from Ubico. As Ubico is a wholly local authority owned company, the Council pays for the actual cost of service delivery. Additional costs incurred by Ubico for agency staff, hire vehicles and personal protective equipment are

therefore passed through to the Council. For the period April to September, additional costs have amounted to £197,000. It is likely that these and other costs associated with Covid-19 will continue to increase as the country enters a second lockdown period in November and social distancing is likely to continue through to the end of the financial year.

4.24. At the end of Q2 Publica is reporting an underspend. This Council's share of the underspend was £93,000, this has not been included within the Q2 outturn but will be allocated across services at the end of the financial year when the final outturn position is reported.

Forecast

4.25. With the Country entering a second period of lockdown, it is difficult to forecast the impact upon the Council's financial position at the year-end. However, it is clear from detail in this report that some income streams have recovered faster than was anticipated when the revised budget was compiled, in particular car park income and planning income. However, there are some additional costs, such as the Ubico contract, which will continue to exceed budgetary provision. Overall the position at the end of the second quarter is positive with a variance of £389,798.

4.26. This provides the Council with some contingency to manage the impact of Covid-19 for the remainder of the year. **Annex C** provides a high level forecast year-end position for the most significant variances identified at the end of the second quarter. This indicates that income performance is expected to continue to exceed additional cost pressures. The Council has a contingency of around £400,000 to manage the impact of Covid-19 for the remainder of the financial year. The forecast will be further refined at the end of the third quarter.

Capital Activity

4.27. The Council's revised capital budget for 2020/21 is £11,063,000. A total of £1,580,215 has been spent against these schemes at the end of Q2 with a further £2,669,475 committed.

4.28. A full breakdown of the schemes for the year and expenditure at Q2 is set out at **Annex D**.

Capital receipts and disposals

4.29. During Q2 the disposal of seven waste and recycling vehicles resulted in the receipt of scrap income of £30,000.

5. OVERVIEW AND SCRUTINY COMMITTEE

5.1. This summary performance report will be reviewed by the Overview and Scrutiny Committee at its Meeting on 1 December 2020; and any comments from that Committee will be reported to the Cabinet.

6. FINANCIAL IMPLICATIONS

6.1. As described in section 4 of the report.

7. LEGAL IMPLICATIONS

7.1. None.

8. RISK ASSESSMENT

8.1. Contained within the report.

9. ALTERNATIVE OPTIONS

9.1. None.

10. BACKGROUND PAPERS

10.1. None.

(END)

COTSWOLD
DISTRICT COUNCIL

COUNCIL PRIORITIES REPORT
July 2020 - September 2020

Our Aim

To rebuild the Council so it can be proactive and responsive to the needs of our residents and businesses in a fast changing environment, building for the future whilst respecting our heritage

Our Priorities

Our Principles

- rebuilding trust and confidence in the council by promoting a culture of openness and transparency
- providing value for money for our residents and businesses by using our resources wisely and investing in the district's fabric and future
- listening to the needs of our community and acting on what we hear

Deliver services to the highest standard

The Context

The Council aims to create services that are inclusive and flexible which meet the diverse and changing needs of its residents and communities. To achieve this, it will be important to listen to residents to understand what is important to them, identify the areas in which they need support, and adapt. In the context of reducing budgets over the last ten years and the phasing out of incentivised income streams such as New Homes Bonus, which has been further exacerbated by the impact of Covid-19, the Council will need to take a strategic approach, and make the best use of the available resources.

The Council will work with a range of public and private sector partners to help deliver its aims and objectives and to provide services seamlessly. The emphasis will be on efficiency and effectiveness whilst remaining true to the Council's commitments on climate change and a green economy.

Actions we are taking

One of the Council's aims is to establish financial resilience which will enable investment in our priorities by adopting and implementing an investment and recovery strategy for Cotswold District. In September 2020, the Cabinet and Council agreed to adopt the Recovery Investment Strategy 2020-24 which sets out the framework within which the Council can invest in the infrastructure of the Cotswold District which will deliver on the Council priorities whilst also closing the emerging budget gap set out in the Medium Term Financial Strategy. The strategy identifies the key project opportunities, and updates on progress will be provided as part of this report.

The Council has commenced some of the actions to deliver a simpler, and more efficient and effective way of delivering parking within the District, which will include making the new Whiteway car park operational by the end of December and introducing cashless parking by the end of March 2021.

The new Whiteway car park is currently on schedule to open later in the year. Following statutory public consultation, the parking order (legal paperwork to allow the council to regulate and enforce the car park) has been completed. We are awaiting sign off by Gloucestershire Highways on the materials and specification of the car park entrance and exit. The new car park will offer parking for permit holders only which will remove 150 all day parking spaces from the centre of Cirencester. As each permit holder has a guaranteed space, there will be carbon savings as the need to search for parking is eliminated.

The Council is taking steps to move to cashless parking. It launched a new PayByMobile app on 1 October which is free to use, and includes a number of features such as reminders, and a 24/7 support service. The next step will be to move to card only payments at pay and display machines. Moving to cashless parking has multiple benefits; not only will it support our carbon reduction commitment but it will reduce the costs associated with cash collecting and vandalism of pay and display machines. Customers will no longer need to carry the exact change or touch the pay and display machine when using the app, which reduces the risk of transferring infections.

As part of the Council's aim to provide a trusted, inclusive and transparent planning service, the professional planning team is being restructured so that it can be both more resilient and more responsive to the changing needs of the service. It will help to provide greater clarity on the responsibilities of individual officers so that Members and customers have a clear understanding of who to contact for their varying needs. The service is in the process of recruiting to various roles, and is on schedule to complete the restructure by March 2021.

The pre-application service is being re-launched; a detailed review of the historic charging scheme for pre-application advice will help to inform a service that can respond better to the current economic climate, that is efficient in addressing customer needs, and will ensure that the costs of this discretionary service do not fall upon the council tax payer. The pre-application advice provided will reduce customers' costs by avoiding unnecessary or abortive work on schemes that are unlikely to gain approval, and can have the added benefit of reducing application processing times.

Maximising flood protection measures for residential and commercial properties through the provision of advice and guidance, and the delivery of flood mitigation measures is a Council aim. The Council has retained a flood risk management resource with the aim of achieving a consistent medium to long term defence against increasing risk of localised flooding issues. The flood risk management team (FRM) has been consulted on minor planning applications over a number of years, and the positive cumulative impact of ensuring that new developments do not increase the risk of flooding to their neighbours or themselves is evident by the designs for surface water drainage now routinely submitted by developers for scrutiny. In addition, the FRM team processes applications for any culverting (piping) of watercourses in the District and deals with any watercourse enforcement issues that arise, such as landowners not maintaining watercourses and ditches that are critical to local drainage. The team also responds to ad-hoc flooding incidents to assess the damage and to offer advice on solutions which may require liaison with professional partner organisations such as Gloucestershire County Council, the Environment Agency and the Farming and Wildlife Advisory Group (FWAG).

Respond to the climate crisis

The Context

Thirty years ago, the UK's biggest emitter of greenhouse gases (GHGs) was industry, closely followed by power generation, vehicles, and buildings. Today the story is different. Industrial emissions have dropped significantly – both through greater efficiency, but also because globalisation has pushed a lot of manufacturing overseas; this means that we don't record the (so-called consumption) emissions in this country.

Power generation is now much less carbon intensive, firstly due to replacing coal with gas, and more recently by a huge growth in renewable generation. Emissions from electricity will continue to fall as more renewable generation is added, but will not reach zero in the near future.

The much more difficult sectors are vehicles and buildings. Vehicle emissions have flatlined for thirty years, and is now the biggest single emissions category, both for the whole country and for Cotswold District. Emissions from buildings, i.e. heating, have barely dropped. Energy efficiency is generally poor, and will be expensive to improve, requiring the replacement of gas boilers by high efficiency electric heating, and an increase in insulation.

Leaving to one side the emissions associated with the overseas manufacturing of the goods we consume, the really difficult and expensive part of the UK's emissions reduction task has now started. The legally binding target of net zero emissions by 2050 requires a much steeper fall in emissions per year from now onwards, than we have achieved to date.

The Cotswold District Climate Emergency Declaration aims at carbon neutrality, also called net zero carbon – that is, where emissions are drastically reduced but those that remain are balanced by natural sinks, such as trees growing, which remove carbon from the atmosphere. Eventually the world will have to remove carbon dioxide from the atmosphere so that atmospheric carbon concentration does not merely stabilise, but falls.

Actions we are taking

The climate emergency strategy 2020-30 was unanimously adopted by the Council in September 2020, and progress on the actions will be broadly reported within this quarterly report in addition to periodic reporting to the Council as required.

A major source of GHG emissions from the District is transport (burning diesel and petrol). The Council therefore intends to employ a sustainable transport officer to accelerate the development of a strategy and actions to reduce emissions and promote active travel. In the immediate term the Council is developing an electric vehicle strategy to make it easier for people who live and work in the District to adopt electric vehicles, which in general will have GHG emissions of around one quarter of a typical internal combustion engine car, and zero emissions in use. Provision for charging electric cars across the

District is being assessed, and short term actions include installing electric vehicle charging points in car parks. Four electric vehicle bays with fast charging points have been installed at the Whiteway car park. The car park is expected to become operational by the end of December 2020.

A significant part of both the council's own emissions footprint, and that of the whole District, is heating buildings (homes and workplaces). For homes, improving energy efficiency through better insulation and draught proofing, and then getting off gas or oil and moving to renewable electric heating is a huge challenge, but essential. The Council is taking action to reduce the carbon footprint of the District's housing stock by supporting the retrofitting of energy saving measures. A contract has been agreed with Severn Wye Energy Agency to provide telephone support to able-to-pay householders in the District wishing to access the government Green Homes Grants. In parallel, the Council has entered a partnership with other Gloucestershire District Councils to use central government money to deliver energy efficiency improvements directly to low income occupants of park homes. In addition, the Council is exploring options for offering preferential prices and simplified purchase of rooftop solar PV panels for householders in the District.

In order to support the delivery of low carbon homes, the Council has accessed grant money (coordinated with other Publica councils) to develop practical advice to contractors, architects and builders in the District to deliver low carbon new build and retrofit actions, taking particular account of the challenges of historic buildings in the three districts.

In order to support Cotswold residents to take direct, and larger scale, action on the climate, the Council is exploring the creation of and support for a new community owned business – provisionally named Cotswold Community Energy – and initial contact has been made with potential interested parties. The next stage is to explore opportunities for local investment in renewable energy and related projects.

The Council is in discussion with developers of solar farms about potential co-investment opportunities. A workstream has started on assessing the suitability of council-owned sites in the District for rooftop solar PV (across the partnership), and would include our offices and leisure centres. Alongside this work, there is an opportunity to access government decarbonisation funding for council-owned buildings and work on a bid is in progress.

Provide socially rented homes

The Context

The high quality natural and built environment makes the District a desirable place to live. Cotswold District has a high number of properties owned outright (37.8%, vs 30.6% national average) reflecting the attractiveness of the District as a place to retire or to purchase a second home.

House prices and rents are relatively high; at the end of September 2017, the median property price in Cotswold District was £350,000, over 55% higher than the median property price in England and Wales, while the median monthly rent was £848 in 2017-18, nearly 26% higher than the national median (Private rental market summary statistics - April 2017 to March 2018, Valuation Office Agency).

The high house prices and high rents, coupled with the lower than average earning from local jobs, means housing affordability is a significant challenge for residents in the District which may result in the out migration of young people or alternatively encourage people to commute into Cotswold for work, while living in areas where housing is cheaper.

Actions we are taking

The Council has now received the final version of the Local Housing Needs Assessment (LHNA), commissioned in partnership with the other five borough and district councils in Gloucestershire. We have a duty to assess district-wide housing needs every 5 years and this important piece of work is part of the evidence base informing Local Plan policy and negotiations for affordable housing on individual sites coming forward through the development management process. The new LHNA, which replaces the previous 2016 updated Strategic Housing Market Assessment (SHMA) will be published on our website shortly.

In parallel but separate from the Local Plan process, a draft Housing delivery strategy has been prepared and will be finalised following a member workshop in October 2020. To drive forward more strategic provision a member led affordable Housing Board has been set up and had its first meeting July 2020.

During Q2, 49 affordable homes were delivered; a mix of flats and houses for local families and individuals in Cirencester, Ebrington, North Cerney, Tetbury and Moreton in Marsh, which includes 12 new homes for local people at Churnbridge Row, North Cerney, a rural housing development grant funded by the Council. These homes include our first 'Flexi' flats; one bedroom flats that have a larger than usual living room which can be subdivided at a later date to provide an additional bedroom. This means that the property could be adapted to changing circumstances, for example someone having a baby or someone needing a live-in carer, and therefore reduces the need to move home.

All the affordable homes at Elm Grove, Ebrington have now been delivered including a two bedroom bungalow for shared ownership, potentially allowing someone local to buy their first home or downsize to one more appropriate to their needs.

Bromford's redevelopment scheme at Patterson Road, Cirencester, providing flats and family homes for rent and shared ownership, is also now complete. The new homes, built to current standards, represent significant improvements in energy efficiency and thermal comfort, and therefore reductions in running costs, for the residents compared to the homes that were demolished. Those households choosing to return to the scheme, after moving to alternative homes during redevelopment, will be offered their new homes for social rent so as not to be disadvantaged as a result of the redevelopment. New lettings will be at Affordable Rent to help fund the redevelopment.

A report to agree the next steps on the Kemble housing development was presented to Cabinet in September 2020; approval was granted to progress the development of eight units to the planning application stage.

One of the Council's aims is to reduce reliance on bed and breakfast and hotels for emergency homeless accommodation. A property has been secured in Tetbury and will provide nine self-contained units for homeless people. Not only will it reduce the reliance on Bed and Breakfast accommodation, it will also provide better quality accommodation in a more stable environment for homeless local people. The Council is in process of completing the health and safety measures needed prior to clients moving in early November.

In June 2020, Cabinet approved funding to implement a 'Housing First' model to help reduce rough sleeping within the Cotswold District. 'Housing First' is an approach aimed at people with multiple needs who have faced persistent challenges in sustaining accommodation; they are supported by intensive case management and a personalised approach to live in their own, permanent home. This approach has been well documented in the USA and Sweden for many years. The UK is gradually adopting the approach which is strongly recommended by the Ministry for Housing, Communities and Local Government (MHCLG).

The funding will be used to identify and place six individuals with the most complex needs into a permanent tenancy, supported by Housing Benefit and/or Universal Credit. Housing First is in the final stages of the setup process; with service level agreements agreed with Bromford and Aspire (support provider), and recruitment to the post which will provide one to one support for the clients. The next stage will be to identify clients and properties.

Make our local plan green to the core

The Context

In July 2019 the Council declared a Climate Change Emergency and in July this year the Council made a further commitment to the environment by declaring an Ecological Emergency. Key to the commitments made in both emergencies is the partial update to the Local Plan and making it green to the core.

Since the adoption of the Local Plan, in August 2018, the National Planning Policy Framework has introduced new guidance. The guidance increases the importance of climate change adaptation and mitigation and the role Planning Policy has to play. In the next few months the Environment Bill and the Agricultural Bill will receive Royal Accent. Along with the Clean Growth Strategy they represent the Government's ambition to combat climate change and give the environment a bigger mandate.

Actions we are taking

The adopted Local Plan has been reviewed and at a meeting of Full Council in June 2020, members unanimously resolved to partially update the local plan. A review of local plan policies is the first step in the local plan process and reveals which policies can be left as they are and which policies need updating and the options available to update them. Along with international and national pledges made by Central Government, the update will reflect the work being undertaken by other services across the organisation. The Renewable Energy Strategy is a good example of this.

The Local Plan can be seen as the glue that holds various corporate objectives together and provides physical action; it also translates national legislation to a local level. The update of the Local Plan will aid the building of new homes, in the right place, with suitable green infrastructure that promotes the transition to carbon neutrality. It will assist in providing services and opportunities to enhance the area both for the wellbeing of the people living here as well as its visitors. It will also provide the tools to enhance, create and protect the local environment and the biodiversity of the District and its neighbours.

During Autumn 2020, Cabinet took a decision to pause the formal and regulatory plan making process until there is clarity on the White Paper and transitional arrangements from the old system to the new, and consequent change to the National Planning Policy Framework. The Council's Local Development Scheme has not been updated due to this uncertainty; specific details are available in the November Cabinet paper and also as part of the Council's response to the government consultations.

This is a short term watching brief. The Council is waiting for greater clarity from the government before the local plan is updated; officers will keep councillors appraised of the situation. We continue to plan for the future but with a focus on short term wins, projects include delivering a masterplan for

Cirencester Town Centre and undertaking a Sustainable Transport Strategy and a Growth Zone study. These studies will help to ensure the Council is well placed to respond to a changing nature of the English planning system.

The Council has updated its Statement of Community Involvement which will support forthcoming consultations. Terms of Reference have also been agreed for the Local Plan and Cirencester Town Centre Masterplan boards, where the purpose of each board is to monitor the programme of work and to provide regular feedback to Cabinet. The refreshed masterplan board is scheduled to meet in November.

Support health and well-being

The Context

Health and Wellbeing of our residents is generally good and above the England and County average in most measures. We are one of the safest districts with very low crime levels and are surrounded by beautiful countryside. However, we do face some challenges. Cotswold District has an aging population; over the last 10 years, it has experienced greater growth across all 65+ age groups compared to England and Wales. Many of our older residents live alone, and coupled with the rurality of the District, loneliness and access to services are issues for the District.

We also need to take into account the wider determinants of health - social, economic and environmental factors such as unemployment, low income, poor housing, and healthy lifestyles which have an impact on people's health and wellbeing. This means that we need to work with a wide range of partners, to pool resources and to apply a whole systems and asset-based approach to address challenges together.

Actions we are taking

The Council is taking a number of actions to encourage resilient, well-connected and active communities that take responsibility for their own health and wellbeing goals including reviewing the community grant scheme to focus on our priorities, hosting regular community forums and raising the profile of the Community Safety Partnership so that residents know where and how to access support.

A review of the community grants scheme over the summer identified an opportunity to procure a crowdfunding platform, to both broaden out the field of projects that might be supported, and improve opportunities for community groups to access other funding. Cabinet agreed to let a contract to 'Spacehive', a crowdfunding platform focused exclusively on civic projects. This new approach should benefit all potential projects, by providing a virtual marketplace for them to promote their proposed activities in order to get buy-in from residents, businesses, other funders and the Council. Moreover, it enables the Council to be less prescriptive in terms of the projects it supports. It also creates more opportunity for civic action, local place shaping, and supports communities to become more connected. This initiative reflects a strength-based/asset-based approach to community development.

The Council hosted two focus groups in the summer with 11 community representatives from different areas including Town and Parish Councils. The aim was to share and listen to people's experiences during lockdown and how people who were shielding or self-isolating were supported. We intend to build on this work to create further opportunities to engage on a regular basis with communities to better understand their concerns and challenges to enable us to provide support to local people/groups to achieve their ambitions.

The Council's investment in and support for youth engagement work is one of the actions being taken to ensure that residents and communities have equal access to quality services. As a partner of the Cotswold Youth Network we have helped to join up providers in the District to raise awareness of the needs of young people locally. In July we commissioned Young Gloucestershire (YG) to deliver detached street youth work in the Cotswolds in the absence of youth provision due to Covid-19. The aim was to gain valuable insight into the challenges and views of young people in the Cotswolds to help inform future youth provision and to give young people a voice. The Council's role is often to facilitate and ensure that stakeholders are connected; we have linked YG with local youth providers, Town and Parish Councils and the Police, and have invited them to Community Safety Partnership meetings as well as Cotswold Youth Network meetings.

Unemployment rates in young people aged 18-24 have doubled over the last months according to the Department of Work and Pensions (DWP). The Council has therefore facilitated meetings with colleagues from the DWP and a wide range of local partners like Cirencester Town Council, Cirencester College, Cotswold Counselling, The Wildlife Trust, Youth Providers and many more to discuss the development of Youth Hubs in the Cotswold District. The Youth Hub idea is part of a number of measures designed to get young people back to work. Other measures, announced by the Chancellor, include work coaches, expanded youth offer, and the Kickstart Programme. There is a recognition that in addition to finding employment there are a number of other challenges that young people are facing. Some of these relate to general trends among young people, some are specific to the Cotswolds and its rural nature, and others are a direct result of lockdown and a consequence of Covid-19. The Youth Hub aims to offer holistic support for young people during this challenging time. A detailed proposal as well a partnership bid to the DWP to receive match funding for the establishment of a Youth Hub is currently being developed.

Tackling domestic abuse is a priority for the Council. There are fewer reports of domestic abuse in rural areas compared to urban areas as victims don't have the same access to services due to rural isolation; and it often remains undetected for longer. A sub group to the Community Safety Partnership which aims to tackle Domestic Abuse in the Cotswolds is being created as well as a network of Domestic Abuse Champions to increase awareness and give people the skills and tools to detect and report incidents.

In partnership with GDASS we have continued to develop Domestic Abuse Champion Training with the first session in October. A dedicated Domestic Abuse Teacher Training Pack is being developed in partnership with Cirencester 6th Form College and aims to support teachers who are dealing with students who have been exposed to domestic abuse.

We want Cotswold District to be the best in the country for health and wellbeing, and promoting healthy lifestyles and providing opportunities for people of all ages to be active is key. The Council is developing a Leisure Strategy for the District based on Sport England 'Strategic Outcomes Planning Guidance'; this will ensure a strategic options appraisal / framework to develop a clear approach (determined by local priorities and outcomes) to providing effective and sustainable physical activity and sport opportunities for local communities via investment in its stock of leisure facilities and other non-facility interventions. There are four key phases; Outcomes, Insight, Interventions and Commitment. The draft report for Stage 1 (Outcomes) and 2 (Insight) has now been

received and is being reviewed by Officers. A Vision statement has also been produced showing three shared local outcomes; Healthier District, Connect Community and Active Environment.

The key strands of work that informed the Outcomes and Insight stages included a review of local strategies and plans, a facilities audit of current provision, an online resident survey as well as stakeholder consultation. The online survey generated 1055 responses about physical behaviour activities and barriers. The next stage is to gather further information on specific groups using a mixture of online surveys and focus groups; and to move into Stage 3 (Intervention), which will establish recommendations for facility requirements and also Service interventions, based on the needs of residents and stakeholders. An additional part of the project is the development of an Indoor Built Facilities Strategy; the first draft has also been received and is currently being reviewed

The Council is also working with Sweatcoin and Active Gloucestershire on a Cotswold specific campaign that targets the least active people as well as those with risk factors like pre-diabetes, diabetes, overweight/obesity by offering local rewards in addition to rewards from online vendors via the Sweatcoin app (Sweatcoin is the fastest growing physical activity app in the world which rewards people for being active). We expect to launch the campaign early next year.

Covid-19 update

The Council is planning for a second wave and the impact of further Covid-19 restrictions over the winter months. The Community and Well-being team has commenced discussions with Voluntary and Community Sector partners, including the 16 community pharmacies about their preparations, potential issues and challenges, and resources; with plans to contact local support groups next. Internally, cross-services meetings have been set up to discuss how people with complex needs can be supported throughout the next wave.

The case management system which is used for recording referrals from the Gloucestershire Help Hub is being improved; and a rota will be set up to cover the Help Hub including cover over the Christmas period.
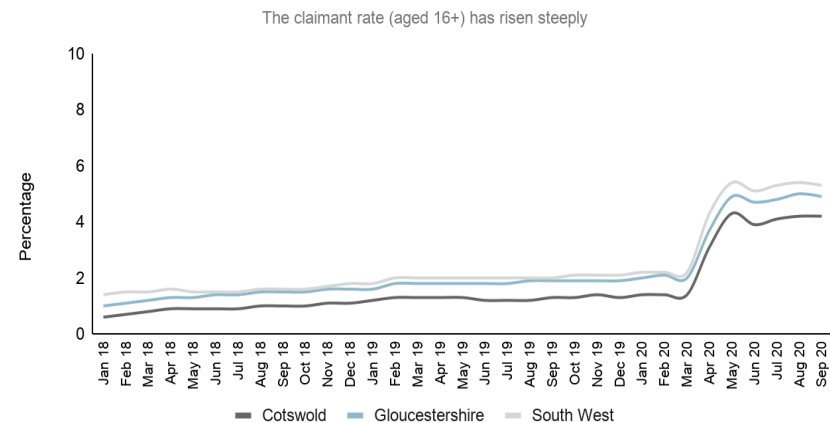
The Context

The District supports an economically active population of around 47,700 and has strengths in Finance and Business Services, ICT including Science and Technology, Retail, and Accommodation and Food Services. A large proportion of businesses are small enterprises employing less than 10 people. Median wages for people working in the District are below the national average, and affordability of housing is a significant issue for the District, as a result businesses can face skill and labour shortages. Historically, unemployment has been relatively low but is expected to rise significantly as a result of Covid-19, and to disproportionately affect 16-24 year olds.

Employment rate (16-64 year olds) has started to fall
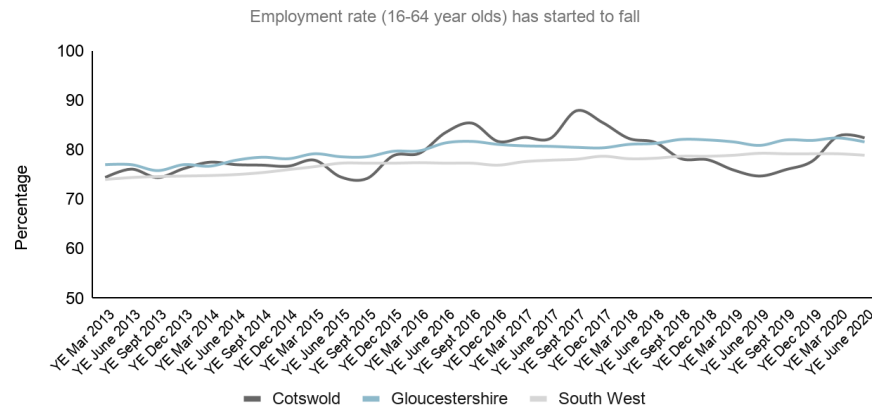
Source: ONS, Annual Population Survey

The claimant rate (aged 16+) has risen steeply

Source: ONS, Crown Copyright Reserved (Nomis)

The Cotswolds is well-known as a popular visitor destination and the visitor economy accounts for a significant proportion of the local economy - 7000 jobs or 18% of the total. We also have many companies at the cutting edge of innovation and the opportunity to grow key sectors like agritech, cyber and digital, medical equipment and environmental technologies.

The lack of a reliable broadband connection especially in rural districts can add to social isolation as well as reduce opportunities to be economically active. Openreach has announced that Cirencester will be full fibre by 2025. However, there are still some areas where broadband is poor and even superfast connectivity is not sufficient for some businesses to operate in the way they wish to.

Much of our work to enable a vibrant economy will be done in partnership with key stakeholders ranging from the County Council, GFirst LEP, Chambers of Commerce and other business groups, Town and Parish Councils, institutions like the Royal Agricultural University and Cirencester College and individual businesses.

Source: Think Broadband   Superfast and fibre broadband coverage

Actions we are taking

The draft green economic growth strategy was approved for consultation in October 2020, and sets out the challenges and issues for the District, and how they will be addressed, and identifies the key areas that will deliver growth in the District. The Strategy aligns with the Gloucestershire Draft Local Industrial Strategy and the Council's Corporate Strategy, and is informed by the Local Plan 2018; and our climate change and ecological obligations will be at the heart of our decision-making and the actions we take.

During the summer the Council has been supporting local businesses and the tourism sector to re-open. The visitor economy re-opened on 4 July and the tourism team was delighted to showcase the area to the Tourism minister on the very first day, highlighting the difficulties facing the sector especially areas that were still not able to re-open, for example tours and experience. To aid recovery the Council promoted the 'We're Good to Go' accreditation (showing that businesses are Covid secure) and the 'Know Before You Go' campaign to encourage consumers to check on openings and restrictions. The Council worked with parish councils to manage visitor flows in those areas which experienced a surfeit of visitors; and encouraged businesses to make the most of their outdoor areas.

One of the Council's aims is to help our town centres recover from Covid-19, in particular to address changes in shopping habits by supporting businesses to have a greater digital presence, and connecting to residents to encourage them to shop locally.
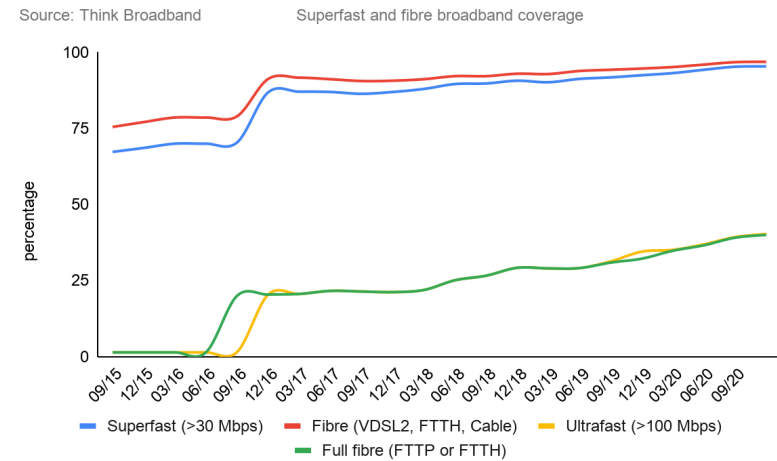
Town centres are having to evolve in order to adjust to changing shopping habits; this has been accelerated by the Covid-19 and lockdown. Our local traders have had to become more digitally able in order to survive in a period when physical footfall has been significantly reduced. Town centres and the businesses located there will need to continue to evolve post-pandemic as we become accustomed to the 'new normal'.

The Council is working with tech company Maybe to support businesses to improve their social media presence which is expected to improve sales, and help to offset the losses from a reduction in physical footfall. The project went live in September 2020, initially in Cirencester and Chipping Campden and will now be rolled out to other towns in the District over a 12 month period. The aim, in measurable terms, is to improve the percentage of businesses with a social media account, the percentage of businesses who post daily and the ranking of the towns involved in the digital league table. The percentage of organisations with an active social media account in Cirencester rose from 32% on 1st July to 39% on 30th September and in Chipping Campden from 23% to 28% over the same period.

Work is also being undertaken to improve the online presence of businesses within the visitor economy, with a focus on supporting businesses to provide online bookable services. This is one of the aims of the 'Uncover the Cotswolds' project which is being funded by the Tourism team's successful bid to Visit England (Discover England Funding). Other aims of the project are to spread visitor spend more evenly both geographically and seasonally across the Cotswolds and to encourage the creation of new high quality, year round visitor experiences.

The Council is supporting GFirst LEP's Think Gloucestershire campaign using a number of communication channels to promote and encourage residents to 'Shop Local' while adhering to Government safety guidelines. We are also working with Cirencester Town Council on its Christmas Shoppers Guide and researching other ways in which people can be encouraged to support local traders through apps and online marketplaces.

The Cirencester Town Centre masterplan is being progressed to help the town to evolve in the face of changing shopping habits by introducing different uses and experiences, including residential accommodation, leisure uses like cinemas or restaurants, cultural venues and flexible workspace . A refreshed masterplan programme board meeting will be held in early November to discuss the scope of the project and it will identify immediate priorities of work.

Covid-19 update

Between 1 April - 30 September 2020, the Council paid out:
- £24,310,000 to small businesses within the retail, hospitality and leisure sector with a rateable value of 15k or below; a total of 2,431 businesses received a grant of £10k;
- £11,410,000 to retail, hospitality and leisure sector with a rateable value of between £15k and £51k; a total of 456 businesses received a grant of £25k;
- £1,781,100 in discretionary grants; 388 businesses/people received grants of £10k and below.
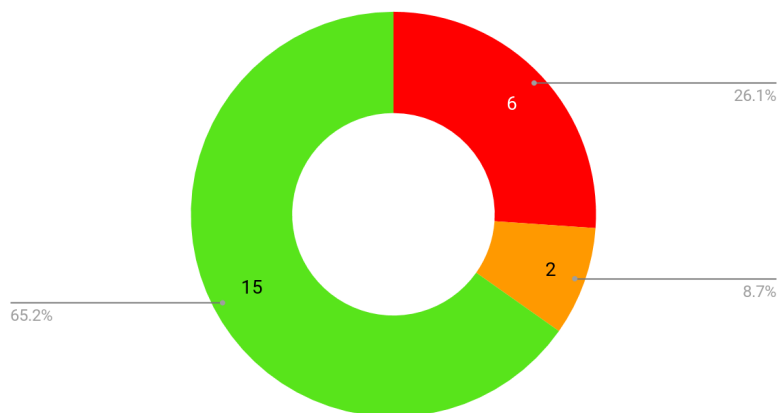
Delivering great services locally

PERFORMANCE REPORT:
July 2020 - September 2020

KEY PERFORMANCE METRICS

At a glance...

Summary of Performance

6 — 26.1%
2 — 8.7%
15 — 65.2%

Indicator	Status
Customer satisfaction - phones	green
Customer satisfaction - F2F	n/a
Customer satisfaction - website	red
Customer satisfaction - email	no target set
% calls responded within 20 secs	orange
% abandoned calls	red
CT collection rate	green
NNDR collection rate	red
Average days to process HB new claims	green
Average days to process HB change events	green
% HB overpayment	green
Households in Emergency Accommodation under 28 days	red
Households in Emergency Accommodation over 28 days	green
% major applications determined within time	green
% minor applications determined within time	green
% others applications determined within time	green
% appeals allowed	green
Affordable homes delivered	green
% land charge searches dispatched within time	green
% high risk notifications assessed within time	green
% high risk food premises inspected within time	red
Residual waste per household (kg)	green
% combined recycling rate	orange
Missed bins per 100,000	green
Leisure visits	no target set
Gym memberships	no target set
Parking enforcement hours	red

OVERALL PERFORMANCE

Due to Covid-19, some services were unable to operate in Q1. Following the lifting of restrictions in July, all services are now operational including the leisure centres, food safety, and parking enforcement.

Overall, services are performing well and have adapted to a new way of working, There does not appear to be a significant detriment to limiting the delivery of services to online, virtual or phone; and customer satisfaction for services delivered by phone remains high.
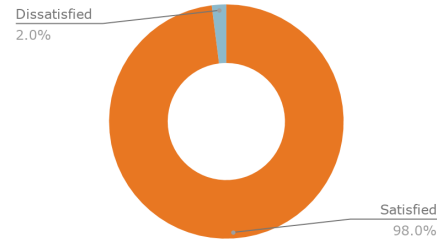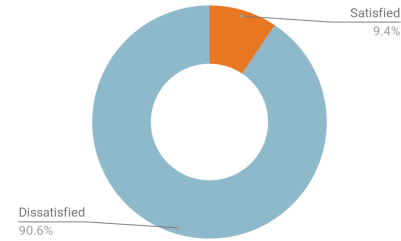
CUSTOMER SERVICE

Customer satisfaction

Face to face - no surveys due to Covid19

Phone - 1285 respondents

Dissatisfied
2.0%

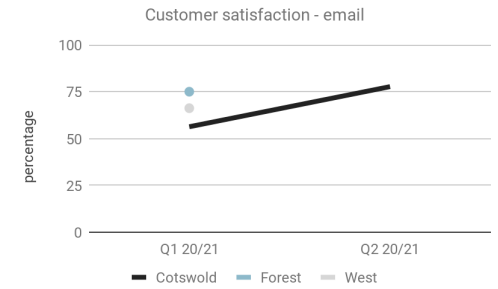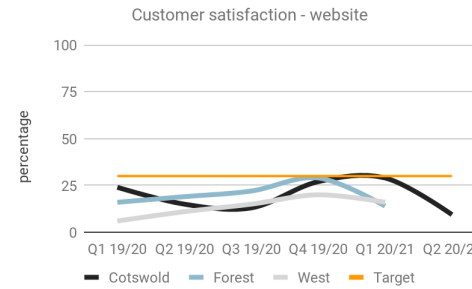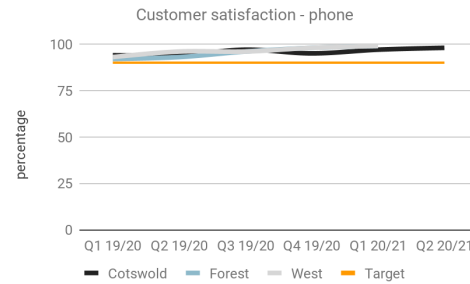Satisfied
98.0%

Website - 32 respondents

Satisfied
9.4%

Dissatisfied
90.6%

Email - 421 respondents

Dissatisfied
22.3%

Satisfied
77.7%

What's the trend?

Customer satisfaction - face to face

percentage

Q1 19/20 Q2 19/20 Q3 19/20 Q4 19/20 Q1 20/21 Q2 20/21

— Cotswold — Forest — West — Target

Customer satisfaction - phone

percentage

Q1 19/20 Q2 19/20 Q3 19/20 Q4 19/20 Q1 20/21 Q2 20/21

— Cotswold — Forest — West — Target

Customer satisfaction - website

percentage

Q1 19/20 Q2 19/20 Q3 19/20 Q4 19/20 Q1 20/21 Q2 20/21

— Cotswold — Forest — West — Target

Customer satisfaction - email

percentage

Q1 20/21 Q2 20/21

— Cotswold — Forest — West

OBSERVATION

Due to Covid-19, the Council closed its reception areas and therefore no face to face surveys have been completed so far for the year.

Overall, satisfaction ratings for services delivered via the phone continue to be high, while satisfaction for services via the website appears to be low. However, 32 responses to the website survey is an extremely small proportion of the 367,850 visitors in Q2, and is therefore unlikely to be representative. A new website went live on 30 January 2020 designed to be more user friendly and allow people to transact with us, as well as acting as a source of information. Officers are continuing to make improvements to the content; and documents are also being reviewed to ensure that they are compliant with accessibility guidelines. The Council has a duty to provide the same level of access to services and information to all our customers and those using our website, regardless of their abilities.

The Council commenced collection of satisfaction ratings for services delivered via email on 2 April 2020; all outbound emails sent by customer services from Salesforce contain a link to the survey

Telephone calls - response and abandonment

◼ Target   ◼ Cotswold   ◼ Forest of Dean   ◼ West Oxfordshire

% of phone calls answered within 20 seconds
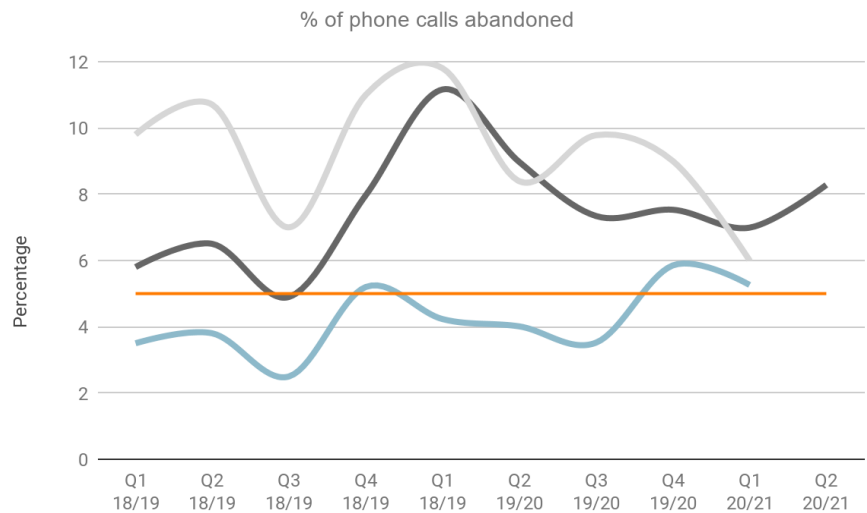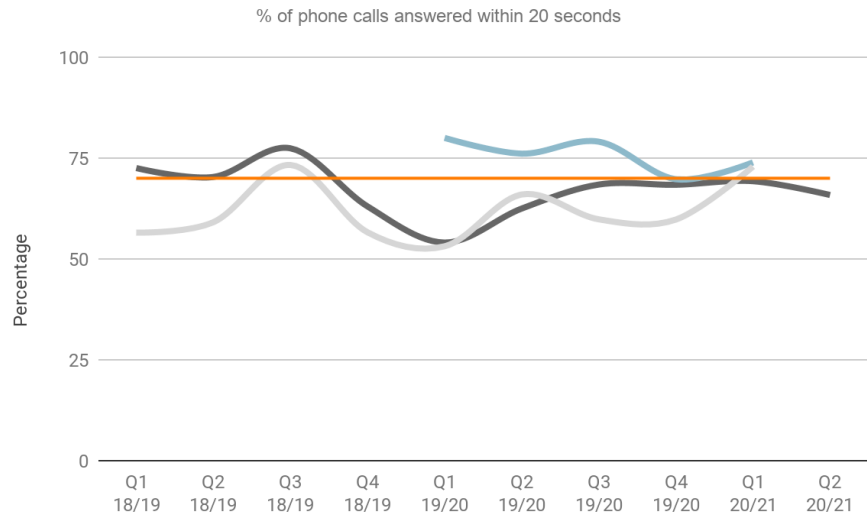
OBSERVATION

There was a higher call volume over the last nine months due to a combination of factors including the impact of Covid-19, the introduction of the new waste service, and the delay of garden waste service renewals; and more recently the implementation of a new process for the annual canvass generated more calls than expected.

Despite two FTE who usually provide face to face services being redeployed to the phones, performance has dropped off slightly in Q2. Staff have been encouraged to take their annual leave during the summer for their health and well-being.

Performance during 2019/20 was affected by the implementation of the new CRM system.

% of phone calls abandoned

Revenues and Benefits

(Cumulative) Percentage of council tax collected

Target   Cotswold   Forest of Dean   West Oxfordshire
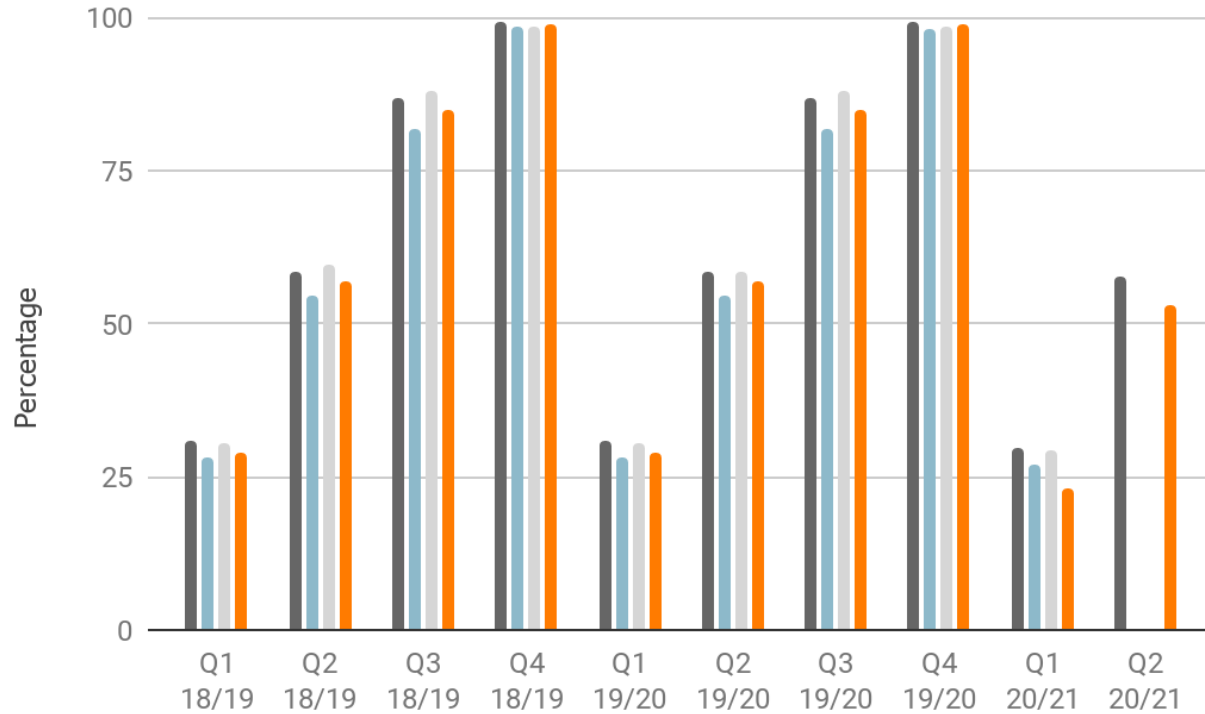
OBSERVATION:

At the end of Q2, there was a slight decrease in the collection rate compared to previous years.

Due to the impact of Covid-19, all recovery action was paused following government guidance and Member decision. The service is working with customers to re-align payment instalments to potentially run between June 2020 and March 2021.

The service had the go-ahead at the end of September to re-commence recovery actions which will consist of reminders and final payment letters. Currently, the Magistrates Courts are not holding any liability order hearings which will mean the Council is unable to enforce any debts incurred in 2020/21

(Cumulative) Percentage of business rates collected

Legend: Target (orange), Cotswold (dark grey), Forest of Dean (blue), West Oxfordshire (light grey)
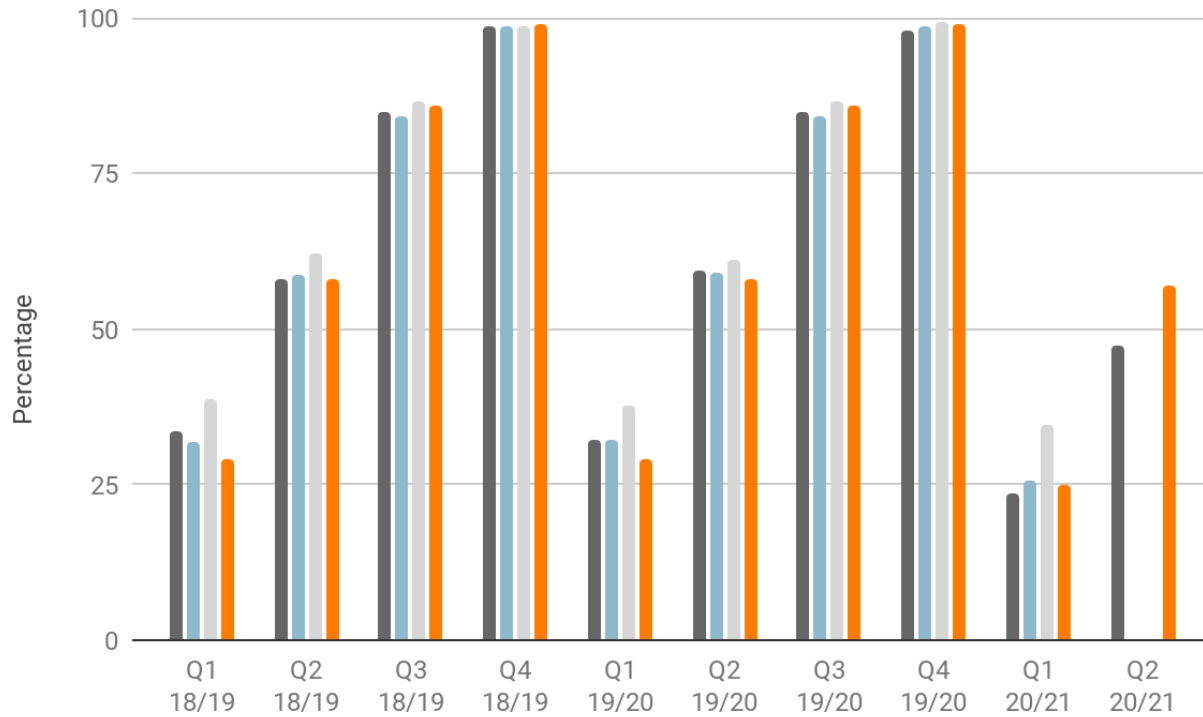
OBSERVATION:

The collection rate at the end of Q2 was lower than previous years.

Due to the impact of Covid-19 and the lock down, many businesses were closed in Q1, and part of Q2; and all recovery action was paused.

Covid-19 is having a major impact on business rate collection figures throughout the country. Government have gone some way in helping certain businesses with 100% business rate relief, but there are still those businesses which have seen an impact on their out turn which have not received any assistance and are therefore struggling financially. We are working with businesses where we are able to and supporting them through manageable repayment plans

(Cumulative) Average number of days taken to process new housing benefit claims

Target   Cotswold   Forest of Dean   West Oxfordshire
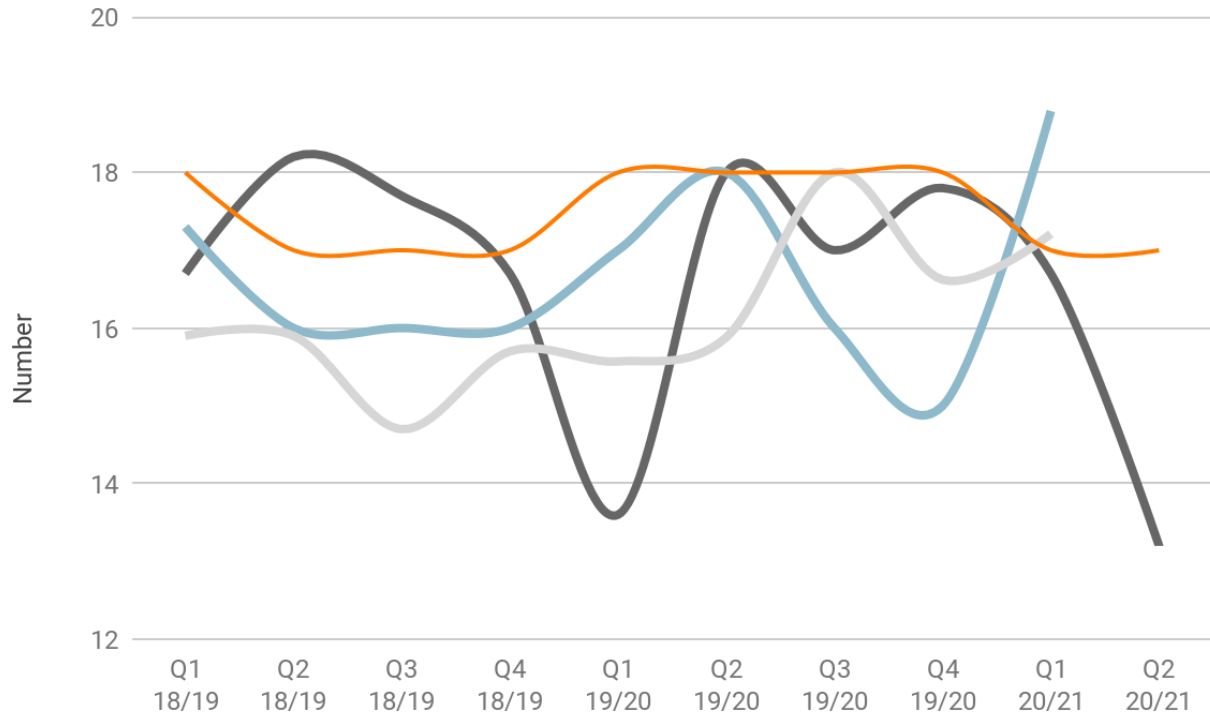
OBSERVATION:

The average days to process a new HB claim during the first six months of the year was 13.2 days, well within the target.

Overall, the number of new claims has been falling as claimants are moved to Universal credit. However, there has been an increase in temporary accommodation claims (which the council is responsible for) due to the impact of Covid-19. These types of claims can be difficult for some councils to administer as the claim requires a signature and claimants may be placed outside of the District or have difficulty returning forms to the Council especially during lock down.

Note that historically the quarterly targets have been profiled and have generally been maintained at 17 or 18 days

(Cumulative) Average number of days taken to process housing benefit change of circumstances

Legend: Target · Cotswold · Forest of Dean · West Oxfordshire
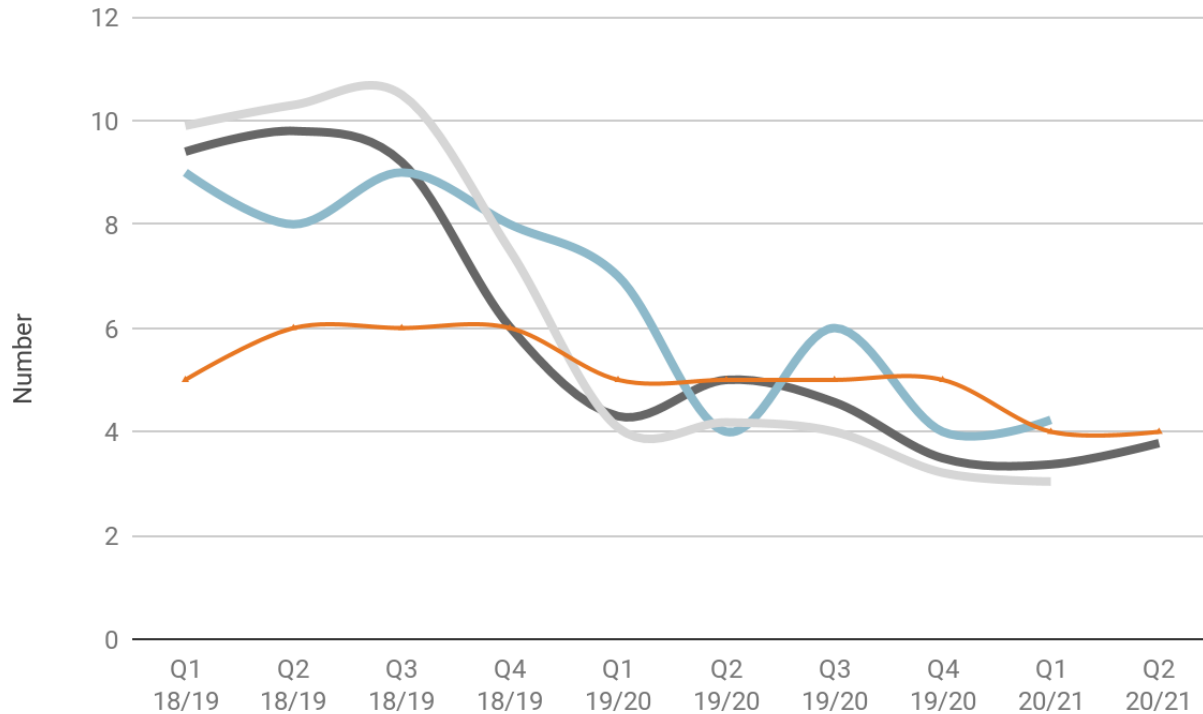
OBSERVATION:

The number of Universal Credit claims has increased due to the impact of Covid-19, which in turn has resulted in an increase in changes that affect housing benefit and council tax support (the latter is not included in this indicator).

Currently, performance remains on target; however, staff have started to support the data migration and testing activities related to the roll out of the new revenues and benefits system which is likely to take capacity out of the service during Q3. However, the service is able to access additional (external) support on demand which will help to manage workloads.

Note that historically the quarterly targets have been profiled and have generally been maintained at 5 or 6 days. A more stringent target of 4 days has been set for 2020-21

(Cumulative) Percentage of housing benefit overpayment due to LA error/Admin delay

Legend: Target, Cotswold, Forest of Dean, West Oxfordshire
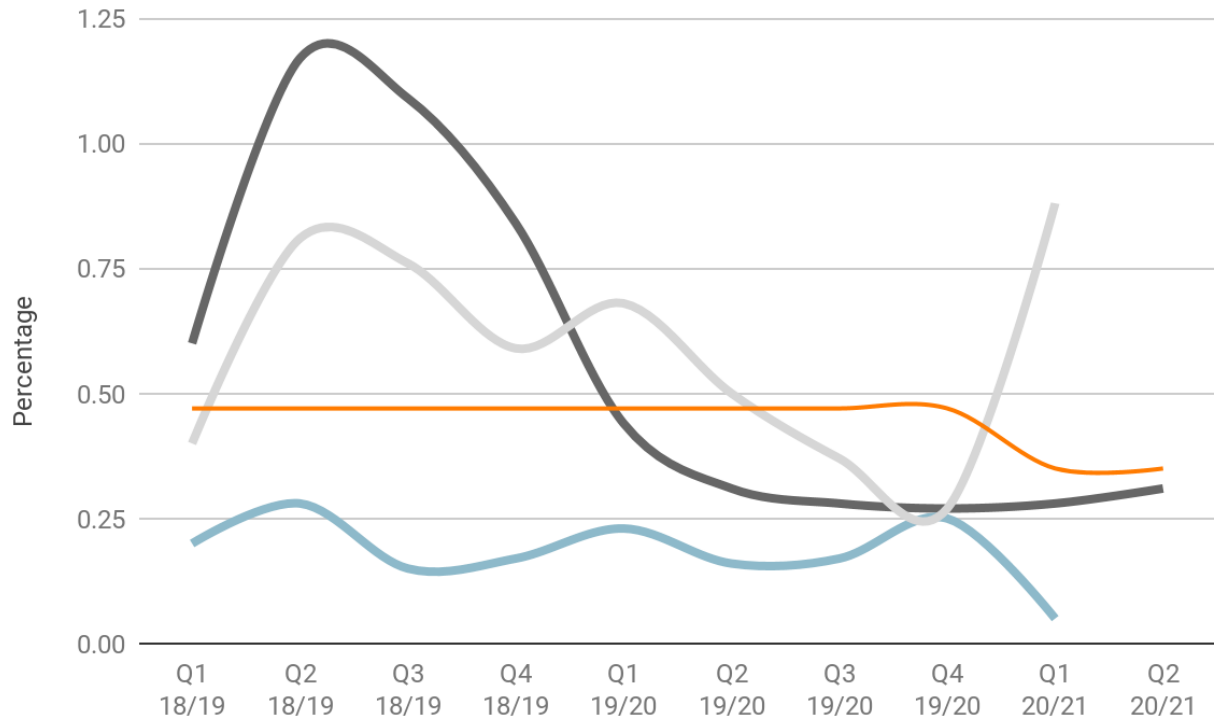
OBSERVATION:

We are continuing to involve a number of staff in quality assurance. Due to the high volume of change of circumstances, we take a sampling approach and target areas which we know have high error rates such as calculation of earnings.

In addition, workloads are being managed to ensure that there is no loss of subsidy due to administrative delay

Housing Support

(Snapshot) Number of households living in emergency accommodation for under 28 days

| ■ Target | ■ Cotswold | ■ Forest of Dean | ■ West Oxfordshire |
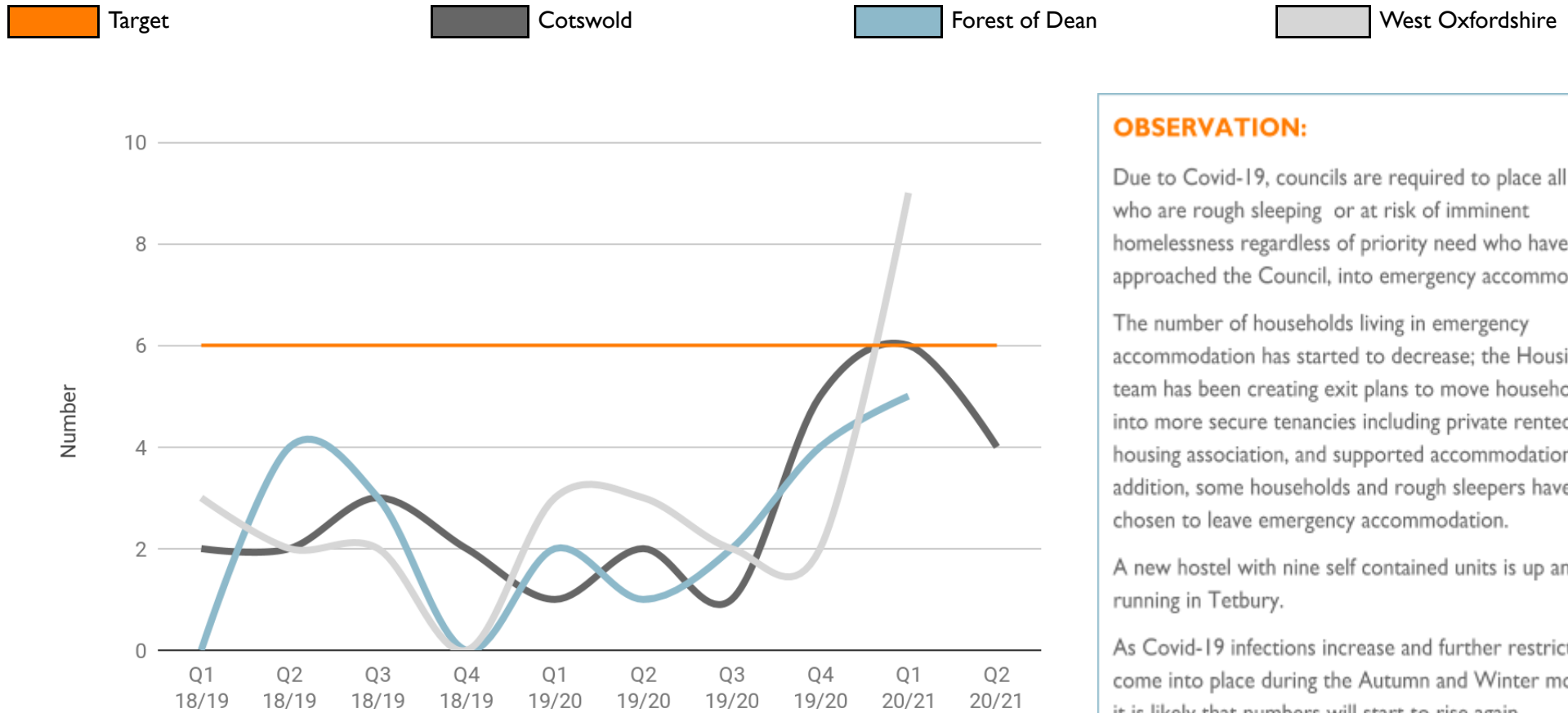
OBSERVATION:

Due to Covid-19, councils are required to place all clients who are rough sleeping or at risk of imminent homelessness regardless of priority need who have approached the Council, into emergency accommodation.

The number of households living in emergency accommodation has started to decrease; the Housing team has been creating exit plans to move households into more secure tenancies including private rented, housing association, and supported accommodation. In addition, some households and rough sleepers have chosen to leave emergency accommodation.

A new hostel with nine self contained units is up and running in Tetbury.

As Covid-19 infections increase and further restrictions come into place during the Autumn and Winter months, it is likely that numbers will start to rise again

(Snapshot) Number of households living in emergency accommodation for over 28 days
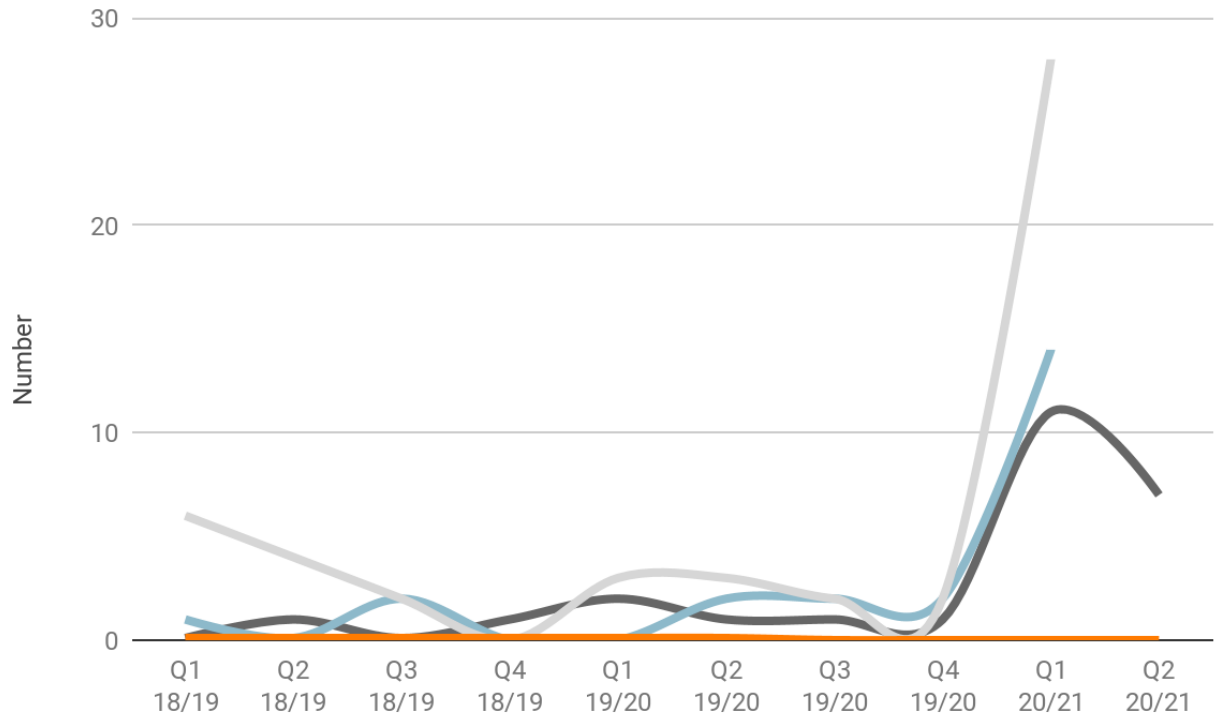
Legend: Target | Cotswold | Forest of Dean | West Oxfordshire

OBSERVATION:

The number of households living in emergency accommodation has started to decrease; the Housing team has been creating exit plans to move households into more secure tenancies including private rented, housing association, and supported accommodation. In addition, some households and rough sleepers have chosen to leave emergency accommodation

(Snapshot) Number of Long Term Empty properties (six months and over)

Legend:
- Cotswold
- Forest of Dean
- West Oxfordshire
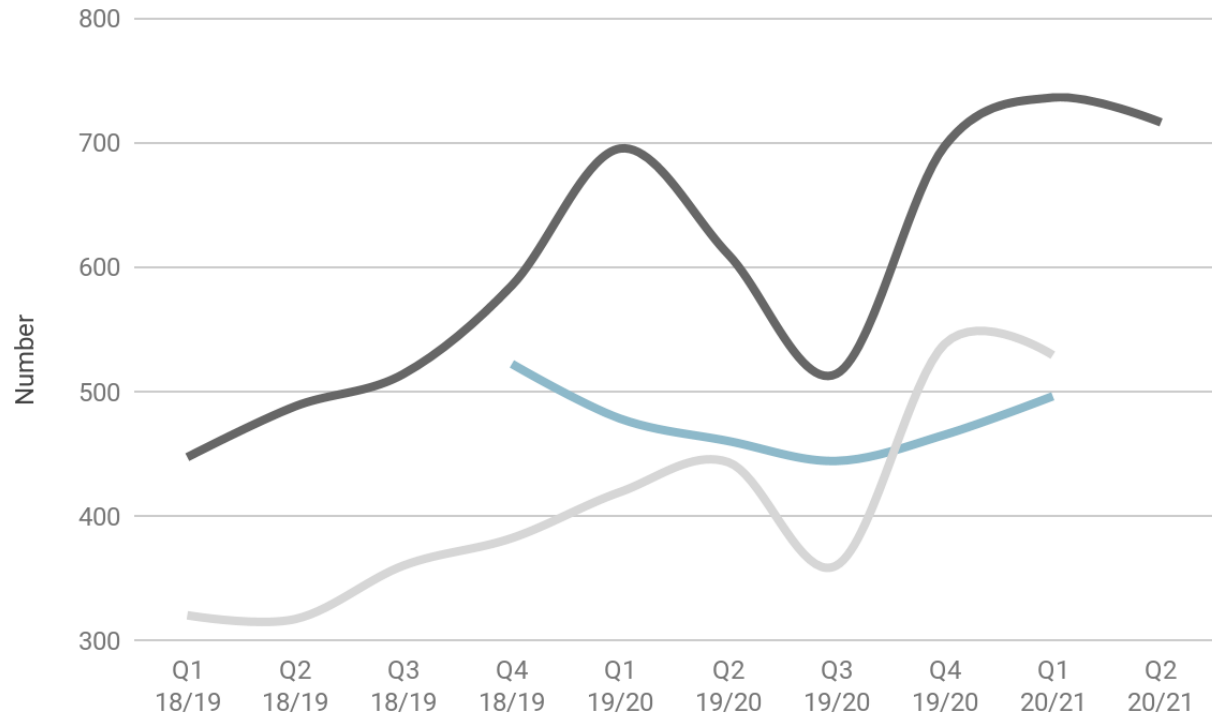
OBSERVATION:

The number of long term empty properties has fallen slightly at the end of Q2 following an increase in the previous six months due to government instruction to pause house moves in order to contain Covid-19.

Bromford is undertaking an intensive redevelopment of their older properties so some properties are awaiting demolition, while other properties such as retirement properties remain vacant.

The LTE officer post is responsible for monitoring properties and working with landlords to support them to bring their properties back into use, however, this post is currently vacant. The post is currently grant funded for two years and will expire at end of March 2021. Therefore, it will require Cabinet approval to extend the contract

Planning and Strategic Housing

(Cumulative) Percentage of major planning applications determined

% of all applications completed within an agreed timeframe

| ▇ Target | ▇ Cotswold | ▇ Forest of Dean | ▇ West Oxfordshire |

% of all application completed within 13 weeks

------------- Cotswold ----------- Forest of Dean ----------- West Oxfordshire
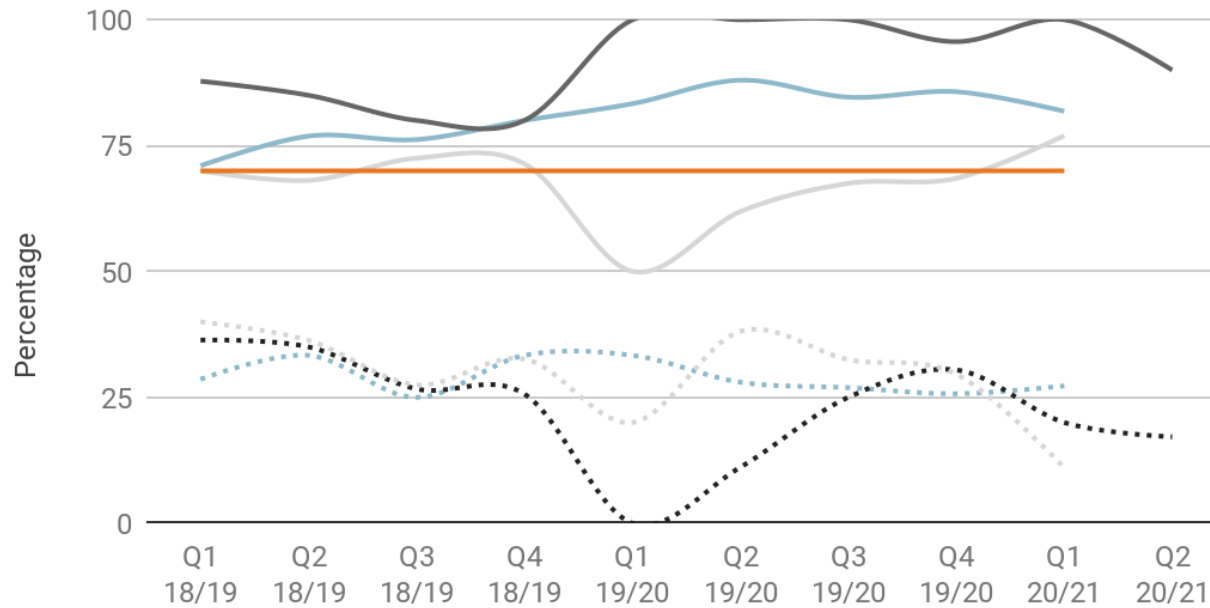
OBSERVATION:

Seven major applications were determined in the quarter, and 11 for the first six months compared to nine for the same period a year ago.

The service has reported that the number of applications received over the summer has been a record nationally. The Council experienced a dip in numbers during lockdown which has been almost entirely eliminated by the higher volumes received since May. The Planning team has found the restrictions imposed by Covid (no meetings, limited site visits, largely home based working, limited availability of consultees etc) have impacted on efficiency and with higher than normal volumes coming through, performance is likely to fall. Registration/validation is proving particularly problematic as a home based exercise and is reducing the time available to the planning officer to determine the application.

Note that the charts for the planning performance measures have been separated to demonstrate the number of applications that are completed within the set time frames and the number that are completed as a result of an agreed extension of time.

Extensions of times are often a result of consultees requesting changes to the scheme or because the consultee response is essential but has not been received within the timetable. They are also used where officers are working proactively with applicants to improve schemes and make developments acceptable.

(Cumulative) Percentage of minor planning applications determined

% of all applications completed within agreed timescales

	Target		Cotswold		Forest of Dean		West Oxfordshire

% of all applications completed within 8 weeks

------------- Cotswold   ------------- Forest of Dean   ------------- West Oxfordshire
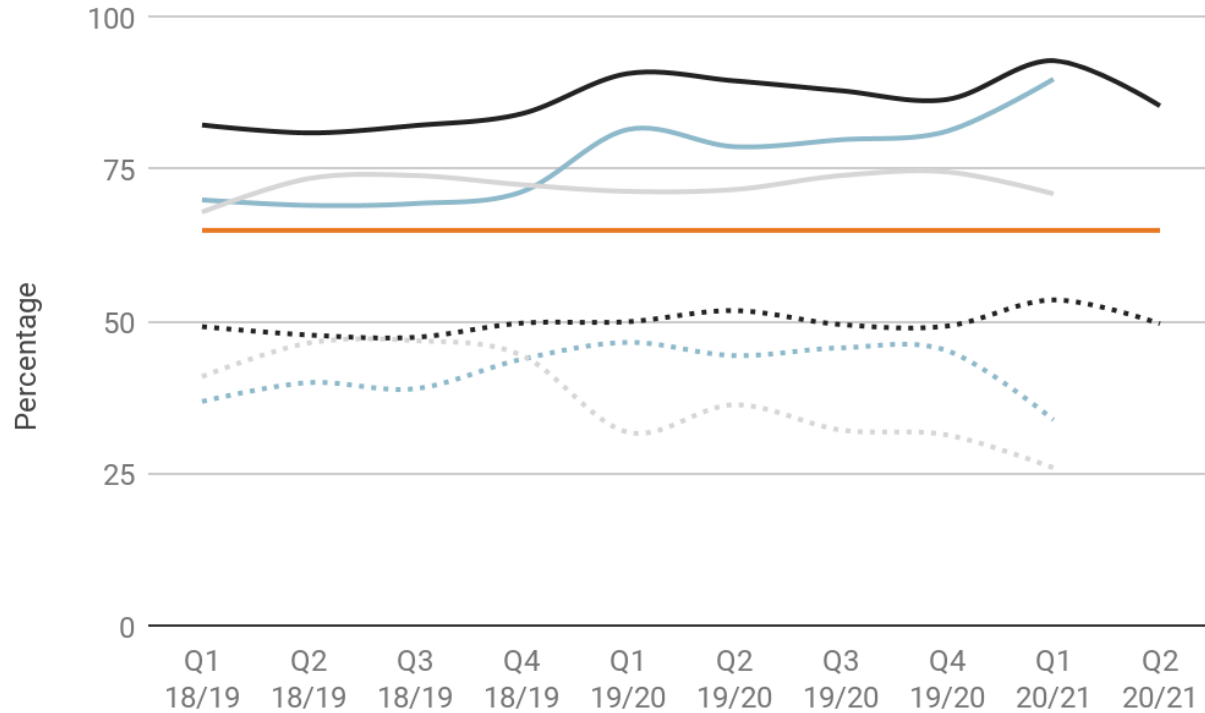
OBSERVATION:

82 minor applications were determined in the quarter, and 176 for the first six months compared to 219 for the same period a year ago.

The challenging work conditions coupled with higher volumes of applications coming through is beginning to impact on performance. Registration/validation is proving particularly problematic as a home based exercise and is reducing the time available to the planning officer to determine the application

(Cumulative) Percentage of other planning applications determined

% of all applications completed within agreed timescales

▬ Target	▬ Cotswold	▬ Forest of Dean	▬ West Oxfordshire

% of all applications completed within 8 weeks

------------ Cotswold	----------- Forest of Dean	----------- West Oxfordshire
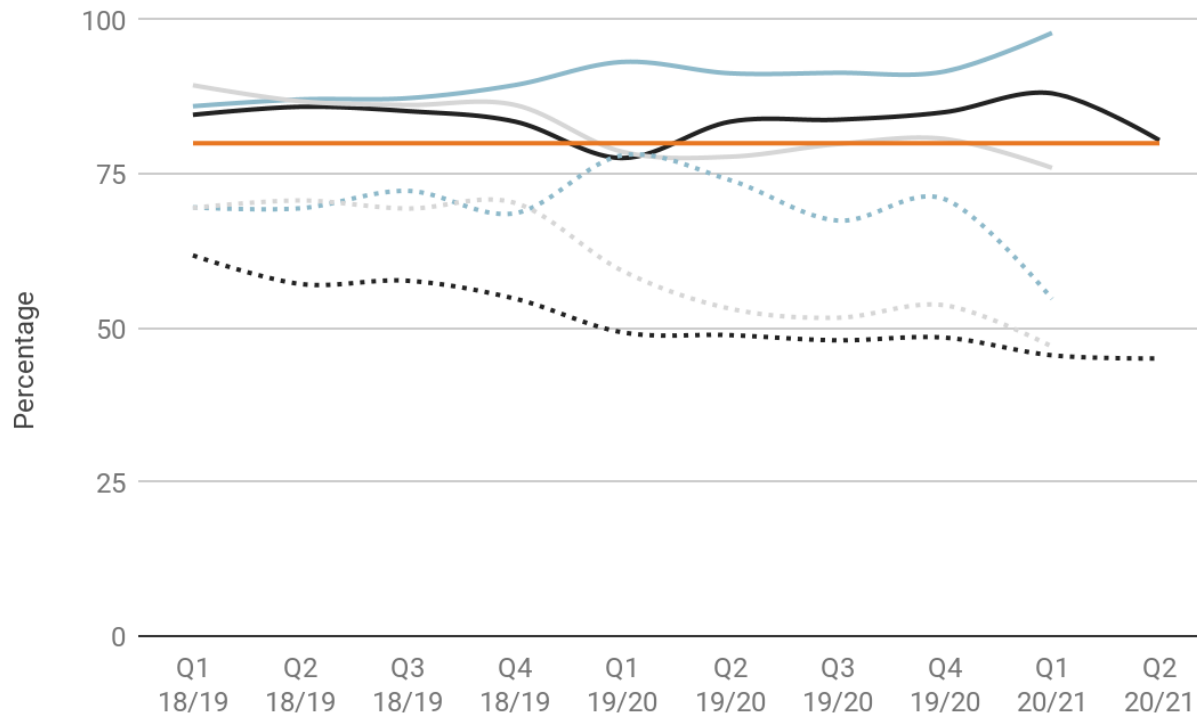
OBSERVATION:

245 other applications were determined in the quarter, and 456 for the first six months compared to 569 for the same period a year ago.

The challenging work conditions coupled with higher volumes of applications coming through is beginning to impact on performance. Registration/validation is proving particularly problematic as a home based exercise and is reducing the time available to the planning officer to determine the application

(Cumulative) Percentage of planning appeals allowed

Legend: ▬ Target ▬ Cotswold ▬ Forest of Dean ▬ West Oxfordshire
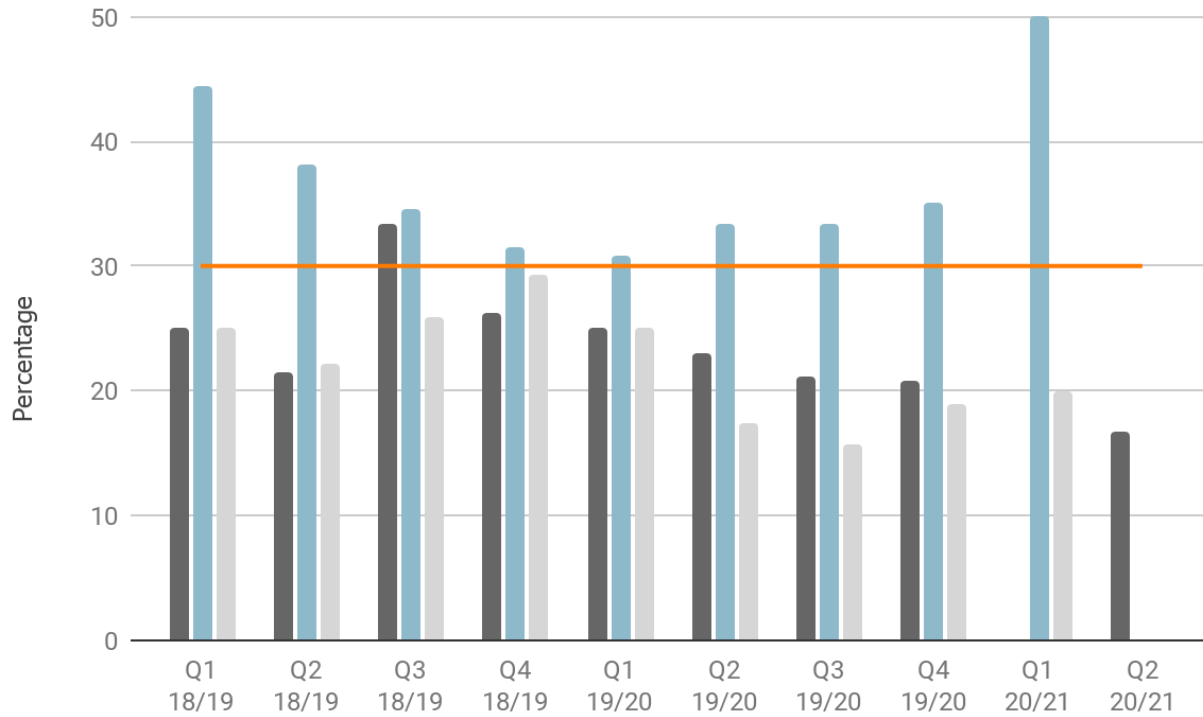
OBSERVATION:

In the first six months of the year, 18 planning appeals were determined, three of which were allowed

(Cumulative) Number of affordable homes delivered

Legend: ▬ Target ▬ Cotswold ▬ Forest of Dean ▬ West Oxfordshire
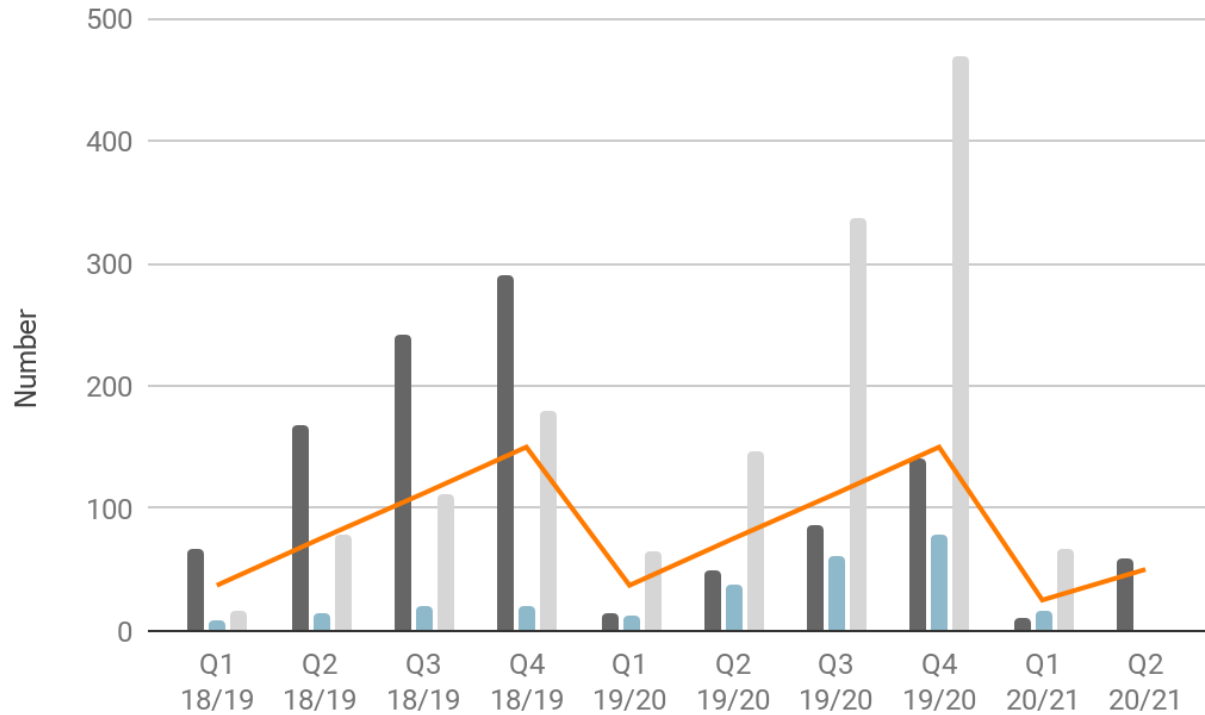
OBSERVATION:

Due to the lock down, no affordable homes were delivered in April and May.

Forty-nine affordable homes were delivered in Q2, totalling 59 for the year so far. A mix of flats and houses for local families and individuals in Cirencester, Ebrington, North Cerney, Tetbury and Moreton in Marsh was delivered in Q2; and included 12 new homes for local people at Churnbridge Row, North Cerney, a rural housing development grant funded by the Council.

Completions this quarter are slightly higher than expected as homes that were originally forecast to complete at the end of the last financial year or the first quarter of 2020/21 but were delayed due to Covid-19 restrictions, are now being delivered. It is anticipated that there will continue to be a delay in forecast completions for some time as developers are still not able to accelerate construction by increasing the labour force, as this would break current social distancing requirements

Percentage of land charge searches dispatched within 10 working days

Legend: Target · Cotswold · Forest of Dean · West Oxfordshire
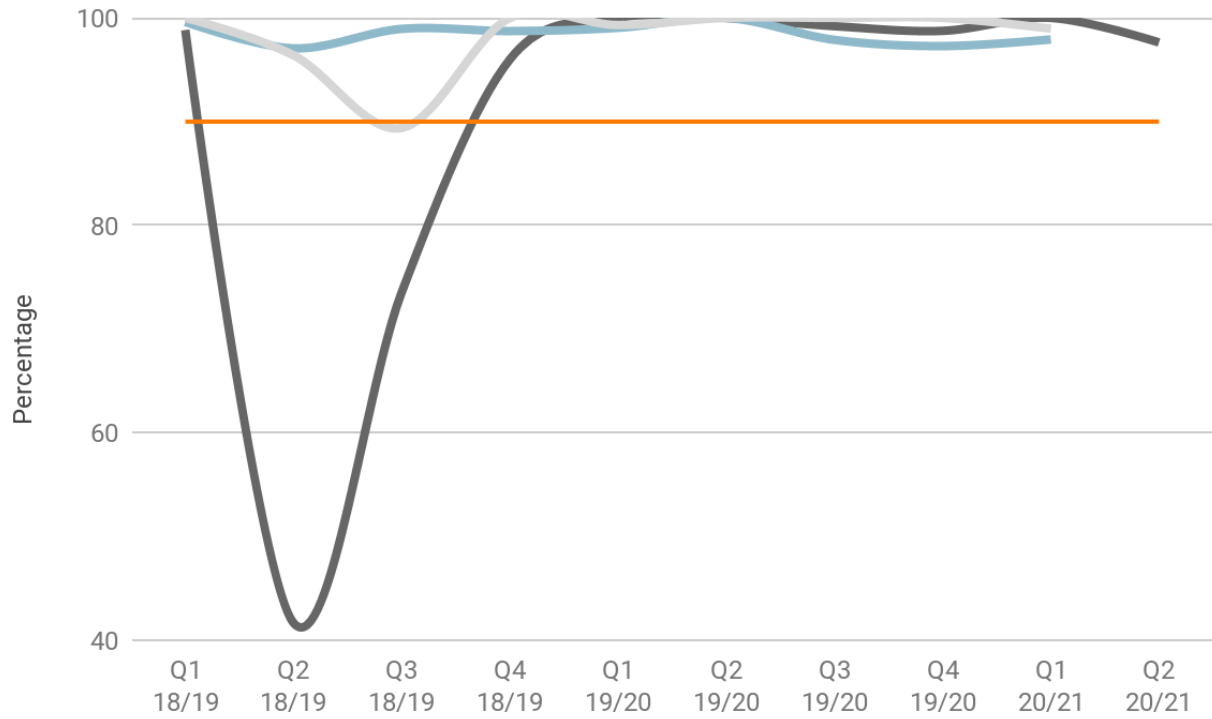
OBSERVATION:

The service processed 464 official land charge searches; 453 searches were dispatched within 10 working days.

There has been an increase in the number of official land charge searches compared to the same period of the previous year (382) which may be due to the 'stamp duty holiday' and/or Brexit. Overall, the service is maintaining a high level of service delivery.

There was a dip in performance in 2018-19 as the planning element of the search had to be done manually while awaiting an upgrade to the Uniform system

Environmental and Regulatory

Number of fly tips collected
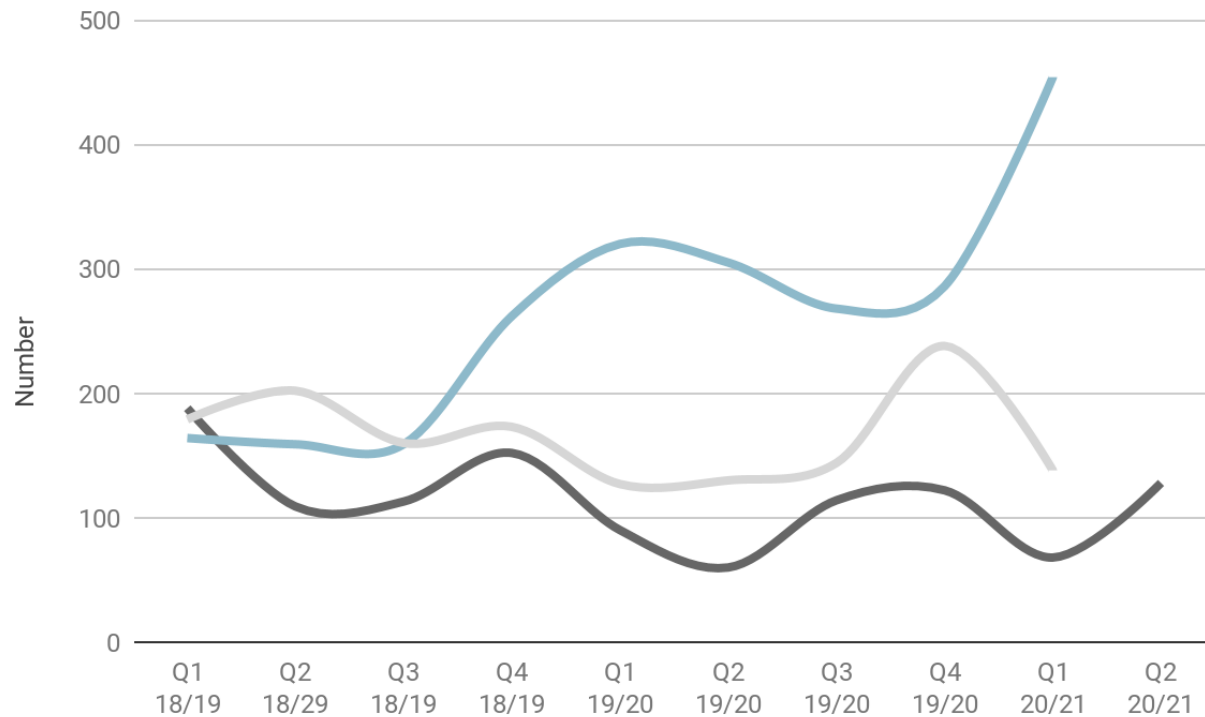
OBSERVATION:

Due to Covid-19, increases in fly tips have been reported nationally, however this is not yet evident in Cotswold's figures.

The fly tipping service has been redesigned based on customer and user need with the introduction of new on-forms and web pages. The new process was introduced in October and will make it easier and quicker for residents to report flytips. It will also reduce duplication and therefore create a more efficient and responsive service.

Forest of Dean appears to collect a higher number of fly tips than Cotswold and West as it counts fly tips at recycling sites

Percentage of fly tips that result in an enforcement action taking place (defined as a warning letter, fixed penalty notice, simple caution or prosecution)

Legend: Cotswold — Forest of Dean — West Oxfordshire
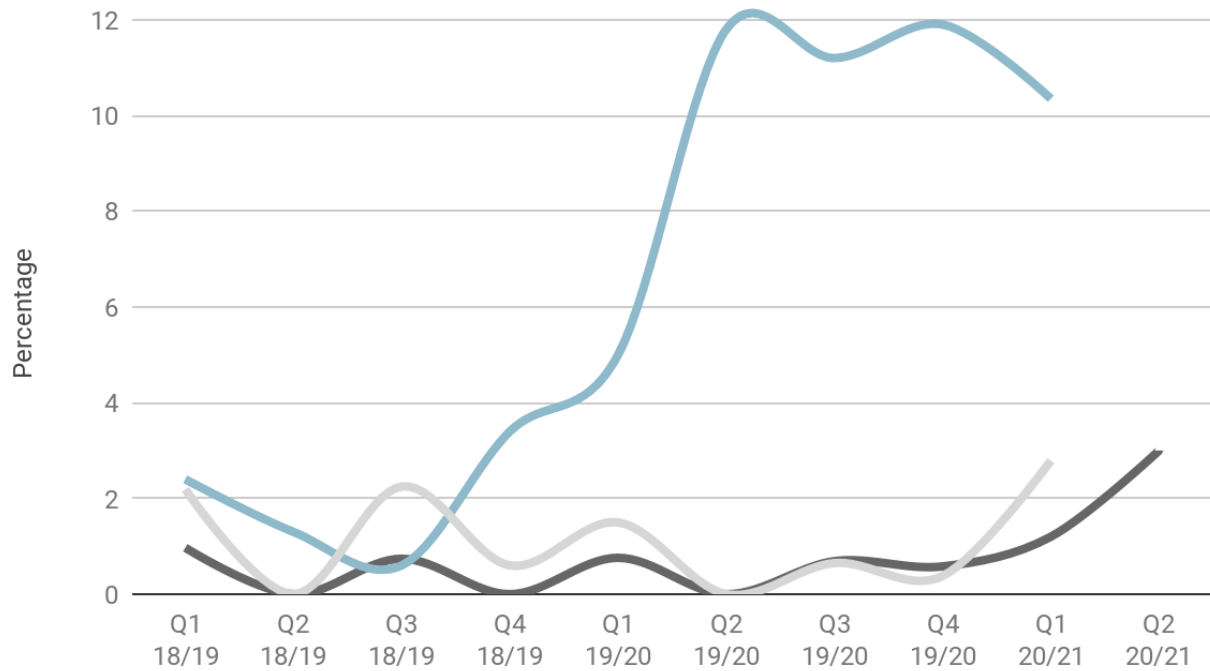
OBSERVATION:

There were 200 notifications of fly tips in Q2 which resulted in six FPNs being served.

At Cotswold, fly tipping is investigated by ERS who take a risk based triage approach to investigation. Officers use their professional judgement to decide whether it is likely that the fly tip will contain evidence that could lead to enforcement action; this is based on an assessment of the waste type reported, for example, black rubbish bags are likely to contain evidence that could lead to enforcement action being taken while a fly tip of car tyres would be highly unlikely to contain the necessary evidence.

In contrast, at Forest of Dean, the Street Warden team usually investigate all fly tips, but is now also taking a risk based approach due to Covid-19 and the redeployment of some resources.

The ERS team visited 33 fly tips, a similar level to pre-Covid times. The Council will always take enforcement action if fly tipping is witnessed.

Percentage of high risk notifications (including food poisoning outbreaks, anti-social behaviour, contaminated private water supplies, workplace fatalities or multiple serious injuries) risk assessed within 1 working day

Legend:
- Target
- Cotswold
- Forest of Dean
- West Oxfordshire
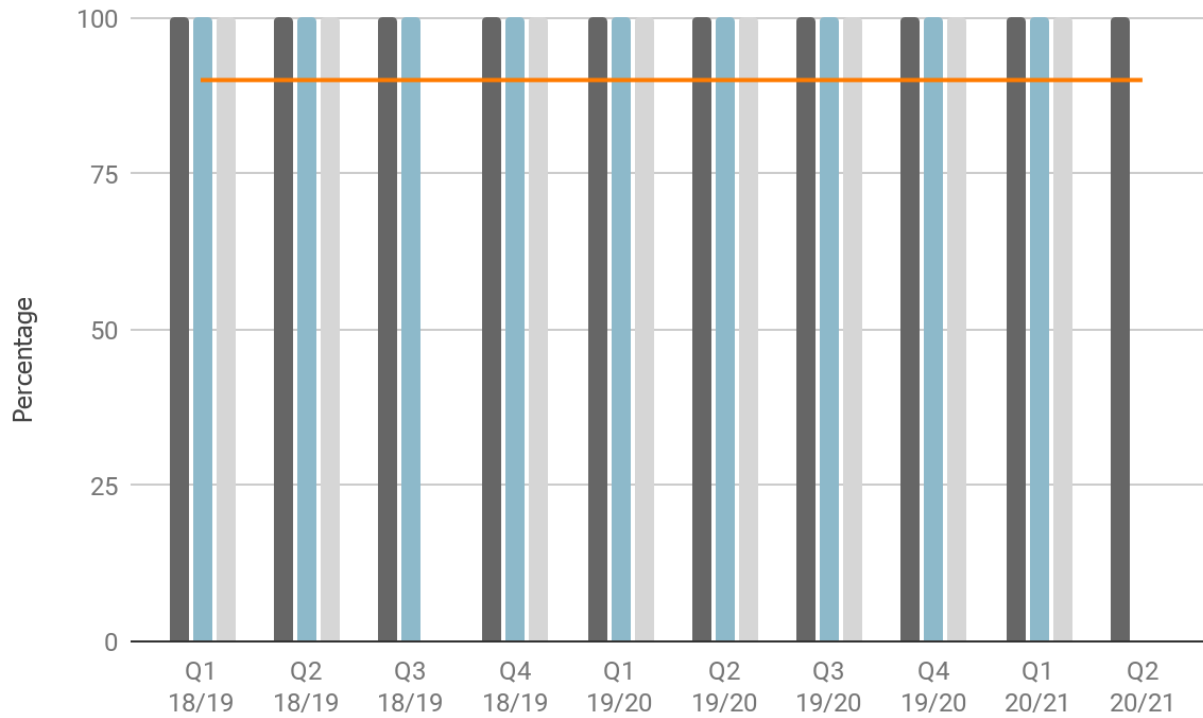
OBSERVATION:

There were eight notifications in Q2 - an outbreak at a care home, a complaint against a taxi driver, a possible illegal eviction, a report of properties without a water supply, a legionella case, a possible contamination of swimming water at a water park, a possible carbon monoxide poisoning at a B&B and a possible food poisoning outbreak

Percentage of high risk food premises inspected within target timescales

Legend:
- Target (orange)
- Cotswold (dark gray)
- Forest of Dean (blue)
- West Oxfordshire (light gray)

Y-axis: Percentage (0, 25, 50, 75, 100)
X-axis: Q1 19/20, Q2 19/20, Q3 19/20, Q4 19/20, Q1 20/21, Q2 20/21
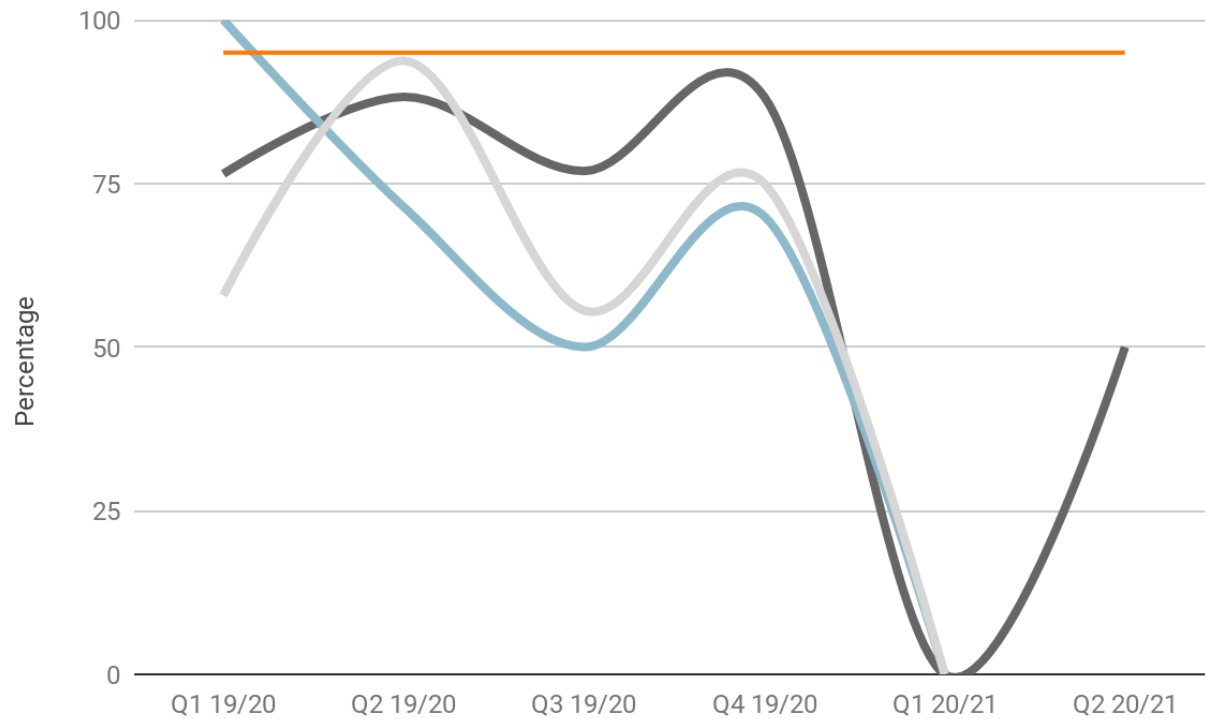
OBSERVATION:

In mid March, the service was advised to cease site visits due to Covid-19, which was followed by guidance from the Food Standards Agency to cease all Food Hygiene Interventions until 18th July.

Following that announcement, the FSA advised that some inspections could recommence at the end of June excluding those businesses which cater for vulnerable people. A backlog of inspections is now being undertaken in line with the guidance.

Ten inspections were due in Q2, five were completed within the 28 day timescale, and an additional four inspections have since been undertaken

Residual household waste per household (kg)

Target | Cotswold | Forest of Dean | West Oxfordshire
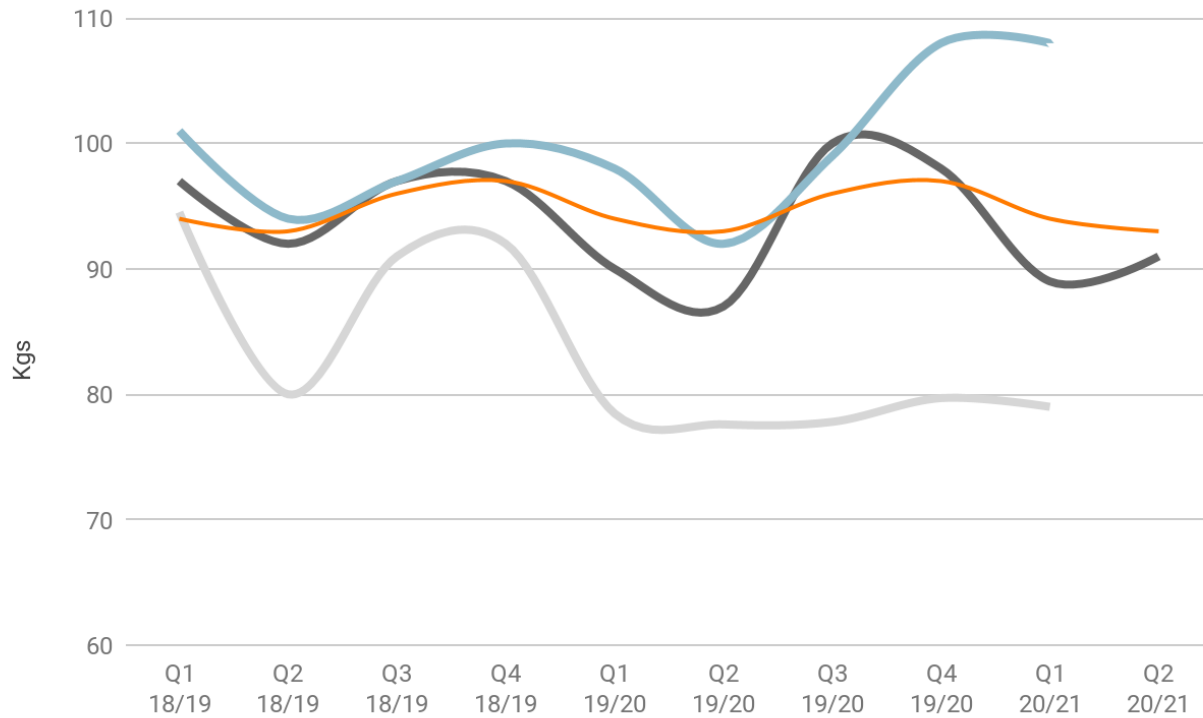
OBSERVATION:

The amount of residual waste generated per household in Q2 was slightly up on the previous year but remains within the target.

The launch of the new service on 18 March was expected to increase the recycling rate and reduce the amount of residual waste. Between April - September 2020, the dry recycling rate was up four percentage points on the same period of the previous year. Covid-19 restrictions on households and more homeworking, and potentially the expansion of the dry recycling service are likely to have contributed to this increase

(Cumulative) Percentage of household waste recycled

Legend:
- **Target** (orange)
- **Cotswold** (dark grey)
- **Forest of Dean** (blue)
- **West Oxfordshire** (light grey)

Chart: Percentage (y-axis, 40 to 70) vs. quarters (x-axis): Q2 17/18, Q3 17/18, Q4 17/18, Q1 18/19, Q2 18/19, Q3 18/19, Q4 18/19, Q1 19/20, Q2 19/20, Q3 19/20, Q4 19/20, Q1 20/21, Q2 20/21
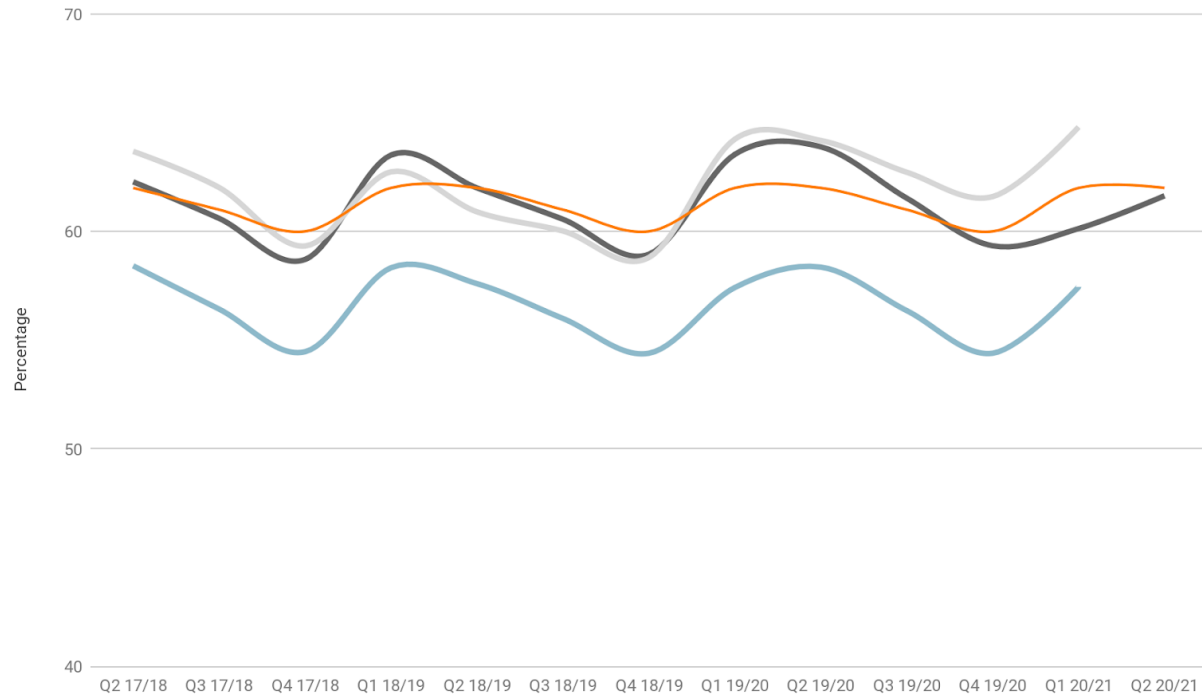
OBSERVATION:

The combined recycling rate for the period 1 April - 30 September was 61.64% compared to 63.89% for the same period of the previous year; this was due to a much lower composting rate.

Overall, composting and food tonnage for the period was down by 17% on the previous year. The garden waste service was suspended between 26 March and 12 May due to the impact of Covid-19 and lack of resources to deliver the service. In addition, poor weather conditions in August has also contributed to lower amounts of garden waste.

Conversely, dry recycling tonnage was 17% higher than the previous year and is likely to be due to Covid-19 restrictions and potentially the expansion of the dry recycling service.

The dry recycling rate for the first six months of the year was 25.26% (20.95% for the comparative period of the previous year), the re-use rate was 0.2%, and the composting and food rate was 36.18% (42.47% for previous year).

Notes:
Composting and food waste was a single waste stream prior to 2020-21

The quarterly recycling targets are profiled to account for seasonal differences. The data is also presented cumulatively which will flatten out some of these differences

Number of missed bin per 100,000 scheduled collections

Legend: Target, Cotswold, Forest of Dean, West Oxfordshire
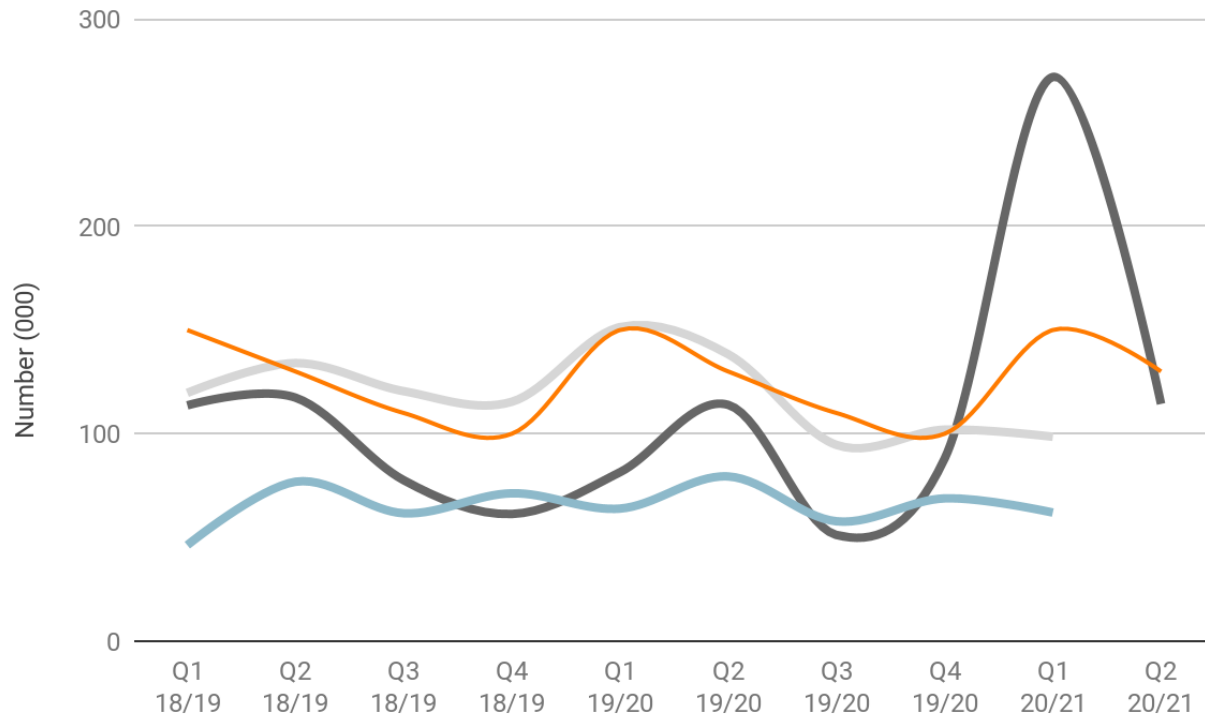
OBSERVATION:

As expected, the introduction of the new waste and recycling service on 18 March resulted in an increase in the number of missed collections as residents and Ubico staff get used to the changes. Concurrently, there was an increase in the amount of waste being produced in particular dry recycling due to the large number of home-workers and others self-isolating or shielding, which in turn increased the number of missed collections and service failures.

Mitigation work has been completed to increase capacity on the collection vehicles and improve geographical knowledge of Ubico staff, and this has resulted in the numbers of missed collections starting to return to normal levels.

The in-cab technology procurement project for the Waste Service has restarted following a pause due to Covid-19 and the diversion of resources to other priority areas. The implementation of in-cab technology will help to reduce the number of missed bins

Leisure

Number of visits to the three leisure centres & (Snapshot) Number of gym memberships

Target	Cotswold	Forest of Dean	West Oxfordshire

Number of leisure visits

Number of gym memberships
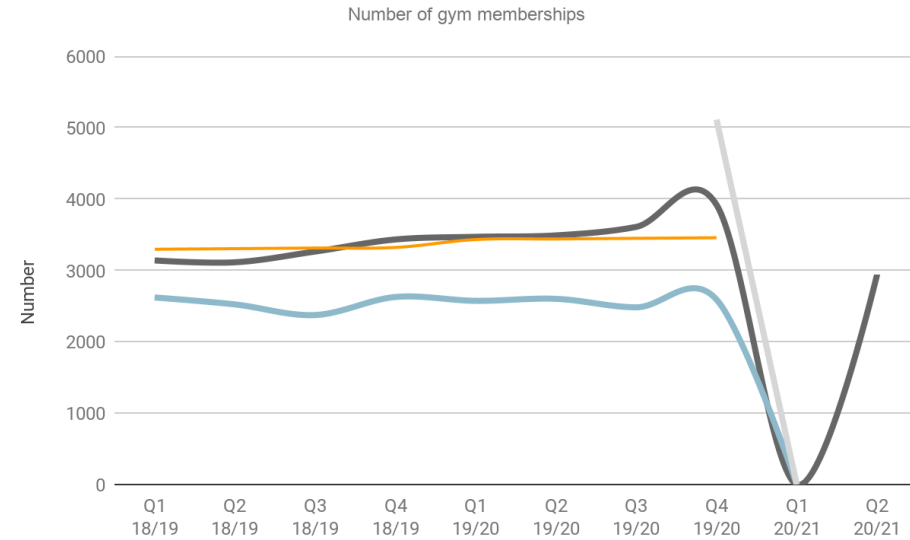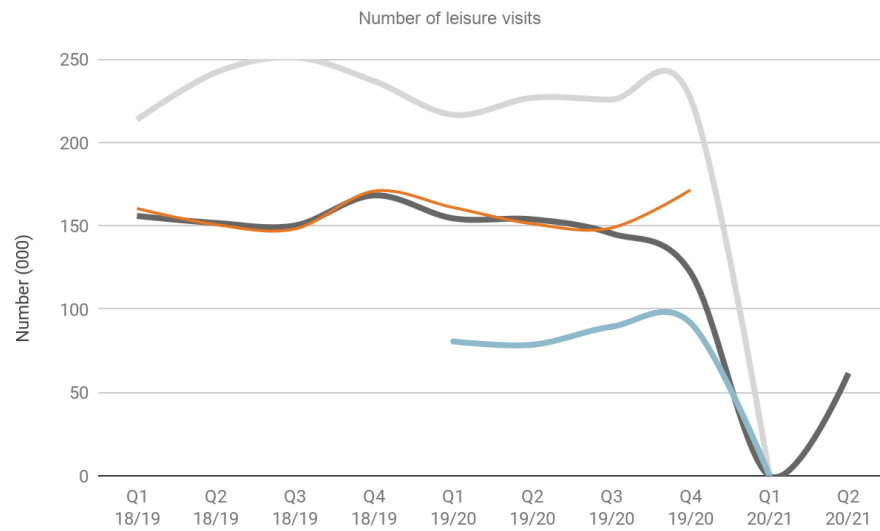
OBSERVATION:

All facilities have now reopened providing the core activities of gym, group exercise, and swimming. Additional activities are also being restarted in line with government advice and in conjunction with Covid-19 protocols on social distancing, pre-booking, and enhanced cleaning. A financial package was agreed at Council on 29 July, and a contract variation is being agreed to cover the period until March 2021.

At the end of Q2, gym memberships have decreased by 25% from pre-Covid times.

Note that no targets have been set for 2020-21

Parking

Total hours spent undertaking on and off-street parking enforcement visits

	Target		Cotswold		Forest of Dean		West Oxfordshire
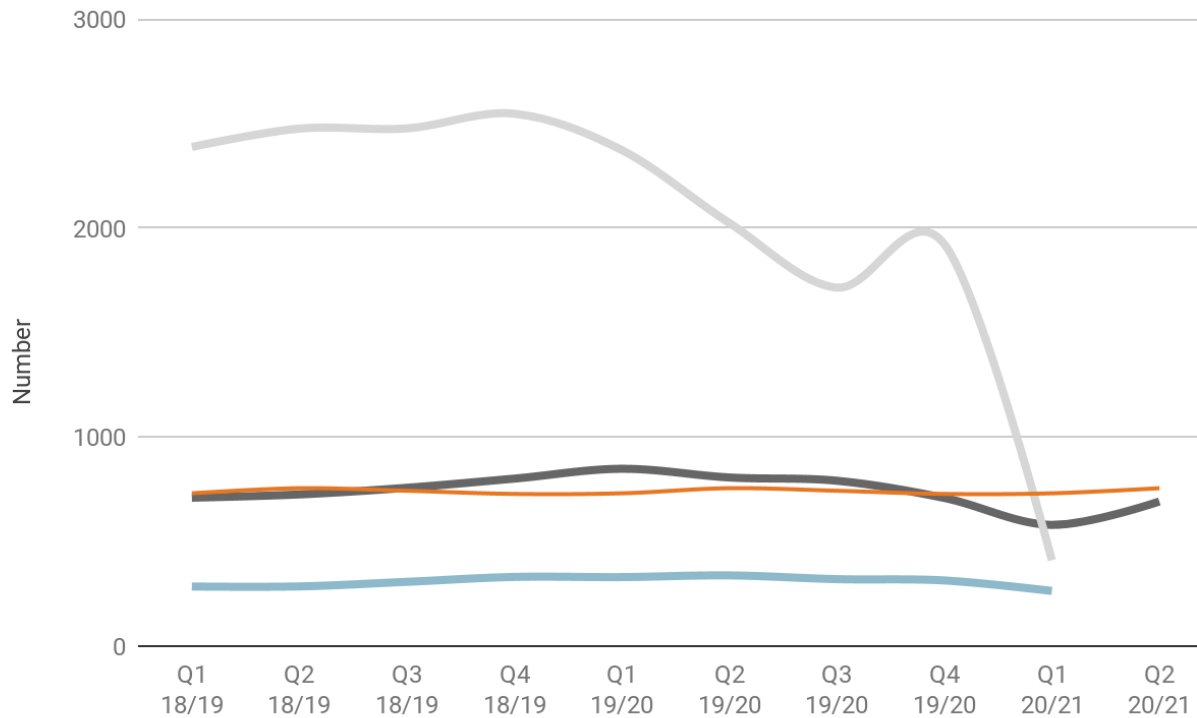
OBSERVATION:

Enforcement activities were suspended on 23 March until 15 June 2020 due to Covid-19. During the suspension, enforcement staff were regularly checking car parks, ensuring areas were safe and secure, and providing advice.

Enforcement hours were slightly down in Q2 as one post is being held vacant as usage levels in the car parks are relatively low (around 42% of capacity)

COMPLAINTS - ARE WE DOING THE 'DAY JOB' REALLY WELL FOR OUR COUNCILS?

Complaints decisions at Stage I

Upheld
16.7%

Partly upheld
16.7%

Not upheld
66.7%
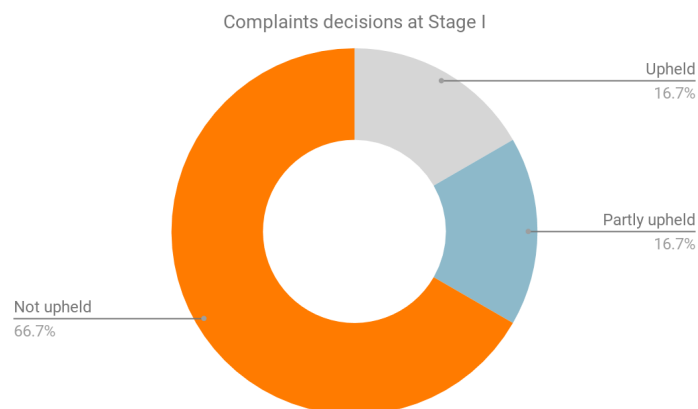
OBSERVATION:

A new Customer Feedback Procedure went live on the 1st July 2020. The Corporate Responsibility team is managing all complaints allowing services to focus on delivery.

The complaints shown below only include upheld or partially upheld complaints

Service area	Description	Outcome/learning	Stage	Decision	Response time (days)
Revenues & Benefits	Complainant felt insulted by the way they had been communicated with on two separate occasions.	An apology was issued for the first incidence, and the service leader assured the complainant that further staff training would be organised to ensure similar issues are handled sensitively should they arise in the future. A set statement that caused offence in email communications between the complainant and the Council has also been reviewed and revised	I	Upheld	3 days
ERS	Complainant felt inaccurate information had been given, and felt that the issuing of a community	A miscommunication on the part of the Council meant that the complainant was given incorrect information. An	I	Partly upheld	I day

	protection warning letter presented a legal conflict	apology was given, and further training is being arranged for customer service advisors to ensure this does not happen again. However, the Council was unable to consider the matter of a legal conflict and suggested it was raised with Bromford			
Waste & Recycling	The Council website was displaying inaccurate information about the waste service, resulting in what the complainant deemed 'service failure'. The complainant was disappointed by the Council's subsequent failure to respond when the issue was raised	The information has been revised and an apology given. The complainant was advised of their options on waste collections. The Council had not failed to respond to emails from the complainant	I	Partly upheld	6 days
Sustainability	No response to complainant's Tree Preservation Order request	Due to high workloads and the complex nature of the request, the response took longer than it would normally have done. An apology was given.	I	Upheld	10 days
Housing	The Council had not followed the correct procedure when issuing a Notice to Vacate	It was found that the Council followed the correct procedure and gave the complainant adequate notice. However, it was decided that the Council could have kept the complainant better informed of procedure during their time in temporary accommodation, and for this the Council offered an apology	I	Partly upheld	10 days
Development Management	Complainant unhappy with the handling of a planning application.	It was acknowledged that there had been an error in the handling of the planning application, and an apology was issued. The complaint has now been escalated to Stage II.	II	Upheld at Stage 1	10 days at Stage 1

Q2 2020/21 - 1st April to 30th September 2020

Service Area	Revised Budget		Profiled Q2 budget		Actual position Q2		Q2 (Under) / Over Budget		Q2 variance	Year End Forecast	Comments - Q2 Variance
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Total	Total	
Environmental & Regulatory Services	1,001,375	(440,220)	503,285	(190,905)	487,032	(198,403)	(16,252)	(7,498)	(23,751)	(40,000)	Building control income recovered from September.
Business Support - Finance, HR, Procurement	2,211,748	(1,304,967)	1,087,427	(588,628)	1,108,188	(581,940)	20,761	6,688	27,449	0	Overspend due to franking machine recharges not yet allocated across services. This will be reflected in underspends elsewhere.
Business Support - ICT, Change & Customer Services	1,881,772	(65,758)	978,021	(32,291)	957,017	(47,642)	(21,003)	(15,351)	(36,354)	0	
Assets, Land, Legal & Property	1,498,674	(805,972)	780,926	(421,814)	699,315	(408,516)	(81,611)	13,298	(68,313)	0	Underspend due to covid restrictions
Chief Executive and Modernisation Costs	259,496	0	221,796	0	221,491	0	(305)	0	(305)	0	
Revenues & Housing Suppport	14,903,349	(14,424,841)	7,803,625	(7,021,507)	45,545,708	(44,734,726)	37,742,082	(37,713,219)	28,864	0	
Environmental Services	8,699,331	(3,086,830)	4,895,382	(1,667,210)	4,862,480	(1,822,947)	(32,902)	(155,737)	(188,639)	(300,000)	Car park fees, permits and fines performed better than revised budget.
Leisure & Communities	2,604,984	0	727,088	(68,110)	660,758	(73,163)	(66,330)	(5,053)	(71,382)	(75,000)	Lower covid support payments to leisure provider than budgeted, higher maintenance at Cirencester Leisure Centre. Lower spend on community activity grant
Planning & Strategic Housing	2,409,512	(742,169)	1,397,422	(668,022)	1,347,689	(746,229)	(49,733)	(78,206)	(127,939)	(200,000)	Planning income recovered in excess of revised budget.
Democratic and Committee Services	938,250	(23,905)	558,782	(11,953)	531,837	(25,555)	(26,944)	(13,602)	(40,547)	0	Underspend on Elections IT licences and postage
Retained/Corporate Council Services	6,627,665	(7,946,711)	5,944,842	(2,063,310)	5,925,498	(1,932,849)	(19,344)	130,461	111,117	200,000	Overspend on covid related expenditure, Ubico savings target not achieved. Interest on investments lower than budgeted due to impact of pandemic on global economy.
Cost of Services (Gross)	43,036,156	(28,841,373)	24,898,594	(12,733,751)	62,347,013	(50,571,969)	37,448,419	(37,838,218)	(389,798)		
Cost of Services (Net)	14,194,783		12,164,843		11,775,044			(389,798)		(415,000)	

Environmental & Regulatory Services

Q2 Budget Monitoring - 1st April 2020 to 30th September 2020

Cost Centre		Original Budget		Revised Budget		Profiled Q2 budget		Actual position Q2		Q2 (Under) / Over Budget		Comments - Q2 Variance
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	
BUC001	Building Control - Fee Earning Work	178,681	(360,000)	168,167	(230,000)	80,324	(115,000)	81,954	(125,798)	1,630	(10,798)	Recovery of building regulation fee income in September 2020
BUC002	Building Control - Non Fee Earning Work	55,417		53,402		25,583		25,427		(155)	0	
BUC003	Dangerous Structures	2,500		2,500		1,250		0		(1,250)	0	
	Building Control total	**236,598**	**(360,000)**	**224,069**	**(230,000)**	**107,156**	**(115,000)**	**107,382**	**(125,798)**	**225**	**(10,798)**	
EMP001	Emergency Planning	26,322		22,852		11,304		6,329		(4,975)	0	
ESM001	Environment - Service Management	105,598		103,098		51,549		45,024		(6,525)	0	
PSH002	Private Sector Housing - Condition of Dwellings	5,087		2,587		1,250		0		(1,250)	0	
PSH005	Home Energy Conservation	3,412		87		0		0		0	0	
REG002	Licensing	213,156	(230,080)	203,836	(180,720)	100,058	(57,405)	100,354	(58,573)	296	(1,168)	
REG006	Caravan Sites - Itinerates	3,934		3,934		0		0		0	0	
REG007	Caravan Sites - Licensed	87		87		0		0		0	0	
REG009	Environmental Protection	229,539	(49,930)	184,179	(27,500)	106,149	(17,500)	107,223	(12,521)	1,074	4,979	
REG013	Pollution Control	106,760		117,300		57,852		52,894		(4,958)	0	
REG016	Food Safety	122,687	(2,000)	135,580	(2,000)	66,217	(1,000)	67,826	(1,036)	1,610	(36)	
REG021	Statutory Burrials	1,639	(380)	3,639	0	1,750	0	0	0	(1,750)	0	
STC011	Abandoned Vehicles	8,627	(7,500)	127	0	0	0	0	(475)	0	(475)	
	Public Protection total	**826,848**	**(289,890)**	**777,306**	**(210,220)**	**396,128**	**(75,905)**	**379,651**	**(72,606)**	**(16,478)**	**3,299**	
	Total	**1,063,446**	**(649,890)**	**1,001,375**	**(440,220)**	**503,285**	**(190,905)**	**487,032**	**(198,403)**	**(16,252)**	**(7,498)**	

Business Support Services - Finance, HR, Procurement

Q2 Budget Monitoring - 1st April 2020 to 30th September 2020

Cost Centre		Original Budget		Revised Budget		Profiled Q2 budget		Actual position Q2		Q2 (Under) / Over Budget		Comments - Q2 Variance
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	
SUP009	Accountancy	475,271	(141,169)	475,271	(141,169)	232,250	(70,585)	249,897	(61,827)	17,647	8,757	Includes expenditure for franking machine credits, actual postage charges to be recharged out across services. This will be showing as an underspend in the other services and has no overall impact upon the budget. This will be posted during Q.3.
SUP011	Creditors	100,897	(59,533)	100,897	(59,533)	49,234	(29,767)	53,296	(28,713)	4,062	1,054	
SUP012	Debtors	51,393	(12,951)	51,393	(12,951)	24,232	(6,476)	24,870	(6,332)	638	144	
SUP035	Insurances	57,527	(51,969)	57,527	(51,969)	28,764	(25,985)	28,589	(22,339)	(174)	3,646	
SUP042	Business World Support and Hosting	46,309	(36,000)	46,309	(36,000)	23,154	(24,690)	29,980	(30,543)	6,826	(5,853)	
	Finance total	731,397	(301,622)	731,397	(301,622)	357,634	(157,501)	386,632	(149,753)	28,998	7,748	
SUP010	Internal Audit	107,302	(21,087)	107,302	(21,087)	53,651	(10,544)	53,451	(10,544)	(200)	(1)	
SUP402	Glos. Counter Fraud Unit	406,671	(406,671)	431,536	(431,536)	214,068	(180,166)	209,562	(180,166)	(4,506)	0	
SUP403	CDC Counter Fraud	52,925	(60,026)	52,925	(60,026)	27,943	(2,570)	34,912	0	6,969	2,570	
	Audit and Counter Fraud	566,898	(487,784)	591,763	(512,649)	295,662	(193,279)	297,925	(190,710)	2,263	2,570	
SUP003	Human Resources	525,802	(267,224)	525,802	(267,224)	256,671	(133,612)	248,313	(135,143)	(8,358)	(1,531)	
SUP019	Health & Safety	111,394	(83,677)	111,394	(83,677)	55,461	(41,839)	55,125	(42,965)	(336)	(1,127)	
SUP020	Training & Development	94,786	(44,292)	94,786	(44,292)	45,426	(14,646)	44,604	(9,305)	(822)	5,341	
SUP013	Payroll	99,538	(73,469)	99,538	(73,469)	48,327	(36,735)	46,703	(44,127)	(1,624)	(7,392)	
	HR Support & Payroll total	831,520	(468,662)	831,520	(468,662)	405,885	(226,831)	394,745	(231,540)	(11,140)	(4,708)	
SUP033	Central Purchasing / Procurement	57,068	(22,034)	57,068	(22,034)	28,246	(11,017)	28,886	(9,938)	640	1,079	
	Procurement total	57,068	(22,034)	57,068	(22,034)	28,246	(11,017)	28,886	(9,938)	640	1,079	
	Total	2,186,883	(1,280,102)	2,211,748	(1,304,967)	1,087,427	(588,628)	1,108,188	(581,940)	20,761	6,688	

Business Support Services - Customer Services, ICT and Change

Q2 Budget Monitoring - 1st April 2020 to 30th September 2020

Cost Centre		Original Budget		Revised Budget		Profiled Q2 budget		Actual position Q2		Q2 (Under) / Over Budget		Comments
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	
SUP017	Business Improvement/Transformation	110,162		110,162		54,103		53,775		(328)	0	
SUP021	Business Continuity Planning	20,944		20,944		8,724		8,672		(53)	0	
SUP023	Freedom of Information Act	10,650		10,650	0	5,325	0	5,293	(3,000)	(32)	(3,000)	
TMR001	Street Naming	30,522	(20,000)	30,522	(20,000)	15,025	(10,000)	0	(10,425)	(15,025)	(425)	No expenditure so far on new road signs due to Council response to Covid-19. Any underspend will be carried forward to next year to fund new Cotswold signs in the District.
	Change and modernisation	172,278	(20,000)	172,278	(20,000)	83,178	(10,000)	67,739	(13,425)	(15,438)	(3,425)	
ADB411	Moreton-in-Marsh, Offices	79,003	(55,092)	79,003	(36,092)	38,064	(18,046)	28,108	(21,540)	(9,956)	(3,494)	Accommodation closed due to Covid-19 resulting in reduced operating costs.
COM420	FOH - Moreton	110,917	(4,665)	103,847	(4,665)	49,686	(1,745)	48,515	(48)	(1,171)	1,697	
SUP401	FOH - Trinity Road	517,364	(1)	509,399	(1)	252,470	0	249,775	(1,071)	(2,695)	(1,071)	
	Customer services	707,284	(59,758)	692,249	(40,758)	340,220	(19,791)	326,399	(22,659)	(13,822)	(2,868)	
SUP005	ICT	896,465	(5,000)	896,465	(5,000)	458,233	(2,500)	466,253	(11,557)	8,021	(9,057)	
SUP031	Application Support	120,780		120,780		96,390		96,626		236	0	
	ICT and applications - total	1,017,245	(5,000)	1,017,245	(5,000)	554,623	(2,500)	562,879	(11,557)	8,257	(9,057)	
	Total	1,896,807	(84,758)	1,881,772	(65,758)	978,021	(32,291)	957,017	(47,642)	(21,003)	(15,351)	

Cost Centre		Original Budget		Revised Budget		Profiled Q2 budget		Actual position Q2		Q2 (Under) / Over Budget		Comments - Q2 Variance
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	
ADB401	Trinity Road, Offices	494,436	(343,268)	492,718	(359,527)	250,818	(212,730)	208,214	(211,483)	(42,604)	1,246	£23k underspend on programmed maintenance, this part of the Building Maintenance Fund [BMF]. Any underspend in the BMF is being re-allocated to projects such as drainage works at Packers Leaze Depot or Cemeteries Memorial works. Underspend of £23k for electricity and gas due to lower useage during covid pandemic.
ADB402	Trinity Road improvement works	20,000		20,000		10,000		0		(10,000)	0	This is a one-off budget for lighting improvements at the Trinity Road offices and move to LED lighting. Works currently on hold whilst the Council consider property requirements.
ADB412	Moreton-in-Marsh, Offices - Maintenance	43,235		43,235		21,618		15,353		(6,264)	0	£6k underspend on premises related expenditure/programmed maintenance. In light of the current Covid situation only works relating to compliance and Health and Safety are currently being carried out.
CUL411	Corinium Museum - Maintenance	41,350		41,350	0	20,675	0	1,827	(7)	(18,848)	(7)	£18k underspend on programmed and reactive repairs as a result of covid lockdown and ongoing Museum project.
ENA401	Housing Enabling Properties	8,110	(17,800)	9,110	(23,476)	3,740	(12,386)	780	(12,798)	(2,960)	(413)	
FIE425	22/24 Ashcroft Road	22,764		33,764		10,743		8,105		(2,638)	0	
	Asset Management total	629,895	(361,068)	640,177	(383,003)	317,594	(225,115)	234,279	(224,289)	(83,314)	826	
LLC001	Local Land Charges	109,775	(250,705)	109,775	(201,705)	52,257	(100,853)	52,117	(93,893)	(140)	6,960	
SUP004	Legal	436,647	(221,264)	436,647	(221,264)	260,415	(95,847)	262,589	(90,334)	2,174	5,513	
SUP025	Property Services	319,580	0	312,075	0	150,661	0	150,329	0	(332)	0	
	Land, Legal and Property	866,002	(471,969)	858,497	(422,969)	463,332	(196,699)	465,035	(184,227)	1,703	12,473	
	Total	1,495,897	(833,037)	1,498,674	(805,972)	780,926	(421,814)	699,315	(408,516)	(81,611)	13,298	

Chief Executive and Modernisation

Q2 Budget Monitoring - 1st April 2020 to 30th September 2020

Cost Centre		Original Budget		Revised Budget		Profiled Q2 budget		Actual position Q2		Q2 (Under) / Over Budget		Comments
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	
COR011	2020 Vision/Transformation	177,000	0	177,000	0	177,000		177,000		0	0	
SUP026	Chief Executive	82,496	0	82,496	0	44,796		44,491		(305)	0	
	Total	**259,496**	**0**	**259,496**	**0**	**221,796**	**0**	**221,491**	**0**	**(305)**	**0**	

Revenues and Housing Support

Q2 Budget Monitoring - 1st April 2020 to 30th September 2020

Cost Centre		Original Budget		Revised Budget		Profiled Q2 budget		Actual position Q2		Q2 (Under) / Over Budget		Comments - Q2 Variance
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	
HBP001	Rent Allowances	14,407,595	(14,187,365)	14,403,605	(14,069,365)	7,506,339	(6,898,536)	7,511,631	(6,893,537)	5,291	5,000	
HBP005	Benefit Fraud Investigation	0	0	0		0		188		188	0	
	Benefits total	14,407,595	(14,187,365)	14,403,605	(14,069,365)	7,506,339	(6,898,536)	7,511,819	(6,893,537)	5,479	5,000	
HOM001	Homelessness	76,402	(29,266)	126,402	(29,266)	63,183	(102,721)	148,079	(187,274)	84,896	(84,553)	£88k Preventing Homelessness Grant received, any surplus will be transferred to reserves at year end. Increase in Emergency Accommodation expenditure matched by increase in Housing Benefit payments.
HOM005	Homelessness Hostel Accommodation	500	(35,500)	500	(35,500)	250	(17,750)	3,311	(16,002)	3,061	1,748	
HOM406	Temporary Emergency Accommodation	0	0	0	0	0	0	10,528	(1,827)	10,528	(1,827)	
PSH001	Private Sector Housing Grants	32,854		32,854		13,880		13,937		57	0	
	Housing Management total	109,756	(64,766)	159,756	(64,766)	77,313	(120,471)	175,854	(205,102)	98,541	(84,631)	
LTC001	Council Tax Collection	219,137	(143,808)	237,187	(105,808)	171,137	(2,500)	170,988	0	(149)	2,500	
LTC002	Council Tax Support Administration	0	0	0	0	0	0	3,750	(2,087)	3,750	(2,087)	
LTC011	NNDR Collection	51,618	(193,902)	51,618	(184,902)	24,398	0	37,659,991	(37,634,000)	37,635,593	(37,634,000)	Includes all COVID Buiness support grants distributed by CDC, £37.634m allocated and £37.635m paid.
PUT001	Concessionary Travel	15,392		15,392		7,321		5,850		(1,471)	0	
SUP014	Cashiers	36,306		35,791		17,118		17,014		(104)	0	
SUP028	Security Carriers	0	0	0		0		442		442	0	
	Revenues total	322,453	(337,710)	339,988	(290,710)	219,973	(2,500)	37,858,035	(37,636,087)	37,638,062	(37,633,587)	
	Total	14,839,804	(14,589,841)	14,903,349	(14,424,841)	7,803,625	(7,021,507)	45,545,708	(44,734,726)	37,742,082	(37,713,219)	

Environmental Serivices

Q2 Budget Monitoring - 1st April 2020 to 30th September 2020

Cost Centre		Original Budget		Revised Budget		Profiled Q2 budget		Actual position Q2		Q2 (Under) / Over Budget		Comments - Q2 Variance
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	
CPK401	Car Parks	972,963	(2,751,545)	947,483	(1,089,221)	522,689	(351,021)	509,517	(491,041)	(13,171)	(140,020)	Car park income from permits, fees and excess charging fees £140k higher than estimated in the revised budget. Savings on Parking management and cash collection contract of £38k. Expenditure in excess of budget for credit card charges and business rates, budget to be revisited in 2020/21.
CPK402	Car Parks - Maintenance	35,725	0	35,725	0	17,863	0	23,554	0	5,692	0	
CPK413	Car Parks - Tetbury The Chippings	39,075	(54,000)	39,075	(54,000)	(2,446)	(7,017)	(3,124)	(7,017)	(678)	(0)	
CPK414	Car Parks - Chipping Campden	0	0	0	0	0	0	1,160	(5,355)	1,160	(5,355)	
CPK499	Car Parking Reserve	0	0	0	0	56,968	0	56,968	0	0	0	
	Car Parking total	1,047,763	(2,805,545)	1,022,283	(1,143,221)	595,074	(358,038)	588,076	(503,413)	(6,997)	(145,375)	
CCC001	Climate Change	93,792	0	93,792	0	46,878	0	43,156	0	(3,722)	0	
	Climate change total	93,792	0	93,792	0	46,878	0	43,156	0	(3,722)	0	

Q2 Budget Monitoring - 1st April 2020 to 30th September 2020

Cost Centre		Original Budget		Revised Budget		Profiled Q2 budget		Actual position Q2		Q2 (Under) / Over Budget		Comments - Q2 Variance
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	
CCM001	Cemetery, Crematorium and Churchyards	208,042	(63,830)	208,042	(63,830)	116,628	(31,915)	116,817	(31,119)	189	796	
CCM402	Cemeteries - Maintenance	16,275	0	16,275	0	8,138	0	683	0	(7,455)	0	£7k underspend on Programmed and Reactive repairs [part of BMF]. Will be used towards Cemeteries Memorial Repairs.
HLD410	Waste - Cleansing	123	0	123	0	0	0	0	0	0	0	
HLD411	Waste - Cemeteries	2,927	0	2,927	0	422	0	375	(5,683)	(47)	(5,683)	
REG003	Animal Control	59,185	(32,505)	59,185	(32,505)	29,549	(14,203)	38,004	(17,007)	8,455	(2,804)	
REG019	Public Conveniences	274,495	(84,030)	274,495	(84,030)	123,675	(42,015)	112,279	(26,203)	(11,395)	15,812	Income from the use of Public Conveniences has been affected by the Covid19 lockdown this year. Whilst income is underachieved the operating costs on cash collection, electricity and water are also underspent.
RYC001	Recycling	2,459,487	(999,964)	2,524,487	(839,964)	1,380,472	(361,068)	1,375,972	(316,835)	(4,500)	44,234	£12k underspend in relation to In-Cab licence costs. Original proposal would have seen procurement in November 2019. Due to project slippage procurement in 20/21, licence costs for the 1st year will be included in the Capital purchase. Revenue licence budget will be included in for 21/22. £32k underachieved on recycling credits and sale of other materials.
RYC002	Green Waste	942,667	(764,000)	942,667	(685,000)	546,550	(665,000)	559,650	(695,074)	13,099	(30,074)	£16k expenditure on production and issue of Green Waste letters and licences. £42k overachieved on Green Waste annual subscriptions in comparison to revised budget. £12k unachieved in Ubico savings for fleet vehicle hire.
RYC003	Refuse / Recycling Organic & Food Waste	747,461	0	747,461	0	436,019	0	436,019	0	0	0	
TRW001	Trade Waste	0	0	0	0	0	0	0	0	0	0	
STC001	Street Cleaning	1,089,621	0	1,089,621	0	632,654	0	641,825	0	9,170	0	
WST001	Household Waste	1,536,191	(8,780)	1,536,191	(8,780)	905,675	(41,182)	870,965	(38,343)	(34,711)	2,839	Underspend in supplies and services, £30k of which is in relation to expected expenditure for the transfer of waste to Purton rather than Love Lane.
WST004	Bulky Household Waste	40,907	(36,000)	40,907	(36,000)	20,454	(18,000)	31,715	(41,909)	11,261	(23,909)	Increased demand of Bulky Waste collection due to Covid19 and corresponding increase in expenditure.
WST401	Refuse-Stow Fair	11,206	0	11,206	0	1,179	0	1,171	0	(8)	0	
WST402	South Cerney Depot, Packers Leaze	33,467	(173,500)	33,467	(173,500)	5,000	(130,125)	1,062	(130,368)	(3,938)	(243)	
	Environmental Services Client	7,422,054	(2,162,609)	7,487,054	(1,923,609)	4,206,413	(1,303,508)	4,186,535	(1,302,539)	(19,878)	969	

Cost Centre		Original Budget		Revised Budget		Profiled Q2 budget		Actual position Q2		Q2 (Under) / Over Budget		Comments - Q2 Variance
FLD401	Land Drainage	95,555	(20,000)	95,555	(20,000)	47,017	(5,665)	44,712	(16,995)	(2,305)	(11,330)	Charge of £5,665 per quarter, unbudgeted for Publica engineer to undertake 'consenting & enforcement' for Gloucestershire County Council
	Flooding total	95,555	(20,000)	95,555	(20,000)	47,017	(5,665)	44,712	(16,995)	(2,305)	(11,330)	
REG023	Environmental Strategy	647	0	647	0	0	0	0	0	0	0	
	Waste and Recycling Policy	647	0	647	0	0	0	0	0	0	0	
	Total	8,659,811	(4,988,154)	8,699,331	(3,086,830)	4,895,382	(1,667,210)	4,862,480	(1,822,947)	(32,902)	(155,737)	

Leisure & Communities

Q2 Budget Monitoring - 1st April 2020 to 30th September 2020

Cost Centre		Original Budget		Revised Budget		Profiled Q2 Budget		Actual position Q2		Q2 (Under) / Over Budget		Comments - Q2 Variance
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	
COM401	Health Policy	25,642	0	25,642	0	12,202	(25,000)	11,650	(25,000)	(552)	0	
COM402	Community Liaison	95,090	0	95,090	0	51,264	0	49,488	0	(1,776)	0	£42,500 underspend on Community Activity Support Grants. Scheme has been reviewed. Spacehive have been procured as a civic funding platform. £24k Annual licence fee will be paid in Q3.
COM403	Youth Participation	92,863	0	92,863	0	46,327	0	4,303	0	(42,024)	0	
COM405	Health Development	41,413	0	41,413	0	20,383	0	19,624	0	(760)	0	
GBD001	Community Welfare Grants	165,352	0	165,352	0	105,743	0	105,584	0	(159)	0	
HLD401	Health & Wellbeing	0	0	0	0	0	0	0	0	0	0	
	Community Liaison	420,360	0	420,360	0	235,920	(25,000)	190,649	(25,000)	(45,270)	0	
CCR001	Community Safety (Crime Reduction)	68,150	0	68,150	0	23,726	(29,559)	26,707	(29,559)	2,981	0	
SUP002	Consultation, Policy & Research	86,842	0	86,842	0	42,276	0	40,935	0	(1,341)	0	
	Community Safety	154,992	0	154,992	0	66,002	(29,559)	67,642	(29,559)	1,640	0	

Cost Centre		Original Budget		Revised Budget		Profiled Q2 Budget		Actual position Q2		Q2 (Under) / Over Budget		Comments - Q2 Variance
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	
CUL410	Corinium Museum	98,980	0	98,980	0	0	0	0	0	0	0	
CUL412	Collection Management	4,855	0	4,855	0	0	0	0	0	0	0	
CUL413	Northleach Resouce Centre	8,850	0	8,850	0	4,425	0	0	0	(4,425)	0	
CUL415	Corinium Museum - HLF Project	0	0	0	0	0	0	1,750	0	1,750	0	Support payments made to external leisure provider SLM through 'open book process' were £20k lower than estimated in revised budget. Grant from Sport England of £5k used to fund consultancy costs in relation to options for leisure provision during pandemic.
REC410	Cirencester Leisure Centre and SLM contract cos	671,527	(103,269)	1,473,398	0	291,940	0	267,409	(5,000)	(24,531)	(5,000)	
REC419	Cirencester Leisure - Maintenance	32,850	0	32,850	0	16,425	0	34,779	0	18,354	0	Works to air conditioning system in the Cafe at Cirencester Leisure Centre as well as works to poolside steels. Funded from Building Maintenance Fund (BMF), any overspend will be covered by underspends in the BMF within other areas such as Bourton Maintenance.
REC430	C Campden - Centre Management	124,490	0	124,490	0	0	0	0	0	0	0	
REC450	Bourton - Centre Management	147,697	0	147,697	0	0	0	0	0	0	0	
REC459	Bourton - Maintenance	28,019	0	28,019	0	14,010	0	95	0	(13,915)	0	Lower maintenance expenditure due to closure of facilities during pandemic.
	Leisure Management	1,117,268	(103,269)	1,919,139	0	326,799	0	304,032	(5,000)	(22,767)	(5,000)	
TOU001	Tourism Strategy and Promotion	14,271	0	14,271	0	7,136	0	7,092	(53)	(43)	(53)	
TOU402	Partnership Grants	54,000	0	54,000	0	45,500	0	45,500	0	0	0	
TOU403	Cotswold Tourism Partnership	0	0	42,222	0	45,732	(13,551)	45,843	(13,551)	111	0	
	Tourism Policy	68,271	0	110,493	0	98,367	(13,551)	98,435	(13,604)	68	(53)	
	Total	1,760,891	(103,269)	2,604,984	0	727,088	(68,110)	660,758	(73,163)	(66,330)	(5,053)	

Planning & Strategic Housing

Q2 Budget Monitoring - 1st April 2020 to 30th September 2020

Cost Centre		Original Budget		Revised Budget		Profiled Q2 budget		Actual position Q2		Q2 (Under) / Over Budget		Comments - Q2 Variance
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	
DEV001	Development Management - Applications	850,681	(1,169,879)	850,681	(719,879)	416,158	(359,940)	399,885	(442,069)	(16,274)	(82,130)	Planning Income recovered more than revised budget
DEV002	Development Management - Appeals	128,319	0	128,319	0	63,575	0	26,827	(100)	(36,748)	(100)	No large appeal costs to date
DEV003	Development Management - Enforcement	184,169	0	184,169	0	90,519	0	89,970	0	(549)	0	
DEV004	Development Advice	327,953	0	327,953	0	161,442	0	160,463	0	(979)	0	
DEV401	Planning Advice For Land Charges	11,218	0	11,218	0	5,453	0	5,419	0	(33)	0	
DEV488	Planning - Section 106 Agreements	0	0	0	0	172,588	(296,938)	172,588	(296,938)	0	0	
DEV499	Development Services - Holding Account	0	0	0	0	11,787	0	11,787	0	0	0	
	Development Management	1,502,340	(1,169,879)	1,502,340	(719,879)	921,521	(656,877)	866,940	(739,107)	(54,582)	(82,230)	
PLP005	Heritage & Design	196,822	0	196,822	0	110,080	0	103,257	0	(6,823)	0	
	Heritage & Conservation	196,822	0	196,822	0	110,080	0	103,257	0	(6,823)	0	
CIL001	Community Infrastructure Levy	10,000	(10,000)	10,000	(10,000)	19,453	(5,000)	37,197	(6,881)	17,744	(1,881)	Overspend on Publica contract. When CiL was implemented at CDC the resource costs were based on WODC coming on line with CiL and the resource being shared 50/50. WODC are still to go live with CiL.
PLP002	Local Development Framework	250,055	(780)	250,055	(780)	126,689	(390)	127,294	(240)	605	150	
PLP401	Fwd Plan work for Development Management	16,360		16,360	0	8,015	0	7,966	0	(49)	0	
PLP499	Local Development Framework Reserve	0		0	0	0	0	0	0	0	0	
PSM001	Planning - Service Mgt. and Support Services	15,910	(11,510)	15,910	(11,510)	7,955	(5,755)	9,478	0	1,523	5,755	
	Planning Policy	292,325	(22,290)	292,325	(22,290)	162,112	(11,145)	181,935	(7,121)	19,823	4,024	
HAD001	Housing Advice	276,290	0	271,795	0	134,727	0	126,902	0	(7,824)	0	
HOS001	Housing Strategy	92,562	(295)	91,812	0	42,053	0	41,798	0	(255)	0	
HOS002	Housing Partnerships	24,218	0	24,218	0	11,829	0	11,758	0	(72)	0	
HOS005	Community Led Housing	30,200	0	30,200	0	15,100	0	15,100	0	0	0	
	Strategic Housing	423,270	(295)	418,025	0	203,709	0	195,558	0	(8,151)	0	
	Total	2,414,757	(1,192,464)	2,409,512	(742,169)	1,397,422	(668,022)	1,347,689	(746,229)	(49,733)	(78,206)	

Democratic and Committee Services

Q2 Budget Monitoring - 1st April 2020 to 30th September 2020

Cost Centre		Original Budget		Revised Budget		Profiled Q2 budget		Actual position Q2		Q2 (Under) / Over Budget		Comments - Q2 Variance
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	
DRM005	Committee Services	69,453	(11,100)	51,458	0	24,384	0	24,773	(3,635)	389	(3,635)	
DRM008	Corporate Subscriptions	18,980	0	18,980	0	18,980	0	17,596	0	(1,384)	0	
	Committee Services total	88,433	(11,100)	70,438	0	43,364	0	42,369	(3,635)	(994)	(3,635)	
ELE*	Elections	138,934	(1,880)	138,934	(1,880)	108,840	(940)	91,752	(9,653)	(17,088)	(8,713)	Underspend on Postage and IT Licences.
	Elections total	138,934	(1,880)	138,934	(1,880)	108,840	(940)	91,752	(9,653)	(17,088)	(8,713)	
SUP018	Press & PR/Communications	55,686	0	55,686	0	27,342	0	21,786	0	(5,557)	0	
SUP024	Postal Services	39,653	0	39,653	0	19,367	0	21,230	0	1,863	0	
	Communications	95,339	0	95,339	0	46,709	0	43,016	0	(3,693)	0	
DRM001	Democratic Representation and Management	114,646	0	114,646	0	57,305	0	58,182	0	877	0	
DRM003	Councillors Allowances	315,829	0	301,844	0	150,922	0	146,939	0	(3,983)	0	
DRM004	Servicing Council	16,882	0	3,993	0	50,191	0	51,557	0	1,366	0	
	Member Support total	447,357	0	420,483	0	258,418	0	256,678	0	(1,740)	0	
SUP022	Print & Design	213,056	(22,025)	213,056	(22,025)	101,451	(11,013)	98,022	(12,266)	(3,429)	(1,254)	
	Print & Design total	213,056	(22,025)	213,056	(22,025)	101,451	(11,013)	98,022	(12,266)	(3,429)	(1,254)	
	Total	983,119	(35,005)	938,250	(23,905)	558,782	(11,953)	531,837	(25,555)	(26,944)	(13,602)	

Retained Services - Corporate Income & Expenditure, Investments, Corporate Management

Q2 Budget Monitoring - 1st April 2020 to 30th September 2020

Cost Centre		Original Budget		Revised Budget		Profiled Q2 budget		Actual position Q2		Q2 (Under) / Over Budget		Comments
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	
FIE030	Interest and Investment Income	0	(602,668)	0	(602,668)	0	(295,284)	0	(170,145)	0	125,139	During 2019/20 the Council purchased a large number of waste vehicles which have been leased to Ubico under a finance lease agreement, we have therefore exceeded the income target for finance lease interest by £19k, the budget will be corrected in 2021/22. Interest of s/term investments of £151k, variance to profiled budget. Year end estimated position is £132k under budget due to impact of Covid pandemic on markets.
FIE010	Interest payable and Similar Charges	166,348	0	67,000	0	33,500	0	0	0	(33,500)	0	No interest due as no borrowing undertaken in 2019/20 or 2020/21 to date.
FIE410	Commercial Properties - General	10,630	(295)	30,323	39,705	24,903	(148)	28,583	3,709	3,680	3,857	
FIE*	Commercial Properties - summary	94,339	(582,801)	94,012	(582,832)	33,291	(470,846)	15,951	(463,642)	(17,340)	7,204	Underspend on programmed and reactive repairs due to Covid restrictions.
HAV001	Housing Advances									0	0	
	Corporate Income & Expenditure total	271,317	(1,185,764)	191,335	(1,145,795)	91,694	(766,278)	44,534	(630,077)	(47,160)	136,200	

Retained Services - Corporate Income & Expenditure, Investments, Corporate Management (continued)

Q2 Budget Monitoring - 1st April 2020 to 30th September 2020

Cost Centre		Original Budget		Revised Budget		Profiled Q2 budget		Actual position Q2		Q2 (Under) / Over Budget		Comments
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	
COR008	Bank Charges	61,065		61,065		30,533	0	31,973	(9)	1,441	(9)	
COR400	Savings and Growth Items	(91,144)		(70,144)		(35,072)		28,327		63,399	0	Savings target, annual sum of £112k against Ubico contract not achieved to date due to impact of Covid 19 on waste
COR401	Publica Group	0		435,864	(435,864)	217,932	(217,932)	218,920	(217,932)	988	0	
COV019	Corona Virus	0		250,000	(1,265,000)	212,500	(1,079,100)	287,365	(1,079,100)	74,865	0	Covid related expenditure which includes additional Ubico Covid costs of £196k
COV020	High Street Re-Opening	0		0		0		10,190	(14)	10,190	(14)	Expenditure in relation to reopening of high street post lockdown.
BAL100	Depreciation, tfrs to/from Reserves, etc.		(4,142,728)	0	(5,322,153)	0	0	0	0	0	0	
	Corporate Management and Directors total	(30,079)	(4,142,728)	676,785	(7,023,017)	425,893	(1,297,032)	576,775	(1,297,055)	150,882	(23)	
	Total	**241,238**	**(5,328,492)**	**868,120**	**(8,168,812)**	**517,586**	**(2,063,310)**	**621,309**	**(1,927,133)**	**103,723**	**136,177**	

2020/21 Summary of budgets and expenditure Q2				
Project	**Budget for the year £**	**Expenditure £**	**Other Committed Expenditure £**	**Comments**
Disabled Facilities Grants [Better Care Fund]	700,000	157,307	429,233	48 ongoing and current DFG cases. 19 cases with committed (approved) expenditure of £154,233 with £375,000 committed to 29 ongoing, unapproved cases.
ICT Infrastructure	120,000	28,502	26,000	Funding has been committed to cover the Wireless Upgrade, Planning Public Access system and rolling laptop replacements.
Community Projects Fund	115,000	24,500	69,128	Spend in the early part of the year was low, compared with the level of scheme commitment. A good number of projects are now underway, and expected to complete in Q.3.
Replace pay and display machines	125,000	0	0	This is a rolling fund for replacement of machines that reach the end of their life. Machines will be replaced as required, no replacements are currently planned.
Recycling and waste vehicles	2,080,000	998,174	1,081,826	Full budget will be used in support of the fleet replacement plan for 2020/21 as reported to Cabinet in September 2020.
Car Park Improvements	245,000	0	245,000	Rissington Road Car Park Bourton on the Water requires resurfacing, redesign and to be relined. The project will include ducting for Electrical Vehicle Charging points. Initial estimate is £250,000. A further report to cabinet is required to agree the allocation .
Waste Receptacles	55,000	0	0	This is a rolling fund for the purchase of Waste Receptacles due to growth in properties or replacements.
Electric vehicle charging points [EVCPs]	600,000	30,000	0	Installation of EVCP's at the Rugby Club site as part of the overall works carried out at the site for additional car parking capacity in Cirencester.
Cirencester Parking – Rugby Club	390,000	161,650	205,350	The committed costs have risen significantly as a result of the protracted S278 process with GCC, which relates to the widening of the Rugby Club Car Park entrance. Costs relate to GCC's legal fees, several iterations of designs and physical works as specified by GCC.
In-Cab Technology [Ubico]	140,000	0	140,000	Project underway to implement this year, full budget planned to be used.
Roller Brake Testing [Ubico]	52,000	0	52,000	Procurement of equipment underway and will be installed by the end of this financial year.
Corinium Museum HLF "Stone Age to Corinium"	441,000	180,082	260,918	This project is back on track following the Covid19 lockdown. Planned completion of the works is the end of November 2020.

Webcasting and Audio Visual Investment	80,000	0	80,000	Audio visual and webcasting equipment has been procured. Installation is planned to take place in Q.3.
Packers Leaze Depot – Flood Prevention Works	80,000	0	80,000	Report to be presented to November 2020 Cabinet for approval of next phase of works.
Rural Broadband	500,000	0	0	This scheme is dependent on a bigger scheme being agreed with the County Council.
Acquisition of Strategic Site Moreton-in-Marsh	980,000	0	0	Discussions on-going with current owner. It is still anticipated that acquisition will be completed in this financial year.
Investment in Strategic Property Acquisition [Council 27th June 2019]	4,360,000	0	0	Discussions are on-going. These have been delayed due to the current economic situation but discussions are due to resume shortly.
	11,063,000	**1,580,215**	**2,669,455**	

Council name	**COTSWOLD DISTRICT COUNCIL**
Name and date of Committee	**CABINET - 7 DECEMBER 2020**
Report Number	**AGENDA ITEM 9**
Subject	**ELECTION COUNT REVIEW REPORT**
Wards affected	ALL
Accountable member	Cllr. Joe Harris - Leader of the Council Email: joe.harris@cotswold.gov.uk
Accountable officer	Jan Britton, Returning Officer Tel: 01285 623103 Email: jan.britton@cotswold.gov.uk
Summary/Purpose	The Association of Electoral Administrators have conducted a peer review of the election count processes and the final report makes a number of recommendations. These recommendations have been converted into an action plan for agreement and implementation.
Annexes	Annex A - Count Peer Review Report, Association of Electoral Administrators. Annex B - Action plan
Recommendation/s	*To agree the action plan and timetable for review.*
Corporate priorities	Rebuilding trust and confidence in the Council by promoting a culture of openness and transparency.
Key Decision	NO
Exempt	NO
Consultees/ Consultation	None

1.   **BACKGROUND**

It is vital that the counting of votes at any election is held in a transparent and efficient manner, as quickly as possible but ensuring accuracy. In the past, some counts in the District have taken longer than expected, most notably the 2015 Parliamentary and District & Parish elections. There have also been individual ward counts which have caused concern due to perceived inefficiencies in the system. Since 2015, changes to the systems have been introduced but there remain concerns about the efficiency of the process.

To address these issues and understand the strengths and weaknesses, the Returning Officer asked the Association of Electoral Administrators (AEA) to conduct a review of the current procedures and to present recommendations.

The recommendations made by the AEA have been converted into an action plan and this will be used to implement changes to plans for the count at future elections. The action plan allows for some recommendations to be implemented for the 2021 elections with a full update of the count plan in time for the 2023 District and Parish elections.

2.   **MAIN POINTS**

2.1.   The AEA conducted the review during October 2020. They received details of current procedures, job descriptions and plans and reviewed these with a number of key staff and members.

2.2.   Two members of AEA staff held online interviews with the various groups of officers and councillors to establish current processes, including any areas which may need improvement.

2.3.   The final report gives a comprehensive review of the current process and the areas for improvement.

2.4.   The recommendations have been converted into an action plan. This can be split into two timescales – those which can be implemented for the 2021 elections and those which will be considered after May 2021 for implementation at the 2023 District and Parish elections.

2.5.   It is noted that the May 2021 elections will need to comply with any COVID guidance in place and this may necessitate changes to current timings, locations and processes.

2.6.   A full review of all aspects of the election process will take place after May 2021. All stakeholders will be consulted as part of this review.

2.7.   A review of this report and the election debrief will be brought to members in October/November 2021. This will give an action plan for the Returning Officer to establish a full count plan for the 2023 District and Parish elections.

3.   **FINANCIAL IMPLICATIONS**

3.1.   The action plan gives a framework for planning the count process. Any new processes and procedures will need to be evaluated to ensure that costs remain within budgets.

4. LEGAL IMPLICATIONS

4.1. The Returning Officer is responsible for the conduct of elections and the count. This report seeks to ensure that members have the opportunity to engage with the Returning Officer's decision making process for the conduct of the count. It should be noted that any final decisions on how the count is conducted rest with the Returning Officer.

5. RISK ASSESSMENT

5.1. The count process is integral to the election and needs to have clear processes, be transparent and maintain the confidence of all candidates and agents.

5.2. Risk assessments will form part of the planning process for the count and will be included in review documentation.

6. EQUALITIES IMPACT

6.1. None in this report.

7. CLIMATE CHANGE IMPLICATIONS

7.1. The review of the procedures will include consideration of climate change in any updated processes.

8. ALTERNATIVE OPTIONS

8.1. The Returning Officer identified the need for a review of count processes and alternative methods were considered, including a review conducted by the Electoral Services team. It was felt that using the AEA would give all stakeholders an opportunity to give objective views.

9. BACKGROUND PAPERS

9.1. None.

(END)

The Association of Electoral Administrators

AEA COUNT REVIEW REPORT

COTSWOLD DISTRICT COUNCIL

Report compiled by:

Peter Stanyon, Chief Executive
Laura Lock, Deputy Chief Executive

October 2020

Table of Contents

Health check report on Cotswold District Council's election count processes

Introduction

The Association of Electoral Administrators (AEA) undertakes health checks as a service to members and their employing local authorities. These checks align with the Association's objectives, specifically to foster the advancement of consistent and efficient administration of electoral registration and the conduct of elections.

This health check only considers elements related to the delivery of count processes.

It was carried out by Peter Stanyon, AEA Chief Executive, who has more than three decades experience in delivering electoral services in local authorities, and Laura Lock, AEA Deputy Chief Executive, who has worked in electoral services for over 17 years.

3

Health check themes and criteria

Theme one – planning and count preparations
1.1 Verification and count venue 1.2 Dates and times 1.3 Staffing 1.4 Count method and count forms 1.5 Verification and count communications
Theme two – close of poll and delivery of documentation
2.1 Instructions for Presiding Officers 2.2 Allocation of ballot boxes to count teams
Theme three – verification
3.1 Ballot paper account 3.2 Verification figure 3.3 Postal Votes
Theme four – the count
4.1 Count process
Theme five – after the declaration of results
5.1 Results 5.2 Post election paperwork 5.3 Post-count review

Background

The information below relates to Cotswold District Council (CDC) at the time the health check was undertaken and is pertinent to this report.

- The council runs counts for one UK Parliamentary constituency: The Cotswolds.

- There are 32 council wards electing 34 councillors every four years.

- The council also run elections for Gloucestershire County Council and all parish and town councils in their area. It also administers other polls as necessary, such as Neighbourhood Planning Referendums and ballots for Business Improvement Districts.

The council has recently recruited a new chief executive who will assume responsibilities after the May polls.

Until the arrival of the new chief executive, Jan Britton, managing director of Publica, the council's organisational management service, has been appointed as the Council's Returning Officer (RO).

Mr Britton has also been appointed as Electoral Registration Officer (ERO) and accordingly acts as Acting Returning Officer (ARO) for any UK Parliamentary elections held within the Cotswold District Council area.

Mr Britton, by virtue of his appointment as RO for Cotswold District Council, also acts as the Counting Officer at local referendums and Local Counting Officer for national referendums.

Theme One – planning and count preparations

1.1 Verification and count venue

Location

The verification and count for all polls takes place at Cotswold Leisure Centre in Cirencester.

This venue brings many benefits including being a council owned building, offering good access for ballot box drop off and having sufficient space for up to 80 count assistants. However, it does have the drawback of being located towards the south of the district which means it is some distance from many polling stations.

Detailed count plan

While we saw a basic layout of the count, we would suggest drafting a detailed count layout plan. This would ensure all attendees have clarity about where specific ballot boxes and electoral areas will be counted.

If space allows, the use of a detailed ballot box plan might prove helpful and avoid the risk of an empty ballot box being placed on top of a box containing votes waiting to be counted. The plan should set out where boxes brought to supervisory staff are placed, where boxes being verified are placed and, more importantly, where empty ballot boxes are placed.

1.2 Dates and times

Thursday night counts

CDC has traditionally held overnight election counts.

While legislation requires the sortation of votes to begin within four hours of the close of poll at a UK Parliamentary election, there are no such requirements for local polls.

We never advocate change for changes sake but would advise that thought be given to the merits of next day counting, particularly as the 2021 County Council and Police and Crime Commission election count is expected to start the day after the poll.

If CDC adopted this approach, all ballot boxes would be in place before the verification began. There would also be no delays waiting for ballot boxes, which is currently causing inefficiencies. 2021 is the ideal opportunity to look at the merits and drawbacks of changing local election count timing.

1.3 Staffing

Review of staff

From our conversations, recruiting sufficient staff can be a difficulty for CDC. Count assistants are a mix of internal and external appointments and vary in experience. Count supervisors also include some external staff, but largely take on the role year on year.

It is clear there are significant variations in ability amongst both count assistants and supervisors. We would recommend undertaking a detailed review of all count employees and implementing a performance monitoring system going forward.

Recruitment

Whenever there is a need for new count assistants, we would suggest running a straightforward practical test prior to accepting them for the role. We know of ROs who run mock ballot paper counts, and give count supervisors template forms to complete, to ensure applicants have a clear understanding of what is required of them prior to their appointment.

When recruiting, it is important staff understand the restrictions placed on them regarding assisting election candidates or political parties. We are aware all recruitment documentation already includes this information, but we recommend revisiting the wording to ensure all staff are clear on these constraints.

Wider Publica Support

The benefit of arrangements with Publica include a pool of resource available to the RO. If the count staff review identifies that new staff are required, we would expect support can be given from Publica.

Training

We believe a more comprehensive training programme should be introduced, addressing several issues:

Multi-member counts

Given most wards are single member, not all count assistants and supervisors undertake multi-member counts.

We would suggest that teams due to be responsible for these areas, including parish councils, are identified in advance of polling day. Count assistants should then be given written instructions before attending mandatory training. This training should be practical and allow them to trial all elements of the process.

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Count Assistants

Count assistants are required to be at the count by 21:45, to then be briefed by their supervisor. From discussions, it is unclear whether this briefing always takes place.

Going forward, we feel count assistants should arrive earlier, e.g. to be sat at their count table by 21:30, and the RO or DRO give an overview briefing. This would include all basic points and should then be supplemented by each supervisor adding any additional relevant details for their team, checking they have all understood what is expected of them.

Count Supervisors

We believe all count supervisors should be trained in advance of polling day to enable them to confidently undertake all elements of any count. Upskilling all supervisors would increase resilience and allow for a more flexible process at the count.

Clarity of role and defined authorisation

The previous CDC RO was heavily involved in all aspects of each election, especially the count. With an interim RO and further change ahead in 2021, it is vital there are clearly defined roles for all senior count staff, including count supervisors, control staff, deputy returning officers (DROs) and any count manager.

Clear job descriptions give clarity on remit and further reassurance to the RO about when and what individuals need to refer to them, defining the parameters of how much authority each position has to make decisions.

There should also be a clear chart showing reporting lines and how all count staff sit within the overall structure. From a resilience perspective, this should include clear instruction from the RO about who would take on overarching responsibility for the count were they to become incapacitated.

It is also vital there are clear communications between the RO and DROs before, during, and after the count. Depending upon the level of delegation in place, thought should also be given to the number of deputies at the count and their remit.

Count supervisors managing count assistants

It is important to ensure a full complement of staff at the count. We recommend count supervisors contact their counting assistants in the week before poll to confirm they have received their appointments and are attending on the night of the count. This would also give them opportunity to check each staff member's experience, ensure they have

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received and read their written instructions and give any necessary reminders.

1.4 Count method and count forms

Process Notes

While process notes exist for some areas, we would recommend these are reviewed to ensure they are up to date and to identify any gaps.

Detailed process notes give clarity and reassurance that any aspect of a count can be undertaken even if key personnel are unavailable.

We would specifically recommend ensuring process notes cover:

- Job descriptions for every role.
- Detailed process notes for all aspects of the count, including:
  - ballot box reception
  - unused ballot papers
  - the verification
  - first past the post and multi-member counts
  - the sign off process for provisional and agreed results and post-count procedures
  - business continuity plans
  - scenario planning including evacuation processes
  - a venue layout
  - a structure of reporting lines and responsibilities.

Count structure

CDC counts currently use eight teams of ten count assistants. This number should be sufficient to produce a timely result.

Staff are used flexibly within these teams, and supervisors split teams into smaller groups depending upon the size of a ballot box.

We believe this is a good method when employed effectively, but question whether all supervisors have the necessary knowledge to make the necessary decisions on a ballot box by ballot box basis.

We also question the role of count supervisor. We feel they are under resourced, bringing delays. As we understand it, each supervisor is:

- managing ten count assistants split between one and four teams at any time.
- opening ballot boxes and distributing them to count assistants, and ensuring candidates and agents are satisfied boxes are empty.
- relaying verification figures to the control table for each ballot box.
- instigating any recount.
- completing all necessary verification paperwork.

- aggregating ballot papers into mini count boxes and completing all necessary paperwork.
- supervising mini counts and completing all necessary count paperwork, including aggregating multi-member count sheets.

While being clear there is not one 'correct' size for a count team, we believe lessons can be learned from other counts.

All UK Parliamentary constituencies that declared before midnight in 2019 primarily worked on the following model:

- Each team is made up of nine count assistants working as three groups of three. This figure is based on extensive analysis carried out by several councils in the north east to calculate maximum efficiency.
- Each supervisor has an assistant and, if running a multi-seat count, an additional resource for aggregating totals.
- Each supervisor is given the ballot paper account totals so there is no need to make repeated trips to the control table.

We feel CDC's count efficiency would be improved by decreasing the overall number of count assistants by eight and instead using these staff to support supervisors.

Assistant supervisors largely have the same remit as count supervisors – to ensure all count assistants are working and minimise any downtime.

Local election counts – order of wards

We believe there is merit in considering verifying then immediately counting eight of the wards in and around Cirencester before any other wards are verified.

This structure would allow time for remaining boxes to be returned from further across the district, while the count for the first eight wards is carried out.

Once a result is declared the count team can move on to other wards in an agreed order, with the location of these verifications and counts announced or pre-allocated based on the ROs preference.

This should bring significant efficiency, clarity for candidates and agents and offset the impact of geography.

Allocation of staff

There is an accepted variation in the quality of count assistants and supervisors. At present some teams are acknowledged as exemplary while others struggle.

The distribution of resources has seen strong count assistant and supervisors left together to give the previous RO teams they are confident can handle ballot papers efficiently and effectively.

While there is merit in numerous structures, we feel distributing experienced count assistants throughout teams allows them to support and improve less experienced counters.

Equally, placing the best count supervisors between other supervisors with less experience or recognised development needs, means they can act as mentors.

Breaks

We have no evidence of the number or length of breaks for count staff but had reports that these delay the count at various stages.

While it is important employment legislation is followed, as count staff have not worked in polling stations, we believe a review of the frequency and length of breaks could allow more timely declarations. With careful planning, the counting process can continue uninterrupted while still allowing staff to take necessary breaks.

Record keeping

At present relatively basic spreadsheets are constructed for the count.

We have not seen records from the ballot box reception, but are aware they exist, we believe only as paper copy.

We have not seen records from the unused and spoilt ballot paper verification, but are aware they exist, we believe only as paper copy.

The verification spreadsheet is printed out and completed on paper, with only final verification totals entered into the spreadsheet.

There are basic count spreadsheets, but these largely meet the needs of the RO.

Going forward, we suggest that a spreadsheet 'expert' is employed to design a more sophisticated system encompassing all necessary record keeping. They could also pull totals across for verification statements and result sheets. Checks and balances can be in place and cells locked to prevent accidental errors being made.

At the count we would hope these sheets could be networked to show live changes as they are made, with the author available to supply expert knowledge.

We believe this would benefit the efficiency of the count and give the RO vital data in CDC's drive for continuous improvement.

1.5 Verification and count communications

Communications

The primary issue we have identified during this health check is communication.

While we are confident there are generally clear processes and procedures in place, it is acknowledged that communicating these to candidates and agents requires improvement.

We would suggest as a minimum that:

- The structure and process for the count is covered in detail for candidates and agents at a briefing in advance of polling day, giving them a clear overview of how the count will run.
- Candidates and agents are provided with a written count plan before the count begins showing where each polling station will be verified and each electoral area counted.
- Having a written plan should negate the need for each area to be announced over the public address system, if combined with count supervisors displaying clear signage showing which ballot box or electoral area is being verified or counted.
- Clear announcements are made relating to the adjudication of doubtful ballot papers and consultation over provisional results.
- Verification statements are proactively given to candidates and agents, or designating a clear contact who can provide them on request.

Communication team support

The service delivered to the RO by the CDC Communication Team means the media do not adversely impact on the running of the count. There is also a clear plan for how media partners receive the information they need.

Publication of the result

Sharing the result of a count with the electorate in a timely fashion is paramount to the communication process. CDC gives sensible and timely access to results once they are agreed, and before they are declared, allowing them to be posted on council social media accounts as soon as they are announced.

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Theme Two – Close of poll and delivery of documentation

2.1 Instructions for Presiding Officers

Instructions for returning election documentation

All Presiding Officers (POs) are given clear written instructions about how to package all polling station documentation. From our conversations, it appears that while this is largely adhered to, there are presentation issues from some POs.

Due to the size of the district, some POs bring ballot boxes directly to the count venue while others take them to one of three vans based at set collection points.

Delivery to collection points is common in rural areas and ensures staff are not put off working in polling stations a long way from the count.

It was reported to us that there is often a delay during the verification waiting for the vans to come in, and that when they do arrive, they cause a bottleneck.

We feel further analysis on where vans are positioned and who drops off to them would be beneficial. For example, could more POs north east of Tetbury drive their boxes in? Could there be two vans at each venue, with the first van leaving for the count once 50% of POs have dropped off? Could a greater spread of venues be used? Another alternative is making changes at the count to negate the impact of the vans. We explore this further in section 1.4.

We would also advocate clear record keeping by the reception team in Cirencester and each van regardless of any change. This would identify POs who take longer than expected to leave their stations, enabling remedial action to be taken.

2.2 Allocation of ballot boxes to count teams

Verification start time

We believe a transparent and organised count that delivers an accurate result is more important than the time a result is declared. However, we also believe in finding efficiencies where possible.

An issue raised on several occasions was delays in beginning the verification because no ballot boxes had been received, excluding the postal votes verified at 22:00.

Further work on which boxes will arrive first and where to allocate them could bring efficiencies, as assistants are not waiting for ballot papers.

Work of the control staff

Staff working on the two control tables are experienced and have a detailed understanding of their role.

We feel that were the current staff unavailable, this could have a major impact on the count. We would recommend detailed process notes be developed for this role.

The responsibilities control staff have for the number of polling stations in CDC are, in our opinion, too great and are causing delays as a result.

Releasing boxes

At present, the control table do not release any ballot boxes to the count floor before they have checked and entered the ballot paper account into the verification schedule.

While understanding the reasoning behind this, it is reportedly creating significant delays.

We believe, as mentioned in section 3.2, count supervisors should be given ballot paper account totals to make the verification more efficient. Ballot boxes should go straight to the relevant team. Ballot paper accounts can go to the control table who as a matter of urgency check the accuracy of the account and complete a card stating the ballot box number and number of ballot papers it should contain. A runner can then give this to the supervisor. Once this is done, the control team can input the ballot paper account figures into the verification spreadsheet.

Announcing the location of each box

At present, control staff announce where each box is being verified.

If the suggestions we have made relating to written plans for candidates and agents is adopted, this would no longer be necessary.

Completing the verification spreadsheet

At present there is a verification spreadsheet which is also printed off as a paper copy.

While we accept the benefits of a paper based back up system, we firmly believe the verification spreadsheet and all count spreadsheets should be completed electronically.

Ancillary Staff

We are aware of a team of ancillary staff who assist with ballot box reception and delivery. While we are unable to comment on the efficiency of the current team, we would recommend ensuring this role is

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adequately resourced so count supervisors, control staff and DROs have people on hand as they need them.

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Theme Three – the verification

3.1 Ballot paper account

Information from POs

It is difficult to fully ascertain the quality of ballot paper accounts however, we were told that "the maths is often appalling".

Any issue with ballot paper accounts causes delay. We would advise further training in this area, and for control staff to keep records to enable feedback with those concerned.

Multiple polling stations in one building

Anecdotally, it appears several ballot boxes must be put on hold during the verification as the number of ballot papers does not match the ballot paper account. These boxes come from stations that share a polling place with another station.

While this problem can never be fully eliminated, it would be worth POs being reminded of the importance of keeping ballot boxes from different stations as far apart as possible. We would also recommend reviewing the layouts of these polling station. This is something polling station inspectors could assist with.

3.2 Verification figure

Sharing ballot paper account figures

While it does not reportedly cause significant delay, we question why count supervisors are not provided with the ballot paper account figure to enable them to know if a verified total is correct.

CDC's count supervisors are trusted with running highly scrutinised counts within their team. Not sharing the ballot paper account figures causes delays and inefficiencies.

Decision on accepting verified totals

In our experience, most ROs accept a first verification figure that matches the ballot paper account. Figures that do not match require a recount. Usually, if a recount figure matches either the ballot paper account or the first verification figure the total is accepted.

At CDC, where the verification figure does not match that provided on the ballot paper account, even if the number counted in the ballot box is the same on both the first and second verification, we were told that a third count is carried out.

As we did not have access to the verification spreadsheets, we could not fully assess the number of recounts this may be causing, or whether the third figure typically varies.

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We would urge the RO to consider whether a third count is merited if a consistent figure has been arrived at, and the number of variances to the ballot paper account is low.

We would also suggest, assuming count supervisors are provided with the ballot paper account figures, that clear parameters are set to make it clear any variance they are permitted to accept and under what circumstances.

Having a written procedure issued by the RO will ensure everyone is working within a range the RO is comfortable with, escalating variances where necessary, and clearly stating the parameters count staff should not exceed.

Review of quality of count staff

Having spoken to some CDC count supervisors, it appears there was a wide variation in the quality of count teams at the 2019 UK Parliamentary count.

For future counts, we would suggest count supervisors are asked to report on issues with any count assistant or highlight any training needs.

We would suggest DROs look to do the same for count supervisors and control staff.

3.3 Postal Votes
Preventing delays

It is often the case that high volumes of postal votes handed in at counts can delay the end of the verification and the start of the count.

While it is unclear how much of an issue this is at CDC, it would be worth reviewing the instructions given to the postal vote team to ensure they understand any priorities. This is obviously more relevant for local elections where some wards are scheduled to be counted before others have been verified.

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Theme Four – the count

4.1 Count process

Doubtful ballot papers

Volume of doubtful ballot papers

There was mention of some count assistants being overly cautious when pulling out doubtful ballot papers. Count assistants should be given clear training so they only add ballot papers to the doubtful tray when they are unsure about the allocation of a vote, rather than when they think a counting agent might be.

Responsibility for adjudication

The previous RO took a significant amount of responsibility at the count. For future counts, there needs to be clear communication on who will adjudicate doubtful papers and under what parameters.

We would suggest allowing count supervisors to pre-sort ballot papers into those they believe should be included in the count and those that should be rejected under each reason. This would mean doubtfuls could be checked by the RO, and DROs if permitted by the RO, and shown to candidates in batches, speeding up the process and making it more transparent.

We would also hope candidates and agents would be satisfied with count supervisors returning ballots to the count that are obviously good but may have been put as doubtful by an overcautious count assistant.

Adjudicating within count teams is a usual process for local elections, but central verification typical for UK Parliamentary polls. Cotswold centrally adjudicate national polls making it easier for candidates and agents to observe proceedings.

It is also worth remembering that only candidates, election agents and counting agents can comment on an ROs decision to reject, or include, a ballot paper at the count. Adjudicating within teams for local elections, while overall beneficial, can make it more difficult to keep track of anyone lodging an official objection to a rejection.

Multi-seat counting – count method

For multi-seat counts CDC use grass skirts for all ballot papers.

We would recommend a review ahead of the 2023 local elections to determine whether grass skirts are the most effective counting method for CDC.

While we do not advocate one system over any other, we believe an assessment of the various available systems will give the RO the opportunity to consider whether grass skirts are still the preferred option.

We would particularly suggest considering whether block counting would bring additional efficiencies.

Multi-seat counting – unused votes

Regardless of the system used, we believe that unused votes should be recorded. Keeping a record of unused votes would allow the RO to fully balance ballot papers issued at the end of the count.

Recording the unused votes, especially for parish council counts which often return close results, gives reassurance to all parties at a count. It would also allow count supervisors to be confident each count sheet tallies. For example, a sheet holding 25 ballot papers with two seats available should always balances back to 50 if you add the votes cast for candidates to those the total of unused ones.

Adjudication of variance

The RO previously agreed any variance found between verified totals and provisional results. This gives the RO oversight on everything, but we question whether this works well at local elections.

Again, detailed process notes should cover all sign-off procedures, including situations where the RO is happy to delegate the decision on sharing a provisional result to a deputy. We feel that empowering deputies within clearly defined parameters is in the interests of an efficient count.

Theme Five – after the declaration of results

5.1 Results

There appears to be a clear process for checking provisional results and signing off the declaration, although we were not shown any written process notes. We recommend having a clear and straightforward document showing the path from a count supervisor right through to the RO making the declaration.

This document should also be shared with candidates and agents at any briefing session so they are clear on when and how provisional results will be shared.

We have not seen a written recount procedure for either first past the post or multi-seat counts. Having a documented recount procedure for various scenarios is important. It supports advanced training for key count staff and provides clear documentation that can be shared with candidates and agents.

5.2 Post election paperwork

Process notes and layout

It is vital that all election documentation is securely stored for the period defined in legislation.

Having detailed process notes and an index of which documents are stored where, including a clear layout of the storage facility, would be beneficial.

Moving documentation to storage – personnel

The responsibility for storage of election documentation falls to the core election team. While we understand this may be seen as part of their role, we do not believe this task should be undertaken by key election officers. Immediately after the count, and for the next few days, there are many tasks which need to be completed that are difficult to delegate. The core team should be focusing on these jobs, while document storage should be delegated.

There is an important role to be played from the close of the count right through to final storage. We recommend giving key responsibility for all documentation going into storage to an individual who is not involved in other elements of the process.

The designated person, working with the necessary resources, should receive all used ballot papers from count supervisors at the end of a count, making all necessary checks on seals and labels. They should also check all unused papers are correctly sealed and other documentation, such as corresponding number lists, is present and in good order.

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The same individual should assume responsibility for the transfer of documentation to the count and indexing of all polling station packets. Once this is done, the election team can perform checks to make sure they are happy with the storage and sign off the indexing.

It would be for the RO to identify the right person for the task, but we do not recommend it being anyone with any other role at the count or the core election team.

Moving documentation to storage – containers

A present, used ballot papers are put into labelled ballot boxes once the result has been declared. These ballot papers are subsequently move into archive boxes by the core team.

Unused ballot papers are placed into plastic storage boxes by presiding officers and moved to archive boxes after the count has concluded by the core team.

We would suggest that the unused ballot papers are sealed in labelled archive boxes once they have been verified. We would also suggest used ballot papers are placed into labelled archive boxes by the count supervisor once the result is declared.

This would reduce the workload of the core team after the election and ensure all ballot papers, used or unused, are securely stored and clearly labelled.

Documentation disposal

Most election documentation must be stored for 12 months. Once this time limit has expired, documents should be securely disposed of.

We would recommend whoever is responsible for the transportation and storage of documentation is also responsible for supervising its destruction, with oversight from the core election team if necessary.

5.3 Post-count review

Review meetings

The previous RO clearly reviewed the count within certain parameters. We recommend count and election reviews take place at all levels.

For example, a review with count supervisors of count assistants, with DROs of count supervisors and control staff, with the ballot box reception manager on ancillary staff. These reports, along with analysis such as that suggested for the verification, can be presented to the RO for review. Conversations with count supervisors and count managers would also cover wider learning points.

We would also advocate giving thought to arranging a review meeting with candidates and agents to collect their wider thoughts about the count and election process.

Improvement plan

When issues with any member of staff are identified, it is unclear how their performance is reviewed or managed, including the decision not to employ them again. A clear performance review process would be helpful for key staff the RO wishes to retain.

Conclusions

Cotswold District Council has an election team who are committed to delivering counts with accurate results that are arrived at in a transparent and efficient manner.

There is acceptance that previous counts have not met the expectations of candidates and agents, but there is a desire from both the team and the interim Returning Officer to review processes.

We believe that some relatively straightforward process changes could bring significant improvements in terms of efficiency and the speed results are delivered in.

We think a root and branch review looking at every element of the count afresh will benefit processes. We would also suggest a review of all personnel, making sure that people are given the roles they are most capable of.

Beginning work on plans for 2021 now and, using the combined County Council and Police and Crime Commissioner elections as an opportunity to implement new systems, will put the Council in a good position ahead of district elections in 2023.

We understand such a review requires significant resource, as does the management of the election process. We are concerned by the capacity gap that may now exist due to a proactive Returning Officer leaving. We would urge the current interim, and future Returning Officer, to consider any impact there has been on resources and address any capacity issues that could undermine the implementation of any agreed recommendations.

We feel the time has come for all stakeholders to draw a line under the past and focus on supporting change and approaching the count review with the mindset of a fresh start.

Our other recommendations are primarily ones for consideration and discussion to see whether further improvements could be made to benefit those standing for election in the Cotswolds.

Recommendations

Project planning

1. Produce a comprehensive process manual that covers all aspects of the count and brings together existing individual written processes in a consistent form.

2. Produce a detailed count layout plan.

3. Produce a detailed ballot box plan, which details to supervisory staff where boxes brought to them are placed, where boxes being verified are placed and, most importantly, where empty ballot boxes are placed.

4. Consider the merits of next day counting for local government elections.

5. Consider the number of deputies required at the count and their remit.

6. Consider decreasing the number of count assistants by eight and instead using these staff to support supervisors.

7. Review the frequency and length of breaks during the count process.

8. Utilise an individual who is expert in spreadsheets to design a more sophisticated system encompassing all necessary record keeping for the verification and count.

9. Conduct further analysis on the positioning of vans for ballot box drop off and who attends them.

10. Review the verification recount procedure to ensure consistency and efficiency.

11. Ensure clear parameters are set out to make it clear what variance count supervisors are permitted to accept and under what circumstances during the verification.

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12. Consider the multi-member count method to be used ahead of the next local government elections, assessing the pros and cons for CDC of each of the options available.

13. Produce a clear and straightforward document showing the path from a count supervisor right through to the RO making the declaration, with clarity on who adjudicates on doubtful papers and within what parameters.

14. Implement a documented recount procedure.

15. Further review who is responsible for moving election materials into storage, the method of storage and the way items are presented, when the documentation is moved, the sign off between the responsible individuals and the process for destruction. Write clear and process notes for all stages.

16. Introduce a detailed review process for all aspects of the count and with a range of staff, candidates and agents to consider their experiences.

17. Implement a performance review process for key staff the RO wishes to retain.

Staffing and training

18. Conduct a detailed review of all count employees and implement a performance monitoring system.

19. Run a straightforward practical test for all potential count staff prior to offering them a role.

20. Review the wording on count staff appointments to ensure they understand the restrictions placed on them regarding assisting candidates or political parties.

21. Identify, and provide written instructions prior to mandatory training for, all staff responsible for multi member counts.

22. Ensure count assistants arrive by 21:30 and are formally briefed by the RO or DRO.

23. Provide training for all count supervisors.

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24. Produce job descriptions for all count roles with a clear chart showing reporting lines and how all count staff sit within the overall structure.

25. Distribute experienced count assistants throughout teams allowing them to support and improve less experienced counters.

26. Consider placing the best count supervisors between other supervisors with less experience or recognised development needs allowing them to act as mentors.

27. Provide further training to POs on the completion of ballot paper accounts.

28. Introduce a process for assessing the standard of count assistants, as well as other count staff, and an improvement plan for those identified as below the required standard.

29. Train count assistants about what should and should not be classed as a doubtful ballot paper.

Process

30. Consider count supervisors contacting their counting assistants prior to the count to confirm attendance and give any necessary instruction.

31. Consider verifying then immediately counting eight of the wards that are in and around Cirencester before any other wards are verified.

32. Provide clear signage displaying which ballot box or electoral area is being verified or counted at a count table.

33. Create a system of clear record keeping for the reception team at Cirencester, allowing identification of POs who take longer than expected to leave their stations enabling remedial action to be taken.

34. Consider allocating ballot boxes to ensure all count teams can start the verification in a timely fashion.

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35. Record ballot paper account discrepancies to identify training needs and discuss them as necessary with the POs.

36. Remind POs in double stations of the importance of keeping ballot boxes from different stations as far apart as possible and review the layout of these stations.

37. Review instructions given to the postal vote team to ensure they understand any priorities.

38. Consider requiring DROs to pre-sort doubtful ballot papers to assist the RO making determinations.

39. Record unused votes for multi member counts.

40. Use labelled archive boxes for storing used and unused ballot papers and seal these at the count.

Candidates and agents

41. Ensure the structure and process for the count is covered in detail at a briefing for candidates and agents.

42. Provide candidates and agents with a written count plan before the count begins, showing where each polling station will be verified, and each electoral area counted.

43. Ensure clear announcements are made about the adjudication of doubtful ballot papers and the consultation on provisional results.

44. Proactively provide verification statements to candidates and agents, or provide a clear contact who can provide them on request.

	Recommendation	Action before May 2021	Action after May 2021	Timescale
	Project Planning			
1	Produce a comprehensive process manual that covers all aspects of the count and brings together existing individual written processes in a consistent form	2021 will be a COVID-secure election and the plan may differ from previous years. Ensure a detailed plan is available. Prepare full instructions for each staff role and ensure staff are aware of their role & responsibilities.	Review all processes and instructions after 2021 election. A comprehensive manual for future elections should be prepared following the 2021 election. This manual should take into account any changes implemented and also consider the recommendations of the count review report. There may be different plans for the different types of election and these should be included within the planning documents.	Plans to be prepared before end of January 2021. Will need to be COVID-secure so may be subject to change in line with any guidance in place at the time of the election.
2	Produce a detailed count layout plan			
3	Produce a detailed ballot box plan, which details to supervisory staff where boxes brought to them are placed, where boxes being verified are placed and, most importantly, where empty ballot boxes are placed			
4	Consider the merits of next day counting for local government elections		Discuss the issues/merits of next day counting with stakeholders. Seek examples/case studies from other authorities. Prepare final plan for 2023 District and Parish elections.	Final plan to be ready by October 2022 in readiness for 2023 elections.

5	Consider the number of deputies required at the count and their remit	Agree a staff structure for DROs, supervisors and count assistants and implement for 2021. Ensure that all staff are trained and understand their remit and responsibilities.	Review the structure used in 2021, make any changes necessary and update count plan for 2023.	plans to be prepared before end of January 2021.
6	Consider decreasing the number of count assistants by eight and instead using these staff to support supervisors			
7	Review the frequency and length of breaks during the count process	Include this as part of planning for 2021 election	Review and include agreed procedure in count plan for 2023.	
8	Utilise an individual who is expert in spreadsheets to design a more sophisticated system encompassing all necessary record keeping for the verification and count	Ask staff within the Data team for assistance to prepare the necessary spreadsheets - seek examples from other electoral administrators	Consolidate learning from 2021 and ensure key staff are trained in use of spreadsheets	plans to be prepared before end of January 2021.
9	Conduct further analysis on the positioning of vans for ballot box drop off and who attends them	Record times for receipt of all boxes at each collection point to inform analysis after the election.	Use data collected at 2021 election to inform planning for future elections.	plans to be prepared before end of January 2021.
10	Review the verification recount procedure to ensure consistency and efficiency	Prepare detailed instructions for supervisory staff and ensure everyone understands the decision making process.	Consolidate learning from 2021 and ensure procedures and plans are updated	Plans to be prepared before end of January 2021 and review to be completed by end of October 2021.
11	Ensure clear parameters are set out to make it clear what			

	variance count supervisors are permitted to accept and under what circumstances during the verification			
12	Consider the multi-member count method to be used ahead of the next local government elections, assessing the pros and cons for CDC of each of the options available	Consider use of Kangaroo boards for the parish elections being held in 2021. Prepare instructions and train staff in their use.	Review use of kangaroo boards and agree plans for future multi-member counts.	Plans to be prepared before end of January 2021.
13	Produce a clear and straightforward document showing the path from a count supervisor right through to the RO making the declaration, with clarity on who adjudicates on doubtful papers and within what parameters	Prepare for 2021 election and ensure all supervisory staff understand the process	Review after 2021 election and include in full count manual.	Plans to be prepared before end of January 2021.
14	Implement a documented recount procedure			
15	Further review who is responsible for moving election materials into storage, the method of	Consider appointment of a supervisor to manage the moving of election materials into storage. Introduce	Review 2021 process, update as necessary and include in full count plan.	Plans to be prepared before end of January 2021.

	storage and the way items are presented, when the documentation is moved, the sign off between the responsible individuals and the process for destruction	plans and instructions and ensure all staff are aware of their duties and responsibilities		
16	Introduce a detailed review process for all aspects of the count and with a range of staff, candidates and agents to consider their experiences		Use the review of 2021 to inform decisions when preparing plans for future counts. Include review processes in full count plan.	Review of 2021 election and count to be complete by end of October 2021.
17	Implement a performance review process for key staff the RO wishes to retain	Use 2021 to review performance and understand what skills are needed for each role.	Include a performance review in the overall review of 2021. A detailed process for performance review and implementation to be included in full count plan.	Plans to be prepared before end of January 2021.
	Staffing and training			
18	Conduct a detailed review of all count employees and implement a performance monitoring system	Use 2021 to review performance and understand what skills are needed for each role.	Include a performance review in the overall review of 2021. A detailed process for performance review and implementation to be included in full count plan.	Review of 2021 election and count to be complete by end of October 2021.

19	Run a straightforward practical test for all potential count staff prior to offering them a role		Seek examples for the electoral community. Consider and implement this for new staff after 2021.	Review of 2021 election and count to be complete by end of October 2021.
20	Review the wording on count staff appointments to ensure they understand the restrictions placed on them regarding assisting candidates or political parties	Seek examples from the electoral community. Seek advice from HR on wording. Review and implement for all appointment letters in 2021.		Appointment letters to be issued by end of January 2021.
21	Identify, and provide written instructions prior to mandatory training for, all staff responsible for multi member counts	See item 12 above	See item 12 above	see item 12 above
22	Ensure count assistants arrive by 21:30 and are formally briefed by the RO or DRO	Include time of arrival in appointment letters. Prepare script for formal briefing on arrival.	Review and include agreed procedure in count plan for 2023.	Appointment letters to be issued by end of January 2021. Scripts to be prepared as part of count plan.
23	Provide training for all count supervisors	Prepare detailed instructions for count supervisors and conduct detailed planning.	Review and include agreed procedure in count plan for 2023.	Training for supervisors to take place during April 2021.

24	Produce job descriptions for all count roles with a clear chart showing reporting lines and how all count staff sit within the overall structure	Prepare job descriptions and charts to be sent out with appointments for 2021.	Review and include agreed procedure in count plan for 2023.	Appointment letters to be issued by end of January 2021.
25	Distribute experienced count assistants throughout teams allowing them to support and improve less experienced counters	Review when making 2021 appointments	Review and include agreed procedure in count plan for 2023.	Plans to be prepared before end of January 2021.
26	Consider placing the best count supervisors between other supervisors with less experience or recognised development needs allowing them to act as mentors			
27	Provide further training to POs on the completion of ballot paper accounts	Include ballot paper account training as part of training and also PO briefing. Ask polling station inspectors to check that POs understand how to complete the accounts.	Use 2021 verification records to check PO performance and instigate performance management as needed.	Update training and briefing notes for training taking place in April 2021.
28	Introduce a process for assessing the standard of count assistants, as well as	Use job descriptions and person specifications to understand what is required	Review performance management information from supervisory staff and	Appointment letters to be issued by end of January 2021.

	other count staff, and an improvement plan for those identified as below the required standard	of each role. Include a performance management system as part of training for supervisory staff.	implement an improvement plan as needed.	
29	Train count assistants about what should and should not be classed as a doubtful ballot paper	Review instructions and training for count staff.	Consider conducting separate training for count staff before the day.	Appointment letters to be issued by end of January 2021.
30	Consider count supervisors contacting their counting assistants prior to the count to confirm attendance and give any necessary instruction	Consider this carefully and possibly introduce for 2021 but if not, review and introduce in future elections		Include as part of 2021 plans if possible.
	Process			
31	Consider verifying then immediately counting eight of the wards that are in and around Cirencester before any other wards are verified	Prepare a detailed schedule for 2021 count - include details of where each count will take place e.g. table 1 counting division A.	Review after 2021 and include in full count plan for 2023.	Plans to be prepared before end of January 2021.
32	Provide clear signage displaying which ballot box or electoral area is being verified or counted at a count table	Review and order signs as required for county divisions.	Review and order signs as required.	

33	Create a system of clear record keeping for the reception team at Cirencester, allowing identification of POs who take longer than expected to leave their stations enabling remedial action to be taken	Ensure timing of ballot box receipt is included at each of the ballot box collection points. Make contact with any POs taking longer than expected after the election to go through the close of poll instructions and review performance.	Use 2021 verification records to check PO performance and instigate performance management as needed	Plans to be prepared before end of January 2021.
34	Consider allocating ballot boxes to ensure all count teams can start the verification in a timely fashion	Prepare a detailed schedule for 2021 count - include details of where each count will take place e.g. table 1 counting division A.	Review after 2021 and include in full count plan for 2023.	
35	Record ballot paper account discrepancies to identify training needs and discuss them as necessary with the POs	Use updated spreadsheets to record discrepancies with ballot paper accounts. Use the evidence collected to discuss with POs as necessary.	Review and update instructions as required.	Spreadsheets to be ready to be included in supervisor training in March/April.
36	Remind POs in double stations of the importance of keeping ballot boxes from different stations as far apart as possible and review the layout of these stations	Include in PO training and briefing. Ask polling station inspectors to check on double stations		Update training notes for POs and inspectors.

37	Review instructions given to the postal vote team to ensure they understand any priorities	Postal vote supervisors to be included in count planning and training. Also include in postal vote team training.	Review postal vote process and prepare detailed plans for future elections.	Update postal vote instructions in time for training in March/April.
38	Consider requiring DROs to pre-sort doubtful ballot papers to assist the RO making determinations	Supervisors/DROs to sort doubtful papers into categories as they work through the count. Ensure this is included in instructions and that staff are given training.	Review and update instructions as required.	Plans to be prepared before end of January 2021.
39	Record unused votes for multi member counts	See item 12 above	See item 12 above	See item 12 above
40	Use labelled archive boxes for storing used and unused ballot papers and seal these at the count	See item 15 above	see item 15 above	see item 15 above
	Candidates and agents			
41	Ensure the structure and process for the count is covered in detail at a briefing for candidates and agents	Review timing and agenda for candidate/agent briefings.	Review communication with candidates and agents after May and make necessary changes to plans for future elections	Plans for candidates/agents briefings to be in place for March
42	Provide candidates and agents with a written count plan before the count begins,	Prepare and include in candidate/agent briefing.		

	showing where each polling station will be verified, and each electoral area counted			
43	Ensure clear announcements are made about the adjudication of doubtful ballot papers and the consultation on provisional results	Prepare scripts for RO/DRO throughout the count process.	Review and include agreed procedure in count plan for 2023.	Plans to be prepared before end of January 2021.
44	Proactively provide verification statements to candidates and agents, or provide a clear contact who can provide them on request	Include details in full count plan.		

Council name	**COTSWOLD DISTRICT COUNCIL**
Name and date of Committee	**CABINET - 7 DECEMBER 2020**
Report Number	**AGENDA ITEM 10**
Subject	**SAFEGUARDING POLICY AND PROCEDURES**
Wards affected	ALL
Accountable member	Cllr Jenny Forde - Cabinet Member for Health, Well-being and Public Safety Email: jenny.forde@cotswold.gov.uk
Accountable officer Author	Jon Dearing - Group Manager for Resident Services Tel: 01993 861221 Email: jon.dearing@publicagroup.uk Mandy Fathers - Business Manager for Operational Support and Enabling Tel: 01285 623571 Email: mandy.fathers@pubicagroup.uk
Summary/Purpose	To inform Members of the introduction of the new Safeguarding Policy and Procedures
Annexes	Annex A - Safeguarding Policy and Procedures Annex B - Equality Impact Assessment
Recommendation/s	*That Cabinet agrees and adopts the Safeguarding Policy and Procedures.*
Corporate priorities	Ensure that all services delivered by the Council are delivered to the highest standards. Support Health and Wellbeing
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Leader of the Council, Cabinet Member for Health and Wellbeing, S151 Office, Interim Chief Executive, Monitoring Officer, Group Manager for Resident Services, Publica Senior Management Team

1. BACKGROUND

1.1. The Care Act (2014) places a duty on local authorities to:

- Consider people's wellbeing when making decisions around care and support
- Provide services or take steps towards preventing, delaying or reducing the needs for care and support
- Providing information and advice on services available locally

1.2. Safeguarding means protecting a person's right to live in safety, free from abuse and neglect. Safeguarding adults means protecting a person who is over the age of 18. Safeguarding is about people and organisations working together. Cotswold District Council with other partner agencies wants to reduce the risks of abuse or neglect happening and make sure the person's views, wishes, feelings and beliefs are a key part of deciding on any action. It is important that a person's wellbeing is promoted at all times.

1.3. The Council discharges a number of functions that impact upon the lives of adults. In addition employees, elected members, contractors and volunteers work in close proximity to adults with vulnerabilities as part of their daily duties. Consequently the Council has a significant role to play in safeguarding adults and the promotion of their welfare. Statutory and discretionary services discharged by the Council include Licensing; Benefits; Planning; Environmental Health; Strategic Housing; Homelessness; Enforcement; Community safety; Leisure management and Customer services. Where appropriate, and within legal guidelines, the Council must share information with other agencies to protect adults at risk from harm.

1.4. The Safeguarding Adults Policy and Procedures detail the Council's role, aims and responsibilities and, through training and awareness, will empower employees and members to take proactive and decisive action when they have a concern about an adult.

2. MAIN POINTS

2.1. The Council, as a lower tier authority, has a statutory responsibility and duty of care to report issues relating to Safeguarding to the appropriate authorities and/or agencies.

2.2. Cotswold District Council is a member of the Gloucestershire Safeguarding Adults Board (GSAB) and the Gloucestershire Safeguarding Children's Board (GSCB)

2.3. Through the implementation of this Policy the Council is ensuring there is a corporate policy on safeguarding covering all council services to provide a clear strategic direction and clear lines of accountability.

2.4. A similar Policy will be adopted for Publica Group Ltd to ensure its officers support the Council's duties in respect of safeguarding vulnerable groups.

2.5. Internal consultation and engagement will be undertaken as necessary to ensure the effective implementation and delivery of this Policy.

3.   **FINANCIAL IMPLICATIONS**

3.1.   There are no financial implications in respect of this Policy.

4.   **LEGAL IMPLICATIONS**

4.1.   The Children Act 2004, the Care Act 2014 and the Safeguarding Vulnerable Groups Act 2006 place duties on the Council to ensure its functions are discharged having regard to the need to safeguard and promote the welfare of children and young people and vulnerable adults.

5.   **RISK ASSESSMENT**

5.1.   The Council has a duty of care for children and young people who take part in activities, or access services that it provides. The Council recognises that all children and young people have a right to be safe and to be protected from abuse and harm. By not having a policy and associated training in place for staff, children and young people could be exposed to increased risk of abuse and this could damage the Council's reputation.

6.   **EQUALITIES IMPACT**

6.1.   An equalities impact assessment has been completed and demonstrates that there are no negative impacts on any groups arising from this policy.

7.   **ALTERNATIVE OPTIONS**

7.1.   None

(END)

Safeguarding Policy and Procedures

Safeguarding is Everyone's Concern

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CONTENTS

Document Control	Date	Author
Draft Version 1d	October 2020	Enabling Manager
Review Date		

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1. Introduction and Background

Cotswold District Council (the Council) advocates that SAFEGUARDING IS EVERYONE'S BUSINESS and that all people have the right to live in safety, free from abuse, harm and neglect.

The Council will create an environment where staff, volunteers and elected members are adequately trained and encouraged to think of safeguarding as being part of their responsibility, understanding the need for them to play a full and active part in the delivery of the Council's response.

The Council has a commitment to safeguarding which is primarily about protecting vulnerable adults, young people or children from harm, abuse or neglect, but also has a wider remit around early prevention, health, wellbeing and human rights. This is demonstrated through its policies, recruitment processes and the work it does in partnership with others.

Safeguarding is not a practice that operates in isolation, but cuts across every service and function undertaken and has direct links with other policies; it therefore needs to be embedded within the organisation.

The Council has a statutory responsibility and a duty of care to cooperate and report issues relating to safeguarding to the appropriate authorities and partner agencies.

The policy aims to:

- Raise awareness of safeguarding, the signs of abuse and information on what to do if any form of abuse is identified or suspected
- Protect children and vulnerable adults from harm while using services that the Council is responsible for (both directly provided and commissioned) by ensuring services have safe working practices in place
- Ensure that employees, casual workers, volunteers and elected members associated with Cotswold District Council are able to report any safeguarding concerns appropriately
- Ensure employees, casual workers, volunteers and elected members have effective training and support to allow them to safeguard children and vulnerable adults
- Work in a way that safeguards children, young people and vulnerable adults from harm and supports their development as members of the local community
- Ensure procedures are in place to protect the child, young person or vulnerable adult first and foremost when suspected abuse or actual abuse is reported and that all employees, contracted organisations and volunteers providing services for children, young people and vulnerable adults understand these procedures
- Understand when abuse is reported it is recognised that the child, young person or vulnerable adult is potentially at risk and their safety is paramount

- Share information when needed in compliance with our Data Protection Policy, Data Protection legislation (General Data Protection Regulations (GDPR) and Data Protection Act 2018

2.   Responsibilities

The Council

The Council has a duty under the Children Act 2004 to ensure that it considers the need to safeguard and promote the welfare of children when carrying out their functions.

The council's role for safeguarding vulnerable adults is governed by the Care Act 2014 and the responsibilities apply to adults who: have care and support needs; are experiencing or are at risk of abuse or neglect; are unable to protect themselves from risk of or are experiencing abuse or neglect.
The Council is a member of various countywide partnerships that support the safeguarding of children, young people and vulnerable adults in particular Gloucestershire Safeguarding Adults Board (GSAB) and the Gloucestershire Safeguarding Children Board (GSCB).

The Council will ensure that:
- It meets its legal obligations
- Where applicable, the safeguarding of children, young people and vulnerable adults is considered in strategies, plans and services
- The best safeguarding practices are embedded and maintained across all services to ensure continuous improvement and compliance with national and local policies
- All safeguarding matters relating to safeguarding are expedited in a timely manner and treated seriously
- Support staff and members on all aspects of safeguarding and ensure procedures are adhered to

Staff

Cotswold District Council Staff will:

- Treat all safeguarding matters seriously
- Report any concerns following the procedures in Point 9 below
- Be aware of the policies
- Complete safeguarding training relevant to their role

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Elected Members

Elected members are uniquely placed to support the safeguarding of children and vulnerable adults within their community. They can also provide effective leadership to ensure that the Council is fulfilling its corporate responsibility. Elected members should always:

- Report their concerns about a child or vulnerable adult's welfare or someone else's behaviour in regards to a child or vulnerable adult as outlined in this policy
- Adopt good practice in terms of safeguarding at all times when carrying out their council duties
- Seek support or raise concerns when necessary

3. Recruitment and Selection of Employees and Volunteers

The Council has a duty of care to protect children, young people and vulnerable adults from harm and is legally obliged to assess the suitability of individuals to positions of trust as set out in section 11 of the Children's Act 2004 and the Care Act 2014 in respect of vulnerable adults.

The Council has a Disclosure and Barring Service Policy available from HR and on the Portal. Senior Managers are responsible for ensuring that members of staff and volunteers in relevant posts will be subject to the appropriate level of criminal record checks.

The Disclosure and Barring Service (DBS) [1] is used to check the criminal record of applicants for posts where there is frequent and/or intensive contact with children under the age of 18 and/or vulnerable adults as part of normal and routine duties. 'Frequent' means once a week or more and 'intensive' means four days a month or more or overnight. When it is uncertain whether a member of staff or volunteer fits into one of these categories, the Head of HR and a Senior Manager must discuss the issue to agree a joint decision. Where agreement cannot be reached the Head of HR will make the final decision.

It will be made clear to applicants for posts of this nature that the position is exempt from the provisions of the Rehabilitation of Offenders Act 1974 and they will need to obtain a satisfactory DBS certificate at the appropriate level prior to commencing employment.

Post holders requiring clearance will not be confirmed in their posts until disclosure information has been received and evaluated. All relevant posts are subject to a satisfactory disclosure being received. This will be detailed in an employee's written statement of terms and conditions of employment.

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[1] The DBS operates the vetting and barring scheme which aims to prevent unsuitable people from working with children, young people or vulnerable adults and conducts criminal record checks to enable an assessment to be made on the suitability of a person to care or work with children, young people or vulnerable adults.

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The Council's recruitment and selection procedure also ensures that staff or volunteers who will be working with children and/or vulnerable adults meet appropriate standards around experience and qualifications and that evidence is secured as part of the recruitment process.

All existing employees whose role requires a DBS certificate will be required to have a recheck every three years. They will be asked if they wish to participate in the DBS online Update Service, whereby for a small annual subscription fee (initial fee refunded if person remains in employment 12 months after joining the update service), the DBS certificate will be kept up to date and will be portable from role to role where the same type and level of check is required. If a new employee is not already subscribing to the Update Service at the time of being offered a post that requires a DBS check, they will be asked to complete a new DBS application form.

If a criminal record is disclosed the individual's employment situation will be reviewed and this may result in the termination of their employment.

The Council has a duty to refer an individual to the DBS where they consider that a person has caused or may pose a risk of harm to children or vulnerable adults. Line Managers will be made aware of the procedures to follow in such circumstances and that failure to follow them will result in a disciplinary offence.

4.   Training

There are different levels of training available to staff, elected members and volunteers through the Portals, Safeguarding Children Board and Safeguarding Adults Board.

All new members of staff and elected members will be briefed on their responsibilities towards children, young people and vulnerable adults during their induction. Staff will be required to undertake the Level 2 on-line iHASCO Safeguarding training module on the Portal and elected members will be made aware of available training through their Portal.

5.   Responding to Disclosure, Suspicions and Allegations of Abuse

It is not the responsibility of those working for the Council to decide if abuse is occurring but it is their responsibility to act on concerns and notify the appropriate person or organisation.

The Procedures for everyone to follow are set out under point 7 below.

6.   Allegations of Previous Abuse

Symptoms can include hyper-vigilance, intrusive thoughts, and flashbacks. Flashbacks can be triggered by a variety of stimuli including current abuse by another adult, talking

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to someone else, an abusive experience, or learning of the abusive experiences of others.

Historical abuse refers to any allegations of child abuse, which occurred when the victim was a child, and which have been made when the victim is an adult.

Allegations of abuse may be made some time after the event (e.g. by an adult who was abused as a child or by a member of staff who is still currently working with children).

Historical abuse is not confined to abuse which occurred within institutions or at the hands of professionals; historical abuse allegations may also be made about non-professionals, i.e. family members, carers, or other young people.

Complaints should be taken seriously regardless of the amount of information available, for example, where the name of the people involved is not available or cannot be recalled.

Individuals making allegations of historical abuse may have carried their traumatic experiences with them for a significant number of years. Signposting to support services is essential.

7. Procedures – What To Do

It is not the responsibility of an employee or elected member to make the decision whether or not abuse is actually taking place. It is their responsibility to take all allegations seriously whether about a member of staff, elected member or the general public. Their role is to act on their concerns if an incident of abuse is reported.

There is a responsibility to protect children and vulnerable adults in order that appropriate organisations and agencies such as Police or Social Services can investigate and take any necessary action.

It is extremely important that any allegations are not discussed (unless absolutely necessary) as any breaches could be damaging to the child or vulnerable adult and to any investigation which may follow.

What to do:
- Listen carefully to what they have to say
- Don't ask direct questions
- Do not lead the conversation
- Do encourage them to talk

- Be honest with them about what you can and cannot do
- Tell them that you are not able to keep what they have told you secret and you will try to find them the help they need
- When they have finished, make a detailed note of what they have said in their own words
- If you have serious concerns about the immediate safety of the person, contact Social Services or the Police, guidance can be found below
- Complete the **Incident Record Form** which can be found on the Portal this will automatically alert the Safeguarding Team of your concerns and actions taken
- Do not contact or confront the individual who is alleged to be responsible
- Any requests for information from members of the public (including parents) or the media should be directed to the designated Safeguarding Lead

Next Steps:

The Safeguarding Support Team and/or the Safeguarding Lead will consider the information provided and decide whether or not the concern needs reporting to the appropriate Safeguarding bodies or whether signposting to support groups or other organisations is required.

- If the case requires a formal safeguarding referral the original member of staff who completed the Incident Record Form will be requested to make the appropriate online formal referral

- In cases involving employees, elected members or volunteers in an allegation of sexual abuse, including the observing, handling or distributing of materials in any media that involves the sexual abuse of children, the matter should be immediately referred to the Police by a Senior Manager

- Where there are concerns about a member of staff's, elected members or volunteers behaviour outside the workplace towards a child, young person or vulnerable adult, this should be reported at the earliest opportunity to an appropriate Senior Manager

- The Council assures all staff, elected members and volunteers that it will fully support and protect anyone who in good faith (without malicious intent) report his or her concerns about a colleague's practice or the possibility that a person may be being abused or bullied

- The Council recognises that it has a duty to staff, elected members and volunteers against which allegations have been made

- The person who receives information concerning a suspected case of abuse by another member of staff, elected member or volunteer should make a full record of what has been said as soon as possible and pass the information onto an appropriate Senior Manager

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Guidance for recording information for Social Services or the Police:

To ensure that this information is as helpful as possible, a detailed record should always be made at the time of the disclosure/concern, which should include the following:

- The name, age and date of birth of the person at risk
- Their home address and telephone number
- Whether or not the person making the report is expressing their own concerns or those of someone else
- The nature of the allegation. Include dates, times, any special factors and other relevant information
- Make a clear distinction between what is fact, opinion or hearsay
- A description of any visible bruising or other injuries. Also any indirect signs, such as behavioural changes
- Details of witnesses to the incidents
- The individual's account, if it can be given, of what has happened and how any bruising or injuries occurred
- Have the parents been contacted?
- If so, what has been said?
- Has anyone else been consulted? If so, record details
- If the child was not the person who reported the incident, has the child been spoken to? If so, what was said?
- Has anyone been alleged to be the abuser? Record details
- Where possible referral to the Social Services or Police should be confirmed in writing within 24 hours and the name of the contact who took the referral should be recorded
- Complete the **Incident Record Form** on the Portal this will automatically alert the Safeguarding Team of concerns and actions taken

8.   Procedures for Managing Unacceptable Customer Behaviour

Cotswold District Council is committed to providing great services to all their customers. However, they acknowledge that this needs to be balanced against providing a safe working environment for their staff to operate within.

We exist to improve our local communities with services our staff are proud to deliver.

On occasion, customers may behave inappropriately towards our staff. Where this occurs, the Council reserves the right to manage customer contact in an appropriate manner to protect our staff and to maintain the effectiveness of our service to other customers.

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This procedure sets out the approach of the Council on managing any customers whose actions or behaviours are considered unacceptable and are either having a harmful impact on staff or their ability to provide a consistent level of service to other customers.

For the avoidance of doubt this procedure covers all methods of contact, including face to face, email, telephone, letter and via social media.

[Link to Procedure Document](#)

9. Confidentiality, Data Protection and Sharing of Information

Information sharing is vital in identifying and tackling all forms of abuse and neglect. The Data Protection laws should not prevent, or limit, the sharing of information for the purposes of keeping children safe. Lawful and secure information sharing between Social Services and other local agencies is essential for keeping adults and children safe and ensuring they get the support they need.

The Data Protection Act 2018 introduced 'safeguarding' as a reason to be able to process sensitive, personal information, even without consent (**DPA, Part 2, 18; Schedule 8, 4**).

Fears about sharing information **must not be allowed** to stand in the way of promoting the welfare and protecting the safety of adults and children. As with all data sharing, appropriate organisational and technical safeguards.

All members of staff and volunteers must comply with legislative requirements and Council guidelines with regard to Confidentiality, Data Protection and Information Sharing.

The Council recognises that all information regarding the safeguarding of children, young people and vulnerable adults should be kept confidential. However, in order that children, young people and vulnerable adults are protected from harm, in some circumstances, usual considerations of confidentiality that might apply to other situations within the Council may be overridden.

The Council will abide with the relevant Safeguarding Board Information Sharing Protocols.

The Council understands the importance of ensuring that personal data is always treated fairly, lawfully and appropriately and that the rights of individuals are upheld. The Council is fully committed to compliance with the requirements of the Data Protection Act.

The Council is required to share information for a number of reasons, including when information is requested in connection with an assessment of a child's needs under

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section 17 of the Children Act 1989 or an enquiry under section 47 of that Act or in connection with court proceedings.

The Council may need to share information about a child or young adult with other agencies. This information sharing is coordinated by the relevant Multi-Agency Safeguarding Hub.

The type of information that may be shared includes names, contact details, information about a person's physical or mental health or relations with others. The sharing of this information will be restricted to those who have a demonstrable need to know and robust protections, such as encryption, will be used to share this information.

All staff and volunteers must comply with the Council's internet and e-mail policy and IT Security Policy.

The Lead Safeguarding Officer(s) will act as a first point of contact for notification of any deaths of children /young people or vulnerable adults on Council premises.

Information must only be shared on a 'need-to-know' basis, but you do not need consent to share information if a child is suffering, or at risk of, serious harm.

Staff/volunteers who receive information about children and their families in the course of their work should share that information only within appropriate professional contexts

Timely information sharing is essential to effective safeguarding.

Annex A - Definitions and Types of Abuse

Children and Young People

There are different types of abuse as defined in 'What to do if you're worried a child is being abused'. ([MHCLG March 2015](#)).

Safeguarding and promoting the welfare of children is defined as:

- Protecting children from maltreatment
- Preventing impairment of children's health or development
- Ensuring that children grow up in circumstances consistent with the provision of safe and effective care
- Taking action to enable all children to have the best outcomes

Child protection is part of this definition and refers to activities undertaken to prevent children suffering, or being likely to suffer, significant harm.

Abuse is a form of maltreatment of a child, and may involve inflicting harm or failing to act to prevent harm.

Neglect is a form of abuse and is the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development.

Children includes everyone under the age of 18

A child may be at risk of abuse in many ways:

Type	Definition	Example Indicators
Emotional	The persistent emotional maltreatment of a child such as to cause severe and persistent effects on the child's emotional development.	Conveying to children that they are worthless or inadequate; imposing age or developmentally inappropriate expectations; serious bullying; exploitation; isolation; segregation.
Sexual	Forcing or enticing a child or young person to take part in sexual activities, whether or not the child is aware what is happening, including use of images through social media or other IT.	Inappropriate sexual behaviour, use of language, fear of adults, recoiling from physical contact.

Neglect	The persistent failure to meet a child's psychological needs, likely to result in the serious impairment of the child's health or development.	Inadequate food, clothing or shelter. Poor access to appropriate medical care or treatment, isolation, truanting, lateness.
Physical	May involve hitting, shaking, throwing, poisoning, burning, scalding, drowning, suffocating or otherwise causing physical harm to a child.	Unexplained bruising, burns, fractures, weight gain or loss, repeat illness.
Criminal and Sexual Exploitation	Using a child for profit, labour, sexual gratification or some other personal or financial advantage.	Challenging behaviour appears to be making choices. Don't understand that they are being exploited. Criminal exploitation is a main method used by County Lines gangs. Sexual exploitation can occur through use of technology without the child's recognition such as being persuaded to post sexual images on social media or other IT.

Vulnerable Adults

A vulnerable adult is any person aged 18 or over whom:

- Has needs for care and support (whether or not the local authority is meeting any of those needs)
- Is experiencing, or at risk of, abuse or neglect
- As a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect

A vulnerable adult may be at risk of abuse in many ways:

Type	Definition	Example Indicators
Physical	Non accidental use of physical force that results or could result in bodily injury, pain or impairment including: assault,	Unexplained bruising, cowering or flinching, bruising consistent with being hit, unexplained burns, unexplained fractures.

	hitting, slapping, pushing, misuse of medication and restraint.	
Domestic Abuse	An incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse by someone who is or has been an intimate partner or family member regardless of gender or sexuality.	Unexplained bruising, cowering or flinching, bruising consistent with being hit, isolation from friends and family, emotional abuse, withholding finances.
Sexual	Direct or indirect involvement in sexual activity without consent.	Incontinence, difficulty/discomfort walking, excessive washing, sexually transmitted diseases, bruising/bleeding in genital areas, bruising, urinary infections.
Emotional or Psychological	Acts or behaviour which impinges on the emotional health of, or which causes distress or anguish to individuals.	Disturbed sleep, anxiety, confusion, extreme submissiveness or dependency, sharp changes in behaviour, loss of confidence or appetite.
Neglect and Acts of Omission	Ignoring or withholding physical or medical care needs which result in a situation or environment detrimental to the individual.	Ignoring medical, physical or emotional care needs (incl. dressing), failure to provide access to appropriate health care, withholding medication, adequate nutrition and heating.
Financial and Material Abuse	Unauthorised, fraudulent obtaining and improper use of funds, property or any resources of an adult at risk. Scamming and coercion in relation to an adult's financial affairs.	Unexplained or sudden inability to pay bills, unexplained withdrawals of money from accounts, personal possessions going missing, unusual interest by a friend/neighbour in financial matters.
Discriminatory	When values, beliefs or culture result in a misuse of power that denies mainstream opportunities to some groups or individuals. Including discrimination on grounds of race, faith, religion,	Inciting others to commit abusive acts, lack of effective communication, bullying.

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	age, disability, gender, sexual orientation and political views, along with racist, sexist, homophobic or ageist comments or jokes or comments and jokes based on a person's disability or any other form of harassment, slur or similar treatment.	
Institutional or Organisational	Where the culture of the organisations places the emphasis on the running of the establishment above the needs and care of the person.	Lack of care plans, contact with the outside world not encouraged, no flexibility or lack of choice.
Self-neglect	Neglecting to care for one's personal hygiene, health or surroundings and includes behaviour such as hoarding.	Deterioration in physical appearance, lack of grooming, rapid weight gain or loss.

There are a number of specific acts that constitute abuse which could affect both vulnerable adults and children;

Female Genital Mutilation (FGM)

FGM is a collective term used for illegal procedures, such as female circumcision, which include the partial or total removal of the external female genital organs, or injury to the female genital organs for a cultural or non-therapeutic reason.

Honour Based Violence (HBV)

HBV is abuse in the name of honour, covering a variety of behaviours (including crimes), mainly but not exclusively against females, where the person is being punished by their family and/or community for a perceived transgression against the 'honour' of the family or community, or is required to undergo certain activities or procedures in 'honour' of the family.

It is a form of domestic abuse which relates to a victim who does not abide by the 'rules' of an honour code. This will have been set at the discretion of relatives or community; the victims are punished for bringing shame on the family or community.

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Forced Marriage

In a forced marriage a person is coerced into marrying someone against their will. They may be physically threatened or emotionally blackmailed to do so. It is an abuse of human rights and cannot be justified on any religious or cultural basis.

It is not the same as an arranged marriage where they have a choice as to whether to accept the arrangement or not. The tradition of arranged marriages has operated successfully within many communities and countries for a very long time.

Stalking

The Protection of Freedoms Act 2012 defines "stalking" as an offence. However, there is no legal definition, but examples include: following or spying on a person or forcing contact with the victim through any means including social media. Any of these examples carried out repeatedly or persistently can cause significant alarm or distress.

Radicalisation

Prevent is a government strategy which aims to raise awareness and resilience to radicalisation. It recognises that children and vulnerable adults can be susceptible to extremist views and coerced into criminal behaviour.

Modern Slavery

There are many different characteristics that distinguish slavery from other human rights violations, however only one needs to be present for slavery to exist. It involves people being forced to work through mental or physical threat, owned or controlled by an 'employer' usually through mental or physical abuse or the threat of abuse, dehumanised and being treated as a commodity or bought and sold as 'property'.

Human Trafficking

Takes place when a victim is moved from one place to another for the purpose of exploitation, this could be through sexual exploitation, domestic servitude, forced labour, forced criminality or organ harvesting. The trafficker is able to control and exploit through violence, coercion or deception.

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Cyber Crime

Cyber-crime is defined as criminal activity carried out by means of computers or the internet. Criminals are increasingly exploiting the speed, convenience and anonymity of the internet to commit a diverse range of criminal activities without physical or virtual borders. These crimes can cause serious harm and pose significant threats to vulnerable adults and children. Cyber-crime may take the form of cyber bullying. Cyber-bullying is the process of using the Internet, mobile phones or other devices to send or post text or images intended to hurt or embarrass another person. Victims of cyberbullying may not know the identity of their bully, or why the bully is targeting them. The harassment can have wide-reaching effects on the victim, as the content used to harass the victim can be spread and shared easily among many people and often remains accessible for a long time after the initial incident.
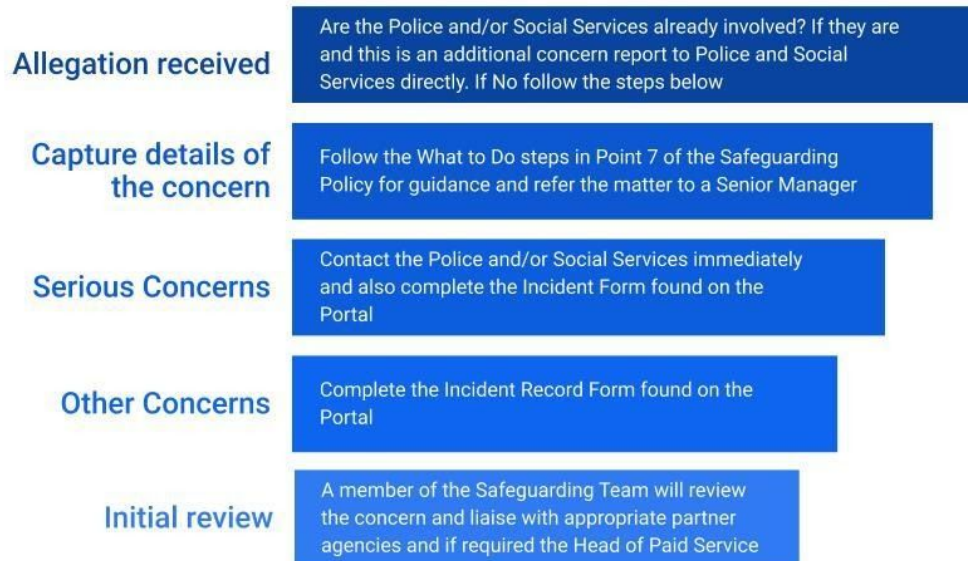
Annex B - Useful Partner Contacts

Police Non-Emergency	101
Early Help Team	01452 328160
Children's Helpdesk	01452 426565
Adults Helpdesk	01452 426868
Gloucestershire Domestic Abuse Support Service	0845 602 9035
Gloucestershire Rape and Sexual Abuse Centre	01452 526770
Family Information Service	0800 542 0202
NSPCC	0808 800 5000
ChildLine	0800 1111
Crimestoppers	0800 555 111
Victim Support	01452 317444
Age UK	01452 422660
Samaritans	01452 306333
Modern Slavery National Helpline	0800 121 7000
P3	01242 576002
Change Grow Live	01452 223014
VCS Alliance	info@glosvcsalliance.org.uk
Gloucestershire Probation	01452 389200
Restorative Gloucestershire	01452 754542

Annex C - Reporting Procedure Summary Diagrams

These should be used in conjunction with the detailed step by step procedure guidance within the Safeguarding Policy.

Reporting Procedure Summary Diagram

Allegation received	Are the Police and/or Social Services already involved? If they are and this is an additional concern report to Police and Social Services directly. If No follow the steps below
Capture details of the concern	Follow the What to Do steps in Point 7 of the Safeguarding Policy for guidance and refer the matter to a Senior Manager
Serious Concerns	Contact the Police and/or Social Services immediately and also complete the Incident Form found on the Portal
Other Concerns	Complete the Incident Record Form found on the Portal
Initial review	A member of the Safeguarding Team will review the concern and liaise with appropriate partner agencies and if required the Head of Paid Service

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Equality Impact Assessment Form

1. Persons responsible for this assessment:

Names: Mandy Fathers	
Date of assessment: 18.9.20	Telephone: 01285 623571 Email: mandy.fathers@publicagroup.uk

2. Name of the policy, service, strategy, procedure or function:

Safeguarding policy and Procedures

3. Briefly describe it aims and objectives

To implement a corporate Safeguarding Policy to ensure the Council meets its statutory responsibility and duty of care in reporting safeguarding issues and that its members, officers, contractors and those commissioned to provide services are aware of their legal obligations to safeguard children, young people and vulnerable adults

4. Are there any external considerations? (e.g. Legislation/government directives)

The Care Order Act 2014
The Children Act 2004

5. What evidence has helped to inform this assessment?

Source	✓	If ticked please explain what
Demographic data and other statistics, including census findings	☐	
Recent research findings including studies of deprivation	☐	
Results of recent consultations and surveys	☐	
Results of ethnic monitoring data and any equalities data	☐	
Anecdotal information from groups and agencies within Gloucestershire	✓☐	Safeguarding Boards. Multi-agency safeguarding hub (MASH)

Comparisons between similar functions / policies elsewhere	✔☐	Gloucestershire Safeguarding Adults Board (GSAB). Gloucestershire Safeguarding Children Board (GSCB)
Analysis of audit reports and reviews	☐	
Other:	☐	

6. Please specify how intend to gather evidence to fill any gaps identified above:

n/a

7. Has any consultation been carried out?

Internal consultation and engagement will be undertaken as necessary to ensure the effective implementation and delivery of this Policy

If NO please outline any planned activities

N/A

8. What level of impact either directly or indirectly will the proposal have upon the general public / staff? (Please quantify where possible)

Level of impact	Response
NO IMPACT – The proposal has no impact upon the general public/staff	☐
LOW – Few members of the general public/staff will be affected by this proposal	✔ ☐
MEDIUM – A large group of the general public/staff will be affected by this proposal	☐
HIGH – The proposal will have an impact upon the whole community/all staff	☐

9. Considering the available evidence, what type of impact could this function have on any of the protected characteristics?
Negative – it could disadvantage and therefore potentially not meet the General Equality duty;
Positive – it could benefit and help meet the General Equality duty;
Neutral – neither positive nor negative impact / Not sure

	Potential Negative	Potential Positive	Neutral	Reasons	Options for mitigating adverse impacts
Age – Young People			✔	The proposal is inclusive to people of different age groups, but it is not specific to age	
Age – Old People			✔	The proposal is inclusive to all ages	
Disability			✔	The proposal is inclusive to people with disabilities but is not specific to disability	
Sex – Male			✔	The proposal is inclusive to all gender groups, but it is not specific to gender	
Sex – Female			✔		
Race including Gypsy and Travellers			✔	The proposal is inclusive to people of all races, but it is not specific to race	
Religion or Belief			✔	The proposal is inclusive to people of all religions, but it is not specific to religion	
Sexual Orientation			✔	This proposal is inclusive to all types of sexual orientation, but it is not specific to sexual orientation	
Gender Reassignment			✔	The proposal is inclusive to all gender groups, but it is not specific to gender	
Pregnancy and maternity			✔	The proposal is inclusive to people who are pregnant and/or on maternity, but it is not specific to this group	
Geographical impacts on one area			✔	The proposal is inclusive to the whole of Cotswold district	
Other Groups		✔		This proposal is inclusive to all other groups that are not mentioned	
Rural considerations: ie Access to services; leisure facilities, transport; education; employment; broadband.			✔	The proposal is inclusive to the whole of Cotswold district	

10. Action plan (add additional lines if necessary)

Action(s)	Lead Officer	Resource	Timescale

11. Is there is anything else that you wish to add?

n/a

Declaration

I/We are satisfied that an equality impact assessment has been carried out on this policy, service, strategy, procedure or function and where an negative impact has been identified actions have been developed to lessen or negate this impact. We understand that the Equality Impact Assessment is required by the Council and that I/we take responsibility for the completion and quality of this assessment.

Completed By:	Mandy Fathers	Role:	Business Manager : Operational Support & Enabling	Date:	18.9.20
Line Managers signature:				Date:	

Council name	**COTSWOLD DISTRICT COUNCIL**
Name and date of Committee	**CABINET - 7 DECEMBER 2020**
Report Number	**AGENDA ITEM 11**
Subject	**UPDATE ON PROPOSED JOINT TOURISM SERVICE REVIEW**
Wards affected	ALL
Accountable member	Cllr. Tony Dale - Cabinet Member for the Economy and Skills Email: tony.dale@cotswold.gov.uk
Accountable officer	Philippa Lowe, Business Manager Localities Tel: 01285 623515 Email: philippa.lowe@publicagroup.uk
Summary/Purpose	To set out the scope of a review and option appraisal for the Shared Tourism Service.
Annexes	Annex A: POWERPOINT SLIDES which include: Snapshot of Visitor Economy, Impact of Covid-19, Tourism Team structure, work plan, and Covid-19 recovery response
Recommendation/s	*a) That the report be noted;* *b) That the review be undertaken and following completion, the outcome of the review and options appraisal be reported back to Cabinet.*
Corporate priorities	Enable a vibrant economy
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Internal consultations with various officers at Cotswold and the wider shared team working with West Oxfordshire District Council.

1. BACKGROUND

1.1.   The purpose of this report is to set out details of a proposed review of the Tourism service. To ensure the review is well grounded it will need to take into account the Green Economic Growth Strategy and the Council's priority to 'Enable a Vibrant Economy'.

1.2.   The review also needs to be framed within the context of the wider visitor economy and the complex network of external relationships and players within the system. This reflects both the fact that visitors are not governed by administrative boundaries and also the need for interventions which rely on wider collaborations.

1.3.   Key partners and stakeholders include Visit England, GFirst Local Enterprise Partnership, and Destination Management Organisations, businesses in the local economy (not just hospitality and accommodation), neighbouring local authorities and Publica partner organisations.

1.4.   The review work will examine several options around future delivery models and opportunities for how the service could work in the future. It will focus on a number of key areas including funding and financial profile, governance, role of members, performance reporting and scrutiny (effectiveness of outcomes delivered, return on investment and economic added value), communication plans and relationships with key external partners. With regard specifically to the funding of the shared service, the current funding split with partners is not equitable and this will need to be addressed as part of the review.

1.5.   It is also of note that there has been a radical shift in the way visitors and businesses communicate, access information and book services. Covid-19 has rapidly accelerated this move to more online, digitally based solutions and an increasing reliance on social media. The better businesses are geared up to allow on line services, the greater resilience they have and the better they can perform.

1.6.   Understanding this context is important to the review as is building a picture of the return on investment which has implications for the design and delivery of tourism services, including the Council's funding model which currently supports the work of Visitor Information Centres.

1.7.   The visitor economy, as a sector, plays a key part of the local economy and contributes to the district's appeal as a place to visit and invest. The visitor economy also has a key role to play in strengthening the high street, supporting the vitality of local communities and the viability of local services as part of the Covid-19 recovery plans.

1.8.   The tourism and hospitality industry supports 18% of employment in the district and 8% of all employment in Gloucestershire. It contributes a total business turnover of £412 million a year in the District (£1.61bn to the County) and supports 5,221 FTE jobs in the District. This is based on data published prior to the pandemic. Annex A provides an overview of the impact of Covid-19 on the sector and a snapshot of the local visitor economy, the volume of visitors, spend and value to the wider local economy.

1.9.   The Council's shared tourism team have worked successfully for many years to market the area and its businesses, focusing their efforts to influence visitor behaviour to the benefit of Cotswold District's wider local economy. They work closely with all sectors within the visitor economy including local attractions,

accommodation and experience providers, as well as event organisers, restaurants and shops. (See Annex A for team structure, team work areas and Covid-19 response efforts)

1.10. The current structure of the team dates back to 2015 when a new shared tourism team was set up to work across West Oxfordshire and Cotswold District Council areas. The tourism team works with colleagues from West Oxfordshire District Council, local businesses and local communities on projects and initiatives to support the wider visitor economy and have, since Covid-19, directed their attention to recovery work (Annex A provides examples of their work).

1.11. The team also have responsibility for managing and running 'Cotswolds Tourism', which is a destination management organisation (DMO) with responsibility for promoting the wider Cotswolds. The DMO brings together a partnership of organisations which includes other local authorities (West Oxfordshire, Cotswold, Tewkesbury, Cheltenham, and Stroud) alongside the Cotswolds National Landscape (Cotswolds Conservation Board).

1.12. The Cotswolds DMO draws its membership from this wider Cotswolds area, not just the area within the Cotswolds AONB (National Landscape) boundaries: the whole of the Cotswold District Council administrative area is included. 145 businesses from within the District are members of the DMO.

1.13. The Cotswolds DMO offers major opportunities to the local visitor economy: access to far wider audiences for local businesses, far greater press and media interest, improved funding and grant aid opportunities, more opportunities for businesses to network, gain industry insights and training support.

1.14. The primary work of the tourism team in support of the DMO membership and partners is the 'controlled' marketing of businesses, events and activities that take place in the Cotswolds Tourism area. The objective is to influence visitor behaviour, increase visitor spend, extend the season, encourage visitors to less visited areas and to promote active tourism rather than passive sightseeing.

2. MAIN POINTS

The following section sets out the main elements of the review, focussing on a number of key headings.

2.1. Corporate Priorities

2.1.1. The final outcome of the review must be informed by the Council's aims and objectives for the Visitor Economy to ensure that the structure and priorities for the service enable delivery of corporate priorities.

2.1.2. The Council's Corporate Plan (2020 – 2024) has a stated priority to "Enable a vibrant economy" and an aim to secure successful businesses in the visitor economy with higher value spend and more even footfall. The associated actions are:

- Deliver the actions set out in the Cotswold Tourism destination management plan

- Make the Cotswolds a vibrant year-round destination

- Promote high-quality visitor experiences

- Increase tourism's contribution to the economic, social and environmental sustainability of our communities

2.1.3.   To deliver this priority the Council needs to be able to strengthen key partnerships and ensure it has a strong and valued voice. Cotswold District Council has an important role to play in supporting the generation of sustainable jobs in the visitor economy which contribute positively to the distinct, high quality places we are proud to live in, work in and visit.

2.1.4.   This overriding context needs to be a driving principle for the review work.

2.2.   Business Needs

2.2.1.   In shaping the future model for the service, the needs of the business community are a critical element. The impact of Covid-19 on the local economy has been and continues to be significant and the visitor economy has been disproportionately adversely affected. Building greater resilience for the sector through improving their digital offer, developing skills, enhancing the quality and value of jobs and the link to Green opportunities are all potential elements of the wider support for visitor economy businesses.

2.2.2.   Annex A includes slides which provide headline details about the effects of Covid-19 and the on-going challenges and risks for the sector. The review needs to take into account the wider impact on the visitor economy, what support is required in the future and what role the District Council should play.

2.2.3.   The review work needs to include direct business engagement to understand what support is needed during Covid-19 recovery, in the rebuilding phase and to help future resilience within the visitor economy.

2.3.   Communications Strategy

2.3.1.   Whilst communication to the visitor economy businesses is well developed, internal communications within the Council need to be improved. The review therefore needs to establish a suitable communications strategy that ensures joined up working across the Council and visibility of the work being undertaken and outcomes delivered.

2.3.2.   An agreed means of communication with Members also needs to be developed together with a strategy for external communications which acknowledge the Council's contribution to supporting the visitor economy and the value of the tourism team's work.

2.4.   Cotswolds Tourism Destination Management Organisation

While working in partnership under the Cotswolds Tourism DMO banner has many potential benefits for the Council, it is timely to review the delivery model to include an options appraisal of:

2.4.1.   Funding and resources: what levels are equitable and what potential income streams are available?

2.4.2.   Governance: what needs to be in place to ensure robust governance, suitable accountability arrangements and service level agreements with partners?

2.4.3.   DMO model: what options are available? What is the most appropriate and sustainable model and how does that work in relation to resources required to support the wider local economy and economic priorities of the Council?

2.4.4.   Neighbouring DMOs: Explore options for closer working relationships which would

be of benefit to local businesses in the visitor economy such as joint membership schemes, project collaboration, coordinated campaigns and shared business networking and support opportunities.

2.5. **Governance, performance monitoring and scrutiny**.
To support the work of the team and delivery of the Council's priorities, the review will need to consider options to ensure appropriate arrangements are in place to report on the outputs from the work of the tourism team and also set out the level of member involvement in Destination Management Organisations.

2.6. **Collaborations and relationship with external partners**

2.6.1. While acknowledging that 'The Cotswolds' is the pre-eminent leisure brand in the visitor economy, it is important that the Council can also benefit from its connections within Gloucestershire and the role it plays at a regional level. The review will examine how the Council positions itself in relation to the delivery of the GFirst Local Industrial Strategy where businesses in the tourism sector are seen as cornerstone businesses; part of the backbone of the economy and which provide a platform for economic recovery and growth.

2.6.2. The review needs to consider how the Council works with neighbouring DMO's and Councils and how the Tourism Team can work more closely with GFirst LEP to ensure that the views and needs of the visitor economy in Cotswold District are taken into account and that advantage is taken of any potential funding opportunities.

2.7. **Management of assets**

2.7.1. The last few years have seen a rapidly increasing trend towards the use of digital technology in all walks of life. This has been particularly noticeable in the visitor economy, where digital is now the default means of marketing and information provision. The tourism team have been part of this move with their Cotswolds.com website (over 1.2 million unique visitors a year) and strong social media following (over 100,000 followers). The Covid-19 pandemic has vastly accelerated the move to digital: not only must most attractions, accommodation and even meals be pre-booked online, but printed materials are seen as a potential health hazard. This trend is never likely to be reversed.

2.7.2. The Review will need to be clear about the needs of visitors and businesses to be supported as part of building greater resilience for the future.

3. **FINANCIAL IMPLICATIONS**

3.1. The process will review options for equitable funding arrangements that take account of Council priorities and associated resources and costs to support delivery of those objectives.

4. **LEGAL IMPLICATIONS**

4.1. This report has no legal implications.

5.   RISK ASSESSMENT

5.1.   The report raises no specific risks; however the review process will assess any identified risks associated with future delivery models.

6.   EQUALITIES IMPACT

6.1.   No recommendations are made in this report which impact on equalities.

7.   CLIMATE CHANGE IMPLICATIONS

7.1.   The tourism team encourage businesses to be environmentally friendly in their practices and promote the development of green tourism in the District. The Council, together with the DMO can provide a leadership role to support and emphasise the sector's role in helping the local economy to become carbon neutral.

8.   ALTERNATIVE OPTIONS

8.1.   The report sets out the proposed approach to undertake a review which will identify appraised options.

9.   BACKGROUND PAPERS

9.1.   None.

(END)

Shared Tourism Service

Philippa Lowe
Business Manager Localities

Your Local Visitor Economy: Volume and Value

	Cotswold
Staying Visitor Trips	568k
Staying Visitor Nights	1.82m
Staying Visitor Spend	£133m
Staying Visitor Spend per visit	£235
Day Visits	6.8m
Day Visitor Related Spend	£222m
Day Visitor Spend per visit	£33
Total Business Turnover Supported	£361m
Estimated Actual **Employment**	7,286
Proportion of Employment	18%

Visitor Economy Spend: Cotswold District Council

The Value to our economy…

- **Attractions - £50m**

    - Day visitors £36m, Staying £14m

- **Accommodation - £51m**

- **Shopping / Retail - £79m**

    - Day visitors £59m, Staying £21m

- **Food & drink - £123m**

    - Day visitors £94m, Staying £29m

The impact of Covid-19

The visitor economy came to an almost complete halt in March

- ► Accommodation: closed except a few for key workers

- ► Attractions: little opportunity to diversify

- ► Food & drink: a few were able to offer takeaway services

- ► Retail: best placed to move to online sales but most visitor related sales are either low value or impulse buys

- ► High levels furloughed

- ► Events cancelled

Employments Furlouged by sector - UK
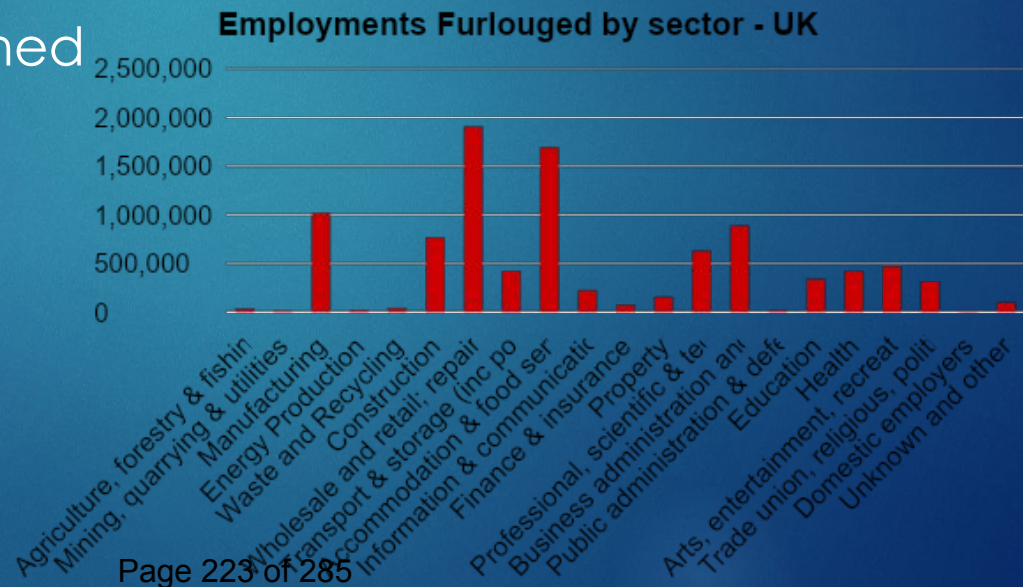
Visitor Economy: Covid-19 effects

- **Overseas visitors**
  - Unlikely to reach 2019 levels until 2024
- **Limited operating capacity**
  - Most hospitality businesses operating at 50-70% capacity
  - Often shorter opening hours/appointment only
- **Increased costs**
  - Cleaning, table service not self-service, PPE
- **Fewer volunteers**
  - Generally older and more vulnerable to Covid-19

Visitor Economy:
On-going Challenges/Risks

- **Redundancies as furlough ends**
- **Insolvency threat for businesses especially**
  - If reliant on business, wedding or events markets
  - If reliant on overseas visitors
  - Sectors which still can't operate or operate easily
  - More seasonal businesses that missed a key part of their operating season
- **Changing visitor profiles and demographics**
- **Local sensibilities around incoming visitors**

Shared Service: Team Resources
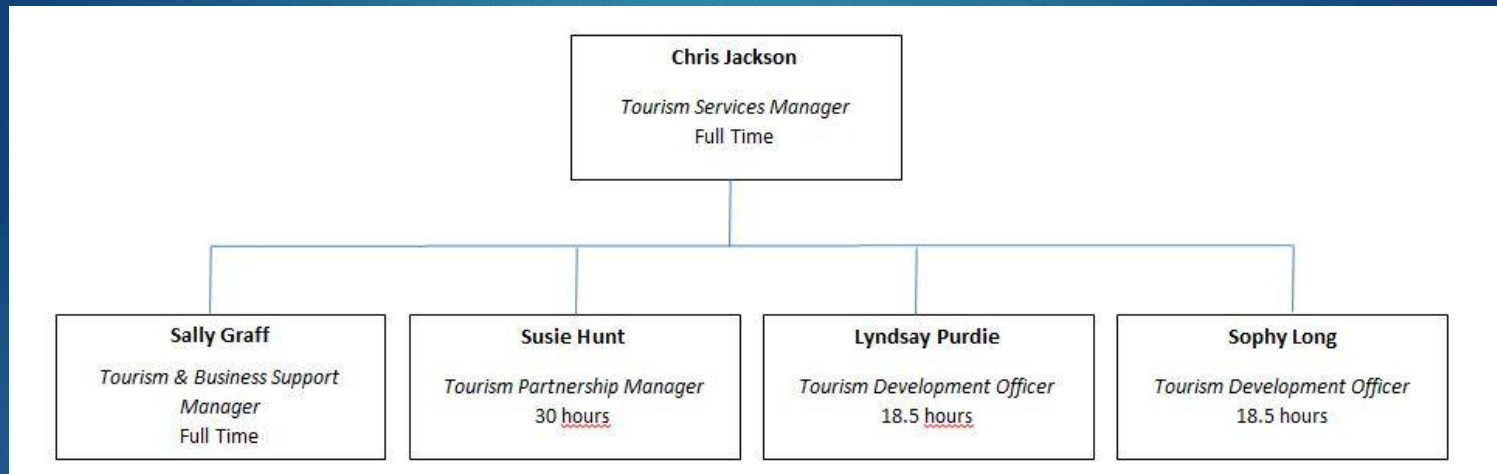
Note: Tourism Digital Officer – 22 hours (vacant since March 2017)

Tourism Team Work 2020 / 21

- **Business recovery efforts** (see next slide: Contribution to Covid-19 recovery)

- **Market town support**

- **Marketing and promotion of the area**

- **Discover England Fund Project**
  - Project to spread visits geographically and seasonally

- **Business Engagement**
  - Networking and Local Connexion (business interaction)
  - Support local businesses

- **Training –** co-ordinate, best practice, case studies

- **Publications –** visitor guide, bedroom browser, town guides

- **Press and PR**
  - Media and film enquiries

Contribution to Covid -19 Recovery

- **Stakeholder engagement**
  - Free membership and individual contact ; 23 Sector led meetings
  - Consumer newsletter to 48,000
  - Guidance and best practice; Messages – 'know before you go'
  - Support to move online and to digital
- **Marketing and Promotion**
  - Marketing skills and Networking / Business Communications
  - Signposting to business support / advice / training
- **Reopening of town centres**
- **Pilot Project for Local Tour Operators and Accommodation Providers**
  - 'Experiences' with local business – domestic packages
  - Real Cotswolds - working with 5 towns across two authorities: Cirencester, Tetbury, Northleach, Witney and Woodstock
- **Targeting Overseas residents – particularly in London**
- **Local staycation market**
- **Digital Connectivity**

Council name	**COTSWOLD DISTRICT COUNCIL**
Name and date of Committee	**CABINET - 7 DECEMBER 2020**
Report Number	**AGENDA ITEM 12**
Subject	**REVIEW OF PARKING CHARGES IN RISSINGTON ROAD CAR PARK, BOURTON-ON-THE-WATER**
Wards affected	ALL
Accountable member	Cllr. Mike Evemy - Deputy Leader and Cabinet Member for Finance Email: mike.evemy@cotswold.gov.uk
Accountable officer Author	Jon Dearing - Group Manager for Resident Services Tel: 01993 861221 Email: jon.dearing@publicagroup.uk Mandy Fathers - Business Manager for Operational Support and Enabling Tel: 01993 861232 Email: mandy.fathers@pubicagroup.uk
Summary/Purpose	To enable Cabinet to review parking tariffs in Bourton on the Water and provide funding to improve the management of visitors to the village
Annexes	Annex A - Proposed tariff charges

Recommendation/s	That Cabinet approves;
	
	    a) *the proposed charges for parking in Bourton-on-the-Water;*
	
	    b) *the removal of 'free after three' in Bourton-on-the-Water;*
	
	    c) *the removal of the half hour and one hour parking bands in Bourton-on-the-Water;*
	
	    d) *the extension of Sunday charges to 6.00 pm; and,*
	
	    e) *that the Group Manager for Resident Services be authorised, in consultation with the Deputy Leader and Cabinet Member for Finance, to review and make a final decision on the Off-Street Parking Order following consultation on the proposed changes to the Order;*
	
	    f) *consultation to take place with Bourton-on-the-Water Parish Council, their District Councillor and local residents and businesses on how the proceeds of the proposed 'tourism charge' could be spent.*

Corporate priorities	Delivering our services to the highest standards
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Leader of the Council, Deputy Leader and Cabinet Member for Finance, Chief Finance Officer, Interim Chief Executive, Monitoring

	Officer, Group Manager, Publica Senior Management Team, Ward Member and Parish Council.

1. BACKGROUND

1.1. The COVID-19 pandemic has resulted in more people spending their holidays within the UK. Although this is positive for businesses across the district, it has, in some cases resulted in a negative impact on local residents and their neighbourhoods resulting in an increase in complaints from town and parish Councils and residents.

1.2. Bourton on the Water has always been a favourite tourist destination; unfortunately this year the village has experienced a large increase in visitors which has had some detrimental effects on residents and the local area. In July 2020, Cabinet approved new parking tariffs for all of its car parks, which came into effect on 1 September 2020. Previous to this, parking charges had remained at the same level since 2010.

2. MAIN POINTS

2.1. Rissington Road car park in Bourton on the Water is predominantly used by tourist visitors to the village and not local residents and therefore consideration is being given to a further review of the current parking tariffs and non-chargeable parking.

2.2. Options currently available to the Council are as follows:

1) Remove 'free after three' as the Council is currently offering a discount to tourists which is not necessary and which is highly unlikely to influence the timing of their visit.

2) Remove the half hour and one hour charges and implement a minimum stay of two hours. Tourism visits are rarely short stays, whilst local residents will still have the provision for parking in the Co-op parking area or in 'on street' limited waiting spaces.

3) Extend Sunday parking tariffs from 4 pm to 6 pm.

4) Consider the principle of a 'tourism charge' of 50p to be added to parking tariffs of two hours or more.

2.3. The additional income from options 1,2 and 3 could be used to fund Council operational activity. The additional income raised through option 4 could be made available to support the Council and its partners to help alleviate the effects that mass tourism can bring, such as:

● by increasing on street parking enforcement by Gloucestershire County Council

● by increasing resources for litter picking

2.4. Should the option in 2.4 be supported, a consultation could be undertaken with the village's parish council, local residents and businesses to determine how best to utilise the resultant revenue.

3. FINANCIAL IMPLICATIONS

3.1. Extending the chargeable parking hours to include 3pm to 6 pm Monday to Saturday and 4pm to 6pm on Sundays will increase the number of chargeable hours by 20 per week from 48 hours to 68 hours. Based upon the 2018/19 income per chargeable hour, this could be expected to generate additional income of up to

£70,000 per annum. This report proposes taking a prudent approach by assuming that the hourly rate of the additional hours will be half of the currently chargeable hours, thereby we assume we could deliver £35,000 of the additional income each year. The change to the minimum stay of 2 hours is estimated to increase income by between £15,000 and £20,000 per annum.

3.2. The financial implications of implementing the £0.50 "tourism charge" to the car park charge is estimated to increase income by £25,000.   It is proposed that the additional income is invested back into services and facilities in the village to alleviate the impact of mass tourism.

4. LEGAL IMPLICATIONS

4.1. Any changes to the existing terms and conditions, and or charges in the car park will require a variation to the Off-Street Parking Order allowing for consultation and representation.

5. RISK ASSESSMENT

5.1. The figures used to estimate future income related to parking behaviour before the pandemic, and so projected use of the spaces may differ from what was previously anticipated.

6. EQUALITIES IMPACT

6.1. There will be no impact on any of the specific groups. Vehicles displaying a valid blue badge are able to park for free in the Rissington Road car park.

7. CLIMATE CHANGE IMPLICATIONS

7.1. None

8. ALTERNATIVE OPTIONS

8.1. Members may consider not to approve all, but some of the recommendations.

(END)

Annex A – Proposed Rissington Road tariffs

Time	Current Tariff £	New Tariff (incl VAT) £
½ hr	0.70	Not Applicable
1 hr	1.60	Not Applicable
2 hr	2.80	3.30
3 hr	3.70	4.20
5 hr	4.70	5.20
10hr	7.80	8.30

COTSWOLD DISTRICT COUNCIL

Council name	**COTSWOLD DISTRICT COUNCIL**
Name and date of Committee	**CABINET - 7 DECEMBER 2020**
Report Number	**AGENDA ITEM 13**
Subject	**GLOUCESTERSHIRE COUNTY WIDE P3 LEASING AGREEMENT**
Wards affected	ALL
Accountable member	Cllr. Lisa Spivey- Cabinet Member for Housing Email: lisa.spivey@cotswold.gov.uk
Accountable officer	Jon Dearing - Group Manager for Resident Services Tel: 01993 861221 Email: jon.dearing@publicagroup.uk Caroline Clissold - Housing Manager Tel: 01594 812309 Email: caroline.clissold@publicagroup.uk
Summary/Purpose	To seek approval for Cotswold District Council to contribute funds to the countywide p3 leasing scheme
Annexes	Annex A - Everyone Settled Paper to S151 officers and Strategic Housing Partnership Annex B - Partnership Leasing Agreement Annex C - Allocations Process Annex D – Equalities Impact Statement
Recommendation/s	*It is recommended that:* a) *the partnership agreement is approved and that the interim Chief Executive is delegated authority to sign it on behalf of the authority;* b) *the allocations process is approved;* c) *the contract cost of £17,000 is funded from the latest £100,000 Covid-19 grant allocation from Government.*
Corporate priorities	Delivering our services to the highest standards Providing good quality social rented homes Helping residents and communities access the support they need for good health and wellbeing
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Council Leader Portfolio Holder S151 Officer Interim Head of Paid Service Strategic Housing Partnership

1. BACKGROUND

1.1. In March 2020 a few days prior to the first national Covid-19 lockdown the Government issued a directive to Local Authorities to bring in all known rough sleepers, and those that were at risk of rough sleeping, off the streets to mitigate against the increased risk of serious harm or death from Covid-19 to this cohort. This became known as the 'Everyone In' directive.

1.2. Gloucestershire County Council commissioned 4 hotels / facilities on behalf of the County and the 6 Gloucestershire District Councils to accommodate this cohort of rough sleepers. At the height of lockdown, around 140 individuals were accommodated at any one time.

1.3. The Covid-19 Rough Sleepers Cell & the Accommodation Cell were created in response to this directive. Through these cells, the district councils have worked in partnership with the County Council and other agencies to successfully move around 160 clients into longer term, more secure accommodation. As a result the hotel accommodation has recently been reduced to 1 facility with 65 beds.

1.4. There are around 30 clients from across the County who were accommodated under the 'Everyone In' directive still using the remaining hotel, with around a further 10 clients in the wider homelessness pathways.

1.5. 29 individuals remain 'street homeless' across the county however the County Rough Sleeper Co-Ordinator and the Outreach Team are currently working in conjunction with the district councils to find bespoke solutions for each client. The numbers given fluctuate on a daily basis therefore an approximation is being used for the current cohort for the purposes of this report.

1.6. This Council currently has no clients in the remaining county booked hotel but has 9 clients included in the wider homelessness pathway.

2. MAIN POINTS

2.1. On 3rd July 2020 a paper was presented to the Gloucestershire Strategic Housing Partnership requesting approval to proceed with a leasing scheme arrangement with a partner agency, P3.

2.2. The aim of the scheme is to address the long term accommodation needs of the 'Everyone In' clients with low support needs who currently remain in short term accommodation.

2.3. This would be at a cost of £17,000 per authority for P3 to lease 50 properties across the county. This proposal was approved for consideration by the Gloucestershire Chief Finance Officer group on the 9th July 2020.

2.4. The Lead Authority, Stroud District Council asked that this be treated as a Countywide scheme to meet the needs of all of the clients remaining in accommodation sourced under 'Everyone In' with no specific guarantees of the number of properties sourced in each area, or that district councils would be given an even split of the allocations.

2.5. The Chief Finance Officers considered this proposal and were supportive of the spending on condition that a fair allocation policy was agreed. The paper considered by the Chief Finance Officers is attached Annex A.

2.6. This Countywide approach could also benefit Cotswold clients who have gravitated to the urban areas of the County.

2.7. The final draft of the Partnership agreement is attached at Annex B.

2.8. Concerns raised by this Council around the continuing lack of a fair and transparent allocations process have also now been resolved.

2.9. The Allocation Process is attached at Annex C and contains a specific reference to clients accommodated outside of the Countywide accommodation, but who are part of the 'Everyone In' cohort. This has been included to reflect that this Council has no clients currently in the County booked hotel.

3. FINANCIAL IMPLICATIONS

3.1. The cost of the Countywide Partnership to this Council is £17,000. It is proposed that this cost is funded by an allocation from the latest Covid-19 Government grant received by this Council of £100,000.

4. LEGAL IMPLICATIONS

4.1. The Partnership agreement has been fully considered at all stages by the Council's Legal service. Recommendations from the Council's Legal service have been incorporated within the Partnership Agreement attached at Annex B which has now been agreed by all legal parties involved. It is proposed that authority to enter in to the finalised Agreement is delegated to the Interim Chief Executive.

4.2. In response to the pandemic, and to support Local Authorities in ensuring that anyone rough sleeping or at risk of rough sleeping was given appropriate housing support and accommodation, the MHCLG added additional priority need and vulnerability criteria to the Homelessness Reduction Act 2017. This stated that 'those with a history of rough sleeping should be considered vulnerable in the context of COVID-19, taking into account their age and underlying health conditions.'

4.3. Signposting to further guidance to assist agencies with the assessment of the homelessness sector was also included in the update entitled Coronavirus (COVID 19) – Clinical homeless sector plan: triage – assess – cohort – care.

5. RISK ASSESSMENT

5.1. Due to the Countywide spirit of the Partnership agreement, alongside the high rental and property value in the Cotswolds, there is a risk that no properties will be sourced in this District.

5.2. Cotswold District Council clients may be offered accommodation outside of the District if accommodation is not available in the area.

5.3. If it is not suitable for clients to be accommodated outside of the area due to support needs or disruptions to support networks, Cotswold District Council clients may not be offered any accommodation under the P3 Leasing Scheme.

5.4. There is also a risk that the volume of Gloucester City clients may overwhelm the scheme, however this has been mitigated by the creation of the Allocations process and inclusion of a 'local offer first' consideration.

5.5. The contract with P3 includes a requirement to assess the scheme at the half way point when 25 properties have been sourced and allocated. At this point the Council could choose to either redirect P3 into sourcing accommodation in the

District, or withdraw from the scheme.

5.6. If the Council decides not to enter into the scheme, there could be reputational damage within the Countywide partnership.

6. EQUALITIES IMPACT

6.1. Low Impact – Few members of the general public / staff will be affected by this proposal. EIA attached, Annex D.

7. CLIMATE CHANGE IMPLICATIONS

7.1. None

8. ALTERNATIVE OPTIONS

8.1. The Council could choose to set up its own leasing scheme to fulfil the needs of their remaining cohort, however this would be far more costly than joining a larger scheme.

8.2. To provide a support service for up to 8 properties would need a part time officer at a cost of around £10,000 - £12,000 a year in salary costs.

8.3. A leasing scheme would need to offer the landlord a rent guarantee, property maintenance and for this cohort, extensive housing support. The Local Housing Allowance for Cirencester for example is around £550 per calendar month however open market rental costs for a 1 bed property in the Cirencester area range from £550 to £800 per calendar month. Therefore for the Council to provide landlords with the same leasing service, it would make a loss of a minimum of approximately £125 per month for the support element alone (more support may be needed depending on the clients assessed need) as the maximum income that could be gained would be the Local Housing rate of £550.

8.4. With any repairs being in addition to this, increased capability within the Property Services Team would be needed to carry out regular repairs, or a contract entered into with an external contractor.

8.5. A further budget would be needed to return the property back to the original state prior to the lease ending.

8.6. In order for the scheme to be financially viable for the client to sustain long term, rents would need to be within Local Housing Allowance rates.

9. BACKGROUND PAPERS

9.1. None.

(END)

Annex A

Everyone Settled – move-on proposal

Background

During the height of the Covid-19 virus, the Gloucestershire authorities made a swift response to house all rough sleepers, no matter what their circumstances or background, under the 'Everyone In' initiative.

This has given us an unprecedented opportunity to engage with the rough sleeper cohort and make significant steps to end entrenched rough sleeping in Gloucestershire.

At present the rough sleeper cohort numbers around 120 in total, mainly housed in hotel accommodation procured by Gloucestershire County Council. The contract with the hotels is due to end later this month, although discussions are in progress to extend the accommodation.

Given that there was already a housing crisis in Gloucestershire when Covid-19 broke out, options to permanently house the rough sleeper cohort are extremely limited, and they are in direct competition with those already accepted as homeless and in priority need by the Local Authorities. The only solution to this would be a significant and rapid increase in the supply of 1 bedroom accommodation units across the county, together with the associated support services needed to provide a housing-led solution.

Proposal

Housing support charity P3 has put forward two options:

1. P3 leases properties from the private sector. The cost to local authorities is an upfront £2k per unit for setup and deposits with rents being set at Intensive Housing Management rates initially, reverting to LHA once the support is no longer required. P3 requires properties to be in tranches of 25 countywide; 25 properties = one support worker. It is suggested that we fund 50 properties immediately at a cost of £17k per authority, with a project review to take place at 25 properties. P3 estimate that properties will take 3 – 6 months to come on-stream.

2. Off the shelf purchase. P3 has an ethical investor lined up to provide £3m capital funding for purchases. No funding required from local authorities but adding funding would increase the number to be purchased. An LA letter of support required in order to proceed. This also looks to be a very viable option and worthy of further scoping on an urgent basis.

Both of these proposals would create the vital increase in supply needed, and could make a very real impact on radically reducing street homelessness not just now, but into the future by providing a new pathway back into permanent and safe housing.

It is too early to say whether the promised MHCLG funding will support either or both of these projects, but it seems likely. However, there is not the luxury of time to wait for funding announcements, bidding processes and decision making and Gloucestershire authorities should commit immediately to the £17k per authority to treat this as a countywide project. In addition, resources would need to be found in order to support the project with officer time to contract and establish the project, and provide ongoing monitoring and support to P3.

Pippa Stroud, Chair, Covid-19 Accommodation Supply Cell 02/07/20
Pippa.stroud@stroud.gov.uk

Annex A

Pippa Stroud, Chair, Covid-19 Accommodation Supply Cell 02/07/20
Pippa.stroud@stroud.gov.uk

THIS AGREEMENT is made the   day of   2020

BETWEEN:-

(1)   **CHELTENHAM BOROUGH COUNCIL** of Municipal Offices, Promenade, Cheltenham, Gloucestershire GL50 9SA ('Cheltenham');

(2)   **COTSWOLD DISTRICT COUNCIL** of Trinity Road, Cirencester, Gloucestershire, GL7 1PX ('Cotswold');

(3)   **FOREST OF DEAN DISTRICT COUNCIL** of High Street, Coleford, Gloucestershire GL16 8HG   ('Forest of Dean');

(4)   **THE COUNCIL OF THE CITY OF GLOUCESTER** of Herbert Warehouse, The Docks, Gloucester GL1 2EQ ('Gloucester');

(5)   **TEWKESBURY BOROUGH COUNCIL** of Gloucester Road, Tewkesbury, Gloucestershire GL20 5TT ('Tewkesbury');

(6)   **STROUD DISTRICT COUNCIL** of Ebley Mill, Ebley Wharf, Stroud, Gloucestershire, GL5 4UB ('Stroud')

     Together being hereafter referred to as the "Participating Partners".

Background

1.   This Agreement is for the purposes of the Participating Partners procuring provision of the Services by P3 Housing Limited

2.   Stroud District Council has agreed to act as Lead Partner for the procurement on behalf of the Participating Partners to engage P3 Housing Limited for the provision of dispersed accommodation for rough sleepers and to pay invoices to P3 Housing Limited on their behalf.

4.   The other Participating Partners to this Agreement will contribute to the Funding as set out in this Agreement.

5.   The purpose of this Agreement is to set out the responsibility and contributions for the funding between the Participating Partners to enable the delivery of the Services using the Project Funding.

AGREEMENT

1   DEFINITIONS AND INTERPRETATION

1.1   The following terms shall have the following meaning for the purposes of this Agreement:

     Accommodation Protocol: The document appended at Schedule 3 describing how the Participating Partners will allocate dwellings in connection with the provision of the Services.

     Agreement means this Agreement and any Schedules:

     Commencement Date means the date of the Agreement;

     Project Funding has the meaning given to it in Clause 6 of this Agreement;

     Lead Partner means Stroud unless replaced by such other of the Participating Partners as may be agreed in accordance with Clause 10;

Other Partners means the Participating Partners other than the Lead Partner;

Service Agreement means the contract between the Lead Partner and the Service Provider substantially in the form of the draft agreement set out in Schedule 1;

Service Provider means P3 Housing Limited who are the appropriately qualified and experienced third party provider of the Services appointed by the Lead Partner;

Services means the provision of dispersed accommodation for rough sleepers

Term means the period from the Commencement Date until terminated in accordance with Clause 2;

Key Contact Person means the person nominated by a Participating Partner pursuant to Clause 5.1.7 of this Agreement

Force Majeure means any cause materially affecting the performance by a Participating Partner of its obligations under this Agreement arising from acts, events, omissions or non-events beyond its reasonable control, including (without limitation) acts of God, riots, war, acts of terrorism, fire, flood, storm or earthquake, epidemic, pandemic and any disaster, but excluding any industrial dispute relating to the Participating Partner in question, its employees, staff, other workers, agents and consultants or any other failure in its supply chain

1.2   Headings contained in this Agreement are for reference purposes only and should not be incorporated into this Agreement and shall not be deemed to be any indication of the meaning of the clauses to which they relate.

1.3   This Agreement shall be several and the neuter singular gender throughout this Agreement shall include all genders and the plural and the successors in title to the Participating Partners.

2   TERM

2.1   The term of this Agreement shall be for the same duration as the Service Agreement or until a maximum of 50 dwellings have been sourced in accordance with the Accommodation Protocol whichever is sooner unless terminated as set out in Clause 10.

2.2   The Agreement may be extended for a further period of one year at the end of the initial period save that any of the Participating Partners may at their election inform the Lead Partner that it does not need further properties to be sourced.

3   APPOINTMENT OF LEAD PARTNER AND COLLABORATION

3.1   The Participating Partners appoint the Lead Partner to act on behalf of the Other Partners in appointing the Service Provider to deliver the Services and in the preparation of the Service Agreement.

3.2   The Participating Partners agree to work in a spirit of mutual co-operation to comply with the terms and conditions of this Agreement.

4   LEAD PARTNER'S OBLIGATIONS

4.1   The Lead Partner agrees that it will:

4.1.1   prepare the Service Agreement for the provision of the Services by the Service Provider;

4.1.2   enter into the Service Agreement with the Service Provider for the provision of the Services for the Participating Partners

4.1.3   act as the primary contact with the Service Provider on behalf of the Participating Partners;

4.1.4   pay to the Service Provider such amounts as may be payable under the terms of the Service Agreement provided that the Lead Partner has received the funding from the Participating Partners and will;

         (a) establish and hold an account called the "Rough Sleeping Dispersed Accommodation Project Account" on behalf of all the Participating Partners;

         (b) maintain the "Rough Sleeping Dispersed Accommodation Project Account" in a format agreed by the Participating Partners from time to time and all Participating Partners shall have access to the said account as and when requested;

         (c) receive each Participating Partner's share of the Project Funding

         (d) make and provide all appropriate banking and accounting arrangements and services required for the due and proper receipt, holding and application of the Project Funding

4.1.5   act in the best interests of the Participating Partners in the management of the Service Agreement

4.1.6   not delegate any duties or obligations arising under this Agreement otherwise than may be expressly permitted under its terms.

5   THE PARTICIPATING PARTNERS' OBLIGATIONS

5.1   Each Participating Partner agrees to:

5.1.1   act in good faith with transparency honesty and openness towards the others and use reasonable endeavours to observe the terms of the Service Agreement and this Agreement;

5.1.2   do all things reasonably necessary or desirable to give effect to the Agreement;

5.1.3   pay its contribution to the Project Funding for the Services at the time and in the manner provided for in Clause 6.2 below;

         contribute such resources, including officer time, as is reasonably required to give effect to the Agreement use reasonable endeavours not do or cause to be done anything or omit to do anything which would result in the Participating Partners breaching the terms of the Service Agreement or otherwise giving the Service Provider the right to terminate the Service Agreement, for the avoidance of doubt, the Service Provider will maintain contact with the parties to this agreement where necessary.

5.1.5   nominate a Key Contact Person who shall have authority to liaise with the Lead Partner upon matters arising from this Agreement IT BEING AGREED that the Participating Partners initial Key Contact Persons shall be the persons specified as such in Schedule 2 and any change to a Participating Partner's Key Contact Person shall be notified to the other Participating Partners within 14 days of the change being made5.1.7   Use reasonable endeavours to make such arrangements as are necessary to support people accommodated in the dwellings'

6 PROJECT FUNDING

6.   Project Funding

6.1   The Participating Partners have agreed to contribute the following maximum total amounts payable on the terms set out 6.2 to the Project Funding to fund the Services and any extension of the Service Agreement in the event that it is extended in accordance with the terms of the Service Agreement:

Participating Partner	Total Contribution
Cheltenham	£16,666
Gloucester	£16,666
Cotswold	£16,666
Forest	£16,666
Stroud	£16,666
Tewkesbury	£16,666

6.2   In consideration of the services to be rendered by the Lead Partner under this Agreement the Other Partners agree to pay their respective share of the Total Contributions to the Lead Partner as they fall due on a pro rata basis at such time as the tranches of 10 dwellings are sourced up to a maximum of 50 dwellings (Five tranches of £3,333.20) within 30 days of receipt of an invoice from the Lead Partner for the sum due who will issue the invoices when it receives the invoice from the Service Provider .

7 INDEMNITIES

7.1   Each of the Participating Partners (either as lead Partner or as one of the Other Partners) shall indemnify and keep indemnified each other against all claims and losses arising directly or indirectly out of or in connection with a failure by the relevant Participating Partner to comply with its obligations under this Agreement.

8 MONITORING, REVIEW AND DISPUTE WITH THE PROVIDER

8.1   The Participating Partners agree to set up a Co-ordinating Group in accordance with the following provisions of this Clause 8.1

8.1.1   the size and membership of the Co-ordinating Group shall be determined from time to time by the Participating Partners and shall consist of the Key Contact Persons with no Participating Partner being entitled to nominate more than one representative to the Co-ordinating Group.

8.1.2   The Co-ordinating Group shall monitor and review the progress of the Services in line with the detail specified in this Agreement and the Service Agreement in particular:

   a.   Address non-performance in line with the terms and conditions of the Service Agreement; and

   b.   In the event of non-performance by the Service Provider consider options for remedies and shall agree how any costs associated with taking action or otherwise acting to rectify any issues is apportioned between the Participating Partners

8.2   The Lead Partner will monitor and review the progress of the Service Provider in line with the frequency and detail specified in the Service Agreement.

8.3   In the event of continued default in performance by, or disputes with, the Service Provider the Lead Partner will seek legal advice from its internal legal team and then report options for remedies to the Other Partners who shall decide the action that should be taken to remedy

such continued default by the Service Provider (such remedy may include the early termination of the Service Agreement).

8.4   If due to a dispute with the Service Provider it is necessary for the Participating Partners to seek advice or support from an external legal firm or counsel the costs of such advice or support shall be shared equally by the Participating Partners IT BEING AGREED that the Participating Partners shall agree to the instruction of external legal advice in writing and the amount of any expenditure before it is incurred.

9   WARRANTY

9.1   Each of the Participating Partners warrants that:

9.1.1   it has the necessary right and authority to enter into this Agreement; and

9.1.2   the signatories hereto for and on behalf of the Participating Partners are authorised and fully empowered to execute this Agreement on that Participating Partner's behalf.

10   TERMINATION AND CHANGE OF LEAD PARTNER

10.1   This Agreement may be terminated:

10.1.1   by effluxion of time;

10.1.2   by the Lead Partner giving not less than 14 days' notice to the Other Partners in the event the of the early termination of the Service Agreement;

10.2   Upon termination of this Agreement the Participating Partners will do anything reasonably necessary to bring about an efficient termination of this Agreement

10.3   If a Participating Partner wishes to withdraw from this Agreement ("the Withdrawing Partner), it may do so by giving not less than one month's written notice to the other Participating Partners ("Notice of Withdrawal") provided always that the Withdrawing Partner shall first have paid its share of the contribution to the Project Funding for the dwellings sourced up to the time that Notice of Withdrawal is given to the Lead Partner in accordance with Clause 6.2 of this Agreement and agrees to reimburse the remaining Participating Partners the costs, penalties or other losses arising from the Withdrawing Partner's withdrawal from the Agreement.

10.4   If the Participating Partner which is from time to time the Lead Partner wants to resign from that role it will give the Other Partners not less than one month's prior written notice of its resignation from the role of Lead Partner. The Other Partners will meet before the expiry of the notice period and agree which of the Other Partners will take over the role of Lead Partner. The Partner that has given notice of resignation from the role of Lead Partner will assist in the handover of this role to the new Lead Partner as far as it is reasonably able to.

11   FORCE MAJEURE

11.1   If a Participating Partner is affected by Force Majeure it shall forthwith notify the other Participating Partners of the nature and extent thereof.

11.2   No Participating Partner shall be deemed to be in breach of this Agreement, or otherwise be liable to the other, by reason of any delay in performance, or the non-performance, of any of its obligations hereunder, to the extent that such delay or non-performance is due to any Force Majeure of which it has notified the other Participating Partners, and the time for performance of that obligation shall be extended accordingly.

11.3 If the Force Majeure in question prevails for a continuous period in excess of three months, the Participating Partners shall enter into bona fide discussions with a view to alleviating its effects, or to agreeing upon such alternative arrangements as may be fair and reasonable.

12 PUBLICITY AND PUBLIC RELATIONS

12.1 The Participating Partners will co-operate and consult with each other in respect of any matter involving public relations in so far as reasonably practicable having regard to the nature and urgency of the issue involved. The Participating Partners may agree protocols for the handling of public relations from time to time.

13 FREEDOM OF INFORMATION

13.1 The Participating Partners acknowledge that they are subject to the requirements of the code of practice on access to government information, the Freedom of Information Act 2000 ("FOIA") and the Environmental Information Regulations ("EIR") and shall assist and cooperate with each other to enable Participating Partner to comply with their information disclosure obligations.

13.2 The Participating Partners shall provide all necessary assistance as reasonably requested by the other Participating Partners to enable the other Participating Partners to respond to any requests for information that fall under the FOIA or EIR and is related to the Project ("Request for Information") within the time for compliance set out in section 10 of the FOIA or regulation 5 of the EIR.

13.3 The Participating Partner who received the initial request for information shall be responsible for determining in its absolute discretion and notwithstanding any other provision in the agreement or any other agreement whether any information is exempt from disclosure in accordance with the provisions of the code of practice on access to government information, FOIA or the EIR.

13.4 The Participating Partners shall ensure that all information produced in the course of the agreement is retained for disclosure and shall permit the other Participating Partners to inspect such records as requested from time to time.

14. Data Protection Act 2018 / GDPR

14.1 With respect to the Participating Partners' rights and obligations under this agreement, the Participating Partners agree to each comply with the obligations imposed on them by the Data Protection Act 2018, GDPR and any data protection laws in place from time to time and will ensure that personal data is processed only in accordance with their own policies on data protection, information security and retention of personal data to comply with their obligations under data protection law.

15. Equality Act 2010

15.1 The Participating Partners agree to each comply with the obligations imposed on them by the Equality Act 2010.

16. COSTS

16.1 Subject to Clause 10.3 each of the Participating Partners shall pay its own costs and expenses incurred by it in connection with the preparation of the Agreement.

17. THIRD PARTY RIGHTS

17.1 A person who is not a party to this Agreement has no rights under the Contracts (Rights of Third Parties) Act 1999 to enforce any terms of the Agreement.

18. DISPUTE RESOLUTION

18.1   Without prejudice to the provisions of Clause 18.2 any disagreement arising between the Participating Partners shall be referred to the Co-ordinating Group who will endeavour to reach agreement on a consensus basis. If the disagreement is not resolved then the Co-ordinating Group will refer the matter to the Heads of Paid Service and/or Chief Executives of the Participating Partners for further resolution and if the disagreement remains then the matter will be referred to mediation as set out in clause 18.2 hereof.

18.2   All disputes or differences which at any time arise between the Participating Partners whether during the Term or afterwards touching or concerning this Agreement or its construction or effect or the rights duties or liabilities of the Participating Partners under or by virtue of it or otherwise or any other matter in any way connected with or arising out of the subject matter of this Agreement shall be referred mediation, with the mediator to be determined by the Lead Partner.

19. NOTICE

19.1   Any notice which is to be given under the Agreement may be sent by hand, post, or email. Such correspondence shall be addressed to Key Contact Person of each Participating Partner unless directed otherwise.

20.1 VARIATION

20.1   No variation of this Agreement shall be effective unless it is in writing and signed by the Participating Partners (or their authorised representatives).

21. PROPER LAW AND JURISDICTION

21.1   This Agreement shall be governed by English Law in every particular including formation and interpretation and shall be deemed to have been made in England. Subject to Clause 18 (Dispute Resolution) any proceedings arising out of or in connection with this Agreement may be brought in any court of competent jurisdiction in England and Wales.

22. NO PARTNERSHIP

22.1   Save for the authority granted by this Agreement for the Lead Partner to act on behalf of and with the approval of the Participating Partners, nothing in this Agreement shall constitute or be deemed to constitute a partnership between the Participating Partners or any of them for the purposes of the Partnership Act 1890, the Limited Partnerships Act 1907, the Limited Liability Partnerships Act 2000 or any other legislation concerning partnerships or limited liability partnerships

AS WITNESS of which the authorised representatives of the Participating Partners have signed this Agreement the day and year first before written.

SIGNED on behalf of **CHELTENHAM BOROUGH COUNCIL**

…………………………………………..
Authorised Officer

SIGNED on behalf of **COTSWOLD DISTRICT COUNCIL**

……………………………………………..
Authorised Officer

SIGNED on behalf of **FOREST OF DEAN DISTRICT COUNCIL**

……………………………………………..
Authorised Officer

SIGNED on behalf of **THE COUNCIL OF THE CITY OF GLOUCESTER**

……………………………………………..
Authorised Officer

SIGNED on behalf of **TEWKESBURY BOROUGH COUNCIL**

……………………………………………..
Authorised Officer

SIGNED on behalf of **STROUD DISTRICT COUNCIL**

……………………………………………..
Authorised Officer

SCHEDULE 1
The Service Agreement

DATED

**CONTRACT FOR THE PROVISION OF DISPERSED ACCOMODATION BY P3 ON BEHALF OF
STROUD DISTRICT COUNCIL
BETWEEN
STROUD DISTRICT COUNCIL
and
P3 HOUSING LIMITED**

SUPPLY OF SERVICES CONTRACT
CONTRACT DETAILS

DATE:

Council:	Stroud District Council
Council's address:	Council Offices, Ebley Wharf, Ebley, Stroud Gloucestershire GL5 4UB (the Council)
Council's representative:	Name: Pippa Stroud Title: Housing Strategy and Community Infrastructure Manager Email: pippa.stroud@stroud.gov.uk Telephone: 01454 434099 Postal Address: As above
Supplier:	P3 Housing Limited (No.09668602) (the Supplier)
Supplier's address:	Eagle House, Cotmanhay Road, Ilkeston, Derbyshire DE7 8HU
Supplier's VAT number:	N/A
Supplier's representative:	Name: Matt Gasside Title: Head of Support and Community Services Email: Matt.Gasside@p3charity.org Telephone: 07794280875 Postal Address: P3, Montrose House, Wellington Street, Cheltenham GL50 1XY
Services Start Date:	The date hereof.
Services:	As further detailed in Schedule 1.
Charges:	The Council will provide funding of £2,000 per dwelling secured, up to a maximum of 50 dwellings secured in Gloucestershire and made available to former rough sleepers, or to those at risk of rough sleeping.
Schedules:	Schedule 1: Services Schedule 2: Charges Schedule 3: Data Processing

THE CONDITIONS
PREAMBLE

a) This Contract outlines the terms and conditions under which the Supplier will provide dispersed accommodation services on behalf of the Council which is sourcing the accommodation on behalf of itself and Cheltenham Borough Council Cotswold District Council Forest of Dean District Council Gloucester City Council and Tewkesbury Borough Council.

b) The objective is to provide a basis and framework for the delivery of high quality accommodation that meets the needs of former street homeless persons in Gloucestershire through effective partnership working.

c) The Council has various statutory duties and powers regarding homeless persons arising under:

a) Part VII of the Housing Act 1996 (the Act) and
b) Homelessness Act 2002

d) The Supplier has agreed to assist the Council to perform its duties under the Legislation by providing access to appropriate accommodation as detailed below and will source, secure and manage appropriate accommodation from the private sector in order to provide accommodation services to former rough sleepers.

e) The Supplier will provide Intensive Housing Management to tenants, if eligible, to ensure that they are settled and able to maintain their tenancy. Where required, the Supplier will link to other housing related or additional support services.

f) The Council will provide funding as set out herein in a per dwelling basis which will be to cover the deposit bond, set up costs and basic essential furnishings (where required) for each dwelling.

g) This Contract is made up of the following:

- The Contract Details.

- The Conditions.

- The Schedules specified in the Contract Details.

If there is any conflict or ambiguity between the terms of the documents listed in paragraph 1(g), a term contained in a document higher in the list shall have priority over one contained in a document lower in the list.

This Contract has been entered into on the date stated at the beginning of it.

Signed by
for and on behalf of Stroud District Council ....
Keith Gerrard Strategic Director Communities

Signed by Jo Summers
for and on behalf of P3 Housing Limited ....
Director

Agreed terms

1 Interpretation

1.1 Definitions:

Charges: the charges payable by the Council for the supply of the Services by the Supplier, as set out in the Contract Details

Conditions: these terms and conditions set out in clause 1 (Interpretation) to 20 (Jurisdiction) (inclusive).

Contract: the contract between the Council and the Supplier for the supply of the Services comprising the Contract Details, these Conditions and the Schedules.

Control: has the meaning given in section 1124 of the Corporation Tax Act 2010, and the expression change of control shall be construed accordingly.

Data Protection Legislation: Data Protection Legislation: means (I) The General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679), the LED and any applicable national implementing Laws as amended from time to time, (ii) The Data Protection Act 2018 and (iii) all applicable Laws relating to personal data and privacy

Data Subject: shall have the same meaning as in the Data Protection Legislation.

Group: in relation to a company, that company, any subsidiary or holding company from time to time of that company, and any subsidiary from time to time of a holding company of that company.

Intensive Housing Management: Intensive Housing Management is housing management landlord services provided at a higher level than would usually be necessary to those tenants that need increased assistance to maintain their tenancies. Intensive Housing Management tasks can include:

- Provision of accessible materials and documentation to support the tenant's understanding of their tenancy.
- Advice & assistance to understand and comply with the tenancy conditions

- individual risk assessments to ensure any risks are identified and referrals to support agencies made if necessary
- Regular welfare checks to ensure your safety and well-being (this will be at a frequency agreed with the individual tenants)
- Assistance in sustaining all aspects of the tenancy
- Signposting and accessing support from other services e.g. budgeting support; assistance with debt management from voluntary agencies; accessing support to assist with alcohol/substance related matters
- Increased inspections and maintenance of the building, including health and safety issues, to address increased wear and tear to the property and facilities. Provision of minor repairs and maintenance that a tenant would be expected to do themselves in a general need's tenancy – changing lightbulbs, unblocking sinks, carrying out minor repairs. *"the little jobs around the place which a reasonable tenant would do"*
- Assistance in claiming/managing housing benefit application
- Advice and assistance on using equipment within the property
- Advice and assistance regarding security of the tenants' home
- Monitoring and signposting for social services/ support / care services
- Arranging repairs to communal areas, including fixtures and fittings

Participating Partners: the Council, Cheltenham Borough Council, Cotswold District Council, Forest of Dean District Council, the Council of The City of Gloucester, Tewkesbury Borough Council.
Personal Data: shall have the same meaning as in the Data Protection Legislation.

Services: the services to be provided by the Supplier pursuant to the Contract, as described in Schedule 1
Services Start Date: the day on which the Supplier is to start provision of the Services, as stated in the Contract Details.
1.2   Interpretation:
   a) A reference to a statute or statutory provision is a reference to it as amended, extended or re-enacted from time to time. A reference to a statute or statutory provision includes any subordinate legislation made from time to time under that statute or statutory provision.

   b) Any words following the terms including, include, in particular, for example or any similar expression shall be construed as illustrative and shall not limit the sense of the words, description, definition, phrase or term preceding those terms.

   c) A reference to writing or written includes and email.

2.   Commencement and term
2.1   The Contract shall commence on the Services Start Date and shall continue until the 31st of March 2021 (the initial period) or until the maximum of 50 dwellings have been sourced whichever is sooner for which purpose the Contract may be extended for a further period of one year at the end of the initial period unless terminated earlier in accordance with clause 2.2 or its terms
2.2   The Contract may be terminated by either party giving the other not less than three months' written notice to terminate save that the Council may at its election inform the Supplier that it does not need any further dwellings and may allow any existing dwellings sourced by the Supplier under this Contract to continue until the need is diminished
3.   Supply of services
        The Supplier shall supply the Services to the Council from the Services Start Date in accordance with the Contract.
3.1   In supplying the Services, the Supplier shall:
        (a) perform the Services with a reasonable level of care, skill and diligence in accordance with best practice in the Supplier's industry;

(b) co-operate with the Council in all matters relating to the Services and comply with all reasonable instructions of the Council;

(c) only use personnel who are suitably skilled and experienced to perform the tasks assigned to them, and in sufficient number to ensure that the Supplier's obligations are fulfilled;

(d) ensure that it obtains, and maintains all consents, licences and permissions (statutory, regulatory, contractual or otherwise) it may require and which are necessary to enable it to comply with its obligations in the Contract;

(e) ensure that the Services shall conform in all respects with the service description set out in Schedule 0;

(f) comply with all applicable laws, statutes, regulations and codes from time to time in force; and

(g) observe all health and safety rules and regulations and any other reasonable security requirements that apply at any of the Councils premises from time to time and are notified to the Supplier;

(h) not do or omit to do anything which may cause the Council to lose any licence, authority, consent or permission on which it relies for the purposes of conducting its business;

(i) notify the Council in writing immediately upon the occurrence of a change of control of the Supplier.

4. Council's obligations
The Council shall:
(a) provide such access to the Council's data and other facilities as may reasonably be requested by the Supplier and agreed with the Council for the purposes of providing the Services;

(b) provide such necessary information for the provision of the Services as the Supplier may reasonably request; and

4.1 A failure by the Council to comply with the terms of the Contract can only relieve the Supplier from complying with its obligations under the Contract with effect from the date on which the Supplier notifies the Council in writing and in reasonable detail of the Council's failure and its effect or anticipated effect on the Services.

5. Data protection
The parties shall comply with their data protection obligations as set out in Schedule 3

6. Charges and payment
In consideration for the provision of the Services, the Council shall pay the Supplier the Charges in accordance with this clause six.

6.1 All amounts payable by the Council exclude amounts in respect of value added tax (VAT) which the Council shall additionally be liable to pay to the Supplier at the prevailing rate (if applicable), subject to receipt of a valid VAT invoice.

6.2 The Supplier shall submit invoices for the Charges plus VAT if applicable to the Council for payment in advance for every 10 dwellings to be secured and thereafter in advance for every further 10 units if required. Each invoice shall include any supporting information reasonably required by the Council

6.3 The Supplier will immediately repay any sums which have been paid in advance for dwellings which it has not secured or is not able to secure or in the event the Contract comes to an end before all dwellings in that tranche have been secured

6.4 The Council shall pay each invoice which is properly due and submitted to it by the Supplier, within 30 days of receipt, to a bank account nominated in writing by the Supplier.

7. Limitation of liability

7.1 References to liability in this clause 7 include every kind of liability arising under or in connection with this Contract including but not limited to liability in Contract, tort (including negligence), misrepresentation, restitution or otherwise.

7.2 Neither party may benefit from the limitations and exclusions set out in this clause in respect of any liability arising from its deliberate default.

7.3 Nothing in this clause 7 shall limit the Council's payment obligations under the Contract.

7.4 Nothing in the Contract limits any liability which cannot legally be limited, including but not limited to liability for:

    i. death or personal injury caused by negligence;

    ii. fraud or fraudulent misrepresentation; and

7.5 The Supplier's total liability to the Council:

    i. for loss arising from the Supplier's failure to comply with its data processing obligations under clause 5 (Data protection) shall not exceed £10,000,000 on any one occurrence; and

    ii. for all other loss or damage shall not exceed the total amount of the total cost of the charges under this Contract.

7.6 The Council's total liability to the Supplier except as provided by law shall not exceed the sum
of £100,000

8. Insurance

During the term of the Contract and for a period of 3 years thereafter, the Supplier shall maintain in force, with a reputable insurance company, professional indemnity insurance employers liability and public liability insurance to cover the liabilities that may arise under or in connection with the Contract, and shall produce to the Council on request both the insurance certificate giving details of cover and the receipt for the current year's premium in respect of each insurance.

9. Termination

9.1 Without affecting any other right or remedy available to it, the Council may terminate the Contract with immediate effect by giving written notice to the Supplier if:

    i. there is a change of control of the Supplier (within the meaning of section 1124 of the Corporation Tax Act 2010) ; or

    ii. the Supplier's financial position deteriorates to such an extent that in the Council's reasonable opinion the Supplier's capability to adequately fulfil its obligations under the Contract has been placed in jeopardy.

9.2 Without affecting any other right or remedy available to it, either party may terminate the Contract with immediate effect by giving written notice to the other party if:

  (a) the other party commits a material breach of any term of the Contract which breach is irremediable or (if such breach is remediable) fails to remedy that breach within a period of 28 days after being notified in writing to do so;

  (b) the Supplier takes any step or action in connection with its entering administration, provisional liquidation or any composition or arrangement with its creditors (other than in relation to a solvent restructuring), applying to court for or obtaining a moratorium under Part A1 of the Insolvency Act 1986, being wound up (whether voluntarily or by order of the court, unless for the purpose of a solvent restructuring), having a receiver appointed to any of its assets or ceasing to carry on business

  (c) the Supplier suspends, or threatens to suspend, or ceases or threatens to cease to carry on all or a substantial part of its business.

9.3 Termination or expiry of the Contract shall not affect any of the rights, remedies, obligations or liabilities of the parties that have accrued up to the date of termination or expiry, including the right to claim damages in respect of any breach of the Contract which existed at or before the date of termination or expiry.

10. Exit arrangements

On termination of the Contract for whatever reason:

10.1 the Supplier shall, if so requested by the Council, provide all assistance reasonably required by the Council to facilitate the smooth transition of the Services to the Council or any replacement supplier appointed by it.

11. General

11.1 **Force majeure**. Neither party shall be in breach of the Contract nor liable for delay in performing, or failure to perform, any of its obligations under the Contract if such delay or failure result from events, circumstances or causes beyond its reasonable control which for the avoidance of doubt includes epidemic or pandemic and specifically Covid-19.

11.2 If the period of delay or non-performance continues for 4 weeks, the party not affected may terminate the Contract by giving 14 days' written notice to the affected party.

11.3 **Sub- Contracting**. The Supplier may not subContract any or all of its rights or obligations under the Contract without the prior written consent of the Council, such consent not to be unreasonably withheld. If the Council consents to any sub-contracting by the Supplier, the Supplier shall remain responsible for all acts and omissions of its sub-contractors as if they were its own.

12. Confidentiality.

Each party undertakes that it shall not at any time disclose to any person any confidential information concerning the business, affairs, customers, clients or suppliers of the other party except as permitted by clause 12.1

12.1 Each party may disclose the other party's confidential information:

(a) to its employees, officers, members, representatives, Contractors, subors or advisers who need to know such information for the purposes of carrying out the party's obligations under the Contract. Each party shall ensure that its employees, officers, members representatives, subcontractors or advisers to whom it discloses the other party's confidential information comply with this clause 12.1; and

(b) as may be required by law, a court of competent jurisdiction or any governmental or regulatory Council.

12.2 Neither party shall use the other party's confidential information for any purpose other than to perform its obligations under the Contract.

13. Entire agreement

The Contract constitutes the entire agreement between the parties and supersedes and extinguishes all previous agreements, promises, assurances, warranties, representations and understandings between them, whether written or oral, relating to its subject matter.

14 Variation

No variation of the Contract shall be effective unless it is in writing and signed by the parties (or their authorised representatives).

15. Waiver

15.1 A waiver of any right or remedy under the Contract or by law is only effective if given in writing and shall not be deemed a waiver of any subsequent right or remedy.

15.2 A failure or delay by a party to exercise any right or remedy provided under the Contract or by law shall not constitute a waiver of that or any other right or remedy, nor shall it prevent or restrict any further exercise of that or any other right or remedy. No single or partial exercise of any right or remedy provided under the Contract or by law shall prevent or restrict the further exercise of that or any other right or remedy.

16. Severance

If any provision or part-provision of the Contract is or becomes invalid, illegal or unenforceable, it shall be deemed modified to the minimum extent necessary to make it valid, legal and enforceable. If such modification is not possible, the relevant provision or part-provision shall be deemed deleted. Any modification to or deletion of a provision or part-provision under this clause shall not affect the validity and enforceability of the rest of the Contract.

17. Notices

17.1 Any notice given to a party under or in connection with the Contract shall be in writing and shall be delivered by hand or by pre-paid first-class post or other next working day delivery service at its registered office (if a company) or at the Councils principal place of business

17.2 Any notice shall be deemed to have been received:

(a) if delivered by hand, at the time the notice is left at the proper address;

(b) by email at the time it is received in the recipients email server

(c) if sent by pre-paid first-class post or other next working day delivery service, at 9.00 am on the second Business Day after posting;

18.   Dispute resolution

18.1   Without prejudice to the provisions of Clause 18.2 any disagreement arising between the parties shall be referred to the Co-ordinating Group who will endeavour to reach agreement on a consensus basis. If the disagreement is not resolved then the Co-ordinating Group will refer the matter to the Heads of Paid Service and/or Chief Executives of the Participating Partners for further resolution and if the disagreement remains unresolved then the matter will be referred to mediation as set out in clause 18.2 hereof.

18.2   All disputes or differences which at any time arise between the Participating Partners whether during the Term or afterwards touching or concerning this Contract or its construction or effect or the rights duties or liabilities of the Participating Partners under or by virtue of it or otherwise or any other matter in any way connected with or arising out of the subject matter of this Contract shall be referred to a mediator to be agreed upon by the Participating Partners.

19.   Third party rights
Other than as expressly provided herein the Contract does not give rise to any rights under the Contracts (Rights of Third Parties) Act 1999 to enforce any term of the Contract.

20.   Governing law
The Contract, and any dispute or claim (including non-contractual disputes or claims) arising out of or in connection with it or its subject matter or formation, shall be governed by, and construed in accordance with, the law of England and Wales.

21.   Jurisdiction
Each party irrevocably agrees that the courts of England and Wales shall have exclusive jurisdiction to settle any dispute or claim (including non-contractual disputes or claims) arising out of or in connection with the Contract or its subject matter or formation.

Schedule 1 - Services

1   **General**
The Supplier will provide 50 dwellings comprised of accommodation dispersed throughout the County of Gloucestershire for people who have been sleeping rough or at risk of rough sleeping. The Supplier where eligible will provide support via Intensive Housing Management to the tenants, with the ultimate aim of maintaining their tenancy.   The Supplier will, at its sole discretion decide on the appropriate tenure based on its professional opinion Where required, the Supplier will link to other housing related or additional support services.
The Supplier shall comply with the regulator's requirements in relation to tenancy and property management and its own service standards, as published to tenants.

2   **Services to Tenants**
The supplier shall take reasonable steps to ensure that:
- All dwellings   will be of a reasonable standard so that there are no health and safety risks to tenants and occupiers. The standard to be used is Housing Health and Safety Rating System HHSRS1. Tenants of dwellings will be provided with the same repairs and maintenance service, gas safety, electrical safety checks and legionella checks as P3's other tenants and dwellings shall:

    (a) be in a reasonable state of repair

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[1] The Housing Health and Safety Rating System (HHSRS) is a method of assessing housing conditions. It employs a risk assessment approach to enable risks from hazards to health and safety in dwellings to be minimised. The system applies to all dwellings, regardless of ownership.

(b) provide a reasonable level of thermal comfort

(c) be sourced in locations appropriate to the client group in terms of access to local services and amenities

and the Supplier shall provide the Council on request with evidence of the qualifications and accreditations of its staff sufficient for the Council to satisfy itself that the Supplier's staff are able to properly determine that dwellings meet the Housing Health and Safety Rating System standard. In the event that the Supplier is unable to determine whether a dwelling meets the Housing Health and Safety Rating System standard they shall refer the matter to the Council who shall make a determination as to whether the standard is met or not.

Tenancies start well and are established quickly

- Tenants needs are met via intensive housing management in partnership with other agencies

- Tenancies are closely monitored through regular home visits

- Action is taken quickly in response to arrears or other tenancy breaches, including in partnership with the Council and specialist agencies

3   **The Council**
will contribute to meeting these objectives by:
- Liaising with the Supplier's staff where there are concerns about potential breaches of tenancy

- Maintain other contacts with tenants to help to ensure that they understand their rights and responsibilities

- Ensuring that housing benefit claims are assessed and put into payment within 14 days of submission of a completed claim where possible

- Assessing any risks tenants pose to themselves or to others

4   **Facilities**
Where the tenant does not have their own furniture, the Supplier will provide basic furnishings that will stay in the Supplier's ownership and must be left in the dwelling . As a minimum, furnishings should provide means of cooking, keeping perishable food cool, and sleeping.

5.   **Terminating a Tenancy**
Breaches of any tenancy agreement will be discussed with the tenant and notified to the Council. Each party will assist the other by prompt notification of information about tenant households that might affect the provision of the tenancy (for example, changes in household members, changes of circumstance). The parties will act together to prevent loss of tenancy because of breaches of the tenancy agreement

Tenants will be offered help to sustain their tenancy. The Supplier may terminate the tenancy if the breaches persist, or if the tenant is in serious breach of their tenancy conditions. Should the Supplier decide to bring the tenancy agreement to an end, it will notify the Council at the earliest opportunity and discuss the circumstances with the Council in full, 6 **Performance and monitoring arrangements**

The effective operation of this Contract relies on regular and good quality communication between the Supplier and the Council. The standards set out in paragraph 7 of this Schedule are the minimum, and both parties will take other opportunities for liaison and joint working, particularly for the benefit of tenants and to maintain good relationships between the Supplier and the Council.

7.   **Liaison meetings**
Representatives of the Supplier and the Participating Partners will meet at least quarterly; the representatives being members of staff at team leader or management level who are empowered to take decisions on behalf of the organisation they represent regarding allocation and tenancies. The matters to be discussed include:

- How and when referrals will be made to the Supplier

- Formats for referrals and feedback

- Approaches to information sharing and monitoring, including Council feedback

- Performance management of the service

- Trends in street homelessness so that the Supplier is better prepared to respond to changes in demand

- Progression of individual case issues, for example, those not participating in managing their arrears or other tenancy issues

- Stock utilisation levels.

The standards set out in this paragraph 7 are intended to ensure an efficient and effective service that manages the risks to each party. It is important that staff members of both parties understand what is expected of them in relation to information-sharing and activities. The parties can agree additional or amended performance standards that ensure the smooth running of the service and reduce risk to each party.
Where there are concerns about the performance of either party, additional monitoring should be introduced to enable understanding of the issues so they can be remedied.

8. **Monthly monitoring reports**
    The Supplier will provide to the Council a monthly report that lists all dwellings and key data:
    - The address of the property comprising each dwelling (including any newly acquired dwellings) with details of local authority district, property type and size and address.

    - The nature of the dwelling (bedroom number, whether shared facilities or self-contained)

    - Where void, the void start date

    - Where tenanted, household members, tenancy start date, rent account status, other information pertaining to the tenancy (e.g., whether the tenant is bidding for properties, any tenancy breaches or identification of risks).

9. **Quarterly and annual monitoring**
    Each quarter and at the end of each financial year, the Supplier will report on the acquisition and utilisation of dwellings in the manner described in paragraph 8 of this Schedule, so that the Council is kept updated about the extent to which property has been acquired and occupied in eachParticipating Partner's district.
    Each party will also monitor and report back to each other on the exchange of notification and communication about nominations, tenants and properties, so that any issues can be picked up and addressed in a timely manner.
    Each quarter and annually, the Supplier will provide the Council with a report on targets or indicators agreed by both parties as useful and relevant to the provision of rough sleeper and homelessness services in Gloucestershire. Similarly, the Council will share with the Supplier its statistics on relevant enquiries and decisions.

Schedule 2 - Data Processing

1   **Data Protection**
    Both parties will comply with all applicable requirements of the Data Protection Legislation. This schedule is in addition to, and does not relieve, remove or replace, a party's obligations or rights under the Data Protection Legislation. Applicable Laws means (for so long as and to the extent that they apply to the Supplier and Council) the law of the European Union, the law of any member state of the European Union and/or Domestic UK law; and Domestic UK Law means the UK Data Protection Legislation in place from time to time and any other law that applies in the UK.
1.1 The parties acknowledge that for the purposes of the Data Protection Legislation, the Council is the Controller and the Supplier is the Processor. This schedule sets out the scope, nature

and purpose of processing by the Supplier, the duration of the processing and the types of personal data and categories of data subject.

1.2 The Council will ensure that it has all necessary appropriate consents and notices in place to enable lawful transfer of any personal data to the Supplier for the duration and purposes of this Contract .

1.3 The Supplier shall, in relation to any personal data processed in connection with the performance by the Supplier of its obligations under this Contract :

(a) process that personal data only on the documented written instructions of the Council unless the Supplier is required by applicable laws to otherwise process that personal data.

(b) ensure that it has in place appropriate technical and organisational measures (as defined in the Data Protection Legislation), to protect against unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to, personal data, appropriate to the harm that might result from the unauthorised or unlawful processing or accidental loss, destruction or damage and the nature of the data to be protected, having regard to the state of technological development and the cost of implementing any measures (those measures may include, where appropriate, pseudonymising and encrypting personal data, ensuring confidentiality, integrity, availability and resilience of its systems and services, ensuring that availability of and access to personal data can be restored in a timely manner after an incident, and regularly assessing and evaluating the effectiveness of the technical and organisational measures adopted by it);

(c) not transfer any personal data outside of the European Economic Area unless the prior written consent of the Council has been obtained and the following conditions are fulfilled:

(i) the Council or the Supplier has provided appropriate safeguards in relation to the transfer;

(ii) the Data Subject has enforceable rights and effective remedies;

(iii) the Supplier complies with its obligations under the Data Protection Legislation by providing an adequate level of protection to any Personal Data that is transferred; and

(iv) the Supplier complies with the reasonable instructions notified to it in advance by the Council with respect to the processing of the Personal Data;

(d) notify the Council immediately if it receives:

(i) a request from a Data Subject to have access to that person's Personal Data;

(ii) a request to rectify, block or erase any Personal Data;

(iii) receives any other request, complaint or communication relating to either Party's obligations under the Data Protection Legislation (including any communication from the Information Commissioner);

(e) assist the Council in responding to any request from a Data Subject and in ensuring compliance with the Council's obligations under the Data Protection Legislation with respect to security, breach notifications, impact assessments and consultations with supervisory authorities or regulators;

(f) notify the Council without undue delay on becoming aware of a Personal Data breach including without limitation any event that results, or may result, in unauthorised access, loss, destruction, or alteration of personal data in breach of this Contract ;

(g) at the written direction of the Council, delete or return personal data and copies thereof to the Council on termination or expiry of the unless required by the Applicable Laws to store the personal data;

(h) maintain complete and accurate records and information to demonstrate its compliance with this schedule and allow for audits by the Council or the Council's designated auditor and immediately inform the Council if, in the opinion of the Supplier, an instruction infringes the Data Protection Legislation.

2.   Processing by the Supplier
2.1   Scope
2.2   Nature
2.3   Purpose of processing
2.4   Duration of processing
3.   Types of Personal Data
4.   Categories of Data Subject

SCHEDULE 2
Key Contact Persons

Participating Partner	Key Contact Person
Cheltenham	Martin Stacy, Lead Commissioner – Housing Services
Gloucester	
Cotswold	Caroline Clissold, Housing Manager
Forest	Caroline Clissold, Housing Manager
Stroud	Pippa Stroud, Housing Strategy and Community Infrastructure Manager
Tewkesbury	John Bryant, Acting Housing Services Manager

SCHEDULE 3
Accommodation Protocol

P3 lease accommodation

Summary
P3 Housing will provide 50 dwellings comprised of accommodation dispersed throughout the County of Gloucestershire for people who have been sleeping rough or at risk of rough sleeping. The priority focus will be on CEAP placements but will also consider those within the wider pathway and rough sleepers.
P3 Housing will provide support via Intensive Housing Management to the tenants, helping them to maintain and sustain their tenancy. Where appropriate and necessary, P3 will refer to other housing related or additional support services.

The accommodation is for clients with low support needs and will not consider applicants who require accommodation-based support or who have a high level of need.

Priority will be given to those individuals placed under CEAP, and this will include individuals currently in Central Hotel in Gloucester, Open House Stroud, and at other locations provided by the Gloucestershire districts. When scaling down on hotel use Publica and the other rural districts moved individuals from the hotels into other emergency accommodation units therefore this cohort will also be considered.

Accommodation will be sought across the Gloucestershire districts to meet the demand needs of the local authorities.

Information on the demand needs will be made available by the Districts based on individual district need and the assessments carried out by the Housing Options Officers (Rough Sleepers –) and P3 colleagues.

Properties will where available will be acquired in the areas requested, but this may not always be possible. In addition districts are likely to consider allocations to be made based around local connection, but it is understood that there may be a need to work outside of these parameters based on the needs and wants of clients, and for the benefit of long term tenancy sustainability.
Within P3 the Programme Manager (Ella Hawkins) will notify Jeremy Pugh of any units required and when they will be ready to let.

The districts Housing Options Officers (Rough Sleepers) will be the main point of contacts, and all assessment and relevant information for all those being considered will be provided on the main CEAP/assessment spreadsheet.

At this point a meeting will be arranged to discuss the allocation, and it is considered that the districts information will be up to date and ready as to not cause any unnecessary delay in allocation.

There **will not** be any need for further assessment forms to be completed. Allocations will be discussed between P3 and these Officers.

The priority order will be based on a combination of factors which will allow a person centre approach, help ensure a sustainable match, and where appropriate and practical cater for individual needs. The immediate need is to focus on CEAP provided accommodation, followed by clients on the pathway, then those rough sleeping.

- Clients in CEAP accommodation across the districts

- Local connection to the area (although this will not be an overriding factor)

- Date placed into CEAP accommodation

- Individual needs of applicant

In the event that properties are procured that are not required for the CEAP cohort, then P3 will refer to the district authorities for further nominations/allocations of clients on the pathway, and then those rough sleeping.

A clear record of the allocation and reason for the allocation will be kept, and it is the longer-term intention that all allocations are recorded utilizing the districts LOCATA system. This will help in future allocations and for scheme monitoring purposes.

Once a suitable match has been made then P3 will arrange property viewing and sign up, and the districts Housing Options Officers (Rough Sleeper) will update the LA's records (LOCATA when it comes online)

P3 will conduct a review of the success and progress of the scheme and make this information available to the district at the half way point when 25 properties have been secured. This will then allow the districts to provide direction as to where further properties may need to be sought to address any unmet needs

Once P3 Housing have procured all 50 units of accommodation the Partnership will serve the mandatory three months' notice to end the contract. The tenants will already be tenants of P3 Housing and in the majority of cases this is how they will remain.

P3 lease accommodation

Summary

P3 Housing will provide 50 dwellings comprised of accommodation dispersed throughout the County of Gloucestershire for people who have been sleeping rough or at risk of rough sleeping. The priority focus will be on CEAP placements but will also consider those within the wider pathway and rough sleepers.

P3 Housing will provide support via Intensive Housing Management to the tenants, helping them to maintain and sustain their tenancy. Where appropriate and necessary, P3 will refer to other housing related or additional support services.

The accommodation is for clients with low support needs and will not consider applicants who require accommodation-based support or who have a high level of need.

Priority will be given to those individuals placed under CEAP, and this will include individuals currently in Central Hotel in Gloucester, Open House Stroud, and at other locations provided by the Gloucestershire districts. When scaling down on hotel use Publica and the other rural districts moved individuals from the hotels into other emergency accommodation units therefore this cohort will also be considered.

Accommodation will be sought across the Gloucestershire districts to meet the demand needs of the local authorities.

Information on the demand needs will be made available by the Districts based on individual district need and the assessments carried out by the Housing Options Officers (Rough Sleepers –) and P3 colleagues.

Properties will where available will be acquired in the areas requested, but this may not always be possible. In addition districts are likely to consider allocations to be made based around local connection, but it is understood that there may be a need to work outside of these parameters based on the needs and wants of clients, and for the benefit of long term tenancy sustainability.

Within P3 the Programme Manager (Ella Hawkins) will notify Jeremy Pugh of any units required and when they will be ready to let.

The districts Housing Options Officers (Rough Sleepers) will be the main point of contacts, and all assessment and relevant information for all those being considered will be provided on the main CEAP/assessment spreadsheet.

At this point a meeting will be arranged to discuss the allocation, and it is considered that the districts information will be up to date and ready as to not cause any unnecessary delay in allocation.

There **will not** be any need for further assessment forms to be completed. Allocations will be discussed between P3 and these Officers.

The priority order will be based on a combination of factors which will allow a person centre approach, help ensure a sustainable match, and where appropriate and practical cater for individual needs. The immediate need is to focus on CEAP provided accommodation, followed by clients on the pathway, then those rough sleeping.

- Clients in CEAP accommodation across the districts
- Local connection to the area (although this will not be an overriding factor)

- Date placed into CEAP accommodation

- Individual needs of applicant

In the event that properties are procured that are not required for the CEAP cohort, then P3 will refer to the district authorities for further nominations/allocations of clients on the pathway, and then those rough sleeping.

A clear record of the allocation and reason for the allocation will be kept, and it is the longer-term intention that all allocations are recorded utilizing the districts LOCATA system. This will help in future allocations and for scheme monitoring purposes.

Once a suitable match has been made then P3 will arrange property viewing and sign up, and the districts Housing Options Officers (Rough Sleeper) will update the LA's records (LOCATA when it comes online)

P3 will conduct a review of the success and progress of the scheme and make this information available to the district at the half way point when 25 properties have been secured. This will then allow the districts to provide direction as to where further properties may need to be sought to address any unmet needs

Once P3 Housing have procured all 50 units of accommodation the Partnership will serve the mandatory three months' notice to end the contract. The tenants will already be tenants of P3 Housing and in the majority of cases this is how they will remain.

Equality and Rurality Impact Assessment Form

When completing this form you will need to provide evidence that you have considered how the 'protected characteristics' may be impacted upon by this decision. In line with the General Equality Duty the Council must, in the exercise of its functions, have due regard for the need to:

a)   Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;

b)   Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

c)   Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

This form should be completed in conjunction with the guidance document available on the Intranet or by contacting the Corporate Support Team ext. 2607.

1.   Persons responsible for this assessment:

Names: Caroline Clissold	
Date of assessment: 25th November 2020	Telephone: 01594 812309 Email: caroline.clissold@publicagroup.uk

2.   Name of the policy, service, strategy, procedure or function:

P3 Leasing Scheme Is this a new or existing one? New

3.   Briefly describe it aims and objectives

In March 2020 the Government highlighted the particular risk of rough sleepers contracting Covid19 and given their health demographic, a high risk of suffering complications or even death, therefore announced the 'Everyone In' directive in March 2020. This directive asked all local authorities to make an offer of accommodation to anyone sleeping rough or at risk of rough sleeping. The Local Authorities in Gloucestershire have worked in partnership throughout the pandemic to find both emergency and longer term solutions for rough sleepers and those at risk of rough sleeping. A large number – around 200 individuals - were offer placements in emergency accommodation. Longer term accommodation was prioritised with housing providers or via the supported housing pathways for the higher and complex needs cohort, however for some of these individuals who have lower needs, finding accommodation in the private sector has been difficult as landlords in the private sector have been reluctant to take on tenants with a history of homelessness

Equality Impact Assessment P3 Leasing Scheme Version 1- Date 25 Nov 2020

The P3 Leasing scheme was proposed to offer landlords the assurance of a long term lease, guaranteed rent, and repairs where necessary. The landlords will also be guaranteed that the property will be returned to them in the same condition as was handed over at the end of the lease.

P3 have requested a contribution from each local authority in the county of £2,000 per property / £17,000 in total to secure 50 properties under this leasing scheme. The properties will be offered to the clients remaining in unsecure accommodation, or who present as homeless over the duration of the 1 year contract / or until 50 properties have been secured.

Without this offer of accommodation, clients could either remain in unsecure, emergency accommodation or return to rough sleeping or 'sofa surfing'.

4.   Are there any external considerations? (e.g. Legislation/government directives)

Homelessness Reduction Act 2017
The Governments 'Everyone In' (March 2020) and 'Protect' (October 2020) directives
COVID19

5.   What evidence has helped to inform this assessment?

Source	✔	If ticked please explain what
Demographic data and other statistics, including census findings	☐	
Recent research findings including studies of deprivation	☐	
Results of recent consultations and surveys	☐	
Results of ethnic monitoring data and any equalities data	☐	
Anecdotal information from groups and agencies within Gloucestershire	✓	Various Covid19 Cell's across the County were set up in March 2020 in response to the pandemic. The Covid 19 Rough Sleepers Cell and the Accommodation Cell in particular have been monitoring placements in emergency

		accommodation and have been tasked to find longer term housing solutions
Comparisons between similar functions / policies elsewhere	☐	
Analysis of audit reports and reviews	☐	
Other:	☐	

6.   Please specify how intend to gather evidence to fill any gaps identified above:

Weekly statistical data on known rough sleepers, those brought in under the 'Everyone In' initiatives and their journey's through the current pathways are being collated and fed back through the Covid19 Rough Sleepers Cell and Accommodation Cell.   This information is also fed into the Strategic Housing Partnership attended by Publica's Chief Exec's representative.

7.   Has any consultation been carried out?

No

If NO please outline any planned activities

None

8.   What level of impact either directly or indirectly will the proposal have upon the general public / staff? (Please quantify where possible)

Level of impact	Response
NO IMPACT – The proposal has no impact upon the general public/staff	☐
LOW – Few members of the general public/staff will be affected by this proposal	✓
MEDIUM – A large group of the general public/staff will be affected by this proposal	☐
HIGH – The proposal will have an impact upon the whole community/all staff	☐

Comments: e.g. Who will this specifically impact?
Around 8 clients currently in emergency accommodation with no immediate exit plan into long term accommodation.
The Cotswold district also has around 5 known rough sleepers, 2 of which may be suitable for this scheme

9.   Considering the available evidence, what type of impact could this function have on any of the protected characteristics?
Negative – it could disadvantage and therefore potentially not meet the General Equality duty;
Positive – it could benefit and help meet the General Equality duty;
Neutral – neither positive nor negative impact / Not sure

	Potential Negative	Potential Positive	Neutral	Reasons	Options for mitigating adverse impacts
Age – Young People			✓	Clients affected are in the over 25's category	
Age – Old People			✓	There are no clients over 60 in the affected cohort	
Disability		✓		Some clients may have long term physical or mental health issues	The P3 leasing scheme will provide client focused support and client led accommodation options. Full assessments of need will be carried out prior to sourcing or offering accommodation
Sex – Male		✓		Single males make up 90% of the effective cohort	The P3 leasing scheme will provide client focused support and client led accommodation options. Full assessments of need will be carried out prior to sourcing or offering accommodation
Sex – Female		✓		Of the 10% Domestic abuse is a large feature of homelessness	Targets support from the county's domestic abuse provider and client focused accommodation provision will be provided in addition to the P3 Leasing Scheme offer

Race including Gypsy and Travellers			✓		
Religion or Belief			✓		
Sexual Orientation			✓		
Gender Reassignment			✓		
Pregnancy and maternity			✓	Families or pregnant females are not included in this scheme as other housing options exist	
Geographical impacts on one area		✓		Cirencester Town centre has long been the focus of rough sleeping.	Of the current cohort, the P3 Leasing Scheme may benefit some in this group, or free up accommodation elsewhere in the supported accommodation pathway that then may meet their needs
Other Groups			✓		
Rural considerations: ie Access to services; leisure facilities, transport; education; employment; broadband.			✓		

10.   Action plan (add additional lines if necessary)

Action(s)	Lead Officer	Resource	Timescale
Cabinet to consider the proposal	Caroline Clissold	Housing	2nd December 2020
Chief Executive to sign legal agreement if Cabinet approval given	Christine Gore		2nd December
Housing team to send client referrals to P3	Lindsay Chapman	Housing	Ongoing
P3 to assess clients' needs and identify properties	P3		Ongoing

11.   Is there is anything else that you wish to add?

N/A

Declaration

I/We are satisfied that an equality impact assessment has been carried out on this policy, service, strategy, procedure or function and where an negative impact has been identified actions have been developed to lessen or negate this impact. We understand that the Equality Impact Assessment is required by the District Council and that we take responsibility for the completion and quality of this assessment.

Completed By:	Caroline Clissold	Role:	Housing Manager	Date:	25/11/2020
Line Managers signature:	Jon Dearing			Date:	25/11/2020
Reviewed by Corporate Equality Officer Group:				Date:	

Please forward an electronic copy to the Corporate Support Team – corporatesupport@fdean.gov.uk.

Council name	**COTSWOLD DISTRICT COUNCIL**
Name and date of Committee	**CABINET - 7 DECEMBER 2020**
Report Number	**AGENDA ITEM 14**
Subject	**REQUEST TO WRITE OFF UNPAID BUSINESS RATES AND COUNCIL TAX**
Wards affected	Not applicable
Accountable member	Cllr. Mike Evemy - Deputy Leader and Cabinet Member for Finance Email: mike.evemy@cotswold.gov.uk
Accountable officer Author	Jon Dearing - Group Manager for Resident Services Tel: 01993 861221 Email: jon.dearing@publicagroup.uk Mandy Fathers - Business Manager for Operational Support and Enabling Tel: 01993 861232 Email: mandy.fathers@pubicagroup.uk
Summary/Purpose	To seek approval for the writing off of debts in excess of £5,000
Annexes	Annex A - Details of individual accounts
Recommendation/s	a) *That the offer of full and final settlement detailed in 2.3 is accepted;* b) *that the write off of the outstanding balance of £24,727.44 is approved.*
Corporate priorities	Deliver our services to the highest standards.
Key Decision	NO
Exempt	NO
Consultees/ Consultation	The Leader of the Council. The Deputy Leader and Cabinet Member for Finance, S151 Office, Interim Chief Executive, Monitoring Officer, Group Manager,

1.   BACKGROUND

1.1.   The business rate hereditaments detailed in Annex A (attached) are currently owned by Leckhampton Estates (Ullenwood) Limited, a private company limited by shares. All hereditaments except for one, account reference 1402715417 are rated for business rates. Account 1402715417 is rated for council tax purposes.

1.2.   All hereditaments, except the property used for domestic use were utilised as agricultural type workplaces.

1.3.   All hereditaments have been empty now for a number of years, some starting from 2014 with the last ones being from 2017.

1.4.   All eligible reliefs and/or exemptions have been applied to accounts.

1.5.   Leckhampton Estates (Ullenwood) Limited have for many years been trying to sell the land that these hereditaments are sat on for development, and until recently have been unsuccessful.

1.6.   Many attempts have been made to recover the debts owing, which have included:
- Reminder notices being issued
- Court Summonses being issued
- Liability Orders being obtained
- Referral of all debts to external enforcement agencies (Bailiffs)
- Meetings with Leckhampton Estates (Ullenwood) Ltd Directors to agree suitable repayment arrangements

1.7.   As a result of failure by the Directors to meet any agreed timescales for repayment of the debt, the Council referred the matter to Greenhalgh and Kerr, external Solicitors and Insolvency Practitioners who are specialists in National Non Domestic Rating matters.

1.8.   The debt was initially £173,780 but as a result of the Valuation Office Agency reevaluating some hereditaments and a small payment of £4,430 from Leckhampton Estates (Ullenwood) Ltd the debt has reduced.

2.   MAIN POINTS

2.1.   The Council has recently been contacted by the Greenhalgh and Kerr solicitors who have been instructed by the Council's legal department to assist with the recovery of sums owing to the Council.   Greenhalgh and Kerr has confirmed that Leckhampton Estates (Ullenwood) Ltd have received an offer to purchase this piece of land for £1.2 million.

2.2.   In order for this sale to be successful the mortgagee (who have significant interest and outstanding balances of £2.57 million) are offering to pay the Council, in full and final settlement to remove the secured charges of £75,307.27. This relates to the outstanding balances on accounts, less the £24,727.44 associated legal costs.

2.3.   If the Council does not agree to this offer, the mortgage company may seek to recover its full sum from the successful sale and therefore the Council will be left with a charge on negative equity; meaning it will not receive any repayment.

2.4.   The Insolvency Practitioner is advising the Council to accept this offer and relinquish the charge to ensure the majority of debt is repaid to the Council.

2.5   The latest accounts for Leckhampton Estates (Ullenwood) Limited cover the period to 31 May 2019. The accounts have been filed with Companies House and are

exempt from audit under section 477 of the Companies Act 2006 relating to small companies. The accounts include the £2 million bank loan which is secured by a legal mortgage over the property.

3.   FINANCIAL IMPLICATIONS

3.1.   The costs of £24,727.44 associated with legal costs have already been paid by the Council and will not be recovered if approval to write off is agreed. The financial impact of the write off will be recognised in the Collection Fund and will form part of the Collection Fund Surplus or Deficit at the end of 2020/21.

3.2.   For Council Tax, the impact of the write off will be shared across the Gloucestershire County Council, Cotswold District Council and the Gloucestershire Police and Crime Commission in proportion to the overall demand upon the collection fund. For this Council, that share is £33.05.

3.3.   For Business Rates, the impact will be shared by the Government (50%), Gloucestershire County Council (10%) and this Council (40%). For this Council the share is £9,712.35.

4.   LEGAL IMPLICATIONS

4.1.   The Council's Financial Rules state that any amounts in excess of £5,000 that are requested for write off must be approved by Cabinet.

5.   RISK ASSESSMENT

5.1.   There is a potential risk to the Council that if it does not approve the full and final settlement which has been offered that the mortgage company could claim their full debt leaving the property in negative equality, and the Council with no funds.

6.   ALTERNATIVE OPTIONS

6.1.   Council could decide not to accept the full and final settlement offer. However, the Insolvency Practitioner is advising the Council to accept this offer and relinquish the charge to ensure the majority of debt is repaid to the Council.

6.2.   The Council could instruct the Insolvency Service to force Leckhampton Estates (Ullenwood) Ltd into Administration; however the priority creditor (the mortgage company) would receive its repayment first which will leave no funds available to repay the Councils debt.

6.3.   Officers have explored all options for recovering the outstanding debt and it is therefore proposed that the debt of £24,727.44 is written off.

(END)

ANNEX A							
	1. Start date	☐ End date	☐ Property Address	☐ last occupied	☐ Date of Liability Order	☐ Amount Liability Order granted for	☐ **Amount to be secured**
☐ 1402715417	☐ 13-Aug-15	☐ 18-Feb-18	☐ The Grange Ullenwood Court,Coberley,Cheltenham,Gloucester shire,GL53 9QS	☐ 2015	☐ 25/07/2016	☐ £2,254.36	☐ **£1,807.80**
☐ 7500149527	☐ 19-Dec-15	☐ 01-Aug-16	☐ Unit 7,Ullenwood Court,Ullenwood,Cheltenham,Glouceste rshire,GL53 9QS	☐ 2017	☐ 20/01/2017	☐ £4,610.12	☐ **£1,314.94**
☐ 7500145490	☐ 05-Jun-15	☐ 18-Feb-18	☐ Pt Unit 4,Ullenwood Court,Ullenwood,Cheltenham,Glouceste rshire,GL53 9QS	☐ 2015	☐ 25/07/2016	☐ £1,963.60	☐ **£1,746.54**
☐ 7500157031	☐ 01-Jul-16	☐ 18-Feb-18	☐ Unit 19 Ullenwood Court, Ullenwood, Cheltenham, Gloucestershire, GL53 9QS	☐ 2016	☐ 28/04/2017	☐ £461.02	☐ **£461.02**
☐ 7500150178	☐ 01-Feb-16	☐ 18-Feb-18	☐ 2 Ullenwood Court,Ullenwood,Cheltenham,Glouceste rshire,GL53 9QS	☐ 2016	☐ 20/01/2017	☐ £2,560.25	☐ **£2,560.25**
☐ 7500151638	☐ 26-Jan-16	☐ 18-Feb-18	☐ 3 Ullenwood Court,Ullenwood,Cheltenham,Glouceste rshire,GL53 9QS	☐ 2016	☐ 20/01/2017	☐ £2,333.49	☐ **£2,333.49**

□ 7500150122	□ 01-Jan-16	□ 18-Feb-18	□ 20 Ullenwood Court,Ullenwood,Cheltenham,Gloucestershire,GL53 9QS	□ 2015	□ 20/01/2017	□ £2,560.25	□ **£2,560.25**
□ 7500150140	□ 01-Jan-16	□ 18-Feb-18	□ 30 Ullenwood Court,Ullenwood,Cheltenham,Gloucestershire,GL53 9QS	□ 2015	□ 20/01/2017	□ £2,526.20	□ **£2,526.20**
□ 750015015X	□ 01-Jan-16	□ 18-Feb-18	□ 25 Ullenwood Court,Ullenwood,Cheltenham,Gloucestershire,GL53 9QS	□ 2015	□ 20/01/2017	□ £2,424.07	□ **£2,424.07**
□ 7500150169	□ 01-Jan-16	□ 18-Feb-18	□ 29 Ullenwood Court,Ullenwood,Cheltenham,Gloucestershire,GL53 9QS	□ 2015	□ 20/01/2017	□ £2,560.25	□ **£2,560.25**
□ 7500150131	□ 01-Jan-16	□ 18-Feb-18	□ 26 Ullenwood Court,Ullenwood,Cheltenham,Gloucestershire,GL53 9QS	□ 2015	□ 20/01/2017	□ £2,560.25	□ **£2,560.25**
□ 7500150113	□ 01-Jan-16	□ 18-Feb-18	□ 16 Ullenwood Court,Ullenwood,Cheltenham,Gloucestershire,GL53 9QS	□ 2015	□ 20/01/2017	□ £2,594.29	□ **£2,594.29**
□ 7500150098	□ 01-Jan-16	□ 18-Feb-18	□ 14b Ullenwood Court,Ullenwood Court,Ullenwood,Cheltenham,Gloucestershire,GL53 9QS	□ 2015	□ 20/01/2017	□ £1,204.18	□ **£1,204.18**
□ 7500147956	□ 01-Jan-16	□ 18-Feb-18	□ 8a Ullenwood Court, Ullenwood, Cheltenham, Gloucestershire, GL53 9QS	□ 2015	□ 20/01/2017	□ £4,020.56	□ **£4,020.56**
□ 7500149536	□ 17-Dec-15	□ 18-Feb-18	□ 8b Ullenwood Court, Ullenwood, Cheltenham, Gloucestershire, GL53 9QS	□ 2015	□ 20/01/2017	□ £4,275.35	□ **£4,275.35**

☐ 7500149071	☐ 30-Oct-15	☐ 18-Feb-18	☐ Unit 9b, Ullenwood Court, Ullenwood, Cheltenham, Gloucestershire, GL53 9QS	☐ 2015	☐ 25/07/2016	☐ £5,045.00	☐ **£5,045.00**
☐ 7500144842	☐ 09-Jul-15	☐ 18-Feb-18	☐ Pt,23 Ullenwood Court,Ullenwood,Cheltenham,Gloucestershire,GL53 9QS	☐ 2015	☐ 25/07/2016	☐ £3,255.80	☐ **£2,895.16**
☐ 7500146226	☐ 01-Jul-15	☐ 18-Feb-18	☐ Unit 13,Ullenwood Court,Ullenwood,Cheltenham,Gloucestershire,GL53 9QS	☐ 2015	☐ 25/07/2016	☐ £7,902.75	☐ **£7,025.78**
☐ 7500142912	☐ 06-May-15	☐ 18-Feb-18	☐ 31 Ullenwood Court,Ullenwood,Cheltenham,Gloucestershire,GL53 9QS	☐ 2015	☐ 20/01/2017	☐ £3,374.59	☐ **£3,374.59**
☐ 7500145481	☐ 01-May-15	☐ 18-Feb-18	☐ Pt,23 Ullenwood Court,Ullenwood,Cheltenham,Gloucestershire,GL53 9QS ☐	☐ 2015	☐ 25/07/2016	☐ £1,789.65	☐ **£1,789.65**
☐ 7500141096	☐ 01-Apr-15	☐ 18-Feb-18	☐ Unit 9a, Ullenwood Court, Ullenwood, Cheltenham, Gloucestershire, GL53 9QS	☐ 2015	☐ 25/07/2016	☐ £5,045.00	☐ **£5,045.00**
☐ 7500140386	☐ 31-Jan-15	☐ 18-Feb-18	☐ Office 1 At,, 1 Ullenwood Court, Ullenwood, Cheltenham, Gloucestershire, GL53 9QS	☐ 2014	☐ 25/07/2016	☐ £4,001.30	☐ **£4,001.30**
☐ 7500139459	☐ 30-Jan-15	☐ 18-Feb-18	☐ 21 Ullenwood Court,Ullenwood,Cheltenham,Gloucestershire,GL53 9QS	☐ 2014	☐ 25/07/2016	☐ £1,640.55	☐ **£1,459.38**
☐ 750013987X	☐ 30-Jan-15	☐ 18-Feb-18	☐ 5-6 Ullenwood Court,Ullenwood,Cheltenham,Gloucestershire,GL53 9QS	☐ 2014	☐ 25/07/2016	☐ £6,660.25	☐ **£5,921.33**

750013944X	30-Jan-15	18-Feb-18	12 Ullenwood Court,Ullenwood,Cheltenham,Gloucestershire,GL53 9QS	2015	25/07/2016	£932.33	**£600.16**
7500139430	30-Jan-15	18-Feb-18	10 Ullenwood Court,Ullenwood,Cheltenham,Gloucestershire,GL53 9QS	2015	25/07/2016	£3,603.70	**£3,603.70**
7500139468	30-Jan-15	18-Feb-18	27 Ullenwood Court,Ullenwood,Cheltenham,Gloucestershire,GL53 9QS	2015	25/07/2016	£3,703.10	**£3,292.76**
7500163378	28-Feb-17	18-Feb-18	28a Ullenwood Court, 28 Ullenwood Court, Ullenwood, Cheltenham, Gloucestershire,GL53 9QS	2017	15/09/2017	£2,396.86	**£1,119.94**
			Total			£88,259.12	**£75,307.27**

COTSWOLD
DISTRICT COUNCIL

Council name	**COTSWOLD DISTRICT COUNCIL**
Name and date of Committee	**CABINET - 7 DECEMBER 2020**
Report Number	**AGENDA ITEM 15**
Subject	**COVID-19 RENT DEFERRAL POLICY FOR COUNCIL COMMERCIAL TENANTS**
Wards affected	All
Accountable member	Cllr Mike Evemy Cabinet Member for Finance and Deputy Leader of the Council Email: mike.evemy@cotswold.gov.uk
Accountable officer	Jasmine McWilliams - Asset Manager Tel: 01285 623255 Email: jasmine.mcwilliams@publicagroup.uk
Summary/Purpose	To seek Cabinet agreement to the proposed criteria for further Covid-19 commercial tenant support
Annexes	Annex A - Covid Business Support Terms March 2020 Annex B - Criteria for Further Commercial Tenant Support
Recommendation/s	*That Cabinet approves the criteria for further support for commercial tenants as a result of Covid-19 as set out at Annex B.*
Corporate priorities	● Ensure that all services delivered by the Council are delivered to the highest standard ● Help residents, businesses and communities access the support they need to achieve their ambitions
Key Decision	No
Exempt	No
Consultees/ Consultation	Interim Chief Executive, Monitoring Officer

1. BACKGROUND

1.1 In response to the Covid-19 crisis, in March 2020, the Council issued Business Support Terms to its commercial tenants. The Terms, attached at Annex A, allowed all commercial tenants (except those able to continue to trade, headlessees and Government organisations) a 3 month rent deferral.

1.2 In August 2020 the Council decided to extend the rent deferral for a further 3 months for only those tenants that were still unable to trade. The decision included the offer to tenants to enter into a monthly payment plan for the deferred rent. The aim being to bring their rent accounts up to date by the end of March 2022, or the end of lease, whichever occurs first.

1.3 The CIPFA Asset Management Team monitored English and Welsh authority responses to the Covid-19 pandemic in respect of their commercial tenants. The Team have advised the following:

1. Most Councils have given a 3 months' deferment with some offering longer periods;
2. Most Councils have refused rent free period requests except where the tenants are within buildings owned by the Council that have had to be closed e.g. leisure centres;
3. Most Councils did not proactively offer support to tenants (they waited for tenants to contact them);
4. Most Councils have dealt with tenants on a case by case basis or by sector;
5. Most Councils have suspended debt recovery with the timing of reinstatement to be determined;
6. Some Councils are offering rent free periods to specific types of tenants or on a case by case basis.

2. MAIN POINTS

2.1 Some commercial tenants have contacted the Council, as a result of the deferred rent and payment plan discussions requesting further support by the way of a rent free period. The Council is not obligated to grant a rent free period and requests for rent free periods will be declined

2.2 With further Government restrictions to trade being implemented in November 2020, it is appropriate for the Council to consider requests for deferral of rent payments. The draft Policy at Annex B, is intended to provide a policy for both the November 2020 trading restrictions and any further trading restrictions implemented by Government as a result of the response to Covid-19.

2.3 It is proposed that tenants will enter into a payment plan for any rent arrears arising from approved rent deferrals.

3. FINANCIAL IMPLICATIONS

3.1 Rent deferrals will not impact the Council's revenue budget as the rent will remain due from tenants and will be recognised as a debtor in the financial year-end statements. There will be a small impact upon the Council's cash flow and a reduction in investment income. However, with interest rates on cash deposits of less than 0.1%, the financial impact of rent deferrals will be insignificant.

4. LEGAL IMPLICATIONS

4.1 The Council has no obligation to take any action and under leases, it is the tenants responsibility to ensure they have any appropriate business continuity insurance. However the Council may wish to assist its commercial tenants to support them through these unprecedented times, whilst seeking to preserve its future rental income and support the local economy.

4.2 The government has recently updated its legislation to remove the landlord's right of forfeiture and debt recovery in respect of unpaid rent now until 31st December 2020 which effectively prevents landlords taking any action until then.it is likely that the above legislation will be extended to 31st March 2021.

4.3 A Code of Conduct has been provided which advises that where the tenant is able to it should pay full rent. The Code puts the onus on the tenant to contact the Landlord with sufficient information to show that their business has been affected in such a way that the Landlord should provide support. The Council is under no obligation to provide any rent free periods or further deferment but is encouraged by the Code to enter discussions with its tenants.

4.4 The Council will enter into the necessary formal agreements with tenants reflecting the rent deferral and will ensure no permanent changes to lease terms are effected.

5. RISK ASSESSMENT

5.1 There is a general economic risk to the Council's income from commercial tenants. By approving the rent deferral policy, the Council will be acting as a responsible landlord and supporting local businesses cash flow in difficult trading times.

5.2 Due to current market uncertainty, should any of the Council's commercial premises become vacant due to business tenants going into administration, it is anticipated that the premises could remain vacant for a significant period of time. During this period, the Council would be responsible for any costs of void properties including business rates, repairs and maintenance, insurance and security.

6. ALTERNATIVE OPTIONS

6.1 The Council could provide no further support over and above the previously agreed rent deferrals.

6.2 The risk of the alternative option is the increased potential for reduced future income if the tenants are unable to make rent payments.

7. BACKGROUND PAPERS

7.1. None.

(END)

Annex A

COTSWOLD DISTRICT COUNCIL

COMMERCIAL TENANTS - RENT

SUPPORT OF COUNCIL TENANTS DURING COVID-19 PANDEMIC

Commercial rent support

In support of Council tenants' cash flow issues during the COVID 19 pandemic the Council has agreed to the following actions:

1. All rental invoices to be sent out in line with the lease requirements.

2.   All tenants, with the exception of those listed at Annex A, now referred to as 'Qualifying Tenants', are entitled to the following deferment of rent:
a.   The Council will not take any action for non-payment of rent during the period 25th March 2020 – 24th June 2020 for tenants on quarterly billing arrangements;
b.   The Council will not take any action for non-payment of rent during the period 1st March 2020 to 30th June 2020 for tenants on monthly/ weekly/ other billing periods

Thus providing deferment of rent payments during this period. However, all rents will remain due in line with the lease.

3.   Qualifying Tenants can continue paying rent if they prefer and can now pay on monthly in advance basis rather than quarterly in advance payments to support any cash flow issues.

4.   Qualifying Tenants with a rent review which is currently outstanding or is due to commence prior to 30th September 2020 to be advised that these will be put on hold. After this date all rent reviews will be progressed in line with the terms of the lease.

5.   All tenants should seek a claim under their insurance for business continuity for any costs, including rent, associated with the effect on their business due to the Covid-19 pandemic.

6.   All tenants should refer to support available to businesses via the government website and are expected to seek all government support available to them   https://www.businesssupport.gov.uk/coronavirus-business-support/

7.   Any queries please contact estates@publicagroup.uk

ANNEX A – list of excluded tenants

The following tenancies are exempt from this deferment of rent:

- Ground leases
- Retail tenants who remain operational at 25th March 2020
- Residential
- cultivation
- play areas
- grazing
- contractor leases – leisure/waste etc
- other non- business tenancies/ licences
- leases to Government Organisations

Annex B

COTSWOLD DISTRICT COUNCIL

COMMERCIAL TENANTS - RENT

SUPPORT OF COUNCIL TENANTS DURING COVID-19 PANDEMIC

DECEMBER 2020

Commercial rent support

In support of Council tenants during the Covid-19 pandemic the Council has decided that the following criteria must be met in order to agree to any requests for further deferrals:

1. Supporting Accounts

Tenants must provide a full proposal outlining current circumstances and supporting accounts showing that further deferral support is required to enable the continued operation of business and their ability to pay future rent

2. Unable to Trade

Tenants must have been unable to trade due to Government response to Covid-19.

3. Government Covid-19 Grants

Tenants must have applied for all appropriate Government grants and must provide evidence of the value of grant received. The tenant must show how this grant is utilised.

4.   Business Rates Relief

Tenants must have applied for all relevant business rates reliefs and must provide evidence of the value of any relief awarded.

5. Government Covid-19 Support

Tenants must have applied for all relevant Government financial support. The Council's website provides information on the various forms of support available.

Tenants must provide evidence of Government Covid-19 support and show how this has been utilised.

6. Rent Deposit

Should the Council hold a rent deposit, this may be used to reduce rent arrears.

7. Level of Risk

The following circumstances will be investigated against the suitability and risk of a further rent deferral in terms of the following:-

- lease length
- tenants ability to pay
- tenants status (individual/limited company)

Where there is a significant risk of the tenant defaulting on rent repayments in the future, the Council's Estates team may refer the request for a rent deferral to the Council's Chief Finance Officer for a decision.

1. Exclusions

The following tenancies are exempt from this deferment of rent:

- ground leases
- retail tenants who remain operational
- residential
- cultivation
- play areas
- grazing
- contractor leases – leisure/waste etc
- other non- business tenancies/ licences
- leases to Government organisations

CABINET - 7 DECEMBER 2020 - AGENDA ITEM (17)

<u>SCHEDULE OF DECISION(S) TAKEN BY THE LEADER OF THE COUNCIL AND/OR INDIVIDUAL CABINET MEMBERS</u>

<u>Note</u>:   Further details regarding the decision(s) are available in the relevant Decision Notice(s).

Cabinet Member	Meeting Date	Subject	Decision(s)
The Planning Department and Town and Parish Councils	23 October 2020	Representation to the Fairford Neighbourhood Development Plan Regulation 14 Consultation	RESOLVED that subject to an amendment and comments made by the Cabinet Member on Policy FPN5, flood risk, the response to the consultation be submitted.
Deputy Leader and Cabinet Member for Finance	3 November 2020	Community Resilience Grant: Application for Financial Assistance	RESOLVED that the application for grant support to cover costs incurred during the initial Covid-19 lockdown from the Churn Neighbourhood Project be approved in an additional grant sum of £674.47.
The Planning Department and Town and Parish Councils	17 November 2020	Neighbourhood Planning: Regulation 18 Decision on the Examiner's Report on the Kemble and Ewen Neighbourhood Development Plan	RESOLVED that the Kemble and Ewen Neighbourhood Plan proceed to referendum in 2021.

(END)