



COTSWOLD
DISTRICT COUNCIL

CABINET **AGENDA**

Monday 1st July 2019, 6.00 p.m.

Council Chamber, Trinity Road, Cirencester

NOTES

(i) Questions Arising on the Agenda

If any Member has any questions regarding either (a) an update/progress report on a specific item contained in the Minutes of the previous Meeting or (b) a report contained within the Agenda, he/she is requested to give advance notice of such question to the Director/Officer originating the report or to an Officer of the Democratic Services Section so that a full response can be made available either prior to, or at, the Meeting. If no such advance notification is given, a full response to any question cannot be guaranteed at the Meeting.

With specific regard to the Minutes of previous Meetings, Members' attention is drawn to Council Procedure Rule 17.1 which provides that, once the Minutes have been signed, Members may ask questions to ascertain what progress has been made on a particular matter referred to in the Minutes, but may not make any other statement or generate discussion on the Minutes.

(ii) Mobile Phones/Pagers

All mobile phones/pagers should be **SWITCHED OFF OR SET TO SILENT MODE BEFORE** the start of the Meeting.

(iii) Recording of Proceedings

The public proceedings of Council, Cabinet and Committee Meetings may 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 before the start of the Meeting.

Recording/filming should not be disruptive or distracting to the good order and conduct of the Meeting. To assist with this, an area of the Meeting venue will be designated from which proceedings can be recorded/filmed, and 'roaming' around the venue while recording is not permitted. The Chairman will exclude anyone whose behaviour is disruptive.

Recording/filming should only be of Members and Council Officers, and not any members of the public (unless they are formally addressing the Meeting or unless specific permission has been given by those individuals).

For further information, please read the Notices displayed inside and outside the Meeting venue and/or speak with the Committee Administrator.

(iv) Committee Administrator

If any Member has any general questions about the Meeting or the associated agenda papers, or is unable to attend, he/she is asked to contact Kathryn Skill on 01285 623210 who will be the Committee Administrator responsible for the Meeting.

Distribution:

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

All other Councillors for information

Nigel Adams
Head of Paid Service

CABINET: 1ST JULY 2019

AGENDA

- (1) **Apologies**
- (2) **Declarations of Interest**
 - (1) To receive any declarations of interest from Members under:-
 - (i) the Code of Conduct for Members; and/or
 - (ii) Section 106 of the Local Government Finance Act 1992 (any Councillor who has Council Tax payments remaining unpaid for at least two months must declare an interest and not participate in any matter affecting the level of Council Tax or arrangements for administering the Council Tax).
 - (2) To receive any declarations of interest from Officers under the Code of Conduct for Officers.
- (3) **Minutes** - To note the Minutes of the Meeting of the Cabinet held on 21st March 2019.
- (4) **Public Questions** - Council Procedure Rule 10 - Not more than fifteen minutes allowed for written questions to be put by Local Government electors within the Cotswold District on any matter in relation to which the Council has any power or duties or which affects the district, and which falls within the Terms of Reference of the Cabinet.
- (5) **Member Questions** - Council Procedure Rule 11 - Not more than fifteen minutes allowed for written questions to be put by Members on any matter in relation to which the Council has any power or duties or which affects the district, and which falls within the Terms of Reference of the Cabinet.
- (6) **Leader's Announcements** (if any)

Items for Consideration and Decision

- | | <u>Page Number</u> |
|---|--------------------|
| (7) <u>The Preparation of a Statement of Common Ground for Gloucestershire</u> | TO FOLLOW |
| (8) <u>Summary Finance/Service Performance Report - 2018/19 Quarter 3</u> | 1 |

Other Matters

- (9) **Issue(s) Arising From Overview and Scrutiny and/or Audit (if any)**
- (10) **Other Business** - Such other business that, in the opinion of the Chairman, is urgent.

(END)

COTSWOLD DISTRICT COUNCIL

CABINET

21ST MARCH 2019

Present:

Councillor AW Berry - Chairman

Councillors -

Sue Coakley
C Hancock

SG Hirst
MGE MacKenzie-Charrington

Observers:

SI Andrews
AR Brassington
David Fowles (from 4.10 p.m.)

RA Morgan
LR Wilkins

Apologies

NJW Parsons

CAB.102 DECLARATIONS OF INTEREST

Councillor AW Berry declared an 'other' interest in respect of Agenda Item (8) - Leisure and Cultural Services - as he was a member of the Friends of Corinium Museum.

CAB.103 MINUTES

RESOLVED that the Minutes of the Meeting of the Cabinet held on 14th February 2019 be approved as a correct record.

Record of Voting - for 4, against 0, abstentions 1, absent 1.

CAB.104 PUBLIC QUESTIONS

No public questions had been submitted.

CAB.105 MEMBER QUESTIONS

In accordance with Council Procedure Rule 11, the following question had been submitted by

Councillor AR Brassington to Councillor C Hancock, Cabinet Member for Enterprise & Partnerships:-

'How many electric vehicle charging points (EVCPs) have been installed in CDC car parks and offices in each of the last 3 calendar years 2016/17, 2017/18 and 2018/19?'

The following response had been provided by Councillor Hancock:

'Following the success of the initial installation of EVCPs back in 2014, the Council agreed to expand the EVCP network; and this also led to WODC agreeing to participate in the initiative.

The current Corporate Strategy includes the following Top Task - 'Increase the number of electric vehicle charging points in the District for both public and council business use by the end of March 2019'.

With no suitable central government funding currently available for charging points in public car parks, the Council investigated options for future provision, particularly as the market and manufacturers offered different subsidies for EVCPs depending upon the funding arrangements and the degree of control to be retained by the councils.

As reported elsewhere in the Cabinet Meeting papers, it has taken longer than expected for external solicitors to put the legal framework for procurement in place, due to the complexities of the framework and the different legal arrangements that may result from the range of procurement options. However, those legal elements are now being concluded, which will enable the framework procurement to commence. Following the procurement, we expect to present a report to Cabinet in June/July 2019 so that Members can decide which procurement option they wish to pursue and allocated funding, based on cost and the amount of control they wish to retain. A mini tender can then be completed before EVCPs can be installed.

Therefore, whilst the answer to your specific question is 'none', there were reasons for this beyond our control (which have been regularly reported to Members). The Council remains committed to this initiative and, whilst we will obviously not meet our Top Task deadline, progress is not far away. You will also note that ECVCP provision is now included as a matter of course in any car park development/redevelopment proposals, e.g. the Waterloo in Cirencester.'

By way of a supplementary question, Councillor Brassington asked, given the rapid rise in electric vehicles, if the Council would commit to installing five Electric Vehicle Charging Points (EVCPs) in all Council-run car parks and at the Trinity Road Council Offices by 1st January 2020 or the completion of Brexit, whichever was the sooner.

In response, Councillor Hancock explained that he did not wish to commit the next Council to any promises made now and explained that the charging points would be expanded across the District when the need arose.

The Leader and Cabinet Member for Environment also added that they had raised the matter with the District's MP to assist with making the charging points implementation easier. It was confirmed that charging points had been asked to be installed at the Council's waste depot so that electric fleet could be trialled.

CAB.106

LEADER'S ANNOUNCEMENTS

There were no announcements.

CAB.107 PUBLICA BUSINESS PLAN 2019/20

The Cabinet was requested to consider the draft Publica Business Plan for 2019/20 and recommend that the Leader approve the Plan and agree to set aside £70,000 of the anticipated underspend against the contract sum for Publica to utilise over the next two financial years to support a graduate and paid intern scheme.

The Chairman of Publica, Mr. Dave Brooks, was welcomed to the Meeting. He explained that Publica's main aim was to continue to do the day job well and that this would always be the priority. He added that this theme would continue in future Business Plans, especially given future changes regarding local government funding. Mr. Brooks explained that, whilst Publica had not created a significant improvement to services since its start date in November 2017, it had continued to deliver the services to the same level, whilst creating significant financial savings to the partner councils.

The Managing Director of Publica, Mr. David Neudegg, was also present at the Meeting. He explained that the delivery of financial savings was ahead of schedule but stressed that in 2020-21 the level of savings identified within the original Business Case was relatively small. He informed the Cabinet that in September-October 2019, a new Business Case for future years would be presented, setting out the additional benefits that could be delivered. With regard to commercialisation of the company, he explained that he was aware of various concerns from partner councils in regard to the risks, and he would seek to address these concerns prior to any decisions being made by partner councils. Mr. Neudegg concluded that the graduate and intern programme would provide an ongoing benefit in meeting the current challenge of replacing Officers in hard to recruit professions.

In response to various questions from Members it was stated that Publica's HR Strategy was focused both on the retention and development of current Officers alongside attracting new employees through its attractive new pay and grading scheme, excellent terms and conditions and the opportunities for career progression; Publica would offer a unique opportunity to any interns in regard to the opportunity to work and understand the processes across four different councils and understand the issues these individual councils experienced; with regard to the loss of senior Planning Officers, Mr. Neudegg stated that they were seldom 'lost' to other authorities and were generally 'poached' by private sector organisations; and Publica was committed to continue to meet with all of the partner councils both individually and collectively.

The Cabinet Member for Environment expressed her support for the Business Plan and highlighted the significant savings Publica had delivered to the Partner Councils whilst also maintaining standards of service during a period of significant change. She added that the savings were substantial enough to warrant a new intern scheme which would help to support and reinvigorate existing staff and that she considered that the digital transformation being undertaken before reviews to be 'very wise'.

The Cabinet Member for Enterprise and Partnerships explained that he wished to echo the comments made and explained that Publica were at or ahead of all targets. He also drew attention to the recent LGC Awards where Publica had made the final shortlist in the 'Best Service Delivery Model' and stated that the organisation should be commended on this.

RESOLVED that:

- (a) the Leader be recommended to approve the Business Plan;
- (b) a sum of £70,000 be set aside from the anticipated underspend against the contract sum for Publica to utilise over the next two financial years to support a graduate and paid intern scheme.

Record of Voting - for 5, against 0, abstentions 0, absent 1.

CAB.108

LEISURE AND CULTURAL SERVICES

The Cabinet was requested to agree the scope for a review of the Leisure & Cultural Services Contract, having regard to the impending break clause option.

The Cabinet Member for Housing, Health and Leisure introduced the item and explained that as a result of a break clause in 2020 the Council had the option to surrender the contract for any reasons it deemed fit, - which at present it had no reason to do, - and if so notice would need to be served by January 2020. He also explained that there were two leisure centres not included within the break clause review as these did not fall under the SLM contract.

The Head of Paid Service drew Members' attention to the additional pages to the circulated report and to the comments made by the Overview and Scrutiny Committee at its March 2019 Meeting. He explained that those Members who had expressed concern had been contacted and that one had since confirmed that he was satisfied with the content but that he had suggested that once the break clause had been disposed of, the Cabinet should consider the needs of the District's residents when producing a new Leisure and Cultural Services contract. The Head of Paid Service also added that the Committee had requested that the Council's three statutory Officers had sight of the review before it was presented to Members and that the review should also acknowledge the two centres not currently part of the contract but which should be included in the future review.

The Cabinet Member for Planning and Licensing Services and Cirencester Car Parking Project explained that he was pleased to see that the Overview and Scrutiny Committee had wanted an element of independence in the review. In this regard, the Cabinet Member for Environment explained that the review was about assessing how the contract had been operating and delivering services and that she considered the Council should trust Officers to manage the review as its main aim was to research what had been delivered and not how staff had delivered the services.

RESOLVED that:

- (a) the suggested arrangements for, and scope of, the 'break clause review' be supported; in the knowledge that the Council's Statutory Officers will be invited to comment on the initial findings of the review (thereby providing independent challenge before presentation to Members);
- (b) the suggested approach to the strategic/holistic review of leisure and cultural provision be endorsed, subject to such review (i) being informed by, and incorporating, an evaluation of current service provision through the dual use facilities at Fairford and Tetbury; and (ii) having regard to related matters such as health and well-being.

Record of Voting - for 5, against 0, abstentions 0, absent 1.

CAB.109 REDUCING SINGLE USE PLASTICS

The Cabinet received an update report regarding current and planned actions to reduce avoidable single use plastics, following the Motion presented to Council in May 2018.

The Cabinet Member for Environment introduced the item and explained that she hoped the Cabinet would note the update provided and endorse the actions. She added that the Council had undertaken a review within the Council and of its contractors and that progress to reduce single use plastics was 'slow and steady' which included the Council using up its existing resource of single use plastics.

RESOLVED that Cabinet notes the update and endorses the actions being taken forward to reduce avoidable single use plastics.

Record of Voting - for 5, against 0, abstentions 0, absent 1.

CAB.110 APPLICATION AND ENFORCEMENT OF DOMESTIC ENERGY EFFICIENCY REGULATIONS

The Cabinet was requested to consider delegation arrangements in respect of the powers contained within the Energy Act 2011 to introduce minimum energy standards in the private rented sector.

The Cabinet Member for Environment introduced the item and explained that there were existing commitments to a carbon neutral Gloucestershire and to reaching the 'C' rating in the early 2020s and, for this reason, the Council should be encouraging the enforcement of the regulations. In response to a Member's question, the Cabinet Member also explained that there would be stringent rules for landlords to meet, should they wish to apply for an exemption from the regulations.

RESOLVED that:

(a) the Group Manager for Professional Services (Publica) be given delegated powers to enforce the provisions and sanctions contained within Sections 43 to 45 of the Energy Act 2011 and the Regulations made thereunder;

(b) the approved delegated powers be incorporated within the Council's Constitution.

Record of Voting - for 5, against 0, abstentions 0, absent 1.

CAB.110 CORPORATE ENFORCEMENT POLICY

The Cabinet received a revised Corporate Enforcement Policy for approval and adoption.

The Counter Fraud Manager introduced the item and explained that the report presented a refresh of policy relating to enforcement in various service areas. She added that similar versions would be presented to other partner Councils, but that each one was individual and reflected the different objectives and shared service arrangements.

The Cabinet expressed its support for the Policy commenting that it made absolute sense and would minimise the risk of challenge.

RESOLVED that:

- (a) the revised Corporate Enforcement Policy be approved and adopted;**
- (b) the Head of Paid Service be authorised to approve future minor amendments to the Policy in consultation with appropriate Officers, Members and the Legal Section.**

Record of Voting - for 5, against 0, abstentions 0, absent 1.

CAB.111

COUNCIL TAX, HOUSING BENEFIT AND COUNCIL TAX SUPPORT PENALTY AND PROSECUTION POLICY

The Cabinet received a report detailing a revised Council Tax, Housing Benefit and Council Tax Support Penalty and Prosecution Policy for approval and adoption.

The Counter Fraud Manager introduced the item, explained that individual service areas had a specific policy and confirmed that this report related to the Housing, Revenues and Benefits Service.

The Cabinet Member for Environment explained that the Policy had been produced to a very high standard and that it was essential the Council had a working document that was sufficiently strong and that enabled it to apply the necessary sanctions, if required.

RESOLVED that:

- (a) the revised Council Tax, Housing Benefit and Council Tax Support Penalty and Prosecution Policy be approved and adopted;**
- (b) the Chief Finance Officer be authorised to approve future minor amendments to the Policy in consultation with appropriate Officers, Members and the Legal Section.**

Record of Voting - for 5, against 0, abstentions 0, absent 1.

CAB.112

SUMMARY FINANCE/SERVICE PERFORMANCE REPORT - 2018/19 QUARTER 3

The Cabinet received a report detailing the overall performance for the Council, with particular focus on progress towards achieving the Council's top tasks, and efficiency measures.

The Head of Paid Service informed the Cabinet that the Overview and Scrutiny Committee had raised no issues on the report.

The Cabinet Member for Housing, Health and Leisure commented that the National Planning Policy Framework (NPPF) penalised authorities for not meeting affordable housing targets but that the Council was in the top 10 authorities for delivering affordable housing with 2,300 homes built over a three-year period against a target of 858.

Various Cabinet Members drew attention to the fact that the missed targets relating to the Corinium Museum were due to its current closure due to planned significant investment at the Museum and the fact that museum attendances were also currently on the decline nationally.

RESOLVED that service and financial performance for Quarter 3 of the financial year 2018/19 be noted.

Record of Voting - for 5, against 0, abstentions 0, absent

CAB.113 SCHEDULE OF DECISIONS TAKEN BY THE LEADER OF THE COUNCIL AND/OR INDIVIDUAL CABINET MEMBER

The Cabinet noted a Schedule detailing decisions taken by the Leader of the Council, the Deputy Leader of the Council, Cabinet Member for Forward Planning, Cabinet Member for Environment, Cabinet Member for Housing, Health and Leisure and Cabinet Member for Planning and Licensing Services and Cirencester Car Parking Project.

CAB.114 ISSUE(S) ARISING FROM OVERVIEW AND SCRUTINY AND/ OR AUDIT (IF ANY)

There were no formal recommendations, or other matters, arising from Overview and Scrutiny and/or Audit.

CAB.115 OTHER BUSINESS

There was no other business that was urgent.

CAB.116 FUTURE HIGH STREETS FUND

The Cabinet was requested to approve the Council's Expression of Interest submission in respect of the Future High Streets Fund initiative.

The Forward Planning Manager introduced the item and explained that the government had recognised that high streets within towns were under pressure owing to the increase in online sales. He added that the Fund was looking to focus on rejuvenating high streets across the country and that £675m of investment would be made available from central government. Members were informed the Council would seek to attain funding through applications to both stages of the Fund and that a grant of between £5m-£10m was hoped to be achieved. The Forward Planning Manager concluded by drawing attention to the expression of interest as detailed in Exempt Appendix A of the circulated report and the letter of support from the Lead Commissioner and LEP and commented that he would also seek to obtain a letter of support from the Town Council.

The Cabinet wished to commend the Forward Planning Manager on the quality of his report and commented that they supported the proposals as outlined in the report.

RESOLVED that:

- (a) the Expression of Interest (set out at Exempt Appendix A to the circulated report) be approved for submission to the Ministry of Housing, Communities and Local Government;**
- (b) the Head of Paid Service be given delegated authority, in consultation with the Leader of the Council, to agree any minor amendments necessary to the Expression of Interest.**

Record of Voting - for 5, against 0, abstentions 0, absent 1.

The Meeting commenced at 4.00 p.m. and closed at 5.15 p.m.

Chairman

(END)

Unconfirmed



CABINET

1ST JULY 2019

AGENDA ITEM (7)

THE PREPARATION OF A STATEMENT OF COMMON GROUND FOR GLOUCESTERSHIRE

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| Accountable Member | Cllr Joe Harris Leader of the Council |
| Accountable Officer | James Brain Forward Planning Manager 01285 623549 james.brain@cotswold.gov.uk |

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| Purpose of Report | <p>This report sets out the progress made by the Gloucestershire Strategic Planning Leaders' Board in respect of the creation of a strategic planning framework for the County to 2050 and beyond. The report specifically recommends the preparation of a Statement of Common Ground (SoCG) - a non-statutory document to be adopted by each of the constituent authorities and relevant partner organisations.</p> <p>Working in the context of a SoCG will help ensure effective, co-ordinated spatial planning for the long term future of Gloucestershire through collective working to prepare a strategic framework for the County to 2050 and beyond which will avoid duplication of effort, potential conflicts and deliver cost efficiencies through joint commissioning.</p> |
| Recommendations | <p>That the Council works in partnership with the five other Local Planning Authorities in Gloucestershire, Gloucestershire County Council and the GFirst Local Enterprise Partnership to develop a Strategic Planning Framework for Gloucestershire, to 2050 and beyond, via the preparation of a 'Statement of Common Ground'.</p> |

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| Reason(s) for Recommendation(s) | To ensure the co-ordination of the strategic planning making across Gloucestershire |
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| Ward(s) Affected | All |
| Key Decision | Yes |
| Recommendation to Council | No |

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| <p>Financial Implications</p> | <p>The District Council has committed to a financial contribution in the sum of £5,000 per annum towards the cost of the Strategic Planning Co-ordinator. This is to be funded within current budgets. Any additional budget requirements will be brought forward for consideration as they arise.</p> |
| <p>Legal and Human Rights Implications</p> | <p>Section 33A(1) of the Planning and Compulsory Purchase Act 2004, which is in respect of the duty to co-operate in relation to the planning of sustainable development, provides that each local planning authority and county council, and certain other bodies (such as the Environment Agency and Homes and Communities Agency), must co-operate with each other and local enterprise partnerships in maximising the effectiveness with which certain activities are undertaken. These activities are the preparation of local development plans (including development plan documents) and any activities that can reasonably be considered to prepare the way for/support for such activities so far as relating to a strategic matter.</p> <p>A strategic matter for the duty is sustainable development or use of land that has or would have a significant impact on at least two planning areas and sustainable development or use of land in a two-tier area if the development or use is a county matter or has or would have a significant impact on a county matter.</p> <p>Under sections 19(1B) to (1C) of the 2004 Act, each local planning authority must identify strategic priorities for development and use of land in the authority's area and policies to address those priorities must be set out in the local authority's development plan documents (taken as a whole).</p> <p>Paragraph 20 of the National Planning Policy Framework (2019) sets out the matters that strategic policies should provide for and under paragraph 27 it is stated that in order to demonstrate effective and on-going joint working, strategic policymaking authorities should prepare and maintain one or more statements of common ground, documenting the cross boundary matters being addressed and progress in co-operating to address these. These should be produced using the approach set out in national planning guidance, and be made publicly available throughout the plan making process to provide transparency.</p> <p>When soundness of plans are tested under the NPPF (2019) one element of this under paragraph 35 is that the plan should be deliverable over the plan period, and based on effective joint working on cross-boundary strategic matters that have been dealt with rather than deferred, as evidenced by the statement of common ground. Therefore, although not a statutory document, statements of common ground dealing with these matters will be expected when plans are at examination. The formal approval of the SoCG will remain the responsibility of each of the parties to it.</p> |
| <p>Environmental and Sustainability Implications</p> | <p>The SoCG will contain matters relating to the environmental, social and economic outputs of the area. In itself it will not be subject to the same requirements for a Sustainability Appraisal in the same way that a Statutory Planning Document does. A Sustainability Appraisal that encompasses a Strategic Environmental Assessment as required by EU Directive (2001/42/EC) will still be required to be produced for the local plan documents.</p> |

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| Human Resource Implications | None at this time; however, specialist officer resources will be required from across the district and county planning teams to develop the detail of a Gloucestershire Strategic Planning Framework. Consideration is currently being given to possible future human resource need and whether this can be accommodated from within existing planning teams or whether budgetary provision will be required. Should additional resourcing be required, these will be considered by Leadership Gloucestershire and the individual councils. |
| Key Risks | Collaboration across all the six districts and county council is required to ensure effective, co-ordinated spatial planning for the long term future of Gloucestershire. To not engage in this work would risk the Council not having an active contribution on issues which may have a direct implication for the District. |
| Equalities Impact Assessment | Not relevant at this time |

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| Related Decisions | None |
| Background Documents | None |
| Appendices | None |

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| Performance Management Follow Up | (i) Implement Cabinet decision(s). (ii) The Local Plan Programme Board would be tasked with monitoring progress. |
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| Background Information | |
| 1. <u>General</u> | |
| 1.1 In summer 2018 the Gloucestershire Economic Growth Joint Committee (GEGJC) set up a Strategic Planning Leaders' Board intended to review current joint planning arrangements and to consider the best mechanism to deliver strategic planning within the county. Comprising senior Members or Officers of each of the District Councils, the County Council, the GFirst Local Enterprise Partnership, and other bodies, the Leaders' Board is supported by a Strategic Planning Co-ordinator for the County, funded jointly by all the districts and county council. | |
| 1.2 The Leaders' Board has discussed a more co-ordinated approach to long-term spatial planning in Gloucestershire, taking account of the engagement drawn from the recent Gloucestershire 2050 conversation. Such an approach could provide an agreed broad vision for the future growth of the County which would support development plan preparation, avoid duplication and potential conflict between plans, and fulfil the duty to co-operate. This partnership approach could also better co-ordinate infrastructure requirements and associated funding whilst delivering potential savings through joint commissioning of development plan evidence bases. | |
| 2. <u>Proposal for a Gloucestershire Statement of Common Ground</u> | |
| 2.1 The Leaders' Board has discussed the type of strategic plan that is appropriate for Gloucestershire, and has concluded that the most appropriate model would be through the preparation of a non-statutory Statement of Common Ground (SoCG). This would allow the statutory Local Planning Authorities to continue to develop and future spatial plans and policies, and | |

retain local interpretation, whilst enabling them to work together to co-ordinate future strategic planning in the county and maximise resource efficiency.

2.2 The SoCG needs to support the ambition for Gloucestershire as developed through the Gloucestershire 2050 conversation. Work is on-going regarding the future governance of Gloucestershire 2050 arising from the concordat identifying a number of growth boards, published via the following link <http://glos2050.com/>. The SoCG and its outcomes should look to support the work that, in due course, will flow from the Growth Boards.

2.3 This approach will also allow the Local Authorities to look beyond their plan periods and link into conversations regarding Gloucestershire 2050 to seek to meet aspirations for growth and infrastructure and link more effectively in a joined up manner with cross-county boundary conversations. Furthermore, effective cooperation enables strategic policy-making authorities and infrastructure providers to establish whether additional strategic cross-boundary infrastructure is required. The statement would be evidence that the strategic policy-making authorities have sought agreement with the relevant bodies and, in relation to the Community Infrastructure Levy, it can form part of the evidence base for the Infrastructure Funding Statement.

2.4 The concept of a SoCG was established by the National Planning Policy Framework (2018). It would be required to be produced and agreed between the six local planning authorities, the County Council, the GFirst Local Enterprise Partnership and other key parties as appropriate. It would set out the agreed position in respect of cross boundary strategic planning issues, demonstrating that the 'Duty to Co-operate' has been fulfilled, but it can also be used to set out a long-term agreed vision for the broad location of development within the county, having regard to influences from beyond our county boundaries.

2.5 The National Planning Policy Framework sets out the details expected to be covered within a SoCG, which are as follows:

1. A spatial portrait and narrative of the geography of the area and the key strategic matters being addressed by the statement, for example meeting the housing need and economic growth for the area and key environmental issues such as flood protection, climate change impact reduction, air quality etc.;
2. Details of the plan-making authorities responsible for joint working detailed in the statement, along with any others engaged in the process, and the associated governance arrangements for the co-operation process, including how the statement will be maintained;
3. The housing requirements in any adopted and (if known) emerging strategic policies relevant to housing within the area covered by the statement as well as a view of the future growth necessary;
4. An understanding of the distribution of housing and economic growth needs in the area as agreed through the plan-making process, or the process for agreeing the distribution of need (including unmet need) across the area;
5. A record of where agreements have (or have not) been reached on key strategic matters, including the process for reaching agreements on these; and
6. Any additional strategic matters to be addressed by the statement which have not already been addressed, including a brief description how the statement relates to any other statement of common ground covering all or part of the same area.

2.6 The detail and scope of the statement would be proportionate to the matters being addressed but would seek to tackle the key issues facing the County and the aspirations for strategic growth and infrastructure requirements.

2.7 In addition to the National Planning Policy Framework requirements, the SoCG would:

1. Draw from existing and developing local plans and plan development processes to provide an agreed joined up picture of growth within Gloucestershire;
2. Include the broad aspirations of partners for the promotion of growth within Gloucestershire;
3. Provide an agreed approach between all agencies to allow co-operation in delivery of plans and infrastructure;
4. Improve strategic planning co-ordination, co-operation and communication to avoid potential conflict between plans and partners ensuring Gloucestershire can speak with 'one voice', which is so important for Government dialogue and associated funding bids

3. Alternative Options Considered

The Gloucestershire Councils could decide to not progress the preparation of the Statement of Common Ground. This course of action has been discussed and discounted by the Leaders' Board. Failure to maximise the opportunity created through the creation of an effective Strategic Planning Framework for Gloucestershire County would mean that opportunities for effective strategic development discussions are lost. The opportunity to save resources through joint commissioning of an effective evidence base may also be lost. Alternative options have therefore not been considered.

(END)



CABINET

1ST JULY 2019

AGENDA ITEM (8)

SUMMARY FINANCE/SERVICE PERFORMANCE REPORT, INCLUDING FINANCIAL OUTTURN - 2018/19 END OF YEAR

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| Accountable Member | All relevant Cabinet Members |
| Accountable Officers | Heads of Service |

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| Purpose of Report | <p>To summarise overall performance for the Council, with particular focus on progress towards achieving the Council's top tasks, and efficiency measures.</p> <p>To provide information on the Council's financial position including revenue outturn and budget variances; and capital expenditure, capital receipts and use of reserves.</p> |
| Recommendations | <p>(a) That Cabinet reviews, and challenges as appropriate, service and financial performance for Quarter 4 of 2018/19;</p> <p>(b) that Cabinet recommends to Council to allocate the 2018/19 underspend as set out in paragraphs 2.32 and 2.33 of this report, i.e. £490,000 to the Council Priorities Fund, and £1,362 into the Council General Fund.</p> |
| Reason for Recommendation | The Council's performance management arrangements provide the Overview and Scrutiny Committee and Cabinet with the opportunity to consider and comment on both service and financial performance on a quarterly basis. |

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| Ward(s) Affected | None |
| Key Decision | No |
| Recommendation to Council | Yes, in part |

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| Financial Implications | As described in sections 2, 3 and 4 of the report |
| Legal and Human Rights Implications | None |
| Human Resource Implications | None |
| Environmental and Sustainability Implications | None |
| Human Resource Implications | None |

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| Key Risks | As described in section 4 of the report |
| Equalities Analysis | Not required |

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| Related Decisions | The Council or the Cabinet approves all new capital schemes |
| Background Documents | The following reports are available in the Members' Room: <ul style="list-style-type: none"> • Corporate risk register • Service risk register (primary only) • Risk management methodology - evaluation |
| Appendices | Appendix 'A' - Progress towards achieving our top tasks Appendix 'B' - Performance indicator report Appendix 'C' - Efficiency measures Appendix 'D' - Revenue Summary and Variances (to follow) Appendix 'E' - Summary of gross capital expenditure (to follow) |

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| Performance Management Follow Up | Implement any decision(s)/recommendations of the Cabinet |
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| Options for Joint Working | Joint working is fundamental to the Council's strategic approach as set out in the 2020 programme. |
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| <p>Background Information</p> <p>1. <u>Operational Performance</u></p> <p>1.1 The 2018-19 update of the Corporate Strategy and Plan 2016-19 was approved by Council, under the previous administration, in September 2018. The Corporate Strategy sets out the Council's aim and priorities, in addition to the key tasks that services will deliver. The Council's service plans demonstrate how each service contributes to the overall achievement of the Council's priorities. The 2018-19 update is the final update to the Corporate Strategy, and preparatory work has commenced by the new administration on a new Corporate Strategy for 2019-2023.</p> <p>1.2 Each quarter, the Council monitors its progress towards achieving the aim and priorities set out in the Corporate Strategy and Plan, in particular the 13 tasks which have been selected as 'Top Tasks' and the Council's efficiency measures, as well as service delivery, which are reported together with our financial performance in this report.</p> <p>1.3 Overall, services performed well (measured by performance indicators), with almost 94% of indicators achieving their targets or achieving their targets 'within tolerance'; and seven top tasks have been achieved during the year. In terms of financial performance, there was an under-spend against the budget of £491,362 (see Section 2).</p> <p><u>Performance Against Top Tasks</u></p> <p>1.4 The Council's top tasks, which were set by the previous administration, were refreshed as part of the update to the Corporate Strategy and Plan, and include tasks that have been rolled forward from the previous year, as well as new tasks. At the end of the year, seven top tasks have been achieved, and four top tasks are running slightly behind target; we expect the majority of these tasks to be achieved during the next financial year. The remaining tasks are progressing largely as expected.</p> |
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1.5 Seven top tasks have been achieved:

- 'Adopt the Local Plan by Summer 2018' – the Local Plan was adopted at Special Council on 3rd August 2018;
- 'Deliver a minimum of 150 affordable homes in 2018/19' – we delivered a total of 291 affordable homes during the year;
- 'Review service options for the future Cotswold waste service, in preparation for the renewal of the fleet in 2019, including consultation on service design by the end of December 2018' – Council considered and agreed the design of the new waste service in December 2018, which is expected to commence in Autumn 2019;
- Start work on the preparation of a new Corporate Strategy for the period 2019-2023 – the initial work on understanding the state of the District is nearing completion;
- Support the Gloucestershire One Public Estate Cirencester project during 2018/19 – we are considering potential joint opportunities between the Police and the Council on the Forum sites; and as part of the wider initiative, we will be reviewing partner organisations' landholdings in Cirencester and seeking opportunities to better utilise assets;
- Work to address Cirencester's car parking needs, by pursuing a range of solutions including the provision of a decked car park at the Waterloo site and permit parking at the Cirencester Rugby Club by the end of March 2019 – options for the internal design have been finalised, contractors have been appointed for the construction phase, and the architect procurement has commenced. The Rugby Club has been secured for decant parking, and a planning application is likely to be submitted in June 2019;
- Participate in Gloucestershire County Council's Fastershire initiative to improve the roll-out of high speed broadband to all parts of the District, including hard to reach areas, by the end of this Strategy – over the last 18 months, superfast broadband has been extended to hard to reach areas; and once the latest developments are complete, we expect coverage to be up to 98% of all premises in Cotswold District.

1.6 Three top tasks were not achieved by the target date:

- 'Progress work on the Cirencester Town Centre Master Plan (Supplementary Planning Document) - complete consultation on the options for the Master Plan by the end of March 2019' - a conference focusing on the health of the town centre was deferred until January 2019 at the request of local retailers in order to avoid Black Friday and the Christmas shopping season. Public consultation on the Master Plan options has been re-scheduled later in 2019;
- 'Increase the number of electric vehicle charging points in the District for both public and council business use by the end of March 2019' - due to the complexities of the legal framework, it has taken longer than expected for external solicitors to put the framework in place. The legal elements have since been completed which will allow the framework procurement to commence in the next quarter;
- Adopt and implement the Community Infrastructure Levy jointly with West Oxfordshire District Council by 6th April 2019 – the implementation date has been delayed to June 2019 so that the necessary systems and resources can be put in place to implement and operate CIL.

1.7 One top task is running behind the target date:

- Support the improvement works to the Corinium Museum by the end of December 2019 – there was a delay in tendering the work packages; and since commencing the main building works, structural issues were found when the ceilings were exposed in the grade II listed parts of the building. The project end date is estimated to be March/April 2020.

1.8 A full update on the Council's top tasks is attached at **Appendix 'A'**.

Performance Against All Indicators

1.9 Almost 94% of performance indicators achieved their targets or achieved their targets 'within tolerance'.

1.10 Two indicators fell short of their targets:

- Number of visitors to museum or galleries, and
- Percentage of land charge searches received and dispatched within ten days.

1.11 Further details, including any mitigating actions being taken, have been provided by the accountable officers at **Appendix 'B'**:

1.12 Senior Management Team will continue to ensure that action is taken to improve performance where appropriate.

Table 1 - Summary of Performance - All PIs

| Status | 2016/17 | | 2017/18 | | 2018/19 | |
|----------------------------------|---------|----------------|---------|----------------|---------|----------------|
| | Total | % ¹ | Total | % ¹ | Total | % ¹ |
| Achieved or exceeded target | 21 | 63.6 | 23 | 82.1 | 23 | 74.2 |
| Achieved target within tolerance | 6 | 18.2 | 2 | 7.1 | 6 | 19.4 |
| Target not achieved | 6 | 18.2 | 3 | 10.7 | 2 | 6.5 |
| Total | 33 | | 28 | | 31 | |
| No target/no data | 4 | | 7 | | 5 | |

¹ Figures have been rounded and may not add up to 100%

Efficiency Measures

1.13 For 2018/19 and in previous years, the Council's aim was 'to be recognised as the most efficient council in the country' using the following basket of indicators:

- Overall cost of council services per head of population (Revenue Estimates)
- Rate of increase in council tax
- Time taken to process housing benefit - new claims
- Percentage of council tax collected
- Amount of household waste per household (kg)
- Percentage of household waste sent for recycling, composting and re-use
- Unemployment claimant rate
- Overall crime rate per 1,000 population
- Percentage of major planning applications determined in accordance with relevant timescales

1.14 For each indicator, we rank our performance against the performance of all 201 shire district councils - the council with the best performance is ranked 1, and the worst performance is ranked 201. The rankings for the individual indicators are aggregated to produce an overall ranking for each council. The council with the lowest score is the best performing or 'most efficient council'.

1.15 We established baseline rankings for all the indicators and an overall ranking (primarily based on 2011/12 data) for the whole basket of indicators which we are using to gauge future improvements.

1.16 Each year, we complete an assessment of how we compare, once all the benchmarking data has become publicly available. The latest rankings exercise (primarily based on 2017/18 data) placed the Council in 2nd position – one place down on the previous year (1st) and seven places better than the baseline year (9th) (low is good). The drop from 1st to 2nd position was due in the main to the performance of one indicator, the claimant rate, which fell from a ranking of 8 to 70. The increase in the claimant rate is a result of the implementation of Universal Credit Full Service, and has affected local authority areas disproportionately, with increases in claimant count/rate being more pronounced in those areas that have been operating Full Service longer.

1.17 In general, there has been a strong and consistent performance across the basket of indicators over the seven year period during which time the Council has ranked in the top 10 councils.

1.18 The latest update on how we are performing against each of the indicators is attached at **Appendix 'C'**, and primarily relates to 2018/19.

2. Financial Performance (Revenue)

2.1 The Council's base revenue budget (Total Cost of Services) for 2018/19 was £13,104,721. During the year this was revised to £14,642,972 to reflect the following:

- Include in-year savings within service areas;
- Accounting adjustments (e.g. capital charges);
- Inclusion in service budgets of one-off expenditure funded from specific government grants;
- Inclusion in service budgets of one-off expenditure funded through earmarked revenue reserves.

2.2 Operationally, the Council under-spent against budget by £153,225.

2.3 During 2018/19 the Council was part of the Gloucestershire 100% Business Rates Retention Pool Pilot. The financial gain from the pool exceeded the budgetary provision by £497,975.

2.4 From 1st April 2018, a revised accounting standard came into effect. Once the accounting requirement of International Financial Reporting Standard (IFRS) 9 on "Financial Instruments" is taken into account, the net surplus for the year, including Business Rate Retention and operational budget under-spend is £491,362.

2.5 The Council had planned to increase the level of General Fund balance by £7,811. The outturn position enables the Council to increase the General Fund Balance further or to allocate the surplus to earmarked reserves to provide funding for in-year budget pressures during 2019/20 or fund initiatives which support the Council's aim and priorities.

2.6 The revenue outturn for all services for the year ending 31st March 2019 is shown at **Appendix 'D'**. The report highlights that there are a number of budget variances across a range of service areas. These figures are subject to external audit review during the summer, however, the figures are not expected to change materially from those currently being reported.

Detailed Variance Analysis

Expenditure – Significant Variances

2.7 The Council's own service company, Publica, now provides the majority of the Council's staffing resource which is used to provide services. The 2018/19 contract sum, which was agreed prior to the start of the year, with Publica is £8,951,407 (excluding the cost of the Transformation programme).

2.8 At the end of the year Publica reported an overall underspend of £877,000 against its Contract sums with the Councils. £307,000 related to the Cotswold contract sum. These savings have been allocated across the Council services.

2.9 The Council's Environmental Services (grounds maintenance, domestic waste collection, recycling collections, etc.) are provided by Ubico Ltd. Due to the aging fleet that Ubico are using to deliver the Cotswold contract, the cost of repairs, fleet maintenance works, and the cost of hiring vehicles is greater than would normally be expected. The Ubico contract costs have exceeded budget by £156,000. The Council had planned for this by making provision from reserves. Due to the Council achieving an overall surplus for 2018/19, funding from earmarked reserves has not been utilised, and the costs were borne by the General Fund. The balance in the earmarked reserve (of £200,000) therefore remains available.

2.10 Expenditure on the homelessness cost centre was £55,000 lower than budgetary provision. The under-spend is in relation to a decrease in the requirement to use Bed & Breakfast accommodation. The service have been working proactively to prevent homelessness before it happens and is bringing the Council's property in Ashcroft Road into use before the end of the financial year as temporary emergency accommodation. In April 2018 the new Homelessness Reduction Act increased the Council's duties in relation to homelessness. Officers will continue to monitor demand upon the service to assess the impact of the changes in legislation.

2.11 The costs of the 2020 Vision/Publica Transformation Programme as showing an over-spend of £36,460. This overspend relates to software licensing costs which will be shared across the Publica partner Councils. It is estimated that £24,000 is recoverable from the Publica partner councils. The costs will be recovered in 2019/20 and will be treated as windfall gain in 2019/20.

2.12 Savings in the "GO Support and Hosting" cost centre of £53,000, which relates to the back office system support for the accounting and HR system, are from savings in the IT infrastructure used to enable data to be transferred across various Council sites.

2.13 Overspend in ICT OF £25,000 is a result of unavoidable software license costs and support and maintenance of systems.

2.14 The Council received a £56,753 refund of Business Rates for multiple years relating to the Old Memorial Hospital, in Cirencester. In contrast, the Council has paid £70,163 to HMRC to correct a one-off Value Added Tax error.

2.15 The Retained Services group of cost centres includes a budget item for "Savings and Growth Items". This includes savings incorporated within the Publica contract for natural employee turnover (posts vacant while Publica recruits new entrants). The under-spend in the Publica contract (see paragraph 2.8) is in addition to this vacancy savings target. The Publica savings are reflect across all services areas, however the Council's savings target has not been allocated to service areas and is therefore showing as an artificial overspend of £156,000 which offsets underspends across Council services.

2.16 At the time of producing this report, the animal control cost centre is showing an over-spend of £63,000. However, the Council is due a [page 22 of 62](#) payment from West Oxfordshire District Council of around

£60,000 which offsets this deficit. The payment will be received in 2019/20 and will be an in-year windfall gain.

2.17 The budget for Councillor allowances has been underspent by £35,000. Some Councillors chose not to claim all of their allowances for the year, including mileage. In addition, an allowance had been made for a potential increase in allowances for 2018/19 but, in the event, changes were not implemented until 2019/20.

2.18 The costs of appeals against planning decisions have exceeded budget by £48,000.

Income – Significant Variances

2.19 The Council's chargeable Green Waste service continues to perform well. The majority of income is generated at the start of the year, with the service beginning on 1st April and the fee entitling users a service up until 31st March. Subscribers to the service have exceeded budget, with the service showing £159,000 of income above the target for the year.

2.20 Despite a positive start to 2018/19, planning application fee income has underachieving against budget and ended the year £154,000 short of target. Land charges income is also short of target by £31,000.

2.21 The Housing Benefit team have identified a higher level of housing benefit overpayments than anticipated. Overpayments attract additional housing benefit subsidy from central government. Overall the income has exceeded budget by £121,000.

2.22 In the first half of the year the Council diversified a portion of the investment portfolio, away from traditional 'cash' deposits. As a result, the Council has invested an additional £6m into a mixture of property funds and income funds. These investments are proving successful, almost immediately generating additional revenue for the Council. By 31st March, the overall investment return was £147,000 above target.

2.23 The Council's commercial property portfolio has performed well over the year and rental income has exceeded budget by £33,000.

2.24 A full list of all cost centres and budget variances is attached to this report at **Appendix 'D'**.

Business Rates Retention Scheme and Pooling

2.25 From 2013/14 the Council has been a member of the Gloucestershire business rates pool. The pool was established to reduce the levy payable to central government on growth in the business rates base.

2.26 The accounting arrangements for Business Rates are complex and introduce timing difficulties into items charged to the revenue account due to differential treatment under statute. The original budget and the actual outturn for 2018/19 is as follows:

| | Budget 2018/19 £'000 | Actual 2018/19 £'000 | |
|--|----------------------------|----------------------------|--|
| Business Rates Income | 16,492 | 16,492 | Movement for RV, appeals etc. - Charged next year |
| Less: Tariff | -13,558 | -13,558 | |
| NNDR deficit payable to the Collection Fund | -842 | -842 | Fixed at budget setting |

| | | | |
|---|--------------|--------------|---|
| S.31 Grant | 2,001 | 2,381 | Changes to small business rate relief and new discretionary reliefs introduced by central government |
| | 4,093 | 4,473 | |
| Less: Levy | 0 | 0 | No levy applicable as part of 100% pool pilot |
| Net Business Rates | 4,093 | 4,473 | A surplus of £319,081 in year |
| Contribution from business rates smoothing reserve to part fund collection fund deficit | 440 | 440 | Funded from section 31 Grant received in prior years which compensates for lost business rates income reflected in the Collection Fund. |
| Contribution to Gloucestershire Economic Joint Committee | -379 | -262 | Contribution as per the Pool Governance Arrangements – share of pool gain to be invested in economic development across the County |
| Total Business Rates | 4,154 | 4,651 | A surplus of £497,975 for the year |

2.27 The Council has benefited from being part of the Gloucestershire 100% pool pilot in 2018/19. While some pool gain was included within the base budget for 2018/19, there has been an additional windfall gain of £498,000 in 2019/20.

2.28 There has been very limited resolution to appeals against the 2010 rating list. The provision for successful appeals remains unchanged at around £1.2 million.

2.29 Provision has been included for the first two years of the new list which came in to effect in 2017/18. So far the new Check, Challenge and Appeal process, introduced for the 2017 list, has not resulted in any businesses reaching the Appeal stage of the process and therefore no successful appeals. The provision for the 2017 list is therefore in line with the national assumption on successful appeals. The provision for appeals against the 2017 list is now around £3 million. Overall the appeals provision now totals £4.1 million.

2.30 Changes to the Business Rates Retention Scheme are due to be implemented by central government in the 2020/21 financial year. Although the Council's Medium Term Financial Strategy (MTFS) makes provision for a significant reduction in funding from retained business rates, the actual impact of the changes remain unclear.

Transfers to Reserves

2.31 As mentioned, at 2.4 above, the Council has generated an under-spend against its original budget of £491,362.

2.32 The Council is facing a significant financial risk when it introduces the changes to its waste and recycling service in November 2019. As has been seen from changes to these types of services in other local authorities, the true cost of delivering a revised waste and recycling service cannot be guaranteed until the service is operational and has become established. It is therefore recommended that £490,000 is transferred to the Council Priorities Fund earmarked reserve for use either in funding in-year budgetary pressures from changes to the waste service or to fund priority projects which support the new Council's priorities.

2.33 It is proposed that the remaining revenue underspend of £1,362 be transferred into the Council General Fund.

General Fund Balance

2.34 As at 1st April 2018, the Council's General Fund balance stood at £4,835,975. This was revised up to £4,900,976 as changes in accounting standards were applied from 1st April 2018 with the introduction of International Financial Reporting Standard (IFRS) 9 on "Financial Instruments". This required a transfer from a previously "unusable" reserve into the Council's General Fund Balance as at 1st April 2018.

2.35 When the 2018/19 budget was set in February 2018, it was anticipated that there would be a contribution to the General Fund balance of £7,811. If the recommendation set out at 2.33 is approved by Council. The contribution to General Fund balance will increase by £1,362 and will stand at £4,902,338.

2.36 Retaining General Fund balances at this level will assist with longer term planning that will be incorporated within the Medium Term Financial Strategy. A formal review of the Strategy will take place during 2019/20.

3. Capital Activity

3.1 The Council received 123 DFG [Disabled Facility Grants] referrals during the period April to March 2018/19. This funding provides essential adaptations for disabled residents to enable them to remain at home and live independently and safely. This includes stair lifts, through floor lifts, ramps, level access showers, wash/dry toilets and extensions. The maximum DFG is £30k. There are currently 54 ongoing DFG cases, 4 of which are for children. The grants are mandatory and fully funded by central government. The Council contributes £5k per quarter to 'Warm and Well' from the DFG funding it receives. The scheme [Ecoflex] is managed by Severn Wye Energy Agency. The Ecoflex scheme is available to private tenants and home owners and aims to reduce fuel poverty associated with health problems and improve energy efficiency in the home. It also offers the Renewable Energy Incentive which includes health issues related to damp and cold, general advice, grants for insulation, boilers and heating.

3.2 There are various projects underway in ICT to keep our network infrastructure secure and up to date. The rolling replacement programme of laptops and devices continues with laptops being replaced with those that are up to date with Windows 10. Future planned work includes the replacement of storage infrastructure, network upgrades, firewall replacement and internet connectivity.

3.3 Card payment devices at the Council's car park pay and display machines have now been upgraded. Contactless payments are now available at all pay and display machines across the district.

3.4 Planned improvement work at Rissington Road car park, Bourton-on-the-Water has been delayed due to drainage issues which require resolution before other improvements progress. Some changes to design have also been explored which should mean drainage costs incurred won't exceed agreed total scheme costs.

3.5 The drafting of the legal Framework documents for the procurement of a number of Electric Vehicle Charging Points [EVCPs] proved to be highly complex and their preparation has taken far longer than anticipated. Procurement is expected to commence during Q.1 2019/20.

3.6 Car parking developments are as follows -

- The Council is taking forward a number of projects aimed at increasing car parking capacity. The Waterloo decked car park proposal has progressed, with pre-app advice obtained, internal car park designs developed and soil investigation undertaken to inform understanding of archaeology. A contractor has also been appointed for the construction phase and is working with the Council and consultants in the preparation of construction costs. The Architect procurement will commence in April 2019 and once designs have been obtained a business case can be submitted to Council for a decision to proceed and a planning application submitted.
- A planning application for the Rugby Club is being finalised and following consultation with local residents in February, some further surveys and assessments are being carried out to satisfy local concerns. Once a further meeting with residents has taken place the planning application will be submitted in June 2019.
- Funding has also been allocated for the demolition of the Old Memorial Hospital and the creation of additional parking spaces. This site would be considered for more strategic development longer term within the context of the Cirencester Masterplan. Planning permission has been granted for demolition and works will proceed later this year.

3.7 The procurement of Ubico fleet vehicles as part of the replacement programme has been reviewed in line with the planned waste service changes in November 2019.

3.8 The Corinium Museum 'Stone Age to Corinium' project began on site at the end of Q3. The museum remains open at this stage with minimal impact on visitors expected.

3.9 The Rural Broadband scheme [Budget of £500,000] is dependent upon a bigger scheme being agreed with Gloucestershire County Council. It is not anticipated that a scheme will present itself in the near future. If this is the case, then the Cabinet/Council may wish to consider an alternative use of such earmarked funds. Similarly, a scheme planned for the Scanning of Planning Documents [£200,000 budget] has been put on hold. Neither scheme is anticipated to move forward in the near future.

3.10 There were no capital receipts or asset disposals during Quarter 4.

3.11 A full list of the approved capital programme and expenditure is attached at **Appendix 'E'**

4. Risks

4.1 The **Corporate Risk** Register was updated during April 2019 and reviewed by the Shared Risk Management Group on 30th April 2019. The Shared Risk Management Group comprises both Council and Publica Senior Managers. Any risk scoring 15 or above is considered a 'primary' risk.

4.2 At the end of 2018/19, there were 2 primary risks on the register:

- If the Local Government settlement over the medium term is unfavourable then the Council's savings targets may need to increase – The MTFs was approved by Council in February 2019. The MTFs includes an estimate of the likely impact of the changes to local government funding from 2020/21 onwards which provides the Council with the context in which to take decisions. However, the actual impact of changes to central government funding will not be known until the autumn.
- If Ubico is unable to deliver services to the required standard then it could damage the Council's reputation and result in additional costs for the Council - The waste fleet has deteriorated before expected resulting in high levels of breakdown, and as a consequence is impacting on residents and increasing service costs. The fleet is being re-procured as part of a new service which will be launched in November. Modelled costs for the new service were

agreed at Council in December and embedded in the budget in February, however, there are elements such as fleet numbers and tonnages which are based on estimates and may be subject to change which could increase costs.

4.3 **Service Risk** Registers were updated by Officers to reflect changes to risk ratings at the end of the year - there are no primary risks to report.

5. Health and Safety

5.1 In the past reports on health and safety matters have been considered by the Council's Joint Consultative Committee. With the formation of Publica and the transfer of the majority of Council employees into the company, it is now appropriate that these matters are considered as part of the quarterly performance reports.

5.2 The Council's Head of Paid Service is the "responsible person" under the regulatory reform fire safety order (2005).

5.3 There were no recorded incidents during the quarter.

5.4 The planned activities of the service include:

- The fire zones at Trinity Road have been restructured so that there is a consistent approach across Council sites;
- Two fire warden refresher training sessions have taken place at Trinity Road, with another session planned;
- Fire risk assessments on all Council properties are scheduled for May 2019.

6. Overview and Scrutiny Committee

This summary performance report will be reviewed by the Overview and Scrutiny Committee at its rescheduled Meeting on 23rd July 2019; and any comments from that Committee will be reported to the Cabinet in due course.

(END)

Appendix A - Progress towards achieving our Top Tasks (2018/19 Year End)

| Priority 1: Provide high quality services at the lowest possible cost to Council Taxpayers | | | |
|---|---------------|--|--------------------|
| Task | Status | Progress | Assigned to |
| Work with Publica Group Ltd to deliver savings of £1.85m per annum by 2020 | On Target | <p>The majority of staff transferred to the Company on the 1st November 2017 delivering services on behalf of the partner Councils; and the first Publica Business Plan set out the key actions to deliver the transformation programme. This work includes the development of digital solutions to provide 24/7 access for customers to many of our transactional services; improved collection and use of data to ensure that customers only need to contact us once to undertake multiple transactions; and designing services which respond directly to user needs.</p> <p>The programme remains broadly on track to deliver the key 2018-19 objectives, including the launch of the new digital platform, Salesforce in Customer services in June 2019. The new platform will underpin all our services and help to deliver more customer focused solutions. In addition, we have commenced the move towards the new operating model, and service reviews are underway.</p> <p>Publica's business plan 2019/20 was approved by the Leader at Cabinet in March 2019, and sets out the key tasks against the priorities as well as the longer term goals.</p> | David Neudegg |
| Start work on the preparation of a new Corporate Strategy for the period 2019-2023 | Achieved | The background work that will underpin the new Corporate Strategy is well underway; and will ensure that the Strategy is evidence based and informed by a review of the state of the District, and the strategies and work of our partners. This approach will ensure that we are community led /focussed, and that it is supported by the most recent demographic and socio economic data. A timetable has been developed taking into consideration engagement and consultation with relevant parties. | Andy Barge |

Priority 1: Provide high quality services at the lowest possible cost to Council Taxpayers

| Task | Status | Progress | Assigned to |
|--|---------------|--|-------------------------------|
| Support the Gloucestershire One Public Estate Cirencester project during 2018/19 | Achieved | <p>One Gloucestershire Estates Group comprises members from the Leadership Gloucestershire organisations, and seeks to share information about assets, work together where possible, and actively seek opportunities to drive better value for money through collaboration. The programme draws on opportunities from Government initiatives where possible, and has gained support from the Government's One Public Estate Initiative. It has been successful in securing funding to develop four major projects.</p> <p>The Cirencester project is investigating the feasibility of establishing an innovative 'blue light' emergency fast response facility on one campus, and supporting the delivery of vital services. Blue Light services are considering the financial and non-financial benefits of the suitable sites. An alternative site would mean that the existing land (police station, magistrates' court and Forum car park) could be released for redevelopment. The Council and the Police and Crime Commissioner have jointly commissioned consultants who are carrying out valuation work and reviewing the options for proposed redevelopment of the Police station and the Forum car parking site. This work is expected to be completed by the end of May 2019.</p> <p>This project sits within a wider initiative which involves reviewing all partner organisations' land holdings in Cirencester and seeking opportunities to better utilise assets.</p> | Christine Cushway/Jenny Poole |

| Priority 2: Protect and enhance the local environment whilst supporting economic growth | | | |
|--|---------------|---|--------------------|
| Task | Status | Progress | Assigned to |
| Adopt the Local Plan by Summer 2018 | Achieved | <p>The Local Plan (2011 to 2031) was adopted at Special Council on 3rd August 2018.</p> <p>The revised National Planning Policy Framework makes clear the Local Plan should be reviewed every five years. The Government published the outcome of the 'Technical consultation on updates to national planning policy and guidance' in February 2019. The proposals have been incorporated within the national planning practice guidance (NPPG), specifically the 'Housing and economic needs assessment' (HENA) chapter.</p> <p>The HENA details the standard method for assessing housing need and now clarifies that the 2014-based household projections should be used to set the 'baseline' for the standard method calculation. The Gloucestershire wide Local Housing Needs Assessment will take account of this methodology. The assessment is scheduled to be published in late 2019.</p> | James Brain |
| Adopt and implement the Community Infrastructure Levy jointly with West Oxfordshire District Council by 6 th April 2019 | Not achieved | <p>The Cotswold District Community Infrastructure Levy Draft Charging Schedule (CIL) was approved at Special Council on 3rd August 2018. The report agreed that the levy would be charged from 1st April 2019.</p> <p>In February 2019, Cabinet received a report on possible ICT solutions and resourcing. The implementation date has been delayed to 1st June 2019 as additional time is required to recruit and set up the necessary systems and resources to implement and operate CIL.</p> | James Brain |

| Priority 2: Protect and enhance the local environment whilst supporting economic growth | | | |
|---|--|--|--------------------------------|
| Task | Status | Progress | Assigned to |
| Review service options for the future Cotswold waste service, in preparation for the renewal of the fleet in 2019, including consultation on service design by the end of December 2018 | Achieved | <p>We undertook two consultations to gather views on the future waste/recycling service for the District and County; a three week public consultation in July 2018, workshops for Members, and Town and Parish Councils in August 2018.</p> <p>Resource Futures carried out modelling of the service options which were costed by Ubico. The options for the future service and collection frequency were presented to Full Council in December 2018, with revenue and capital costs.</p> <p>The new service will be:</p> <ul style="list-style-type: none"> • a fortnightly collection of residual waste (as existing); • a fortnightly collection of dry recyclates (as existing) but subject to an enhancement to the existing kerbside sort collection service, to include additional materials (i.e. waste electrical and electronic equipment (WEEE), textiles and cartons) and a change in receptacle for cardboard; • a separated weekly food waste collection; • a separated fortnightly garden waste collection. <p>Work has commenced on the procurement of the fleet and new containers; and the re-design of rounds to maximise efficiency. The new service will launch on 4th November 2019.</p> | Claire Locke |
| Work to progress the Brewery Court developer led scheme for a cinema and retail scheme over the next three years | On-going (subject to progress by the developer) | <p>Legal agreements have been prepared for the transaction to cover the disposal of the Council land as part of the site assembly and secure the completion of the development works.</p> <p>The developer has discharged the pre-commencement of the planning conditions, and carried out the necessary works to implement the planning permission. We are continuing to have discussions with the developer to progress this project in respect of some amendments he wants to make to the scheme.</p> | Christine Cushway/Frank Wilson |

Priority 2: Protect and enhance the local environment whilst supporting economic growth

| Task | Status | Progress | Assigned to |
|---|---------------------|---|--------------------|
| <p>Progress work on the Cirencester Town Centre Master Plan (Supplementary Planning Document) - complete consultation on the options for the Master Plan by the end of March 2019</p> | <p>Not achieved</p> | <p>In recognition of the Local Plan's commitment to prepare a Supplementary Planning Document (SPD) for Cirencester Town Centre, Cabinet requested officers to begin work on drafting a Master Plan for Cirencester Town Centre.</p> <p>Cirencester is a designated Neighbourhood Plan area; and a Memorandum of Understanding was signed to establish how both Councils will support and deliver their separate but complementary plans.</p> <p>Cotswold District Council and Cirencester Town Council developed a new website www.cirencesterfutures.org.uk to support and explain the 'Cirencester Futures' brand and associated work such as the Master Plan, the Neighbourhood Plan and related projects.</p> <p>A conference focusing on the health of the town centre for key stakeholders, retailers and businesses was delivered in January 2019. A new partnership for Cirencester is in the process of being set up to take forward ideas that were raised at the Cirencester Futures event. This partnership will also have early input into the draft Master Plan options.</p> <p>Public consultation on the Master Plan options has been re-scheduled later in 2019. The scoping of Master Plan options has identified two important issues that are currently the focus of work, namely ensuring there is sufficient car parking capacity in the town centre following the Waterloo redevelopment to allow release of the sites allocated in the Local Plan for development, and assessing the potential constraints on redevelopment resulting from the presence of Scheduled Ancient Monuments (SAM) and other historic environment considerations.</p> <p>An interactive town centre health check has been published to support the Master Plan; and other tasks continue as originally planned, for example, a review of the conservation area, transport assessments and responding to pre-application advice.</p> <p>The Local Plan Programme Board monitors progress on this top task.</p> | <p>James Brain</p> |

Priority 2: Protect and enhance the local environment whilst supporting economic growth

| Task | Status | Progress | Assigned to |
|--|-----------------|--|---------------------|
| <p>Work to address Cirencester's car parking needs, by pursuing a range of solutions including the provision of a decked car park at the Waterloo site and permit parking at the Cirencester Rugby Club by the end of March 2019</p> | <p>Achieved</p> | <p>During 2018/19, we pursued a number of options to address Cirencester's car parking needs. Independent consultants reviewed the available options for increasing the capacity of our car parks, and concluded that development of the Waterloo car park would be the best option for increasing capacity.</p> <p>Following agreement from Cabinet in July 2018, we appointed specialist parking consultants to prepare the internal operational design of the decked car park. The different options for the internal design have been finalised.</p> <p>Project management consultants Perfect Circle and contractors Wilmott Dixon have been appointed via the SCAPE procurement framework to support the preparation of a detailed business case for the Waterloo car park.</p> <p>The architect procurement commenced in April 2019, and will be overseen by Wilmott Dixon, the contractors that have been appointed for the construction phase. The original plan was to appoint RIBA to undertake a two-stage procurement for an architect, including a design competition, however, RIBA subsequently revised their advice as it was not compliant with EU rules.</p> <p>We have secured the Rugby Club for decant parking during the construction phase of the Waterloo development and permit parking thereafter. A number of studies have been undertaken, layout designs drawn up, and pre-application advice received. Following public consultation with local residents, additional traffic information and environmental surveys are being carried out and will be presented to residents before a planning application is submitted in June 2019.</p> <p>The Old Memorial Hospital site is being progressed to provide additional parking in the short term. Planning permission was granted in March 2019 to demolish the OMH; demolition costs are currently being reviewed and a contractor is being procured.</p> | <p>Claire Locke</p> |

Priority 3: Champion issues which are important to local people and that will enable them to benefit from good health and well being

| Task | Status | Progress | Assigned to |
|---|-----------------|---|---------------------|
| <p>Participate in Gloucestershire County Council's Fastershire initiative to improve the roll-out of high speed broadband to all parts of the District , including hard to reach areas, by the end of this Strategy</p> | <p>Achieved</p> | <p>Over the last eighteen months, the focus has been on extending superfast broadband to hard to reach areas. The latest coverage data (January 2019) suggests the following rural areas have connections or are being prepared via Gigaclear contracts:-</p> <p><u>Connections completed</u></p> <p>Lower Swell, Chedworth, Barnsley, Guiting Power, Daglingworth, Cerney Wick, Withington, Eastleach, Hazleton, Ewen, Siddington, Cockleford, Winstone, Little Barrington, Ampney St Peter, Winson, Little Rissington, Clapton on the Hill, Naunton, Whelford, Birdlip and Brimpsfield, Ullenwood, Badgeworth, and Whiteway.</p> <p><u>In build and preparing for service</u></p> <p>Adlestrop, Bourton-on-the-hill, Brockworth East, Winchcombe, Moreton-in-Marsh, Aston Magna, Blockley Village, Aston Down, Tetbury, Paxford, Chipping Campden, Willersey, Ebrington and Weston-sub-edge.</p> <p><u>Ready to build</u></p> <p>Moreton Park</p> <p><u>In validation</u></p> <p>Mickleton, Cirencester, Avening, Westonbirt, Hampton Fields, Upper Kilcote, Alderley.</p> <p><u>In design</u></p> <p>Kingscote</p> <p><u>Areas to be confirmed</u></p> <p>Far Oakridge, Stanway, and Milbourne</p> <p>In addition, there are a number of other works taking place around the Slaughters and areas around Fairford (Voneus), Upper Kilcote, Westonbirt and Hampton Fields. Fastershire has sent letters to residents in the Mangersbury and Broadwell areas to assess demand.</p> <p>The latest developments when complete should take superfast coverage up to 98% of all premises in Cotswold District compared to the average UK coverage of 95.3% with almost 30% direct fibre to the premises – one of the highest rates in the country.</p> | <p>Frank Wilson</p> |

Priority 3: Champion issues which are important to local people and that will enable them to benefit from good health and well being

| Task | Status | Progress | Assigned to |
|--|---------------------|--|---------------------|
| <p>Deliver a minimum of 150 affordable homes in 2018/19</p> | <p>Achieved</p> | <p>Since 1st April 2018, we have enabled 291 affordable homes; a mixture of rented and low cost home ownership properties for individuals, couples and families, helping to address the varied housing needs across the District from Mickleton and Willersey in the North to Tetbury in the South.</p> <p>We delivered 49 affordable units in Q4; a mixture of affordable rented and shared ownership properties in Bourton-on-the Water, Moreton in Marsh, Fairford and Tetbury.</p> | <p>Anwen Hughes</p> |
| <p>Increase the number of electric vehicle charging points in the District for both public and council business use by the end of March 2019</p> | <p>Not achieved</p> | <p>The Climate Change Act 2008 set the UK a target of reducing its greenhouse gas emissions by 80% by 2050. One area that will help to meet this target is transport which accounts for around 25% of the UK's CO2 and other greenhouse gas emissions. Ultra Low Electric Vehicles (ULEVs), including electric, plug-in hybrid and hydrogen-powered cars, produce, on average, significantly less greenhouse gases than those running on petrol or diesel. Government policy indicates that the take-up of electric vehicles will increase considerably year on year and the Council wishes to support this agenda by increasing the number of electric vehicle charging points.</p> <p>We have prepared the procurement documentation including specification. In July 2018, Cabinet made recommendations which were endorsed by Council to allocate funding for the preparation of a framework agreement for the Electric Vehicle Charging Point procurement.</p> <p>Due to the complexities of the framework and the different legal arrangements that may result from the range of procurement options, it has taken external solicitors longer than expected to put the legal framework in place.</p> <p>The legal elements are being finalised which will enable the framework procurement to commence in Q1 of 2019/20. Following the procurement, we expect to present a report to Cabinet in July 2019 for the allocation of funding.</p> | <p>Claire Locke</p> |

Priority 3: Champion issues which are important to local people and that will enable them to benefit from good health and well being

| Task | Status | Progress | Assigned to |
|--|---------------|--|--------------------|
| Support the improvement works to the Corinium Museum by the end of December 2019 | Behind target | <p>The Council was awarded nearly £677k by the Heritage Lottery to fund the Stone Age to Corinium project. The estimate for the whole project cost was revised to £1.678m with the balance being made up of contributions from other grant funders and fund raising.</p> <p>The project includes formation of new galleries at the Museum, and the creation of a Discovery Centre to be used for a variety of functions including learning, meetings and museum collections work.</p> <p>The project end date has been revised to March/April 2020; the tendering for work packages was delayed due to the quantity surveyor leaving the project; and structural issues were found since commencing the build phase in January 2019. Although investigative work was undertaken beforehand, the structural issues only became apparent when the ceilings were exposed in the grade II listed parts of the building. The Project Board will continue to monitor progress.</p> | Martin Holland |

Performance Report 2018/19 Year End



Performance Report 2018/19 Year End

Report Type: PIs Report

Generated on: 14 May 2019

| PI Status | | Long Term Trends | | Short Term Trends | |
|-----------|-----------|------------------|---------------|-------------------|---------------|
| | Alert | | Improving | | Improving |
| | Warning | | No Change | | No Change |
| | OK | | Getting Worse | | Getting Worse |
| | Unknown | | | | |
| | Data Only | | | | |

Responsible OUs 1.0 Business Support Services; Finance

| PI Code & Short Name | 2016/17 | | | 2017/18 | | | 2018/19 | | | | | | Level of concern | Concern Status | Assigned To |
|--|---------|--------|--------|---------|--------|--------|---------|--------|--------|------------|-------------|------|------------------|----------------|--------------|
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Long Trend | Short Trend | Note | | | |
| BSS 1 Percentage of invoices (undisputed) for commercial goods and services paid within 30 days of receipt | 96.2% | 90% | | 98.03% | 90% | | 97.98% | 90% | | | | | No concerns | | Lisa Bolster |

Responsible OUs 4.0 Environmental & Regulatory Services

| PI Code & Short Name | 2016/17 | | | 2017/18 | | | 2018/19 | | | | | | Level of concern | Concern Status | Assigned To |
|---|---------|--------|--------|---------|--------|--------|---------|---------|--------|------------|-------------|--|------------------|----------------|-------------|
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Long Trend | Short Trend | Note | | | |
| ERS 1 Licences processed under the Licensing Act 2003 within statutory timescales as a percentage of those issued | 95.35% | 90.00% | | 100.00% | 90.00% | | 96.97% | 100.00% | | | | 32 out of 33 licences were processed within the statutory timescales. One was delayed by the Licensing Sub-Committee | No concerns | | Donna Puddy |
| ERS 3 % of food premises that are 'poor performing' that receive follow up action | 100.00% | 90.00% | | 96.00% | 90.00% | | 100.00% | 90.00% | | | | All eight 'poor performing' premises received follow up action | No concerns | | Donna Puddy |

| PI Code & Short Name | 2016/17 | | | 2017/18 | | | 2018/19 | | | | | Level of concern | Concern Status | Assigned To | |
|--|---------|--------|--------|---------|--------|--------|---------|--------|--------|------------|-------------|---|----------------|-------------|-------------|
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Long Trend | Short Trend | | | | Note |
| ERS 4 % of high risk notifications (including food poisoning outbreaks, anti-social behaviour, contaminated private water supplies, workplace fatalities or multiple serious injuries, dangerous structures) assessed within one day | 100.00% | 90.00% | | 100.00% | 90.00% | | 100.00% | 90.00% | | | | We received 23 high risk notifications in the year. The notifications related to 14 potentially dangerous structures, three potential sickness outbreaks, one report of child sickness following a visit to a water park, one death (not for ERS to investigate), one gas leak, one water supply outage, one case of >30 months beef with spinal cord found in the food chain, and one loss of OFTS (Official TB free status) in supply of goats' milk to a cheese producer | No concerns | | Donna Puddy |
| ERS 9 Number of fly tips collected | | | | | | | 353 | | | | | | No concerns | | Donna Puddy |
| ERS 10 Number of reported flytips visited by ERS | | | | | | | 77 | | | | | We take a risk based approach visiting those flytips where it is likely that evidence will be present, for example, bin bags. On the other hand, it is unlikely that evidence would be present in a flytip of tyres | No concerns | | Donna Puddy |
| ERS 11 The number of flytips visited where formal enforcement action (Fixed Penalty Notices, Simple Cautions or Prosecution) action takes place | | | | | | | 1 | | | | | We take action in all cases where evidence is present | No concerns | | Donna Puddy |

Responsible OUs 4.0 Environmental & Regulatory Services; Building Control

| PI Code & Short Name | 2016/17 | | | 2017/18 | | | 2018/19 | | | | | Level of concern | Concern Status | Assigned To | |
|---|---------|--------|--------|---------|--------|--------|---------|--------|--------|------------|-------------|------------------|----------------|-------------|-------------|
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Long Trend | Short Trend | | | | Note |
| ERS 7 (PSH 3) Percentage of market share retained by Building Control | 63.45% | 70.00% | | 59.28% | 50.00% | | 60.31% | 50.00% | | | | | No concerns | | Donna Puddy |
| ERS 8 (PSH 4) Percentage of full plans Building Regulations applications vetted within 21 days of deposit | 81.57% | 85.00% | | 90.05% | 85.00% | | 90.38% | 85.00% | | | | | No concerns | | Donna Puddy |

Responsible OUs 5.0 Environmental Services; Flood Management

| PI Code & Short Name | 2016/17 | | | 2017/18 | | | 2018/19 | | | | | Level of concern | Concern Status | Assigned To |
|----------------------|---------|--------|--------|---------|--------|--------|---------|--------|--------|------------|-------------|------------------|----------------|-------------|
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Long Trend | Short Trend | | | |

| PI Code & Short Name | 2016/17 | | | 2017/18 | | | 2018/19 | | | | | | Level of concern | Concern Status | Assigned To |
|--|---------|--------|--------|---------|--------|--------|---------|--------|--------|------------|-------------|---|------------------|----------------|----------------------------|
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Long Trend | Short Trend | Note | | | |
| EVS 5 Percentage of planning applications which are referred to the Flood Engineering team that are reviewed within the two week period for initial comments | | | | | | | 98.80% | 95.00% | | | | Data collection commenced in September 2018. Eighty-three out of 84 responses were sent within two week time period | No concerns | | Laurence King; Donna Puddy |

Responsible OUs 5.0 Environmental Services; Parking Services

| PI Code & Short Name | 2016/17 | | | 2017/18 | | | 2018/19 | | | | | | Level of concern | Concern Status | Assigned To |
|--|---------|--------|--------|---------|--------|--------|---------|--------|--------|------------|-------------|------|------------------|----------------|----------------|
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Long Trend | Short Trend | Note | | | |
| EVS 6 Percentage of toilets achieving a satisfactory standard at inspection time for maintenance and cleanliness | | | | | | | 89.00% | 85.00% | | | | | No concerns | | Maria Wheatley |

Responsible OUs 5.0 Environmental Services; Waste Management

| PI Code & Short Name | 2016/17 | | | 2017/18 | | | 2018/19 | | | | | | Level of concern | Concern Status | Assigned To |
|--|---------|--------|--------|---------|--------|--------|---------|--------|--------|------------|-------------|--|------------------|----------------|----------------|
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Long Trend | Short Trend | Note | | | |
| EVS 1 (NI 192) (Cumulative) Percentage of household waste sent for reuse, recycling and composting | 59.62% | 60.00% | | 58.71% | 60.00% | | 58.95% | 60.00% | | | | We continue to maintain a high recycling rate. Nationally, the recycling rate has plateaued and the official England waste from households recycling rate for 2017 was 45.2%, up just 0.3% on 2016. A new service will be launched in November accompanied by a focus on good, clear communication and promotion to drive up recycling performance | No concerns | | Scott Williams |
| EVS 2 (NI 191) Residual household waste per household (kg) | 383.0 | 360.0 | | 383.0 | 380.0 | | 383.0 | 384.0 | | | | | No concerns | | Scott Williams |
| EVS 3 Number of all kerbside collections missed per 100,000 collections | | | | | | | 90.27 | 123 | | | | | No concerns | | Gemma Moreing |
| EVS 4 Percentage of total properties buying Green Waste Licences | | | | | | | 52.18% | 51.00% | | | | 22678 of the 43457 properties in the District signed up to the garden waste service | No concerns | | Gemma Moreing |

Responsible OUs 7.0 Land, Legal and Property; Legal

| PI Code & Short Name | 2016/17 | | | 2017/18 | | | 2018/19 | | | | | | Level of concern | Concern Status | Assigned To |
|----------------------|---------|--------|--------|---------|--------|--------|---------|--------|--------|------------|-------------|------|------------------|----------------|-------------|
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Long Trend | Short Trend | Note | | | |

| PI Code & Short Name | 2016/17 | | | 2017/18 | | | 2018/19 | | | | | | Level of concern | Concern Status | Assigned To |
|---|---------|---------|--------|---------|---------|--------|---------|---------|--------|------------|-------------|--|------------------|----------------|--------------|
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Long Trend | Short Trend | Note | | | |
| LLP 3 The percentage of responses to Ombudsman complaints within the required timescale | 100.00% | 100.00% | | 100.00% | 100.00% | | 100.00% | 100.00% | | | | | No concerns | | Bhavna Patel |
| LLP 4 Number of ombudsman complaints (including premature complaints) | | | | | | | | 9 | | | | Awaiting LGO report. To be reported next quarter | No concerns | | Bhavna Patel |

Responsible OUs 8.0 Leisure & Tourism

| PI Code & Short Name | 2016/17 | | | 2017/18 | | | 2018/19 | | | | | | Level of concern | Concern Status | Assigned To |
|--|---------|---------|--------|---------|---------|--------|---------|---------|--------|------------|-------------|---|------------------|----------------|----------------|
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Long Trend | Short Trend | Note | | | |
| LC 15 (CuS 38) Number of visitors to museum or galleries | 47949 | 44000 | | 48067 | 46200 | | 42470 | 48548 | | | | Work commenced in December 2018 to refurbish the front galleries as part of the Heritage Lottery funded Stone Age to Corinium project. The closure of the front galleries, in addition to the hot weather in Q1 which is known to keep visitors away from in-door attractions, has reduced the number of visitors. Overall, the museum is still attracting a large number of visitors, and receiving good feedback. The impact of the refurbishments in terms of increased footfall is expected in 2020/21 | Some concerns | | Martin Holland |
| LC 20 (Cumulative) Number of visits to the three leisure facilities managed by SLM | 613,089 | 650,487 | | 623,767 | 619,220 | | 626,059 | 630,005 | | | | Overall, the number of visits is up on the previous year. Bourton Leisure and Chipping Campden Leisure are performing well; and both facilities have recorded one of their best performances in recent years. Visits to Cirencester Leisure have been affected by competition with other Sports Halls (five in Cirencester), and the opening of a new gym (Snap Fitness) a year ago. In the second half of the year, SLM lowered their gym membership prices which has helped to bring performance closer to the target | No concerns | | Martin Holland |
| LC 26 Business Engagement: Percentage increase (against the baseline) in membership of Cotswolds Tourism | | | | N/A | | | 11.00% | 5.00% | | | | There are now 379 members of Cotswolds Tourism | No concerns | | Chris Jackson |

Responsible OUs 9.0 Planning and Strategic Housing; Development Management

| PI Code & Short Name | 2016/17 | | | 2017/18 | | | 2018/19 | | | | | Level of concern | Concern Status | Assigned To | |
|---|---------|--------|--------|---------|--------|--------|---------|--------|--------|------------|-------------|------------------|----------------|-------------|---|
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Long Trend | Short Trend | | | | Note |
| PSH 2 Speed of decision for major development within the assessment period | 91.67% | 70.00% | | 87.04% | 60.00% | | 77.78% | 60.00% | | | | | No concerns | | Kevin Field; Mike Napper; Deborah Smith |
| PSH 3 Quality of decisions based on proportion of major decisions that are overturned at appeal | 1.00% | 20.00% | | 4.94% | 10.00% | | 1.35% | 10.00% | | | | | No concerns | | Kevin Field; Mike Napper; Deborah Smith |
| PSH 4 Speed of decision for non-major development within the assessment period | | | | 83.54% | 70.00% | | 83.98% | 70.00% | | | | | No concerns | | Kevin Field; Mike Napper; Deborah Smith |
| PSH 5 Quality of decisions based on non-major planning decisions that are overturned at appeal | | | | .34% | 10.00% | | .33% | 10.00% | | | | | No concerns | | Kevin Field; Mike Napper; Deborah Smith |

Responsible OUs 9.0 Planning and Strategic Housing; Forward Planning

| PI Code & Short Name | 2016/17 | | | 2017/18 | | | 2018/19 | | | | | Level of concern | Concern Status | Assigned To | |
|---|---------|--------|--------|---------|--------|--------|---------|--------|--------|------------|-------------|---|----------------|-------------|-------------|
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Long Trend | Short Trend | | | | Note |
| PSH 6 (NI 159) Supply of ready to develop housing sites (%) (Five year land supply) | 151.0% | 100.0% | | 161.0% | 100.0% | | 156.0% | 100.0% | | | | The five year housing land supply is based on a new residual methodology, which takes account of previously built dwellings. This approach has been found sound by the planning inspector. At 1 April 2018, CDC can demonstrate a healthy housing land supply equivalent to 7.8 years. Data for 1 April 2019 is expected in late May to early June 2019. The government has introduced an additional test that monitors the rate of housing delivery in each local planning authority area. On 19 February 2019 the government announced that CDC's 'Housing Delivery Test' score is 268%. A score of over 95% achieves a pass. | No concerns | | James Brain |

Responsible OUs 9.0 Planning and Strategic Housing; Housing Strategy

| PI Code & Short Name | 2016/17 | | | 2017/18 | | | 2018/19 | | | | | | Level of concern | Concern Status | Assigned To |
|---|---------|--------|--------|---------|--------|--------|---------|--------|--------|------------|-------------|------|------------------|----------------|--------------|
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Long Trend | Short Trend | Note | | | |
| PSH 8 (NI 155) Number of affordable homes delivered (gross) | 262 | 150 | | 247 | 150 | | 291 | 150 | | | | | No concerns | | Anwen Hughes |

Responsible OUs 10.0 Revenues, Housing Support & Customer services

| PI Code & Short Name | 2016/17 | | | 2017/18 | | | 2018/19 | | | | | | Level of concern | Concern Status | Assigned To |
|--|---------|--------|--------|---------|--------|--------|---------|--------|--------|------------|-------------|---|------------------|----------------|-------------------|
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Long Trend | Short Trend | Note | | | |
| RHS 2 (RB 6) (Cumulative) Speed of processing; New Housing Benefit claims (days) | 12.3 | 14.0 | | 14.9 | 14.0 | | 16.7 | 17.0 | | | | | No concerns | | Mandy Fathers |
| RHS 3 (RB 2) (Cumulative) Time taken to process Housing Benefit/Council Tax Support change events (days) | 4.98 | 6 | | 6.45 | 6 | | 6.02 | 6 | | | | We continue to experience high volumes of work - we receive data from employers via the DWP, which require checking and manual update of claimants' records to ensure that we assess claims using up to date information, as well as additional work resulting from the implementation of Universal Credit. Processing times have improved in the last quarter as we have been able to get support from an external service on demand. In addition, we receive a large volume of rent changes which require less processing | Some concerns | | Mandy Fathers |
| RHS 5 (RB 4) (Cumulative) Percentage of council tax collected | 99.34% | 99.00% | | 99.13% | 99.00% | | 99.14% | 99.00% | | | | | No concerns | | Mandy Fathers |
| RHS 6 (RB 5) (Cumulative) Percentage of non-domestic rates collected | 97.35% | 98.50% | | 98.50% | 98.50% | | 98.53% | 99.00% | | | | | No concerns | | Mandy Fathers |
| RHS 7 (Snapshot) Number of households living in Emergency Accommodation for over 28 days | | | | | | | 1 | 0 | | | | The client has been offered accommodation with a Housing Association, however the commencement of the tenancy has been delayed due to void works | No concerns | | Caroline Clissold |
| RHS 8 (Snapshot) Number of households living in Emergency Accommodation for under 28 days | | | | | | | 2 | 6 | | | | | No concerns | | Caroline Clissold |

Responsible OUs 10.0 Revenues, Housing Support & Customer services; Customer Services

| PI Code & Short Name | 2016/17 | | | 2017/18 | | | 2018/19 | | | | | | Level of concern | Concern Status | Assigned To |
|----------------------|---------|--------|--------|---------|--------|--------|---------|--------|--------|------------|-------------|------|------------------|----------------|-------------|
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Long Trend | Short Trend | Note | | | |

| PI Code & Short Name | 2016/17 | | | 2017/18 | | | 2018/19 | | | | | Level of concern | Concern Status | Assigned To | |
|---|---------|--------|--------|---------|--------|--------|---------|--------|--------|------------|-------------|--|----------------|-------------|----------------|
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Long Trend | Short Trend | | | | Note |
| CS 1 % of telephone calls answered within 20 seconds | 74.86% | 80.00% | | 70.95% | 70.00% | | 70.50% | 70.00% | | | | | No concerns | | Sarah Cantwell |
| CS 2 Customer Satisfaction rate for users of the Council (%) | 85.14% | 90.00% | | 83.78% | 90.00% | | N/A | | | | | The transformation team has devised a trial survey that started in November 2018. The survey is conducted face to face, web (hotjar) and also via some service mailboxes. The work is still in development, and there are plans to roll out the survey via all service mailboxes as well as by phone. The previous customer survey was primarily conducted by phone by CS Advisors, and therefore is not directly comparable to the new survey. Targets will be set once the baseline data has been established | No concerns | | Sarah Cantwell |
| CS 3 % of complaints responded to within 10 working days (council wide) | 96.55% | 90.00% | | 95.93% | 90.00% | | 97.00% | 90.00% | | | | | No concerns | | Sarah Cantwell |

Responsible OUs 10.0 Revenues, Housing Support & Customer services; Land Charges

| PI Code & Short Name | 2016/17 | | | 2017/18 | | | 2018/19 | | | | | Level of concern | Concern Status | Assigned To | |
|--|---------|--------|--------|---------|--------|--------|---------|--------|--------|------------|-------------|---|----------------|-------------|-----------------|
| | Value | Target | Status | Value | Target | Status | Value | Target | Status | Long Trend | Short Trend | | | | Note |
| LLP 1 Percentage of land charge searches received and dispatched within ten days | 99.75% | 90.00% | | 99.04% | 90.00% | | 76.88% | 90.00% | | | | We had a lower level of performance during the first part of the year; it was taking longer to turn around the planning element of the search as an upgrade of maps in the Uniform system was required to represent the changes to development boundaries and polices as a result of the adoption of the Local Plan. The upgrade has recently been implemented, and performance was back on track in Q4 with 96% of land charge searches turned around within 10 days. In addition, the Planning service has reviewed the process of responding to the planning questions to improve both efficiency and performance, including making the process more automated | Some concerns | | Michaela Salter |

Appendix C - Efficiency Measures (2018/19 Year End)

| Efficiency Measure | Performance | 2018/19 (no ranking available) | 2017/18 | 2016/17 | 2015/16 | 2014/15 | 2013/14 | 2012/13 | Baseline year rank 2011/12 |
|--|---|---|--|---|--|--|---|--|--|
| <p>Time taken to process Housing Benefit (HB) new claims</p> <p>NB Council tax support is local to each council, therefore they are no longer included in this indicator</p> | <p>The implementation of Universal Credit Full Service in Cotswold District in November 2017 has affected both the number of HB new claims that the Council processes and processing times.</p> <p>The Council received 235 HB new claims in 2018/19 compared to 632 HB new claims in 2017/18. However, the cases it is responsible for are the more complex types such as pensioners, families with 3+ children, claimants in emergency accommodation and supported accommodation. The combination of fewer but more complex claims has resulted in an increase in the average processing time which is further exacerbated by having to wait for claimants to return documentation.</p> <p>The Council is still responsible for processing all council tax support cases and change of circumstances, and workloads have increased in these areas as a result of Universal Credit. For example, the DWP assesses claimants every four weeks, and any change results in a re-calculation of the benefits that we are responsible for, such as Council Tax support.</p> | <p>16.7 days</p> <p>Target: 17 days</p> | <p>²⁵ (15 days)</p> <p>DWP reported HB only</p> | <p>⁹ (13 days)</p> <p>DWP reported HB only</p> | <p>²¹ (14 days)</p> <p>Council reported HB only</p> | <p>¹⁵ (13 days)</p> <p>DWP reported HB only</p> | <p>⁶ (11 days)</p> <p>DWP reported HB only</p> | <p>⁵ (9.4 days)</p> <p>Council reported</p> | <p>¹⁴ (12.3 days)</p> <p>Council reported</p> |
| Percentage of council tax collected | <p>At the end of 2018/19, the Council had collected over 99% of council tax due.</p> <p>The Council has consistently maintained a high collection rate in comparison to other councils. The national collection rate in 2017/18 was 97.1%, and 98% for shire districts; both were down one percentage point on the previous year due to the increased amount of council tax to be collected (+5.7% for all LAs in England). As households are able to spread the payment over 12 months, there will be a delay in commencing recovery action to collect the arrears until the following year. The service continues to recover Council Tax on previous years' debt throughout the year.</p> | <p>99.14%</p> <p>Target : 99%</p> | <p>8 (99.12%)</p> | <p>4 (99.34%)</p> | <p>18 (98.9%)</p> | <p>20 (98.8%)</p> | <p>12 (98.9%)</p> | <p>17 (98.9%)</p> | <p>4 (99.2%)</p> |

| Efficiency Measure | Performance | 2018/19 (no ranking available) | 2017/18 | 2016/17 | 2015/16 | 2014/15 | 2013/14 | 2012/13 | Baseline year rank 2011/12 |
|--|--|--|--|--------------------|--------------------|--|--------------------|--------------------|----------------------------|
| Percentage of household waste sent for reuse, recycling and composting (ex NI 192) | <p>The District re-used, recycled and composted nearly 60% of household waste, a similar performance to previous years.</p> <p>The dry recycling rate was 22.59%, the composting rate was 35.88% and the re-use rate was 0.48%; the proportions were broadly the same as the previous year.</p> <p>The new service will launch on 4th November 2019 and will be accompanied by good, clear communication, and a promotion to drive up recycling performance, which is expected to result in improved performance over time.</p> <p>Nationally, recycling rates have been plateauing for some time, and while total waste tonnage has fallen, dry recycling tonnage has fallen faster. Food waste tonnage is increasing but forms a small proportion of overall waste. (Statistics on waste managed by local authorities in England in 2017/18 Defra, December 2018).</p> | <p>58.95%</p> <p>Target: 60%</p> | <p>19 (58.69%)</p> <p>Defra reported</p> | <p>11 (59.6%)</p> | <p>18 (58.16%)</p> | <p>13 (58.00%)</p> | <p>9 (58.05%)</p> | <p>9 (58.57%)</p> | <p>11 (58.65%)</p> |
| Residual household waste per household | <p>Although the District produces higher amounts of residual waste per household than it did prior to 2013/14 the amount of residual waste per household has generally flattened out.</p> <p>Residual waste per household in England was 544 kg in 2017/18 (Defra, December 2018), down from 557 kg in the previous year. The South West region had the lowest amount per household at 514 kg.</p> <p>An educational and promotional campaign will accompany service changes in November and is aimed at both improving recycling rates, and reducing residual household waste.</p> | <p>383 kg</p> <p>Target 384 kg</p> | <p>32 (383 kg)</p> <p>Defra reported</p> | <p>28 (383 kg)</p> | <p>26 (386 kg)</p> | <p>23 (383 kg)</p> <p>Council reported</p> | <p>18 (379 kg)</p> | <p>15 (361 kg)</p> | <p>12 (362 kg)</p> |

| Efficiency Measure | Performance | 2018/19 | 2017/18 | 2016/17 | 2015/16 | 2014/15 | 2013/14 | 2012/13 | Baseline year rank 2011/12 |
|---|--|---|---|---|------------|------------|------------|------------|----------------------------|
| <p>Percentage of major planning applications determined in accordance with relevant timescales (within the assessment period)</p> | <p>From 2017-18, we are monitoring planning performance on the Department for Communities and Local Government's criteria for designation¹.</p> <p>During the assessment period covering the two year period 1st October 2016 – 30th September 2018, 85.71% of major planning applications were determined within the relevant timescales, exceeding the designation threshold of 60%.</p> <p>In 2018-19 Q3, a new assessment period commenced covering the period 1st October 2017 – 30th September 2019. To the end of March 2019, 77.8% of major planning applications were determined within relevant timescales.</p> <p>¹ Designations are made in the first quarter of each calendar year. The assessment period for this measure is the two years up to and including the most recent quarter for which data on planning application decisions are available at the time of designation</p> | <p>130 (85.71%)</p> <p>Oct. 2016 - Sept. 2018</p> <p>MHCLG reported</p> | <p>41 (93.9%)</p> <p>Oct. 2015 - Sept. 2017</p> | <p>34 (92.0%)</p> <p>Oct. 2014 - Sept. 2016</p> | <p>n/a</p> | <p>n/a</p> | <p>n/a</p> | <p>n/a</p> | <p>n/a</p> |

| Efficiency Measure | Performance | 2018/19 (no ranking available) | 2017/18 | 2016/17 | 2015/16 | 2014/15 | 2013/14 | 2012/13 | Baseline year rank 2011/12 |
|--|--|-----------------------------------|--------------------|-------------------|--------------------|--------------------|---------------|---------------|----------------------------|
| Unemployment claimant rate (Claimant rate ²) | <p>In May 2014, the claimant rate in Cotswold District fell below 1%, and has generally been low for a number of years at around 0.6%-0.7%.</p> <p>The implementation of Universal Credit² Full Service (new claims for all claimant types are put on UC) across the country commenced in 2016, and finished at the end of December 2018. The claimant count³ has been largely affected by when Full Service commenced with increases in the claimant count being more pronounced in those areas that have been operating Full Service for longer.</p> <p>Since the implementation of Universal Credit Full Service in this District in November 2017, the claimant count/rate has been increasing. The claimant count for March 2019 was 695 (1.3%) compared to 390 (0.8%) in March 2018. However, we are starting to see an improvement in our ranking, from 70th in December 2018 to 56th in March 2019.</p> <p>The Department for Work and Pensions (DWP) will begin moving the remaining existing benefit claimants to Full Service from July 2019 in a managed migration. Initially, 10,000 people will transfer as part of a pilot scheme. The whole process is expected to be completed by December 2023.</p> <p>² UC requires a broader set of people to look for work and therefore will increase over time as it is rolled out, and will be higher than JSA once fully rolled out</p> <p>³ These statistics are considered to be experimental</p> | 1.3% (March 2019) | 70 (1.2%) Claimant | 8 (0.6%) Claimant | 18 (0.6%) Claimant | 25 (0.6%) Claimant | 12 (0.6%) JSA | 17 (1.0%) JSA | 20 (1.4%) JSA |

| Efficiency Measure | Performance | 2018/19 | 2017/18 | 2016/17 | 2015/16 | 2014/15 | 2013/14 | 2012/13 | Baseline year rank 2011/12 |
|---|--|----------------------|-----------------|----------------|----------------|-----------------|-----------------|-----------------|----------------------------|
| Overall cost of Council services per head of population in 2018/19 (from Revenue Estimates) | <p>The overall cost of services for 2018/19 is expected to be £100.65 per head of population, a reduction of over 8% on the baseline year. There was a small increase in spend per head on the previous year which takes into account some increased one-off spend in priority areas such as the Cirencester car parking project, implementation of the Community Infrastructure Levy and support for Strategic Planning including the Cirencester Master Plan.</p> <p>The Council has made reductions in its overall cost of services initially from revisions to the joint senior management structure with West Oxfordshire and other shared working opportunities within the units; and from 1st April 2016, the 2020 Partnership, which has been superseded by the creation of Publica Group (Support) Ltd. Publica's transformation programme is the vehicle for delivering future savings.</p> | set in February 2019 | 84 (£100.65) | 68 (£94.57) | 70 (£95.82) | 78 (£102.25) | 78 (£104.70) | 77 (£109.25) | 77 (£109.81) |
| Rate of increase in council tax in 2019/20 | <p>One of the Council's priorities is to provide high quality services at the lowest possible cost to Council Taxpayers; a theme that has run through past and current Corporate Strategies.</p> <p>Since 2011/12, this Council had either frozen [its portion of] council tax or reduced council tax.</p> <p>For 2019/20, the Council increased its portion of council tax by 2% (excluding parish precepts) to reflect an inflationary increase. The cost of [our portion] of council tax for an average Band D property has increased from £126.40 in 2018/19 to £128.93, still well below the baseline year (£144.38).</p> | 35 (2.0%) | 4 (0%) | 6 (0%) | 8 (0%) | 1 (-5%) | 1 (-3%) | 1 (-5%) | 36 (0%) |

| Efficiency Measure | Performance | 2018/19 (no ranking available) | 2017/18 | 2016/17 | 2015/16 | 2014/15 | 2013/14 | 2012/13 | Baseline year rank (2011/12) |
|--|--|-----------------------------------|-------------|--------------|--------------|--------------|--------------|--------------|------------------------------|
| Overall crime rate per 1,000 population ⁴ | <p>Police recorded crime is low in Cotswold District in comparison to other shire district councils with 3174 crimes recorded in 2017-18, slightly higher than in 2016/17.</p> <p>More recent police recorded crime data from Gloucestershire County Council (provided by the Police) indicates 3231 crimes were recorded in Cotswold District in the 12 months to March 2019.</p> <p>The Crime Survey for England and Wales (CSEW) has shown a continued fall in overall levels of crime over the years but estimates since the year ending September 2018 has shown no significant changes compared to the previous survey, and is thought to indicate a change in trend.</p> <p>While the CSEW is considered a better measure of long term trends for crime types thought to be well-reported and accurately recorded, police recorded crime data can help identify short-term changes.</p> <p>Nationally, police recorded crime for the 12 months to December 2018 was up 7% on the previous year; although a continuing upward trend since the year ending March 2014, the increase was smaller than the previous year (13%). Much of this increase is thought to be due to improvements in recording practices, more victims coming forward, and potentially genuine increases in some crime types such as vehicle related theft, robbery and some high harm violent offences involving the use of knives and sharp instruments.</p> <p>⁴ Police recorded crime data no longer meets the required standard for designation as National Statistics</p> | 36.9 (March 2019 provisional) | 8 (36.3) | 20 (35.8) | 25 (36.2) | 51 (37.2) | 70 (39.5) | 40 (36.4) | 40 (40.4) |

Cotswold District Council - Revenue Budget Monitoring - Summary

Q4 budget monitoring - Outturn - 1st April to 31st March 2019

| Service Group | Original Budget [full-year] | Budget Q4 | Actual Spend Q4 | (Under) / Over Budget |
|--|-----------------------------------|--------------------|--------------------|-----------------------------|
| Environmental & Regulatory Services | 397,856 | 397,856 | 345,920 | (51,936) |
| Business Support Services - Finance, HR, Procurement | 891,261 | 1,029,907 | 988,104 | (41,802) |
| Business Support Services - ICT & Change | 1,801,324 | 1,801,325 | 1,727,863 | (73,462) |
| Land, Legal & Property | 673,590 | 584,075 | 635,437 | 51,362 |
| Partnership Managing Director and 2020 Programme Costs | 398,635 | 471,461 | 503,295 | 31,834 |
| Revenues & Housing Support | 443,430 | 540,736 | 362,598 | (178,138) |
| Environmental Services | 3,352,138 | 3,192,639 | 3,355,794 | 163,155 |
| Leisure & Communities | 1,498,944 | 1,170,737 | 1,094,946 | (75,791) |
| Planning & Strategic Housing | 1,236,412 | 1,310,556 | 1,482,829 | 172,273 |
| Democratic Services | 982,952 | 977,760 | 926,021 | (51,739) |
| Corporate Services - Renamed <i>Retained Services</i> | 1,428,178 | 3,165,920 | 3,066,940 | (98,980) |
| Cost of services | 13,104,721 | 14,642,972 | 14,489,747 | (153,225) |
| Funding: | | | | |
| Council Tax | (5,093,641) | (5,093,641) | (5,093,641) | 0 |
| Parish Precept Funding from Collection Fund | (2,929,126) | (2,929,126) | (2,929,126) | 0 |
| Collection Fund Surplus (Council Tax) | (170,585) | (170,585) | (170,585) | 0 |
| Net NDR income | (2,091,927) | (2,091,927) | (2,091,927) | 0 |
| Section 31 grant income | (2,000,689) | (2,000,689) | (2,381,421) | (380,732) |
| Contribution from Business Rates Smoothing Reserve to part-fund Collection fund Deficit | (439,535) | (439,535) | (439,535) | 0 |
| Contribution to Glos. Economic Growth Fund | 379,225 | 379,225 | 261,982 | (117,243) |
| New homes bonus - core funding | (1,845,000) | (1,845,000) | (1,845,113) | (113) |
| Other government grants | | 0 | (8,103) | (8,103) |
| Capital grants and receipts - Q4 Service budgets Adjusted to reflect expenditure aligned with this income | | (1,072,966) | (1,072,967) | (1) |
| Transfers to and from Earmarked Reserves | 1,078,746 | 613,461 | 781,516 | 168,055 |
| Budgeted General fund surplus/(deficit) | 7,811 | 7,811 | 7,811 | 0 |
| General Fund overspend / (underspend) | 0 | 0 | (491,362) | (491,362) |

Environmental & Regulatory Services

Q4 Budget Outturn - 1st April 2018 to 31st March 2019

| Cost Centre | Q4 | Actual Q4 | (Under) / Over Budget |
|--|-----------------|-----------------|-----------------------|
| BUC001 Building Control - Fee Earning Work | (147,308) | (133,194) | 14,114 |
| BUC002 Building Control - Non Fee Earning Work | 56,003 | 51,106 | (4,897) |
| BUC003 Dangerous Structures | 2,500 | 0 | (2,500) |
| Building Control total | (88,805) | (82,088) | 6,717 |
| EMP001 Emergency Planning | 26,417 | 25,706 | (711) |
| ESM001 Environment - Service Management | 105,462 | 85,861 | (19,601) |
| PSH002 Private Sector Housing - Condition of Dwellings | 5,100 | 86 | (5,014) |
| PSH005 Home Energy Conservation | 3,425 | 86 | (3,339) |
| REG002 Licensing | (16,090) | (4,368) | 11,722 |
| REG006 Caravan Sites - Itinerates | 5,150 | 3,887 | (1,263) |
| REG007 Caravan Sites - Licensed | 150 | 86 | (64) |
| REG009 Environmental Protection | 128,106 | 96,663 | (31,443) |
| REG013 Pollution Control | 105,007 | 94,920 | (10,087) |
| REG016 Food Safety | 121,414 | 115,058 | (6,356) |
| REG017 Health & Safety At Work | 0 | 150 | 150 |
| REG021 Statutory Burials | 1,320 | 2,560 | 1,240 |
| STC011 Abandoned Vehicles | 1,200 | 7,311 | 6,111 |
| Public Protection total | 486,661 | 428,008 | (58,653) |
| Total | 397,856 | 345,920 | (51,936) |

Business Support Services - Finance, Audit, HR and Procurement

Q4 Budget Outturn - 1st April 2018 to 31st March 2019

| Cost Centre | | Q4 | Actual Q4 | (Under) / Over Budget |
|---------------------------------------|----------------------------------|------------------|----------------|-----------------------|
| SUP009 | Accountancy | 379,502 | 353,784 | (25,718) |
| SUP011 | Creditors | 41,051 | 38,706 | (2,345) |
| SUP012 | Debtors | 38,185 | 35,017 | (3,168) |
| SUP035 | Insurances | (9,708) | (10,868) | (1,160) |
| SUP042 | GO Support and Hosting | 82,096 | 34,025 | (48,071) |
| Finance total | | 531,126 | 450,665 | (80,461) |
| SUP010 | Internal Audit | 91,958 | 97,041 | 5,083 |
| SUP402 | Glos. Counter Fraud Unit | 8,444 | 8,445 | 1 |
| SUP403 | CDC Counter Fraud | (7,890) | 45,270 | 53,160 |
| Audit and Counter Fraud | | 92,512 | 150,756 | 58,244 |
| SUP003 | Human Resources | 220,795 | 214,317 | (6,478) |
| SUP019 | Health & Safety | 26,030 | 21,693 | (4,337) |
| SUP020 | Training & Development | 98,288 | 107,247 | 8,959 |
| SUP013 | Payroll | 26,004 | 11,529 | (14,475) |
| HR Support & Payroll total | | 371,117 | 354,786 | (16,330) |
| SUP033 | Central Purchasing / Procurement | 35,152 | 31,897 | (3,255) |
| Procurement total | | 35,152 | 31,897 | (3,255) |
| Total | | 1,029,907 | 988,104 | (41,802) |

Business Support Services - ICT, Change and Customer Services

Q4 Budget Outturn - 1st April 2018 to 31st March 2019

| Cost Centre | | Budget Q4 | Actual Q4 | (Under) / Over Budget |
|--------------------|-------------------------------------|------------------|------------------|------------------------------|
| SUP017 | Business Improvement/Transformation | 110,643 | 104,494 | (6,149) |
| SUP021 | Business Continuity Planning | 21,999 | 3,454 | (18,545) |
| SUP023 | Freedom of Information Act | 10,635 | 10,043 | (592) |
| TMR001 | Street Naming | (9,300) | (19,339) | (10,039) |
| | | 133,977 | 98,652 | (35,325) |
| ADB411 | Moreton-in-Marsh, Offices | 31,525 | 3,119 | (28,406) |
| SUP401 | FOH - Trinity Road | 517,952 | 507,824 | (10,128) |
| COM420 | FOH - Moreton | 107,435 | 89,431 | (18,004) |
| COM421 | Moreton - Stock Trading a/c | 0 | (0) | (0) |
| | | 656,912 | 600,375 | (56,537) |
| SUP005 | ICT | 891,866 | 917,421 | 25,555 |
| SUP031 | Application Support | 118,570 | 111,415 | (7,155) |
| | | 1,010,436 | 1,028,836 | 18,400 |
| Total | | 1,801,325 | 1,727,863 | (73,462) |

Land, Legal & Property

Q4 Budget Outturn - 1st April 2018 to 31st March 2019

| Cost Centre | | Budget Q4 | Actual Q4 | (Under) / Over Budget |
|-------------|---|------------------|------------------|-----------------------|
| ADB401 | Trinity Road, Offices | 158,585 | 152,724 | (5,861) |
| ADB412 | Moreton-in-Marsh, Offices - Maintenance | 43,235 | 12,145 | (31,090) |
| CUL411 | Corinium Museum - Maintenance | 41,350 | 46,175 | 4,825 |
| ENA401 | Housing Enabling Properties | (9,690) | (1,681) | 8,009 |
| FIE425 | 22/24 Ashcroft Road | 2,930 | 23,994 | 21,064 |
| | Asset Management total | 236,410 | 233,357 | (3,053) |
| LLC001 | Local Land Charges | (147,072) | (110,301) | 36,771 |
| | Land Charges total | (147,072) | (110,301) | 36,771 |
| SUP004 | Legal | 195,713 | 191,304 | (4,409) |
| SUP025 | Property Services | 299,024 | 321,077 | 22,053 |
| | Legal & Property total | 494,737 | 512,381 | 17,644 |
| | Total | 584,075 | 635,437 | 51,362 |

Partnership Managing Director and Transformation Programme Costs

Q4 Budget Outturn - 1st April 2018 to 31st March 2019

| Cost Centre | | Budget Q4 | Actual Q4 | (Under) / Over Budget |
|-------------|----------------------------|----------------|----------------|-----------------------|
| COR011 | 2020 Vision/Transformation | 388,675 | 425,135 | 36,460 |
| SUP026 | Chief Executive | 82,786 | 78,160 | (4,626) |
| | Total | 471,461 | 503,295 | 31,834 |

Revenues & Housing Support

Q4 Budget Outturn - 1st April 2018 to 31st March 2019

| Cost Centre | | Budget Q4 | Actual Q4 | (Under) / Over Budget |
|---------------------------------|--|----------------|----------------|-----------------------|
| HBP001 | Rent Allowances | 270,237 | 149,034 | (121,203) |
| HBP005 | Benefit Fraud Investigation | 0 | 227 | 227 |
| Benefits total | | 270,237 | 149,261 | (120,976) |
| HOM001 | Homelessness | 18,630 | (36,048) | (54,678) |
| HOM004 | Refugees | 0 | 0 | 0 |
| HOM005 | Homelessness Hostel Accommodation | 0 | 5,687 | 5,687 |
| HOM498 | Homelessness Prevention - Glos. (XX9844) | 137,306 | 137,306 | 0 |
| HOM499 | Homelessness Reserve | | | 0 |
| PSH001 | Private Sector Housing Grants | 34,728 | 31,427 | (3,301) |
| Housing Management total | | 190,664 | 138,372 | (52,292) |
| LTC001 | Council Tax Collection | 151,111 | 149,770 | (1,341) |
| LTC002 | Council Tax Support Administration | 0 | 330 | 330 |
| LTC011 | NNDR Collection | (135,840) | (125,684) | 10,156 |
| PUT001 | Concessionary Travel | 22,825 | 12,581 | (10,244) |
| SUP014 | Cashiers | 38,874 | 36,572 | (2,302) |
| SUP028 | Security Carriers | 2,865 | 1,395 | (1,470) |
| Revenues total | | 79,835 | 74,964 | (4,871) |
| Total | | 540,736 | 362,598 | (178,138) |

Environmental Services

Q4 Budget Outturn - 1st April 2018 to 31st March 2019

| Cost Centre | | Budget Q4 | Actual Q4 | (Under) / Over Budget |
|--------------------------------------|---------------------------------------|--------------------|--------------------|-----------------------|
| CPK401 | Car Parks | (1,412,152) | (1,411,187) | 965 |
| CPK402 | Car Parks - Maintenance | 35,725 | 47,583 | 11,858 |
| CPK413 | Car Parks - Tetbury The Chippings | (14,925) | (12,486) | 2,439 |
| CPK414 | Car Parks - Chipping Campden | 0 | 15,043 | 15,043 |
| CPK421 | Civil Parking Enforcement - Stroud | 0 | (1,480) | (1,480) |
| CPK499 | Car Parking Reserve | 115,167 | 115,168 | 1 |
| Car Parking total | | (1,276,185) | (1,247,360) | 28,825 |
| CCC001 | Climate Change | 21,006 | 19,928 | (1,078) |
| Climate change total | | 21,006 | 19,928 | (1,078) |
| CCM001 | Cemetery, Crematorium and Churchyards | 83,805 | 88,908 | 5,103 |
| CCM402 | Cemeteries - Maintenance | 14,275 | 7,148 | (7,127) |
| HLD410 | Waste - Cleansing | 115,544 | 115,544 | 0 |
| REG003 | Animal Control | 26,686 | 89,275 | 62,589 |
| REG023 | Environmental Strategy | 850 | 639 | (211) |
| REG019 | Public Conveniences | 208,125 | 198,484 | (9,641) |
| RYC001 | Recycling | 802,214 | 889,467 | 87,253 |
| RYC002 | Green Waste | 811,305 | 710,045 | (101,260) |
| STC001 | Street Cleaning | 1,099,082 | 1,119,337 | 20,255 |
| TRW001 | Trade Waste | 0 | (28) | (28) |
| WST001 | Household Waste | 1,258,371 | 1,341,947 | 83,576 |
| WST004 | Bulky Household Waste | 2,936 | 3,975 | 1,039 |
| WST401 | Refuse-Stow Fair | 11,124 | 11,004 | (120) |
| WST402 | South Cerney Depot, Packers Lease | (80,578) | (75,516) | 5,062 |
| Environmental Services Client | | 4,353,739 | 4,500,229 | 146,490 |
| FLD401 | Land Drainage | 94,079 | 82,997 | (11,082) |
| Flooding total | | 94,079 | 82,997 | (11,082) |
| Total | | 3,192,639 | 3,355,794 | 163,155 |

Leisure & Communities

Q4 Budget Outturn - 1st April 2018 to 31st March 2019

| Cost Centre | Budget Q4 | Actual Q4 | (Under) / Over Budget |
|--|------------------|------------------|-----------------------|
| COM401 Health Policy | 43,859 | 42,317 | (1,542) |
| COM402 Community Liaison | 104,581 | 100,501 | (4,080) |
| COM403 Youth Participation | 88,778 | 86,393 | (2,385) |
| COM404 Falls Prevention | 0 | 0 | 0 |
| COM405 Health Development | 38,052 | 38,019 | (33) |
| GBD001 Community Welfare Grants | 145,302 | 139,216 | (6,086) |
| Community Liaison | 420,572 | 406,445 | (14,127) |
| CCR001 Community Safety (Crime Reduction) | 20,750 | 19,439 | (1,311) |
| HLD403 Crime Prevention Initiatives | 3,390 | 3,390 | 0 |
| SUP002 Consultation, Policy & Research | 87,499 | 81,656 | (5,843) |
| Community Safety | 111,639 | 104,485 | (7,154) |
| CUL410 Corinium Museum | 101,000 | 97,370 | (3,630) |
| CUL412 Collection Management | 4,750 | 5,285 | 535 |
| CUL413 Northleach Resouce Centre | 8,850 | 0 | (8,850) |
| CUL415 Corinium Museum - HLF Project Cirencester Leisure Centre and SLM | (362,763) | (361,063) | 1,700 |
| REC410 contract costs | 533,517 | 531,614 | (1,903) |
| REC413 Ciren - Dryside | 0 | (10,302) | (10,302) |
| REC419 Cirencester Leisure - Maintenance | 32,850 | 41,333 | 8,483 |
| REC430 C Campden - Centre Management | 122,104 | 121,556 | (548) |
| REC450 Bourton - Centre Management | 144,900 | 145,148 | 248 |
| REC459 Bourton - Maintenance | 28,019 | 0 | (28,019) |
| Leisure Management | 613,227 | 570,940 | (42,287) |
| TOU001 Tourism Strategy and Promotion | 14,249 | 13,208 | (1,041) |
| TOU401 Accommodation Guide | 0 | 0 | 0 |
| TOU402 Partnership Grants | 54,000 | 54,000 | 0 |
| TOU403 Cotswold Tourism Partnership | (42,950) | (42,950) | (0) |
| TOU404 Tourism Discover England Fund - Project | 0 | (11,183) | (11,183) |
| Tourism Policy | 25,299 | 13,075 | (12,224) |
| Total | 1,170,737 | 1,094,946 | (75,791) |

Planning & Strategic Housing

Q4 Budget Outturn - 1st April 2018 to 31st March 2019

| Cost Centre | | Budget Q4 | Actual Q4 | (Under) / Over Budget |
|-------------|--|------------------|------------------|-----------------------|
| DEV001 | Development Control - Applications | (358,186) | (204,657) | 153,529 |
| DEV002 | Development Control - Appeals | 129,167 | 176,700 | 47,533 |
| DEV003 | Development Control - Enforcement | 185,905 | 175,627 | (10,278) |
| DEV004 | Development Advice | 330,008 | 312,063 | (17,945) |
| DEV401 | Planning Advice For Land Charges | 11,338 | 10,594 | (744) |
| DEV488 | Planning - Section 106 Agreements | 101,264 | 101,264 | 0 |
| | Development Management | 399,496 | 571,591 | 172,095 |
| PLP005 | Heritage & Design | 198,928 | 196,303 | (2,625) |
| | Heritage & Conservation | 198,928 | 196,303 | (2,625) |
| PLP002 | Local Development Framework | 316,258 | 307,429 | (8,829) |
| PLP401 | Fwd Plan work for Dev Con | 16,505 | 16,975 | 470 |
| PLP499 | Local Development Framework Reserve | 16,401 | 16,401 | 0 |
| PSM001 | Planning - Service Mgt. and Support Services | 4,382 | 13,825 | 9,443 |
| | Planning Policy | 353,546 | 354,631 | 1,085 |
| HAD001 | Housing Advice | 253,642 | 232,828 | (20,814) |
| HLD400 | Second Home Projects | 815 | 815 | 0 |
| HOS001 | Housing Strategy | 77,678 | 101,701 | 24,023 |
| HOS002 | Housing Partnerships | 24,423 | 22,932 | (1,491) |
| HOS499 | Housing Enabling Reserve | 2,028 | 2,028 | (0) |
| | Strategic Housing | 358,586 | 360,304 | 1,718 |
| | Total | 1,310,556 | 1,482,829 | 172,273 |

Democratic Services

Q4 Budget Outturn - 1st April 2018 to 31st March 2019

| Cost Centre | | Budget Q4 | Actual Q4 | (Under) / Over Budget |
|-------------|--|----------------|----------------|-----------------------|
| DRM005 | Committee Services | 154,291 | 173,985 | 19,694 |
| DRM008 | Corporate Subscriptions | 18,980 | 8,861 | (10,119) |
| | Committee Services total | 173,271 | 182,846 | 9,575 |
| ELE* | Elections | 148,130 | 148,156 | 26 |
| | Elections total | 148,130 | 148,156 | 26 |
| SUP018 | Press & PR/Communications | 50,920 | 49,889 | (1,031) |
| SUP024 | Postal Services | 39,875 | 43,377 | 3,502 |
| | Communications | 90,795 | 93,266 | 2,471 |
| DRM001 | Democratic Representation and Management | 74,782 | 73,322 | (1,460) |
| DRM003 | Councillors Allowances | 268,899 | 234,195 | (34,704) |
| DRM004 | Servicing Council | 21,877 | 8,339 | (13,538) |
| | Member Support total | 365,558 | 315,856 | (49,702) |
| SUP022 | Print & Design | 200,006 | 185,896 | (14,110) |
| | Print & Design total | 200,006 | 185,896 | (14,110) |
| | Total | 977,760 | 926,021 | (51,739) |

Retained Services - Management, Corporate Income & Expenditure, Directors

Q4 Budget Outturn - 1st April 2018 to 31st March 2019

| Cost Centre | | Budget Q4 | Actual Q4 | (Under) / Over Budget |
|-------------|---|------------------|------------------|-----------------------|
| FIE030 | Interest and Investment Income | (169,676) | (316,555) | (146,879) |
| FIE010 | Interest payable and Similar Charges | 25,000 | 1,883 | (23,117) |
| FIE410 | Commercial Properties - General | 12,710 | 2,933 | (9,777) |
| FIE* | Commercial Properties - summary | (398,400) | (431,239) | (32,839) |
| OOE200 | Parish Council Precepts | 2,929,126 | 2,929,126 | 0 |
| OOE210 | Parish Council Tax support grant | 31,143 | 31,143 | 0 |
| | Corporate Income & Expenditure total | 2,429,903 | 2,217,290 | (212,613) |
| NDC401 | Discretionary Pension Payments | 1,859,585 | 1,807,721 | (51,864) |
| SUP032 | Strategic Directors | 218,196 | 204,764 | (13,432) |
| COR005 | Corporate Finance | 67,168 | 94,667 | 27,499 |
| COR007 | External Audit Fees | 55,830 | 49,707 | (6,123) |
| COR008 | Bank Charges | 49,065 | 60,520 | 11,455 |
| COR400 | Savings and Growth Items | (1,513,827) | (1,358,145) | 155,682 |
| COR401 | Publica Group | 0 | (9,584) | (9,584) |
| | Corporate Management and Directors total | 736,017 | 849,650 | 113,632 |
| | Total | 3,165,920 | 3,066,940 | (98,980) |

| 2018/19 Summary of budgets and expenditure Q4 | | | | |
|--|--------------------------|------------------|----------------------------------|---|
| Project | Budget for the year £ | Expenditure £ | Other Committed Expenditure £ | Comments |
| Disabled Facilities Grants [Better Care Fund] | 700,000 | 650,412 | 0 | DFG expenditure April 2018 to end of March 2019 of £650,412 (plus £134,788 additional spend from Additional DFG funding 2018-19). There are 54 current and ongoing cases with committed/approved expenditure of £170,000 in 2019/20. |
| ICT Infrastructure | 377,418 | 138,772 | 220,000 | A number of items that we have committed spend against in 2018/19 we will need to carry forward such as the replacement of the Storage Infrastructure, which we estimate is £100K for CDC but the drawdown of this relies on other partners and the timing of their capital programmes. A significant investment in laptops / PC is also required over the next 12 months as Windows 7 is End of Life so funding will also be carried forward as we have been operating a rolling programme for the past 3 years. |
| Car Park Improvements | 147,353 | 51,936 | 95,417 | Remainder of funding has been allocated to the Rissington Road car park improvements and the Rugby Club car park development. Work at Rissington Road has been delayed due to the discovery of some drainage issues which require resolution before resurfacing is undertaken. Funding will be carried forward and spent in full in 2019/20. |
| Recycling and waste vehicles | 861,533 | 9,134 | 55,000 | £55,000 has been allocated for a replacement Grave digger. The remainder of the funding will be spent in 2019/20. Fleet has been reviewed in line with planned service changes in November 2019. |
| Waste Receptacles | 55,000 | 55,000 | 0 | Funding for replacement receptacles, black boxes, wheeled bins, caddies and sacks as they become damaged or are lost. |
| Electric vehicle charging points | 300,000 | 0 | 0 | The preparation of legal documents for the Framework procurement was outsourced to an external firm of solicitors, The agreements and contracts proved to be highly complex and there preparation has taken far longer than anticipated. Procurement should commence in May. This funding will therefore be carried forward and spent in full in 2019/20. |
| Cirencester Parking – Rugby Club | 320,000 | 0 | 0 | Finalising the Agreement to Lease with the Rugby Club has caused some delays however the planning application is now being finalised and will be submitted in June 2019. The funding will therefore be spent in full in 2019/20. |
| Cirencester Parking – Waterloo Decked Car Park | 7,500,000 | 0 | 0 | It is anticipated that construction will start on this scheme in 2020/21 and be completed in 2021/22 subject to planning permission being granted. |
| Corinium Museum HLF "Stone Age to Corinium" | 1,316,000 | 412,763 | 992,853 | Work commenced in January and is progressing well. The remainder of the funding will be spent in 2019/20. |
| Rural Broadband | 500,000 | 0 | 0 | This scheme is dependent on a bigger scheme being agreed with the County Council. |
| 2020 Vision / Transformation | 299,131 | 0 | 0 | This budget will be used for investment in capital projects related to the transformation programme. |
| | | | | Continued on the next page: |

2018/19 Summary of budgets and expenditure Q4 (continued)

| Project | Budget for the year | Expenditure | Other Committed Expenditure | Comments |
|--|----------------------------|--------------------|------------------------------------|---|
| Planning documents & scanning solution | 200,000 | 0 | 0 | The scope of this project is being reviewed in light of the needs from other Council services/Publica. |
| Other projects * | 252,120 | 69,341 | 0 | Other capital projects include a number of small value schemes and schemes where retention money is due to contractors upon agreement of the final account. |
| | 12,828,555 | 1,387,358 | 1,363,270 | |