



**COTSWOLD**  
DISTRICT COUNCIL

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# **OVERVIEW AND SCRUTINY COMMITTEE AGENDA**

**Tuesday 23rd July 2019, 10.00 a.m.**

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**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).

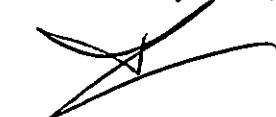
For further information, please read the Notices displayed inside and outside the Meeting venue and/or speak with the Committee Administrator.

### (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 Ben Amor on 01285 623000 who will be the Committee Administrator responsible for the Meeting.

### Distribution:

All Members of the Overview and Scrutiny Committee  
(Councillors Stephen Andrews, Claire Bloomer, Gina Blomefield, Patrick Coleman, Andrew McClean, Dilys Neill, Richard Norris, Gary Selwyn)



**Nigel Adams**  
Head of Paid Service

15th July 2019

# OVERVIEW AND SCRUTINY COMMITTEE

## 23rd JULY 2019

### AGENDA

- (1) **Apologies**
- (2) **Substitute Members** - To note details of any substitution arrangements in place for the Meeting.

**Note:**

The procedures in respect of substitution arrangements are principally set out in Council Procedure Rule 29. Particular attention is drawn to the fact that the Head of Democratic Services must be notified of any intended substitution **by 5.00 p.m. on the working day prior to the day of the Meeting**. Please note that neither a Member of the Cabinet, nor the Chairman of the Council, may substitute.

- (3) **Declarations of Interest** - 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).
- (4) **Minutes** - To confirm :-
  - (i) the Minutes of the Meeting of the Committee held on 5<sup>th</sup> March 2019 (attached).
  - (ii) the Minutes of the Meeting of the Committee held on 14<sup>th</sup> May 2019 (attached).

- (5) **Chairman's Announcements** (if any)
- (6) **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 Committee.
- (7) **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 Committee.
- (8) **Called-In Decisions** - Overview and Scrutiny Procedure Rule 13 - To consider any matter(s) referred to the Committee in relation to the calling-in of decisions.

**Note:**

Call-in should only be used in exceptional circumstances where Members of an Overview and Scrutiny Committee have evidence to suggest that the Cabinet or individual Portfolio Holders do not take decisions in accordance with the principles set out in Article 13 of the Council's Constitution relating to Decision Making or within the

Council's Budget and Policy Framework. Call-in does not apply to quasi-judicial decisions (such as development control and licensing) although the Committee can review the process by which such decisions are reached.

## **Items for Consideration and Decision**

(9) **Neighbourhood Planning – Update**

To provide an update on Neighbourhood Planning activity within Cotswold District. **(report attached)**.

(10) **Leisure & Cultural Services**

To provide oral updates on:

- (a) SLM Contract Review.
- (b) Position statement on Tetbury and Fairford Sports Centres.

(11) **Healthy Communities Programme**

To provide oral updates on:

- (a) Current position of the Healthy Communities Programme **(report attached)**.
- (b) Future policy direction and position of the programme in the Forward Plan. (Cabinet Member for Health, Wellbeing and Public Safety)
- (c) External support to communities - GRCC
- (d) A local perspective on delivery. (Fairford Surgery PPG and Community Wellbeing Programme Lead.

(12) **Summary Finance/Service Performance Report – Year End 2018/19**

To provide information on the Council's financial position including revenue outturn and budget variances; and capital expenditure, capital receipts and use of reserves. **(report attached)**.

(13) **Appointments to Gloucestershire County Council Scrutiny Committees**

To make appointments of Councillor representatives, including deputies, to Gloucestershire County Council's Economic Growth Scrutiny Committee and Health Overview and Scrutiny Committee.

(14) **Quarterly Digest (including County Matters)**  
**(circulated as a separate document with the agenda papers)**

To consider any issues arising out of the Quarterly Digest for future debate and/or action by the Committee.

(15) **Work Plan 2019/20**

To consider potential items for the forward work programme for the Committee **(report attached)**.

(16) **Other Business** - Such other business which, in the opinion of the Chair, is urgent.

(END)

COTSWOLD DISTRICT COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

5<sup>th</sup> MARCH 2019

Present:

Councillor Richard Keeling	-	Chairman
Councillors -		
Andrew Doherty		Nigel Robbins
Officers -		
Head of Democratic Services		Leisure Services Manager (Publica)
Chief Finance Officer		Committee Officer
Group Finance Director (Publica)		

Substitutes:

Councillors Mark Annett, Maggie Heaven.

Apologies:

Councillors Stephen Andrews, Shaun Parsons, Richard Morgan and Jenny Hincks.

OS.44 SUBSTITUTION ARRANGEMENTS

Councillor Mark Annett substituted for Councillor Stephen Andrews.

Councillor Maggie Heaven substituted for Councillor Shaun Parsons.

The Chairman thanked both Councillors for attending at short notice.

OS.45 DECLARATIONS OF INTEREST

(1) Member Declarations

There were no other declarations of interest under the Code of Conduct for Members or Section 106 of the Local Government Finance Act 1992.

(2) Officer Declarations

There were no declarations of interest from Officers.

OS.46 MINUTES

The following comments were made on the minutes:-

- (i) Minute No. OS.33, Member Declarations, second line of the first paragraph, the addition of 'volunteer' before the words Community First Responder.

- (ii) Minute No. OS.39, the briefing slides on the presentation from Publica should have been part of the record and available on the Council's website.
- (iii) Minute No. OS.41, Strategic Review of the Leisure and Cultural Services Contract. Members considered that this minute should have included the discussion on the anticipated outcome of the scoping. For the record of the minutes, Members discussed:
- What targets were being considered in the review;
  - The scope of work which would need to be done as part of the break clause, and the future needs of the district.
  - The importance of understanding the flexibility and context of the contract, to ensure a smooth transfer to another provider.
  - The Gym equipment and data that SLM hold is the property of the Council.

The Head of Democratic Services reminded Members that they needed to be specific if they wished discussions to be recorded in the minutes.

Subject to these amendments, it was:

**RESOLVED that, the Minutes of the Meeting of the Committee held on 5<sup>th</sup> February 2019, be approved as a correct record.**

OS.47 CHAIRMAN'S ANNOUNCEMENTS

There were no announcements.

OS.48 PUBLIC QUESTIONS

No public questions had been received.

OS.49 MEMBERS' QUESTIONS

No questions had been received from Members.

OS.50 CALLED-IN DECISIONS

No executive decisions had been the subject of Call-In since the Committee's previous Meeting.

OS.51 PUBLICA BUSINESS PLAN 2018/19

The Committee received a briefing from the Group Finance Director (Publica). He explained that it was unfortunate that the briefing, which was due to take place in January, had been postponed due to bad weather as it would have set the background of how Publica had been conceived.

For context he explained that the shared services journey had been ongoing for many years, for the Council it began in 2008. Since that time there had been several iterations, Cotswold and West Oxfordshire had informal sharing of Officers in 2008. Go Shared Services in Gloucestershire started sharing Finance, HR and some IT services with other partners such as Forest of Dean District and Cheltenham Borough Councils in 2012. A joint committee in 2016 took a decision to launch Publica. In total this approach brought £7.1m of ongoing annual savings to partner Councils, approximately 22% of the base revenue budgets of the Councils. For Cotswold this meant £2.6m ongoing annual savings arising from shared services. This is

equivalent to a Council Tax saving of £65 to Cotswolds residents in an average band D property. It was noted that there would be significant challenges from April 2020 onwards with a potential £2m of savings to be found. Risk factors to the Council's Medium Term Financial Strategy had to be taken into account when looking at the savings required by the Council's Chief Finance Officer.

Whilst shared services had brought about a reduction in cost, the Council's chosen indicators on performance had continued to increase. The challenge for partner Councils would be to continue to deliver services for less.

It was noted that the Council is an equal owner of Publica, the advantage is cost sharing - no private equity, no dividend, no profit share. Pressure on services such as adult and children's care means funding from Government is likely to be allocated to these services in the future and Councils such as Cotswold would have to find additional savings.

The business plan sets out 4 key tasks:

- To do the 'day job' really well.
- Transform service delivery and exceed service expectations – which would begin to take place through the digital platform, Salesforce.
- Develop Publica People – employees from Cotswold, West Oxfordshire and Forest of Dean are beginning to work more closely. Publica were hoping to bring all employees onto the same terms and conditions, pay and grading structure by 1 April 2019, discussions were still taking place with the Unions on the pay and grading structure.
- Exceed the minimum business case financial targets – Publica had been delivering savings in line with the targets and key strands – people and digital. Face to face interaction with customers was good and work on the Council's website would be carried out in the next twelve months. The Company wants to create a modern, flexible work environment that reflects the modern world.

In response to Members questions Officers explained the following:

- (i) Savings of £1.2m in the budget were from management and service restructures. The restructure of Revenues and Benefits and Housing had brought Customer Services into that service and savings of £200,000 had been made. Forest of Dean DC contracted Civica to deliver Revenues and Benefits, this had been brought back in house and savings of approximately £100,000 were being delivered making £300,000 in total.
- (ii) Officers meet to discuss a business case for savings and typically these savings were shared based on turnover. For Cotswold it was indicated that a further £2m worth of savings would need to be found and it was accepted these cannot be delivered entirely by service restructures. It was considered that a potential £3m could be saved across the partnership with this Council potentially receiving £1m worth of savings.
- (iii) Publica supply Finance, HR and ICT to Cheltenham Borough Council. Their transformation programme is in progress and Officers are in close contact with them. New partners may not wish to transfer as many services as Cotswold, West Oxfordshire and Forest of Dean. The Managing Director had been in contact with other Councils in Gloucestershire and steps are being taken to develop a commercial offer to other councils. Realistically a new partner is not expected to join until after 2020. Officers and Members were attending the LGA conference; the Local Government Chronicle and Chartered Institute Of

Public Finance had shortlisted Publica as an alternative way to deliver services.

- (iv) A phased implementation of Salesforce was taking place and it was planned to 'go-live' in the Cotswolds with Salesforce in May 2019. The public sector lead from Salesforce recently presented the new system, and Officers who will use the system on a day to day basis were very impressed, it was a huge improvement and would mean that the service would be delivered more effectively. In future individual licences can be purchased and the system can be expanded when needed if another partner Council joins. A session for Members could be delivered to a future meeting.
- (v) Concerns were expressed over branding of correspondence. E-mails and letters relating to payments were being received by people with different addresses on and this was confusing for constituents. It was noted that the new digital platform would rectify large elements of this confusion and residents should receive correspondence with the branding of the relevant Council but it was recognised that this was still a 'live' issue.
- (vi) Concern was expressed that there was a need for Members to understand how and who they should contact if they had a query from constituents. Work was in progress on structure charts to enable Members to contact staff.
- (vii) The business plan seemed to be more of a vision statement, as it did not have a lot of detail relating to key tasks. Each service will have a transformation plan which will set out the key tasks in more detail and Officers see progress reports against each task.

Members requested that the review of the transformation plan, clarity of target dates and progress are forwarded to Cabinet. A further report on progress would be given at the next Committee meeting.

**RESOLVED that any comments from the Committee on the Business Plan are reported to Cabinet.**

OS.52

**DRAFT TERMS OF REFERENCE – REVIEW OF THE LEISURE AND CULTURAL SERVICES CONTRACT**

The Committee was invited to agree the scope for a review of the Leisure and Cultural Services Contract, having regard to the impending break clause option.

The Leisure Services Manager had amended the report following feedback from the previous meeting, which included more information and clarification on the review conducted on the break clause. This was due to be presented to Cabinet on 21 March 2019.

In response to Member questions, Officers explained:

- (i) Concern was expressed about the review process of the contract. On two occasions questions had been asked regarding the names of the quantity surveyors to the Corinium Museum and was the Council appointing the correct people to carry out the review. The Leisure Development Officers would be reviewing the contract, although Members were still concerned that this did not give sufficient independence, it would be 'marking your own homework'. The contract had been monitored by Officers since 2013 and if any concerns had been raised, Members would have been informed. Regular reports are received from the contractor, including customer satisfaction results. The



review will be of factual information.

- (ii) If there was a need to have a legal interpretation on the break clause the Chief Finance Officer and Head of Paid Service would carry out an independent review, which would be presented to Committee in a joint report highlighting the benefits and outcomes. The contract had operated for seven years, there had been no need to exercise any notices within the provision of the service. There would need to be a separate focus of what can be done and cannot be done. Members did not want to exercise the break clause if at all possible and wanted to do the best for the future of the district.
- (iii) Members required assurance that SLM had delivered the requirements of the contract to be satisfied that the future needs of the district.
- (iv) A separate review would be carried out on the dual use facilities at Fairford and Tetbury. Different arrangements existed for these facilities in relation to the contract, their performance was out of the Council's control as the facilities were transferred to the schools in 2014. In relation to the review of the facilities Officers were in contact with the schools. The next part of the review would be to find out the leisure needs of the district, which would include provision across the district as a whole.
- (v) Delete the word contract – both parts of the report do not refer to contract.

**RESOLVED that the suggested arrangements for the 'break clause review', including the scope proposed, and any comments are forwarded to Cabinet.**

OS.53

#### REVIEW OF OVERVIEW AND SCRUTINY/AUDIT ARRANGEMENTS

The Head of Paid Service presented the current terms of reference which underpinned the Committee's work and Members had the ability to review the procedure rules, processes and arrangements of the both Committees and suggest any changes. It was considered that the best time for a review was when the Committee had more experience.

Currently Audit and Overview and Scrutiny Committees are separate, this was considered to be best practice, although some commonality existed between the two Committees and joint informal discussions could take place throughout the year. Both Committees can request to see internal reports on issues that are of interest and challenge issues. The Chairman supported the view for two separate Committees.

As Councillor Doherty was a Member of both Committees his views were sought. He considered that the Committees should be separate, as Overview and Scrutiny deal with a broader remit than Audit Committee and had the ability to look at all issues whether good or bad. Members were encouraged to look at the Executive Forward Plan to be able to produce their work programme and look at issues independently.

Officers were currently updating the constitution with changes around delegation, in order to ensure that all documents are correct for Members of the new Council in May 2019.

The work programme for this committee should be tough by asking challenging questions. The Chairman should exercise his right to call people to account and the Committee should be like a Government Select Committee. It was agreed that a structure to the work programme should be developed.

**RESOLVED that the Committee continue with its current operating arrangements, and those of the Audit Committee, reviewing any changes which would be beneficial to both Committees.**

OS.54 SECTION 106 AGREEMENTS AND FUNDS

A written report was not available for Committee as the review was still taking place. A report will appear on the future work programme and it was hoped that it will be presented to Audit Committee in April 2019.

Members expressed concern over the Section 106 for the Chesterton development and that they were often were in a position of discussing an issue without a report being presented to them in good time to read and ask questions.

**RESOLVED that the report and any comments made be noted.**

OS.55 SERVICE UPDATES

An update was given to Members on the following:

- (i) Development Management – recruitment of a Senior Planner and Planning Case Officer were successful. Interviews were due to take place at the end of March for a Senior Planner Post.
- (ii) Planning Enforcement – recruitment of two Senior Enforcement Planners is in progress and interviews were due to take place at the end of March.

Officers explained that the Planning service had not been shared with other partners in Publica and resourcing levels would be reported in a quarterly report. If Members had any further questions, they could forward them to The Head of Paid Service or The Team Leader (Development Management)

- (iii) Building control income was comparable to last year – 18% of applications received over the phone and 28% by the system i-apply. Building control operate in commercial market and the market share fluctuates on month by month basis – between April 2018 and January 2019 there was a low of 55% and a high of 68% of the market share. Vetting of applications is within 21 days of deposit 21% from April 2018 through to January 2019 this is exceeding targets.

Members considered that updates on service areas should be an integral part of quarterly reports, they expressed disappointment and reiterated that it was not acceptable to have reports tabled at the meeting and requested that Officers were made aware of this.

A Member queried whether savings in these services had come from staff, and them not having the resources available to deliver the service, meant a shortfall in planning income. Baseline data would be available through KPIs and meetings with the Executive Director Commissioning (Publica), take place to discuss performance.

**RESOLVED that the report and any comments made be noted.**

OS.56 SUMMARY FINANCE/SERVICE PERFORMANCE REPORT – 2018/19 QUARTER 3

The Chief Finance Officer explained to Committee that services had been achieving the KPIs. There had been £136,000 of additional savings from Publica. Updates

were given on the following services:-

- Priorities for Ubico 2018/19.
- Building control fees continue to fall short of income target;
- Planning fees continue to fall short of target, Audit Committee are reviewing this issue.
- The Council received a refund from HMRC on the Old Memorial Hospital.

In response to Member questions, Officers explained:

- The income for the green waste service had exceeded the budgeted plan, although Members queried whether the current level of subsidy had been taken into account in the review of the service.
- The governance arrangements and future of the Local Plan Programme Board.
- Attendance numbers at Corinium Museum had fallen, although it was recognised that this was happening throughout the country.

**RESOLVED that service and financial performance for Quarter 3 of 2018/19 and any comments made be noted.**

OS.57 QUARTERLEY DIGEST (including County Matters)

The Committee received a Quarterly Digest, which included updates in respect of Gloucestershire County Council's Economic Growth Scrutiny Committee and Health and Care Overview and Scrutiny Committee; and the Gloucestershire Police and Crime Panel. This also included the Executive Forward Plan – March 2019 Update. Members discussed Health and Care in the district and expressed a view that services are maintained in Cirencester when some services are moved to Gloucester or Cheltenham.

**RESOLVED that the report be noted.**

OS.58 WORK PLAN 2019/20

Committee considered the Work Plan for 2019/20.

- September 2019 - Review of Leisure and Cultural Services Contract and the contract break clause;
- June 2019 – Update on the use of consultants.

OS.59 OTHER BUSINESS

There was no other business.

The Meeting commenced at 10.00 a.m. and closed at 12.30 p.m.

Chairman

(END)

COTSWOLD DISTRICT COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

14<sup>TH</sup> MAY 2019

Present:

Councillors -

Stephen Andrews  
Gina Blomefield  
Claire Bloomer  
Patrick Coleman

Andrew Maclean  
Dilys Neill  
Richard Norris  
Gary Selwyn

OS.1 SUBSTITUTION ARRANGEMENTS

No substitution arrangements had been put in place for this Meeting.

OS.2 ELECTION OF CHAIRMAN

The Head of Democratic Services reported/invited nominations

Councillor Stephen Andrews had been Proposed by Councillor Gina Blomefield and Seconded by Councillor Richard Norris.

In the absence of any further nominations, it was

On being put to the vote, it was:

**RESOLVED that Councillor Stephen Andrews be elected Chairman of the Committee for the 2019/20 Council Year.**

Note:

Councillor Andrews then took the Chair.

OS.3 OTHER BUSINESS

There was no other business that was urgent.

The Meeting commenced at 1.47 p.m. and closed at 1.50 p.m.

Chairman

(END)



**AGENDA ITEM (9)**

**NEIGHBOURHOOD PLANNING UPDATE**

<b>Accountable Member</b>	Councillor Rachel Coxcoon Cabinet Member for Planning Policy, Climate Change and Energy
<b>Accountable Officer</b>	Joseph Walker Community Partnership Officer 01285 623146 <a href="mailto:joseph.walker@publicagroup.uk">joseph.walker@publicagroup.uk</a>

<b>Purpose of Report</b>	To provide an update on Neighbourhood Planning activity within Cotswold District
<b>Recommendation(s)</b>	<b>(a) That the Committee note the progress made by local communities;</b> <b>(b) that the Committee note the relationship of neighbourhood plans with the Local Plan, and the opportunities and challenges this creates.</b>
<b>Reason(s) for Recommendation(s)</b>	To keep the Committee updated on progress and to provide an opportunity to discuss emerging issues and developments.

<b>Ward(s) Affected</b>	All
<b>Key Decision</b>	No
<b>Recommendation to Council</b>	No

<b>Financial Implications</b>	<p>(i) Neighbourhood planning could largely be considered a mainstream facet of planning policy. However, since its inception there has been a government grant scheme to support the Council to deliver its obligations. Under current arrangements, the Council is only grant funded where a neighbourhood plan is successful at examination, and the decision is made to proceed to referendum, at which point a £20,000 grant is payable.</p> <p>(ii) Where a plan is successful, the grant will generally cover the direct costs to the Council of procuring an independent examination and running a referendum. There is no set fee for these processes - a rough average for an examination is £7,500, whereas a referendum is wholly dependent on the size of the settlement, and whether it runs simultaneously with another ballot.</p>
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<b>Legal and Human Rights Implications</b>	To be successful, neighbourhood plans need to follow a prescribed legal process, and take account of human rights. Once a neighbourhood plan has passed referendum and is 'made' by the district council, it forms part of the Council's development plan (local plan) which will be interpreted and implemented by the Council as Local Planning Authority.
<b>Environmental and Sustainability Implications</b>	<p>(i) To be successful, neighbourhood plans are required to follow a prescribed process and take account of environmental and sustainability implications. One of the Council's obligations under the 'duty to support' is to review the environmental implications of emerging neighbourhood plans.</p> <p>(ii) Although the direct impact of neighbourhood plans is confined by the ambit of the English planning system, they do have the ability to push environmental considerations to some extent, and can be particularly effective at giving voice to local concerns and ambitions.</p>
<b>Human Resource Implications</b>	The Council's response to neighbourhood planning has to date been resourced from existing staff, principally in Community Planning and Forward Planning, but with significant input from Housing Strategy and the Heritage and Design Manager – who has provided a Development Management perspective. As plans progress towards the later stages and more communities come forward, the additional neighbourhood planning workloads puts pressure on wider service delivery.
<b>Key Risks</b>	<p>(i) As development plan documents, neighbourhood plans influence how planning applications are determined. A key risk therefore would be that inappropriate development is enabled, but in practice the process mitigates effectively against this risk.</p> <p>(ii) The process of developing a neighbourhood plan is complex with a number of pitfalls along the way, which can result in more complex examinations, and occasionally judicial review and other legal challenges. There is a financial risk to the Council from this process, although it should be noted that the Courts have to date taken a dim view of developer challenges to neighbourhood planning.</p> <p>(iii) An individual neighbourhood plan may successfully navigate the process, but ultimately fail to have the effect which its proposing community hoped for. Significant effort can be invested in a plan which fails at examination, or struggles to reach that stage. The biggest risk to the community is therefore that a plan is in one way or another unsuccessful. The corollary of this is reputational risk to the Council, and a risk that the Council fails to achieve what it might through neighbourhood planning.</p>
<b>Equalities Analysis</b>	Individual plans need to take account of equalities issues. As noted elsewhere, once a neighbourhood plan passes referendum and is 'made' by the district council, it becomes Council policy, interpreted and implemented by the Council as Local Planning Authority.
<b>Related Decisions</b>	None
<b>Background Documents</b>	None

<b>Appendices</b>	<b>Appendix 'A' - Map of neighbourhood areas on Cotswold District</b>
<b>Performance Management Follow Up</b>	None
<b>Options for Joint Working</b>	The Council delivers its neighbourhood planning support through its contract with Publica, which enables officers to share expertise garnered from across Gloucestershire and Oxfordshire.

## Background Information

1. Neighbourhood planning provides an opportunity for communities to influence the future of the places where they live and work, through the preparation of planning policy. The right to prepare a neighbourhood plan was introduced through the Localism Act in 2011.

There are actually three separate legal powers which are considered as 'neighbourhood planning'.

- Neighbourhood Development Plans

A Neighbourhood Development Plan is a plan developed by the community, which, once approved, becomes a part of the statutory development plan to be implemented by the Local Planning Authority (LPA).

- Neighbourhood Development Orders

A Neighbourhood Development Order delegates powers to a Parish Council or Neighbourhood Forum.

- Community Right to Build Orders

The third power is the Community Right to Build. The Community Right to Build is a set of proposals that gives communities some power to decide what is built in their area. Where small scale developments for new houses (e.g. 5-10 homes), community facilities or shops have the agreement of the local community, a Community Right to Build organisation can be set up and take a proposal forward through referendum. If this is successful, the development will not require planning permission.

2. The vast majority of neighbourhood planning activity nationally has been the preparation of neighbourhood development plans, also known as NDPs, and frequently contracted to 'neighbourhood plans'. In Cotswold District, to date no community has pursued the other powers mentioned above – while the other powers can be exercised independently of a neighbourhood development plan, they are more often used in conjunction to deliver on a particular aspiration within a neighbourhood plan. For the purpose of this report, the terms 'neighbourhood planning' and 'neighbourhood plan' will be used to reflect local activity, but do not necessarily exclude Community Right to Build or Neighbourhood Development Orders.

### 3. Process

3.1 The Localism Act and subsequent regulations define the process that must be followed in preparing a neighbourhood plan. Communities must also pay close attention to the National Planning Policy Framework and the National Planning Practice Guidance.

- Designating a neighbourhood area

Parish or Town Councils in Cotswold District will decide if and when they want to proceed with neighbourhood planning. The first formal stage is to make a submission for designation of Neighbourhood Area to the LPA. Usually the boundary will either be the individual parish boundary, or a combination of parishes, but other geographies are possible, where there is a planning rationale.

- Preparing the plan

Local people need to collect evidence and develop their ideas for what they want to see in their area. There is a limited official role for the Council at this stage, although in practice there tends to be extensive discussion over emerging policies and evidence, to try and smooth the path through examination. Once a plan is prepared it has to be put out to full consultation by the proposing body – this is known as Regulation 14 consultation.

Once the consultation has been completed, and the representations considered, the next stage is for the community to submit the plan to the LPA.

The LPA must then open a second full consultation, known as Regulation 16. Following this consultation, the plan – as submitted, and all representations received are passed on to the independent examiner.

- Independent Examination

Once a neighbourhood plan has been prepared, an independent examiner will check that it meets the legal requirements - the 'Basic Conditions' (these are described in further detail below, at section 3.2). The Council is responsible for appointing and paying the independent examiner. If the plan doesn't meet the Basic conditions, the examiner will recommend changes or can fail the plan. The planning authority will then need to consider the examiner's views and make a decision on the next steps.

- Community referendum

The Council is responsible for organising a referendum on any plan that passes examination. If more than 50 percent of people voting in the referendum support the plan, then the LPA must bring it into force.

- Legal Force

If the neighbourhood plan is supported by a referendum, it will be 'made' by Cotswold District Council to enter into legal force.

Once a neighbourhood plan is in force, it carries legal weight in planning decisions. The Local Planning Authority, and where applicable, the Planning Inspectorate and the Secretary of State will be obliged, by law, to take what it says into account when they consider proposals for development in the neighbourhood.

#### 4. Scope and Influence of a neighbourhood plan

4.1 Once a neighbourhood plan has been through this process, it becomes part of the local development framework, and its policies together with the local plan become the starting point for determining planning applications, where planning applications must be in accordance with the development plan unless material considerations indicate otherwise. Therefore a neighbourhood plan is not an add-on or extra consideration, but provides planning policies that have the same legal standing as the Cotswold District Local Plan (adopted August 2018). While neighbourhood planning policies need to be in general conformity with the strategic policies of the Local Plan, where there is conflict on non-strategic issues they have precedence. It should be noted that following the overhaul of the NPPF in 2018, there is a greater expectation put on neighbourhood plans to give direction through non-strategic policies – and indeed a greater expectation that Local Plans provide this policy 'space'.

4.2 Given the significant influence that neighbourhood plans have, the examination process they undergo is relatively robust. Initially conceived of as light touch, it has progressively become more challenging in response to legal challenges and the increased expectations of housing delivery being placed upon neighbourhood plans. The independent examiner – a suitably qualified individual appointed by the LPA – must consider the proposed neighbourhood plan against the prescribed Basic Conditions which require that it must:-

- have regard to national policy;
- contribute to the achievement of sustainable development;
- be in general conformity with the strategic policies in the development plan for the local area; and



- be compatible with EU obligations [NB this largely refers to Environmental/ habitats screening procedures, that are enshrined in UK law, and will remain commitments post-Brexit, unless the UK legislation is reviewed].

4.3 It should be noted that while this is a robust test, it is different from the Local Plan examination – it is less burdensome in terms of the deliverability or test of ‘soundness’, and probably allows more deviation from national policy and guidance. There are examples of locally justifiable neighbourhood plan policies which would not have passed the Local Plan Examination in Public yet have become part of their respective LPA’s Local Development Framework, which have been challenged by developers and defended by the Courts.

4.4 It is important to stress that although neighbourhood plans can promote additional development to what might be proposed through the Local Plan, they cannot undercut the scale of development (objectively assessed needs and requirements) promoted by the Local Plan – this would fail to achieve sustainable development as defined by the NPPF, and would not be in ‘general conformity’.

4.5 As neighbourhood plans are supposed to be very place-specific, it can be hard to identify good policies and ideas that are easily transferable to another location – some of the most interesting policies could well be wholly inappropriate out of context. A good example is St Ives, which has a policy requiring new build housing to be the owner’s principal dwelling. This runs counter to the NPPF, which expects the variety of housing needs to be met, but is justifiable in the context of St Ives, where the neighbourhood plan could demonstrate sustainable development was being undermined.

4.6 However, other policies are more readily translatable to other settlements. Neighbourhood plans can designate ‘Local Green Space’, and have employed this countrywide to protect their most precious open spaces. A local example of a good policy that could be picked up in other Cotswold settlements is the excellent work Fairford have carried out researching and identifying non-designated heritage assets (structures that are not ‘listed’, but of heritage merit) developing a policy designed to feed directly into Policy EN12 of the adopted Local Plan.

## 5. Community Infrastructure Levy

5.1 The Community Infrastructure Levy (CIL) is in effect a tax on development to pay for infrastructure. Historically, such ‘planning gain’ was captured by Section 106, which is now limited to site specific requirements, such as affordable housing and site infrastructure directly related to the proposal and required to make the development acceptable in planning terms. While the process and details are beyond the remit of this paper, it does have a bearing on the value of a neighbourhood plan to the community. Ordinarily, a 15% share of CIL, capped at £100 per dwelling, is payable to the parish hosting CIL chargeable development. Where a parish has a made neighbourhood plan, it is due a 25% share of CIL, uncapped. While CIL is only payable where development comes forward, so is not necessarily financially significant in all settings, where a settlement takes a larger development, the difference between 15% capped and 25% uncapped could be substantial.

5.2 CDC implemented CIL on 1 June 2019, and was able to do so on the basis of an identified funding gap of £16 million. Over the plan period to 2031 the Council is expected to collect approx. £6M of which approx. £1M will be awarded to town and parish councils<sup>1</sup>.

5.3 It should be noted that while a neighbourhood plan means the local community gets a larger share of the CIL ‘pot’, and has discretion over how this is spent, the pot itself is no bigger – this aspect of CIL means that should we have many more neighbourhood plans, there will be greater community spending power, but commensurately less available for the infrastructure strategic partners are expected to provide. The reality may be that such partners will only be able to deliver the critical and essential infrastructure needed and costed through the CIL process where communities are willing to co-fund, from their share of CIL, otherwise there will be a greater shortfall.

<sup>1</sup> <https://www.cotswold.gov.uk/media/1511806/Cotswold-DC-Infrastructure-Funding-Gap-Analysis-Amended-Issue-May-2017.pdf>

## 6. Support

6.1 To enable communities to navigate this process, and the complexities of the planning system underpinning neighbourhood planning, there is support available. First off, there is a 'duty to support' placed upon LPAs. This is not defined in the legislation, but as a minimum requires LPAs to carry out their statutory tasks as outlined in section 2.1, and to provide access to evidence and advice. Our approach has generally been a bit more involved than this – but in recognition of the community's ownership of their neighbourhood plans, is largely reactive to requests for advice and assistance.

6.2 There is a national support programme, financed by the Ministry of Housing Communities and Local Government. This takes the form of a contract with an organisation called Locality, that promotes neighbourhood planning and provides some basic support, a grants programme - currently set at £9,000 per area, with additional sums for certain qualifying areas and aspirations, and expert consultancy support for specific pieces of work from AECOM, an international consultancy firm. Many communities use the basic grant to procure the services of a planning consultant.

6.3 There is also support available from a number of not-for-profit organisations outside of this structure. Within Gloucestershire, GRCC offers a facilitated workshop to help communities determine whether they wish to develop a neighbourhood plan, and offers additional services that may be relevant, such as local housing needs surveys. The Centre for Sustainable Energy has published a toolkit for neighbourhood plans to consider green energy issues and sustainability, and has also offered workshop support. Some planning consultancies have also delivered training sessions pro bono on particular aspects.

## 7. Neighbourhood plans in Cotswold District

7.1 Sixteen neighbourhood areas have been designated (have defined their area boundaries) in Cotswold District, covering 18 parishes and approximately 30 towns, villages and hamlets, a total population of circa 50,000.

Blockley, Chipping Campden, Cirencester, Down Ampney, Ebrington, Fairford, Kemble and Ewen, Lechlade-on-Thames, Moreton-in-Marsh, Northleach with Eastington, Preston, Somerford Keynes, South Cerney, Stow-on-the-Wold and the Swells, Tetbury with Tetbury Upton, Upper Rissington.

7.2 Of the above, Lechlade-on-Thames, Tetbury with Tetbury Upton and Northleach with Eastington Neighbourhood Development Plans have all been made (the legal equivalent of being adopted). Fairford reached examination in 2017 and failed to meet the basic conditions at the first attempt, and will be resubmitting, hopefully later this year. Likewise we expect a submission from Somerford Keynes shortly. A number of plans are likely to launch consultation on their Regulation 14 draft plans this year. Some areas have designated, but are struggling to identify sufficient volunteer time to develop their plans.

7.3 While we have limited data to benchmark against other areas, this is not atypical. Some LPAs have deliberately set out to get full coverage – an example would be Herefordshire. At the other end of the spectrum, there are areas where there are no neighbourhood areas – many, but by no means all of these are urban areas, where generally there has been a lower take-up. In broad brush terms, take-up in Cotswold is similar to comparable rural districts.

7.4 Generally take up has been higher where LPAs have placed an expectation on communities to allocate sites for housing, or have set sub-area targets, in contrast to the full allocations approach taken with the adopted Cotswold District Local Plan. As is clear from this report, while neighbourhood planning is a powerful tool for communities, it takes commitment and resources. The Council's approach to date does enable communities to undertake neighbourhood plans, but not does require such commitment.

7.5 It should be noted that the revisions to the NPPF in 2018 strengthen the role of neighbourhood plans, and to an extent reinforce a role of delegating responsibility to neighbourhoods to plan for themselves. In areas with a higher initial take-up of neighbourhood planning, the first plans to reach examination are now being reviewed. While neighbourhood planning was initially conceived of as an add-on to the planning system, it is now viewed as a mainstream tool to deliver

local and national development priorities – particularly housing.

## 8. Decision on whether or not to prepare a neighbourhood plan

8.1 Given the time, effort and costs associated with developing a neighbourhood plan, the decision on whether or not to develop a neighbourhood plan is significant for any community. GRCC offers a workshop to assist with this, supported through a service level agreement with the Council, and officers have often attended parish meetings or open community meetings to provide a technical input. The following points are offered as reason to/not to make this decision, based on a reading of the current planning landscape – other factors may be more locally significant, or may have been critical to the decision to develop a neighbourhood plan made by the communities already following this path:

### 8.2 Reasons to develop a neighbourhood plan

*To enable development:* the Local Plan directs growth towards settlements seen as sustainable in accordance with national policy – however smaller communities may feel that some additional development will improve their settlement. E.g. enabling local families to stay in the village, developing a brownfield site, creating live work units to allow economic growth.

*To recognise and protect local assets:* e.g. To provide protection to a vital community space through Local Green Space designation, to recognise the value of non-designated heritage assets.

*To encourage higher standards:* Neighbourhood plans frequently seek to improve design standards or environmental standards. They can enable development that meets higher standards, but cannot necessarily require higher standards, and policy requirements will still need to be financially viable.

*To influence and direct new development:* e.g. to influence the location and layout of new development, to specify community infrastructure benefits such as a play area.

*To create a shared vision:* while the policies are the binding element of a neighbourhood plan, the process also creates a particular vision and expectations, which may empower a parish or town council in its planning representations, or lead to other projects or initiatives.

*To direct CIL expenditure:* A neighbourhood plan means the community receive a greater share of the total CIL pot, enabling infrastructure development prioritised by the community rather than other infrastructure providers.

*To prepare non-strategic policies to complement the strategic policies of the Local Plan:* effectively the role ascribed to neighbourhood plans by the NPPF 2018, reviewing the Local Plan and determining where it addresses local concerns, and where additional detail is beneficial is a good starting point.

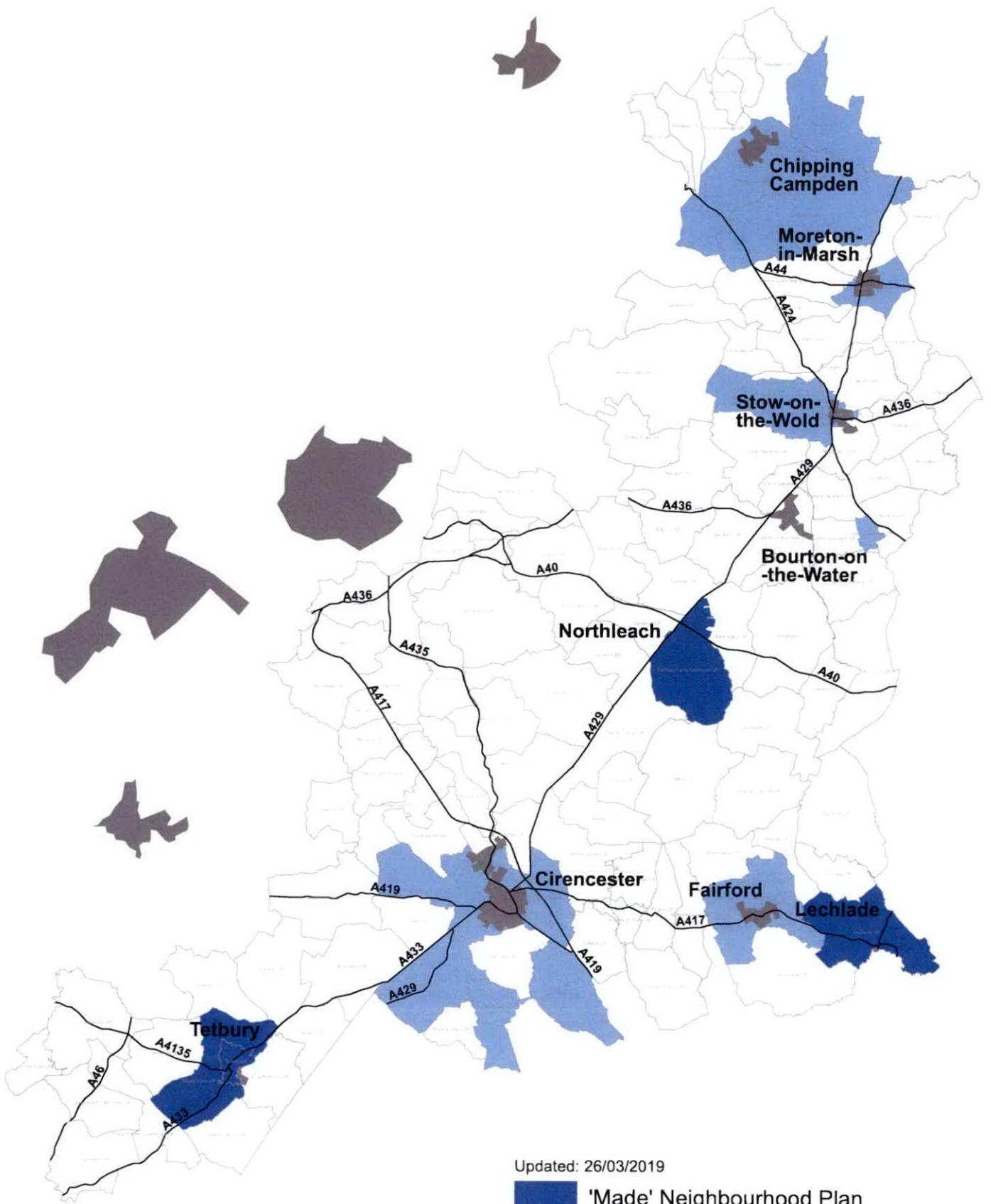
### Not reasons to develop a neighbourhood plan

*To prevent development:* A neighbourhood plan has to promote sustainable development – and has to be in general conformity with the Local Plan. It has to shape but not stop and/or frustrate development.


*To make something happen:* Planning policy enables, but it doesn't by itself deliver. It may be that a particular community aspiration does require a new policy, but often the barriers are practical or financial. E.g. Policies to limit change of use of retail premises won't make retail in a small settlement more viable.


*To get a greater share of CIL:* The community share of CIL comes from an equal reduction in the share available to other partners, so isn't additional investment as such. Moreover, the process of developing a neighbourhood plan will take significant effort and potentially some expense which should be set against the likely CIL take – if a settlement isn't receiving much development, it won't receive much CIL.

# COTSWOLD DISTRICT



Updated: 26/03/2019

 'Made' Neighbourhood Plan

 Neighbourhood Areas





**OVERVIEW AND SCRUTINY COMMITTEE**

**23<sup>rd</sup> July 2019**

**AGENDA ITEM (11)(a)**

**HEALTHY COMMUNITIES PROGRAMME UPDATE**

<b>Accountable Member</b>	Councillor Jenny Forde Cabinet Member for Health, Wellbeing and Public Safety
<b>Accountable Officer</b>	Heather McCulloch Healthy Communities Manager 01993 861562 heather.mcculloch@publicagroup.uk

<b>Purpose of Report</b>	To consider the update report from the Healthy Communities service
<b>Recommendation(s)</b>	<b>That this update report is noted.</b>
<b>Reason(s) for Recommendation(s)</b>	To keep the Committee updated on progress and to provide an opportunity to discuss emerging issues and developments.

<b>Ward(s) Affected</b>	All Wards
<b>Key Decision</b>	No
<b>Recommendation to Council</b>	No

<b>Financial Implications</b>	There are no Financial Implications
<b>Legal and Human Rights Implications</b>	There are no Legal and Human Rights Implications.
<b>Environmental and Sustainability Implications</b>	There are no Environmental and Sustainability Implications
<b>Human Resource Implications</b>	There are no Human Resource Implications
<b>Key Risks</b>	There are no key risks
<b>Equalities Analysis</b>	No effects on protected groups have been identified.

<b>Related Decisions</b>	There are no Related Decisions.
<b>Background Documents</b>	There are no Background Documents.

<b>Appendices</b>	<b>Appendix 'A' – Cotswold District Council Public Health Profile</b>
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<b>Performance Management Follow Up</b>	There is no Performance Management Follow Up in addition to that conducted in the course of normal operations
<b>Options for Joint Working</b>	There are no options for Joint working beyond those which are already in place

<b>1. Background Information</b>	
1.1	This report will focus on the element of the Healthy Communities service which is concerned with supporting and enabling residents to have greater access to services and opportunities which improve their health and wellbeing. The Council has no statutory function in regard to the direct delivery of Health services. Our focus instead is on prevention, with services informed by locally derived evidence. Healthy Communities also comprises Strategic Community Safety but this is not included in this report. Strategic Community Safety has been managed by the Healthy Communities manager since 2016.
1.2	The Healthy Communities team (excluding Community Safety) represents 1.75 full time equivalent staff dedicated to Cotswold District Council. This is divided across three roles – two Healthy Communities Officers and one Healthy Communities Manager. More broadly two of the three roles are shared with West Oxfordshire District Council.
1.3	The team undertakes a mixture of community focussed practical work and strategic development work with partners and stakeholders. In Gloucestershire the principle of working as a 'whole system' is well established. This approach is defined as all stakeholders involved in health services working together, including statutory health services, local authorities and the community and voluntary sector. The Council, through the engagement of the Healthy Communities team, works closely as part of this 'system' with many key partners including Gloucestershire Clinical Commissioning group (GCCG) and Gloucestershire County Council Public Health team (GCC).
<b>2. The Cotswold locality health profile</b>	
2.1	<p>The Cotswolds is a beautiful place to live and work and residents in the main enjoy a good quality of life. A snapshot of recent data from the Joint Strategic Health Assessment (JSNA) is included below:</p> <ul style="list-style-type: none"> <li>• Cotswolds has an older population profile than the GCCG average. There are a high proportion of patients aged 65+ and 85+ which has implications for age-related Long Term Conditions.</li> <li>• Cotswolds is one of the 20% least deprived districts/unitary authorities in England, however about 8% (1,100) of children live in low income families and Cotswold district ranks as the most deprived district in the county under one of the measures of deprivation which is 'Barriers to Housing and Services'.</li> <li>• Life expectancy for both men and women is higher than the England average.</li> <li>• The number of people with caring responsibilities is higher than the Gloucestershire average.</li> <li>• The gap in the employment rate between those with long term conditions and those without is 19.2% which is 8.7% higher than for Gloucestershire.</li> <li>• In North Cotswold, compared with the county as a whole, there is higher prevalence of cancer and Chronic Heart Disease (CHD)</li> <li>• In South Cotswold prevalence of long term conditions is lower than the county average</li> <li>• The leading causes of avoidable mortality for women in Cotswold district in 2018 were cancer; cardiovascular disease and unintentional injuries</li> <li>• The leading causes of avoidable mortality for men in Cotswold district in 2018 were cardiovascular disease; cancer and respiratory disease</li> </ul>

- The percentage of adults doing 150 minutes of exercise per week has fallen to 64.5% compared with 69.2% for Gloucestershire
- Smoking prevalence for adults is lower than the Gloucestershire rate but for young people it is marginally higher
- There is potential to increase uptake of seasonal flu and the MMR immunisation as well as coverage and uptake of bowel and cervical cancer screening
- Research carried out in the Cotswolds in 2015 found that the sectors of the population most vulnerable to loneliness and isolation are on the fringes of Stow-on-the-Wold, Bourton-on-the-Water and Lechlade. Higher vulnerability areas included the north of the area around Mickleton, Saintbury, Chipping Campden, and Bourton-on-the-Water and in the south at Tetbury and Fairford and the area to the West of Cirencester.

### **3. Current work programme**

#### **3.1 Place-based work**

- 3.1.1 *Place-based work* focusses on a particular geographic area. It is an approach favoured by health partners as it is shown to be effective in engaging residents and identifying and mobilising community assets and resources. The team is currently working in a number of locations and taking a place-based approach – Bourton on the Water, Tetbury and Fairford.
- 3.1.2 Bourton on the Water is one of 6 pilot projects led by the 6 district councils in Gloucestershire, commissioned and funded by GCCG and GCC. The 2 year pilot projects are testing the District Councils' effectiveness in improving the health outcomes of residents in 6 particular locations. Each project received funding of £43,000 from the commissioners. It is hoped that as a result of the intervention the community in Bourton will be more aware of services, able to access a wider range of opportunities and be more actively engaged in matters concerning their own health and the health and wellbeing of their neighbours and community. Each project is being evaluated by the University of the West of England.
- 3.1.3 Bourton on the Water was selected following a review of available data. It is an area which faces challenges in terms of access to services. There have also been some concerns over the lack of opportunities for young people in the area.
- 3.1.4 The work in Bourton on the Water is well established and coming towards the final phase of the project. The following outputs have been achieved:
- Local project steering group in place including CCG & GP practice
  - New learning programme designed with Glos Wildlife Trust to retain disengaged young people
  - Consultation with young people towards the development of a Youth Council
  - Dementia training with residents and businesses
  - Health champions programme launched
  - Family support sessions in collaboration with the primary school
  - The establishment of the Funstival – a large scale community and health information event
  - Physical activity programme for diabetic patients
  - A Wellbeing advisor appointed to engage with residents, families and GPs
- 3.1.5 Conversely the work in Tetbury is just getting underway. This work is focussed on the needs of older people in the town. A developer contribution of £127,000 was secured through the planning system from a large development for older people. The rationale was that the development would have a significant impact on the town's infrastructure by increasing the number of older residents. It was felt appropriate therefore to seek a contribution to mitigate this impact. The contribution was secured by the District Council directly.

3.1.6 Currently the focus of work is on establishing what assets and services exist in Tetbury and what residents, community groups, local stakeholders and statutory partners think is the best way to allocate the investment. Tetbury Town Council is closely involved in the project. The beneficiaries will be people aged 55+. A health information event is planned to raise public awareness of services. A steering group is being established to include the GP practice, Town Council and voluntary sector. This group will consider options resulting from the consultation and develop some proposals for investment. These options will be brought back to the Council in early 2020.

3.1.7 The Friends of Fairford and Lechlade Communities and the local Patient Participation group (PPG) are working on a community wellbeing project. Gloucestershire Rural Community Council (GRCC) are assisting with the initiative. The Healthy Communities officer is engaged with the steering group and provides guidance and professional support. The project partners are currently exploring successful approaches which have been applied elsewhere. Organisers are looking particularly closely at the Frome model which has been shown to be very effective. A 'compassionate community' programme in Frome, Somerset, has been successful in reducing emergency admissions to hospital by 30% over the last 3 years. Frome Medical Practice, serving the 28,000 population in Frome and the surrounding area, have taken the innovative approach of combining a compassionate community programme of community development with routine medical care. The success of the programme makes routine use of the most effective intervention for improving health and longevity, which is social relationships. The group is also networking with commissioners locally. A survey is capturing residents' feedback about the strengths and gaps in the local area. A public event is planned for later in the year to hear more about the Frome model, look at the results of the survey and determine a course of action.

## **3.2 Special populations**

### **3.2.1 Young people**

3.2.1.1 We have managed the distribution of Youth Activities funding which was given by Gloucestershire County Council until March 2018 and then Cotswold District Council in 2018/19.

3.2.1.2 Through this funding we have also been able to support World Jungle to establish the Cotswold Youth Network which currently has a linked membership of around 170 groups and interested parties.

3.2.1.3 We have developed, with the support of the Phoenix Trust, a Leisure Card scheme to enable community groups working with vulnerable young people to access the Leisure Centre at no cost.

3.2.1.4 The Council is engaged with other health partners and Active Gloucestershire on the countywide Gloucestershire Moves programme and are currently involved in a project to increase physical activity amongst young people and families. The project will encourage participants to walk more and walk together. It will link strongly to our plan to train walk leaders and encourage more health walks to be developed.

### **3.2.2 Disabled people**

3.2.2.1 The team is concerned to ensure that disabled people have fair access to services and have launched the Inclusion Award. Working alongside Active Impact, a specialist disability organisation, and people with lived experience, we use the Award to recognise the commitment of organisations who are already inclusive and develop the competency of those who wish to become inclusive. The aim is to have more groups providing a safe and exciting opportunity for disabled people in the Cotswolds.

3.2.2.2 Work is also underway to improve the offer at our leisure centres for disabled people with a new weekly class for learning disabilities being underway this month.



### **3.2.3 Dementia**

3.2.3.1 The team has long been engaged in dementia work. This continues with an officer trained to deliver Dementia Awareness sessions and who works closely within the county's 'Dementia training and education strategy' and with the 2togethertrust. Support is also given to communities wishing to develop Dementia Friendly schemes. There is some staff dementia awareness training available and potential to develop a broader programme to include Councillors.

### **3.3 Supporting the voluntary sector**

3.3.1 The team is involved in overseeing two grants – the Community Activity Support Grant Scheme and the Defibrillator grant scheme. There is also investment made through the Community Welfare grants to the Churn, Cotswold Friends, Cotswold Counselling, GRCC and the Stroud and Cotswold Citizens Advice Bureau – all of which are relevant to the work of the team.

3.3.2 The service coordinates the quarterly Health and Well-being Partnership which brings together representatives from a wide range of voluntary and statutory partners.

### **3.4 Strategic development**

3.4.1 In the context of the development of the Council plan and given GCC has now published the priorities for the new countywide Health and Wellbeing Strategy, the opportunity arises for the Council to develop a Health and Wellbeing Action plan. The Healthy Communities team is beginning to scope out this piece of work. A full review of the empirical data, alongside consultations with voluntary sector partners and stakeholders will inform the actions. The Cabinet member for Health, Wellbeing and Public Safety will be overseeing this approach and will summarise some key priorities in the Autumn 2019.

(END)



**AGENDA ITEM (12)**

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

<b>Accountable Member</b>	All relevant Cabinet Members
<b>Accountable Officers</b>	Heads of Service

<b>Purpose of Report</b>	To summarise overall performance for the Council, with particular focus on progress towards achieving the Council's top tasks, and efficiency measures.  To provide information on the Council's financial position including revenue outturn and budget variances; and capital expenditure, capital receipts and use of reserves.
<b>Recommendations</b>	<b>That service and financial performance for Quarter 4 of 2018/19 be reviewed and challenged as appropriate.</b>
<b>Reason for Recommendation</b>	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.

<b>Ward(s) Affected</b>	None
<b>Key Decision</b>	No
<b>Recommendation to Council</b>	Yes, in part

<b>Financial Implications</b>	As described in sections 2, 3 and 4 of the report
<b>Legal and Human Rights Implications</b>	None
<b>Human Resource Implications</b>	None
<b>Environmental and Sustainability Implications</b>	None
<b>Human Resource Implications</b>	None
<b>Key Risks</b>	As described in section 4 of the report
<b>Equalities Analysis</b>	Not required

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

<b>Performance Management Follow Up</b>	Implement any decision(s)/recommendations of the Cabinet
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<b>Options for Joint Working</b>	Joint working is fundamental to the Council's strategic approach as set out in the 2020 programme.
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## Background Information

### 1. Operational Performance

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.

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.

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).

### Performance Against Top Tasks

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.

1.5 Seven top tasks have been achieved:

- 'Adopt the Local Plan by Summer 2018' – the Local Plan was adopted at Special Council on

3<sup>rd</sup> 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	% <sup>1</sup>	Total	% <sup>1</sup>	Total	% <sup>1</sup>
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	

<sup>1</sup> 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 2<sup>nd</sup> position – one place down on the previous year (1<sup>st</sup>) and seven places better than the baseline year (9<sup>th</sup>) (low is good). The drop from 1<sup>st</sup> to 2<sup>nd</sup> 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 1<sup>st</sup> 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 31<sup>st</sup> 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 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 31<sup>st</sup> 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 31<sup>st</sup> 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
<b>Net Business Rates</b>	<b>4,093</b>	<b>4,473</b>	<b>A surplus of £319,081 in year</b>
Contribution from	440	440	Funded from section 31 Grant



business rates smoothing reserve to part fund collection fund deficit			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
<b>Total Business Rates</b>	<b>4,154</b>	<b>4,651</b>	<b>A surplus of £497,975 for the year</b>

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 1<sup>st</sup> 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 1<sup>st</sup> 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 1<sup>st</sup> 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 30<sup>th</sup> 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 23<sup>rd</sup> 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)**

<b>Priority 1: Provide high quality services at the lowest possible cost to Council Taxpayers</b>			
<b>Task</b>	<b>Status</b>	<b>Progress</b>	<b>Assigned to</b>
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

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

Task	Status	Progress	Assigned to
<p>Support the Gloucestershire One Public Estate Cirencester project during 2018/19</p>	<p>Achieved</p>	<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>	<p>Christine Cushway/Jenny Poole</p>

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**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 <sup>th</sup> April 2019	Not achieved	<p>The Cotswold District Community Infrastructure Levy Draft Charging Schedule (CIL) was approved at Special Council on 3<sup>rd</sup> August 2018. The report agreed that the levy would be charged from 1<sup>st</sup> 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

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<b>Priority 2: Protect and enhance the local environment whilst supporting economic growth</b>			
<b>Task</b>	<b>Status</b>	<b>Progress</b>	<b>Assigned to</b>
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"> <li>• a fortnightly collection of residual waste (as existing);</li> <li>• 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;</li> <li>• a separated weekly food waste collection;</li> <li>• a separated fortnightly garden waste collection.</li> </ul> <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

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**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 <a href="http://www.cirencesterfutures.org.uk">www.cirencesterfutures.org.uk</a> 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>

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**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 Kilcott, 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 Kilcott, Westonbirt and Hampton Fields. Fastershire has sent letters to residents in the Maugersbury 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>

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**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**

<b>Task</b>	<b>Status</b>	<b>Progress</b>	<b>Assigned to</b>
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

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# 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			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status						
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			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status						
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			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status						
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			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status						
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			Long Trend	Short Trend	Note	Level of concern	Concern Status	Assigned To
	Value	Target	Status	Value	Target	Status	Value	Target	Status						

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



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

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

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)

Agenda Item 12

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><sup>25</sup> (15 days)</p> <p>DWP reported HB only</p>	<p><sup>9</sup> (13 days)</p> <p>DWP reported HB only</p>	<p><sup>21</sup> (14 days)</p> <p>Council reported HB only</p>	<p><sup>15</sup> (13 days)</p> <p>DWP reported HB only</p>	<p><sup>6</sup> (11 days)</p> <p>DWP reported HB only</p>	<p><sup>5</sup> (9.4 days)</p> <p>Council reported</p>	<p><sup>14</sup> (12.3 days)</p> <p>Council reported</p>
<p>Percentage of council tax collected</p>	<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>	58.95%  Target: 60%	19 (58.69%)  Defra reported	11 (59.6%)	18 (58.16%)	13 (58.00%)	9 (58.05%)	9 (58.57%)	11 (58.65%)
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>	383 kg  Target 384 kg	32 (383 kg)  Defra reported	28 (383 kg)	26 (386 kg)	23 (383 kg)  Council reported	18 (379 kg)	15 (361 kg)	12 (362 kg)

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 designation<sup>1</sup>.</p> <p>During the assessment period covering the two year period 1<sup>st</sup> October 2016 – 30<sup>th</sup> 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 1<sup>st</sup> October 2017 – 30<sup>th</sup> September 2019. To the end of March 2019, 77.8% of major planning applications were determined within relevant timescales.</p> <p><sup>1</sup> 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 <sup>2</sup> )	<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 Credit<sup>2</sup> 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 count<sup>3</sup> 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 70<sup>th</sup> in December 2018 to 56<sup>th</sup> 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><sup>2</sup> 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><sup>3</sup> 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 1<sup>st</sup> 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 <sup>4</sup>	<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><sup>4</sup> 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)
<b>Cost of services</b>	<b>13,104,721</b>	<b>14,642,972</b>	<b>14,489,747</b>	<b>(153,225)</b>
<b>Funding:</b>				
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
<b>Net NNDR income</b>	<b>(2,091,927)</b>	<b>(2,091,927)</b>	<b>(2,091,927)</b>	<b>0</b>
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
<b>General Fund overspend / (underspend)</b>	<b>0</b>	<b>0</b>	<b>(491,362)</b>	<b>(491,362)</b>

## 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)
<b>Building Control total</b>	<b>(88,805)</b>	<b>(82,088)</b>	<b>6,717</b>
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
<b>Public Protection total</b>	<b>486,661</b>	<b>428,008</b>	<b>(58,653)</b>
<b>Total</b>	<b>397,856</b>	<b>345,920</b>	<b>(51,936)</b>

**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)
<b>Finance total</b>		<b>531,126</b>	<b>450,665</b>	<b>(80,461)</b>
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
<b>Audit and Counter Fraud</b>		<b>92,512</b>	<b>150,756</b>	<b>58,244</b>
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)
<b>HR Support &amp; Payroll total</b>		<b>371,117</b>	<b>354,786</b>	<b>(16,330)</b>
SUP033	Central Purchasing / Procurement	35,152	31,897	(3,255)
<b>Procurement total</b>		<b>35,152</b>	<b>31,897</b>	<b>(3,255)</b>
<b>Total</b>		<b>1,029,907</b>	<b>988,104</b>	<b>(41,802)</b>

**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)
		<b>133,977</b>	<b>98,652</b>	<b>(35,325)</b>
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)
		<b>656,912</b>	<b>600,375</b>	<b>(56,537)</b>
SUP005	ICT	891,866	917,421	25,555
SUP031	Application Support	118,570	111,415	(7,155)
		<b>1,010,436</b>	<b>1,028,836</b>	<b>18,400</b>
	<b>Total</b>	<b>1,801,325</b>	<b>1,727,863</b>	<b>(73,462)</b>

**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
	<b>Asset Management total</b>	<b>236,410</b>	<b>233,357</b>	<b>(3,053)</b>
LLC001	Local Land Charges	(147,072)	(110,301)	36,771
	<b>Land Charges total</b>	<b>(147,072)</b>	<b>(110,301)</b>	<b>36,771</b>
SUP004	Legal	195,713	191,304	(4,409)
SUP025	Property Services	299,024	321,077	22,053
	<b>Legal &amp; Property total</b>	<b>494,737</b>	<b>512,381</b>	<b>17,644</b>
	<b>Total</b>	<b>584,075</b>	<b>635,437</b>	<b>51,362</b>

**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)
	<b>Total</b>	<b>471,461</b>	<b>503,295</b>	<b>31,834</b>

## 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
<b>Benefits total</b>		<b>270,237</b>	<b>149,261</b>	<b>(120,976)</b>
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)
<b>Housing Management total</b>		<b>190,664</b>	<b>138,372</b>	<b>(52,292)</b>
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)
<b>Revenues total</b>		<b>79,835</b>	<b>74,964</b>	<b>(4,871)</b>
<b>Total</b>		<b>540,736</b>	<b>362,598</b>	<b>(178,138)</b>



## 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
<b>Car Parking total</b>	<b>(1,276,185)</b>	<b>(1,247,360)</b>	<b>28,825</b>
CCC001 Climate Change	21,006	19,928	(1,078)
<b>Climate change total</b>	<b>21,006</b>	<b>19,928</b>	<b>(1,078)</b>
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 Leaze	(80,578)	(75,516)	5,062
<b>Environmental Services Client</b>	<b>4,353,739</b>	<b>4,500,229</b>	<b>146,490</b>
FLD401 Land Drainage	94,079	82,997	(11,082)
<b>Flooding total</b>	<b>94,079</b>	<b>82,997</b>	<b>(11,082)</b>
<b>Total</b>	<b>3,192,639</b>	<b>3,355,794</b>	<b>163,155</b>

## 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)
<b>Community Liaison</b>	<b>420,572</b>	<b>406,445</b>	<b>(14,127)</b>
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)
<b>Community Safety</b>	<b>111,639</b>	<b>104,485</b>	<b>(7,154)</b>
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)
<b>Leisure Management</b>	<b>613,227</b>	<b>570,940</b>	<b>(42,287)</b>
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)
<b>Tourism Policy</b>	<b>25,299</b>	<b>13,075</b>	<b>(12,224)</b>
<b>Total</b>	<b>1,170,737</b>	<b>1,094,946</b>	<b>(75,791)</b>

## Planning & Strategic Housing

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

Cost Centre	Budget Q4	Actual Q4	(Under) / Over Budget
DEV001	(358,186)	(204,657)	153,529
DEV002	129,167	176,700	47,533
DEV003	185,905	175,627	(10,278)
DEV004	330,008	312,063	(17,945)
DEV401	11,338	10,594	(744)
DEV488	101,264	101,264	0
<b>Development Management</b>		<b>399,496</b>	<b>571,591</b>
PLP005	198,928	196,303	(2,625)
<b>Heritage &amp; Conservation</b>		<b>198,928</b>	<b>196,303</b>
PLP002	316,258	307,429	(8,829)
PLP401	16,505	16,975	470
PLP499	16,401	16,401	0
PSM001	4,382	13,825	9,443
<b>Planning Policy</b>		<b>353,546</b>	<b>354,631</b>
HAD001	253,642	232,828	(20,814)
HLD400	815	815	0
HOS001	77,678	101,701	24,023
HOS002	24,423	22,932	(1,491)
HOS499	2,028	2,028	(0)
<b>Strategic Housing</b>		<b>358,586</b>	<b>360,304</b>
<b>Total</b>	<b>1,310,556</b>	<b>1,482,829</b>	<b>172,273</b>

## 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)
	<b>Committee Services total</b>	<b>173,271</b>	<b>182,846</b>	<b>9,575</b>
ELE*	Elections	148,130	148,156	26
	<b>Elections total</b>	<b>148,130</b>	<b>148,156</b>	<b>26</b>
SUP018	Press & PR/Communications	50,920	49,889	(1,031)
SUP024	Postal Services	39,875	43,377	3,502
	<b>Communications</b>	<b>90,795</b>	<b>93,266</b>	<b>2,471</b>
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)
	<b>Member Support total</b>	<b>365,558</b>	<b>315,856</b>	<b>(49,702)</b>
SUP022	Print & Design	200,006	185,896	(14,110)
	<b>Print &amp; Design total</b>	<b>200,006</b>	<b>185,896</b>	<b>(14,110)</b>
	<b>Total</b>	<b>977,760</b>	<b>926,021</b>	<b>(51,739)</b>

**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
	<b>Corporate Income &amp; Expenditure total</b>	<b>2,429,903</b>	<b>2,217,290</b>	<b>(212,613)</b>
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)
	<b>Corporate Management and Directors total</b>	<b>736,017</b>	<b>849,650</b>	<b>113,632</b>
	<b>Total</b>	<b>3,165,920</b>	<b>3,066,940</b>	<b>(98,980)</b>

Summary of gross capital expenditure

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.
				<b>Continued on the next page:</b>

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

<b>Project</b>	<b>Budget for the year</b>	<b>Expenditure</b>	<b>Other Committed Expenditure</b>	<b>Comments</b>
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	

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**(15) WORK PLAN 2019/20**

<b>COMMITTEE DATE</b>	<b>ITEMS</b>
<b>3 September 2019</b>	Publica Update, including Service Transformation
	Use of Consultants - Update
	Election Process - Update
	Section 106 Agreements/Community Infrastructure Levy – Update, to include Internal Audit Report
	Summary Finance/Service Performance Report - Quarter 1 2019/20
	Quarterly Digest (including County Matters)
	Work Plan
<b>3 December 2019</b>	Medium Term Financial Strategy and Budget 2020/22-2028/29 - Consultation
	Publica Update
	Summary Finance/Service Performance Report - Quarter 2 2019/20
	Quarterly Digest (including County Matters)
	Work Plan
<b>4 February 2020 (Special Meeting)</b>	Medium Term Financial Strategy and Budget 2020/21-2028/29 - Post-Consultation
<b>3 March 2020</b>	Review of Commissioning Framework
	Publica Draft Business Plan 2020/21
	Summary Finance/Service Performance Report - Quarter 3 2019/20
	Quarterly Digest (including County Matters)
	Work Plan

(END)





**COTSWOLD**  
**DISTRICT COUNCIL**

# **OVERVIEW AND SCRUTINY COMMITTEE**

**23rd JULY 2019**

**AGENDA ITEM (14)**

**QUARTERLY DIGEST**

## INDEX

Item	Subject
<b>(1)</b>	<b>Joint Scrutiny Etc. Meetings/Oral Updates as appropriate</b>
(i)	Gloucestershire County Council Economic Growth Scrutiny Committee – 20 March 2019.
(ii)	Gloucestershire County Council Health Overview and Scrutiny Committee Minutes of Meeting held on 21 May 2019.
(iii)	Gloucestershire County Council Police and Crime Panel Minutes of Meeting held on 15 March 2019.
<b>(2)</b>	<b>Forward Plan – July 2019 Update</b>

### Notes:

- (i) The items contained within this Quarterly Digest are not for formal debate by the Committee, and do not appear as stand-alone agenda items.
- (ii) Members are invited to identify any issue(s) arising out of the information provided within this Digest for future debate and/or action by the Committee.
- (iii) If Members have any questions on the detail of any of the information provided within this Digest, they should address such questions to the accountable Member and/or Officer concerned, for a reply outside the formal Meeting.

(END)

# **GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE**

**MINUTES** of the meeting of the Gloucestershire Economic Growth Scrutiny Committee held on Wednesday 20 March 2019 commencing at 2.00 pm at the Cabinet Suite - Shire Hall, Gloucester.

## **PRESENT MEMBERSHIP:**

Cllr Matt Babbage	Cllr Klara Sudbury
Cllr Brian Robinson	Cllr Paul McCloskey
Cllr Kevin Cromwell	Cllr Stephen Hirst
Cllr Stephen Davies	Cllr Phil Awford
Cllr Kate Haigh	

### **1. APOLOGIES**

Apologies were received from Cllrs Sajid Patel, Joe Harris, Bruce Hogan and Martin Whiteside.

### **2. DECLARATIONS OF INTEREST**

No declarations of interest were made.

### **3. MINUTES**

The minutes of the meetings held on both 5 September 2018 and 14 February 2019 were approved and signed by the Chair.

### **6. BREXIT**

6.1 There was a request from the Chair to change the running order of the agenda, therefore item 6 'Brexit' was taken first.

6.2 Over the past year, several members of the Committee have expressed concern over the lack of information available on how the County might be preparing for the impact on the economic climate of Gloucestershire, following the outcome of Brexit.

6.3 The Chair opened the item by seeking a view from the Chair of the Economic Growth Joint Committee, Cllr Stowe.

6.4 Members were advised that at the moment, the uncertainty surrounding Brexit means they did not have enough information to be able to start preparation works. It was stressed that historically, the right decision had been taken by the Joint Committee to not 'waste' public resources on

preparing for something that was constantly changing. To date, It remained extremely difficult to know how best to prepare.

- 6.5 The Committee were informed that preparations are being considered by the Gloucestershire Local Resilience Forum through risk discussions.
- 6.6 Cllr Stowe shared his frustrations with the Committee but reiterated that before the Joint Committee could begin any preparation works, they needed to be clear about what they were preparing for.
- 6.7 The Chair next invited Deputy Chief Executive of the GFirst LEP, Dev Chakraborty, to give an update on the LEP's local activities relating to Brexit.
- 6.8 Members heard there is a general feeling of frustration and unease with local businesses at the moment, again due to the unclear picture and being unable to begin preparations.
- 6.9 A recent report from Deloitte surveyed 110 Chief Financial Officers whose organisations had a combined value of £390 billion. The results showed business confidence at a 10 year low, with 80% saying that the business environment would be worse as a result of Brexit. Their current focus was cutting costs, not recruiting and boosting cash flow.
- 6.10 The British Chamber of Commerce have produced a 'Business Brexit Risk Register'. This reflected a list of concerns from businesses and a RAG rating on each as to whether the current Brexit proposals solved those issues. The Committee heard that the majority of these concerns remained 'red-rated'.
- 6.11 The LEP have carried out a number of surveys through the Growth Hub which the Committee were informed have reflected some of the following views:

How will Brexit impact your business?

- It already has: increased costs, reduced profits, volatile currency, availability of labour,
- Increased admin and red tape for EU trading
- Reduced customer spending
- Availability of imports
- No idea
- Brexit will have less impact than the current uncertainty is having
- Potential closure of business

Are you currently doing anything to prepare?

- Relocate/reregister in EU
- Stockpiling
- Refocus on overseas markets
- Selling more to UK
- Nothing

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Top rated business priorities right now:

- Cash flow
- Innovation
- Risk Management (Currency)
- Sourcing UK Products
- Stockpiling

- 6.12 Members were advised that the gov.uk website contains a good amount of information for businesses. The page also has a tool where users can filter their business sector and needs so they only receive relevant information for their business.
- 6.13 It was also pointed out that businesses are facing challenges other than Brexit at the moment, particularly in the manufacturing industry.
- 6.14 Members suggested that any helpful information released from Government should be signed posted by GCC and the LEP to help businesses as much as possible.

## **5. GLOUCESTERSHIRE ECONOMIC GROWTH JOINT COMMITTEE UPDATE**

- 5.1 Cllr Stowe, Chair of the Economic Growth Joint Committee gave a brief overview of the morning meeting. Scrutiny Committee members were invited to attend Joint Committee meetings in an observer capacity. Please refer to the link below to view the agenda and supporting documents for the Economic Growth Joint Committee meeting held on the morning of 20 March 2019:

<http://glostext.gloucestershire.gov.uk/ieListDocuments.aspx?CId=725&MId=9093&Ver=4>

- 5.2 The Committee received a document from the GFirst LEP: '*Gloucestershire Sustainable Energy Strategy*'. Members were informed that the LEP were seeking feedback on the strategy and that there will be an official launch at Gloucester Growth Hub on May 21<sup>st</sup> 2019.
- 5.3 Members questioned the remit and engagement of the Gloucestershire Nature Partnership. There was concern this was not made clear in the morning's presentation and members requested a brief to explain the statutory position of the Partnership.

### **ACTION: MIKE DAWSON**

- 5.4 There was a discussion about how the 'Green Infrastructure Pledge' sits with the 'Barriers to Development Action Plan'. Officers advised that these two documents related to separate actions. The Barriers to Development plan was very much looking at the process of making planning applications, and trying to make this more simple and consistent for developers.

- 5.5 A member suggested that it would still be worth considering the impact of the Pledge as it may be that one of the issues with the process is applications being received, that do not match up to the Pledge and thus being unsuitable for development.

#### **4. FUTURE WORKING OF THE COMMITTEE**

- 4.1 Simon Harper, Statutory Scrutiny Officer, introduced the scrutiny review that has been taking place in recent months.
- 4.2 Members noted that a Peer Challenge in June 2018 identified the need to ensure effective and transparent challenge by reviewing the structure, and impact, of the Council's scrutiny arrangements.
- 4.3 Following consideration on 28 September 2018 at the Overview and Scrutiny Management Committee, members were invited to attend and participate in three workshops led by Ann Reeder from the Centre for Public Scrutiny.
- 4.3 The Committee heard that a number of key principles had been identified during the workshops, including:
- The need for 'parity of esteem' between executive and scrutiny members. The executive should be open to scrutiny, recognising that this relies on effective working relationships and trust on both sides.
  - Scrutiny committees should be non-political and constructively challenge the 'issues' and outcomes, rather than act as a mechanism for scoring political points.
  - Effective scrutiny does not act as a rubber stamp but rather needs to set its own agenda. This means that scrutiny should not be directed by the Cabinet or full Council.
- 4.4 A new draft scrutiny structure was outlined to the Committee. Members heard the current suggestion was to merge this Committee with the Environment aspect of the Environment and Communities Committee, with a new Communities Committee being established.
- 4.5 It had been the view of members that infrastructure and environment issues sat neatly together; it was seen to be rare when members could discuss one, without mentioning the other. This suggestion was also seen as a positive for this Committee as it would widen its remit and strengthen its standing.
- 4.6 Some members expressed concern that when joining two Committees with large agendas, there was always a risk that one would begin to take precedent over the other. In response, members were advised this risk had been recognised but ultimately it would come back to effective work planning by the Committee to make sure this didn't happen.

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- 4.7 There were also views expressed in support of the potential new arrangement. Some members had always felt this Committee struggled to extend its remit within narrow terms of reference.
- 4.8 The Committee had a lengthy discussion regarding the role of co-opted district members if this suggestion was implemented, as well as any potential impact on the Intra-Authority Agreement signed between GCC and the district councils on the creation of this joint committee.
- 4.9 Members were advised that this suggested structure was still in draft form and it is due to be debated at full Council on 27<sup>th</sup> March 2019. Once the County Council had agreed a way forward, there would be further consultation with the district leaders to ascertain a procedure going forward, if required.

## **7. WORK PLAN**

- 7.1 Members first discussed further scrutiny of Vision 2050, specifically in relation to the Cotswold Water Park. It was advised that at the moment, the district councils and GCC are facilitating further discussions on the 'big six ideas'. As these discussions are still live, it was suggested Vision 2050 would not be a timely agenda item for the next Committee meeting. It was therefore agreed a short update report would be circulated to members in the meantime.

### **ACTION: MIKE DAWSON**

- 7.2 The Committee requested an agenda item on 'Future of the High Street' in light of the Government funding applications which were due in from each district by 22<sup>nd</sup> March 2019. Members agreed that each district can feedback to the Committee on their bids at the next Committee meeting in June 2019.
- 7.3 It was advised that the Local Industrial Strategy is due to be published by March 2020, and therefore it would be useful for the Committee to look at this at their meeting in September 2019.
- 7.4 The Chair suggested it may be useful for the Committee to have a refresher on the role of the GFirst LEP, as well as an updated list from the LEP and GCC officers on potential areas that the Committee may wish to consider in the coming year. Members agreed if they had a list of topics with crucial timings on decisions etc. this would be very helpful to have alongside future work planning.

### **ACTION: MIKE DAWSON/GFIRST LEP**

- 7.5 It was also recognised by the Committee that once the Council is clear on the recommendations for the scrutiny review, it would be useful to have a

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separate work planning meeting with officers, under any new arrangements which may arise out of the review.

**CHAIRPERSON**

Meeting concluded at 15:43.



# HEALTH OVERVIEW & SCRUTINY COMMITTEE

**MINUTES** of a meeting of the Health Overview & Scrutiny Committee held on Tuesday 21 May 2019 at the Council Chamber - Shire Hall, Gloucester.

**PRESENT:**

Cllr Stephen Andrews	Cllr Carole Allaway Martin
Cllr Terry Hale	Cllr Brian Oosthuysen
Cllr Stephen Hirst	Cllr Nigel Robbins OBE
Cllr Paul Hodgkinson	Cllr Pam Tracey MBE
Cllr Martin Horwood	Cllr Robert Vines
Cllr Steve Lydon	Cllr Suzanne Williams

**Substitutes:**

**Officers in attendance:**

**NHS Gloucestershire Clinical Commissioning Group (GCCG)**

Mary Hutton – Accountable Officer, ICS Lead  
Becky Parish – Associate Director Engagement and Experience  
Dr Andy Seymour – Clinical Chair

**Gloucestershire Hospitals NHS Foundation Trust**

Deborah Lee – Chief Executive  
Peter Lachecki - Chair  
Simon Lanceley – Director of Strategy and Transformation  
Dr Ian Shaw – Consultant Gastroenterologist  
Dr Kate Hellier – Consultant Physician in Stroke and General & Old Age Medicine

**Healthwatch Gloucestershire**

Bob Lloyd Smith

**Gloucestershire Care Services NHS Trust/ 2Gether NHS Foundation Trust**

Paul Roberts – Chief Executive  
Ingrid Barker – Chair  
Candace Plouffe – Chief Operating Officer  
Juliette Richardson – Matron at Vale Community Hospital  
Angela Dodd – Clinical Lead Therapist at Gloucestershire Royal Hospital

**Apologies:** Cllr Collette Finnegan and Cllr Helen Molyneux

**1. APOLOGIES FOR ABSENCE**

As noted above.

**2. DECLARATIONS OF INTEREST**

No additional declarations made.

### **3. MINUTES OF THE PREVIOUS MEETINGS**

- 3.1 The minutes of the Health and Care Scrutiny Committee meeting on 15 January 2019 were agreed as a correct record.
- 3.2 The minutes of the Health and Care Scrutiny Committee meeting on 20 February 2019 were agreed as a correct record.
- 3.3 Some district members of the committee expressed their concern with regards to the scrutiny review that had been carried out and led to the split of scrutiny of Health and Adult Social Care. The Health Scrutiny committee no longer had adult social care or public health within its remit and there was not district representation on the newly formed Adult Social Care and Communities Scrutiny Committee. One member stated that there should have been consultation with district councils as well as health colleagues. He asked that district members be invited to the Adult Social Care and Communities Scrutiny Committee. Another member stated that the split in the remit went against the direction of travel nationally of integration and suggested that this was a retrograde step.
- 3.4 Members noted that the General Surgery Reconfiguration pilot considered by the committee at its meeting on 20 February had now been halted as a result of legal challenge. One member asked for an update regarding this; he explained that following a visit from John Abercrombie and a promise to consider all options to put out for consultation, he was seeking reassurance that 'option 4' was being worked on and would be consulted on.

In response Deborah Lee outlined that the proposal as detailed in the pilot remained the preferred option for the immediate term. John Abercrombie had visited the Trust and worked with colleagues to develop 'option 4', but this was not an option that could be implemented in the short term. There were immediate and pressing issues and option 2 was considered the best option to meet those needs. General emergency surgery was currently in an unsustainable position. Engagement work would be carried out in the summer to explore options for General Surgery including 'option 2' and 'option 4'. All feasible options would then be consulted on.

- 3.5 One member stated the need for a genuine understanding of the terminology being used, whether that be 'consultation' or the use of terms such as 'temporary' and 'pilot'. He emphasised the importance of genuine consultation reflecting a willingness to listen to the public and be prepared to 'change your mind'. In response it was explained that the Trust had held constructive discussions with the local authority to receive guidance in this case as the legislation was unhelpful regarding the interpretation of substantial variation of a temporary nature. Work would be carried out with Members to agree a local interpretation. With regards to consultation, this

was set out in statute and all NHS organisations were obliged to seek views and consult on options, these would be given full and careful consideration by boards and Governing Bodies.

- 3.6 Noting that the scrutiny task group on the General Surgery Pilot had been suspended due to the threat of legal action, one member asked that the task group reconvene in order to understand the options being considered by the Trust. In response the Chair noted that the task group work was in-complete but that the situation had changed and she would seek advice and consider the most appropriate action for the group moving forward.

**ACTION** Cllr Carole Allaway Martin/ Stephen Bace

#### **4. STROKE REHABILITATION UPDATE**

- 4.1 Paul Roberts introduced the presentation reminding members of the discussion in July 2018. The decision had been made by the CCG and Trusts in August 2018 and was established at the Vale Community Hospital and the unit had opened in February 2019. There was encouraging progress to report on. Candace Plouffe explained that the changes were in response to a review of the county's rehabilitation services which highlighted that a change was needed for the county to provide consistent and high quality rehabilitation to improve patient outcomes.
- 4.2 An engagement process was carried out with concerns identified around transport issues for visitors and insufficient beds in the locality for general needs. This was mitigated by sharing bed modelling process and outcome and reviewing and monitoring transport links. It was confirmed that there was ongoing provision for Musculo Skeletal physiotherapy at the Vale Community Hospital.
- 4.3 It was explained that at the Vale Community Hospital there was a high calibre team which had been able to begin a robust educational programme to develop specialist skills as well as forge strong links with the rest of the hospital. It was stated that the IT systems were also robust and the equipment was very good to help support the right group of patients.
- 4.4 The committee were provided with the expected benefits including a rehabilitation gym and social space for patients to come together. Therapy took place at any time within the unit seven days a week. Rooms were all single occupancies with en-suites. Previous issues had been regular access to enough therapy inputs per patient, the new unit had allowed an increase in this per patient, in particular extra speech and language therapy.
- 4.5 Members noted the statistics provided in the slides where it was reported that there had been 29 admissions since the opening in April 2019. Bed occupancy was now at 97% and a 100% improvement in patients 'Activity of Daily Living' score as determined using the Barthel measurement tool.

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- 4.6 Members noted the experiences provided from clinicians which was very positive, in particular outlining how existing staff at the Vale Hospital had welcomed them and that skills and expertise overlapped and were shared.
- 4.7 The Committee was provided with details of the patient experience which also included feedback on the wider team, from the acute experience at Gloucestershire Royal Hospital through to Early Supported Discharge to home and the extended stroke rehabilitation at the Vale Community Hospital. The feedback from patients had been very positive with details provided of the impact and improvement in outcomes from the treatment.
- 4.8 With regards to next steps, a formal service review would be carried out in September 2019 with an analysis of SSNAP outcomes and the continuation of the review and transformation of Stroke care pathway. The Chair commented how the presentation seemed to demonstrate that an enhanced service had been delivered.
- 4.9 In response to a question it was explained that there were conversations daily with patients and it was about having the right patients in the right place at the right time to deliver the best outcomes.
- 4.10 One member asked for clarification regarding the threshold for admission and the criteria being used, as well as querying the impact of the location with regards to transport issues. In response it was explained that if a patient had complex needs such as a feeding tube then it may not be suitable to move them to the Vale Community Hospital. Everyone else would be eligible and it was important to ensure there was a flow of patients through the Vale Community Hospital. With regards to transport, when patients understood the benefits on offer they were often willing to travel and there was good free parking facilities. Public Transport availability was being monitored and this would be picked up in the review.

## **5. GASTROENTEROLOGY EVALUATION AND PILOT PROPOSALS**

- 5.1 Simon Lanceley and Dr Ian Shaw updated members on the gastroenterology pilot, reminding members that the statistics provided covered December 2018 through to February 2019 and therefore included the busy winter period. The pilot ensured that patients were seen by the right speciality team and that junior doctors were available and waiting times reduced. This involved moving the service across to Cheltenham General with the exception of two acute beds which had been retained at Gloucestershire Royal..
- 5.2 The Committee received details of the nine metrics that were being tracked as part of the pilot. It was reflected that the data was coming from the winter period and it was pleasing to see a number of the indicators going green (positive).

- 5.3 Members noted the scenarios around patient experience which demonstrated the improvement in daily review provision and enhanced in-patient endoscopy service post pilot where patients were seen by the gastroenterology team on arrival. The patient feedback also showed the positive difference between the patient experience pre-move to post move. In response to a question it was clarified in some instances a junior doctor would make an initial assessment before the patient saw a member of the gastroenterology team but overall senior assessment was now happening more consistently and more quickly.
- 5.4 The staff experience highlighted the increased monitoring of trainees and emphasised that staff felt they were better supported and there was better provision of specialist skills and training.
- 5.5 The Committee was provided with detail on the pilot metrics. It was noted that initially there had been a reduction in length of stay but that had begun to rise. It was believed that this reflected a more complex group of patients going through the new designated specialist ward such as those with chronic liver conditions who tended to stay in hospital longer. It was emphasised that the figures still hadn't exceeded the historic length of stay. This was being monitored closely.
- 5.6 The Chair responded to the presentation by noting that this pilot and the stroke enhancement work showed the impact on the morale and the improved resilience of staff due to being adequately resourced in order to provide better outcomes for patients.
- 5.7 In response to questions, it was explained that both the gastroenterology pilot and the Trauma and Orthopaedic pilot which would be highlighted in the next presentation would be part of the 'One place' public consultation at the end of the year.
- 5.8 One member asked what could be done to help reduce discharge delays and was informed that discharge was looking to be streamlined and a system-wide discharge event was taking place on the 5<sup>th</sup> June. Where appropriate, a patient would not have to wait for a consultant or senior member of the team to be discharged through the introduction of a model called 'criteria led discharge' which enabled a nurse or therapist to discharge.
- 5.9 Members noted that the provision of advice and guidance to GPs was a good sign of joined up working and some members highlighted how they would welcome more detail of that joined up working between GPs and acute care. It was explained that advice and guidance in Gloucestershire was the third highest nationally across all specialisms and this had the potential to reduce out patient referrals.

## **6. TRAUMA AND ORTHOPAEDIC PILOT**

- 6.1 Simon Lanceley provided the context for the pilot outlining the national support for its design and implementation. Since 2015, mortality from hip fracture had reduced from 10.5% to 4.8% with 31 patients lives saved every year due to changes to the pathway. 90% of patients received early pain relief and the patient experience metric was at 9.2 out of 10.
- 6.2 It was explained that the data in the slides in relation to this work included two winter periods and only one summer period and there was an expectation that the accumulated data would benefit from the summer period resulting in a reduction in average wait times.
- 6.3 One member raised concerns regarding the average wait times for one trauma procedure detailed in the presentation and provided anecdotal evidence on incidents that had led to patients needing further treatments. In response it was explained that concerns raised had been historical before the pilot and assurances had been provided to the National Body who had closed the issue. The member suggested there were a number of questions still to be asked regarding the pilot. It was suggested that the Committee could write to the Trust with any questions they had regarding this and ask for feedback.
- ACTION** **Cllr Carole Allaway Martin**
- 6.5 In response to a question, it was explained that the model of centres of excellence allowed expert triage and helped to improve the speed and quality of early decisions from more senior clinicians which in turn improved outcomes and experience for patients.
- 6.6 The Committee understood that time had been spent delivering education sessions in MIUs in order to help decision making regarding detection of fractures and interpretation of X-rays which was leading to fewer patients being referred to the two hospitals.

## **7. RADIOLOGY SERVICE - UPDATE**

- 7.1 Paul Roberts provided members with context ahead of the discussion around the temporary change to X ray services. The decision had been made to set up a Diagnostic Programme Board to handle the significant numbers of challenges and opportunities around imaging services. It was felt that a full strategic approach was required in conjunction with the NHS long term plan, which placed an increased emphasis on the use of diagnostics. Members received details of the Diagnostics Programme Board with initial priorities around community x-ray, workforce, One Place programme, point of care testing and managed equipment programme. There was a service user group for pathology and looking to establish one for radiology.
- 7.2 The Diagnostics Programme Board was considering strategies around the issue of recruitment of diagnostics staff and how to take advantage of

developments in technology. It was explained that a large proportion of imaging equipment was in need of replacement which would take a large capital investment. Thanks for generous public fundraising activity was noted.

- 7.3 Since November 2018 there had been a reinstatement of an additional 44 hours of X-ray provision in community hospitals of the original reduction. Members were informed that 9.5 full time equivalent radiographers had been recruited to the county but that 11 had left in the same period. Agency workers and bank staff had been used successfully to fill the gaps in rotas. A range of initiatives were being put in place to improve recruitment including working with the University of Gloucestershire on an accredited course and having overseas and regional recruitment plans.
- 7.4 Waiting times for X-rays at every community hospital in the county had increased apart from in Cirencester. Members noted that the biggest waits were at the North Cotswold and Tewkesbury hospitals. One member expressed specific concerns about the waiting times in Tewkesbury. It was explained that some patients chose to wait to have an x-ray at a more convenient location when it was not urgent and patients who were clinically urgent would always be seen promptly and transport could be arranged if necessary.
- 7.5 Members noted that the temporary changes had been due to shortages in radiographers and that more immediate and longer term solutions were being worked on.
- 7.6 The Committee noted the petition discussed at a previous meeting regarding the waiting times in the North Cotswold and members sought clarification over the definition of a temporary change, asking if this was a pilot. It was explained that this was a temporary change in relation to staff shortages and this was not something that would have been desired or designed. Paul Roberts explained that in his view it was important to have a flexible approach. In some communities there would need to be an extension in the range of services provided and in others less to enable focus where the demand was expected. In response to a question it was explained that the default plan was to reinstate services when and where possible, but a more strategic plan for diagnostics across the county was being developed by the newly established Diagnostics Programme Board..
- 7.7 Further discussion was held around the use of the term 'temporary', Deborah Lee stated that in her view a pilot was something that was being tested with a view to future implementation. These arrangements were not being tested, they were changes that had been unavoidable due to safety concerns and would remain temporary until the Trust was able to reinstate the former arrangements or chose to consult on a different permanent solution.
- 7.8 There was some discussion around MIUs and how referrals were being made for X-rays. In response to a question it was explained that there wasn't

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a wait time, if X-ray facilities were available locally then that would be carried out immediately or, if facilities not available on site at the site, the standard procedure would be to treat conservatively and either come back the next day or be sent to another site where X-ray facilities were available. It was explained that this was the standard procedure before the temporary change.

7.9 A brief update would be brought to the committee in July 2019.

**ACTION Work Plan**

7.10 In response to the discussion on the Committee's role in relation to temporary service change and pilots. A memorandum of understanding or 'check-list' would be drawn up that would clarify the terminology and provide a local interpretation of what constituted a substantial variation and how the Committee would act in relation to this.

**ACTION Cllr Carole Allaway Martin/ Deborah Lee/ Mary Hutton**

## **8. GLOUCESTERSHIRE CLINICAL COMMISSIONING GROUP PERFORMANCE REPORT**

8.1 Mary Hutton provided details of the performance report which would be received by the Committee at each meeting going forward. It was noted that some information that the Committee received regularly were not available due to the date of the meeting and the change of the Committee remit to focus solely on health, but would be included in future reports.

8.2 One member raised concerns regarding ambulance response times in the Cotswolds, noting improvements in some districts against concerning performance elsewhere. In response it was explained that there were a number of actions underway to try to improve performance, while noting that the rural nature and geographical challenges within the Cotswolds made it difficult. Information was included in the report relating to actions to work with Rapid Response and care homes and working with First Responder Service.

8.3 In response to a question about waiting lists, and in particular a Gloucestershire Live article suggesting that Gloucestershire Hospitals waiting lists were the largest since records began, it was stated that this was an area of focus for the Trust following the return to reporting last month. Initially the focus had been to reduce the waiting time for first appointment for cancer patients (two weeks) which had been achieved. Now the focus had been turned towards routine patients with plans including mobilising new technology to help reduce waiting times and drive efficiencies. Members would consider an item on this at their work planning meeting.

**ACTION Work Plan**

8.4 One member further discussed the challenges around waiting times and highlighted his view that there needed to be a full A & E department at Cheltenham General Hospital. In response it was explained that challenges



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in this area were at a national level and that Gloucestershire was 31 out of 135 in the country (1 being best performance) and had maintained its position in the top quartile of Trusts nationally throughout last year. Further work would continue to respond to demand. One important thing was to ensure that patients who could be better cared for elsewhere in the system were being directed there as care was often quicker and more appropriate.

- 8.5 Concern was raised regarding the 62 day wait for referral to treatment for cancer. It was suggested that performance was moving in the wrong direction. The Trust responded by stating that this was an area they welcomed being identified. The focus on the two week initial appointment had been the right one but now the focus was on this target with a recovery trajectory for September 2019. A specific item would be brought to a future committee meeting.

**ACTION Work Plan**

## **9. ONE GLOUCESTERSHIRE ICS LEAD REPORT**

- 9.1 One member asked for clarification of the ICS Executive as referred in the report. It was explained that this was a group of executives from the organisations involved in the plan who met regularly to develop the work.
- 9.2 In response to a question it was explained that Integrated Locality Partnerships were relatively new but that there had been a pilot in Cheltenham (and Stroud and Forest of Dean). There was an ambition to widen the scope of the Partnerships. It was suggested that members may benefit from a briefing regarding the newly established Integrated Locality Partnerships and Primary Care Networks..

**ACTION Paul Roberts**

## **10. GCCG CLINICAL CHAIR/ ACCOUNTABLE OFFICER REPORT**

For Information.

**CHAIRMAN**

Meeting concluded at 12.30 pm

# GLoucestershire Police and Crime Panel

**MINUTES** of a meeting of the Gloucestershire Police and Crime Panel held on Friday 15 March 2019 at the Cabinet Suite - Shire Hall, Gloucester.

**PRESENT:**

William Alexander	Cllr Steve Robinson
Cllr David Brown	Martin Smith
Cllr Collette Finnegan	Cllr Ray Theodoulou
Cllr Colin Hay	Cllr Brian Tipper
Cllr Keith Pearson	Cllr Will Windsor-Clive (Chair)

**Substitutes:** Cllr Steve Lydon (In place of Mattie Ross)

**In attendance:** Stephen Bace, Richard Bradley, Ruth Greenwood, Amanda Segelov, PCC Martin Surl and Paul Trott

**Apologies:** Cllr Julian Beale, Cllr Jonny Brownsteen, Cllr Gerald Dee, Cllr Rob Garnham, Cllr Joe Harris and Cllr Louis Savage

## 7. APOLOGIES

As detailed above.

One member raised the subject of the arrangements for substitute members from the district and county, noting that district councils had named substitutes and the county did not. Members noted the need for substitutes to have knowledge of the Panel's responsibilities and recognised the political balance requirements within legislation. He suggested that the process for substitutes on the Panel be looked at to ensure clarity and consistency around the process.

**ACTION Democratic Services**

## 8. MINUTES OF THE PREVIOUS MEETING

The minutes from 4 February 2019 were agreed as a correct record.

Members discussed the fact that hard copies of the agenda were no longer being circulated and some members commented that they had been unable to access the link provided on their laptop. It was clarified that district councils had been made aware that paper copies would not be provided to members as part of the paperless approach. Agenda papers could be accessed on laptops or tablets with the modern.gov app available to use. It was explained that members had been informed a week earlier by email and if there had been any difficulties found accessing the papers, democratic services would be happy to assist. The point was raised that independent members did not have district council support to print copies of the papers. The concerns would be passed on to the Head of Democratic Services at the County Council.

**9. DECLARATION OF INTERESTS**

No additional declarations were made

**10. TRI-FORCE UPDATE**

- 10.1 The Commissioner provided an update to the Panel on the partnership working with Avon and Somerset and Wiltshire. Tri-Force had been a collaboration negotiated in 2012 by the then Police Authority around 'armed response', 'Black Rock Fire-arms training centre at Portishead', tactical advisers and Roads Policing.
- 10.2 Meetings were held on a quarterly basis between Chief Officers as well as meetings with the Commissioners. This had been a collaboration out of necessity, where there had been a reduction in officers undertaking those functions. It had been a success and had served its purpose, but had begun to show the strains of the different Forces having different aspirations. In April 2018 the three Commissioners and three Chief Constables had come to the decision that road policing and 'dogs' would come back to local command. Subsequently, Avon and Somerset had given notice that they wished to withdraw from the fire -arms element of the collaboration. This had been due to them being unable to agree a way forward due to the legal complexity around accountability.
- 10.3 Bringing all three functions back locally had benefits around them being in briefings with response officers and aligning more closely with road policing locally.
- 10.4 Members understood that all three functions would return to the Constabulary's direct control in April 2019. The Chief Constable was working on a new structure which would align it with Safe and Social Driving. There was a vacancy being recruited to on the Collision Investigation team.
- 10.5 Members received details of Counter Terrorism Specialist Firearms Officers trained specifically and these would remain part of the collaboration between the three forces. This was overseen by a joint service agreement.
- 10.6 In response to a question, it was explained that the decisions around this was through the consent of the three commissioners and three chief constables.
- 10.7 Black Rock was still operational; this was an in-door range that simulated scenarios for fire arms officers and remained under a collaboration agreement.
- 10.8 It was acknowledged that it was important to collaborate with forces from all sides including those north of Gloucestershire.

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- 10.9 One member suggested that it would be useful to be provided with a map or briefing note outlining what work was carried out locally, regionally and nationally and provide information on all the collaborations in place.

**ACTION**                    **Martin Surl** (Post meeting note: Information on the OPCC's approach to collaboration is available at this link <https://www.gloucestershire-pcc.gov.uk/collaboration/>)

## **11. CHIEF EXECUTIVE REPORT**

- 11.1 Paul Trott introduced the report which provided details on the actions of the Police and Crime Commissioner's Office. With regards to the GFRS Governance Review, the reports and outcome of the consultation had been published on the Commissioner's website, all of which has been submitted to the Home Office. It was also noted that the website would be updated in order to make it more accessible.

- 11.2 There was some discussion around the crime data provided within the report with it noted that in the last 12 months Gloucester had seen an increase of 10%. It was explained that work was underway to consider the factors around this in more detail, but it was worth considering that Gloucester still remained one of the lowest crime areas in the UK. In relation to a question on detection rates, it was explained that more analysts had been recruited to help understand the trends. With regards to Stroud, it was noted that the 5% increase would fall into the category of normal variation.

- 11.3 One member suggested that it would be useful to have an informal session with the Commissioner and the Chief Constable once a year to go through the crime figures in more depth. The Commissioner stated he was happy to engage with members on this.

**ACTION**                    **Democratic Services/ Martin Surl**

- 11.4 With regards to the type of incidents that were taking up the time of the Constabulary, it was explained that those with mental health difficulties were falling to the Police to handle and so there was a disproportionate amount of time being spent in this area. Some members commented that it was vital that agencies worked together for better outcomes for those with mental health difficulties and to take the strain. The Commissioner had commissioned a piece of work to understand this.

- 11.5 An independent appeals officer had been appointed in July 2018 who currently dealt with appeals in respect of the local resolution of complaints to the Constabulary. When the Policing and Crime Act 2017 was implemented, the PCC would become the appeal body. So far the officer had handled 40 cases with 11 upheld.

- 11.6 One member noted the average numbers of 999 calls and noted that those averages did not show the peaks and troughs.

## **12. CRIMINAL JUSTICE**

- 12.1 The Commissioner explained to members that he chaired the local Criminal Justice Board. He did not have governance responsibility for criminal justice but worked in partnership.
- 12.2 Amanda Segelov explained that the Commissioner's role was as a facilitator of conversations and bringing people together. She outlined some of the work she had been involved in such as coordinating Brexit activity amongst criminal justice agencies.
- 12.3 Richard Bradley informed members that in 2013 HM Government introduced the Transforming Rehabilitation programme (TR) in an attempt to reform the probation service. This approach privatised 80% of the probation service and would deliver services through Community Rehabilitation Companies (CRCs) that would manage medium and low risk offenders leaving high risk offenders to be managed by the National Probation Service. The Government had now accepted failure of this approach and had terminated existing contracts in December 2020 instead of the original date of 2022. The current CRC service provider for Gloucestershire 'Working Links' went into administration on 13 February 2019. The performance level of this service showed that it was incapable of reducing reoffending with the reoffending level at between 45-50%. The Ministry of Justice had since appointed SEETEC to take on the CRC contract for the South West. SEETEC currently provided CRC services for Kent, Sussex and Surrey.
- 12.4 It was explained that following these issues, work was underway to try to rebuild the confidence of those sentencing as they now did not have the confidence in community solutions. A multi-agency South West Reducing Reoffending board had now been established which would include Richard Bradley and DCC Jon Stratford as the Gloucestershire representatives. This board would work collaboratively and provide greater oversight of performance and service delivery of all probation services for the South West. One member commented on his great sadness over the loss of confidence in community solutions. It was important to rebuild this as Gloucestershire had a proud record with magistrates working with justice agencies.
- 12.5 There was discussion around issues with prisons and the lack of rehabilitation and the support for those that leave prison. It was suggested that prisoners were being placed in impossible situations when leaving prison and that there was a duty here to offenders but also the wider public.

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- 12.6 Members discussed the performance of the magistrate's court, noting that the court was ranked 37 out of 42 other courts as it had issues with timeliness, listing times for trials were above the national average, a lot of adjournments and issues with police file quality. A multiagency group was looking into this and would be meeting with the Chief Magistrate.
- 12.7 A number of members stated that the Criminal Justice system was broken. One member emphasised the importance of investment in rehabilitation which would save in the long term. Some members expressed frustration that the Commissioner was not getting support as part of his 'and crime' role. The Commissioner outlined that he was not getting the support to build a new court system in Gloucestershire.
- 12.8 There was some discussion around the pressures on resources and the need to promote this issue to the wider public. One member suggested that the Commissioner hold a summit and bring the right people to the table to agree a way forward.

### **13. PCP HIGHLIGHT REPORT**

- 13.1 Richard Bradley introduced the report which detailed that for each of the six priorities within the Police and Crime Plan there was a priority lead. The report provided details of activity up to December 2018.
- 13.2 Members noted the Children First Programme and were pleased to hear that the work here was keeping young people out of the criminal justice system. In 2018 221 young people who previously would have had a conviction or caution had not received one. The reoffending rate within this group was at 13%, much lower than other approaches. One member suggested that a document outlining the savings associated with those young people not entering the system would be useful.
- 13.3 The Panel were informed of the increased work to provide oversight and support with Domestic Homicide Reviews. It cost around £10,000 to conduct with half paid by the Commissioner and the other half split across the 6 district.
- 13.4 Officers and some members made the request that in future the highlight report be put at the top of the agenda at some meetings.
- 13.5 In response to a question it was confirmed that the safer cyber money had been allocated but a proportion of it had not been spent yet.
- 13.6 One member raised the usefulness of community alerts and asked that this be promoted as much as possible.

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- 13.7 With regards to speeding, it was confirmed that the majority of those attending courses were picked up by vans or by officers on foot not the fixed sites. The policy was to educate and the Commissioner noted the joint work being carried out with the fire and rescue service in this area.

**CHAIRMAN**

Meeting concluded at 12.30 pm

**(2) EXECUTIVE FORWARD PLAN – JULY 2019 UPDATE****Cabinet Member Arrangements**

<b>Councillor</b>	<b>Portfolio Area</b>	<b>Areas of Responsibility</b>
Joe Harris	Leader	Policy Framework including the Corporate Plan; Co-ordination of executive functions; Democratic Services/Legal Services; Press and communication; Publica.
Mike Evely (Deputy Leader)	Finance	Financial Strategy and management; Revenues and benefits; property asset and management; grants; Cotswold Water Park.
Rachel Coxcoon	Planning Policy, Climate Change, and Energy	Climate Change and Energy Planning; Strategic Forward Planning; Local Plan; Neighbourhood Plans; Community Infrastructure Levy and S106 Agreements.
Tony Dale	Economic Development, Skills and Young People	Local enterprise and partnership and county-wide partnerships; promoting enterprise sustainable tourism, visitor information centres; economic development; youth development services.
Andrew Doherty	Waste, Flooding and Environmental Health	Waste and recycling; drainage and flood resilience; public protection; food safety; building control.
Jenny Forde	Health, Well-being and Public Safety	Improving social mobility; tackling social isolation; public health, well-being and mental health; crime disorder and community safety; supporting and safeguarding people.
Mark Harris	Car Parks and Town & Parish Councils	Delivery of Cirencester car park; car parking and enforcement; parish and town council support; support for community events; community building/liaison.
Lisa Spivey	Housing and Homelessness	Tackling homelessness and improving housing security; support for community land trusts; promotion of self-build and system build housing, strategic oversight of tenure and housing needs assessment; delivery of council and social rented housing.
Clive Webster	Development Management, Landscape and Heritage	Development management, heritage and design management, landscape conservation; AONB liaison.



Item for Decision	Key Decision (Yes/No)	Likely to be Considered in Private (Yes/No)	Decision-Maker	Date of Decision	Cabinet Member	Lead Officer	Consultation	Background Documents
Temporary Accommodation Placement Policy	No	No	Cabinet	August 2019	Housing and Homelessness	Jon Dearing	Senior Officers Cabinet Member	None
Cirencester Property	No	Yes	Cabinet	August 2019	Deputy Leader and Cabinet Member for Finance	Christine Cushway / Claire Locke	Cabinet Members Senior Officers Parking Demand Project Board June/ July 2019	Parking Strategy
Disabled Facilities Grant Policy	No	No	Cabinet	August 2019	Health, Well-Being and Public Safety	Mandy Fathers	Cabinet Members Senior Officers	None
Flexible Homelessness Support Grant	No	No	Cabinet	August 2019	Cabinet Member for Housing and Homelessness	Jon Dearing	Cabinet Member  Senior Officers	None
To provide meeting rooms and relocation of retained Officers within the first floor, east wing as requested by the Leader, along with improvements to Council Chamber / Committee Rooms.	Yes	Yes	Cabinet	August 2019	Deputy Leader and Cabinet Member for Finance	Claire Locke	Cabinet Members Senior Officers Internal Consultation	None

Item for Decision	Key Decision (Yes/No)	Likely to be Considered in Private (Yes/No)	Decision-Maker	Date of Decision	Cabinet Member	Lead Officer	Consultation	Background Documents
2019/20 Business Rates Revaluation Discretionary Rate Relief Scheme	No	No	Cabinet	August 2019	Deputy Leader and Cabinet Member for Finance	Jon Dearing	Cabinet Members Senior Officers (July 2019)	None
Future Countywide Waste partnership - Joint Waste Committee and Joint Waste Team	Yes	No (possible exempt appendices)	Council (Recommendation from Cabinet)	September 2019	Cabinet Member for Waste, Flooding and Environmental Health	Claire Locke	Cabinet Members Senior Officers Joint Waste Committee partners  JWT staff will be subject to TUPE consultation if appropriate following the JWC decision on 8th October 2019.	Local Partnerships- Review of Options
Waste service budget allocation	Yes	No	Council (Recommendation from Cabinet)	September 2019	Cabinet Member for Waste, Flooding and Environmental Health	Claire Locke	Cabinet Members Senior Officers Ubico Limited	None
Allocation of High street clean up funding	No	No	Cabinet	September 2019	Cabinet Member for Waste, Flooding and Environmental Health	Claire Locke	Cabinet Members Senior Officers	None

Item for Decision	Key Decision (Yes/No)	Likely to be Considered in Private (Yes/No)	Decision-Maker	Date of Decision	Cabinet Member	Lead Officer	Consultation	Background Documents
Approval to consult on revised Homeseeker Plus Policy	No	No	Cabinet	September 2019	Cabinet Member for Housing and Homelessness	Jon Dearing	Cabinet Members Senior Officers	None
Electric Vehicle Charging Points Framework award	No	No (possible exempt appendices)	Cabinet	October 2019	Cabinet Member for Planning Policy, Climate Change and Energy	Claire Locke	Cabinet Members Senior Officers	None

(END)