

# Public Document Pack



Wednesday, 31 March 2021

Tel: 01285 623210 or 623236  
e-mail - [democratic@cotswold.gov.uk](mailto:democratic@cotswold.gov.uk)

## CABINET

You are summoned to attend a meeting of the Full Council to be held remotely, via Cisco Webex on **Monday, 12 April 2021 at 6.00 pm.**

Rob Weaver  
Chief Executive

To: All Members of the Council

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

Members of the public will be able to follow the proceedings through a broadcast on [Cotswold District Council Facebook account](#) (You do not need a Facebook account for this).

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

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

## AGENDA

1. **Apologies**
2. **Declarations of Interest**  
To receive any declarations of interest from Members and Officers, relating to items to be considered at the meeting.
3. **Minutes 3 - 10**  
To confirm the minutes of the meeting of the Committee held on 1 March 2021.
4. **Leader's Announcements (if any)**
5. **Public Questions**  
To deal with questions from the public within the open forum question and answer session of fifteen minutes in total. Questions from each member of the public should be no longer than two minutes each and relate issues under the Committee's remit.
6. **Member Questions**  
To deal with written questions by Members, relating to issues under the Committee's remit, with the maximum length of oral supplementary questions at Committee being no longer than one minute. Responses to any supplementary questions will be dealt with in writing if they cannot be dealt with at the meeting.
7. **Proposals for transferring current contract cleaning to Publica management and extending office opening hours 11 - 18**
8. **Review of Tourism Service and Visitor Economy 19 - 48**
9. **Publica Business Plan 2021-22 49 - 70**
10. **Equality and Diversity Policy 71 - 82**
11. **Contribution towards a business case for the restoration of the former rail connection between Kemble and Cirencester 83 - 86**
12. **Bourton-on-the-Water Tourism Charge Consultation Response 87 - 108**
13. **Schedule of Decisions taken by the Leader of the Council and/or Individual Cabinet Members 109 - 112**
14. **Issue(s) arising from Overview and Scrutiny and/or Audit Committees (if any)**

(END)

# Agenda Item 3

Cabinet  
1 March 2021



In accordance with relevant legislation, these minutes are a record of decisions taken. They are not intended to be a verbatim account of the meeting. A full recording of the meeting can be accessed at the Facebook link at [www.cotswold.gov.uk](http://www.cotswold.gov.uk).

## Minutes of a meeting of Cabinet held remotely on 1 March 2021

Councillors present:

Joe Harris - Chair

Rachel Coxcoo

Jenny Forde

Clive Webster

Tony Dale

Mike Evemy

Andrew Doherty

Lisa Spivey

Officers present:

Chief Executive

Group Manager - Commissioning

Deputy Chief Executive

Contracts Business Manager - Environmental

Legal Services Manager

Services

Executive Director - Commissioning

Strategic Projects Lead (Leisure) – Shared

Head of Climate Action

Tourism Services

Strategic Manager - Housing Strategy

Asset Manager - Land, Legal and Property

Group Manager for Resident Services

Community Partnerships Officer

Business Manager Operation Services,

Democratic Services

Revenue and Housing Support

Observers: Councillors Stephen Andrews, Nikki Ind, Juliet Layton.

CAB.109 There were no apologies received.

### CAB.110 Declarations of Interest

There were no declarations of interest by Members.

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

### CAB.111 Minutes

**RESOLVED that the Minutes of the Meeting of Cabinet of 8 February 2021 be approved as a correct record:**

**Record of Voting - for 8, against 0, abstention 0, absent 0.**

## **CAB.112 Leader's Announcements**

The Leader extended his thanks to all NHS and key workers for their continued efforts in tackling Covid-19.

## **CAB.113 Public Questions**

No questions had been received from members of the public.

## **CAB.114 Member Questions**

No questions had been received from Members.

## **CAB.115 Summary Finance/ Service Performance Report (Quarter 3)**

The Cabinet received the Summary Finance/Service Performance Report for Quarter 3.

The Chief Executive and Deputy Chief Executive jointly introduced the report and highlighted various aspects and responded to questions from the Cabinet. The Executive Director - Commissioning agreed to research whether a target response time for Officers responding to emails existed and to update the Cabinet after the meeting.

The Cabinet commented that it was rewarding to see evidence of the progress that had been made in the Council's corporate priority areas.

The Cabinet also wished to record their thanks to the Group Manager - Commissioning and her team for their continued work in helping to support vulnerable residents in the District during the pandemic.

The Cabinet Member for the Planning Department, Town and Parish Councils wished to highlight the continued efforts of the Council's Planning department and commented that he hoped the evidence presented within the report removed some of the concerns that had recently been expressed by Members regarding the department's performance.

**RESOLVED that the report be noted.**

## **CAB.116 Strategic Outcomes Planning Model – Leisure Strategy**

The Cabinet was requested to consider the findings and recommendations proposed by consultants commissioned to develop a Strategic Outcomes Planning Model - Leisure Strategy for the District and approve the Strategy.

The Cabinet Member for Health and Wellbeing introduced the report and highlighted the responses to the survey undertaken by the Council, which indicated 98% of respondents considered exercise and activity was important. The Cabinet Member also wished to place on record her thanks to the Strategic Projects Lead (Leisure) Officer for her work on the Strategy.

The Deputy Leader thanked the Cabinet Member for her work in relation to the item and highlighted that there were grants available via the newly launched Cotswold Crowdfund scheme.

The Cabinet Member for the Environment, Waste and Recycling commented that the challenge going forward would be to ensure participation amongst the older residents of the District whilst also providing suitable facilities for young residents.

**RESOLVED that Cabinet:**

- a) **endorse the findings of the consultant and approve the Strategic Outcomes Planning Model - Leisure Strategy, including its key intervention recommendations;**
- b) **delegate authority to Officers to work in partnership with other organisations to establish the feasibility and funding sources for the projects identified within the strategy and to prepare business cases, where opportunities arise, to bring them forward for consideration;**
- c) **grant authority to undertake a leisure management options appraisal to determine the most suitable delivery model, contract scope and contract terms for the Council's leisure facilities, when the current contract expires.**

**Record of Voting - for 8, against 0, abstention 0, absent 0.**

**CAB.117 Property Acquisition of the Telephone Box in Salperton**

The Cabinet was requested to consider whether the Council should acquire the telephone box at Salperton from British Telecom.

The Leader and Cabinet Member for Health and Wellbeing jointly introduced the item and explained ongoing discussions with Cirencester Town Council had resulted in an agreement by the Town Council to establish a crowdfund project on the box, if the Cabinet agreed its acquisition.

The Cabinet expressed support for the acquisition, commenting that it was important to support the retention of the area's heritage and noting that the box would be permitted to be located within the market place under permitted development rights.

**RESOLVED that Cabinet:**

- a) **agree to acquire the telephone box at Salperton and transfer it to Cirencester Town Council for relocation to the Market Place in Cirencester in a joint project;**
- b) **grant delegated authority to the Group Manager for Commissioning in consultation with the Deputy Leader and Cabinet Member for Finance and the Cabinet Member for Health & Wellbeing to agree the final terms for the acquisition of the telephone box and any subsequent transfer to Cirencester Town Council.**

**Record of Voting - for 8, against 0, abstention 0, absent 0.**

**CAB.118 An Anti-idling campaign for Cotswold District**

The Cabinet received a report proposing an anti-idling campaign for the District in order to improve air quality and reduce carbon emissions.

The Leader introduced the item and explained that this was a matter regularly raised by residents in his Ward.

The Cabinet expressed its support for the campaign and highlighted that other actions taken by the Council, such as the in-cab technology for refuse vehicles, would help to support the campaign.

**RESOLVED that Cabinet endorse the proposals for an anti-idling campaign across the District.**

**Record of Voting - for 8, against 0, abstention 0, absent 0.**

**CAB.119 Civic Pride Programme**

The Cabinet received a report detailing the implementation of a new Civic Pride service.

The Leader introduced the report and explained that he hoped this Programme would move towards a reduction in complaints Members received from residents about the poor managements of pavements, highways and areas in the District. The Leader advised that he did however wish to propose an Amendment to the recommendations, which would be to remove the five towns listed within the report, as detailed in paragraph 2.2, to ensure the Programme was District-wide focused from the start.

The Cabinet expressed its support for the Programme and the subsequent Amendment and highlighted that residents regularly undertook volunteering action to help improve their areas. They added that the Council should do everything it could to ensure it was leading any such campaigns, including engaging with the County Council.

**RESOLVED that Cabinet approve:**

- a) the creation of the Civic Pride Programme;
- b) the secondment of the current Enviro-Crime Officer to lead the project;
- c) the creation of two new (2 year FTC) Civic Pride posts; and
- d) the seed funding approach, as outlined in paragraphs 3.1, 3.2 and 3.3 of the report for a District-wide Programme.

**Record of Voting - for 8, against 0, abstention 0, absent 0.**

## **CAB.120 Planned Expenditure of the Homeless Prevention Grant 2021/22**

The Cabinet was requested to consider the planned expenditure of the Homelessness Prevention Grant for 2021/22.

The Cabinet Member for Housing and Homelessness introduced the report and highlighted various aspects.

**RESOLVED that Cabinet recommend to Council that the expenditure detailed within paragraph 2.2 of the report be approved.**

**Record of Voting - for 8, against 0, abstention 0, absent 0.**

## **CAB.121 Covid-19 Hardship Fund 2020/21**

The Cabinet was requested to approve to utilise surplus Covid-19 Hardship Funds to support those residents in financial need in partnership with Stroud and Cotswold Citizen Advice Bureau.

The Deputy Leader and Deputy Chief Executive introduced the report and explained various aspects. The Deputy Leader also advised that he wished to propose an Amendment to the recommendation (b) regarding payments being increased to £300 for those who had already received a Council Tax hardship payment.

The Cabinet Member for Housing and Homelessness expressed her support for the Fund and explained that all Members should be encouraged to liaise regularly with town and parish councils within their respective wards to ensure the residents affected were reached by the Fund.

The Leader, on behalf of the Cabinet, wished to extend his thanks to the Citizens Advice Bureau for their continued work.

**RESOLVED that Cabinet recommend to Council the proposals detailed within paragraph 2.7 a) and b) of the report, with paragraph 2.7 b) amended to state 'The balance of funding will be used to top up all Covid-19 Hardship payments to £300, including those who have already received a Council Tax Hardship payment, these will be increased up to £300.'**

**Record of Voting - for 8, against 0, abstention 0, absent 0.**

## **CAB. 122 Affordable Housing Schemes - Expenditure of S106 Commuted Sums**

The Cabinet received an update report on the Section 106 commuted sums for affordable housing and to request Cabinet's approval for proposals for expenditure of unallocated funds.

The Cabinet Member for Housing and Homelessness introduced the report and highlighted that the Council was seeking to deliver genuinely affordable homes. The Cabinet Member then explained an Amendment to the recommendations that the £147,000 referred to in recommendation (c) of the report be amended

to £102,000.

The Cabinet Member for Climate Change and Forward Planning commented that she considered the Council needed to put ‘a line in the sand’ to ensure that going forward, developers were only permitted to build homes that were suitably future-proof in regard to tackling the climate emergency.

**RESOLVED** that Cabinet:

- a) notes the current position on Section 106 commuted sums as shown in Annex A;
- b) recommend to Council to approve the allocation of a capital grant of £478,500 to develop 15 social rented homes in Moreton-in-Marsh as detailed in paragraph 2.4.4, the award of the capital grant to be included within the Council’s capital programme and funded from the Section 106 commuted sums;
- c) recommend to Council to approve the allocation of a further capital grant of £102,000 to enhance the environmental sustainability of 15 social rented homes in Moreton-in-Marsh as detailed in paragraph 2.4.5, the award of the capital grant to be included within the Council’s capital programme and funded from the Section 106 commuted sums;
- d) recommend to Council to approve the allocation of a capital grant of up to £400,000 to deliver affordable housing at The Sunground, Avening, the award of the capital grant to be included within the Council’s capital programme and funded from the Section 106 commuted sums;
- e) recommend to Council that delegated authority is given to the Chief Executive, in consultation with the Cabinet Member for Housing and Homelessness to approve the final amount of grant to the Registered Provider for The Sunground, Avening scheme up to £400,000;
- f) recommend to Council that authority is delegated to the Chief Finance Officer to update the Capital and Treasury Management Strategies accordingly.

**Record of Voting - for 8, against 0, abstention 0, absent 0.**

**CAB.123 Offer of Grant from BEIS Public Sector Decarbonisation Scheme**

The Cabinet received a report detailing the offer of a Government capital grant to carry out substantial carbon and energy reduction works on three Cotswold District Council buildings, and to seek delegation to the Deputy Chief Executive to accept the grant (with a tight deadline) if offered.

The Cabinet Member for Climate Change and Forward Planning introduced the report and proposed the recommendations to the Cabinet.

The Deputy Leader expressed his support for the recommendations and commented that it was encouraging to see positive action and drive being taken by Council Officers.

**RESOLVED that Cabinet:**

- a) note the report;
- b) approve receipt of a capital grant of £1.237m, subject to assessment by officers of risks and issues, a report will be considered at a future Council meeting to consider including the project in the Council's Capital Programme;
- c) delegate authority to the Deputy Chief Executive, in consultation with the Deputy Leader and Cabinet Member for Finance and the Cabinet Member for Climate Change and Forward Planning to accept the offer of grant, and to bind the Authority with the conditions of grant.

**Record of Voting - for 8, against 0, abstention 0, absent 0.**

**CAB.124 Schedule of Decisions taken by the Leader of the Council and/or individual Cabinet Members**

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

**CAB.125 Issues arising from Overview and Scrutiny and/or Audit Committee**

There were no issues arising.

The Meeting commenced at 6.00pm and closed at 8.15pm.

Chair

(END)

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# Agenda Item 7

 <b>COTSWOLD DISTRICT COUNCIL</b> <small>UNITED WE SERVE</small>	<b>COTSWOLD DISTRICT COUNCIL</b>
Name and date of Committee	<b>CABINET - 12 APRIL 2021</b>
Report Number	<b>AGENDA ITEM 7</b>
Subject	<b>PROPOSALS FOR TRANSFERRING CURRENT CONTRACT CLEANING TO PUBLICA MANAGEMENT &amp; EXTENDING OFFICE OPENING HOURS</b>
Wards affected	Not Applicable
Accountable member	Cllr Mike Evemy  Deputy Leader of the Council  Email: <a href="mailto:mike.evemy@cotswold.gov.uk">mike.evemy@cotswold.gov.uk</a>
Accountable officer	Andrew Dike  Property & Facilities Manager  Tel: 01285 623244 Email: <a href="mailto:andrew.dike@publicagroup.uk">andrew.dike@publicagroup.uk</a>
Summary/Purpose	To provide a proposal for more flexible facilities management arrangements for the office cleaning, opening and use of the offices at Trinity Road.
Annexes	<b>EXEMPT Annex A - Financial Implications</b>
Recommendation/s	<p>That Cabinet:</p> <p>Agree to:</p> <ul style="list-style-type: none"> <li>(a) either;</li> <li style="margin-left: 20px;">(i) procure a new external contract for cleaning at an estimated annual cost of £59,800 or,</li> <li style="margin-left: 20px;">(ii) Request Publica undertake the cleaning service (with pay based on the Living Wage Foundation minimum living wage) at an estimated annual cost of £70,466 and one off Costs of £3,200, and that the Council,</li> <li>(b) Extend opening hours for officer and Member use between 7pm - 9pm weekdays and 9am - 1pm on Saturdays.</li> </ul>
Corporate priorities	To ensure that all services delivered by the council are delivered to the highest standard
Key Decision	YES
Exempt	Exempt Annex A
Consultees/ Consultation	Cabinet Members and Senior Officers

- 1.1 There is an opportunity to review the facilities management function currently provided due to the current cleaning contract expiring on 31 March 2021. Consideration has therefore been given to whether the current arrangements remain suitable, whether additional benefits could be achieved by an ‘in house’ service, provided in the future by staff who would be employed by Publica.

## 2. MAIN POINTS

### Cleaning contract

- 2.1 Cleaning services are currently provided by the Council's appointed external contractor ‘Intoclean’. They provide cleaning to the Council Offices at Trinity Road and the Moreton Area Centre, common areas of the commercially let buildings at 44 Black Jack Street and Abberley house and the housing support property in Ashcroft Road, Cirencester. The current contracted hours across all sites are approximately 99 per week.

Additional temporary cleaning services of 26hrs per week are currently being provided to support with COVID hygiene services guidelines. This equates to an additional monthly cost of £927.00

- 2.2 As part of the contract, the cleaning contractor also provides a ‘security locking service to the Trinity Road offices at 7pm each day after the cleaning shift.

- 2.3 Additional costs outside the current contract are also incurred for the following which would remain as separate items funded by the Council.

- unlocking of the offices as required (Monday - Friday)
- deep cleaning such as carpet cleaning
- window cleaning
- atrium sails cleaning

- 2.4 This contract was extended on 1st October 2020 for a six month period due to Covid-19 related issues and to enable further time to be taken to obtain cost comparisons for the options of securing the service from Ubico. A cost proposal was put forward by Ubico to provide the service but costs were too high and therefore it was deemed not economically viable. Costs are shown in Annex I. Further work on bringing the proposal in-house, via the Council’s own service providing company Publica Group Ltd (Publica), was then carried out. The Council is able to award the contract directly to Publica as the company is wholly owned by local authority partners, including this Council, and therefore qualifies for exemption from a competitive procurement process, commonly referred to as a Teckal exemption.

- 2.5 A further extension with Intoclean has been agreed in principle with a formal term of three months requested. This will allow for the formal decision making process to take place and would allow for the service to be procured or the transfer of staff to Publica to take place, subject to the Cabinet decision.

Transferring the service to Publica will allow for the current contracted hours to be utilised in a more flexible and efficient manner. Staff currently employed by Intoclean on the Council Contract would be subject to TUPE provisions and would therefore transfer to Publica on their current terms and conditions of employment but would be subject to future assimilation into the Publica terms and conditions which includes the Living Wage Foundation Real Minimum Wage provision.

### **Extended Opening Hours**

- 2.6 To allow more flexible use of the offices for staff and Members at Trinity Road opening hours could be extended to 07:00 - 21:00, Monday to Friday (except public and bank holidays) and 07:00 - 13:00 on Saturdays. The offices will continue to remain closed on Saturday afternoon and Sundays.
- 2.7 There is no intention to open to the public at these times, as no public demand for this has been established and no staff resources are currently available to provide services during these periods. A requirement to provide staffing during these periods would need to be carefully considered as it would require a significant change to staff Terms and Conditions or recruitment of new additional staffing.
- 2.8 Extended opening would be for a specific area only with the remainder of the building secured. The area available for the extended period would be the first floor area to the east courtyard and the Civic Suite allowing access to the Council Chamber and Committee Rooms, Members Offices and meeting rooms, Corporate and Democratic Services Offices and provision of an Agile work space to the landing area.
- 2.9 By providing a restricted area for evening and Saturday morning use it will:
  - have less impact on increased energy demand as only a small part of the building would be available
  - reduce security risk as the majority of the building would be locked and alarmed once empty
  - reduce the risks around health and safety procedures for evacuation, first aid and lone working provision. Risk assessments would still be required to ensure staff welfare & Health and Safety regulations are met

To facilitate this extended opening arrangements need to be made for locking the building at the later time and at the weekend. Currently the cleaning staff lock the building at 7pm however they could not be required to carry out locking at the later time of 9pm as it is outside the terms of their employment. If Publica staff or staff that would TUPE to Publica are needed to undertake the security locking role, this would need to be negotiated. Mechanisms need to be in place to ensure the building is empty and secure and any lone person locking the building is not at risk and safely leaves the building. Based on the human resource implications, health and safety concerns and cost, the most practical solution would be to employ an external company such as CIA security (existing alarm system contractor and building key holder) to carry out this function.

### **3. FINANCIAL IMPLICATIONS**

#### Contract change

- 3.1 A breakdown of cost implications is provided in Annex 1. Provision of cleansing services by Publica would increase contracted revenue costs by £10,766 per year, from £59,800 to £70,566 annually. The increase to annual contract costs can be funded within the 2021/22 budget. There would also be one-off costs of £3,200 in 2021/22 for equipment, uniforms and training which can be funded from the Building Maintenance Fund.

#### Extended opening

- 3.2 A change in opening hours would result in increased costs either if services are contracted out or delivered through Publica. There is no comparative cost currently for requiring these services through a cleaning contractor, however, costs are likely to be proportionately higher than they are currently as the hours are more unsociable. The Council has explored options to require cleaning staff to undertake unlocking and locking late evenings and Saturdays but it would require a change in terms and conditions. Costs for a facilities manager have also been explored but similarly to create an efficient role, it would mean amending an existing role and a change to terms and conditions. Both scenarios could therefore result in redundancy and related redundancy costs and recruitment costs to appoint new staff. The annual costs to commission a suitable security company to carry out this service on the Council's behalf is £18,750 (weekdays) and £6,250 for Saturdays (unlock and lock) although further options can be explored to try and reduce this cost.
- 3.3 Utility cost increases for extended opening is estimated at £1,000 so the total additional revenue cost would be £26,000. These additional costs can be funded from within the 2021/22 revenue budget.
- 3.4 There would also be one-off capital costs of £10,000 for installation of additional access controls, alarm and hardware infrastructure. These one-off costs can be funded from the Building Maintenance Fund.

### **4. LEGAL IMPLICATIONS**

If the proposal to bring the service in-house is supported then TUPE will apply and be managed through HR and legal services.

The Council has a legal duty to protect the safety of anyone entering the Council building and will therefore need to ensure suitable arrangements are in place for lone working at times when there may be very few people coming into the building.

Should the Council decide to instruct Publica to undertake the cleaning service a contract variation will need to be completed.

## 5. RISK ASSESSMENT

- 5.1 The costs in this report for both the Publica service and a procured service are estimates only. Staff or contract costs, cost of consumables etc may increase.
- 5.2 With a move to agile working there is highly likely to be a permanent reduction in office space required by the Council and Publica which would reduce cleaning needs and result in redundancy costs if this cannot be managed via natural staff wastage.

### **Extended opening hours**

- 5.3 The Health and Safety (First-Aid) Regulations 1981 require employers to provide adequate and appropriate equipment, facilities and personnel to ensure their employees receive immediate attention if they are injured or taken ill at work. The council's approach is to have a minimum of one first aider on site at any time. In addition the current "temporary emergency procedures" require a trained roll call officer to be on site to ensure a safe evacuation as required under the Regulatory Reform Fire Safety Order. Both these essential requirements may be difficult to fulfil with a limited staff and member presence during the extended opening, exposing the Council and Publica to liability issues, legal and financial risks.

### **5.1. EQUALITIES IMPACT (IF REQUIRED)**

- 5.2 There are no equality implications arising from the recommendations in this report.

## 6. CLIMATE CHANGE IMPLICATIONS

### **6.1. Cleaning service**

Should the service transfer to Publica, specific product control and reduced travelling would facilitate a marginal reduction in carbon emissions, as there would be no need for the Contractors area supervisor to inspect sites, this would be managed by onsite Publica staff.

### **6.2 Extended opening hours**

Any increase in office opening hours will increase the utilities consumption such as heating and lighting requirements which will increase carbon emissions. Extending the opening hours from 7pm -9pm weekdays and 7am-1pm on Saturdays gives an estimated increase of 12% in electricity consumption over the year, and 26% increase in gas. That equates to the same percentage increase in our current carbon emissions, that is for electricity, additional CO<sub>2</sub>e emissions of 17 tonnes, from 143 tonnes CO<sub>2</sub>e to 160 tonnes. For gas it's an additional CO<sub>2</sub>e emissions of 57 tonnes, from 220 tonnes to 277 tonnes.

The combined carbon impact from electricity and gas results in an estimated increase of 74 tonnes CO<sub>2</sub>e per year.

## **7. ALTERNATIVE OPTIONS**

### **Cleaning services**

- 7.1. The cleaning service could be re-tendered and contracted out through procurement procedures for a set term. All specification, contract and tender documents have been prepared for this purpose.
- 7.2. The staff who would TUPE into Publica would do so on their current Terms and Conditions. The Council could request that Publica retain them on their current rates of pay rather than increasing their pay to the Publica minimum living wage rate. This would reduce the net increase in contract costs by £6,900 each year, so the overall increase in transferring cleaning services to Publica would be £3,866.

### **Extended Opening Hours**

#### **Existing arrangements remain**

The locking of the building would remain within the role of the cleaners and Facilities team

The current opening times are 07:00 - 19:00 for staff and 8:45am to 5:00pm for members of the public, Monday to Friday except public and bank holidays where the offices remain closed.

Late access arrangements are currently provided, as required, to the Civic Suite for late meetings via either a lock up pack so that someone attending the meeting can lock up on finish, or an officer from Property Services attends at the end of the meeting to lock up. During this time the main offices are locked with no access for security purposes. This area consists of the Council Chamber, Committee Rooms, Leaders office, Whiteway meeting room, welfare facilities & the Red meeting room

Locking (physically securing the building) is currently carried out as part of the cleaning contract or on occasions by Publica staff on an overtime basis where late opening is necessary, and this system would remain

## **8. BACKGROUND PAPERS**

None

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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# Agenda Item 8

 COTSWOLD DISTRICT COUNCIL	<b>COTSWOLD DISTRICT COUNCIL</b>
Name and date of Committee	<b>CABINET - 12 APRIL 2021</b>
Report Number	<b>AGENDA ITEM 8</b>
Subject	<b>Review of Tourism Service and Visitor Economy</b>
Wards affected	ALL
Accountable member	Cllr Tony Dale, Cabinet Member for Economy and Skills Email: <a href="mailto:Tony.dale@cotswold.gov.uk">Tony.dale@cotswold.gov.uk</a>
Accountable officer	Philippa Lowe, Business Manager Localities Email: <a href="mailto:philippa.lowe@publicagroup.uk">philippa.lowe@publicagroup.uk</a>
Summary/Purpose	To review the work and impact of the tourism activity carried out by the Council including the Cotswolds Tourism Destination Management Organisation and The Visitor Information Centres and the role they play in supporting the local Visitor Economy
Annexes	Annex A - Briefing Paper – Tourism Review DMO models. Annex B - Complexity Diagram Annex C - Business needs and Support Annex D - Action Plan
Recommendations	<p>It is recommended that Cabinet :</p> <ul style="list-style-type: none"> <li>a) Establish with partners a joint Advisory Board to provide stronger governance over the activities of the Cotswold Destination Management Organisation;</li> <li>b) Ask the officers supporting the Advisory Board to: <ul style="list-style-type: none"> <li>i. Refresh the Destination Management plan and response to different visitor destinations, including Cotswold Water Park;</li> <li>ii. Develop a range of key performance indicators to monitor impact ;</li> <li>iii. Prepare a prioritised action plan for a programme of work, including work to support the Green Economy, Sustainable Tourism, businesses transition to digital services and funding for visitor information services;</li> <li>iv. Prepare a Communication Strategy</li> <li>v. Review the DMO business member levels and funding structure;</li> </ul> </li> </ul>

Corporate priorities	A Vibrant District Economy
Key Decision	No
Exempt	No
Consultees/ Consultation	Internal consultations with other service leads and external partners and stakeholders

## I. BACKGROUND

- 1.1. The Council has long recognised the value of Tourism as one of our most valuable service sectors and the vital role it plays in the Cotswold economy. In the UK as a whole nearly two million people are employed in the sector and £23 billion pounds spent by visitors.
- 1.2. The Cotswold tourism activity is focused on the wider visitor economy and particularly in supporting businesses to make the very best of opportunities associated with this visitor spend. They do this by providing effective management and development of a visitor destination and marketing and promotion of businesses.
- 1.3. In terms of the value of the visitor economy for Cotswold, the following data is a snapshot summary of the figures produced in the Economic Impact Assessment (2019) which was published in November 2020. It is clear from this data that tourism and the visitor economy plays a major role in the Cotswold economy as a whole.

**Total direct visitor spend\*: £360m**

- £222m from 7m day visits
- £138m from 1.8m staying visits (£39m from overseas visitors)

**Areas of spend\*:**

- Food & drink - £127m (£8m overseas visitors)
- Retail - £83m (£11m O/S)
- Accommodation - £49m (£12m O/S)
- Attractions & entertainment - £48m (£4m O/S)
- Other - £52m (£4m O/S)

*\*Note: the vast majority of the spend is from domestic visitors*

**Employment:**

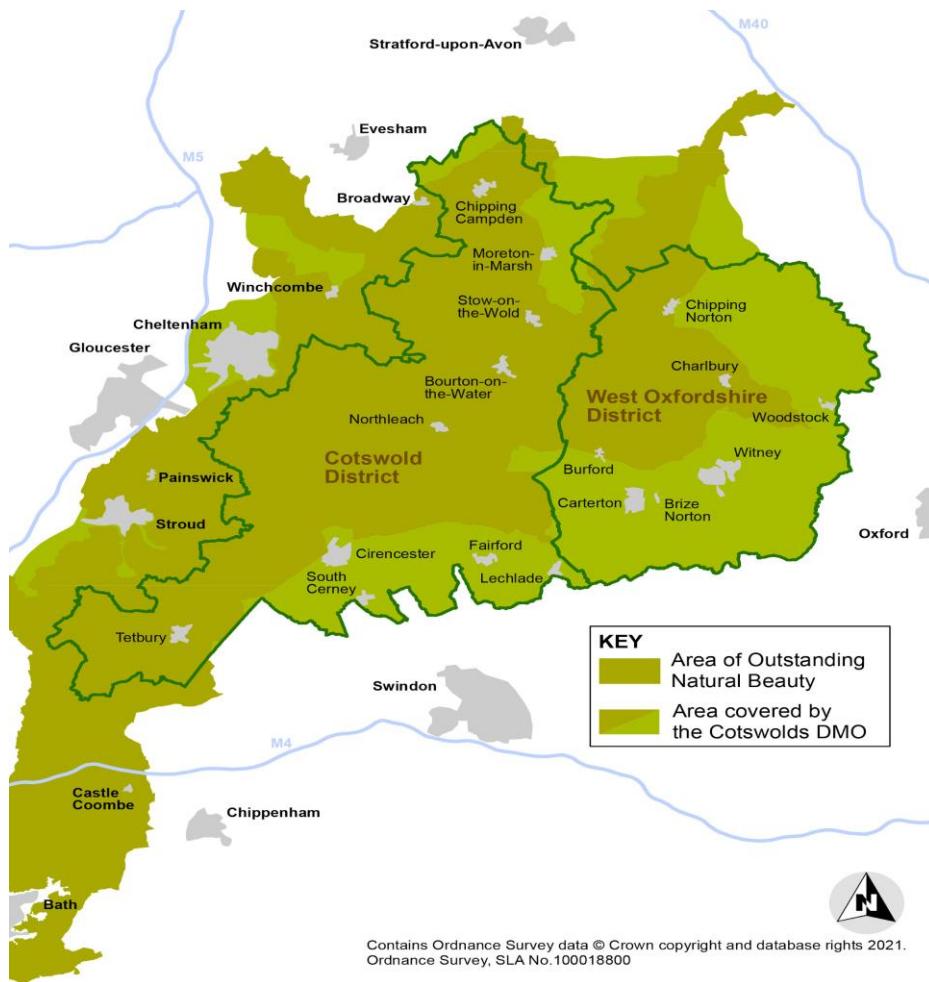
- 7,300 jobs (5,300 FTE)
- 17% of total employment in Cotswold

- 1.4. The driver for this review of the Tourism Service has been the need to have greater visibility of the work of the Joint Tourism Team and financial support for Tourism by the Council and the need for a clear understanding of the impact of the spend and investment in Tourism services.
- 1.5. In order to support the review work and provide appropriate challenge a joint Steering Group was set up comprising the Chief Executives for West Oxfordshire and Cotswold District Council, the associated Portfolio Holders with responsibility for Tourism and the Visitor Economy, the Business Manager for Localities and the Joint Tourism Team Manager. Input was also sought from colleagues in Business and Economic Development, Finance and Communication and external partners.
- 1.6. The Council has a corporate priority to Enable a Vibrant Economy. However that sector has been particularly harshly impacted by Covid-19 and is likely to be one of the last sectors to fully reopen. The Council has set out its plans for Economic recovery and the role the Joint Tourism Team can play in supporting businesses in the Visitor Economy through promotion, marketing and targeted training on digital skills.
- 1.7. The impact of Covid-19 has been severe - in March 2020, the Visitor Economy came to an almost complete halt and subsequently the industry has missed vital parts of the holiday season in 2020 and again in 2021. Accommodation closed to all but a few for key workers and attractions had little opportunity to diversify.

- 1.8. Fears remain regarding potential redundancies when furlough ends and the risk of insolvency is a threat for businesses who have severe cash flow issues. It has had a particularly harsh impact on businesses that rely heavily on the business, wedding and events market or on overseas visitors.
- 1.9. The future isn't certain but the impact is clear. In 2019, overseas visitors accounted for spend in Cotswold of £39m. However the Covid pandemic has badly affected overseas visitor numbers. Visit Britain's latest projections for inbound tourism are:
  - 2020: 76% decline in visits, 80% decline in spend on 2019 figures
  - 2021: visits to only reach 29% of 2019 levels, spend to reach 23%
  - 2025: overseas visitor numbers are not forecast to return to 2019 levels until 2025

## 2. CURRENT SERVICE PROVISION

- 2.1. The council currently provides financial support for Tourism and the Visitor Economy through funding for a number of tourism officers in a shared arrangement with West Oxfordshire District Council and through the provision of grants to local communities for Visitor Information Services at Tetbury, Stow-on-the-Wold, Bourton on the Water, and Chipping Campden. In Moreton-in-Marsh visitor information is provided within the Moreton area office. The activities of the Joint Tourism Team are also channelled through the Cotswolds Destination Management Organisation (DMO) the nationally recommended way to support the sector.
- 2.2. The Cotswolds Tourism Destination Management Organisation (DMO) is the globally recognised brand name for the strategic Local Authority led DMO and Cotswolds Tourism is in the enviable position of owning the digital space for the Cotswolds with Top Google position for its website, <https://www.cotswolds.com> which has 1.2 million unique visitors. It also has extensive social media following with:
  - Instagram – 52k followers
  - Facebook – 42k
  - Twitter – 25k
  - E-newsletter with 40k subscribers.
- 2.3. Cotswolds Tourism DMO brings together a partnership of over 450 businesses, five local authorities (in addition to Cotswold District Council, Stroud, Tewkesbury and Cheltenham Borough Council) and the Cotswolds National Landscape (formally known as AONB). The DMO has an extended boundary (see map below) which is based on and defined by the natural geography of the area as a visitor economy rather than public sector or electoral boundaries.
- 2.4. The map shows in darker green the boundary of the Cotswolds National Landscape and in lighter green the wider area of **Cotswolds DMO** supported area.



- 2.5. As can be seen from the map above, Cotswold District administrative area forms a significant part of this internationally recognised visitor destination and the vast majority of the business membership (over 70%) is within Cotswold and also West Oxfordshire District areas. The DMO is the ‘senior’ strategic umbrella organisation for management of the Cotswolds visitor destination and the Council sits within that Strategic Partnership. It is the Cotswolds brand as a destination that is recognised by Visitors who are totally blind to the structures and administrative boundaries of an area.
- 2.6. A further value of the DMO, is that like a LEP it is able to directly access national funding for Tourism and the Visitor Economy which is not available to Local Authorities. The Team works closely with national Tourism bodies, Visit Britain and Visit England on nationally funded projects which support businesses, growing resilience and value in the local economy.
- 2.7. The DMO has an adopted Destination Management Plan (2014-2024) which sets out details of the role and function of the DMO and provides the Team with focus for their efforts under a number of key priorities which sit under the vision.
- 2.8. As well as leading the DMO the Team work as part of a much wider and complex Visitor Economy Ecosystem and play a significant, pivotal and high profile role at a district, regional and national level to support the local Visitor Economy. Details are summarised as follows: (see also Annex 1 ).

**2.9. In essence the Joint Tourism Team is:**

- A shared service and operates on behalf of the Council, Cotswolds Tourism a local Destination Management Organisation (DMO) which covers more than just the administrative boundaries of the Council
- The team operates across two counties, works with two different Local Enterprise Partnerships and across several regional boundaries and associated tourism authorities and organisations such as Tourism South East, the South West Tourism Alliance
- The team works in partnership (as a DMO) with Stroud District Council and Tewkesbury Borough Council, Cheltenham Borough Council and the Cotswolds National Landscape and works with Parishes and Town Councils to support wider place shaping and a community centred approach
- The team collaborates with other Destination Management Organisations established in Oxfordshire, Cheltenham, Forest of Dean and Wye Valley, Stratford, Bath, Bristol, Worcestershire and Wiltshire and with national tourism organisations – Visit Britain and Visit England from whom they can access grant funding, for the benefit of the local area

**3. SERVICE REVIEW ACTIVITY AND COVID RECOVERY WORKSTREAMS**

- 3.1. The Tourism Team has a well-established relationship with partners across Gloucestershire. The Tourism Services Manager sits on GFirst LEP's Visitor Economy and Tourism Business Group.
- 3.2. Under the umbrella of Cotswolds Tourism the team work closely and regularly with staff from the partner councils of Cheltenham, Stroud and Tewkesbury, as well as the Cotswolds National Landscape (formerly Conservation Board).
- 3.3. The Tourism Team have also worked on a number of projects with the Forest of Dean and Gloucester City Council, who were partners in the joint Uncover the Cotswolds project, and have been closely involved in attempts to create a strategic tourism policy for the County with Visit Gloucestershire
- 3.4. The Tourism Team also work closely with Cotswolds National Landscape (formally AONB Board) and are looking to collaborate with them in developing the Green Tourism Strategy.
- 3.5. The Joint Tourism Team led on Covid-19 support for businesses including:
  - Individual contact and 23 Sector led meetings, Free membership to DMO, Guidance and best practice; Messages – ‘Know Before You Go’
  - Marketing and Promotion
    - Marketing skills and Networking / Business Communications
    - Signposting to business support / advice / training
  - Particular focus has also been given to digital transformation and the need to ensure the digital offer is front and centre of the design and delivery of business operating models. A recent business survey revealed that businesses identified assistance to improve their digital competence and enabling them to have an on-line bookable service as a key recovery workstream. Annex 2 provides a summary of business needs identified by the survey and the outcomes in terms of a programme of on-line digital training.

The following sets out details of some of the recent initiatives and projects run by the Tourism Team.

- **DMO Marketing Recovery Fund:** Successful bid for £75k to digitally market businesses that are bookable online on Cotswolds.com website <https://www.cotswolds.com/> (Cotswolds Tourism DMO official website).
- **Uncover the Cotswolds:** £220K project funded by Visit England to develop authentic local experiences and support businesses to get these bookable online via Visit Britain's Tourism Exchange Great Britain (TXGB) platform. This enables businesses to be digitally distributed via other online channels and particularly focuses on experiences available throughout the year and in less visited areas, to help disperse tourists more evenly across the wider area and encourage them to extend their stay.
  - **Real Cotswolds:** The Team for this project ([www.cotswolds.com/realcotswolds](http://www.cotswolds.com/realcotswolds)) have recently worked with local Chambers of Trade, Cirencester Community development trust and Cirencester town council to boost the recovery of market towns, involving the wider visitor economy, especially retail to give around 20 businesses in Cirencester the opportunity to be featured on a town page. See [www.cotswolds.com/cirencester](http://www.cotswolds.com/cirencester) This work generated a media article in Britain Magazine and the team have now started work on Tetbury having recently held meetings for businesses to learn more. The proposed work to support the Towns and local businesses gives an opportunity to work collaboratively with colleagues from town councils and economic Business Development to connect businesses to the **Cotswolds brand** as a powerful business proposition.
  - **Digital Health Check survey:** was launched to identify specific digital training needs among local visitor economy businesses and the outcome of this will be an online training platform, due to go live by end March 2021. The training will be delivered by two different local providers as a series of short 30 minute on-line sessions and whilst they have been designed in response to feedback from businesses in the Visitor Economy, the training will be accessible to all businesses.

### Visitor Information Services

- 3.6. A detailed piece of work regarding funding for Visitor Information Services (VIC's) has taken place at West Oxfordshire District Council focussing on the provision by the Council of face-to-face Visitor Information. The funding and delivery model at West Oxfordshire differs from the approach at Cotswold District Council which is largely based on grant funding. It is however appropriate for this Council to also review its approach to funding visitor information services to inform the approach for 2022/2023 onwards which marks the end of the current 3 year grant period (2019 - 2022).
- 3.7. The review work into visitor information services highlighted the impact of Covid-19 and rapid move to digital on-line services which support the requirements for pre-arrival booking and pre-planning - 'Know before you Go'. There has also been an associated dramatic reduction in the production of printed publications and guides and default to online digital versions.
- 3.8. There are consequences for traditional VIC face-to-face services is that their business model and much of their offer has been badly impacted by Covid-19 and overtaken by events in terms of the move to digital solutions. A number of high profile VIC's such as Bath and Oxford have closed and the provision of information and services for Visitors on arrival at a destination are being delivered by a number of alternative means, largely digitally based.

- 3.9. To aid recovery, a recommendation of the Tourism review is that in principle resources and funding go to where they can make most difference. The work programme of the Joint Tourism Team is therefore focusing their efforts on enabling digital business competence in the Visitor Economy and web, and social media based support for visitors.

#### **Review of relationship with partner Councils and DMO**

- 3.10. A detailed Briefing Paper was produced for the Steering Group (ANNEX 1) that concluded that the hybrid Local Authority Led Model for a DMO was the most agile and flexible approach, ensuring the Joint Tourism Team could adapt to change and also capitalise on opportunities. However, there are recommendations regarding new governance arrangements and setting up a new Advisory Board to:

- Input into and endorse a refreshed version of the Destination Management Plan
- Review discretionary spend on projects
- Review planned and delivered programme of work (quarterly)

- 3.11. The Advisory Board will also need to agree a set of Key Performance Indicators, the preparation of an annual update report for Cabinet, refresh of the Destination Management Plan and preparation of a Green Tourism Strategy.

- 3.12. Furthermore, a Communication strategy is required to ensure that there is transparency and understanding of how the Council is supporting a Vibrant Local Economy and good news stories and best practice need sharing more widely with members and local communities.

#### **Summary**

- 3.13. The review has established that the Joint Tourism Team are fulfilling a critical role in coordinating efforts. This includes increasing visitor spend, support for local businesses to raise their profile and access to a global market and enable residents to benefit from the wider economic impact of sustainable growth in the Visitor Economy.
- 3.14. The Team are working effectively and are well recognised and valued by the national Tourism bodies, Visit Britain and Visit England, which is reflected in the funding awards and successful delivery of projects.
- 3.15. The focus of their efforts needs to ensure that their work adds value to the local economy and that through effective governance and communication the Council will clearly be able to see and judge the return on investment.
- 3.16. Annex 4 provides a summary of the key activities that the team will be focussing on in the short, medium and longer term.

### **4. FINANCIAL IMPLICATIONS**

- 4.1. As part of an earlier sharing of the service (pre- launch of Publica) the tourism staff were merged between Cotswold and West Oxfordshire to form a joint team and savings shared between the partners. As part of this new service, the teams effectively took on the support of the independent Cotswolds DMO.
- 4.2. The cost to Cotswold District Council to support tourism in staffing costs is in the order of £36,000 and £110,000 for West Oxfordshire which covers a portion of the following posts:-
- Tourism Services Manager – WODC 80% / CDC 20%
  - Tourism & Business Support Manager – WODC 50% / CDC 50%
  - Tourism Development Officer (2 P/T) - WODC 100%

- 4.3. In addition there is a partnership manager providing direct support to the DMO which is supported by Cotswold District Council and partnership fee income. No membership fees were charged in 2020/21 given the market conditions.
- 4.4. The team has successfully brought in additional grant income to the partnership as set out below:-
  - Discover England Fund (2018/19) £250K grant and (2020/21) £130K grants for business support and getting businesses on line
  - DMO Recovery Marketing Fund 2021/22: £73,500 to support Digital marketing of bookable online experiences.
  - DMO Resilience Fund (to cover the wages of the Tourism Partnership Manager during the first lock down in 2020) – c £10k
- 4.5. Whilst it was clear from the review that the partners support the service at inequitable rates a firm conclusion was not reached on how to resolve this at present as this was due to the original budget inputs upon the formation of Publica. A broader costing exercise is underway across Publica to understand service consumption in all areas rather than merely focusing on a single area which should identify options for budget rebasing when complete. This activity will report later in the year.

## **5. Legal Implications**

- 5.1. There are no legal implications arising from the recommendations made in this report.

### **Risk Assessment**

- 5.2. The report raises no specific risks; however the review process will assess any identified risks associated with future delivery models.

## **6. Equalities impact**

- 6.1. The work of the Tourism Team supports visitor economy businesses in the District. No recommendations are made in this report which impact on equalities.

## **7. Climate change implications**

- 7.1. The Tourism Team encourage businesses to be environmentally friendly in their practices and promote the development of green tourism in the District.

## **8. ALTERNATIVE OPTIONS**

- 8.1. The review process has explored options for delivery models and made recommendations where changes need to be made.

## **9. Background Papers**

- 9.1. Cabinet reports Cotswold District Council: 7th December 2020

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## BRIEFING NOTE FOR TOURISM REVIEW STEERING GROUP

### DESTINATION MANAGEMENT ORGANISATIONS DELIVERY MODELS AND OPTIONS

#### Challenge questions

*“What are Destination Management Organisations (DMO’s)?”*

*“What is the model, work priorities and impact of Cotswolds Tourism DMO?”*

*“Has the Council and Cotswolds Tourism DMO got a strong clear voice with the LEP?”*

*“What is the right DMO model for the future? - Identify what is fit for purpose?”*

*“What governance and monitoring is required of Cotswolds Tourism DMO?”*

#### BACKGROUND

As part of the scoping for the review work the challenge questions set out above were raised with regarding gaining an understanding of the role and function of Destination Management Organisations (DMO's).

The reason for raising this query was that in order to carry out a review of the Joint Tourism Team and understand their work and priorities, it is necessary to understand '**Cotswolds Tourism**', which is a Local Authority led DMO. This internationally recognised brand brings together over 450 business members, 5 local authorities and the Cotswolds National Landscape (formally known as Cotswolds AONB). West Oxfordshire and Cotswold District Council are lead funding authority with Stroud, Tewkesbury and Cheltenham Borough Council as partner members.

The following paper brings together examples of DMO's, provides details of the priorities and impact of the Joint Tourism Team (under the umbrella of Cotswolds Tourism) and sets out the measures of success for a fit for purpose delivery model for the future. It focuses on the operating model and how it supports the visitor economy, it does not address the funding split between the two lead authorities which is subject to separate consideration.

The paper finishes with a set of recommendations of actions to support the operation of a successful DMO and vibrant local visitor economy. Feedback is sought from the Steering Group regarding the outcomes of the review and proposed recommendations.

#### CONTEXT

In 2019, the Government published the Tourism Sector deal setting out the Government's future vision for the British tourism sector. In launching the Deal, Business Secretary Greg Clark said: “Tourism is one of our most valuable industries and it plays a vital role in our economy, with nearly two million people employed in the communities across the country and £23 billion pounds spent by visitors in the UK last year”.

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The Government recognises the Visitor Economy, within which Tourism sits, as vital in supporting local economies and thriving places. Prior to 2020, Tourism was one of the largest and best performing sectors of the UK economy, generating £155,4bn and was forecast to be worth over £257 billion by 2025.

The impact of the pandemic has further highlighted the importance of the sector which is seen as being uniquely placed to support the government's levelling up agenda of sharing the benefits of growth. To support that end, the Government is currently developing a Tourism Recovery Plan.

### **Qu1. "WHAT ARE DESTINATION MANAGEMENT ORGANISATIONS"? Role and functions**

To make the very best of the opportunities associated with the spend in the visitor economy, Destination Management Organisations, (DMO's) as local tourism organisations, meet the need identified by Central Government for strong, independent, effective management and development of visitor destinations.

As visitors to a 'destination' will be blind to administrative boundaries or areas of responsibility, DMO's need to work collaboratively with public bodies and local organisations to provide a holistic approach to the strategic leadership of a defined genuine visitor destination. The areas covered by DMO's therefore reflects the natural geography of an area's visitor economy rather than local public sector or electoral boundaries.

DMO's have a critical role in coordinating efforts through implementation of an agreed strategy as set out in an approved Destination Management Plan.

The benefits of co-operation are also unusually important for the visitor economy compared to many other sectors due to:

- Very high proportion of small and medium sized enterprises
- Large number of different destinations of varying sizes, types of attractions, local political leadership, transport links etc.

Co-operation enables promotion of a shared visitor destination rather than just individual attraction, restaurant or hotels.

The value placed on the work of DMO's was acknowledged early into the pandemic when in April 2020 Tourism Minister Nigel Huddleston launched £1.3m fund to support Destination Management Organisations (DMO's), stating that "This funding will ensure that DMO's can continue to provide critical business support and start to prepare for recovery".

DMO's and the Sector are also represented and supported at a national level by two tourism agencies, Visit Britain (VB) and Visit England (VE), who act as the key relationship and interface at a local level with the network of Destination Management Organisations. VB/VE provide direct financial support through access to funding for the sector; however, this is only available to DMO's and not Local Authorities or Local Enterprise Partnerships.

VB/VE are currently engaging closely with the Government in the development of a Tourism Recovery Plan as part of their statutory duty to advise Government on tourism policy. As part of the preparation of the Recovery Plan the Department Culture, Media and Sport has

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announced their intention to carry out a DMO review in Spring 2021, though details for the review have not yet been announced.

### **DESTINATION MANAGEMENT ORGANISATIONS – Delivery and funding models**

As noted above, the Government's view is that England needs DMO's to manage and develop different destinations effectively, but doesn't prescribe a particular model.

DMO's therefore are atypical organisations, the choice of the most appropriate model for a particular destination being influenced by local priorities and issues that need to be addressed in the local Visitor Economy. Across the Country, each DMO develops their own working arrangements

The Visit Britain site identifies DMO's in Gloucestershire as:

- Cotswolds Tourism
- Destination Bristol
- Forest of Dean and Wye Valley Tourism Association
- Marketing Cheltenham
- Marketing Gloucester

The Visit Britain site identifies DMO's in Oxfordshire as:

- Cotswolds Tourism
- Experience Oxfordshire
- Tourism South East

The characteristics of a successful DMO can be defined as:

- Strategic leadership - A clear destination management Plan or Tourism Strategy and secure funding. Visit England suggest this is ideally from a combination of commercial income and local authority grants
- Branding - A defined geographical area which recognises visitor boundary and combines smaller destinations where relevant
- Strong support from and for local businesses
- Balances the needs of members and visitors
- Strong partnership and collaboration with local and national decision makers - (LA's, LEP, Visit Britain and Visit England)
- Understanding of domestic and international visitors and where the DMO fits into the national regional picture

### **TYPES OF DESTINATION MANAGEMENT MODEL**

The chosen DMO model, for a particular destination, will take on board the critical success factors noted above and the functions of the DMO will reflect, promote and manage the identified priorities in the agreed Destination Management Plan.

Broadly, there are three types of DMO models: Private Sector Led company models; Private and Public Sector Partnerships or Local Authority Led models. Each may or may not have

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public sector / local authority funding. Annex 1 provides a summary of each type of DMO model against the costs, funding partners, monitoring and governance and SWOT/risks.

### **Qu2 “WHAT IS THE MODEL, WORK PRIORITIES & IMPACT OF COTSWOLDS TOURISM DMO?”**

As noted at the start of this paper the Joint Tourism Team lead and run **Cotswolds Tourism** DMO partnership. The DMO is a hybrid model. It is Local Authority led with core funding coming principally from West Oxfordshire District Council and also Cotswold District Council.

Cotswolds Tourism DMO hybrid model also enables operating as a **membership organisation**, which as noted at the start of the paper includes over 450 business members providing an operating budget which funds a Tourism Partnership Manager and support activities for the business members.

Furthermore, this hybrid model enables the Team to provide support to businesses who are not members of the DMO, something private commercial models don't allow.

The DMO has a visitor ‘destination’ boundary which covers the Cotswold National Landscape (AONB boundary) as well as all of West Oxfordshire and Cotswold District Council area. The vast majority of the business membership is within West Oxfordshire and Cotswolds district areas.

Cotswolds Tourism is the umbrella organisation which provides strategic leadership, support and visibility for the destination but it operates with financial support and buy-in from the local authority partnership leads. The DMO’s adopted Destination Management Plan (2014 – 2024) is a critical document setting out an agreed set of objectives which represents the interests and commitment from both public and private sectors.

#### **The agreed vision for tourism in the Cotswolds DMO area is:**

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

#### **The agreed priorities of the Cotswolds DMO are:**

- *Partnership – Shaping the Approach Together*
- *Product – Enhancing the Visitor experience*
- *Marketing – developing the Cotswolds Brand and its core values*
- *Knowledge – Establishing a thriving tourism industry*
- *Performance – building excellence through networking and collaboration*

**A Partnership Agreement** for the DMO strategic partnership was also drafted in 2017 but is not signed but the partnership is currently managed by an officer team of representatives from each local authority and the Cotswolds National Landscape.

The Agreement states that the priorities of Cotswolds Tourism DMO partnership are:

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- To promote the Cotswolds area as a destination of choice for domestic and international visitors.
- To work with local businesses to promote their goods and services as an integral part of the local tourism offer, and enhance business understanding of the importance of the visitor economy.
- To highlight tourism issues to elected Members and to parish and town councils.
- To influence national, regional and local strategies that impact on tourism and the visitor economy.
- To identify common themes and issues relevant to the Partnership, explore solutions and agree joint actions where appropriate.
- To promote the Partnership and secure resources to ensure its continuation and development.
- To agree spending on campaigns, publications, or additional staffing in line with the Partnership's priorities.
- To jointly commission research to inform the Partnership's activities.
- To feed information upwards to regional and national tourism bodies to ensure that the Cotswolds is recognised and promoted as a destination in national and international campaigns.

**Cotswolds Tourism DMO work** by the Joint Tourism Team includes visitor management, product development and controlled marketing which aims to influence visitor behaviour to extend the season, to encourage visitors to less visited areas and to try to encourage active tourism rather than passive sightseeing.

The Team work with local communities to help manage the pressure on 'honeypot' locations from over-tourism promoting a broader range of destinations and experiences in order to spread the economic benefits of the visitor economy more widely and minimise the adverse impacts.

Unlike other commercial tourism marketing organisations, commercial DMO or other tourism teams, it's not just about promotion. The Joint Tourism Team adopts a holistic, place based approach, which maximises the benefits of the visitor economy, whilst recognising the need to address the pressures of too much focus on one tourism destination, a green economy and of course sustainable development and climate change. This means that they not only work with tourism operators, destinations and accommodation, they also work with the High Streets to secure a better visitor experience

Other areas of work for the Team include Press & PR - image requests, organising farm trips, attending press events, follow up of events and content creation. Film & TV requests for information provision. Attendance at travel trade shows including IMM and VIBE events. The creation and publication of town and virtual guides.

The hybrid model therefore enables the joint Tourism Team to fulfil a much wider remit including working with a large number of towns, dealing with town councils and business trade bodies. This has included work on specific events such as Tour of Britain or Cotswold

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Hare Trail or more recently on efforts to boost the high street, and recovery from the effects of Covid 19.

This hybrid model has proved resilient, thanks to the on-going commitment and financial support of the lead Councils for the local economy. This has enabled the DMO to provide critical support for businesses within the sector that has been devastated by the impact of Covid-19.

### **Key activities during Covid-19 to support businesses:**

- Stakeholder engagement
  - Free membership and individual contact ; 23 Sector led meetings
  - Guidance and best practice; Messages – ‘know before you go’
  - Support to move online and to digital
- Marketing and Promotion
  - Marketing skills and Networking / Business Communications
  - Signposting to business support / advice / training
- Reopening of town centres
- Pilot Project for Local Tour Operators and Accommodation Providers
  - ‘Experiences’ with local business – domestic packages
  - Woodstock Project. First of the projects across two authorities: Witney, Burford, Cirencester, Tetbury and Northleach to follow.
- Targeting Overseas residents – particularly in London
- Local ‘staycation market
- Digital Connectivity: business survey, digital health check and planned training

A further value of the DMO partnership, rather than just a Tourism team within a Local Authority, is that the DMO can access external funding which is not available directly to the Council. The team have been highly successfully in recent funding bids some of which is detailed below.

### **Key areas of work, including externally funded projects:**

- Discovery England Fund – ‘Uncover the Cotswolds’ (£250k 3 year funding - just secured £90k to extend to 5 year funding)
- DMO Resilience Scheme – enabling DMOs to support their businesses (approx £17k)
- DMO Recovery Marketing Fund – deliver local marketing activities aligned to national campaign (£73,500 funding)
- Business Advice Hub – support finder, latest guidance (online website promoted by team)
- Recovery Webinar – research and insights, guidance and marketing (showcases work to support local tourism businesses to get on-line bookable service through TXGB)
- ‘Where Good to Go’ – Scheme to demonstrate businesses adhering to public health guidance (Visit England run system extended to June 2021. Team promotes businesses to sign up)
- Business Engagement

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- Networking and Local Connexion (business interaction)
- Consumer newsletter (every 2-4 weeks) to 38,500
- Attract new members
- Support existing membership
- Training – co-ordinate, best practice, case studies
- Special Projects – Pub Hubs / Women’s Tour of Britain

**Membership** has grown significantly from 260 in 2017 to over 450 in 2021. Business engagement and involvement has increased dramatically. Businesses have benefited from the strength of the DMO digital marketing, with membership giving businesses listings on Cotswolds.com, the DMO’s official website which acts as a marketplace, showcasing the area and its businesses.

**The marketing reach** is significant with the Cotswolds brand as follows:

- Unique visitors to **Cotswolds.com**:
  - From 751,864 to 1.2 million (60% growth)
- Facebook followers:
  - From 5,286 to 42k (694% growth)
- Twitter followers:
  - From 15,150 to 25k (65% growth)
- Instagram followers:
  - 2,100 to 52k (2376% growth)

**The impact** of the Joint Tourism Team’s work is significant and far ranging. They have, as noted above an enviable high profile website and strong social media presence which enables them to connect visitors with local businesses, attractions and events.

### Support for businesses

The work of the Team demonstrates a real concern for businesses rather than a commercial interest. The strengths of Cotswolds Tourism DMO, which has been built by the Team are of high value to businesses in that it enables them to have access to:

- A globally recognised brand and high profile and accessible website – top ranked on Google with 1.2 million unique visitors a year
- A channel to press and pr at a national and international level
- Active social media channels including over 100,000 followers and high engagement rates
- Strong links/channels of communication to national tourism bodies and access to funding
- Industry advice, targeted training and support

The Team has been proactive in providing support for businesses during Covid-19 pandemic and has grown its membership over the past year. A recent business survey has informed the planned programme of work and support including a need for training associated with digital services and a desire to learn more about green tourism.

#### **ASSESSMENT Sections**

#### **Qu 3 “HAS THE COUNCIL AND COTSWOLDS TOURISM DMO GOT A STRONG CLEAR VOICE WITH THE LEP?”**

Whilst the work of the Joint Tourism Team with local businesses and projects with local communities has made a positive impact and is addressing key issues which have been identified, the messaging about the work wasn't getting back to the Council or shared more widely. The concerns around visibility and sharing success stories were picked up as part of the review paper on Communication which was presented to the Steering Group at the last meeting.

A paper had also been presented to the Steering Group on the relationship with the LEP as again it was considered that more could be done to present a strong clear narrative on the work which was being undertaken to support businesses in the local visitor economy.

Recommendations from that paper highlighted the new working relationship and participation on LEP groups by the Business Manager for Localities and Joint Tourism Manager and the contribution towards recovery plans. This approach needs to be developed further to ensure that the Council clearly articulates its position. This could be further enhanced by undertaking a review of the DMO Destination Management Plan (DMP) and involvement of the LEP and other key stakeholders in co-creating and agreeing a new DMP.

#### **Qu4 “WHAT IS THE RIGHT DMO MODEL FOR THE FUTURE? - WHAT IS FIT FOR PURPOSE?”**

The work on Horizon Scanning as set out in the associated Briefing paper for the Steering Group, identifies areas of challenge and the on-going uncertainty for the visitor economy. Whilst Boris Johnson has now announced the roadmap for reopening the economy there is a need for a flexible and adaptable model of delivery for the DMO which can respond to issues as they arise.

The review of the different DMO models does flag risks around wholly private sector/business models which are commercially rather than politically driven. The priorities of these DMO's could result in conflict between the strategic objectives of the Council (managing the impact of tourism, environment impacts) with the commercial objectives of the business members.

This has arisen during Covid-19 when a number of DMO's have ceased operating. This does not suggest that they are a model that remains fit for purpose. Furthermore, DMO's which focus on overseas markets or city breaks or business led DMO's which rely heavily on ticket sales or membership fees are closing, reducing activities and facing redundancy. Fundamentally, commercial operations are also more susceptible to economic shocks and loss of private sector funding.

The other key issue of concern for the Council, which has emerged during the review work, is that commercial DMO's don't work with businesses or organisations unless they are members. Feedback from the Steering Group is the desire to enable a wider level of support for business and the communities most impacted by visitors to the area.

## Annex A

Contrary to the potential risks of a commercial model, the existing Cotswolds Tourism DMO does enable influence and involvement of the Council in setting the priorities of the Destination Management Plan. It also ensures that the Corporate Priorities and actions agreed in the Recovery Plans can be delivered by the Joint Tourism Team, collaborating with colleagues working in Economic and Business Development to support a vibrant local economy.

Cotswolds Tourism DMO focus on the domestic visitor market has also placed them in a better position to respond to the challenges of Covid. They also have a breadth of public sector partners focussing on recovery, are able to co-ordinate resources to support the visitor economy and places beyond honeypots.

### **Q5 “WHAT GOVERNANCE AND MONITORING IS REQUIRED OF COTSWOLDS TOURISM DMO?”**

In answering this final challenge question, a paper was produced for the Steering group which set out recommended approach to the Governance of the DMO. This included setting up an Advisory Board to be led by the lead Portfolio Holders for West Oxfordshire and Cotswold District Council with the primary functions of endorsing the DMO’s Management Plan, reviewing discretionary spend on projects, quarterly review of planned and delivered work and input into the Destination Management Plan refresh.

## **CONCLUSIONS**

The review work has highlighted the strong support from Central Government for Tourism, Visitor Economy and the work of DMO’s in optimising the value and contribution of the sector to a vibrant local economy.

The review work has identified how Cotswolds Tourism DMO and the Joint Tourism Team meets list of characteristics of a successful DMO including: Strategic leadership, Branding, Strong support from and for local businesses, Balances the needs of members and visitors, Strong partnership and collaboration and Understanding of domestic and international visitors.

In the current economic climate, the hybrid model of Cotswolds Tourism DMO is fit for purpose. The Team and DMO are extremely effective in supporting businesses in the sector and have potential to grow that offer for the benefit of businesses in the wider local economy. The DMO’s successfully social media following and customer base is a huge asset for local businesses. The team have also accessed funding to support digital health checks and training and are working with towns to grow visibility of their offer and businesses.

However, the DMO and Team are only able to do the work they do through the commitment and support of the Council and on-going access to external funding from Visit Britain/Visit England.

The Teams work in enabling delivery of the Council priorities and agreed actions to support the Council’s plans for recovery, should continue to work with businesses to support

marketing and digitally enabled solutions; develop the relationship with the LEP and engage with communities on place shaping and management of visitors.

When the economic climate is more stable and the future of the visitor economy is clearer, the recommendations are that work is undertaken to explore the options around the balance of private/public sector funding. The current focus however is on recovery.

The review did however identify a number of areas where change is needed or particular areas of work needs to be prioritised and these are set out in the recommendations below.

**RECOMMENDATIONS:**

- Implement the agreed governance arrangements to support delivery of DMO Management Plan
- Develop an agreed set of Key Performance indicators including:
  - Gross Value Added
  - Wider public recognition of role of visitor economy in recovery from Covid and added value
- Prepare and present an annual report on the state of the visitor economy and contribution by the Team and DMO to a vibrant local economy
- Work with key stakeholders and businesses in the visitor economy to carry out the refresh of the Destination Management Plan to ensure that the focus of work remains appropriately prioritised
- Provide a clear narrative which explains the Council's role as are part of a Strategic Partnership and highlights the return on investment for the Council and local tax payers
- Continue to build connections with wider business ecosystem to maximise spend from visitors, including plans for High Street recovery
- Enable training and support for businesses to be digitally enabled and provide a high quality customer experience including building confidence and value in employment in the sector as a career and not a job
- Support businesses to make a transition to zero carbon and enable green and sustainable business models
- Grow DMO membership and enable local businesses to understand and access the significant value of the Cotswold Tourism brand
- Build collaborative and partnership relationships on place shaping and management of visitors in order to maximise the benefits of visitor spend and minimise the impact
- Continue to access opportunities for funding to support existing and future projects
- Works and connects with the LEP on the delivery of Local Industrial Strategy and recovery plans.
- Highlight the opportunities and qualities of the area as a place for businesses in the wider economy to invest.

## **ANNEX 1: DESTINATION MANAGEMENT ORGANISATIONS**

### **PRIVATE SECTOR LED MODEL**

The first type of model can be a Limited Company, Community Interest Company or not for profit (with or without local authority funding), partnership model, Business Improvement District (funded by levy on local businesses).

The key purpose of this model is marketing and co-ordinating the promotion of the area as a leisure, conference, business, and educational visitor destination. This can include operating a Visitor Information Centre (VIC's), operating a membership schemes, providing accommodation-booking services, marketing the area to leisure, business and overseas travellers, PR activity, developing destination websites and organising events.

#### Costs

In a fully commercial DMO, operating costs are covered by commercial funding streams. This could include income from membership fees, patrons, sponsorship from larger local companies, profits from events, retail sales (usually including a VIC), walking tours, providing marketing consultancy for other DMOs/LA/LEP, website income or other advertising revenue streams. The necessary income to support a private sector DMO is not insignificant.

#### Funding Partners

Funding partners for a private sector model can include sponsorships, patrons, membership funding models that provide a commercial income stream ensure that local businesses have a stake in the success of the DMO and hold it accountable. Conversely, as a commercial company, without contributing to the funding stream, the strategic interests of the local authority are not secured. Any local authority priorities would be commissioned from the DMO at cost. However, a local authority can be a contributing partner or as in the case of Visit Bath, a shareholder.

#### Monitoring and Governance

A commercial company would be answerable to its board of directors which can include a local authority member. A company would produce annual accounts and hold an Annual meeting with its shareholders.

#### SWOT / Risks

- They are commercially rather than politically driven.
- DMO has strong private sector led business agenda which would normally include the breadth and experience to operate a commercial business.
- As a commercial interest, the DMO can become vulnerable to economic crises and indeed during the Covid pandemic at least one of this type of DMO has ceased to

exist due to the lack of incoming funds (Visit Cambridge and Beyond) and others are looking at contingencies to continue operating.

- The model excludes non-members even if they are a key product in the area.
- A BID company would only address the specific area rather than a wider local visitor economy.
- As a commercial interest, members could demand immediate returns and not necessarily take a long-term strategic view, spend excessive time chasing financial contributions and only deliver what businesses will pay for.
- The model, relies upon maximising the potential of sales in tourism and visitor economy and seeking a financial return rather than managing tourism in a way that takes on board the economic and social impacts of additional visitors to a locality.

### **PRIVATE / PUBLIC PARTNERSHIP MODEL**

This is a hybrid model that includes a partnership of both private sector and public sector (normally local authority) interest. It can be part of the LEP or part of the local authority (with or without additional commercial funding) but has a degree of arm's length and independent operation. (Example includes Cambridge and Beyond which has just ceased trading). The remit of the DMO can be wide, not simply including a contractor of services. It is different to the public sector model in that it would choose the investment priorities and opportunities for intervention.

#### Costs

There is an opportunity for public sector funds to leverage private sector investment. Private sector partners will expect a return on the investment and will need to ensure that the priorities and interventions are aligned.

Public sector will be expected to bring secure funding which may conflict with annual budget planning.

#### Funding Partners

Public sector funding is still required, however, opportunities for alternative funding should be pursued.

As with funding partners for the partnership model there are opportunities to lever in private sector funding and commitment from tourism businesses. This can include sponsorships, patrons, membership funding models that provide a commercial income stream ensure that local businesses and the local authorities have a stake in the success of the DMO and hold it accountable. As a partnership, the strategic interests of the local authority are better secured by the election of local authority members on the board.

### Monitoring and Governance

This can include an operation similar to a company with a board of directors with the local authority members sitting as board directors.

### SWOT – Risks

- This model can be seen as an independent operation with buy in from both public and private sectors. It needs a strong and defined management plan with key objectives that represents the interests and buy in from both public and private sectors. As a partnership with businesses there may be conflicts between the strategic objectives of the local authority (managing the impact of tourism, environmental impacts) with the commercial objectives of the business members.
- As a commercial operation, it will be impacted by economic shocks and this has been the case during the current pandemic.
- Stronger opportunity to lever in additional private sector funding and commitment from tourism businesses

*Note: In April 2020, the Government announced financial support to DMO's who usually received 50% of their income from commercial sources recognising that they were at severe risk of closure due to the pandemic. This was to ensure that they were able to continue to operate.*

### **PUBLIC SECTOR MODEL**

The public sector model can be a destination management function within a lead local authority. Alternatively, the responsibilities can be transferred to a local authority controlled company.

A public sector led approach reflects the need\* for local authority leadership in destination development, management of infrastructure and place based marketing which reflects the objectives of the local authority including economic development, planning, wellbeing, transport, culture. It facilitates an integrated approach.

*\* This model supports the need for local leadership and a shared vision and commitment to place shaping for an area. This is particularly important where there is a risk of over-tourism and the management of the pressures and tensions associated with honey-pot locations.*

### Costs

The Local authority led funding models have provided a relatively secure funding model and are been able to take a longer term, strategic view, provided an incentive for other local partners to work together. Being part of a wider organisation, it also has reduced overheads.

## Annex A

The DMO need to remain mindful of business needs and security of sufficient funding can change dependent upon individual Local Authority resources. As a DMO it is also able to access other funding streams including Discover England Fund and most recently Resilience Funding and Emergency Funding.

### Funding Partners

The funding relies entirely upon each Local Authority (LA) partner committing funding to tourism as a priority product and one where it is important for the authority to make an intervention.

In response to Covid – 19 and the need to support recovery in the visitor economy, Local Authorities are reviewing their priorities and funding commitments to ensure resources are focused to where they can make most difference.

In a local authority controlled company prominent businesses, academic and tourism figures can sit alongside members of the local authority, typically with a Board chaired by LA representative.

### Monitoring and Governance

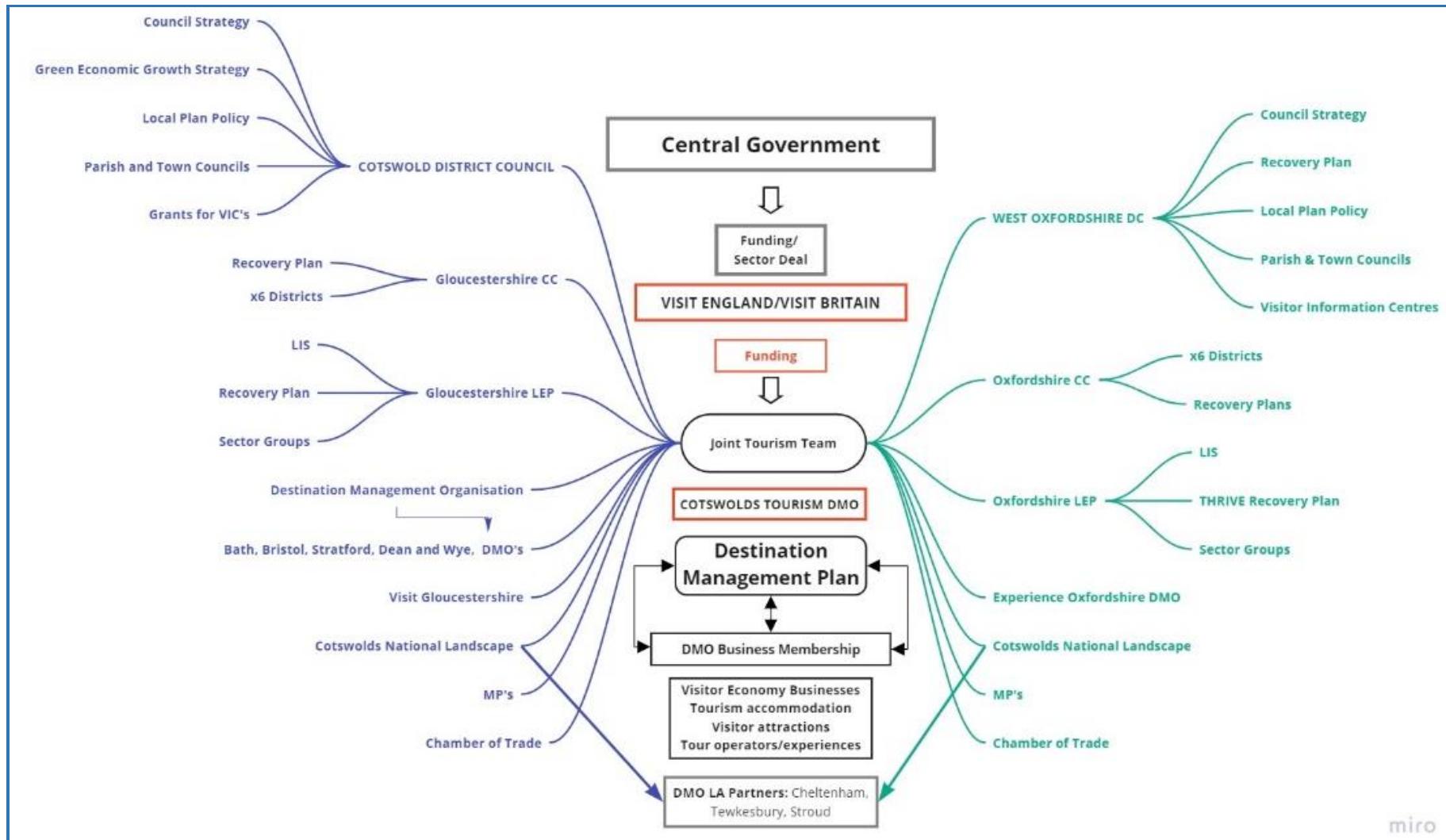
The governance can be a simple Terms of Reference or the full considerations of a Company in the case of a local authority controlled company and a Board of Directors including people representing the visitor economy sector in the locality.

The DMO must ensure that it retains the support and participation of the private sector visitor economy businesses. It is therefore important that it retains a business sector profile which is recognised by partners as a business facing organisations rather than a local authority profile. However, it is also important to engage businesses more directly in the decision making processes and this can be successfully completed by input into the preparation and review of Destination Management Plans, which are then adopted or approved by the partner Local Authority.

### SWOT – Risks

- The determining factor is the strength of political support and ability to translate that into financial support.
- A local authority controlled company model gives reassurance to the industry that there are business rather than politically led decisions and that there is commercial expertise at the heart of the company whilst the public sector can be assured that its strategic aims are aligned with its political ambitions.

## The Visitor Economy Ecosystem in relation to the Joint Tourism Team





## BUSINESS NEEDS AND SUPPORT

During the Tourism review a business survey was also sent out with media releases encouraging businesses (non members as well as members of Cotswolds Tourism) to complete: 90 responses were received.

Questions looked to discover: if businesses were members of the Destination Management Organisation; their reasons for being/not being members; the services they valued; how they felt about the support they have received during the pandemic; their key markets; and their future training needs.

Main findings include:

- Top benefits of membership were all digital (inclusion on Cotswolds website and social media channels), closely followed by aspects of business support (networking opportunities and member updates)
- All aspects of support during Covid were rated positively, especially ‘general updates’ (77% rated helpful or very helpful) and updates on regulations (73%)
- When asked “what areas of training or support you feel your business and you would benefit from?” the top five answers (out of 13 options) were all digital:
  - Digital marketing - Social media (70%)
  - Digital marketing - Website training – SEO, content, images (66%)
  - Digital marketing – Maintaining customer contact (61%)
  - Digital marketing - Managing online reputation (52%)
  - Online booking & distribution (50%)
- Other training needs included:
  - Making my business more accessible (48%)
  - Green tourism and sustainability (43%)

The first outcome of the business survey has been the design of a proposed programme of on-line digital training for businesses, due to go live at the end of March 2021.

Training Provider 1:	Training Provider 2:
<ol style="list-style-type: none"><li>1. Email marketing</li><li>2. Google analytics</li><li>3. SEO</li><li>4. Social media strategy and content plan</li><li>5. Social media hashtags</li><li>6. Social media scheduling</li><li>7. Social media insights</li><li>8. Investing in your website (*subject to agreeing a price)</li><li>9. Benefits of blogging (*subject to agreeing a price)</li></ol>	<ol style="list-style-type: none"><li>1. Making connections with influencers</li><li>2. Increasing overall visibility</li><li>3. Images</li><li>4. Social media audit</li><li>5. Social media basics including how to schedule, great content</li><li>6. Sponsored social media ads</li><li>7. Social media strategy planning</li><li>8. Marketing plans</li><li>9. TripAdvisor</li><li>10. Websites</li></ol>

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## JOINT TOURISM TEAM – ACTION PLAN

Short term recovery and immediate actions in response to Covid:

- **Digital marketing:** with businesses having been closed for so much of the last year and struggling to survive financially the tourism team need, as soon as restrictions are lifted, to prioritise domestic marketing. Digital marketing allows the team to determine markets and messages but with the flexibility to change these at short notice and DMO Recovery Marketing Fund money has been secured to assist with this.
- **Over tourism:** the easing of restrictions after the first lock down saw a few places receiving more visitors than they had the capacity to absorb comfortably, which caused some tensions. It is anticipated that this will again be a feature of this summer and, while acknowledging the limits of the joint tourism team's influence over day visitor numbers, the team need to agree actions to try and mitigate the effects.
- **Messaging:** in order to ensure a safe re-opening of the visitor economy, the tourism service needs to emphasise to visitors the importance of maintaining social distancing and respect for local residents and the areas they visit. The messaging should also emphasise and promote other, less visited, areas that might offer a better visitor experience at peak times.

Short to medium term:

- **Support business resilience:** as part of the Uncover the Cotswolds project the tourism team are identifying the digital training needs of the local businesses and sourcing training to help them improve their online presence and to become bookable online.
- **Build local supply chains:** through networking events and information provision to local businesses the tourism team will foster cooperation between businesses and help them link into local supply chains.
- **Training and development:** working with relevant partners the tourism team will support local businesses to ensure that their staff can access suitable training in order to counter potential recruitment problems caused by Brexit, to maximise opportunities for locals particularly young people and to ensure their staff offer the best customer service possible
- **Development of experiences:** in order to encourage overnight stays and to enrich the visitor experience the tourism team will continue to work with local businesses, especially in less visited areas, to develop engaging experiences that are available all year and that can be marketed online.
- **Repurposing businesses:** some businesses were previously heavily reliant on markets that are unlikely to recover for some time to come. With overseas visitor numbers currently projected to return to 2019 levels only in 2024 or 2025 and with some areas of the visitor economy (for example business meetings and weddings)

unlikely to recover any time soon, hospitality businesses previously reliant on these markets need support and advice to repurpose, as much as possible, their operations and target markets.

- **Support for the retail sector:** a high proportion of visitor spend goes to local retailers. The tourism team will continue to work, via their Real Cotswolds project and with colleagues in Business Support, to maximise the benefits of visitor spend in the wider local economy and to support retail in the market towns.
- **Sustainable tourism:** the shared tourism service, working with Climate Action colleagues and external partners, to encourage local businesses to improve the sustainability of their operations and to encourage visitors to minimise the impacts of their own behaviour while visiting. The team will need to consider visitor payback schemes like the additional parking charge in Bourton that will be used for local initiatives and the Cotswolds National Landscape's 'Caring for the Cotswolds scheme.'
- **Local plan policies:** the tourism team needs to develop better communication channels with planning colleagues to ensure better input on planning applications, influence upon Local Plan reviews to highlight the need for any particular policies to provide strategic support to the visitor economy.

Longer term:

**Digital and technological advances:** in the longer term the joint tourism team need to keep abreast of digital and technological advances that are being made. Advances that may shortly have a significant effect on the running or marketing of local visitor economy businesses include the use of voice searches (like Siri and Alexa), virtual and augmented reality, recognition technologies, personalisation, conversational commerce (like WhatsApp) and the use of chatbots and AI, especially in customer service and information provision.

Provision of information by digital means will be prioritised and there will be a continued need for digital training for businesses and help to improve their digital presence and keep abreast of changes.

# Agenda Item 9

 COTSWOLD DISTRICT COUNCIL	<b>COTSWOLD DISTRICT COUNCIL</b>
Name and date of Committee	<b>CABINET – 12 APRIL 2021</b>
Report Number	<b>AGENDA ITEM 9</b>
Subject	<b>PUBLICA BUSINESS PLAN 2020-22</b>
Wards affected	All
Accountable member	Cllr Joe Harris - Leader of the Council Tel: (01285) 263000 Email: <a href="mailto:joe.harris@cotswold.gov.uk">joe.harris@cotswold.gov.uk</a>
Accountable officer	Robert Weaver - Chief Executive Tel: (01285) 263000 Email: <a href="mailto:Robert.weaver@cotswold.gov.uk">Robert.weaver@cotswold.gov.uk</a>
Report authors	Bill Oddy, Group Manager – Commercial Development Email: <a href="mailto:bill.oddy@publicagroup.uk">bill.oddy@publicagroup.uk</a>
Summary/Purpose	To consider the Business Plan 2020-22, first approved in June 2020, to note progress and recommend the Leader approves the Plan.
Annexes	Annex A - Publica Business Plan 2020-22 Annex B - Infographic
Recommendation/s	That Cabinet recommends that the Leader (as Shareholder) approves the Publica Business Plan 2020-22 subject to any comments it wishes to make.
Corporate priorities	<ul style="list-style-type: none"> <li>● Respond to the challenges presented by the Climate Change Emergency</li> <li>● Deliver good quality social rented homes</li> <li>● Present a Local Plan which is Green to the Core</li> <li>● Ensure that all services delivered by the Council are delivered to the highest standard</li> <li>● Help residents, businesses and communities to access the support they need to ensure a high level of health and wellbeing</li> </ul>
Key Decision	NO
Exempt	NO
Consultees/ Consultation	<ul style="list-style-type: none"> <li>● Publica Board</li> <li>● West Oxfordshire District Council</li> <li>● Forest of Dean District Council</li> <li>● Cheltenham Borough Council</li> </ul>

## **1. BACKGROUND**

- 1.1. As part of the establishment of Publica a number of items were identified as reserved matters for council approval to ensure that shareholder councils retained an element of control over their company. The reserved matters were approved in October 2016 as part of the governance principles underpinning the establishment of Publica.
- 1.2. The reserved matters decisions fall to the shareholder representatives to determine. For each partner Council this is the Leader of the Council. To assist the Leader in reaching his decision the Overview and Scrutiny Committee and Cabinet reviewed the Draft Business Plan in 2020 and were invited to suggest appropriate amendments before it was adopted.
- 1.3. In 2020 all of the Shareholder Councils adopted the two year business plan (2020-22) which is contained at Annex A and this contains four priorities which are:
- Support our member councils to deliver their ambitions
  - Get commissioning right
  - Be a great service provider
  - Be a great place to work
- 1.4. The Business Plan provides the vehicle to carry forward and address the issues identified in the Managing Director's assessment of Publica. The priorities in the plan are focused on supporting the partner councils to deliver their priorities, improve Publica's approach to commissioning, continue to improve services and customer experience using digital technology, and investing in staff and managers.
- 1.5. A set of action plans support the four business plan priorities and strategic actions. Progress is monitored by the Publica Board and progress will be reported to each Shareholder Council as part of their scheduled scrutiny committee programmes.
- 1.6. Although progress has been made with the delivery of the business plan action plans (<https://www.publicagroup.uk/media/1546/publica-business-plan-2020.pdf>) during the last year, in some areas this has been held back as a result of the response to the coronavirus pandemic, which has dominated much of Publica's work on behalf of the partner councils during the last year. The table below outlines some examples of progress that has been made under each priority:

<b>Priority</b>	<b>Progress Update</b>
Support our member councils to deliver their ambitions	<ol style="list-style-type: none"><li>1) Work to develop a Climate Emergency Strategy 2020-2030</li><li>2) Adoption of an Ecological Emergency Action Plan</li><li>3) Introduction of a new waste and recycling service across the Cotswolds</li><li>4) Work to support businesses and clinically extremely vulnerable residents during the pandemic - Outlined in appendix B</li></ol>

Get commissioning right	5) Awarding contract extension to Ubico to deliver waste and grounds maintenance services for the Cotswolds 6) Launch of Members' Portal to provide support to councillors 7) Production of Commissioning and Procurement User Guide and training for all staff
Be a great service provider	8) Launch of new council website and BOT to automate enquiries 9) Implementation of an updated Civica Revenues & Benefits system 10) Adoption of an Agile Working Strategy 11) Making data and business information live
Be a great place to work	12) Implementation of the new pay and grading structure 13) Introduction of new staff appraisal framework 14) Introduction of a benefits platform 15) Registration for Investors in People accreditation and employee survey carried out 16) Commenced implementation of a leadership development programme

## 2. MAIN POINTS

- 2.1 The focus of the business plan is on supporting the partner councils to deliver their priorities, improve Publica's approach to commissioning, continue to improve services and customer experience using digital technology, and invest in its employees' development. Collectively, the fourteen strategic actions that support the business plan priorities form a cohesive programme achieving sustainable and embedded change over the business plan period.
- 2.2 The benefits of adopting a two year business plan were to enable a sustained focus on the priorities and the longer horizon fits better with the nature of the plan and priorities.
- 2.3 The current business plan is now a year old and half way through its life and the Publica Board reconsidered the priorities when it met on the 1 February and they believe they remain relevant and appropriate for the next year. The business plan is being presented to the Cabinet for consideration, recommending that it recommends to the Council Leader (as Shareholder representative) to give formal agreement to continuing with the current plan and priorities.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 As part of the Council's Medium Term Financial Strategy (MTFS) savings are included in line with the Publica business case approved in October 2016. Publica is required to deliver these savings and Strategic Action 6 in the business plan outlines a commitment to deliver these.

### **4. LEGAL IMPLICATIONS**

- 4.1 This Business Plan has to be adopted in accordance with The Members' Agreement for Publica Group Limited.

### **5. RISK ASSESSMENT**

- 5.1. There are no specific risks in adopting the Publica business plan as it is based upon the principles and targets set out in the business case approved by the Council in 2016 and the approval of this business plan in 2020.
- 5.2. If the Council does not approve the plan there is a risk that the company will not be able to commence some of the activities necessary to deliver the savings set out in the business case and Council's MTFS.

### **6. ALTERNATIVE OPTIONS**

- 6.1. The Cabinet is free to make comments in relation to the Plan, and proposed amendments will need to be agreed by the other partner councils

### **7. BACKGROUND PAPERS**

- 7.1. None

# PUBLICA

Delivering Local Priorities and Improving Services

## BUSINESS PLAN 2020-22



CHELTENHAM  
BOROUGH COUNCIL



COTSWOLD  
DISTRICT COUNCIL

Page 53



WEST OXFORDSHIRE  
DISTRICT COUNCIL

# FOREWORD

Publica has now reached an important milestone. The underlying business case for the partnership continues to be sound, providing scope for efficiencies, economies of scale and capacity for self-improvement which individual councils alone may not be able to achieve. Much has already been achieved in terms of budget savings, but the expectations and service requirements of our partner councils and residents have changed in the years since the decision was taken to establish the company and we need to continue to evolve to meet these changes.

In a report to the Publica Board in December 2019, the new Managing Director presented an assessment of ‘the state of Publica’, with a number of high-level recommendations for moving the business forward over the next two years. This Business Plan – deliberately short and concise – aims to convert these recommendations into four priorities and a number of key strategic actions to drive the business forward.

This year we will focus on supporting the partner councils to deliver the priorities set out in their Corporate Plans, improve our approach to commissioning, continue to improve services and customer experience using digital technology, deliver efficiency savings, and invest in our employees.

Collectively, the strategic actions that support the Business Plan priorities form a cohesive programme to achieve sustainable and embedded change over the Business Plan period.

This Business Plan has been adopted in accordance with The Members’ Agreement for Publica Group (Support) Limited.

Information about Publica is available on its website ([www.publicagroup.uk](http://www.publicagroup.uk))

**Cllr Rowena Hay**  
Leader  
Cheltenham Borough Council

**Cllr Joe Harris**  
Leader  
Cotswold District Council

**Cllr Tim Gwilliam**  
Leader  
Forest of Dean District Council

**Cllr Michele Mead**  
Leader  
West Oxfordshire District Council

**Sally Walker**  
Chair  
Publica Group (Support) Limited

**Jan Britton**  
Managing Director  
Publica Group (Support) Limited

# WHAT IS PUBLICA?

Publica is a council-owned not for profit company which delivers services for Cotswold, West Oxfordshire, and Forest of Dean District Councils and Cheltenham Borough Council. Publica additionally provides services to the Cheltenham Trust, Cheltenham Borough Homes and UBICO (an environmental services local authority company).

Each of the councils and clients retain their independence and identity but by working together and sharing resources, seek to maximise mutual benefit, leading to more efficient, effective delivery of local services.

During the last year Publica has supported the councils to deliver their priorities, implemented new digital capabilities and implemented new organisation-wide ways of working.



# STRATEGIC FINANCIAL CONTEXT

Our partner councils have set out ambitious plans on behalf of residents in their new Corporate Plans. Climate change, affordable housing and creation of infrastructure relating to jobs and economic development are all priorities. These ambitions will need to be supported by significant investment programmes at a time when funding for local government remains under pressure, and customer expectations continue to increase. This will require us collectively to be creative and innovative in order to deliver our councils' ambitions within the resources available.

After a decade of austerity, local government finances are not as strong as we would like. The Local Government Association has identified a shortfall of £3.1bn in local authority funding and this is anticipated to rise to £8bn as spending pressures rise over the next few years. Many of these pressures fall on authorities with social care responsibilities, and the government has indicated this as their priority for funding.

As a consequence, district and borough councils in particular face a tightening financial position. Incentive-based funding schemes derived from house building are being replaced by other streams that are broader and less district focused.

Our partner councils are facing extreme funding pressures as set out within their published medium-term financial strategies. They have collectively identified potential budget gaps of over £15m over the next three years – in the order of 15-20% of gross revenue budgets.

This pressure on local government funding comes at a time when residents' expectations are rising and each partner council has ambitious plans to make a positive impact on their area.

Filling this funding gap after ten years of reduced spending on local services will be challenging in light of increased service expectations and will require us all to become more commercial in our outlook. Efficiencies and additional shared services will not fill this gap alone, and run the risk of removing resources needed for partner councils to deliver their priorities. We will, therefore, need to support our partner councils with their commercial ambitions and plans to increase earned income, and keep a sharp focus on existing and new revenue streams through the development and implementation of commercial strategies.



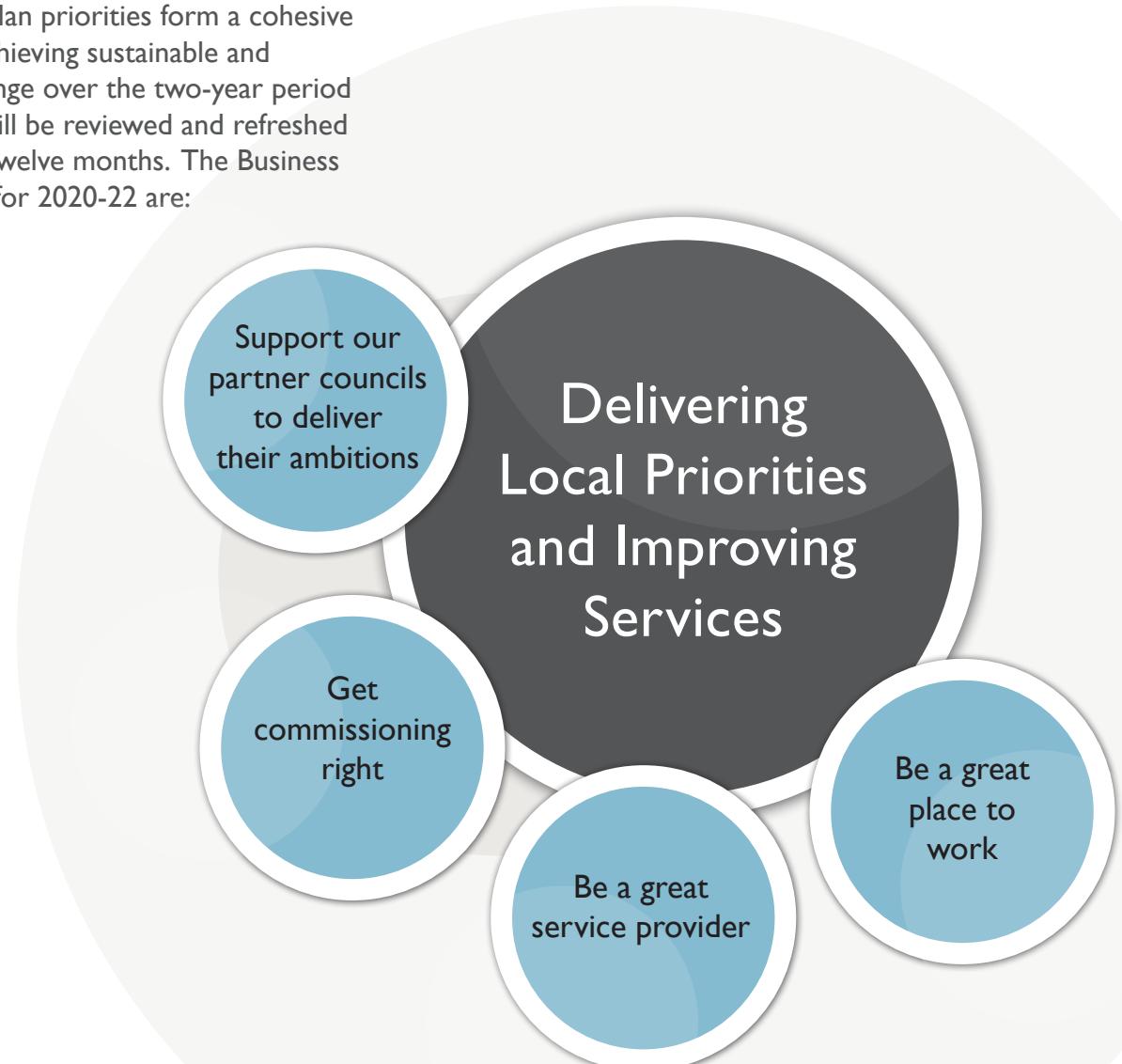
# BUSINESS PLAN PRIORITIES

This Business Plan provides the vehicle to carry forward and address the issues identified in the new Managing Director's report over the next two years. The focus of the plan is on supporting the partner councils to deliver their priorities, improve our approach to commissioning, continue to improve services and customer experience using digital technology, deliver efficiency savings, and invest in our staff and managers. Collectively, these priorities form our vision:

## Delivering local priorities and improving services

The Business Plan priorities form a cohesive programme, achieving sustainable and embedded change over the two-year period 2020-22 and will be reviewed and refreshed after the first twelve months. The Business Plan priorities for 2020-22 are:

Each of the strategic actions will have an action plan that will sit beneath this business plan to ensure the outcomes and benefits are delivered and there are clear milestones and measures of success. These plans will each have a Sponsoring Director and Lead Group Manager who, along with a core delivery team, will be responsible for developing and delivering the strategic actions. A framework will be put in place to allow the partner councils and the Publica Board to monitor progress.



# OUR VALUES

Everything we do will be built on the following values:

## Authentic

We act genuinely and transparently. We do the right thing for our customers, our organisation and each other.

## Modern

We are not set in our ways. We are constantly looking to find ways to innovate and do things smarter.

## Flexible

We are agile - adapting how and what we do to meet the demands of our customers, our colleagues, our local communities and the needs of the modern world.

## Thoughtful

We take pride in delivering a great service, taking the time to understand and care about our customers and their needs.



# SUPPORT OUR PARTNER COUNCILS TO DELIVER THEIR AMBITIONS

Our primary medium-term objective in relation to this priority is to develop Publica's Management Team and focus Executive Directors and Group Managers on working with partner councils to lead Publica's strategic, organisation-wide response to the priorities set out in the partner Councils' Corporate Plans. This will extend to other managers within Publica and retained employees within the councils.

It is central to the aims of the councils and also the future success of Publica that the efforts of our senior team should align with the priorities set out in the partner councils' Corporate Plans. These high-priority projects include climate emergency, affordable housing and growing commercial income. Other strategic priorities include commissioning, performance and resource management.

We are committed to supporting each partner council to deliver a number of significant projects, these include:

- The roll-out of Cotswold District Council's new waste and recycling service
- Cheltenham Borough Council's Corporate Plan priorities with effective and efficient business support services
- Forest of Dean District Council's regeneration of Lydney Docks
- West Oxfordshire District Council's Garden Village

We are also working with Ubico, a local authority owned waste company delivering services for the partner councils to implement an improved customer experience for residents using technology.

In our new approach, one of Publica's Executive Directors will act as the Relationship Lead, working with each council and will be responsible for co-ordinating and leading our work to deliver that council's priorities, as outlined in the table below.

Cheltenham Borough Council	Managing Director
Cotswold District Council	Executive Director (Commissioning)
Forest of Dean District Council	Executive Director (Services)
West Oxfordshire District Council	Executive Director (Finance)



Cllr Suzanne Williams (Cheltenham Borough Council) with volunteers at the Springbank Community Food Bank.

**The following strategic actions will be delivered to support our partner councils deliver their ambitions:**

## Support our partner councils to deliver their ambitions

We will help our partner councils deliver their priorities by:-

We will help our partner councils deliver their priorities by:-

- Preparing climate change strategies and actionable proposals that will deliver against those strategies  
**Executive Director (Services)**
- Assessing how we might deliver additional affordable homes and bring forward delivery proposals  
**Executive Director (Commissioning)**
- Preparing strategies to support the local economy, employment and develop investment proposals  
**Executive Director (Commissioning)**
- Supporting our partner councils with modernisation, improvement of services, and commercialisation  
**Executive Director (Finance)**
- Effectively manage waste and recycling contracts, and ensure they are meeting the needs of residents  
**Managing Director**
- Ensuring an effective parking infrastructure to support the local economy is in place  
**Managing Director**
- Develop an effective performance and accountability framework  
**Executive Director (Commissioning)**
- Ensuring high quality leisure provision is in place, and the councils work effectively in partnership to ensure the health and well-being of residents  
**Executive Director (Services)**

1

Support our  
partner councils  
to deliver their  
ambitions

2

We will improve engagement with cabinet members, chairs of committees and key partners to translate council priorities into action plans to deliver their desired outcomes. Specifically, we will implement a structured, regular briefing programme to ensure that cabinet members and chairs of committees are fully briefed on plans, programmes, opportunities and risk.

Sponsoring Director:  
Executive Director (Commissioning)

3

We will increase residents' awareness of the outcomes and benefits that the partner councils deliver by working with each partner council to develop effective communication strategies and plans.

Sponsoring Director:  
Managing Director

4

We will assist our partner councils to achieve financial sustainability and deliver their medium term financial strategies by working with them to develop commercial plans to increase their revenue income.

Sponsoring Director:  
Executive Director (Finance)



# GET COMMISSIONING RIGHT

Publica is responsible for delivering the majority of services provided by Cotswold, West Oxfordshire and Forest of Dean District Councils. Cheltenham Borough Council, Ubico, Cheltenham Borough Homes and the Cheltenham Trust also receive business support services from Publica. For example, our Human Resources and Information Technology Teams continue to support Cheltenham Borough Council in delivering their Modernisation Programme. Publica is also responsible for commissioning other services; for example, leisure centres and waste collection, acting as a client agent for the partner councils.

As both service provider and commissioning agent, Publica must provide its partners with robust performance information and analysis so that they can hold both Publica and other third party service providers to account for the services we provide.

A high level statement on commissioning was produced in November 2019 and sets out the respective roles and responsibilities of the Councils' Heads of Paid Service and other statutory officers, shareholder representatives, Publica's Executive Director (Commissioning), and other senior staff within Publica. We will ensure that Publica conforms to the requirements of this statement.

We will support our partner councils to plan, procure, deliver and evaluate the services they provide, using a recognised commissioning cycle to deliver the most appropriate service and allow each partner to make informed decisions about commissioning.

We will develop a new performance framework, including quantitative and qualitative performance indicators together with an honest and transparent assessment of how Publica is performing against the councils' priorities. We will ensure that our governance arrangements are open and transparent, and allow the councils to properly hold Publica to account.

In addition, a new Programme and Project Management Framework will be implemented to ensure proper rigorous governance arrangements are in place for all major projects carried out on behalf of the partner councils, and to provide assurance that progress is being made as expected in delivering against each Council's high-priority projects.



The following strategic actions will be delivered to get commissioning right:

## Get commissioning right

5

We will enable our partner councils to properly hold Publica to account for the services we provide on their behalf. By implementing the high level statement on commissioning, which sets out roles and responsibilities in the commissioning function, and producing a robust and transparent performance management framework.

Sponsoring Director:  
Managing Director

6

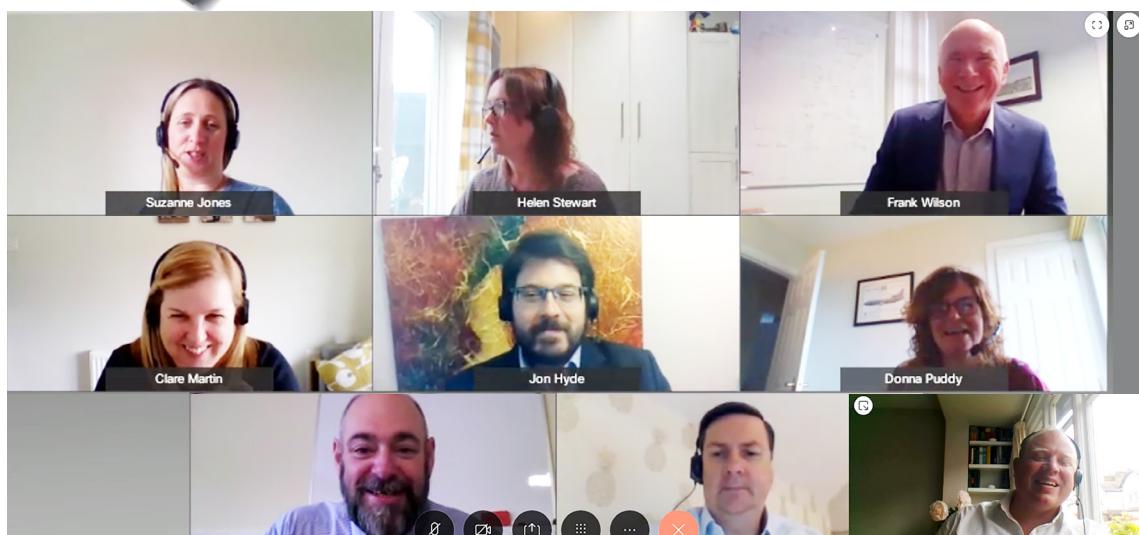
We will work effectively with partner councils to drive efficiency savings and increase their income by securing, managing and monitoring contracted services to enable them to deliver their medium term financial strategies.

Sponsoring Director:  
Executive Director (Finance)

7

We will ensure that each partner council's high-priority projects are delivered as expected by implementing stronger project governance arrangements for all significant projects, in line with the new Programme and Project Management Monitoring Framework.

Sponsoring Director:  
Executive Director (Commissioning)



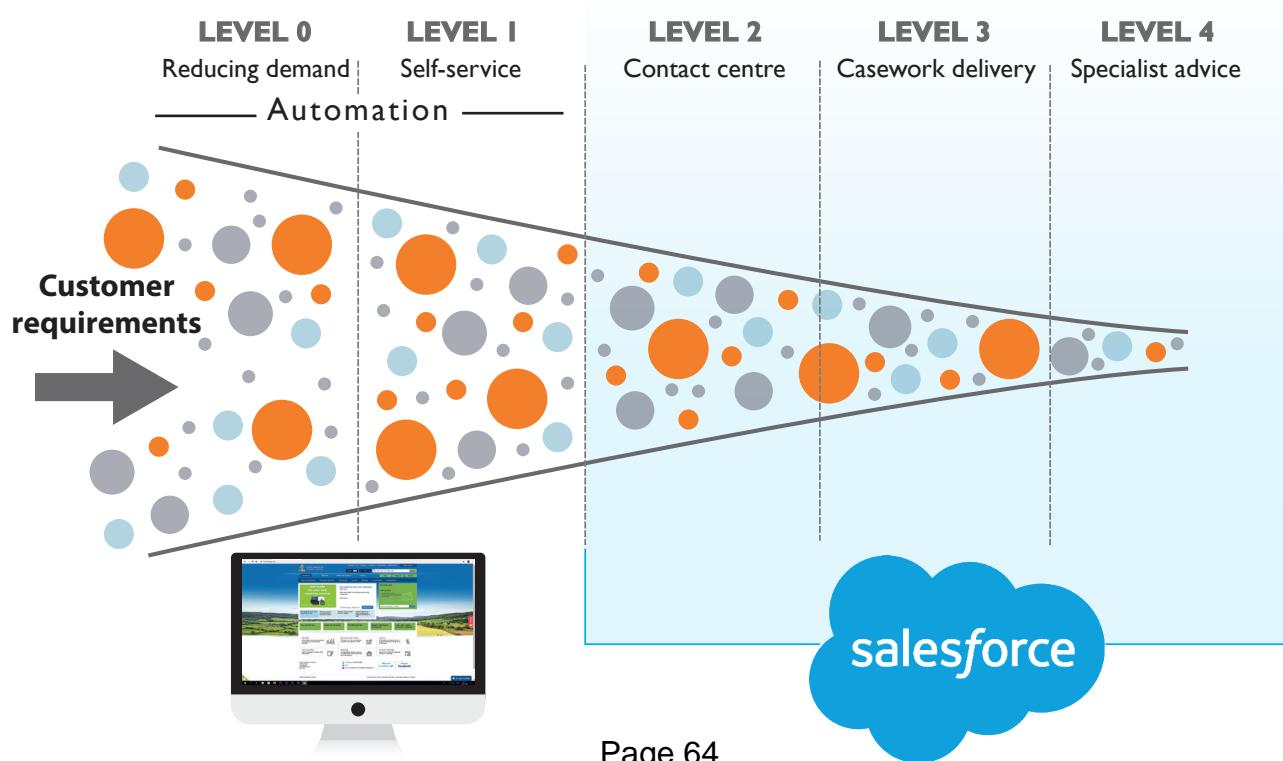
# BE A GREAT SERVICE PROVIDER

We are committed to providing a positive customer experience in the delivery of services for the partner councils. Over the last year, we have obtained feedback from over 7,000 customers, and this has enabled us to determine more clearly what they expect from their council. This information has enabled us to identify six promises that will ensure customers have a great experience. These are:

- Easy access to services when it suits them
- To be kept informed of our progress with their case
- To listen to their feedback and act on it
- To receive a good quality service
- Prompt delivery of services
- To know who is dealing with their case, and for it to be dealt with in a consistent way

To meet the expectations of our partner councils' customers, we need to deliver on these six promises. This will involve making the best use of our skills and resources, and organising ourselves more effectively to ensure customers receive a great service.

We will provide modern digital services that meet customers' needs quickly and deal with customer issues before they have to contact the council, for example by allowing customers to track progress with their case. We are implementing an operating model using the Salesforce platform which in addition to the new websites at Cotswold, Forest of Dean and West Oxfordshire District Councils, will enable us to deliver on the six promises. This work will be coordinated by a Service Improvement Group. The diagram below illustrates how we intend to manage demand from the councils' customers. Managing demand in this way will ensure that cases are dealt with quickly (Level 0 - 2), referring only the most complex cases to caseworkers and then specialist employees (Level 3 - 4), and using automation where it is appropriate.



Ensuring that customers have a consistently great experience is at the core of how we work. To achieve this we will make improvements to our services, including the introduction of new digital capabilities, that will improve the experience of council customers. We also recognise that not all residents want to use online digital solutions, so we will maintain our high-performing contact centre and reception areas for those customers who prefer to use more traditional methods of communication and engagement, whilst nudging those, who are willing, towards the internet.

We will also improve how we organise ourselves, modernise our outdated processes and develop a customer-centric culture to ensure that all of our staff and services are focused on meeting the needs of council customers.

**The following strategic actions will be delivered to support being a great service provider.**

## Be a great service provider

**8**

We will create an environment, supported by robust and effective processes, where we look to maximise the potential value of all procurement opportunities by fully understanding the local supplier base / economy, utilising economies of scale and adopting innovative routes to market.

Sponsoring Director:  
Executive Director (Commissioning)

**9**

We will provide a positive customer experience in the delivery of services for the partner councils by implementing the customer promise through delivery of the Salesforce Operating Model and improving outdated processes.

Sponsoring Director:  
Executive Director (Finance)

**10**

We will improve how we organise ourselves, manage our resources and develop a customer-centric culture to ensure that we are focused on meeting the needs of the councils' customers.

Sponsoring Director:  
Executive Director (Finance)

# BE A GREAT PLACE TO WORK

We want Publica to be a great place to work, and to become an employer of choice that people are proud to work for, delivering great public services for our partner councils and local communities. It is our absolute conviction that our employees should be proud to work for the council or councils they serve, and proud to work for Publica. There is no contradiction, we succeed together.

If our employees feel well-led, supported, rewarded, safe, and empowered within a healthy workplace culture, we will have created the right conditions for high performance and productivity and excellent service delivery. In turn, this should improve our ability to attract and retain high quality employees whose commitment and effort are essential to our continual improvement of customer-focused services.

We will encourage and support all of our employees to do their job brilliantly, providing every person with the tools, support and development opportunities they need to excel at the role they perform. This will include regular appraisals to ensure all employees have clear objectives and an understanding of how their work supports our partner councils' priorities and the delivery of this Business Plan.

Publica will also ensure our commitment to health and safety not only meets, but exceeds relevant standards, and will put the welfare of employees at the forefront of what we do. We will work with the recognised trade unions to help refresh our approach to health, safety and welfare, as we have done with the implementation of new terms and conditions of employment for staff who transferred from our partner councils.

To enhance our reputation as an employer of choice, and support our partners and communities, we also need to demonstrate a clear commitment to our social and environmental responsibilities and make a meaningful impact in these areas. We will implement our Corporate Social Responsibility policy and develop a carbon reduction (climate action) plan for Publica that complements and extends the climate action plans of our partner councils.

We will use the Investors in People (IiP) framework to guide our strategic approach to becoming an employer of choice, by delivering our People Strategy aspirations:

IiP Framework	Publica People Strategy Aspirations
Leading: Leading and inspiring people Living our values and behaviours Empowering and involving people	Great Leadership: Our leaders will be inspirational role models ensuring we make the lives of residents and businesses easier with services that our staff are proud to deliver.
Supporting: Managing performance Recognising and rewarding high performance Structuring work	Great People: We will attract and retain talented people, develop their strengths and provide excellent opportunities for personal, professional and career development through ongoing investment in them.
Improving: Building capacity Delivering continuous improvement Creating sustainable success	Great Culture: We will aspire to deliver services that are responsive, flexible and focused on our customers' needs. We will create a climate of well-being/support/inclusion so that each individual feels valued and listened to. We will work to create one team, working collaboratively to support our partner councils' priorities.

**The following Strategic Actions will be delivered to support being a great place to work**



**Be a great place to work**

**11**

We will attract and retain high quality employees by ensuring that they are trained, appraised, recognised and rewarded fairly, working in a safe environment with the highest standards of welfare and support. We will achieve this by implementing our People Strategy and working closely with our recognised trade unions.

Sponsoring Director:  
Executive Director (Services)

**12**

We will implement the pay and grading framework, working closely with our recognised trade unions to ensure the approach is fair, modern, flexible and reflects the diverse nature of the roles performed by Publica employees, to recognise and reward existing employees and help attract high quality individuals.

Sponsoring Director:  
Executive Director (Finance)

**13**

We will inspire, motivate and empower employees by implementing a Leadership Development Programme, based on the principle of “leadership at all levels” including political and commercial awareness.

Sponsoring Director:  
Executive Director (Services)

**14**

We will create the right conditions for achieving continuous improvement, high performance and productivity, by improving our HR practices using the Investors in People (IiP) framework and attaining IiP accreditation.

Sponsoring Director:  
Executive Director (Services)

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**During the COVID-19 crisis, we've been busy supporting residents, businesses, and local people, and in 2020 we provided the following services:**



**716**

Residents given emergency support via the Help Hub



**£39.2M**

Total amount in business grants paid out by Cotswold District Council



**£18.6M**

Total amount in rate relief to businesses paid out by Cotswold District Council



**90,485**

Telephone enquiries dealt with by the Council during COVID-19 lockdown



**152,737**

Waste and recycling containers emptied weekly



**1,157**

Extra tonnes of recycling collected

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# Agenda Item 10

 COTSWOLD DISTRICT COUNCIL <small>UNITED WE SERVE</small>	<b>COTSWOLD DISTRICT COUNCIL</b>
Name and date of Committee	<b>CABINET - 12 APRIL 2021</b>
Report Number	<b>AGENDA ITEM 10</b>
Subject	<b>EQUALITY AND DIVERSITY POLICY</b>
Wards affected	All
Accountable member	Councillor Jenny Forde, Cabinet Member for Health, Wellbeing and Public Safety Email: jenny.forde@cotswold.gov.uk
Accountable officer	Claire Hughes, Business Manager Corporate Responsibility
Summary/Purpose	This report provides detail on our legal obligations under the Equality Act 2010 and how we can comply as we continue to work in partnership. Adoption of an Equality Policy is a good foundation to facilitate this.
Annexes	Annex A - Equality Policy 2021
Recommendation/s	<i>It is recommended that Cabinet approves the equality policy.</i>
Corporate priorities	All
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Cabinet members, senior management team

## **I. BACKGROUND**

- 1.1. The Equality Act came into force from October 2010 and imposes a duty on public authorities which is referred to as the public sector equality duty. The duty requires all public bodies and private bodies that deliver a public function, to consider the needs of protected groups when designing and delivering services. It ensures that public bodies consider the needs of all individuals in their day to day work , in shaping policy, in delivering services and in relation to their own employees.
- 1.2. The Equality Duty is also supported by specific duties, set out in regulations which came into force on 10 September 2011. The specific duties require public bodies to publish relevant, proportionate information demonstrating their compliance with the Equality Duty; and to set themselves specific, measurable equality objectives.

## **2. MAIN POINTS**

- 2.1. The aim of this policy is to reduce any inequality and to ensure equality of opportunity both in providing services and as an employer. It aims to provide clear outcomes that intend to improve our approach to equality and diversity and aid in meeting our legal requirements and overall be a great place to live, work and visit.
- 2.2. In order for the Council to comply with its legal obligations a number of practices have been introduced or emphasised, this includes the use of equality impact assessments which should be used to inform decision making at all levels.
- 2.3. To enable us to record, monitor and track our progress equality objectives were introduced within the 2017 policy and are updated and linked into the Corporate Plan in this revision.

## **3. FINANCIAL IMPLICATIONS**

- 3.1. None

## **4. LEGAL IMPLICATIONS**

- 4.1. The Council has a duty to comply with the Equality Act 2010 and the Public Sector Equality Duty provided for by the Act. This policy will demonstrate the approach the Council will take to ensure it complies with the PSED.

## **5. RISK ASSESSMENT**

- 5.1. If the Council does not comply with the Act it could be subject to legal challenge.

## **6. EQUALITIES IMPACT**

- 6.1. Not required

## **7. ALTERNATIVE OPTIONS**

- 7.1. Cabinet may decide not to implement the Policy but in doing so could put the Council at risk

## **8. BACKGROUND PAPERS**

- 8.1. None.

(END)



# Equality and Diversity Policy

## 2021

Version Control	
Document Name:	Equality and Diversity Policy
Version:	1.0
Responsible Officer:	Business Manager - Corporate Responsibility
Portfolio Holder:	<b>Cabinet Member for Health, Wellbeing and Public Safety</b>  All Councillors have overall responsibility for the direction and scrutiny of this policy and will ensure that the principles of fairness and equality guide the decision making process. Each year, the Executive of the Council will identify which Portfolio Holder has responsibility for equality and diversity.
Approved by:	Cabinet
Date First Approved:	
Next Review Date:	
Retention:	6 months after policy review or replacement

## Annex A

### Our commitment

*The Council is committed to ensuring that we, and Publica as the employer of many of our staff, treat everyone who lives, works and visits our District with dignity and respect. We understand and respect that people are unique and have individual differences, we are committed to celebrating this diversity and encourage positive relationships between people with differing needs and will challenge any inequality.*

### Introduction

The aim of this policy is to actively reduce and challenge any inequality and to ensure equality of opportunity both in providing services and as an employer. It aims to provide clear outcomes that improve our approach to equality and diversity and aid in meeting our legal requirements.

The policy is intended to apply to both the Council and Publica. Where the words “we” or “us” appear, where the context permits, this should be deemed to include both the Council and Publica.

Equality is the responsibility of every Councillor, employee and any other person or organisation employed or engaged by us. To ensure that we all understand our responsibilities, all staff and Councillors are required to complete equality and diversity training.

As part of any procurement or commissioning process we will ensure that anyone who is engaged to provide services on our behalf either has its own legally compliant equality and diversity policy/policies or commits to adhere to the policies that we have in place.

### Our Legal Responsibilities - Public Sector Equality Duty (PSED)

We acknowledge and welcome our legal duties as set out within the Equality Act 2010 and will ensure that all legal duties are adhered to by using the legislation and national guidance as a framework to improve standards and be accountable to the people we serve. However, we are not only driven by legislation, our policy and the work we do goes further. We also make sure that no other group or individual is treated unfairly for any other reason, such as their social class, political beliefs, income levels, responsibility for dependants, appearance, geographical area (rural location) or criminal record. We are committed to ensuring that hate crime or domestic violence are not tolerated within our communities.

The Equality Act 2010 states that public authorities must comply with the Public Sector Equality Duty. This requires all public bodies and private bodies that deliver a public function, to consider the needs of protected groups when designing and delivering services. It ensures that public bodies consider the needs of all individuals in their day to day work, in shaping policy, in delivering services and in relation to their own employees.

The Equality Duty protects people from discrimination on the basis of the following nine protected characteristics:

## Annex A

- Race
- Disability
- Sex
- Gender reassignment
- Sexual orientation
- Marriage and civil partnership
- Age
- Religion and belief
- Pregnancy and maternity

Under the act we must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not; and
- Foster good relations between different groups including those who share a protected characteristic and those who do not.

Having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to protected characteristics
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low
- Tackling prejudice and promoting understanding between different communities

### Specific Duties

The Equality Duty is supported by specific duties which came into force in September 2011 and require public bodies to:

- Set and publish specific, measurable equality objectives and review them at least every 4 years;
- Publish relevant, proportionate information demonstrating our compliance with the Equality Duty at least annually;

Public bodies must publish information to show that they consciously thought about the three aims of the Equality Duty as part of the process of decision-making.

### Equality objectives and actions

To enable us to record, monitor and track our progress we have developed three equality objectives. Our equality objectives have been developed using evidence and information collected from various national, county and local sources, including Office of National

## Annex A

Statistics data; county council data and local knowledge. The objectives as introduced in 2017 and reviewed in June 2020 are:

- Ensuring our employment practices are equal and fair
- Improving access to our services
- Understanding our communities and customers' needs

These objectives form the basis of equality action plans<sup>1</sup>. These plans identify specific tasks that will support the achievement of the objectives. We will monitor, review and report on the progress against these plans at least quarterly.

### Equality Objectives and our Corporate Priorities

The three equality objectives identified above are aligned to the aims of the Corporate Plan, and the two often interlink and complement each other. Some of the links have been identified below, however it should also be recognised that even when the link is not obvious our equality commitment is part of the foundation in which we build our services and work upon.

#### **Equality Objective - Ensuring employment practices are equal and fair**

##### **Corporate Plan Link**

For us to be able to achieve our corporate plan and its priorities it is essential that we are not only a great place to visit and live but to also work.

In 2019 we adopted three principles that act as the foundation for everything we do.

- rebuilding trust and confidence in the council
- providing value for money for our residents and businesses
- listening to the needs of our community, and acting on what we hear

For staff to be able to actively embed these principles it is essential that they feel they are valued and treated fairly. Not only does this ensure that they deliver the best possible services but ensures their own wellbeing is being looked after. By ensuring our employment practices are equal and fair staff should in turn feel valued and supported.

In addition, as a result of Covid-19 the recruitment process, as with many services, has had to look at new ways to continue and adapt. This has provided new opportunities and increased accessibility within recruitment.

<sup>1</sup> Actions plans can be accessed via the Council website

## Annex A

### **Equality Objective - Improving access to our services**

#### **Corporate Plan Link**

##### **CP 1 - Deliver the highest standard of services**

As a council, we exist to provide vital services to our residents, businesses and visitors. We aim to deliver these services to the highest possible standards. Our services must be inclusive and flexible in order to meet the diverse and changeable needs of our residents and communities. We will listen to our residents to identify the areas in which they need support, ensuring we're adaptable but strategic in our approach, and making the best use of the resources available to us.

##### **CP 3 - Providing socially rented homes**

The gap between earnings and house prices is one of the highest in the country, and there is a shortage of good quality, genuinely affordable housing to rent. We are determined to address this by providing good quality affordable housing, with an emphasis on social rented housing and a focus on provision for young people, military veterans and families.

##### **CP 2 - Responding to the climate crisis**

We aim to work with, influence and encourage residents, businesses and partners to reduce their carbon emissions. To do this we will need to ensure that a variety of methods are used in order to engage with the differing community needs.

##### **CP 5 - Support health and wellbeing**

Sustainable behaviour change can only be achieved when residents are involved in the design and implementation of services, and so we're committed to working with our communities, voluntary sector organisations and public sector partners to tackle these challenges and permanently improve our residents' health and wellbeing. To do this the corporate plan has identified a range of actions to improve equal access to quality services across the district.

### **Equality Objective - Understanding our communities and customers' needs**

#### **Corporate Plan Link**

##### **CP 1 - Deliver the highest standard of services**

To be able to fully understand what our communities and customer needs are we must establish excellent working relationships with town and parish councils and other organisations and key stakeholders such as Gloucestershire County Council.

##### **CP 2 - Responding to the climate crisis**

We must influence and encourage residents, businesses and partners to reduce their carbon emissions to

so we need to understand the communities and customer needs, particularly in terms of sustainable transport options.

### **CP 3 - Providing socially rented homes**

We have already established that many people struggle to find and afford suitable accommodation in the Cotswolds, and many young people are forced to leave the area they've grown up in because they can't afford to live here.

We are determined to address this by providing good quality affordable housing, with an emphasis on social rented housing and a focus on provision for young people, military veterans and families.

### **CP 4 - Make our local plan green to the core**

Rather than being set in stone, our local plan is a rolling programme of continually evolving policies and proposals – and it's a vital document when it comes to keeping us on track. It provides the tools we need to deliver the actions we've committed to in other documents and strategies, including issues such as health and wellbeing, economy, renewable energy, leisure, housing, and sustainable transport. Because the local plan helps us deliver our aims, plans and government policy while responding to changing economic, environmental and social circumstances, it's vital that it's both relevant and up to date in accordance with legislation and in relation to the needs of the local area.

### **CP 5 - Support health and wellbeing**

The health and wellbeing of our residents is generally good (we rank above England and elsewhere in the county in most measures). We're one of the safest districts, with very low crime levels, and we're lucky enough to be surrounded by beautiful countryside. But we do face some challenges – not least barriers to service access, as well as loneliness and isolation, due to the rural nature of our location. To support this we are going to:

- Promote both mental and physical health equally, to increase awareness of mental health issues and improve the community response to people in crisis
- Encourage resilient, well-connected and active communities that take responsibility for their own health and wellbeing goals
- Promote healthy lifestyles, fun and self-care for all ages
- Ensure our housing and built environments enable residents to live healthy lives

### **CP 6 - Enable a vibrant economy**

As a business-friendly council, we won't just communicate regularly with our local business community – we will work with them to grow the district's economy to provide better opportunities for local people. These relationships will play a vital part in the delivery of our green economic growth strategy.

- Develop strong networks, collaboration and partnerships with businesses and organisations
- Ensure the benefits of the internet and digital technologies are accessible to everyone in the district

## Annex A

### Anti Semitism

We have also adopted the non-legally binding working definition of antisemitism demonstrating our clear intention that no one should be treated unfairly:

*"Anti Semitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities"*

### Equality Impact Assessment (EIA)

An equality impact assessment involves assessing the likely or actual effects of policies or services on people with protected characteristics. It helps us to make sure the needs of the community are taken into account when we develop and implement a new policy or service, or when we make a change to a current policy or service. We constantly strive to deliver services that are easily accessible by all who need them, and to support people to participate in public life. The below diagram explores why an EIA is important and how to successfully complete an EIA.

Why?	How?
<p>We can make sure that we do not discriminate against people.</p> <p>We can make sure that some people are not disadvantaged more than others.</p> <p>We can make sure that we are supporting people as much as possible.</p> <p>We can explain why we have to do some things.</p>	<p>An EIA should be completed as part of a group to ensure that differing views and opinions are considered.</p> <p>We will look at</p> <ul style="list-style-type: none"><li>● Who is using the service?</li><li>● Who is unable to use the service?</li><li>● Are people happy or unhappy with the service?</li></ul> <p>We will provide evidence to support our assessment by looking at:</p> <ul style="list-style-type: none"><li>● Demographic data and other statistics, including census findings</li><li>● recent consultations and surveys</li><li>● Anecdotal information from groups and agencies within Gloucestershire</li><li>● Results of ethnic monitoring data and any equalities data</li><li>● Comparisons between similar functions / policies elsewhere</li><li>● Analysis of audit reports and reviews</li></ul> <p>Ask questions and consult with people affected.</p>

## Annex A

### **Employing, supporting and developing our workforce**

We are committed to being a fair and supportive employer, developing the skills and talent within our workforce so that employees are able to deliver high quality services to everyone. To achieve this we will:

- Carry out recruitment fairly
- Provide training to employees so that they can implement this policy
- Treat all employees fairly, with dignity and respect at all times
- Tackle unacceptable behaviour in the workplace
- Provide employees with opportunities to influence the development of our policies and practice
- Reward all employees fairly and provide employment conditions which support them to do a good job
- Promote a good work-life balance and opportunities to work flexibly
- Support disabled employees by making reasonable adjustments

Our employment practice is guided by the principles of equality and fairness. This includes recruitment, terms and conditions, appraisals, learning and development, promotion and when ending employment.

As stated in our specific commitments, all employees and elected members should be treated with respect and dignity in the workplace. The Council will not tolerate unacceptable behaviour in any form.

### **Equality Information**

The Equality Duty requires public bodies with over 150 employees to record information relating to employees who share protected characteristics. As the Council itself has less than 150 employees we are unable to publish this data without the possibility of compromising individuals anonymity. The Council will uphold its duty to protect an individual's right to privacy, and will not publish information that could identify an individual. Nor will the information be used to identify an individual or make a decision about them purely on the grounds of the information that has been provided in relation to their protected characteristics. All personal data will be processed in accordance with GDPR. However, the Council acknowledges the importance of the accessibility of workforce data and will therefore work with Publica to ensure that Publica records and publishes this data.

### **Gender Pay Gap**

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require all organisations with 250 or more employees to publish data on the gender pay gap within each organisation. Like the workforce data the Council itself does not meet this threshold however, this data will be published by Publica.

## Annex A

### **Conclusion**

This policy clearly sets out our legal duties and how we comply with the requirements. However, a policy is a very small part of embedding equality and diversity and we are committed to ensuring that everyone who lives, works or visits our district is treated fairly and with dignity and respect, by our actions as both a service provider and employer.

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# Agenda Item 11

 COTSWOLD DISTRICT COUNCIL	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET - 12 APRIL 2021
Report Number	AGENDA ITEM 11
Subject	CONTRIBUTION TOWARDS A BUSINESS CASE FOR THE RESTORATION OF THE FORMER RAIL CONNECTION BETWEEN KEMBLE AND CIRENCESTER
Wards affected	ALL
Accountable member	Cllr. Rachel Coxcoom - Cabinet Member for Planning Policy, Climate Change and Energy Email: <a href="mailto:Rachel.coxcoom@cotswold.gov.uk">Rachel.coxcoom@cotswold.gov.uk</a>
Accountable officer	James Brain (Forward Planning Manager) Tel: 01285 623540 Email: <a href="mailto:james.brain@publicagroup.uk">james.brain@publicagroup.uk</a>
Summary/Purpose	The Cirencester Community Rail Project has been successful in a bid to the government's Reopening of Railways Fund. The government will fund 75% of costs, up to £50,000, to prepare a Strategic Outline Business Case (SOBC) for the restoration of passenger rail services between Kemble Station and Cirencester Town Centre. Cotswold District Council has been asked for a contribution towards the feasibility study.
Annexes	NONE
Recommendation/s	<i>That Cabinet agrees to contribute £10,000 towards the cost of the Strategic Outline Business Case and a Secondary Phase Feasibility Study.</i>
Corporate priorities	<ul style="list-style-type: none"> <li>● Responding to the challenges presented by the climate change and ecological emergencies</li> <li>● Presenting a Local Plan which is green to the core</li> </ul>
Key Decision	NO
Exempt	NO
Consultees/Consultation	Consultation between Cotswold District Council officers, Senior Management and the Cabinet Members for Planning Policy, Climate Change and Energy and Development Management

## **1. BACKGROUND**

- 1.1. The Kemble to Cirencester line was closed between 1964 and 1965. The Cirencester Community Railway Group has been set up with the aim to reconnecting Cirencester with the national rail network.
- 1.2. The group has uploaded a video promoting the project on youtube  
<https://www.youtube.com/watch?v=A302xdBZMFo>
- 1.3. The Council continues to demonstrate its support for the project and has provided financial (£13,000) and political support which has assisted the group to achieve a share of government funding from the Department for Transport's Reopening of Railways Fund. This funding supported the delivery of the group's Primary Phase Feasibility Study, which is now complete. This study provides a significant source of evidence in which to deliver the SOBC. The Primary Phase Feasibility Study will be followed by a Secondary Phase Feasibility Study.
- 1.4. A significant proportion of the Department for Transport's 'Restoring your Railway' funding and CDC funding will be used to commission the Secondary Phase Feasibility Study, which is estimated to cost £130,000 and will take approximately nine months to deliver.
- 1.5. The Council's Forward Planning Manager and Sustainable Transport Lead Officer are active members of the Cirencester Community Railway Group and its newly formed Board; providing the group with access to officer resource, knowledge and experience. This is a mutually beneficial partnership as it ensures key Council projects such as the Cirencester Town Centre Masterplan, the Cotswold Sustainable Transport Strategy and the revised Cotswold District Local Plan are well integrated with the group's proposal.

## **2. SUMMARY OF PROPOSALS**

- 2.1. The Government explains that the SOBC is the first of three stages in business case development. The SOBC will be expected to answer the following questions:
  - What is the transport issue under consideration and case for intervention?
  - What is the scope of this intervention and/or constraints on the approach?
  - Why is rail the preferred mode?
  - What are the options?
  - How does each option perform in delivering benefits?
  - Other strategic considerations – regional/local socio-economic evidence/data, levelling up, re-balancing etc.

- 2.2. Assuming the group's SOBC is successful, the group will be expected to prepare an Outline Business case (OBC). This will contain more detail and information on the project and it is envisaged that the Secondary Phase Feasibility Study will play a significant role when drafting the OBC.

## **3. KEY CONSIDERATIONS**

- Transportation represents well over a third of all emissions in the District. Providing alternative methods of transport, together with other solutions and wider societal / behavioural changes are required to radically reduce carbon emission by 2050;

- Opportunities that help to reduce pollution in the district and particularly within urban areas should be explored;
- The Gloucestershire Local Transport Plan (Para 4.5.8 p.168) recognises the importance of Kemble as a key commuter hub with nearly 400,000 passengers in 2018/19 and thus demonstrating that good public transport links between Cirencester and Kemble are important;
- Great Western Railway doubled the size of the car park at Kemble a few years ago, however capacity is expected to be reached by the mid 2020s;
- The Rail Investment Strategy for Gloucestershire (RISG) identifies that rurally located stations are not geared up to accommodate today's rural customers and that poor accessibility is likely a key factor in customers choosing not to take the train.
- Network Rail has carried out a study looking at the Bristol to Birmingham rail corridor and it has produced indicative train service specifications based on detailed analysis. It has identified that there is potential for two services an hour on the south Cotswold line (one direct to London and one to Swindon allowing connections to London). Growth identified in the southern part of the district as well as Stroud, Cheltenham and Gloucester will further add to the economic case for an increase in services. An increase in services would enhance the business case for improving links between Cirencester and Kemble including light rail/bus etc.;
- There would be accessibility benefits for students who study at the Royal Agricultural University and Cirencester College and the reinstated line could help to remove some car journeys from the local road network;
- The potential for additional tourism in the Cotswolds – especially in the southern part of the district; promotes modal shift; and opportunities to link in with non-train rail customer journeys, both commuter and visitor.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1. The cost of the preparation of the business case has largely been accounted for through the preparation of the Primary Phase Feasibility Study. The Group has been successful in obtaining Government funding of up to £50,000 but to access this amount the group needs to secure approximately £17,500 from other sources. It is proposed that the Council contributes £10,000 so that the Group can use this commitment to seek partnership funding from other local authorities who share responsibilities for local transport in Cirencester such as Gloucestershire County Council and Cirencester Town Council.
- 4.2. The Cotswold District Council contribution will be funded from the Council Priorities Fund.
- 4.3. Furthermore, the council will investigate opportunities to access additional sources of funding. For example, the Gloucestershire Strategic Economic Development fund is designed to support local infrastructure projects in the county. Other opportunities include submitting

a bids to other government funds; the latest example being the Levelling Up Fund<sup>1</sup>, although this would need to be considered alongside other projects and opportunities in the District.

- 4.4. This Council has so far contributed £13,000 towards the project. Additional funding of £10,000 means this Council will have contributed £23,000 towards the cost of this project.
- 4.5. The business case and its supporting studies will help to establish the viability and deliverability of the project.

## **5. LEGAL IMPLICATIONS**

- 5.1. There are no legal implications at this stage.

## **6. RISK ASSESSMENT**

- 6.1. There are no risks at this stage.

## **7. EQUALITIES IMPACT**

- 7.1. Operating passenger rail services over this reinstated line would enable people who cannot afford or choose not to own a car to have better and more affordable accessibility to settlements that surround Cotswold District. It would also provide a cycle link in to the countryside which would help to support health and wellbeing initiatives.

## **8. CLIMATE CHANGE AND ECOLOGICAL EMERGENCY IMPLICATIONS**

- 8.1. There is potential to reduce the number of private car journeys by providing an alternative.

## **9. ALTERNATIVE OPTIONS**

- 9.1. To not provide financial support but the risk would be that the community rail group may not meet the basic requirement of securing an element of match funding to prepare a Strategic Outline Business Case.
- 9.2. To offer a different level of financial support for the preparation of the SOBC. For example, to fully match fund the project so that the community group can be guaranteed to access the full £50,000 of government funding.

## **10. BACKGROUND PAPERS**

- 10.1. None.

END

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<sup>1</sup> <https://www.gov.uk/government/publications/levelling-up-fund-prospectus>

# Agenda Item 12

 COTSWOLD DISTRICT COUNCIL	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	<b>CABINET - 12 APRIL 2021</b>
Report Number	<b>AGENDA ITEM 12</b>
Subject	<b>BOURTON-ON-THE-WATER TOURISM CHARGE CONSULTATION RESPONSE</b>
Wards affected	Bourton-on-the-Water
Accountable member	Cllr Mike Evemy – Deputy Leader and Cabinet Member for Finance <a href="mailto:Mike.evemy@cotswold.gov.uk">Mike.evemy@cotswold.gov.uk</a>
Accountable officer	Jon Dearing – Group Manager for Resident Services Tel: 01993 861221 Email: <a href="mailto:jon.dearing@publicagroup.uk">jon.dearing@publicagroup.uk</a>
Author	Mandy Fathers – Business Manager for Operational Support and Enabling Tel: 01285 623571 Email: <a href="mailto:mandy.fathers@publicagroup.uk">mandy.fathers@publicagroup.uk</a>
Summary/Purpose	To present the results of the Bourton-on-the-Water tourism charge consultation and to seek approval on how the proceeds of the tourism charge can be utilised
Annexes	Annex A – Full consultation response Annex B – Parish Council suggestions
Recommendation/s	<p>It is recommended that Cabinet approves:</p> <ul style="list-style-type: none"> <li>a) <i>An increase in litter bins as set out in 3.2;</i></li> <li>b) <i>An increase in officer presence through the Civic Pride project during peak visitor season;</i></li> <li>c) <i>The installation of bollards opposite Rissington Road car park;</i></li> <li>d) <i>An annual consultation with local residents and the Parish Council to inform decisions on other improvements for consideration</i></li> <li>e) <i>That delegation be given to the Deputy Chief Executive, in consultation with the Deputy Leader and Cabinet Member for Finance, and Bourton-on-the-Water Parish Council to approve the spending of any balance of the £25,000 budget to help support Bourton-on-the-Water Parish Council initiatives.</i></li> </ul>
Corporate priorities	<p>Delivering our services to the highest standards</p> <p>Helping residents and communities access the support they need for good health and wellbeing</p> <p>Responding to the challenges presented by the climate crisis</p>

Key Decision	NO
Exempt	NO
Consultees/ Consultation	The Leader of the Council, The Deputy Leader of the Council, Chief Executive, Deputy Chief Executive, Monitoring Officer, Group Manager for Resident Services

## I. BACKGROUND

- I.1. On 7 December 2020 Cabinet approved changes to parking within the village of Bourton-on-the-Water. These changes came into effect on 8th March and were the:
- i. Removal of 'free after three' parking;
  - ii. Removal of the half hour and one hour changes and to implement a minimum stay period of two hours;
  - iii. Extend Sunday parking tariffs from 4pm to 6pm; and,
  - iv. Add an additional 50p to all parking tariffs of two hours or more. The additional income generated from the 50p increase to be invested back into services and facilities within the village to help alleviate the impact of mass tourism.
- I.2. Cabinet proposed that a consultation with Bourton-on-the-Water Parish Council, their District Councillor, local residents and businesses be undertaken to obtain views on how the expected increase in income as a result of the 50p increase be utilised.
- I.3. This consultation took place over a period of 4 weeks from 15 February to 14 March 2021 and produced 261 responses.

## 2. MAIN POINTS

Within the questionnaire the Council included its initial ideas on what it considered might help manage tourist visits to Bourton-on-the-Water. The following items were listed and respondents were asked to rate their response (items have been listed in order of residents' preference with 'Rated 5' being the action definitely needed):

Item	Rated 1 (not needed)  No. of Respondents	Rated 2	Rated 3	Rated 4	Rated 5 (definitely needed)	Total Respondents
Additional rounds by parking wardens to reduce illegal parking	24	15	30	31	159	259
More frequent litter collections	15	16	46	37	139	253
Real time information on A429 to inform visitors when car parts are full	24	16	42	41	136	259
Increased number of litter bins or bins with a larger capacity	22	14	38	56	125	255

Bollards opposite Rissington Rd car park to stop illegal verge parking	53	21	36	40	103	253
Communications to visitors to encourage good behaviour	42	34	57	38	77	248
Increase the capacity of public toilets	51	28	76	35	61	251

- 2.1. There was an option for respondents to put forward other ideas of how the tourism charge could be spent. There were 160 responses to this. There was an array of different ideas and the full list is available in Annex A. To ensure that local needs are listened to, and that best value is obtained from the funding available, it is proposed that an annual consultation takes place. The consultation will seek feedback on the impact of the investment and identify others investment ideas for consideration. It is clear from the outcome of the consultation that additional conversations are required with third party organisations, such as Gloucestershire County Council to address some of the issues arising from mass tourism in Bourton-on-the-Water.
- 2.2. Bourton-on-the-Water Parish Council have put forward suggestions for the use of the charge, which are detailed in Annex B. The Parish Council already funds some of these suggestions through its Parish Precept.
- 2.3. It is proposed that the financial support through the Tourism Charge aims to support the infrastructure of the village and the impact experienced by mass tourism.
- 2.4. Referring back to the outcomes of the consultation, it is proposed that during the first year the following areas be considered for additional spend:
- a) An increase in litter bins – exploration work has already commenced in partnership with Ubico to consider the installation of additional large capacity bins plus additional recycling units.
  - b) Installation of bollards on the verge side opposite Rissington Road car park – this will stop illegal parking of vehicles whilst protecting the green area and therefore helping to enhance the local area.
  - c) Increasing Officer presence to promote good behaviour and signpost tourists and visitors to car parks and facilities – this could be a ‘Village Warden’ type role whose presence would be predominantly during peak visitor season. It is envisaged that the resource would provide community support, rather than community enforcement. Partnership working with local businesses and the Parish Council will be critical, whilst ensuring visitors respect the local surroundings. These officers would also be able to regularly feed back to both the District and Parish Council on how the additional measures are being received and working.

### 3. FINANCIAL IMPLICATIONS

- 3.1. It has been estimated that £25,000 of additional income will be raised each year by increasing the parking tariffs by 50p on parking for two hours or more. On this basis, it is proposed that £25,000 of funding be allocated upfront to ensure the above measures are implemented where practicable, and as quickly as possible.

- 3.2.** The costs for the works for consideration in 2.4 above are estimated to be:

Item	Unit cost £	No. Required	Total Cost £
Large Capacity Litter Bins	700.00 (including installation)	3	2,100
Recycling Bins	250.00 (including installation)	4	1,000
Bollards (dependant on type used)	500.00 (Concrete) 600.00 (Manchester) Installation Contingency	10	5,000 6,000 1,500

- 3.3.** A contingency fund of approximately £1,500 is also being suggested to cover any unknown costs such as additional hiring of specialised equipment in respect of the bollard installation.
- 3.4.** The funding for the Village Warden is yet to be established, but will not exceed £14,400. The Council may wish to enhance the role of the already established Covid Support Officers, or consider the role as part of the emerging Civic Pride project, which will focus on supporting Town and Parish Councils in developing ways to care for and enhance their local areas with support from the District council and key partners.
- 3.5.** In the event that there is a balance remaining from the £25,000 funding, it is proposed delegated authority is given to the Deputy Chief Executive to decide the allocation of the remaining funding in consultation with the Deputy Leader and Cabinet Member for Finance and Bourton-on-the Water Parish Council.

#### **4. LEGAL IMPLICATIONS**

- 4.1.** There are no legal implications associated with this report. The increase in tariffs has been subject to a variation in the Off-Street Parking Order.

#### **5. RISK ASSESSMENT**

- 5.1.** There is a risk that demand for car parking does not generate the estimated £25,000 additional income. The Council's General Fund Reserve is sufficient to fund the shortfall. Income from the additional 50p car parking charge will inform funding available from 2022/23. It is also possible, but unlikely, that pre commencement groundworks highlight unforeseen issues or services that could delay the installation of the bollards.

#### **6. EQUALITIES IMPACT**

- 6.1.** There are no unacceptable adverse effects on the protected characteristics covered by the Equalities Act that have been identified.

**7. CLIMATE CHANGE IMPLICATIONS**

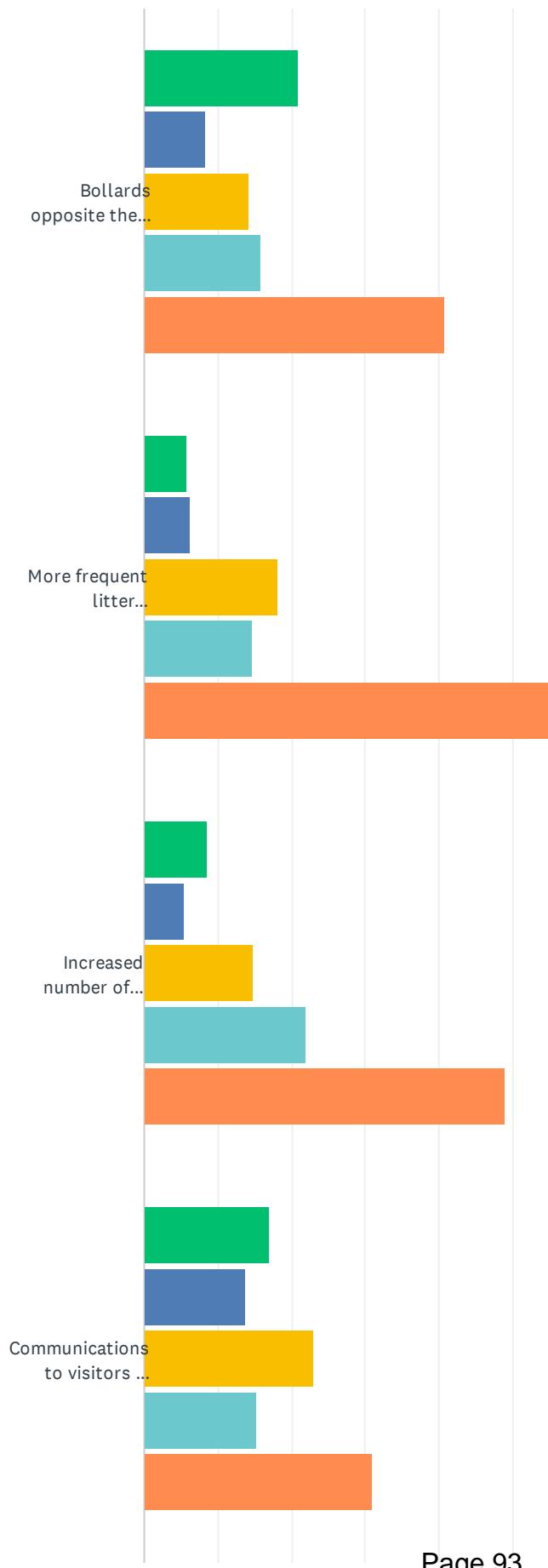
- 7.1. By increasing the capacity of recycling units within the village this will help to reduce the amount of litter put into residual waste streams.

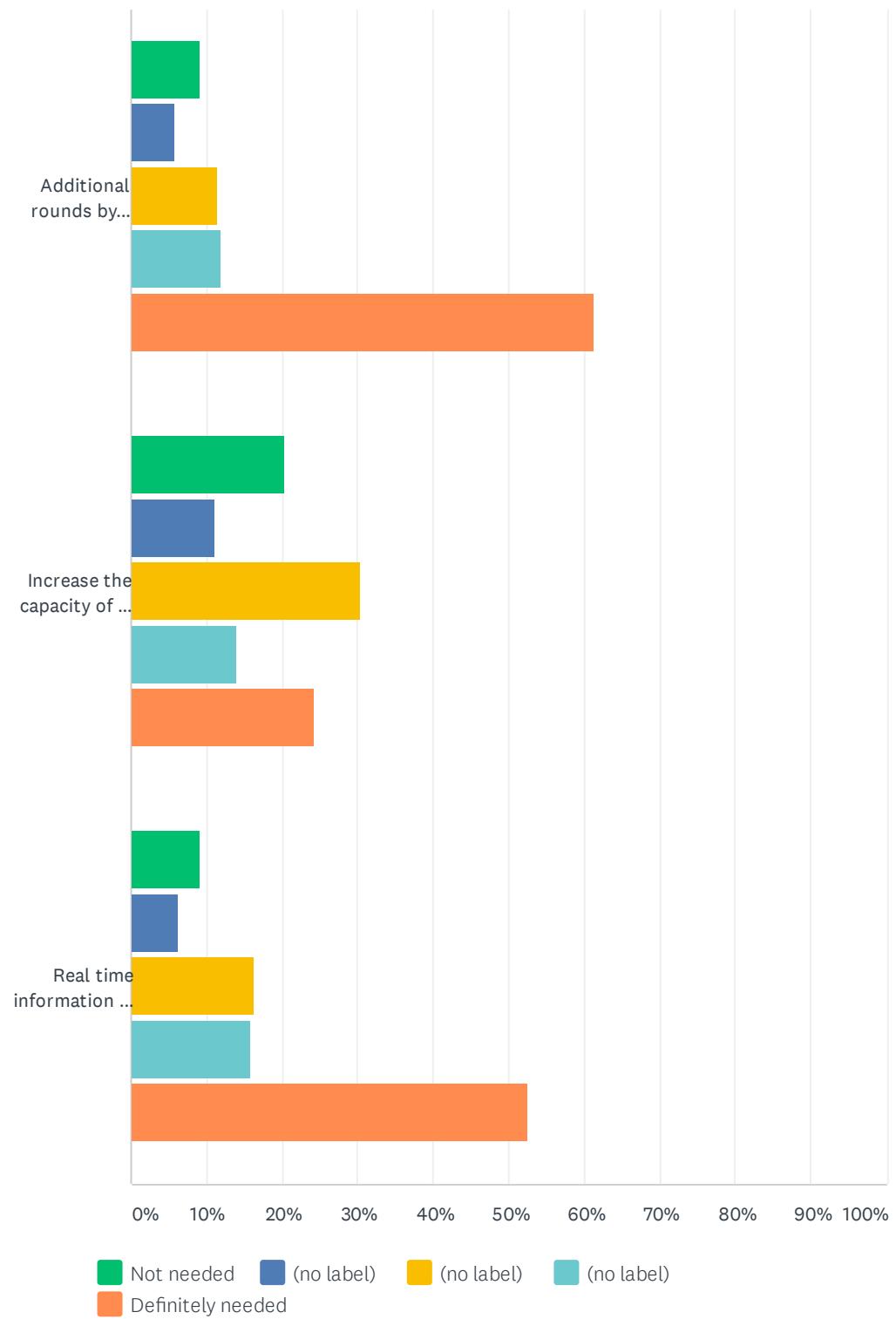
**8. ALTERNATIVE OPTIONS**

- 8.1. Members may consider agreeing spend on other elements highlighted as part of the consultation. However with limited funding and the desire to make changes as quickly as possible given the expected volumes of visitors to the village it is proposed that other options be considered later in the 2021/2022 financial year. In addition, the key areas identified for additional spend in 2.4 above, reflect the main outcomes of the consultation exercise.

**Q1 How would you rate the following ideas for spending the new funds:**

Answered: 261    Skipped: 4





	NOT NEEDED	(NO LABEL)	(NO LABEL)	(NO LABEL)	DEFINITELY NEEDED	TOTAL	WEIGHTED AVERAGE
Bollards opposite the Rissington Road car park to stop illegal verge parking	20.95% 53	8.30% 21	14.23% 36	15.81% 40	40.71% 103	253	3.47
More frequent litter collections	5.93% 15	6.32% 16	18.18% 46	14.62% 37	54.94% 139	253	4.06
Increased number of litter bins or bins with a larger capacity	8.63% 22	5.49% 14	14.90% 38	21.96% 56	49.02% 125	255	3.97
Communications to visitors to encourage good behaviour	16.94% 42	13.71% 34	22.98% 57	15.32% 38	31.05% 77	248	3.30
Additional rounds by parking wardens to reduce illegal parking	9.27% 24	5.79% 15	11.58% 30	11.97% 31	61.39% 159	259	4.10
Increase the capacity of the public toilets	20.32% 51	11.16% 28	30.28% 76	13.94% 35	24.30% 61	251	3.11
Real time information on A429 to inform potential visitors when car parks are full	9.27% 24	6.18% 16	16.22% 42	15.83% 41	52.51% 136	259	3.96

## Q2 Do you have any other ideas on how the additional tourism charge in the Council's car park could be spent?

Answered: 160    Skipped: 105

#	RESPONSES	DATE
1	I thought that the areas along the river through the village are generally dirty with litter, I have not noticed this before, regular cleaning of the village would be a good idea, so that residents benefit.	3/10/2021 4:24 PM
2	this charge should not be made ,i for one will never visit again ,greed and ignorance will deter visitors ,youve been warned	3/9/2021 7:59 AM
3	Support for local families with young children and youth services to discourage antisocial behaviour	3/7/2021 6:09 PM
4	We need a village warden to enforce the bylaws and encourage respectful behaviour. Tourism is an exchange not a depletion of a village for no return. E.g We have plenty of litter bins if used properly. Unfortunately the proliferation of take away waste stops them being used for other rubbish. Anti social behaviour could be discouraged and further action taken if reported by a warden. Perhaps also the very loud motorbikes could be discouraged from roaring up and down the high street and be required to park in the car parks only. Perhaps we could pay a traffic warden to ensure parking is only in permissible areas. We have also fallen into the trap of opening up additional parking so that the village and its amenities exceed capacity instead of turning visitors away. In Cirencester as an example only one car park is long stay. There should be a maximum stay of 3 hours which is plenty of time to enjoy the village and visit the shops and services.	3/5/2021 10:28 PM
5	Someone in car Park giving Tourist advice- Tourist hut. More knowledge means tourists spread out more and leave if too full or nothing to do....students could do this for example	3/5/2021 6:16 PM
6	Community grants for local groups.	3/5/2021 1:56 PM
7	Signage on A429 directing traffic away from Lansdowne Road to car parks. Liaise with Hackling and other car park owners re speedier entrance control as Station Road is a pinch point. Coaches should park on far side. Sadly, increase number of days allowed for charity/Meadow Field to ease pressure. Make it no right turn from Station Road into High Street another pinch point. Please come and visit on a Saturday and see for yourself.	3/5/2021 11:12 AM
8	I understand stand this is a tourist tax but money spent on some thing for residents not in the village centre as a payback for sharing our village with thousands of tourists would be appreciated. Even if it just jobs that highways have not got round to doing	3/5/2021 11:06 AM
9	Perhaps sort the pavement along Rissington Road opposite Marshmouth Lane, It floods when rains making it very difficult for pedestrians.	3/5/2021 8:04 AM
10	Stop the traffic taking the entrance into Bourton that takes them down Lansdowne and therefore through the centre of the village.	3/5/2021 7:21 AM
11	Hanging planters and other flowers to attract visitors. Better Christmas lights and money spent on the return of the other events like the Christmas market.	3/5/2021 7:14 AM
12	Traffic management on Station Road to discourage speeding	3/5/2021 6:52 AM
13	Larger bins help, see example on Ramsgate beaches. Recycling bins, well labelled too. Somewhere for locals to park, so that we can shop on the high street too.	3/5/2021 1:23 AM
14	Town rangers with powers to fine, ie: for littering, anti social, no compliance of green rules, verge parking etc	3/4/2021 8:29 PM
15	Employ permanent litter pickers	3/4/2021 5:47 PM
16	Rye close, rye crescent, lambert fields - when the main car parks full (or just not bothered to pay the parking fees) visitors parking in that areas, but most of the residents park front of their door with their cars and in peak times it is impossible to park in this areas for the residents as the visitors are taking the places. Making weekly shoppings/or just find a space - especially with small kids is really difficult. My suggestion is to make this area a resident parking only area and have a residents card (1/household); even if residents need to pay for it can make residents life easier especially summer time. So you can spend this extra money (on top of your suggestions above) to cover the extra costs.	3/4/2021 5:36 PM
17	double yellow line on residential areas. resident only parking. very annoying when I go for shopping in summertime, get back to my house 1/2-1 hour later and the street is full of visitor cars. I know it's not a private street but I pay council tax here not them. one parking space allocated to every house, for the owner's car, or they should pay for parking on residential streets too. parking warden to check all the areas. from the extra parking fees and/or parking fines his/her cost easily could be covered. or what would be better, if the 2 big car parks are full they should not be able to park on residential streets. parking fine! 10	3/4/2021 5:35 PM

thousand ppl like last summer is freaking insane in the village!!! if the big car parks are full there is a good few thousand ppl in the village, what is healthy for the shops, for the hospitality, for the outdoor space, for the villagers. please do something to prevent the invasion.

18	The road signage on the Fosse should direct all visitors to the car parks via the traffic lights at the top of Station Rd. Thus keeping their cars out of Lansdowne and the High Street.	3/4/2021 5:07 PM
19	More up to date playground equipment, to be suitable for all ages, something like Broadway park would be nice	3/4/2021 4:39 PM
20	Whilst I agree with the additional charge can you please STOP calling it a tourist charge. This village and all its businesses rely on tourists and by calling it a Tourist Charge, they might feel victimised. Whoever came up with the name needs to apologize and give their head a good shake. It might also be an idea to use the money generated to create more parking spaces to ease congestion on the 2 main carparks. Why can't the site at old Co-op be utilised as a car park. Put it to good use rather than it sitting empty and being an eyesore	3/4/2021 4:08 PM
21	Give some of the money back to local youth projects so the young can benefit too. Review the paths by the junction next to the post office, I have people step out in front of my vehicle all the time, someone is going to get hurt there.	3/4/2021 3:57 PM
22	A good will ambassador to answer questions and encourage good behavior from tourists	3/4/2021 3:22 PM
23	Minimise the length of stay. The village is over run. Making it an unpleasant place to live a lot of the time. It's not a holiday resort. It's a tiny village being treated like Weston super mare.	3/4/2021 3:22 PM
24	Employ a village warden during the summer to help keep footpaths clear of parked cars and A boards, stop damage to the riverbank and any other misdemeanours that tourists get up to.	3/4/2021 2:04 PM
25	Regular support to local charities such as Headspace to support the local community	3/4/2021 1:03 PM
26	Resident parking only in the summer months for Rye Close and Roman Way. Maybe instead of bollards on the Rissington Road verges could low level hedge/ shrubs be planted. A good idea to increase the charges to improve traffic control.	3/4/2021 12:53 PM
27	I think the challenge with the car park full information is that we have so many informal car parks in summer (fields, school etc), which it would be hard to monitor and provide information for.	3/3/2021 1:53 PM
28	N/A	3/1/2021 3:18 PM
29	The increase in visitor numbers puts an extra strain on an already overloaded sewage system. Can we do something about this? The river in Bourton has become almost lifeless with so many people in it now. The population of bullheads has almost disappeared. Shops selling nets should be discouraged. Can we have some of the money to restore the green and keep the trees that suffer healthy? Also it would be nice to be able to stop developers flouting the planning regulations as per the De la Hayes fiasco. We definitely could have done with some help over that. Could we also put a charge on the take aways as some of their packaging is oversized and not recyclable?	3/1/2021 11:33 AM
30	Thank you for this survey and for recognising the difficulties caused to village residents by overtourism. At busy times, traffic on Rissington Road/Station Road between the Model Village and the Co-op car park is at a standstill, stopping Station Road residents leaving their driveways. Please consider initiatives to improve traffic flow in this part of the village Illegal parking, often across driveways, is now a daily problem, even during lockdown. Please could this be prioritised? Much of the problem of overflowing bins can be tackled by encouraging chip shop owners to not serve takeaways in bulky boxes that quickly fill the bins provided. Larger or additional bins would not solve this problem and would be an eyesore on our lovely village green	3/1/2021 10:52 AM
31	As the higher car park charges will encourage even more tourists to park on our residential streets, how about a resident parking scheme?	2/28/2021 7:32 PM
32	some more benches in the sun would be lovely for residents who live here out of season and who occasionally need a little sit if they have walked into the village from the outskirts	2/28/2021 9:02 AM
33	Solar powered recycling bins that compress the rubbish meaning we don't need loads of extra bins. A decent park (like Broadway) to ease the tourists in the Center and occupy the children or so locals can use it when the village is too busy. Parking meter on the road parking which is currently free for 1.5 hours - this needs to be free for 30 mins for locals to use then £5/hour as premium village parking! Maybe on chargeable April - September	2/28/2021 7:35 AM

34	Defibrillator maintenance probably £300/year max as they were bought by the now defunct Chamber of Commerce. 2 in centre of the village currently a burden on the 2 host business premises.	2/26/2021 10:33 PM
35	More colourful plants to brighten up the area.	2/26/2021 8:14 PM
36	Increasing the charge at Rissington Road CP will encourage visitors to park elsewhere including residential streets nearer the village centre, as often happens where I live. It will also penalise the elderly and disabled residents who need to drive into the village rather than walk. Presumably the other CPs are privately owned and can't be included.	2/26/2021 3:28 PM
37	Other ways to prevent people parking on roads rather than in public parking.	2/25/2021 8:42 AM
38	No.	2/24/2021 2:56 PM
39	Create a one way system for motor vehicles using Bow Lane and Letch Lane which could allow for the creation of footpath/ safe walking on each route. I suggest that Bow Lane discharge on to Victoria St. with Letch Lane discharging on to "the steeps" road (from Bourton going up to Clapton on the hill) with a modified exit to improve visibility/safety for drivers.	2/24/2021 2:11 PM
40	Not expensive bollards for verge, boulders are just as effecting and more in keeping. Dealing with the sources of litter is the issue. Good behaviour is going to be determined by total landscape aesthetic and experience not just a sign. Parking needs sorting holistically by not encouraging cars into the village in the first place, small secure satellite parking. (i.e. issues regarding misuse and camping) Capacity of the current toilet facilities is fine perhaps lowing footfall on the riverside and put facilities in exterior small satellite parking spots. (like Broadway) Parking information boards would become unnecessary, if the directing of vehicles into a tight village was solved.	2/24/2021 1:32 PM
41	More Community Police	2/24/2021 11:54 AM
42	Signs at entrances to village (Rissington Road at 30 MPH sign, at base of Bourton Hill, at junction of Fosse and Lansdowe, at junction of Fosse and Station Road, at junction of Fosse and Bourton Industrial estate) that welcome visitors and that encourage them to leave this part of an AONB as beautiful as when they arrived (please take your litter home!).	2/23/2021 9:40 AM
43	Continue with arrows and signs to make people walk on the left of pavement in certain areas.eg On way to both car parks. So locals can get through easier. More traffic enforcement so people don't park in front of houses. More signs to say for residents only on housing estates so locals can park outside their own house. People don't like paying for parking but can spend the same money on a cup of coffee. More parking for people who work in village. Lots on min pay shouldnt have to pay to come to work. Mini buses, camper vans to stay out of centre. So much better without them this past year. They cause lots of problems slowing traffic and near accidents where vehicles reversing. We need visitors but the need to respect our village	2/23/2021 8:52 AM
44	Signage in various areas in English & some foreign languages: - large size signs in car park by meters, exit etc. - in public toilets - maybe over sinks so they will be read during handwashing & on back of toilet doors ( e.g. in Chinese as they make up a large percentage of non-uk visitors ) - & smaller signs by houses. The purpose of which would be to inform tourists that Bibury is a real village & not a theme park, and the houses are private property & you cannot enter them or their gardens. Introduce instant fines for trespassing, overseen by warden whose wages would be funded by fines. Obviously this would need to be done with sensitivity so as not to appear Draconian. Dedicated motorcycle parking is definitely needed & long overdue. Litter bins should be signed to show that dog waste can be put in them if there aren't many dog waste bins. Biodegradable dog waste bags could be attached to bins, either free or 5p / minimal charge to cover them ( this works very successfully in France & many other European countries. Either employ visitor warden or increase powers of parking wardens to include ability to fine for littering & not picking up after dogs, & also to enable the wardens to smash car windows to save dogs in hot cars. & fine owners. (Signage about leaving dogs in hot cars, public toilets again would be good site for this, along with in car park). Organise volunteer visitor helpers, similar to red shirts in Gloucestershire hospitals, use some money for training, have t-shirts printed so they are obvious - maybe have "Ask me!" printed on them.	2/22/2021 12:55 PM
45	Cycle/walking track in place of the old railway line to Kingham- to get visitors out of cars, and reduce cars coming to Bourton. Lots of other benefits to community too.	2/22/2021 12:33 PM
46	Subsidising a half hourly bus service from Bourton to Cirencester and Stow	2/22/2021 8:29 AM
47	Further support for the Tourist Information Centre.	2/22/2021 8:10 AM

48	Encourage recycling by putting more modern bins in place.	2/21/2021 11:46 PM
49	Sustainable car-free tourism, so better bus/cycle links to Kingham.	2/21/2021 10:45 PM
50	Yes, more trees in the village, in Rye Close and Lambert's Field as well as in the main shopping high street.	2/21/2021 9:59 PM
51	To fund resident parking permits in conjunction with changing some of the on street parking to resident only parking	2/21/2021 12:13 PM
52	Make sure visitors do not park in Ryeclose because residents there cannot park outside their own homes and this has been going on for years and nobody cares about a ex council estate but the parish council love the money!!	2/20/2021 9:35 PM
53	HIGH ST ,MOORE RD,STATION RD PARKING FOR LOCALS ONLY. HAVE A CARD WITH GL54 POSTCODE TO DISPLAY IN CAR WINDOW.	2/19/2021 7:36 PM
54	Reduce council tax.	2/19/2021 8:57 AM
55	I believe the Parish council has increased the precept to fund additional parking warden hours. I don't believe the residents should pay for this so this fund seems an ideal alternative. Reimburse the PC for any tourist related expenditure including maintenance, facilities etc that currently the residents fund	2/18/2021 8:31 PM
56	Traffic calming in Little Rissington Automatic bollards to close off the pinch point near the post office for vehicles at busy times and especially summer weekends. Converting the old railway into a cycle track to Kingham	2/18/2021 5:17 PM
57	Re opening the Railway to Kingham. Electric vehicle charging facilities	2/18/2021 1:05 PM
58	Fixing the green. You can get bins which crush the rubbish, they are expensive but worth it as they will need to be emptied less and won't overflow.	2/18/2021 8:22 AM
59	This must NOT penalise local carpark users. Please find a way to avoid charging locals who sometimes NEED to use these car parks, any extra. Perhaps issue parking vouchers to residents of local villages?	2/17/2021 8:10 PM
60	Bourton-on-the-Water VIC does a grand job and offers a friendly face to visitors. They need all the financial help they can get, so a generous grant would be appreciated.	2/17/2021 7:59 PM
61	Fix potholes in areas and add more double yellow lines around residential areas to stop the people who still don't listento use the car parks	2/17/2021 7:28 PM
62	Providing additional spaces & facilities for younger people & children in Bourton, who clearly struggle to find sensible places to be together/activities to take up their time, which is not helped by the village being regularly overcrowded.	2/17/2021 6:45 PM
63	Something to stop visitors parking in residential roads. I dont know how this could be done as at present it's legal to park in residential areas but I feel for the locals that have issues such as driveways blocked.	2/17/2021 3:28 PM
64	Adventure play ground like at Broadway and skate park	2/17/2021 2:39 PM
65	To support the local football club. Bourton Rovers has been a safe haven for literally hundreds of kids for over 25 years and continues to do so. Now more than ever it needs our support.	2/17/2021 12:37 PM
66	Something for the people who actually live here. This village caters for the silver market but provides nothing for children/young adults. All european towns/villages provide softball courts/ 5 aside football courts. More positive solutions for young people please.	2/17/2021 12:33 PM
67	The neighboring villages should receive a fair proportion of this charge. We are struggling with the additional pressure in our community. Overflowing bins on the green at Guiting Power cars parked in the verges, non payment for parking in the local car park etc	2/17/2021 10:19 AM
68	Skate Park for the children of Bourton ,our parks are pitiful there is nothing for teenagers at them ,	2/17/2021 9:00 AM
69	to provide extra parking , toilet facilities and access for disabled people . to provide suitable free parking for motorcycles and bicycles and other forms of transport that do not congest the roads like cars and trucks do . whenever motorcycle parking is provided it allways ends up with car drivers parking in and blocking the areas set aside for 2 wheeled transport . paying for parking at end of stay would be a much cheaper alternative as it would not require parking wardens to ticket vehicles for overstays , and then the wardens who are working in bourton could be used for other more important work . as with the costwold water park you could have a season parking ticket which i believe is £18 a year at present , which could be	2/17/2021 6:43 AM

	used all over the costwolds and bought in advance , much like youd get from the national trust when joining it , then people could buy a permit to park in any public car park within the CDC area .	
70	Do not spend in on the green. As villiger dont benifit from this. New recycling bins for all the waste like burford has. Trees in older parts of bourton where viligets actually live thank you	2/16/2021 11:39 PM
71	Activity park more specifically aimed with teenagers in mind as with Montpellier park or Pitville Park with a skate area, climbing wall area, trim trail	2/16/2021 10:49 PM
72	Facilities for the kids and teenagers of the village!	2/16/2021 10:17 PM
73	Signage at Lansdowne entrance stating "no entry to village centre" so tourist traffic is directed to Station road entrance, therefore towards the car parks and not gridlocking the high street that has become dangerous. Villagers would know they can still use this entrance and therefore be less aggrieved with getting caught up in tourist traffic whichever way they go	2/16/2021 9:36 PM
74	Youth projects, play equipment. Dementia friendly village	2/16/2021 9:28 PM
75	Let them be	2/16/2021 8:26 PM
76	A skate park. The youths have nothing to do so end up causing mischief as they are bored.	2/16/2021 7:49 PM
77	New attractions like fun walks with nature things to spot and do for family's to keep the volume of visitors out of the centre of the village.	2/16/2021 6:43 PM
78	Speed camera in Moore road. Should self fund if offenders are fined	2/16/2021 4:10 PM
79	Bollards opposite Rissington road car park would be better if used timber posts and maybe chain rather than stone or concrete. It is a/was a beautiful area before parking and utility companies damaged it. Needs releveling, reseeding and later maybe later some more bulb planting.	2/16/2021 3:29 PM
80	Litter picking on the main roads around and through Bourton. Warning signs to discourage littering (Rissington Parish is becoming a dumping ground for litter)	2/16/2021 3:08 PM
81	Make it safer for locals to access Amenities by ensuring the village isn't overrun with tourists especially in today's climate	2/16/2021 3:05 PM
82	Give back to local business'	2/16/2021 2:36 PM
83	Widen the junction to the car park so residents don't get stuck in the queue for the car park.	2/16/2021 2:11 PM
84	Financial support of at least 50% of annual costs of visitor information centre. Firm action on the River Windrush sewage pollution and name and shame the Thames Water and Environment agency Extend the opening hours of the public toilets to 7 pm Set up a friends of Bourton scheme so it's easy for visitors to donate towards care of the green and hanging baskets Support an apprenticeship scheme for local unemployed to develop skills for tourism	2/16/2021 2:00 PM
85	Replacing yellow lines with red lines in centre of village during peak periods	2/16/2021 1:49 PM
86	more parks for young kids	2/16/2021 1:42 PM
87	Reducing the amount of tourists who visit our village making driving difficult for residents who get caught up in the traffic jams when the car parks are full. Supply a full time traffic warden throughout the season April to October.	2/16/2021 1:32 PM
88	Replace stiles on public rights of way in the area with gates, to help the less mobile. Signs in Japanese and Chinese telling people not to photograph private homes or go in people's gardens. Fed up with finding groups ogling in my Windows!	2/16/2021 12:49 PM
89	The parking in the centre of the village should be allocated to business owners / workers only on a permit, so that everyone who is contributing to the wealth of the community can at least park every day without getting a ticket.	2/16/2021 11:41 AM
90	Stop tourists coming into Bourton via Lansdowne entrance as this causes havoc in town. Put large signs up with 20mile hr apped limit.	2/16/2021 11:35 AM
91	ban street parking notices.	2/16/2021 10:36 AM
92	Park and ride service into the village potentially around the Industrial Estate to prevent traffic through the village, with more expensive parking costs in the village. Yearly confirmation & reports of how the extra revenue from the car park is spent. Signs can be ignored - tasteful physical deterrents to prevent those who risk it with the parking warden.	2/16/2021 10:03 AM

93	1. Free parking for locals. At the moment there is nowhere to park as the visitors take all the short stay parking along High St and Station Rd too. 2. Promote other Cotswold villages. There are just too many people visiting Bourton. It really isn't a pleasant place to be a lot of the time. 3. Subsidise other clubs and societies so they can really thrive. Maybe give them rent-free access to Victoria Hall or Community Centre. 4. Make the library bigger. 5. Give financial awards to companies that serve the community rather than tourists. Eg Hairdressers, opticians, mobility shops, house and garden supplies, pharmacists. But these businesses must demonstrate how they are there for locals first and tourist second.	2/16/2021 9:10 AM
94	Make all parking chargeable and introduce a residents parking permit.	2/16/2021 9:09 AM
95	Residential parking permits to deter tourist parking.	2/16/2021 8:11 AM
96	More parks for children of all ages	2/16/2021 7:25 AM
97	Method to improve flow of traffic by the car park when cars queuing to get into car park	2/16/2021 5:55 AM
98	Improvement to footpath between car park and Rye Close to solve the problem of the flooding	2/15/2021 10:54 PM
99	Ban motorbikes along Rissington Road at least.	2/15/2021 10:51 PM
100	Permits issued to residents to be able to park outside their own property. Any vehicle parked without a permit. Illegal parking, such as that on Rissington Road, Melville, Roman Way etc, clamp them.	2/15/2021 10:42 PM
101	More attractive signage, much more in keeping with the attractiveness of the village.	2/15/2021 10:34 PM
102	The ideas put forward feel very conservative, you have the opportunity of possibly £25,000pa - it would be nice to see the Parish Council being more imaginative.	2/15/2021 10:34 PM
103	What about the "locals" from the surrounding villages that need to visit Bourton for essentials? This is a direct tax on them.	2/15/2021 10:33 PM
104	Free permits to residences and make out street permit only because in holidays / summer and bank holidays roads are horrendous and I just want to park with ease at my property - car parks are not often full and our streets are because they refuse to pay for parking .	2/15/2021 10:03 PM
105	Spent on the youth of the village. Skate park, activities to keep them busy when out with their friends. Community youth projects - gardening clubs, mechanic clubs, bike maintenance club.	2/15/2021 9:04 PM
106	Definately NOT bollards along Rissington Rd , that would look awful. Would be much better to do something with planting/natural bunds which make it difficult to park along there.	2/15/2021 8:40 PM
107	A children's activity park, similar to Pittville Park. This serves as a double benefit adding an addition area for tourists to use (facilities are limited for kids to blow steam) reducing the impact and human congestion in the village and provides a play area for local kids to us. Build a cafe that hopefully covers the annual maintenance and management of the facility so it stands on its own two feet.	2/15/2021 8:21 PM
108	Applying double yellow lines to side roads and estates. This would put a stop to silly parking as well	2/15/2021 8:20 PM
109	This money should also go towards better public transport to reduce car use.	2/15/2021 8:10 PM
110	More dog poo bins are needed	2/15/2021 7:53 PM
111	Bourton must be the busiest village for pedestrians in the Cotswolds WITHOUT a single pedestrian crossing. Pedestrian crossings at locations where pedestrians are vulnerable e.g. Station Rd/Rissington Rd/High St junction, Sherborne St/High St/Moore Road junction, Victoria St/High St junction are badly needed.	2/15/2021 7:32 PM
112	More car parking spaces to avoid visitors parking in resident driveways Permanent pedestrianisation of High Street More short stay parking for locals visiting shops, post office, chemist etc	2/15/2021 6:55 PM
113	I would not like bollards as they would be ugly. Also no big bins. Now we have another shop using boxes which do not get recycled perhaps we could try boxes only bins or get the shops causing the litter to employ someone to collect the boxes up! Could we have yellow lines or residents only parking in Gas Works Lane as tourists always try to park in even our allocated spaces we are the only road not to be having the new yellow lines. More parking wardens please at appropriate times not evenings picking on locals. Limit the number of coaches.	2/15/2021 6:47 PM
114	As a donation to local sports clubs e.g. Bourton Vale Cricket Club or the football club	2/15/2021 6:23 PM

(opposite the car park) - to improve the health and well-being of local young people and adults.

115	Enrol volunteers to carry out twice-weekly litter-picks of (at least) the entire parish road network, just like Little Rissington has done where it has made a huge difference. In fact, keeping their parish litter-free is so easy that they are to be seen cleaning up bit of ours! We need to respond! Funds are needed to equip volunteers with their own grabber and hi-vis vest to keep. Little Rissington Parish Council will, I'm sure, give advice on how to do what they are doing.	2/15/2021 6:16 PM
116	Posh toilets	2/15/2021 6:14 PM
117	Hush money to the village idiots on the Facebook group.	2/15/2021 6:09 PM
118	More funding for Tourist Information Centre as money is coming from tourists. They provide an excellent all round service that benefits the local economy.	2/15/2021 5:59 PM
119	Litter collectors, something to tackle the dog waste problem, better play equipment in the parks	2/15/2021 5:45 PM
120	Let's start with resurfacing the Rissington Road car park which was promised 2+ years ago out of CDC funds not this tourism charge. Bollards should be hardwood timber posts, like north of Stow, not concrete or low level post & rail. More bench seating, each with a bin. Auto car park capacity signage on Fosseway - Station Road & Lansdown Road to reduce excessive numbers. Residents only parking in roads running off Rissington Road.	2/15/2021 5:44 PM
121	To spend the money on local charity the young mental health support. Limited tourism visiting, repespt	2/15/2021 5:42 PM
122	Deter the number of fast food outlets in the village with legislation and encourage more diversity with retail outlets that can also meet needs of the community. Bourton has become the fast food capital of the Cotswolds and the cause needs treating rather than the symptoms; money will certainly help to treat the cause.	2/15/2021 5:32 PM
123	Resolve flooding of pavement passing cricket ground, opposite car park. Increase width of pavement where too narrow for two people to pass easily	2/15/2021 5:07 PM
124	Wider pavements that don't flood when it rains. Better signage for country walks from the village centre. All weather paths on paths near the football ground. Stiles that don't need people touching them e.g. 'kissing gates'	2/15/2021 5:07 PM
125	I would worry bollards on Rissington road would just encourage more parking in residential streets. Residents permits more beneficial?	2/15/2021 5:05 PM
126	Ensure parking wardens are in the village at peak times and days. Designated parking for locals. Make sure on bank holidays additional parking is available or ensure when all car parks are full turn tourists away. If takeaway premises use lots of waste packaging when serving tourists make them pay towards the additional bins and waste collections through there council tax.	2/15/2021 5:00 PM
127	Pedestrianize the high street.	2/15/2021 4:59 PM
128	It should be put into the local learning/education for the local children such as greystones and making some nice park/play areas that won't be vandalised by the older children.	2/15/2021 4:24 PM
129	Bollards only if they fit in with the natural environment and not an eyesore. I would block of a part of the main road also to make it pedestrianized but I think that was a plan a while ago that was voted on and NO was the outcome.	2/15/2021 4:11 PM
130	Add a sign by the ticket machine explaining that the extra charge - is about investing in the village, not just going into Council coffers.	2/15/2021 4:06 PM
131	Ideally more cycle paths and restoration of footpaths to encourage visitors out of the centre. Also better signage altogether to the car parks and to help flow of cars and tourists in the village	2/15/2021 3:54 PM
132	Extra "gardening" improving verges and open spaces around the village. This will make the village nicer for villagers and visitors alike.	2/15/2021 3:44 PM
133	Spend it on things for the community NOT the tourists e.g. youth projects	2/15/2021 3:35 PM
134	To create a public space for villagers like the beautiful village field they have in Broadway. Villagers have been driven out of their beautiful village and been compensated with scraps of land by industrial estates etc. They need a beautiful field where they can picnic and run their dogs and play like they have in Broadway. I would prefer the charge to be a congestion	2/15/2021 3:35 PM

charge when you enter the village and would levy it at £10 per day in the high season. This would mean those who park illegally would be making a contribution too - locals obviously would be exempt from the charge.

135	Signage to put out on the main entrances to the village telling tourists 'VILLAGE FULL'. Having someone to police the signage. We need to find a way to stop the deluge of cars that continue to come into the village when it is already overfull. The sheer numbers cause gridlock and horrendous illegal/inconsiderate parking. Consequently, negative feelings amongst residents run high. I know I'm not alone when I say that the more tourists there are - the less respect they seem to show to the village. This lack of respect for the village was particularly atrocious last year and residents felt completely abandoned and powerless to do anything about it. Feelings ran very high and many of us were relieved that those tensions didn't spill over into anything uglier. After the preposterous number of tourists cramming into the village last year, residents need to feel there is some control over the numbers this year.	2/15/2021 3:35 PM
136	Some of your ideas are a one off payment so ongoing management of tourism so traffic is better managed and car parks can be opened at short notice when needed and signed better as well as having resident only access to some areas and plans to get tourist traffic into carparks not cruising around to save a few quid on parking and causing logjams	2/15/2021 3:19 PM
137	Parking wardens for litter , covid restrictions implemented, more fines . Wider paths into village as it is impossible to pass groups and keep 1 meter. Hand sanitizer stations next to pay and display meters	2/15/2021 3:19 PM
138	Updating signage to the same design throughout the village so it looks more professional	2/15/2021 3:05 PM
139	Residents parking?	2/15/2021 3:03 PM
140	yes put up residents only parking signs so residents can park where they live. the extra 50p will only encourage them to park in our spaces	2/15/2021 2:59 PM
141	Sat navs to direct cars etc through station road entrance to village . NOT through Lansdowne. Or at least a sign at lansdowne to say no entry other than locals and local bus .	2/15/2021 2:46 PM
142	Better signage for existing car parks	2/15/2021 2:39 PM
143	On activities for teenagers in particular. Use of voluntary groups working locally m. increased use of playground and parks. Community Garden schemes	2/15/2021 2:33 PM
144	High street CCTV Recycling refuse bins, in and around the village centre and busy tourist routes to and from the car parks	2/15/2021 2:27 PM
145	Alternative landscape led interventions to restrict parking opposite risk road car park, including wildflower planted boids and sealed. (I'm a landscape architect, I can help detail these)	2/15/2021 2:26 PM
146	Use some of the money for better tourist information, meet and greet tourists around the village advising where to go, what to do and not just send them down the river strip, parks, walks, grey stones,river walks along behind landsdowne road, lunch spots and picnic spots, toilets etc not just let them wander into one space on the green. People go there because that's all they know not necessarily what they want. 'Here to help' people guiding people and watching for bad behavior in the village, help them not hate them. No wonder the area around the kingsbridge is rammed when all the ice cream sellers are within 50yds of each other, we are creating the surge into one area and can be dangerous.	2/15/2021 2:20 PM
147	More information about tourist attractions elsewhere in the locality. Significantly higher parking charges. Parking permits for locals. Restrictions on the number of takeaway/fast food outlets.	2/15/2021 2:16 PM
148	Resurfacing the car park.	2/15/2021 2:14 PM
149	You have mentioned more bins but more recycling bins are needed too to encourage people to think about the environment.	2/15/2021 2:10 PM
150	Widening the pathways and reducing the length of the parking spaces on the high street. Or adding a barrier to stop cars from parking over the pavements, this reduces the space of walkways making if difficult to walk through the high street when it is busy. Making the high street 'locals only'. Need to live within 10 miles of Bourton to be allowed to park there free of charge!	2/15/2021 2:05 PM
151	I understand that the idea was previously refused but I am in favour of pedestrianisation of the main part of the village. Not sure that it is required all of the time but some type of system that can be introduced at peak times with signage from the A429 when it is in force would be useful.	2/15/2021 1:50 PM

152	No	2/15/2021 1:47 PM
153	more car parks	2/15/2021 1:42 PM
154	Notices to advise visitors not to enter private gardens for photo opportunities and blocking driveways and residential areas is a major problem. The 50p charge may however drive visitors to save money and flout the law. Definitely a permanent traffic warden and signs to advise village is full	2/15/2021 1:40 PM
155	Limit number of coaches, limit times that the field on station Road is able to open and the cricket club limit opening and the school. With the combination of these and the other car parks the amount of people, traffic, pollution and litter is overwhelming. I am actually totally totally appalled that the council allowed all of the additional 3 parking areas to open last summer whilst in the middle of a global pandemic, the only possible reason they opened was for money , it certainly was not beneficial to the local residents it just added even more to their mental health issues during such times, unforgivable!!!! It would be lovely if the roads into Bourton were closed a couple of times a year apart from to residents so that the local people could enjoy Bourton centre without masses of tourists. How about a reduction in council taxes to off set the amount of tourists locals have to endure.	2/15/2021 1:34 PM
156	Short stay parking only 30mins on high street.	2/15/2021 1:33 PM
157	Put the money into something that the local teenagers can benefit from	2/15/2021 1:20 PM
158	Give some funds to parish council towards maintenance of village green. These costs currently go on our council tax, which doesn't seem fair	2/15/2021 12:56 PM
159	These are disappointing ideas. I was hoping to see ideas such as investigating back into the footpaths, family picnic areas away from the main Street and	2/15/2021 12:52 PM
160	Putting some sort of restrictions/fining on cars that park on the land at Bourton Bridge and then advising people that crossing the Fosseway at this point is a danger to themselves and road users. It's an accident black spot and is absolutely not a safe place to park.	2/15/2021 12:24 PM

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# Bourton-on-the-Water Parish Council

Council Office, The George Moore Community Centre,  
Moore Road, Bourton-on-the-Water, Glos. GL54 2AZ  
Tel: 01451 820712  
Email: [clerk@bourtononthewaterpc.org.uk](mailto:clerk@bourtononthewaterpc.org.uk)

## Suggestions for best use of Tourism Charge

*The funds should be aimed directly at the management of problems associated with tourism/high visitor numbers and the costs that are incurred by Parish Council as a result of this such as:*

- Installation of wooden bollards/posts along the grass verge on Rissington Road to prevent illegal parking.
- Warden patrols of the Village Green area during peak season (Easter to September).
- Enforcement of current/new traffic regulations. Possibly employ a full time CEO seven days a week in peak season plus the weekends during low season. Additional CEO hours recently purchased at a cost of almost £10k per annum.
- Planning new traffic regulations to help with traffic flow.
- Co-ordination of car parks including possible real-time number of spaces signs and more signage to direct visitors correctly.
- Subsidise annual repairs/re-turfing of the Village Green caused by high footfall (approx. £2k per annum).
- Subsidise repairs to the riverbank walls and riverside paving which is needed due to erosion by tourists (approx. to £2k per annum).
- Subsidise a residents' waiting exemption scheme. Like permit parking but no marked bays just a car window sticker indicating you are exempt from a village centre waiting restriction.
- Willow tree project - repairs/improvements to area around the willow tree and War Memorial (grass, pavement, river wall and bank) to improve safety for pedestrians and reduce ongoing maintenance costs. Project costs estimated at approx. £30k-£40k.
- Explore projects to support sustainability/climate emergency. Make use of renewable energy sources to release more of the precept for residents' projects.
- Consider suggestions raised from BTAG findings (contact Cllr Paul Hodgkinson).

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## CABINET – 12 APRIL 2021 - AGENDA ITEM 13

### SCHEDULE OF DECISION(S) TAKEN BY THE LEADER OF THE COUNCIL AND/OR INDIVIDUAL CABINET MEMBERS

Note: Further details regarding the decision(s) are available in the relevant Decision Notice(s).

Cabinet Member	Meeting Date	Subject	Decision(s)
Deputy Leader and Cabinet Member for Finance	17 February 2021	2020/21 Business Rates Revaluation Discretionary Rate Relief Scheme	<b>RESOLVED</b> that the Deputy Leader approve the discretionary rate relief scheme for the 2020/21 financial year, with relief being awarded at 2.7% of the increase above £2,400.
Deputy Leader and Cabinet Member for Finance	10 March 2021	Community Projects Fund: Applications for Financial Assistance	<b>RESOLVED</b> that the submitted applications for financial assistance from Community Projects Fund be actioned as follows:  Arlington Community Rooms and kitchen, Arlington Baptist Church to upgrade church rooms for better community use. This application was agreed: Coln Valley £10,000  The Tetbury Rail Lands Regeneration Trust, surfacing the new section of the Tetbury Trail, to enable all weather use by wheelchairs, mobility scooters, prams and pushchairs. This application was agreed.

Cabinet Member	Meeting Date	Subject	Decision(s)
			<p><b>Tetbury East and Rural/Tetbury with Upton</b>  <b>£8,210.00</b></p> <p><b>Compton Abdale Village Hall, installation of vinyl flooring in hall.</b>  <b>This application was agreed.</b>  <b>Churn Valley</b>  <b>£1,042.40</b></p> <p><b>Willersey Parish Council, new play equipment suitable for toddlers/younger children at Willersey Recreation Ground.</b>  <b>This application was agreed.</b>  <b>Campden-Vale</b>  <b>£5,950.00</b></p>
Climate Change and Forward Planning	3 March 2021	£5,000 Contribution towards a Feasibility Study for the Reinstatement of the Stratford-upon-Avon – Honeybourne – Worcester/Oxford Railway Line	<b>RESOLVED that a contribution of £5,000 towards the cost of the feasibility study be agreed by the Cabinet Member.</b>
Cabinet Member for the Planning Department, Town and Parish Councils	11 March 2021	Neighbourhood Planning: Regulation 18 Decision on the Examiner's Report on the Preston Neighbourhood Development Plan	<b>RESOLVED that the Preston Neighbourhood Plan proceed to referendum in 2021.</b>
Deputy Leader and Cabinet Member for Finance	19 March 2021	Additional Restriction Grants	<p><b>That the Deputy Leader and Cabinet Member for Finance:</b></p> <p>a) approve the inclusion of discretionary grant payments for those self-employed persons eligible</p>

Cabinet Member	Meeting Date	Subject	Decision(s)
			<p>for the self-employed income support scheme (SEISS) who have identifiable fixed costs as per paragraph 2.8;</p> <ul style="list-style-type: none"> <li>b) approve the principle of funding allocations to facilitate partnership working to support economic recovery from Covid-19;</li> <li>c) delegate authority to the Deputy Chief Executive to approve funding allocations to support economic recovery in consultation with the Cabinet Member for the Economy and Skills and the Deputy Leader and Cabinet Member for Finance;</li> <li>d) approve the inclusion of the ability to fund grant payments made to businesses under other Government Covid-19 Business Grants Schemes, where the value of grants awarded exceeds the funding provided by Government.</li> </ul>

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