

Public Document Pack



COTSWOLD
DISTRICT COUNCIL

Friday, 20 August 2021

Tel: (01285) 623210 or 623236
e-mail - Democratic@cotswold.gov.uk

OVERVIEW AND SCRUTINY COMMITTEE

A meeting of the Overview and Scrutiny Committee will be held in the Council Chamber, at the Council Offices, Trinity Road, Cirencester on **Tuesday, 31 August 2021 at 4.00 pm.**

Rob Weaver
Chief Executive

To: Members of the Overview and Scrutiny Committee
(Councillors Stephen Andrews, Gina Blomefield, Claire Bloomer, Patrick Coleman,
Roly Hughes, Richard Norris, Ray Theodoulou, Gary Selwyn, Nigel Robbins and Nikki Ind)

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. **Substitute Members**
To note details of any substitution arrangements in place for the Meeting.
3. **Declarations of Interest**
To receive any declarations of interest from Members and Officers, relating to items to be considered at the meeting.
4. **Minutes (Pages 5 - 10)**
To confirm the minutes of the meeting of the Committee held on 29 June 2021.
5. **Chair's Announcements**
6. **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.
7. **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.
8. **Called-in-Decisions**
9. **Work Plan 2021/22 and Executive Forward Plan (Pages 11 - 20)**
Purpose
To receive the Work Plan and the Executive Forward Plan and identify any areas for inclusion in future Scrutiny.

Recommendation
To amend the Overview & Scrutiny Work Plan as necessary.
10. **Publica Update (Pages 21 - 34)**
Purpose
To provide an update from Publica on commissioning and procurement and on progress made in response to the Publica Board Review carried out in 2020.

Recommendation
To note the report.
11. **Review of the Governance Arrangements associated with The Steadings, Cirencester - Draft Terms of Reference (Pages 35 - 36)**

Purpose

The purpose of this review is to look at the governance arrangements surrounding the Community Management Trust (CMT) and the District Council's involvement in the CMT with a view to establishing whether they are compliant with any conditions/legal agreements and whether the Council is adequately fulfilling its role.

12. Financial, Council Priority and Service Performance Report - 2021-22 Quarter One (Pages 37 - 122)

Purpose

To provide an update on progress on the Council's priorities and service performance.

To provide information on the Council's financial position.

Recommendations

That the Committee:

a) reviews overall progress on the Council priorities, service delivery and financial performance for 2021-22 Q1;

b) considers the proposed changes to the performance indicator set and provides feedback to the Cabinet.

13. Cotswold District Council Flood Plan (Pages 123 - 152)

Purpose

A report inclosing the draft Cotswold District Council Flood Plan.

Recommendation

That the Overview and Scrutiny Committee note the draft Flood Plan.

14. Climate Change Action Plan (Verbal Update)

15. Quarterly Digest (including County Matters) (Pages 153 - 164)

Purpose

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

(END)

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Minutes of a meeting of the Overview and Scrutiny Committee held on Tuesday, 29 June 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 webcast of the meeting can be accessed on the Council's Website at www.Cotswold.gov.uk

Councillors present:

Stephen Andrews – Chair
Gina Blomefield
Claire Bloomer
Ray Brassington
Patrick Coleman

Gary Selwyn – Vice-Chair
Dilys Neill
Ray Theodoulou
Stephen Hirst

Officers present:

Deputy Chief Executive
Group Manager, Strategic Support
Chief Accountant

Business Manager, Corporate Responsibility
Democratic Services
Monitoring Officer

OS.76 Apologies

Apologies were received from Councillors Richard Norris and Roly Hughes.

OS.77 Substitute Members

Councillor Brassington substituting for Councillor Hughes.

OS.78 Declarations of Interest

There were no declarations of interest from Members or Officers.

OS.79 Minutes

RESOLVED that the minutes of the meeting held on 25 May 2021, be approved as a true record:

Record of Voting – for 6, against 0, abstention 3, absent 1.

OS.80 Chair's Announcements

The Committee noted that due to the ongoing management review, an update report from Publica would be submitted for consideration at the August 2021 meeting.

OS.81 Public Questions

No questions had been received from the public.

OS.82 Member Questions

No questions had been received from Members.

OS.83 Called-in Decisions

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

OS.84 Annual Report of The Safer Community Partnership to The Crime and Disorder Committee

Councillor Jenny Forde, Cabinet Member for Health and Wellbeing introduced the report and praised the work of CDC (Cotswold District Council) staff and partners throughout the Covid-19 pandemic. It was noted by the Committee that weekly meetings of the Safer Community Partnership had contributed to successful partnership working.

The Committee noted that crime levels had dropped to an all-time low and that the Cotswolds had been recognised as one of the safest places to live in the UK, although further work around crime perception would be undertaken.

Members noted the work and initiatives being undertaken by CDC including 'Clean and Green' and 'Spacehive' which contributed towards making communities feel safer.

The Council remained vigilant in relation to specific areas of concern, namely the increase in domestic abuse following the ending of the national lockdown.

The Committee noted that the Champions Network continued to be rolled out across the County. This was a scheme whereby people such as teachers, GPs and other individuals who had regular face-to-face contact with the public, were trained to recognise signs of domestic abuse and how to signpost victims to the relevant support networks.

In relation to young people, the Committee noted that funding had been secured to commission 'Young Gloucestershire' who were a street-based organisation who had been liaising with young people to understand their fears and concerns throughout the Pandemic.

Further work would be undertaken with partnership agencies to support young people going forwards.

The Committee noted that the terms of reference for the Committee's Crime and Disorder Committee were approved at full Council on the 20 January 2021 and not at the Overview and Scrutiny Committee on 01 December 2020 as stated at 1.3 of the report.

In relation to priority 4 of the Plan – anti-social behaviours (ASB) and the target of reducing it by 50%, the Committee noted the importance of establishing an accurate baseline so that future measures of success or otherwise could be made.

The Committee noted that the Cotswold Water Park Partnership covered both the east and west areas of the site. The Partnership had met virtually during the Pandemic to discuss ASB perpetrated by some visitors. Other issues discussed included parking and potential drug use across the site. Work was being undertaken across partnership agencies to discuss potential solutions to these issues. The Committee acknowledged the complexities associated with solving the issues at the Water Park, which were in many cases historic and were continuing to occur.

From a CDC perspective, the Committee noted that Philippa Lowe, Business Manager Localities, would be the Strategic Lead Officer for this area of work.

The Committee noted that work would be undertaken to determine how fear of crime could be accurately measured.

The Safe and Social Roads scheme sought to remove the focus from cars and instead focus on how roads could be safe for pedestrians and road users for business and leisure purposes, placing the emphasis on individual road users to adhere to the rules of the road and minimising the risks of them injuring other members of the public.

The Committee noted the importance of ensuring that Parish and Town Councils were provided with all relevant toolkits and resources in relation to any County-wide crime prevention schemes and initiatives. It would be important to ensure that all communications sent to Parish and Town Councils were sent to the correct contact at each authority.

The Committee agreed that it would be helpful to receive a report outlining the priorities of the newly elected Police and Crime Commissioner (once those priorities had been determined). **This was proposed by Councillor Andrews and seconded by Councillor Bloomer.**

RESOLVED that the Committee noted the report.

Record of Voting – for 9, against 0, abstention 0, absent 1.

OS.85 Financial, Council Priority and Service Performance Report 2020/21 – Quarter 4

The Deputy Chief Executive introduced the report, explaining that this was a review of the 2020/21 year. The following points were highlighted:

- (a) The Council had continued to function throughout the Pandemic, despite the majority of staff working from home.
- (b) Over £57 million in grants had been paid out by the Council to small businesses during the Pandemic.
- (c) Financial support had been provided to residents who had been required to self-isolate during the Pandemic.
- (d) Leisure providers had been provided with financial support after they were forced to temporarily close during the Pandemic.
- (e) The Pandemic had resulted in a fall to Council income, particularly in relation to the reduction in car park usage.
- (f) The Council had seen an increase in the amount of collected recycling due to the increase in working from home and people staying at home due to national lockdowns.
- (g) The data within the report related to the revised budget which was submitted to Full Council in September 2020. There was a small budget surplus of £21,000, which would transfer to the Council's General Fund.
- (h) Planning income had increased during the year and exceeded the target as outlined in the revised budget.
- (i) The report outlined the grants which had been received by the Government to support local communities and businesses throughout the Pandemic.
- (j) The significant fall in net business rates income had impacted on the Council's Collection Fund. The grant received from the Government to support the decline in business rates would be placed into earmarked reserves for the forthcoming financial year and would be called upon to repay the Collection Fund deficit.

In relation to Planning, a view was expressed that it would be helpful for the Chair of the Planning Committee to receive regular updates on the financial information relating to this area of business.

The Committee noted that the contribution to the Council's General Fund was around £180,000 less than when the original 2020/21 budget was set. This was due to the impact of the Covid-19 Pandemic.

In relation to electric vehicle charging points, the Committee noted that work would be undertaken to determine which charging devices would be installed at each site according to anticipated demand, cost and charging performance.

A note updating Members on empty properties would be circulated for information.

The Committee noted that the implementation of the new revenues and benefits system had been successful. Any change of circumstances information had to be held before the data was migrated from the previous system to the new. Work was then undertaken to ensure that any

delays associated with the system migration were kept to a minimum. The aim of the revised system was to improve the user experience.

It was noted by the Committee that a review of office space requirements was being undertaken which would determine how much physical office space was required at the Trinity Road site. Further reports on the results of this work would be shared with Members as the review progressed. Each Business Manager was responsible for ensuring that their staff were working in the most effective and appropriate way, whether this be office, home-based or a hybrid of the two. At the current time, CDC staff could choose to work from an office location subject to agreement with their line manager.

A note updating Members on the progress of providing high-speed fibre broadband to all areas of the Cotswolds would be circulated.

With regards to the provision of affordable housing, Members expressed a view that it would be helpful to include a breakdown of properties within this category – the number of proposed social properties, affordable rent properties, etc.

The Committee requested that an update on cashless parking be brought to a future meeting.

RESOLVED that the Committee noted the report and provided comments on potential amendments in advance of submission to Full Council.

Record of Voting – for 9, against 0, abstention 0, absent 1.

OS.86 Appointments to Gloucestershire County Council Scrutiny Committees

The Committee noted that the proposal was for Councillor Brassington to continue as the CDC representative on the Police and Crime Panel, that Councillor Blomefield would continue as the CDC representative on the Economic Growth Overview and Scrutiny Committee and that Councillor Andrews would continue as the CDC representative on the Health Overview and Scrutiny Committee.

RESOLVED that the Committee agreed to the appointments to the Gloucestershire County Council Scrutiny Committees as outlined above.

OS.87 Quarterly Digest Including County Matters

The Committee noted the updates provided by Members in relation to County Matters along with the minutes of previous Gloucestershire County Council Overview and Scrutiny Committee meetings.

OS.88 Draft Work Plan 2021/22

The Committee expressed an interest in considering a future item in relation to Ubico. This would be subject to the production of a draft terms of reference to determine what a potential task and finish group would seek to achieve.

The next meeting was to take place on 31 August 2021, which would include items on the Steadings, Publica Update, along with other standing items.

The Meeting commenced at 4.00 pm and closed at 6.20 pm

Chair

(END)

Unconfirmed

COTSWOLD DISTRICT COUNCIL OVERVIEW AND SCRUTINY WORK PLAN

CIVIC YEAR 2021-22

Chair: Cllr Stephen Andrews

Vice-Chair Cllr Gary Selwyn

The Local Government Act 2000 established four main roles for overview and scrutiny committees to perform:

- Holding the executive to account, including performance management
- Policy development and review
- External scrutiny
- Best value

The Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities published by MHCLG in May 2019 includes a number of policies and practices authorities should adopt or should consider adopting when deciding how to carry out their overview and scrutiny functions.

The Centre for Public Scrutiny and the Local Government Association outlined four principles for effective scrutiny:

- Constructive ‘critical friend’ challenge
- Amplifies the voices and concerns of the public
- Led by independent people who take responsibility for their role
- Drives improvement in public services.

Good scrutiny and good governance support and reinforce these principles and should lead to the following points being taken as key for good scrutiny to thrive:

- Accountability – an environment where responsibility for services and decisions is clear and where those holding responsibility can and are answerable for success and failure;

- Transparency – the publication, proactively, of information relating to services and decisions to allow local people, and others, to hold policymakers and decision-makers to account; and,
- Involvement – rules, principles and processes whereby a wide range of stakeholders (including elected representatives) can play active roles in holding to account, and influencing and directing the development of policy.

In addition to the items detailed in this work plan every agenda will include a review of the Executive Forward Plan, the Quarterly Digest of GCC Scrutiny meetings and the Scrutiny Work Plan

Meeting Date	Topic	Objectives for Scrutiny	Relevant Cabinet Member	Lead Officer	Method
30 November 2021	Medium Term Financial Strategy and Budget 2022/23 –prior to Consultation	To review the draft budget and input into consultation process	Mike Evemy, Deputy Leader of the Council and Cabinet Member for Finance	Jenny Poole	Overview and Scrutiny Committee
	Council, Priority and Service Performance Report - 2021/22 Q2	To enable committee members to identify financial or outcome-based trends so they are in a position to identify areas that may need more detailed study.	All relevant Cabinet Members	Andy Barge	Overview and Scrutiny Committee
	Publica Update	To enable committee members to be aware of developments and in a position to identify areas that may need more detailed study.	Joe Harris, Leader of the Council	Jan Britton	Overview and Scrutiny Committee
	Covid response	To receive a report around the Council's response to Covid-19 and to identify/recommend any lessons learnt for the future. [to include the role of the Council in advising on Public Health, e.g. through the ESAG.]	Jenny Forde, Cabinet Member for Health and Wellbeing	Claire Hughes	Overview and Scrutiny Committee
	Ubico	Following the all member briefing on 24 November a discussion around the potential for a Task and Finish Group to look at waste collection	Andrew Doherty Cabinet Member for Environment, Waste and Recycling	Scott Williams	Overview and Scrutiny Committee

	Report from The Steadings Task and Finish Group	To receive the report of The Steadings Task and Finish Group	Juliet Layton Cabinet Member for Development Management and Licensing	Angela Claridge	Task and Finish Group
1 February 2022	Medium Term Financial Strategy and Budget 2022/23 - Post-Consultation	To review the draft budget and consultation responses prior to approval of budget by Full Council	Mike Evemy, Deputy Leader of the Council and Cabinet Member for Finance	Jenny Poole	Overview and Scrutiny Committee
	Corporate Plan	To review progress against the Corporate Plan	Joe Harris, Leader of the Council	Robert Weaver	Overview and Scrutiny Committee
1 March 2022	Council, Priority and Service Performance Report - 2021/22 Q3	To enable committee members to identify financial or outcome-based trends so they are in a position to identify areas that may need more detailed study.	All relevant Cabinet Members	Andy Barge	Overview and Scrutiny Committee
	Publica Update, including Publica Business Plan	To enable committee members to be aware of developments and in a position to identify areas that may need more detailed study and to review the Publica Business Plan for 2022/23	Joe Harris, Leader of the Council	Jan Britton	Overview and Scrutiny Committee
24 May 2022					



COTSWOLD
DISTRICT COUNCIL

**EXECUTIVE FORWARD PLAN
INCORPORATING NOTICE OF DECISIONS PROPOSED TO BE TAKEN IN PRIVATE SESSION AND NOTICE
OF INTENTION TO MAKE A KEY DECISION**

SEPTEMBER – DECEMBER 2021

Published 30 July 2021

The Forward Plan

By virtue of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, local authorities are required to publish a notice setting out the key executive decisions that will be taken at least 28 days before such decisions are to be taken. The Regulations also require notice to be given of any matter where it is proposed that the public will be excluded during consideration of the matter.

This Forward Plan incorporates both of these requirements. In the interests of transparency, it also aims to include details of those items to be debated by the Cabinet that relate to either policy/budget formulation, matters which will be subject to a recommendation to the Council, and other matters due to be considered by the Cabinet. This programme covers a period of four months, and will be updated on a monthly basis. The timings of items may be subject to change.

It should be noted that although a date not less than 28 clear days after the date of the notice is given in each case, it is possible that matters may be rescheduled to a date which is different from that given provided, in the cases of key decisions and matters to be considered in private, that the 28 day notice has been given. In this regard, please note that agendas and reports for Meetings of the Cabinet are made available on the [Council's Web Site](#) – five working days in advance of the Meeting in question. Please also note that the agendas for Meetings of the Cabinet will also incorporate a necessary further notice which is required to be given in relation to matters likely to be considered with the public excluded.

There are circumstances where a key decision can be taken, or a matter may be considered in private, even though the 28 clear days' notice has not been given. If that happens, notice of the matter and the reasons will be published on the Council's Web Site, and available from the Council Offices, Trinity Road, Cirencester, Glos. GL7 1PX.

Key Decisions

The Regulations define a key decision as an executive decision which is likely –

- (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the authority.

In financial terms, the Council has decided that a key decision is any executive decision which requires a budget expenditure of £100,000 or more, or one which generates savings of £100,000 or more.

A key decision may only be made in accordance with the Cabinet Procedure Rules contained within the Council's Constitution.

Matters To Be Considered in Private

The great majority of matters considered by the Council's Cabinet are considered in 'open session' when the public have the right to attend.

However, some matters are considered with the public excluded. The public may only be excluded if a resolution is passed to exclude them. The grounds for exclusion are limited to situations where confidential or exempt information may be disclosed to the public if present and, in most cases involving exempt information, where in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information. The definitions of these are set out in the Council's Constitution.

Documents and Queries

Formal reports presented relating to any executive decision will be available on the Council's Web Site at least five working days in advance of the Meeting at which the decision is to be made (except insofar as they contain confidential and/or exempt information).

The Decision Notice for each key decision will be published as soon as reasonably practicable after it has been made. We will seek to do this within five working days of the date of the decision. The Decision Notice will be available for public inspection on the Council's Web Site, and at the Council Offices, Trinity Road, Cirencester, Glos. GL7 1PX.

If you have any questions about the Forward Plan, or if you wish to make representations about any of the matters contained within it, please contact the Council's Democratic Services Team. The Democratic Services Team can also, on request, provide copies of, or extracts from, documents listed in the Plan and any which subsequently become available (subject to any prohibition or restriction on their disclosure).

Contact Details:

Democratic Services, Cotswold District Council, Trinity Road, Cirencester, Gloucestershire GL7 1PX

E-mail: democratic@cotswold.gov.uk **Telephone:** 01285 623000 **Website:** www.cotswold.gov.uk

The Council's Executive Arrangements

The Council currently operates the Strong Leader and Cabinet form of governance.

By law, the Cabinet can comprise a Leader of the Council, together with up to nine other Members to be appointed by the Leader (one of whom has to be appointed as Deputy Leader). The Leader will be elected by the Council, for a four-year term; and the Deputy Leader appointment is also for a four-year term.

The Cabinet at Cotswold District Council currently comprises a Leader, a Deputy Leader, and seven other Cabinet Members. The structure is as set out in the table below.

Executive decisions are taken either collectively by the Cabinet or individually by Cabinet Members.

The Cabinet generally meets monthly; whereas decision-making by individual Cabinet Members occurs on an 'as and when needed' basis.


Decisions of the Cabinet and individual Cabinet Members are subject to scrutiny by the Overview and Scrutiny Committee.

Councillor	Portfolio Area	Areas of Responsibility
Joe Harris	Leader	Policy framework including the corporate plan, Coordination of executive functions, Democratic Services, Publica, Communications, Customer experience, Town and Parish Council Liaison, Democratic Renewal and Consultation, Cotswold Clean and Green Campaign
Mike Every (Deputy Leader)	Finance	Financial strategy and management, Revenue and benefits, Property and asset management, Car parking operations and Grants
Rachel Coxcoon	Climate Change and Forward Planning	Climate Change and energy planning, Sustainable transport, Strategic forward planning, Local plan, Community Infrastructure Levy and Section 106 and Allowable solutions
Tony Dale	Economy and Council Transformation	Internal service transformation and improvement, Local Enterprise Partnership and county-wide partnerships, Economic Development and COVID-19 Economic Recovery, Council commercialisation, Internal council transformation, Tourism and Visitor Information Centres and Chamber of Commerce liaison
Andrew Doherty	Environment, Waste and Recycling	Waste and recycling, UBICO, Flooding, Public protection, Food safety, Cemeteries, Noise and public nuisance and Public toilets
Jenny Forde	Health and Wellbeing	COVID-19 response, Public health, wellbeing and mental health, Improving social mobility, Tackling social isolation, Crime, disorder and safety, Supporting and safeguarding people, Leisure, museums and culture, Support for community events (Stow Fair, Phoenix Festival, Fleece Fair, Moreton Show) and Young people
Juliet Layton	Development Management and Licensing	Development management, Heritage and design management, Landscape conservation, Cotswold Area of Outstanding Natural Beauty, Neighbourhood Development Plans, Licensing, Building Control and Cotswold Water Park
Lisa Spivey	Housing and Homelessness	Tackling homelessness and improving housing security, Delivery of social rented homes, Support for small housing developers and community land trusts, Promotion of self-build and system build housing, Strategic oversight of tenure and housing needs assessment, Liaison with housing developers and Housing Benefit and Universal Credit.

Item for Decision	Key Decision (Yes / No)	Likely to be Considered in Private (Yes / No)	Decision – Maker	Date of Decision	Cabinet Member	Lead Officer	Consultation	Background Documents
Council, Priority and Service Performance Report - 2021/22 - Q1	No	No	Cabinet	6 Sept 2021	All relevant Cabinet Members	Robert Weaver		Previous performance reports
Local Authority Community Housing Fund (CHF) Allocation Expenditure	No	No	Cabinet Council	6 Sept 2021 22 Sept 2021	Lisa Spivey, Cabinet Member for Housing and Homelessness	Anwen Hughes	Cabinet Members Senior Officers	None
Section 13A Council Tax Discretionary Policy	No	No	Cabinet	6 Sept 2021	Mike Evemy, Deputy Leader of the Council and Cabinet Member for Finance	Jon Dearing	Council Leader and Deputy Leader. Portfolio Holder, Chief Executive and Deputy Chief Executive, Monitoring Officer and Interim Head of Legal Services	
Fly tipping and the use of CCTV	No	No	Cabinet	6 Sept 21	Andrew Doherty Cabinet Member for Environment, Waste and Recycling	Jon Dearing	Council Leader and Deputy Leader. Portfolio Holder, Chief Executive and Deputy Chief Executive, Monitoring Officer and Interim Head of Legal	
The future of Community Welfare Grants Budget	Yes	No	Cabinet	4 Oct 2021	Mike Evemy, Deputy Leader of the Council and Cabinet Member for Finance	Joseph Walker		

Item for Decision	Key Decision (Yes / No)	Likely to be Considered in Private (Yes / No)	Decision – Maker	Date of Decision	Cabinet Member	Lead Officer	Consultation	Background Documents
Update to Medium Term Financial Strategy and Draft Budget 2022/23	Yes	No	Cabinet	4 Oct 2021	Mike Evemy, Deputy Leader of the Council and Cabinet Member for Finance	Jenny Poole	Consultation will be carried out with Town and Parish Councils at two events in the Autumn, one in Moreton-in-Marsh and one in Cirencester. Consultation with businesses and the community will be via face to face events. Feedback will be requested in the form of an online survey or in writing to the Council. Feedback will be considered by the Cabinet at the meeting in January 2022.	
Legal Services Delivery Options	Yes	No	Cabinet	4 Oct 2021	Joe Harris, Leader of the Council	Robert Weaver		
Funding for Works at 25/27 Dyer Street, Cirencester	Yes	No	Cabinet	4 Oct 2021	Mike Evemy, Deputy Leader of the Council and Cabinet Member for Finance	Jasmine McWilliams	Cabinet Members Senior Officers	None

Item for Decision	Key Decision (Yes / No)	Likely to be Considered in Private (Yes / No)	Decision – Maker	Date of Decision	Cabinet Member	Lead Officer	Consultation	Background Documents
Homeseeker Plus – Updated Policy following consultation	No	No	Cabinet	1 Nov 2021	Lisa Spivey, Cabinet Member for Housing and Homelessness	Jon Dearing	Statutory Officers	Homeseeker Plus Policy and Consultation results
Domestic Abuse Act – Recommendations on the spending of the New Burdens allocations	No	No	Cabinet	1 Nov 2021	Lisa Spivey, Cabinet Member for Housing and Homelessness	Jon Dearing	Statutory Officers	None
Use of the Internet and Social Media for Investigations and Enforcement Policy	No	No	Cabinet	6 Dec 2021	Joe Harris, Leader of the Council	Emma Cathcart	Senior Managers, Governance Group, Audit Committee	None
Council, Priority and Service Performance Report - 2021/22 – Q2	No	No	Cabinet	6 Dec 2021	All relevant Cabinet Members	Robert Weaver		

 COTSWOLD DISTRICT COUNCIL	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	OVERVIEW AND SCRUTINY COMMITTEE – 31 AUGUST 2021
Report Number	AGENDA ITEM 10
Subject	PUBLICA UPDATE
Wards affected	ALL
Accountable member	Cllr Joe Harris, Leader of the Council email: joe.harris@cotswold.gov.uk
Accountable officer	Jan Britton - Managing Director, Publica Tel: 01285 623103 email: jan.britton@publicagroup.uk
Summary/Purpose	To provide an update from Publica on commissioning and procurement and on progress made in response to the Publica Board Review carried out in 2020.
Annexes	A – Publica Board Governance Action Plan
Recommendation(s)	<i>a) To note the report.</i>
Corporate priorities	All
Key Decision	No
Exempt	No
Consultees/ Consultation	None

I Background

- 1.1 An update report from Publica was requested for this meeting, to focus in particular on Commissioning and Procurement and on the Publica Board Review carried out by Campbell Tickell in 2020.

2 Main Points

2.1 Commissioning and Procurement

- 2.1.1 The 2020 – 2022 Publica Business Plan identified “Get Commissioning Right” as a key Business Priority. The Procurement team has introduced a number of service improvements to facilitate delivery of this priority.
- 2.1.2 The Commissioning and Procurement Guide was published in December 2020 together with a training module, which was made available to all officers. The purpose of the user guide and training is to provide officers with guidance, knowledge and the tools to effectively Commission from the outset.
- 2.1.3 Following publication of the Commissioning and Procurement Guide, the Commissioning and Procurement Board was established in February 2021. The Board meets monthly, and is chaired by an Executive Director, supported by the Senior Procurement Business Partner. The purpose of the board is to provide a solid foundation for effective and efficient Procurement and Commissioning across the partnership. Board attendees include Executive Directors, S151 Officers, Group Managers and Business Managers or Service Lead Officers as and when required.
- 2.1.4 The agenda for each meeting is driven by effective monitoring and management of the Publica contracts database. Business Areas with contract renewals or new requirements in the pipeline are required to complete a standard Commissioning and Procurement report and are invited to board to discuss the requirement.
- 2.1.5 The discussions aim to ensure:
- Effective Commissioning from the outset – avoid simply doing the same as before;
 - Decisions are made that are line with aims and ambitions of partner Councils;
 - An outcome based approach is adopted;
 - Ethical procurement practices e.g. Social Value are built into the process;
 - Business Areas buy in to the new approach;
 - Effective Contract Management.
- 2.1.6 Examples of commissioning and procurement addressed by the board to date are as follows:

Requirement	Discussion Points	Outcome/Commissioner Actions
Publica Insurance Renewal	<ul style="list-style-type: none"> Up to Date Asset List for all partners. Procurement Route – Traditional Route/Framework or Local Government Mutual. 	<ul style="list-style-type: none"> The Publica Insurance Business Partner carried out a detailed exercise to ensure the asset list was up to date and accurate. This was shared with all stakeholders and signed off. An in depth review of the Mutual was carried out and it was deemed unfit for purpose due to the amount of unknowns but more importantly there is was no critical mass in place to make the Mutual both enticing or viable at this time.
Enforcement Contract Renewal – FoDC, WODC, CDC, SDC, CBC & TBC	<ul style="list-style-type: none"> Historically CDC has been the lead authority for this exercise. It was noted that charges for this service are as per legislation but it was agreed that members should have sight of this renewal. Procurement Route 	<ul style="list-style-type: none"> The Business Manager to speak to the partner councils to get an understanding of how they wish to proceed. The Business Manager provided a briefing paper for informal cabinets. It was agreed that a DPS (Dynamic Purchasing System) would be used for the Procurement Exercise.
Operational Parking Services – CDC, FoDC,	<ul style="list-style-type: none"> How the current contract is working Future possibilities and options Procurement Route. 	<ul style="list-style-type: none"> There are a number of options on the table so it was agreed the shared Parking Manager would draft a high-level briefing paper for both informal cabinets. No decision on procurement route has been made at this time.
Community Alarms – FoDC, CDC	<ul style="list-style-type: none"> Historically the services in the Cotswold district are provided by FODC The purchase of alarm equipment and ongoing maintenance – what has changed since we last procured? Procurement Route 	<ul style="list-style-type: none"> The Customer Enabling Manager is to speak to the relevant CDC cabinet Member to discuss the proposed procurement and explain the background to the current contractual arrangements. No decision on the procurement route has been made at this time.

Requirement	Discussion Points	Outcome/Commissioner Actions
CDC Leisure Contract Review	<ul style="list-style-type: none"> • The current Leisure market conditions • The strategy work completed for CDC has been adopted. • Options Appraisal – budget allocated. • A working Group has been set up. • Informal cabinet has been informed. • Any tender exercise would need to be kicked off at the start of the next calendar year to meet the expiry date of the current contract – July 2023. 	<ul style="list-style-type: none"> • No actions at this time. Awaits findings of the optional appraisal.

2.1.7 Next steps for the continual improvement of Commissioning and Procurement include:

- Preparation of a training module in Social Value to ensure it is considered at the right stage of the process and that the potential to create Social Value is maximised before contract award.
- Building consideration of the Climate Emergency into our Commissioning and Procurement approach.
- Carrying out a full review of the Procurement policy to address the above and reflect any changes in the post-Brexit Procurement Bill due to be published this autumn.
- Development of a Commissioning and Procurement section on the Publica Portal to keep everyone up to date with activity.

2.2 Publica Board Review

- 2.2.1** In 2020, Campbell Tickell were commissioned to carry out a review of the effectiveness of Publica's Board. Campbell Tickell engaged with all Publica's shareholder councils and a range of other stakeholders, including the Board members, and produced their final report in September 2020.
- 2.2.2** The report made 20 recommendations, all of which were accepted by the Publica Shareholder representatives at their meeting on 28 September 2020.

2.2.3 An action plan to address the recommendations was approved by the Publica Board on 1 February 2021, although some actions were progressed prior to this date.

2.2.4 A summary of the current position is set out in Annex A. The key progress points being:

- Appointment of new independent Chair of the Board – Sally Walker;
- Appointment of new independent Non-Executive Director to Chair an Audit and Risk Assurance Committee – Chris Wood;
- Establishment of the new Publica Audit and Risk Assurance Committee – first meeting held on 23 July 2021;
- Refreshed Shareholder Forum established – first meeting held on 29 July 2021.

3 Financial Implications

3.1 None.

4 Legal Implications

4.1 None.

5 Risk Assessment

5.1 There are no direct risks arising from the recommendation in this report. The intrinsic risks of ineffective commissioning and procurement, and weak governance within Publica are mitigated by the actions outlined in this report.

6 Equalities Impact

6.1 None.

7 Climate and Ecological Implications

7.1 No direct implications. Publica's Commissioning and Procurement workplan includes addressing how Commissioning and Procurement can support the Council's declaration on the Climate Emergency.

8 Alternative Options

8.1 None.

9 Background Papers

9.1 None.

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Publica Board – Governance action plan

Ref:	Recommendations	Lead	Timescale*	Outputs/actions and <i>Outcomes</i>	Notes and Progress
	The Shareholder Relationship				
1.	The shareholders should review the list of matters reserved for them in Publica's constitution	JB/SP	01/02/2021 to 31/07/2021	<ul style="list-style-type: none"> Shareholders and Publica to review and confirm or agree any changes to reserved matters <p><i>Reserved matters remain fit for purpose and there is shared clarity about the context for formal engagement</i></p>	<p>Addressed at Shareholder Forum meeting on 29/07/21. No changes made</p> <p>Action complete</p>
2.	The MRB should be reinvigorated and formalised	JB/SP	01/02/2021 to 31/10/2021	<ul style="list-style-type: none"> Schedule of shareholders' meetings agreed Clear terms of reference developed Engagement process for other members discussed and agreed with shareholders <p><i>Councils' interests as Shareholders are safeguarded through effective engagement with and oversight of Publica</i></p>	<p>First meeting of Shareholder Forum held on 29/07/21 addressed outputs & actions and draft Terms of Reference</p> <p>Terms of reference to be finalised at next meeting.</p>
3.	A comprehensive Shareholder communications plan should be developed and agreed	JB	01/02/2021 to 31/12/2021	<ul style="list-style-type: none"> Comprehensive member communications plan prepared and agreed by Board and shareholders' meeting <p><i>Board visibility and transparency of decision making improves for all members</i></p>	<p>To be prepared for future meeting of Board, looking to strengthen links between Board members, Councils and staff.</p>

Ref:	Recommendations	Lead	Timescale*	Outputs/actions and <i>Outcomes</i>	Notes and Progress
4.	The current membership of the Board should be partially refreshed	JB/SP	01/11/2020 to 28/02/2021	<ul style="list-style-type: none"> Recruitment campaign run for new Chair and new Board member to lead on risk and audit Appointment and induction of new Chair and new Board member <p><i>Shareholders perceive Board as more orientated towards councils' needs and Board skills enhanced</i></p>	<p>Board Chair and Chair of Audit & Risk Assurance Committee appointed and in post.</p> <p>Links to Rec. 10 & 12</p> <p>Action complete</p>
	Board Effectiveness				
5.	Board's role in risk management and ensuring an appropriate system of internal control to be defined and documented.	FW/SP	01/03/2021 to 31/07/2021	<ul style="list-style-type: none"> Report to first meeting of Audit and Risk Committee defining its role (and the role of the full Board) in risk management and internal audit and how this is reported to the shareholders' meeting <p><i>Board and shareholders have clear understanding of the Board's role</i></p>	<p>Board report on revised governance arrangements, including Terms of Reference for ARAC (Audit & Risk Assurance Committee) approved on 21/05/21.</p> <p>First meeting of ARAC held on 23/07/21.</p> <p>Links to Rec. 6</p> <p>Action complete</p>

Ref:	Recommendations	Lead	Timescale*	Outputs/actions and <i>Outcomes</i>	Notes and Progress
6.	Board creates a formal audit and risk committee.	FW/SP	01/03/2021 to 21/05/21	<ul style="list-style-type: none"> Audit and Risk Committee established <p><i>Stronger focus on audit and risk management</i></p>	<p>Audit & Risk Assurance Committee established. First meeting held on 23/07/21.</p> <p>Links to Rec. 4, 5, 10 & 12</p> <p>Action complete</p>
7.	Board holds an effectiveness workshop or away day that is externally facilitated to explore ways of working and its approach to the design of its work	Chair/JB	01/07/2021 to 31/03/2022	<ul style="list-style-type: none"> Externally facilitated away day held <p><i>Board's effectiveness is strengthened</i></p>	<p>Links to Rec. 14</p>
8.	Board meetings should be reshaped to support the Board's discussion and decision making	JB/SP	01/03/2021 to 31/10/2021	<ul style="list-style-type: none"> Report template reviewed so recommendations are at the start MD's report refocussed to be high-level 'state of the nation' report Action log introduced to augment minutes Chair's introduction to Board meetings outlines key decisions <p><i>Board meetings are more focused on key strategic decisions</i></p>	<p>Board agenda reshaped to focus on strategic issues first and then business items.</p> <p>Action log introduced.</p> <p>Member Councils' Cabinets invited in turn to attend Board meeting for strategic discussion.</p> <p>Forward Plan amended to reflect new approach.</p> <p>Action complete</p>

Ref:	Recommendations	Lead	Timescale*	Outputs/actions and <i>Outcomes</i>	Notes and Progress
9.	Develop additional core governance documents to bring Publica into line with good and expected practice	JB/FW/SP	01/12/2020 to 31/03/2022	<ul style="list-style-type: none"> • Role Description for Chair and other Board members produced • Standing Orders reviewed • New policies on Board recruitment, remuneration, succession planning and conflicts of interest produced • Board Code of Conduct produced <p><i>Board governance is improved</i></p>	<p>Role description for new Chair and Chair of Audit & Risk Assurance Committee prepared and used in recruitment pack.</p> <p>Shareholder representatives approved revised remuneration, linked to agreement on term.</p> <p>Business Conduct Policy (covering Board members and staff) reviewed by Board on 06/08/21.</p> <p>Links to Rec. 10 Standing Orders and policies link to Rec. 13</p>
	Board composition and development				
10.	In line with recommendation 6, the Board should increase its membership by one NED in order to recruit someone who can be an effective and suitably skilled chair of an audit and risk committee.	JB/SP	01/11/2020 to 28/02/2021	<ul style="list-style-type: none"> • Recruitment campaign run for new Chair and new Board member to chair risk and audit committee. • Appointment and induction of new Chair and new Board member <p><i>Board skills and experience enhanced</i></p> <p><i>New appointments supported by Shareholders</i></p>	<p>New NED appointed to chair new Audit and Risk Assurance Committee.</p> <p>New Chair appointed.</p> <p>Links to Rec. 4, 6 & 12</p> <p>Action complete</p>

Ref:	Recommendations	Lead	Timescale*	Outputs/actions and <i>Outcomes</i>	Notes and Progress
11.	Revisit the question of councillor membership of the Board in 12 months' time	JB	01/09/2021 to 31/12/2021	<ul style="list-style-type: none"> Discussion and agreement with shareholders' meeting <i>Shareholder agreement on councillor membership of the Board</i>	To be discussed at future Shareholder Forum.
12.	NED recruitment should look to recruit expertise in commissioning and in local government environments and operations, place emphasis on the diversity of the Board make-up and, if possible, enhance the collective NED experience of the Board	JB/SP	01/11/2020 to 28/02/2021	<ul style="list-style-type: none"> Recruitment campaign run for new Chair and new Board member to lead on risk and audit Appointment and induction of new Chair and new Board member <i>Board skills and experience enhanced</i>	New Chair and NED to chair new Audit & Risk Committee appointed. Links to Rec. 4 & 10 Action complete
13.	To reflect good practice, a fixed term for NEDs and the minimum and maximum permitted size of the Board should be agreed and specified in governance documentation	JB	01/11/2020 to 31/03/2022	<ul style="list-style-type: none"> Fixed term for NEDs and minimum and maximum size of Board included in revised governance papers and agreed with Shareholders <i>Board and Shareholders have clarity on term for NEDs and size of the Board</i>	Appointment term for new Chair and NED agreed by Shareholder representatives as 3 years with possibility of extension. Terms for original NEDs to be agreed at future Shareholder Forum. Links to Rec. 9
14.	In 12 months' time the Board should – as part of its annual effectiveness review – look to undertake a 360-degree review of all directors' contributions to the Board.	Chair/JB	01/07/2021 to 31/03/2022	<ul style="list-style-type: none"> Annual effectiveness review linked to externally facilitated away day and review of directors' contributions included <i>Reflect on and improve Board effectiveness</i>	Links to Rec. 7

Ref:	Recommendations	Lead	Timescale*	Outputs/actions and <i>Outcomes</i>	Notes and Progress
15.	The development needs of individual Board members should be met.	Chair/SP	31/03/2021 to 31/03/2022	<ul style="list-style-type: none"> Annual programme of Board learning and development agreed <i>Board skills are enhanced</i>	Annual training & awareness sessions included in Board agenda. Other development needs to be assessed after review of directors' contributions Links to Rec. 14
16.	An annual appraisal process should be developed for individual directors including the Chair.	JB/SP	01/03/2021 to 31/03/2022	<ul style="list-style-type: none"> Annual appraisal process developed for all Directors <i>Board development and succession planning is informed by appraisal process</i>	Exec Directors' appraisals to be combined with their appraisals for their substantive role Links to Rec. 14
17.	The existing annual Board effectiveness review process should be strengthened	Chair/JB	01/03/2021 to 31/03/2022	<ul style="list-style-type: none"> Policy on annual effectiveness review produced <i>Board effectiveness is improved</i>	Links to Rec. 7 & 14
	Performance oversight				
18.	A new set of KPIs should be agreed, building on the work already in train	SP	01/02/2021 to 30/09/2021	<ul style="list-style-type: none"> New Key Performance Indicators produced and agreed with Shareholders <i>Shareholder assurance of Publica Board delivery improves</i>	Performance monitoring system has been reviewed and is evolving. KPIs being agreed with each Council. Action complete

Ref:	Recommendations	Lead	Timescale*	Outputs/actions and <i>Outcomes</i>	Notes and Progress
19.	The Board's collective engagement in performance oversight should be developed, including equipping NEDs with the right level of operational understanding to be strategically effective	JB/SP	01/03/2021 to 31/12/2021	<ul style="list-style-type: none"> Board agenda reviewed to encourage greater challenge and scrutiny on performance, including periodic deep dives into Business Plan strategic actions NEDs supported to have greater engagement with Councils/services <p><i>Board develops and maintains good overview of performance across all service areas</i></p>	<p>Board agenda reshaped as part of governance review. Detailed reports on KPIs will still be available but Board's focus will be on performance matters of strategic importance.</p> <p>December 2021 Board meeting will test approach is working.</p>
20.	The adequacy of financial reporting to the Board should be reviewed	FW	01/11/2020 to 30/04/2021	<ul style="list-style-type: none"> Board discussion held to agree whether any changes in practice are required to support it in discharging its responsibilities to Shareholders and Publica <p><i>Adequacy of financial reporting agreed by Board</i></p>	<p>Forward plan for new Audit & Risk Assurance Committee includes detailed financial performance reports, with key reporting continuing to be presented to the Board as required.</p> <p>Action complete</p>

Key:

JB = Jan Britton, Managing Director

FW = Frank Wilson, Finance Director


SP = Sue Pangbourne, Executive Director

*Timescale for some actions has been extended to give time for new Board Chair to influence plan and take account of Covid and Executive Director vacancy.

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<p style="text-align: center;">Overview and Scrutiny Committee Review of the Governance Arrangements associated with The Steadings, Cirencester Draft Terms of Reference</p>	
Purpose	<p>The Steadings is a development in Cirencester, Gloucestershire which is advertised as a complementary, well-integrated, sustainable new community with Bathurst Development Limited (BDL) taking a lead role as the Master Developer. The <u>masterplan</u> sets out some of the key features which will comprise the new community.</p> <p>The development was granted outline planning permission in April 2019 under reference: 16/00054/OUT. It is supported by section 106 agreements which have been entered into by both the District Council and the County Council.</p> <p>The development includes the requirement to set up a Community Management Trust (CMT). The CMT is a charitable company which will own, maintain and manage the green open spaces, the community buildings, children's play areas, sports pitches and other assets at The Steadings.</p> <p>Working with the District Council, the Town Council and the local community, the CMT will re-invest in The Steadings to build a cohesive community in which everyone who lives, works or goes to school at The Steadings will be a part</p> <p>The Core functions of the CMT include:</p> <ul style="list-style-type: none"> • Management and maintenance of public open space. • Financial management and investment of its assets. • Providing and managing of its facilities and services. • Promoting community development and integration. • The Trust will collect an annual levy from residents and businesses on the site. • Bathurst Development Limited will provide upfront payments or endow the Trust with assets to ensure it is financially viable during the early years of the development before a critical mass of dwellings is on site and paying into the fund <p>The purpose of this review is to look at the governance arrangements surrounding the CMT and the District Council's involvement in the CMT with a view to establishing whether they are compliant with any conditions/legal agreements and whether the Council is adequately fulfilling its role.</p>
Scope	It is proposed that the review will cover:

	<ol style="list-style-type: none"> 1. Oversight of the development to ensure it remains in line with the planning permission and planning agreements and delivers its objectives e.g. affordable housing, green and open spaces etc; 2. Oversight of delivery of the infrastructure required to support the development 3. Oversight of the CMT including: <ul style="list-style-type: none"> • The requirements around the setting up of the CMT • Whether the CMT has been established in accordance with those requirements • The role of the District Council in the CMT and whether the Council is fulfilling its requirements including how representatives are appointed to the CMT • The governance arrangements of the CMT e.g. are there ways that the Council can raise concerns, are procurement rules in place, how is money allocated etc • Delivery timescales for the development and how these link with the work of the CMT 4. Review of the governance arrangements in place to enable the Council to deliver on its obligations as part of the site delivery 5. Whether there is any ongoing requirement from Scrutiny
Timescale	Commence in September 2021 and report back to the Overview and Scrutiny Committee at regular intervals
Members	TBC
Scrutiny Officer	Angela Claridge and/or Claire Hughes
Democratic Services Support Officer	TBC

 COTSWOLD DISTRICT COUNCIL	COTSWOLD DISTRICT COUNCIL
Report Number	AGENDA ITEM 12
Subject	FINANCIAL, COUNCIL PRIORITY AND SERVICE PERFORMANCE REPORT – 2021-22 QUARTER ONE
Wards affected	ALL
Accountable member	All relevant Cabinet Members
Accountable officer	Robert Weaver, Chief Executive Tel: 01285 623607 Email: robert.weaver@cotswold.gov.uk
Summary/Purpose	To provide an update on progress on the Council's priorities and service performance To provide information on the Council's financial position
Annexes	Annex A – Changes to the performance indicator set Annex B - Council Priorities report Annex C - Performance indicator report Annex D - Revenue Summary and Variances Annex E - Summary of gross capital expenditure
Recommendation/s	That the Committee: a) reviews overall progress on the Council priorities, service delivery and financial performance for 2021-22 Q1; b) considers the proposed changes to the performance indicator set and provides feedback to the Cabinet.
Corporate priorities	Deliver services to the highest standards Respond to the climate crisis Provide socially rented homes Make our Local Plan green to the core Support health and well-being Enable a vibrant economy
Key Decision	NO
Exempt	NO
Consultees/ Consultation	None

1. BACKGROUND

- 1.1. In September 2019, the Council adopted the high level council aim and priorities in lieu of a full Corporate Plan. The more detailed work was partly delayed by the impact of Covid-19 but presented an opportunity to re-examine the Council's priorities as part of the Covid-19 recovery work. The recovery work has been embedded within the new Corporate Plan 2020-24 which was adopted by the Council in September 2020.
- 1.2. To support the new plan a new Performance Management Framework has been developed and is a much broader framework than previous frameworks. It sets out six key strands of information on which assurance needs to be provided and represents a shift in focus from performance monitoring to performance management:
 - Business analytics and service assurance
 - Place based measures and comparators
 - Business Plan strategic actions
 - Council Plan priority actions
 - Project and programme management assurance
 - Risk and opportunity management
- 1.3. The quarterly performance report will evolve in line with the Performance Management Framework as well as feedback from senior officers and Members.
- 1.4. In line with normal practice at the end of 2020-21, services reviewed their indicators to ensure that they remain appropriate and relevant. Some revisions have been proposed to the indicator set to reflect how services have changed and current thinking especially around customer services indicators. For example, on reviewing the indicator to achieve '70% of telephone calls within 20 seconds', the findings concluded that 20 seconds was set at a time when the service was a simple phone answering service rather than advisors attempting to resolve calls at first point of contact. Similarly, the abandoned call rate and target of 5% was originally based on the premise that if a call is abandoned, the service has performed poorly; this is not the case as call waiting messages are used to provide alternative ways of accessing the Council's service including the website. Therefore, it is proposed that performance in this service should focus on customer satisfaction and the ability to provide more options for accessing the Council's services including the potential for channel shift to quicker and more cost effective methods of communication where possible, such as the website. Over the next few months, officers will be developing a framework for measuring digital take-up so that we can better understand the impact of digitisation on demand for customer services. A list of changes to the indicator set is attached at Annex A.
- 1.5. A selection of publicly available benchmarking data for the most recent period at that time (2019-20) was included in the 2020-21 Q4 Performance Indicator report on a trial basis. Some of the 2021-21 data has started to be released with the majority available by the end of December 2021. It is proposed that the benchmarking data is updated and reported on an annual basis.
- 1.6. A high level commissioning statement was approved by Cabinet in January 2020 which sets out the relationship between Publica and the Council and their respective responsibilities. Publica must ensure that it provides the necessary information to the Council so it can assess whether the commissioned services are being delivered in accordance with the agreed quality and standard. The Council's Chief Executive is responsible for reviewing and approving the information provided in this report prior to its publication.
- 1.7. The Council's Chief Executive has received a report on progress towards achieving the Council's priorities and service performance. He has assessed performance in line with the

high level commissioning statement. He has noted the progress that has been made to deliver the actions in the Corporate Plan; and where a reduced level of operational performance has been identified, the actions that are being taken to improve performance. He has drawn particular attention to the following:

- In February 2021, the Government set out its 4 stage roadmap out of lockdown with the lifting of all restrictions on 21 June, which was delayed until 19 July. As infection rates have been high over the last few weeks, staff are being encouraged to continue to work from home;
- There were over 106,000 visits to the Council's leisure facilities in Q1 which is encouraging. The Council's leisure centres re-opened on 12 April (Stage 2), with most activities and classes re-starting on 17 May. Some government grant funding has been made available to cover Council losses from waiving management fees, as well as costs incurred by leisure operators during the lockdown, and to support re-opening. The Museum re-opened on 17 May in line with stage 3 of the roadmap, and has welcomed 6551 visitors (to end of Q1);
- A number of services have continued to support businesses to access grants, and carrying out 'test and trace'. Between the November 2020 lockdown and the end of Q1, around £33,145,000 has been distributed in both mandatory and discretionary grants to 2099 businesses across the District. These schemes ended on 30 June 2021, with final payments to be made by the end of July 2021. However, the 'test and trace' work carried out by the Benefits team has been extended to the end of September;
- The Council's business rates collection figure (in year) continues to be affected by the impact of Covid-19 on businesses, as is the case with other councils throughout the country. The Government supported certain businesses with 100% business rate relief last year, but there are still businesses which are struggling financially. At the end of June 2021, the relief was reduced to 66% which will run until the end of the financial year.

2. COUNCIL PRIORITY REPORT

2.1. Progress on actions in the Corporate Plan include:

- The second phase of the cashless parking project has been completed with the change to cashless payment methods implemented at car parks at the Abbey Grounds, Old Station and the Leisure Centre from June 2021. This project will deliver multiple benefits including supporting the Council's carbon reduction commitment and reducing cash collection costs. As use of the Council's Rissington Road Car Park in Bourton-on-the-Water has increased, the Council has received some complaints regarding the ability to pay for car parking by payment card at the payment machines. Some customers have also experienced problems with downloading the pay by phone application on to their mobile phones due to poor mobile phone signal strength in the car park. There were 33 complaints made in June. Officers have been working with the supplier to improve the performance of the payment machines by installing an antenna to boost the mobile phone signal strength. The machines will also be upgraded to use "roaming sims" which will utilise the strongest mobile phone signal rather than being limited to one mobile network provider. Officer resources have been made available to provide support to car park users at peak demand time. A survey of mobile signal strength is being carried out at all car parks prior to the roll out of further phases of the cashless car parking project to minimise the risk of similar issues occurring. A

pragmatic approach has been taken to the implementation of further phases of the project with phase 3 delayed by a month until the end of September 2021;

- The Council completed the procurement of a contractor, and design work has commenced to install energy efficiency and carbon reduction technologies at Cirencester and Bourton-on-the-Water leisure centres, Moreton-in-Marsh Area Centre and the Museum Resources Centres at Northleach. The carbon reduction measures will be funded from the Public Sector Decarbonisation Scheme operated by the Department of Business, Energy and Industrial Strategy (BEIS);
- Following the adoption of the Electric Vehicle Charging Point delivery plan in January 2021, an electric vehicle charge point installer was procured in April; and design work is underway starting with Council-owned public car parks and Council offices. This project is therefore on track and progressing;
- In May 2021, the Cabinet approved the Local Development Scheme, and the Draft Cotswold District Green Infrastructure (GI) Strategy for public consultation. The GI Strategy forms part of the Local Plan evidence base; and responds to the Council's Climate and Ecological emergencies and corporate priorities to improve health and wellbeing. The purpose of the GI strategy is to assist in the creation of sustainable places to live, which are resilient to climate change and the challenges it brings.
- There has been a great deal of interest in the Crowdfund Cotswold platform (the Council's new approach to community grants). In late May, the Council determined its first set of pledges, agreeing to support 13 projects with pledges to the value of around £72,000.
- The Council has been awarded nearly £73,000 from the Department of Work and Pensions (DWP) to improve employment outcomes or prospects of future employment outcomes for long-term unemployed young people and groups facing the most complex and intractable barriers to work.

2.2. The Council Priority report is attached at Annex B.

3. SERVICE PERFORMANCE REPORT

- 3.1. Over the last two quarters, performance has been mixed. The nation started to emerge from the third lockdown in March 2021 with the lifting of restrictions over four stages; however in line with government advice the majority of staff have continued to deliver services from home. This has presented challenges to some services most particularly in respect of the planning service.
- 3.2. In response the service has been piloting a hybrid working solution over recent months which should help improve the efficiency of the service (whilst still respecting social distancing to protect staff). However, the time taken to complete statutory consultations has also created delays due to the working arrangements of consultees. The recent ending of the 'work from home' directive has already started to improve this position.
- 3.3. The Council has agreed additional resource to increase the number and grading structure of planning officers to better balance workloads and resources. Other service pressures are considered in detail below.
- 3.4. Some of the performance indicators that are falling short of their targets are considered below together with rectifying actions:
- The average call waiting time has increased over the last six months; the average was 146 seconds for Q1, which has since reduced to 71 seconds in July. Although the

average call waiting time is higher than has been achieved historically, it is still considerably lower than the three minutes that GovMetric has indicated to be a good level of service for local authorities. The fourth quarter of 2020/21 was challenging due to the high call volumes related to annual council tax and garden waste billing processes and Covid-19, as well as staff turnover in the Customer Services team.

Resolution: Although the staffing issues were resolved in Q1, it takes time for new staff to be fully trained up by the more experienced staff; and a further recruitment drive has commenced as the turnover in this service tends to be high as staff take opportunities to progress in the organisation. Work has also started on understanding if there are any other reasons for the increase in call waiting time.

- The average days to process Council Tax Support new claims have increased over the last six months from 27.75 days to 45.75 days, and Council Tax Support changes have increased over the last quarter from 6.78 days to 30.93 days. This was primarily due to high workloads related to the increase in Universal Credit claims since the start of the pandemic (with much of the New Claims time delays beyond our control), the implementation of the new revenues and benefits system, Covid-19 business grants work, as well as providing welfare support to the most vulnerable residents in the District.

Resolution: The service is managing its workload with support from an external provider. As mentioned above, the processing times for new claims and changes is not wholly dependent on the actions of the service and frequently the service needs to wait for information or evidence from either the DWP (Universal Credit) or the client, which can create lengthy delays in completing the claim or change. An analysis of the data is planned to provide an accurate picture of the 'down time' and to find solutions for addressing any delays for which the service is responsible.

- Similarly, the average days to process Housing Benefit changes of circumstances also increased over the last quarter, from 5.27 days to 16.95 days. Following the implementation of the new Benefits system, a software failure on the facility for automatically uploading changes of circumstances and applying them to system records has stopped functioning. Around 80% of changes are applied in this way.

Resolution: A software fix has now been applied and the automation reinstated which should be reflected in an improvement in performance in the second half of Q2.

- The percentage of planning applications determined within timescales has been falling since summer 2020 when the number of applications (in particular 'Other' applications which include householder applications) coming through started to increase in line with the national trend. This increase is now projected to continue to rise. This increase in demand has coincided with reduced capacity due to staff turnover creating a backlog of work.

Resolution: Given the anticipated ongoing nature of increased workloads, the Council has agreed additional resource to support the team and provided an improved career structure to support the recruitment and retention of planning staff. The planning improvement programme has already addressed the build-up of applications awaiting validation (cutting validation times by 75%) and is seeking to improve other workflows within the system.

- The council tax collection rate appears to have rebounded. The service collected 33.5% of the council tax due in the year compared to 29.81% a year ago;
- Thirty-five affordable homes were delivered in the quarter including the final three social rented homes at Bath Road, Tetbury, 14 rented and shared ownership homes in South Cerney (including two social rent), the first six affordable rented homes at the Dyers Lane site in Chipping Campden, and 12 new shared ownership homes in Moreton in Marsh;
- The Council's customers are highly satisfied with services delivered by phone, with over 95% of customers responding positively. The Building Control service commenced a new satisfaction survey a year ago, and although the sample size is relatively small, the majority of customers were fully satisfied with the service provided based on helpfulness of staff, quality of technical advice and other information, responsiveness, and value for money;
- The number of missed bins per 100,000 achieved its target comfortably despite some staffing issues related to positive Covid-19 cases, when crew members working within the same bubble had to then self-isolate. Unfamiliar routes contribute to higher misses, however, the crew was supported by In-Cab technology which was implemented in April, and is still undergoing improvements. Evidence has been seen elsewhere of missed collection reducing by 30% when In-Cab is introduced. In addition, performance is expected to improve from 16 August when crews will not have to self-isolate if double jabbed following contact with a positive Covid case, although they are advised to take a PCR test.

- 3.6. The waste management data for May and June are still being processed, and we expect to be able to provide a full update in the Q2 report.
- 3.7. A full report is attached at Annex C.

4. FINANCIAL PERFORMANCE

Financial Performance (Revenue)

- 4.1. This report sets out the profiled income and expenditure variances for the period April to June 2021 against the Council's budget.
- 4.2. At 30 June 2021, the Council had spent £3,396,716 against its net profiled budget of £3,628,567. After taking account of lower than expected income from Government grants of £77,223, which is related to the sales, fees and charges income compensation scheme, the overall underspend against the budget at the end of the first quarter was £154,268.
- 4.3. The continuing impact of the pandemic has meant that demand has continued to be lower for some of the Council's income generating services, especially car parking and the leisure management fee whilst planning and green waste demand has improved. In addition, the Council has continued to face pressures on its expenditure budgets. In particular, continuing to provide emergency accommodation for individuals and families facing homelessness, collecting additional waste and recycling materials and providing financial support to the Council's leisure contractor to enable the district's Leisure Centre and Corinium Museum to open to the public whilst complying with social distancing restrictions in the first quarter of 2021/22.
- 4.4. A full list of all cost centres and budget variances is attached to this report at Annex D and includes commentary against the most significant variances. This report highlights a number of budget variances across a range of service areas; excluding those where the income and expenditure variance are comparable and offset each other (net nil variance).

Income

- 4.5. Income from car park fees, fines and permits was significantly impacted by Covid-19 with the 2020/21 outturn position being only 38% of original budget for the year. In Q1 this trend has continued with performance to budget sitting at 58%, £315,000 less than budget. The impact of this is partially offset by the Government's sales fees and charges compensation grant as detailed at 4.2. In July, as lockdown restrictions have eased, income has improved to 85% of the monthly budget and further improvement has been achieved in August.
- 4.6. Conversely, at the end of the first quarter £110,000 more income has been received in respect of green waste annual subscriptions in comparison to the full year budget as a result of higher take up than anticipated.
- 4.7. The Government has confirmed it will continue to reimburse authorities for 75% of Covid-19 related income losses for the first quarter of 2020/21 (after the first 5% of losses is absorbed by local authorities). To qualify, income losses must be related to the delivery of services. The compensation scheme excludes commercial and rental income. The Council is estimated to receive £278,000, reducing the impact of Covid-19. This is £77,000 less than estimated due to income losses being lower overall than budgeted.

Expenditure

- 4.8. Repairs and maintenance expenditure in relation to Council buildings have remained below budget with an expenditure underspend at the end of June 2021 of £26,000 across the Trinity Road, Moreton-in Marsh Offices and Corinium Museum repair and maintenance budgets.
- 4.9. Homeless expenditure has continued to exceed budget but is matched by an increase in grant funding which is expected to be utilised during the financial year. The overall favourable variance of £61,000 across the Revenues and Housing services will reduce over the year as the grant received is matched to operational expenditure.
- 4.10. There were no significant planning appeals during the first quarter of the financial year, resulting in an underspend in the appeals costs budget of £21,000.
- 4.11. The Council has continued to work with SLM to manage the financial impact of Covid-19. Council approved a further financial support package for SLM for the period April to July 2021 at a total capped cost of £280,403. This has been paid on an open book basis and has resulted in expenditure of £119k for the period to 30th June 2021. This is to be funded from the 2020/21 underspend on support for SLM and grant funding of £104,000 received from the National Leisure Recovery Fund.
- 4.12. The management fee payable by SLM was also waived as part of the financial support package for SLM agreed for the period April – July 2021. 71% of this fee will be recoverable via the Government sales, fees and charges income compensation scheme. With the remainder funded through the 2020/21 underspend on support for SLM and grant funding. At Q1 this results in an underachievement of income against budget of £26,000.
- 4.13. Discretionary pension payments paid to Gloucestershire LGPS in Q1 were £25k less than budgeted.

- 4.14. The 2021/22 budget includes contingency funding for expenditure related directly to the impact of Covid-19 and reduced income from fees and charges. The contingency budget is funded from Government Covid-19 grants. The largest expenditure impact is from the Council's contract for environmental service provision with Ubico Ltd. As Ubico Ltd is a wholly local authority owned company, the Council pays for the actual cost of service delivery. Due to a combination of additional waste being presented by households for collection and Ubico Ltd needing to protect its own employees in response to Covid-19 health and safety requirements, Ubico Ltd incurred unavoidable additional costs. These costs including: agency staff, hire vehicles and personal protective equipment have amounted to £111,000 in the first quarter of the year.
- 4.15. The net variance in respect of the Contain Outbreak Management Fund (COMF) is currently £147,000, due to the receipt of unbudgeted grant income. This is expected to reduce in future periods as plans are firmed up to utilise the grant income received from both Gloucestershire County Council and the Department of Health and Social Care.

Capital Activity

- 4.16. The Council's capital budget for 2020/21 is £26,060,000. A total of £276,096 has been spent against these schemes at the end of Q1 with a further £1,133,940 committed.
- 4.17. The most significant variances include £15.2m (Recovery Investment Strategy), opportunities and options are being explored by officers, and detailed reports seeking approval will be presented to Cabinet and Council as appropriate.
- 4.18. A further variance of £4.3m (nil expenditure against budget) is reported in relation to the 'Investment in Strategic Property Acquisition'. Discussions with landowner are on-going.
- 4.19. A variance of £1.5m (nil expenditure against budget) has been reported in respect of the BEIS decarbonisation project, a contractor has now been appointed with work expected to commence in Q3. It is expected that the project will complete by the end of the financial year.
- 4.20. A full list of expenditure and explanation for variances against budget is attached to this report at Annex 'E'.

Capital receipts and disposals

During Q1 a £10k capital receipt was received from a claimant who had received a Disabled Facility Grant having sold the property on which the property adaptations were made. This receipt will be transferred to reserves at end of year.

- 4.21. There were no disposals during the first quarter of the financial year.

5. LOCAL GOVERNMENT OMBUDSMAN (LGO) ANNUAL REVIEW 2020/21

- 5.1. The latest Annual Review Letter sets out the complaints that were made against the Council in 2020/21, as well as the outcome of those complaints.
- 5.2. During the first wave of the Covid-19 outbreak, the LGO temporarily paused its casework for three months to allow authorities to concentrate efforts on vital frontline services. This reduced the number of complaints the LGO received and decided in the 2020-21, and should be considered when comparing data from previous years.
- 5.3. In total, the LGO received eight complaints/enquiries about this Council, half of these related to Planning and Development. The other complaints related to Benefits and Tax (two), Corporate and Other services (one), and Environmental services and Public Protection (one). In the previous year, the Council received six complaints/enquiries, of which four related to Planning and Development.

5.4. Five decisions were made by the LGO in 2020/21; three complaints were closed after initial enquiries, one complaint was referred back to the Council for a local resolution; and one complaint was investigated in detail.

5.5. The complaint that was investigated related to Environmental services and Public Protection, and more specifically, a Health and Safety in the workplace case. The Ombudsman found no fault with the Council's enforcement process; the case was not upheld.

6. CABINET

6.1. This summary performance report will be reviewed by the Cabinet at its meeting on 6 September; and any comments from this Committee will be reported to the Cabinet.

7. FINANCIAL IMPLICATIONS

7.1. As described in Section 4 of the report

8. LEGAL IMPLICATIONS

8.1. None

9. RISK ASSESSMENT

9.1. Contained in this report

10. ALTERNATIVE OPTIONS

10.1. None

11. BACKGROUND PAPERS

11.1. None

(END)

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Annex A Changes to the Performance Indicator Set

Service	Indicator	Change	Reasons
Benefits	Average days to process HB new claims	Remove	The number of new claims has reduced by approx. 70% since the introduction of Universal Credit which is resulting in the overall average being skewed by a small number of claims that have taken significant time to process. The service will continue to monitor this indicator as management information
	Average days to process Council Tax Support new claims	New	Average days to process CTS new claims replaces Average days to process HB new claims. The majority of CTS claims are related to Universal Credit claims
	Average days to process Council Tax Support change events	New	
Building Control	Satisfaction for building control service	New	The service considers that customer satisfaction focussing on quality of advice and information, and value for money is a better indicator of performance than speed of service
Customer services	% of calls answered within 20 seconds	Remove	The 20 seconds target was set when the service was a simple phone answering system rather than advisors attempting to resolve calls at first point of contact. It is proposed that performance in this service should focus on customer satisfaction and the potential for channel shift to quicker and more cost effective methods of communication such as the website. Publica will explore potential indicators as part of the development of a framework to measure digital take-up
	Abandon rate	Remove	The 5% target was set when the service was a simple phone answering system rather than advisors attempting to resolve calls at first point of contact. In addition, call waiting messages encourage customers to abandon the call and use alternative methods of completing their transactions such as the website. Therefore a high abandon rate may not necessarily reflect poor performance
	Average call waiting time	New	Introduce as an interim measure to help to understand workload and response times in the service

Service	Indicator	Change	Reasons
Development Management	Planning application income	New	Income generation is a key factor for the Council. It is also a good indicator of workload in the service and any changes in the landscape e.g. whether a recession is coming
	Pre-planning application income	New	
Housing support	Number of households in emergency accommodation under 28 days	Remove	<p>The ability to achieve the targets (zero for over 28 days, six for under 28 days) is directly reliant on long term accommodation (mainly through HA's) becoming available within 28 days of someone going into B&B. Historically, it has been difficult to achieve these targets as tenants need to give 4 weeks' notice, and there may also be additional delays due to void works. The challenging conditions have been exacerbated since the start of the pandemic. The number of homeless clients in B&B has been at an all-time high, and properties were not coming through due to the Eviction Ban (now expired). Few properties come in via the Private Rented sector.</p> <p>Three new indicators are proposed to give a wider and more informative picture of homelessness in the District</p>
	Number of households in emergency accommodation over 28 days	Remove	
	Number of households in B&B /Hotel type accommodation	New	
	Number of households in Hostel (LA owned or managed)	New	
	The number of successful 'Move On' into suitable independent / long term accommodation from B&B/Hotel/Hostels	New	



COUNCIL PRIORITIES REPORT

April 2021 - June 2021

Cotswold District Council Corporate Plan 2020-24

Our Aim

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

Our Priorities



Our Principles

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

Executive Summary Highlights

- The second phase of the cashless parking project has been completed with the change to cashless payment methods implemented at car parks at the Abbey Grounds, Old Station and the Leisure Centre from June 2021; this project will deliver multiple benefits including supporting the Council's carbon reduction commitment and reducing cash collection costs. As the use of the Council's Rissington Road Car Park in Bourton-on-the-Water has increased, there have been some complaints regarding the ability to pay for car parking by payment card at the payment machines, and some customers have experienced problems with downloading the pay by phone application to mobile phones as a result of poor mobile phone signal strength in the car park. Officers have been working with the supplier to improve the performance of the payment machines by installing an antenna to boost the mobile phone signal strength. A survey of mobile signal strength is being carried out at all car parks prior to the roll out of further phases of the cashless car parking project to minimise the risk of similar issues occurring. The machines will also be upgraded to use "roaming sims" which will utilise the strongest mobile phone signal rather than being limited to one mobile network provider. Officer resources have been made available to provide support to car park users at peak demand time. The implementation of further phases of the project has been delayed with phase 3 delayed until the end of September 2021.
- The Council completed the procurement of a contractor, and design work has commenced to install energy efficiency and carbon reduction technologies at Cirencester and Bourton on the Water leisure centres, Moreton in Marsh Area Centre and the Museum Resources Centres at Northleach. The carbon reduction measures will be funded from the Public Sector Decarbonisation Scheme (BEIS).
- In April, the Council completed the procurement of an electric vehicle charge point provider, which will enable the Council to roll out EVCPs in a number of locations in the District. Design work is underway starting with council-owned public car parks and council offices.
- Work is progressing on the Kemble housing site. During April, there was an expressions of interest exercise which was twin tracked with the preparation of a draft contractual JV, which has since been received from Trowers Hamlin. The expressions of interest have been evaluated and a delegated authority report has been issued to the Chief Executive for a decision to appoint a preferred Registered Provider.
- Cottsway Housing Association is working with the Council to deliver 100% social rent on a scheme of 15 units at Davies Road, Moreton in Marsh with commuted sums funding from the Council and match funding from Homes England. The planned scheme included air-source electric heating and improved insulation but will now also include the provision of solar PV. The additional costs will be covered by loan financing to Cottsway Housing Association from the Council.
- In May 2021, the Cabinet approved the Local Development Scheme, and the Draft Cotswold District Green Infrastructure (GI) Strategy for public consultation. The GI Strategy forms part of the Local Plan evidence base and other Council strategies; and responds to the Council's Climate and

Ecological emergencies and corporate priorities to improve health and wellbeing. The purpose of the GI strategy is to assist in the creation of sustainable places to live, which are resilient to climate change and the challenges it brings.

- The Council's new approach to community grants, Crowdfund Cotswold, was launched in Q4, and is gaining a great deal of interest. In late May, the Council determined its first set of pledges, agreeing to support 13 projects with pledges to the value of around £72,000.
- The Council has been awarded nearly £73,000 from the Department of Work and Pensions (DWP) to improve employment outcomes or prospects of future employment outcomes for long-term unemployed young people and groups facing the most complex and intractable barriers to work.
- The Council has received £100,000 grant funding from Gloucestershire Clinical Commissioning Group to work with the local Integrated Locality Partnership and others, to build on community focussed work to reduce health inequalities. The Council will be working in partnership with 'We Can Move' and involve residents and relevant community groups in developing ways to make it as easy as possible to become more active, especially for those who need it most, including patients with a long-term condition.
- The Tourism team made a successful bid to Visit England's Destination Management Organisation (DMO) Recovery Fund and received funding (£73,000) for 'Escape to the Cotswolds' – an online digital marketing campaign to develop and promote online bookable experiences and to increase Cotswolds Tourism's social media followers to 150,000 followers across all channels by the end of July.
- The Development Consent Order (the planning application) for the A417 Missing Link was submitted to the Planning Inspectorate by Highways England in June 2021. The project, which at around £450m, is the biggest infrastructure investment in the District for a generation, is designed to reduce congestion and improve road safety on this important link between Cirencester and Gloucester and, more widely, the M4 and M5 motorways.
- The Council is working with the Inward Investment Team at GFirst LEP to support ZeroAvia which has relocated from Cranfield to Cotswold Airport. ZeroAvia is a leading innovator in decarbonising aviation, and is developing a hydrogen-electric powered aircraft. It has increased its staff numbers from 10 to 50 with the potential to continue to grow significantly.

Deliver services to the highest standard



The Context

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

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

Actions we are taking

In September 2020, the Council adopted the Recovery Investment Strategy 2020-24 which sets out the framework within which the Council can invest in the infrastructure of the District which will deliver on the Council Priorities whilst also closing the emerging budget gap. The Asset Management Plan sets out how council owned assets including service and commercial properties will be managed, and includes an Acquisition and Disposal Strategy. The current AMP is being reviewed and updated and will support the implementation of the investment strategy.

The Council is taking steps to move to cashless parking including contactless, card, by phone or using an app at all council owned car parks over the next 12 months. Moving to cashless parking has multiple benefits; it will support our carbon reduction commitment and reduce the costs associated with cash collection and vandalism of pay and display machines. Officers drive approximately 20,000 miles each year across the District to collect from the machines in addition to daily travelling to the secure depot to count and bank. In January 2021, Cabinet approved the proposal to remove the option to pay by cash

in all car parks using a phased approach which will enable the Council and its service provider, PayByPhone, to promote the change and assist users over an extended period. The first two phases have been completed with the change to cashless payment methods implemented at car parks at Rissington Road, Bourton on the Water; Maugersbury Road, Stow on the Wold; and Beeches car park, Cirencester from March 2021; and from the Abbey Grounds, Old Station and the Leisure Centre from June 2021. To support the implementation, additional repeater signs for the pay by phone option were located in all the car parks as well as warning signs and increased communications with the media and stakeholders relating to each car park. As the use of the Council's Rissington Road Car Park in Bourton-on-the-Water has increased, there have been some complaints regarding the ability to pay for car parking by payment card at the payment machines, and some customers have experienced problems with downloading the pay by phone application to mobile phones as a result of poor mobile phone signal strength in the car park. Officers have been working with the supplier to improve the performance of the payment machines by installing an antenna to boost the mobile phone signal strength. A survey of mobile signal strength is being carried out at all car parks prior to the roll out of further phases of the cashless car parking project to minimise the risk of similar issues occurring. The machines will also be upgraded to use "roaming sims" which will utilise the strongest mobile phone signal rather than being limited to one mobile network provider. Officer resources have been made available to provide support to car park users at peak demand time. The implementation of further phases of the project has been delayed with phase 3 delayed until the end of September 2021.

Whilst all of the Council's public toilets are of a good standard there are some improvements that could be made to ensure they remain modern and clean. A review of our public toilets was commissioned by the Council's new contractor Danfo Ltd, and a condition survey was carried out by an independent body, the British Toilet Association; recommendations for improvements have been proposed. Alongside the review, officers have gathered a range of information on each site including any major refurbishment work, income, expenditure and footfall. A report, which brings the two strands of work together, has been prepared for the Cabinet Member responsible for public conveniences and Senior Officers for consideration of the next steps.

Whilst the provision of toilets is not a statutory function, the Council provides a number of public conveniences across the District to both support tourism and local visitors, and prevent any environmental health impacts from lack of accessibility. The Council has started to explore opportunities to improve accessibility to public conveniences via 'comfort partnerships'. An information gathering exercise has commenced to understand how other local authorities are operating schemes in which businesses offer their facilities to the public/tourists, with the potential for trialling it in the District; Gloucester City Council is already operating such a scheme.

Currently, the market for building control services is buoyant; the service achieved its best performance during 2020-21 over the last three years. Between January and June 2021, the service dealt with 345 applications compared to 265 and 303 in the comparative periods of 2020 and 2019. To maximise income, the service sends out marketing letters with each planning application requiring a building regulations application, as well as entering into partnerships with architects to take on plan checking work for applications both inside and outside the District. Currently, the service has approximately 20 partners.

In March 2021, the Cabinet approved the creation of the Civic Pride Programme for a two year period, which has now been rebranded 'Clean and Green'. The key strategic outcome of this proposal is to achieve a reduction in enviro-crime within the District, delivering the benefit of a high quality environment where economic growth is supported and where the Council positively engages with the community to not only solve immediate issues, but to prevent

further recurrences. While two new civic pride posts are yet to be recruited to, the Lead Enviro-crime Officer is taking opportunities to engage with communities arising from operational work. For example, a recent investigation into an abandoned vehicle on Council land has led to an opportunity for the local community to get involved in maintaining a small parcel of land with the aim to enhance the environment around them. Furthermore, the enviro-crime work has been successful in establishing routine partnership work with the largest social housing provider, Bromford Housing, in dealing with community ASB related problems. By working closely with the Bromford coach and their 36 neighbour coaches across the District, the Council is able to support and be more effective in reducing enviro-crime.



Respond to the climate crisis

The Context

The national regulatory and policy context for the Council's action on the climate emergency is largely unchanged from that reported in the previous quarter.

The Government has become more visibly focused on hosting the 26th Conference of the Parties to the UN Framework Convention on Climate Change (COP26) in November, and this, combined with ongoing reporting of climate change-exacerbated extreme weather events, is helping to increase public awareness of the increasingly pressing issue.

Two recent and important reports from the Climate Change Committee are relevant here. The first is the 2021 Progress Report to Parliament (June 2021), looking at both mitigation and adaptation. On **mitigation**, the Progress Report shows that Covid lockdown measures led to sharp falls in emissions in aviation and surface transport during 2020, but despite historic promises on climate action, the Government has been much too slow and inconsistent in turning these into actionable strategies and policies. The report calls for a strong Net Zero Strategy comprising a Net Zero Test for all Government policy; an ambitious Heat and Buildings Strategy; new plans on surface transport, aviation, hydrogen, biomass and food, and strengthened plans for the power sector, industrial decarbonisation, the North Sea, peat and energy from waste. On **adaptation** to the inevitable, already 'baked-in' impacts of climate destabilisation, the report shows worthwhile progress in only five of 34 sectors. Among the report's 50 recommendations, the following are probably more relevant to Cotswold District: plans to address overheating risk in homes through building regulations; making adaptation reporting mandatory for all infrastructure sectors; building a strong emergency resilience capability for the UK against climate shocks, learning from the COVID-19 response; implementing a public engagement programme on climate change adaptation, and rising to the big cross-cutting challenges of public engagement, fair funding and local delivery.

The second important report from the Climate Change Committee (June 2021) is the Independent Assessment of UK Climate Risk, giving statutory advice to the Government on the priorities for the forthcoming national adaptation plans and wider action, and looking at more than 60 risks and opportunities that are fundamental to every aspect of life in the UK - natural environment, health, homes, essential infrastructure, and the economy. Alarmingly, the evidence shows that the gap between risk and rate of adaptation has widened, as adaptation actions have failed to keep pace with the worsening reality of climate risk. The report shows that (just as with mitigation) acting now will be cheaper than waiting to deal with the consequences, and calls on the Government to lead that action. The report identifies eight priority risk areas needing the most urgent action in the next two years, all of which are relevant to Cotswold District: Risks to the viability and diversity of terrestrial and freshwater habitats and species; risks to soil health from increased flooding and drought; risks to natural carbon stores and sequestration; risks to crops, livestock and commercial trees; risks to supply of food, goods and vital services due to climate-related collapse of supply chains and distribution networks; risks to people and the economy from climate-related failure of the power system;

risks to human health, wellbeing and productivity from increased exposure to heat in homes and other buildings, and lastly multiple risks to the UK from systemic or cascading climate change impacts overseas.

Actions we are taking

The Council's electric vehicle charging point delivery plan was adopted by Cabinet in January 2021, and an electric vehicle charge point installer procured in April. The roll-out has now started and design work is underway starting with Council-owned public car parks and Council offices. Work is being coordinated with Gloucestershire County Council to target installations at residents without off-street parking. The result of these measures will be greater confidence among residents who are considering moving to EV use, which should help a 'snowball' effect of market take-up as EVs become commonplace.

A significant part of both the Council's own emissions footprint, and that of the whole District, is heating buildings (homes and workplaces). In relation to domestic properties in the District, the government announced the premature end of the 'able to pay' sector Green Homes Grant scheme in March 2021. The Council is collaborating with neighbouring second tier authorities in Gloucestershire, and with West Oxfordshire DC, on proposals to access government funding to support improved enforcement of private landlords' compliance with the Minimum Energy Efficiency Standards regulation, which will both reduce carbon emissions and help tenants at risk of fuel poverty, and to support the creation of new energy retrofit supports for able-to-pay owner-occupiers.

A housing 'Net Zero Carbon Toolkit' has been produced in collaboration between the partner Councils. The Handbook fills a gap in the market for well designed, visually appealing, direct, authoritative guidance based on the latest understanding of Net Zero Carbon policy and technology, and is aimed primarily at small scale builders, architects, contractors and allied trades, although it is also accessible for householders. It covers both new build housing and retrofit, and once launched by the three partner Councils and disseminated within the Districts, will be made available to all councils for dissemination. The Toolkit should help give confidence to householders, specifiers and installers in achieving much better carbon performance, best value for money, and highest quality.

The Council has commissioned a Renewable Energy Strategy for the District, to feed into the Local Plan review. An interim report from the study has been received by officers, and the study's initial conclusions will now be made public through a consultation portal, allowing residents to consider the consultants' recommendations and record their views and opinions ahead of the final report and conclusions in September. The public consultation will provide a voice to Cotswold residents who will in the future live alongside renewable energy generation in the landscape, help to raise awareness of this important part of the climate crisis response, and make the final study conclusions stronger and therefore more valuable in the context of the Local Plan review and its eventual Examination in Public.

The £1.2m Public Sector Decarbonisation Scheme funding secured in Q4 has enabled the procurement of a contractor to install the energy efficiency and carbon reduction technologies at Cirencester and Bourton on the Water leisure centres, Moreton in Marsh Area Centre and the Museum Resources Centres at Northleach. Design work is underway and completion is now expected before the end of March 2022, subject to confirmation from the Department of Business, Energy and Industrial Strategy (BEIS). As well as very significant carbon emissions savings, the projects will reduce energy costs for

the Council, and particularly the roof-mounted PV panels will be a visual signal for residents of the Council's intentions, and hopefully an encouragement to others to make similar investments, particularly owners and occupiers of larger buildings, both in the public and private sectors.



Provide socially rented homes

The Context

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

House prices and rents are relatively high. It has been reported that the stamp duty holiday which will start to be phased out at the end on 30 June 2021 has driven up house prices in particular in rural areas. At the end of December 2020, the median property price in Cotswold District was £385,000, 54% higher than the median property price in England and Wales, while the median monthly rent was £850 in 2020-21, over 16% higher than the national median (Private rental market summary statistics - April 2020 to March 2021, Valuation Office Agency). There is a shortage of good quality rented accommodation that is genuinely affordable. Affordable housing helps to meet the District's housing needs and can include low cost home ownership or rented accommodation which typically has a discount of around 20% on the market rent, however this may still not be truly affordable for some residents. Social rented homes have a rent that is lower than affordable rent and therefore provides homes for those on lower incomes or in receipt of full Housing Benefit.

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

Actions we are taking

The Council's Affordable Housing Delivery Strategy and action plan was adopted by Cabinet on 8 February 2021 and sets out the delivery strategy for the Council to accelerate provision of social rented and affordable homes for local people. The current focus is to facilitate the affordable housing identified within the Local Plan and through rural exception sites and community-led housing opportunities, and to work with Housing Associations to maximise affordable housing delivery. The Council plans to go further and bring forward additional affordable homes through enabling and direct intervention which may include provision of land and other funding. In addition, any development the Council acquires or builds must be carbon zero in support of the Council's Climate Change emergency commitment. Although this will increase the cost of affordable housing, it will reduce ongoing revenue costs for tenants. Based on the outcomes from the Member workshop in October, discussions with local Registered Providers, and a review of delivery options, Officers recommended that the Council establishes a formal partnership with one lead Registered Provider.

The February Cabinet report also sets out the options for delivery of the Kemble site. Cabinet agreed that delivery should be in partnership with a Registered Provider. Legal advice was commissioned and obtained on the most suitable partnership model; and a specification was produced and checked by Trowers Hamlin and passed to procurement to commence expressions of interest in a Contractual Joint Venture (JV) for delivery of Kemble and Down Ampney sites. During April, there was an expressions of interest exercise which was twin tracked with the preparation of a draft contractual JV, which has

since been received from Trowers Hamlin. The expressions of interest have been evaluated and a delegated authority report has been issued to the Chief Executive for a decision to appoint a preferred Registered Provider.

Officers are undertaking an options appraisal for future use of Sheep Street Cottages and the Cotswold Club. These options include the potential use for service delivery with regard to homelessness accommodation and other housing options. The Council has commissioned and received Energy reports to understand the feasibility of achieving carbon zero. Both buildings have been viewed by a housing provider for use as specialist accommodation; however, there are concerns about the financial and practical viability to deliver against the Council priorities of affordable housing and carbon reduction.

In March, following recommendation from Cabinet, the Council allocated commuted sums grants to two projects to deliver low carbon affordable housing. A sum of £478,500 was allocated to provide 100% social rent on a scheme of 15 units at Davies Rd, Moreton in Marsh; previously an open market scheme with 40% affordable housing only. A further allocation of £102,000 will be used to enhance the environmental sustainability of the homes. The planned scheme included air-source electric heating and improved insulation but will now also include the provision of solar PV. The additional costs will be covered by loan financing to Cottsway Housing Association from the Council (approved by Full Council in July 2021). Cottsway Housing Association has successfully submitted an application to Homes England for match funding; and the scheme is being progressed by the Housing Association.

The second allocation of commuted sums was to Gloucestershire Rural Housing Association (GRHA) for a scheme of 14 homes at Sunground, Avening. The sum of £332,000 (approx) will deliver this rural exception site, formerly a market cross subsidy development of six affordable rent and five private market homes, as a 100% low carbon affordable housing development. The scheme will receive Homes England funding through Bromford which is developing the scheme on behalf of GRHA. The scheme will provide nine social rented and five shared ownership homes for local people, incorporating rainwater harvesting, air-source heating, solar panels and bio-diversity measures. The development has been delayed due to underground utility issues, but is expected to proceed shortly.

In July 2021, Full Council approved the allocation of commuted sums grants for 28 social rent homes at Stockwells, Moreton-in-Marsh to be delivered by Bromford Housing Association. The new development will be the first modular build of its kind anywhere in the Cotswolds. To support the Council to meet its Climate Emergency Strategy, Bromford has been working on how the introduction of Modern Methods of Construction (MMC) can support the move towards delivering net zero homes. The Stockwells regeneration scheme represents an opportunity for the Council and Bromford to create the first social rented, MMC net zero homes within the District. With funding support from the Council, Air Source Heat Pumps will replace traditional gas boilers, reducing CO2 emissions from heating and hot water by around 80%. In addition, the introduction of a large solar PV system will reduce net carbon emissions of the development to zero.

One of the Council's aims is to reduce reliance on bed and breakfast and hotels for emergency homeless accommodation. In June 2020, Cabinet approved funding to implement a 'Housing First' model to help reduce rough sleeping within Cotswold District. 'Housing First' is an approach aimed at people with multiple needs who have faced persistent challenges in sustaining accommodation; they are supported by intensive case management and a personalised

approach to live in their own, permanent home. This approach has been well documented in the USA and Sweden for many years. The UK is gradually adopting the approach which is strongly recommended by the Ministry for Housing, Communities and Local Government (MHCLG).

The funding will be used to identify and place six individuals with the most complex needs into a permanent tenancy, supported by Housing Benefit and/or Universal Credit. Service level agreements have been agreed with Bromford and Aspire (support provider), and a dedicated staff member was appointed by Bromford in December 2020 to provide one to one support for the clients. Six clients who would benefit from the Housing First approach have been identified; with four of them having moved into long term accommodation and are being intensively supported by our partner, Aspire to maintain the tenancy. Aspire is working with the other two clients who are waiting for a suitable property to ensure that they are ready to accept the tenancy when it is offered. The Countywide partnership working that the Housing Team has been involved in has identified a further two clients in the District who need the Housing First type approach and they have been accepted on to the Countywide scheme.

The Housing Team is actively participating in a number of countywide funding bids including the Rough Sleeper Initiative round 4 (RSI4) and the Rough Sleeper Accommodation Programme round 2 (RSAP) fund. The Council is investigating potential options for submitting a specific bid to RSAP to increase the availability of supported accommodation in the District. The Housing Team has identified a council owned building which could potentially be converted into supported accommodation, however, planning concerns may mean submission for the 2021/22 round of bidding is not feasible. Other funding options are being considered and a full report on the options will be presented to Cabinet later in 2021.



Make our local plan green to the core

The Context

In July 2020, the Council made a further commitment to the environment by declaring an Ecological Emergency. Key to the commitments made in both emergencies is the partial update to the Local Plan and making it green to the core.

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

Actions we are taking

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

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

During Autumn 2020, Cabinet took a decision to pause the formal and regulatory plan making process until there was clarity on the Government's Planning for the Future White Paper and transitional arrangements from the old system to the new, and consequent change to the National Planning Policy Framework. Specific details are available in the November Cabinet paper and also as part of the Council's response to the government consultations, as well as the Council's Local Plan webpages. Cabinet also confirmed the funding to take forward the Cirencester Town Centre Masterplan.

In February 2021, the Government provided clarity on the District's future housing needs, which has returned housing need to previously anticipated levels; e.g. approximately 490 homes per year down from the proposed 1,200 homes per year. As a result, the Council has recommenced its programme of work to undertake a partial update of the Local Plan. The project will be supported by an updated project plan called the Local Development Scheme (LDS) that sets out key stages in the local plan making process. For example, a statutory public consultation is programmed for the end of 2021. In May 2021, the Cabinet

approved the LDS, and the Draft Cotswold District Green Infrastructure (GI) Strategy for public consultation. The GI Strategy forms part of the Local Plan evidence base and other Council strategies; and responds to the Council's Climate and Ecological emergencies and corporate priorities to improve health and wellbeing. The purpose of the GI strategy is to assist in the creation of sustainable places to live, which are resilient to climate change and the challenges it brings.

The Local Plan Programme Board, which has membership of all political parties, met for the first time in March 2021 to discuss and define the Corporate Strategy's priority to make the Local Plan 'green to the core' as well as considering project milestones. During the early months of 2021, the Council prepared a Sustainability Appraisal scoping document, which has been consulted upon with representations from Natural England, the Environment Agency and Historic England as part of the statutory process. The Sustainability Appraisal scoping document sets out the context, objectives and approach of the assessment; and identifies relevant environmental, economic and social issues and objectives. The Council will be commissioning in the summer months of 2021 an integrated appraisal, Habitats Regulation Assessment and Strategic Flood Risk Assessment to support the partial update of the Council's Local Plan.

Work continues on the Cirencester Town Centre Masterplan project which was officially rebooted in January 2021 and work has already begun on revising the Town Centre Strategy contained in the Council's Local Plan. The Council will be carrying out feasibility studies with Cirencester Town Council during 2021 to assist with the eventual master plan options and also to support Cirencester Town Council's emerging Neighbourhood Plan. Consultants were appointed in May to carry out an assessment of possible changes to retail and other uses in the town centre and to provide scenarios that will assist with anticipating future parking demand. The Council's Cirencester Town Centre Health Check is programmed to be updated during the late spring and early summer months of 2021, and will be a joint project with Cirencester Town Council.

In March 2021, the Council appointed its first Sustainable Transport Strategy Lead officer, responsible for developing and delivering a new Sustainable Transport Strategy to support the partial update of the Local Plan and the transition to a carbon zero future. The Lead officer's work will involve supporting local community groups, parish and town councils in taking local action to support low carbon travel, as well as considering the integration of sustainable travel into the Council's objectives on supporting the visitor economy and economic development. The sustainable transport strategy will also assist the preparation of a new Cirencester Town Centre Masterplan.

Support health and well-being



The Context

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

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

Actions we are taking

We want Cotswold District to be the best in the country for health and wellbeing, and promoting healthy lifestyles and providing opportunities for people of all ages to be active is key. A Leisure Strategy determined by local priorities and outcomes was developed with the aim of providing effective and sustainable physical activity and sport opportunities for local communities via investment in our stock of leisure facilities and other non-facility interventions. In March 2021, Cabinet approved the Leisure Strategy and authorised officers to work in partnership with other organisations on the feasibility of the projects identified within the strategy, and 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. It is anticipated that a Corporate Programme Manager will need to be appointed to manage the delivery and outcomes of the strategy, and a Members working group has been established to develop the scope for the Contract options appraisal, with the first meeting in July.

Promoting healthy lifestyles, fun and self-care for all ages, and providing the facilities and opportunities to support communities to stay active is important, but we also need to encourage resilient, well-connected and active communities that take responsibility for their own health and wellbeing goals. Some of the actions the Council is taking include a review and revision of the community grant scheme which focus on our priorities, hosting regular community forums, and investing in asset-based/place-based community development.

The Council's new approach to community grants, Crowdfund Cotswold, launched in Q4, with the first deadline of 21 April. There was a huge amount of interest – with more project ideas being registered by the scheme partners, Spacehive, on the Cotswold site than for a comparator site in Liverpool (urban and with a much higher population). In late May, the Council determined its first set of pledges, agreeing to support 13 projects with pledges to the value of around £72,000 (this includes grant resources from the County Council, directed at Covid recovery). The project ideas reflect some of the areas the Council has traditionally invested in, such as play provision and civic buildings, as well as attracting project ideas that reflect the Council's priorities, with some

innovative projects that will help address the climate change emergency (e.g. Kingham to Bourton Recreational Trail), ecological emergency (Cotswold Waterpark 'Perch pod') and health and wellbeing (Cotswold Friends, Into Nature CIC). Moreover, the crowdfund platform is enabling sizeable contributions from both residents and from local businesses which is anticipated to increase with further rounds.

In line with other districts across the county, the Council has received £100,000 grant funding from Gloucestershire Clinical Commissioning Group to work with the local Integrated Locality Partnership and others, to build on our community focussed work to reduce health inequalities. The community wellbeing team will lead this work and collaboration with voluntary and community sector organisations and our communities will feature heavily. The scheme will work in partnership with 'We Can Move' and we will involve residents and relevant community groups in its development and implementation. Through this work, a dedicated physical activity pathway will be developed for Cotswold residents to make it as easy as possible to become more active, especially for those who need it most, including patients with a long-term condition (LTC). The aim is to increase the number of community-based physical activity opportunities across the District, including specialist exercise classes for LTC patients and community-led activities by using existing assets (facilities, green open spaces etc.). The project is likely to start in the autumn for a period up to three years initially.

The Council is taking a range of actions to improve equal access to quality services across the District including actions to tackle food poverty and investing and supporting youth engagement work. The Council has been awarded nearly £73,000 from the Department of Work and Pensions (DWP) to improve employment outcomes or prospects of future employment outcomes for long-term unemployed young people and groups facing the most complex and intractable barriers to work. The Council and Cirencester Town Council in partnership with the wider Cotswold Youth Network, voluntary and community sector, will offer an innovative and responsive service to young people between the ages of 16 -25 who are not currently involved in education, employment or training. The partnership will provide a holistic service to support young people that offers a personalised support programme tailored to the individual needs of the young person. The initiative will start in September 2021 and incorporates two key elements to cover the whole District:

- C-Hub - a bespoke youth hub facility in the heart of Cirencester which will include an outreach service to more remote areas in the south of the District such as Tetbury and Fairford/Lechlade. It will be staffed by a Youth Hub Coordinator (1.0 FTE) and additional support services as required.
- A flexible rural outreach service for the north of the district to ensure young people can access support, even those geographically distanced from Cirencester. Similarly to the C-Hub, it will be staffed by a Youth Hub Coordinator (0.6 FTE). The long-term aim is to develop a second physical Youth Hub in the north of the District.

The co-ordinator roles will support young people using a combination of one-to-one (face to face or virtual/remote) support sessions, online training, and through referrals to other agencies and partners, and community venues as required.

The Community Wellbeing team has worked in partnership with Gloucestershire County Council and the local voluntary and community sector to deliver the 'Holiday Activity and Food programme' (HAF) during the Easter School Holidays aimed at children in receipt of free school meals. This scheme is funded by the Department for Education. Over 550 'Cook Along' food boxes were delivered to families across the District via eight community-led collection points and direct deliveries. The offer also included 'Den Building Kits' as well as free face-to-face activities in line with Covid regulations, in Moreton-in-Marsh,

Bourton-on-the-Water, Cirencester, Fairford and Tetbury. A HAF programme for the summer holidays is currently being coordinated which aims to ensure children are entertained, active, educated, safe, and fed between Monday 2 August and Friday 27 August 2021.

The Cotswold Youth Network planned and delivered the 'Cotswold Youth Roadshow' during the May/June half-term. The aim of the Roadshow was to engage with young people across the District, offer fun activities and to hear views about being a young person in Cotswold District; just under 200 young people in 13 locations participated over a four day period. The consultation activities, in general, showed quite a positive picture of how young people in Cotswold District feel and a more in depth analysis is currently being undertaken. Partnership work was both positive and fruitful and the event provided a great opportunity to promote children and young peoples' services and to involve town and parish councils.

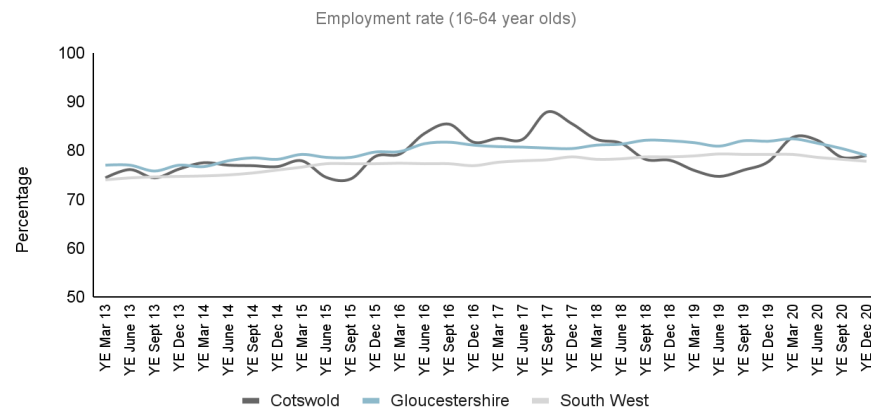
The Council is working with a number of partners to create tools for raising awareness of domestic abuse and other hidden harms such as hate crime, modern slavery and stalking. Meetings with Cirencester 6th Form College to arrange the production of a series of Hidden Harm videos by their students have restarted following a pause due to the Covid-19 pandemic with the aim of raising awareness amongst their peers. The production of videos will start in September 2021. The Cotswold Domestic Abuse Champions Network is being expanded; the Health and Well-being Team has contacted most Hairdressers in the District encouraging them to get their staff trained, as well as training providers for the Hair and Beauty industry with a view to incorporating Domestic Abuse champion training into the basic course.



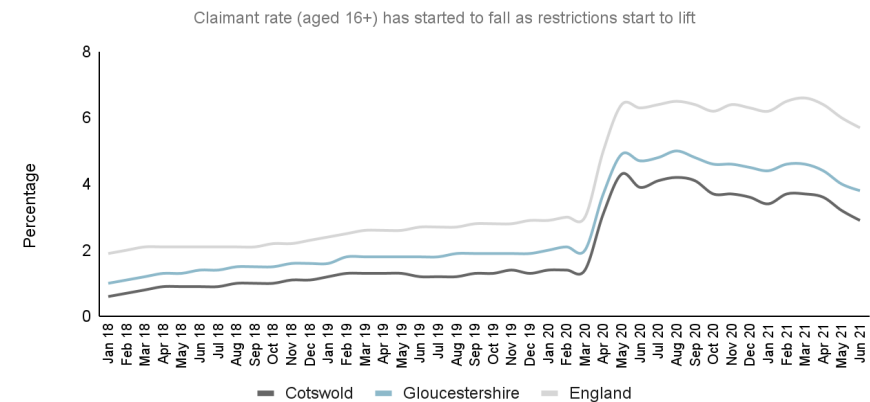
Enable a vibrant economy

The Context

The District supports an economically active population of around 47,700 and has strengths in Finance and Business Services, ICT including Science and Technology, Retail, and Accommodation and Food Services. A large proportion of businesses are small enterprises employing less than 10 people. Median wages for people working in the District are below the national average, and affordability of housing is a significant issue for the District, which can result in skill and labour shortages. Historically, unemployment has been relatively low but has risen since the start of the pandemic but the full extent of job losses has been masked by the Job Retention Scheme (furlough) which has been extended until the end of September 2021.



Source: ONS, Annual Population Survey



Source: ONS, Crown Copyright Reserved (Nomis)

The Cotswolds is well-known as a popular visitor destination and the visitor economy accounts for a significant proportion of the local economy - 7000 jobs or 18% of the total. Many of these jobs have been furloughed during the pandemic, but with restrictions now being eased that number is falling, although some elements like hospitality are reporting difficulty in recruiting. We also have many companies at the cutting edge of innovation and the opportunity to grow key sectors like agritech, cyber and digital, medical equipment and environmental technologies.

The lack of a reliable broadband connection especially in rural districts can add to social isolation as well as reduce opportunities to be economically active. Openreach is currently working in Cirencester and has recently announced plans to deliver full fibre to Tetbury, South Cerney, Lechlade, Northleach, Fairford and Bourton-on-the-Water by 2026 at the latest. A detailed timetable is awaited. Gigaclear are also onsite in Cirencester and Wesonbirt. However, there are still some areas where broadband is poor and even superfast connectivity is not sufficient for some businesses to operate in the way they wish to. The District Council is working with the Fastershire Project to address these areas.

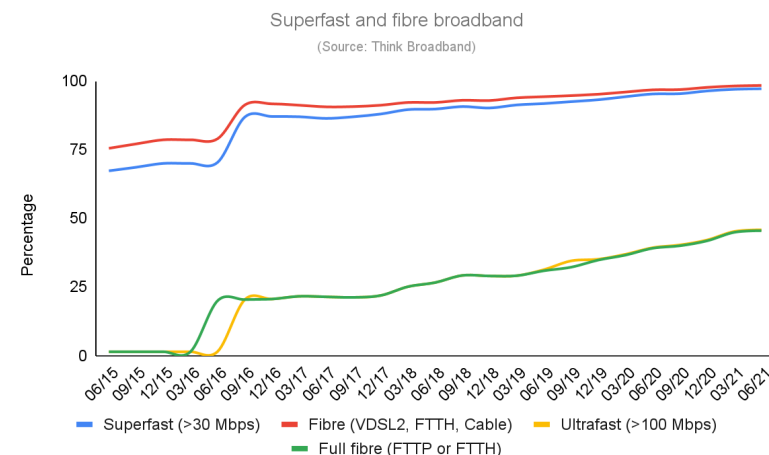
Much of our work to enable a vibrant economy will be achieved in partnership with key stakeholders ranging from the County Council, GFirst LEP, Chambers of Commerce and other business groups, Town and Parish Councils, institutions like the Royal Agricultural University and Cirencester College and individual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

Actions we are taking

The draft Green Economic Growth Strategy was adopted at the Cabinet meeting in December 2020. The Strategy sets out the challenges and issues for the District, and how they will be addressed. It identifies the key areas that will deliver growth in the District, as well as a recovery plan for the local economy. The Cotswold Economic Advisory Group which was set up to advise, oversee and challenge the implementation of the Strategy; and provide a link to the main institutions and the wider business community in the District continues to meet regularly and provide valuable advice and assistance. The group has representation from key stakeholders including Cirencester College, the Royal Agricultural University, Campden BRI, St James's Place, the Federation of Small Businesses and Corin Medical. Most recently the Group considered the six monthly update report on progress against the Green Economic Growth Strategy and the progress in creating a Green Business Pledge for businesses to commit to reducing their carbon emissions.

The economy has started to recover from the Covid-19 pandemic but levels of activity have generally been lower than pre-Covid times. The retail and hospitality sectors have been particularly hard hit including those businesses that are particularly dependent on the visitor economy. The tourism team has been working not only to assist business recovery and future resilience but also to highlight at a national level the continuing impact of the Covid pandemic on the hospitality sector. During English Tourism Week in May, the tourism team met local MPs and the Tourism Minister, as well as holding a virtual meeting with board members of Visit England and local hospitality businesses so that they could highlight the issues they still face.

Much of the focus over the last year has been on preparing town centres to reopen following multiple lockdowns and restrictions as well as supporting businesses to adapt to the changed environment e.g. to transact more digitally where possible. Social media, newspaper and digital campaigns have promoted safety messages and encouraged customers to continue to support local businesses whenever they can and return to town centres in a safe way



when they reopen, supported by the Government's Reopening High Streets Safely fund. In addition, the funding has enabled the Council to engage 'Business Advisers' who contacted town centre businesses in towns across the District to ensure they have the support they need. The Council also arranged a series of webinars aimed at the hospitality sector to assist them in reopening safely and successfully when the economy opened up at the end of the third national lockdown. The Council has been allocated a further £81,144 from the 'Welcome Back Fund', which is an extension of the Reopening High Streets Safely Fund which runs until the end of March 2022. Cabinet has approved indicative allocations of £50,000 for physical works to town centres and £30,000 to create a 'virtual high street' to assist town centres to be more digitally resilient. The Council is currently collating suggestions from town councils and others for the physical works to town centres. An Economic Recovery intern has been taken on to assist with town centre-related work.

Town centres were already having to evolve in order to adjust to changing shopping habits, which has been accelerated by Covid-19 and multiple lockdowns. Our local traders have had to become more digitally able in order to survive in a period when physical footfall has been significantly reduced. The Council is continuing to work with tech company Maybe to support businesses to improve their social media presence which is expected to improve sales, and help to offset the losses from a reduction in physical footfall. The Maybe platform assists businesses to interact on social media in a place-based way which helps to raise their profile. Regular webinars have been held, including three aimed specifically at Cotswold businesses. The project went 'live' in September 2020, initially in Cirencester and Chipping Campden and has been rolled out to other towns in the District, including Tetbury, Northleach, Bourton-on-the-Water, Stow-on-the-Wold, Moreton-in-Marsh, Fairford, Lechlade and South Cerney. Over the last few months we have been increasing our efforts to encourage more businesses to sign up. The Council has also been working with GFirst LEP to launch a digital grant scheme to assist businesses with a grant of up to £3,000 for a project to improve their digital capability, which will be funded by each District Council contributing £60,000 from the Government's Additional Restrictions Grant; the scheme will be administered by the LEP.

The Uncover the Cotswolds Digital Health Check Survey, conducted on behalf of Cotswolds Tourism yielded 126 responses. The aim of the survey was to understand the digital confidence of tourism businesses in the wider Cotswolds area. The results clearly showed that local businesses needed support to improve their digital skills and online presence: only 26% were confident in their digital skills and 29 % confident in the online visibility of their business. The areas identified as particular weaknesses were using social media, website content and website SEO/Google analytics. In response to the survey results, the tourism team commissioned 19 short training videos covering a wide range of digital skills. These are all now available online, free of charge, to any local business.

The Digital Health Check Survey also highlighted that many hospitality businesses were failing to take advantage of the opportunities offered by online sales and booking – over 40% had no online booking on their websites. In conjunction with Visit England the tourism team has been working to help businesses become bookable online via Tourism Exchange Great Britain (TXGB). TXGB is a business-to-business platform connecting tourism businesses to a diverse range of domestic and international distributors.

The tourism team made a successful bid to Visit England's Destination Management Organisation (DMO) Recovery Fund and received funding (£73,000) for 'Escape to the Cotswolds' – an online digital marketing campaign to develop and promote online bookable experiences and to increase Cotswolds Tourism's social media followers and organic reach with the aim of reaching 150,000 followers across all channels by the end of July.

A key focus of the Tourism team is to improve the dispersal of visitors across the Cotswolds, increasing visitors to less visited towns and to encourage less visits to places struggling at peak times to cope with visitor numbers. The Real Cotswolds project has identified eight towns across the Cotswolds which are able to accommodate more visitors. The focus will be on improving online presence with increased coverage on the Cotswolds.com website, better imagery and with dedicated e-newsletters to potential visitors; work on Cirencester is most advanced with Tetbury and Northleach to follow later in the year. Conversely, the impacts on some of the most visited areas such as Bourton, Bibury and the Slaughters is being reduced by discouraging media coverage, working with tour operators and accommodation providers to encourage off peak visits, and looking at ways to promote better circulation of visitors within the villages.

In addition to the Covid-19 related work that has taken place during the quarter, the Council is working with partners to bring sites forward which will support the Council's ambition to grow high value, highly skilled, low environmental impact businesses in key areas including agritech, digital/cyber, medical equipment and environmental technologies, and to enhance the opportunities available for local people, particularly young people. So for example, the Council is working with the Royal Agricultural University and their development partner Henry Boot Developments (HBD) to bring forward their Triangle site for agritech or education-related activity. The Council is also working with the prospective purchaser of the Mitsubishi site at Watermoor. The purchaser is proposing to continue with the existing uses, albeit with a new tenant or tenants. The Council is also working with ZeroAvia which has relocated from Cranfield to Cotswold Airport. ZeroAvia is a leading innovator in decarbonising aviation, and is developing a hydrogen-electric powered aircraft. The Council is working with the Inward Investment Team at GFirst LEP to support ZeroAvia which has increased its staff numbers from 10 to 50 with the potential to continue to grow significantly.

The construction of the Applied Digital Skills Centre at Cirencester College moves on at pace, with the structure now out of the ground. The new Applied Digital Skills Centre will give the District a great opportunity both to develop a workforce with the digital skills needed in the 21st century, and also to grow its digital and cyber sectors. The Council continues to work closely with the College, particularly to identify partnerships with business which would be mutually beneficial.

On infrastructure, the Development Consent Order (effectively the planning application) for the A417 Missing Link was submitted to the Planning Inspectorate by Highways England in June 2021; a decision is likely to take some time to make. The project, which at around £450m, is the biggest infrastructure investment in the District and indeed the whole county for a generation, is designed to reduce congestion and improve road safety on this important link between Cirencester and Gloucester and, more widely, the M4 and M5 motorways. While new road building projects can be seen as environmentally damaging, much of our efforts have been focused on delivering opportunities for environmental improvements as well as economic benefits.



COTSWOLD
DISTRICT COUNCIL

Delivering great services locally

PERFORMANCE REPORT:
April 2021 - June 2021

A note on performance benchmarking

Benchmarking can be a useful tool for driving improvement; by comparing our performance with other similar organisations, we can start a discussion about what good performance might look like, and why there might be variations, as well as learning from other organisations about how they operate (process benchmarking).

A selection of readily available benchmarking data for the most recent period (2019-20) was included in the 2020-21 Q4 performance report on a trial basis. The 2020-21 benchmarking data has started to be released and will continue over the year until around December 2021. An annual exercise will be undertaken to update the CIPFA benchmarking charts and the Shire Districts' median /top quartile lines.

Two comparator groups that are commonly used to benchmark Councils' performance are: all shire district councils and CIPFA Nearest Neighbours (NN). The CIPFA NN Model is based on family groups; it adopts a scientific approach to measuring the similarity between councils taking into account a range of demographic and socio-economic characteristics. The standard model provides the 15 nearest neighbours to each council. In contrast, the all shire districts comparator group is a much larger dataset of 192 councils, and there will inevitably be a much greater variation between the councils in this group.

When we embark on performance benchmarking, it is important to understand that we are often looking at one aspect of performance i.e. the level of performance achieved. Although the CIPFA NN Model groups councils on the basis of similarity, these factors are external and based on 'place'. The model does not take into account how services are resourced or compare in terms of quality or level of service delivered, for example, how satisfied are residents and customers? Furthermore, each council is unique with its own vision, aim and priorities, and services operate within this context.

Therefore, benchmarking data should be viewed as a 'guide' and as a starting point for discussion. It is important to understand performance within context, and there will be a variety of internal factors that determine performance including costs, workloads and quality.

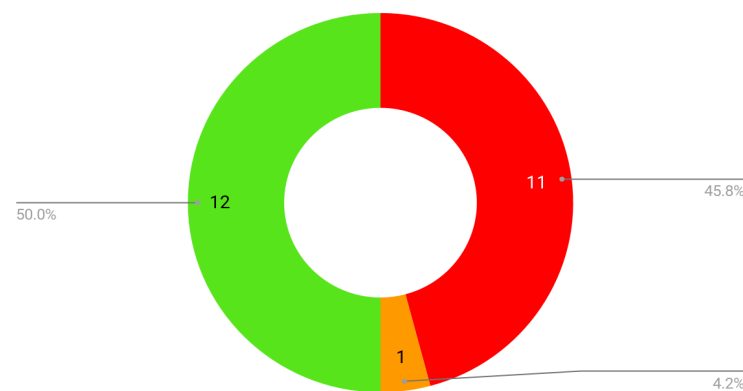
Note

The data benchmarks have been extracted from LG Inform, a benchmarking tool, which contains a range of routinely published data. The median and top (best 25%) quartile lines are based on annual outturns but applied to the quarterly data.

KEY PERFORMANCE METRICS

At a glance...

Summary of Performance



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OVERALL PERFORMANCE

Although the 19 July marked the end of the lockdown restrictions, with high infection rates over the last few weeks, the majority of staff are continuing to work from home which is still presenting a challenge for some services such as planning.

Overall, performance has been mixed over the last six months. There has been a shortage of resources in some services to deal with high workloads; for example, there has been an upward trend in both planning applications and land charge searches since summer 2020. Backlogs have built up in some services due to a number of reasons including the suspension of site visits due to the pandemic e.g. Food Safety; as well as backlogs that built up while implementing new systems e.g. Benefits team.

Some services such as Planning and Food Safety have found it difficult to recruit to vacant posts. The Benefits team was able to access some external resources from Civica OnDemand, and further requests have been made. Temporary staff will be used to reduce the backlog of HB change events

Indicators with targets	Status
Customer satisfaction - phones	
Customer satisfaction - F2F	No data
Customer satisfaction - website	
Satisfaction for Building Control service	
CT collection rate	
NNDR collection rate	
Average days to process CTS new claims	
Average days to process CTS change events	
Average days to process HB change events	
% HB overpayment	
% major applications determined within time	
% minor applications determined within time	
% others applications determined within time	
Total planning income	
Pre-application advice income	
% appeals allowed	
Affordable homes delivered	
% land charge searches dispatched within time	
% high risk notifications assessed within time	
% high risk food premises inspected within time	
Residual waste per household (kg)	Awaiting data
% combined recycling rate	Awaiting data
Missed bins per 100,000	
Leisure visits	
Gym memberships	
Parking enforcement hours	

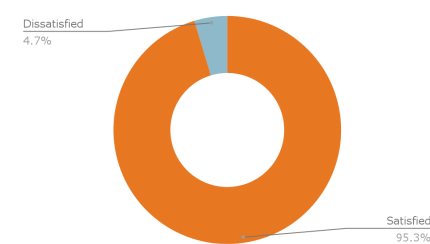
CUSTOMER SERVICE

Customer satisfaction

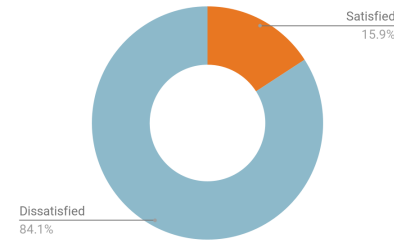
Face to face - no surveys due to Covid19



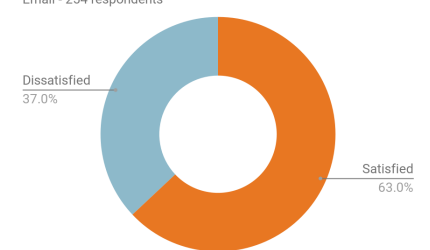
Phone - 171 respondents



Website - 208 respondents

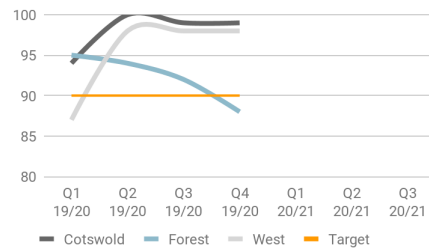


Email - 254 respondents

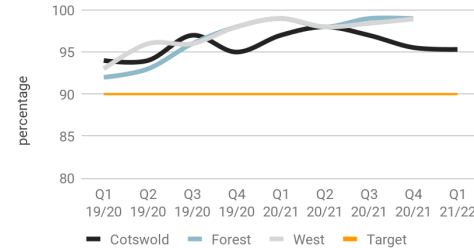


What's the trend?

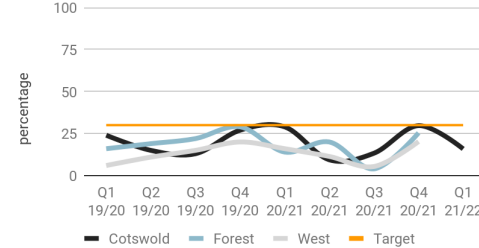
Customer satisfaction - face to face



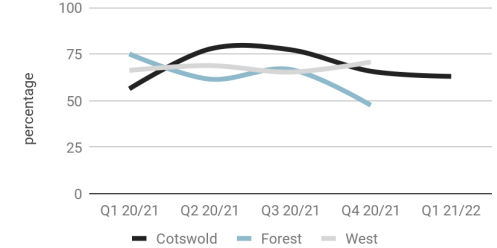
Customer satisfaction - phone



Customer satisfaction - website



Customer satisfaction - email

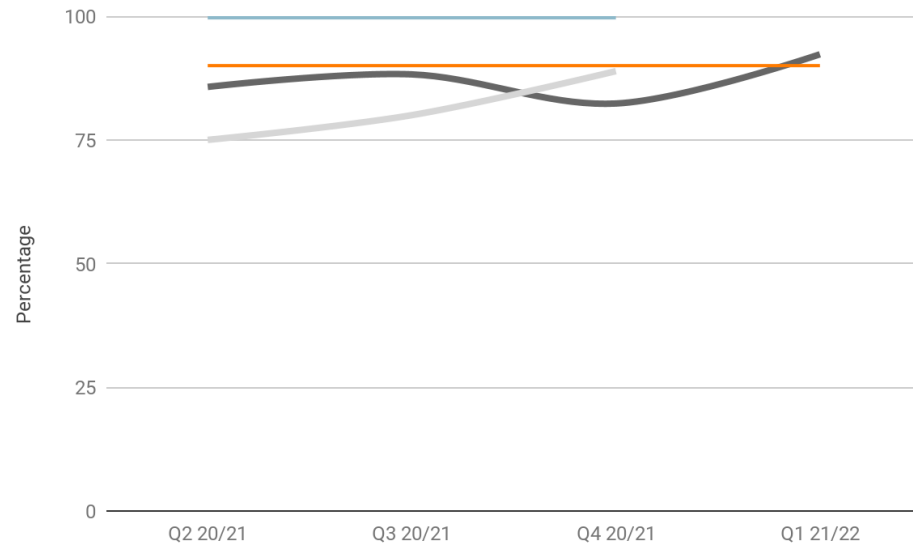


OBSERVATION:

Due to Covid-19, the Council closed its reception areas in March 2020 and therefore face to face surveys were temporarily suspended. The nation emerged from the third lockdown on the 29 March 2021 in phased stages; and although Trinity Road and Moreton Area Centre re-opened to customers from 12 April 2021, usage is currently low. As 19 July marked the end of the lockdown restrictions, the service is considering re-commencing face to face surveys.

Overall, satisfaction ratings for services delivered via the phone continue to be high, while satisfaction for services via the website appears to be low. The number of feedback responses continues to be extremely low compared to the large proportion of visitors to the website. The 'Dissatisfied' feedback received this quarter was again analysed to establish the cause (website content issues, data processing issues, failure in service provision, user error etc.). These findings are being collated and will feed into a new digital take up framework in which a range of channel shift data including web service interaction information will form a baseline which can then be continually monitored to give a more accurate picture of digital take up across our online services. This data will then enable us to understand where we can do more targeted feedback around particular online services to ultimately improve the online take up and change behaviours to a digital first approach.

Customer satisfaction for the Building Control service

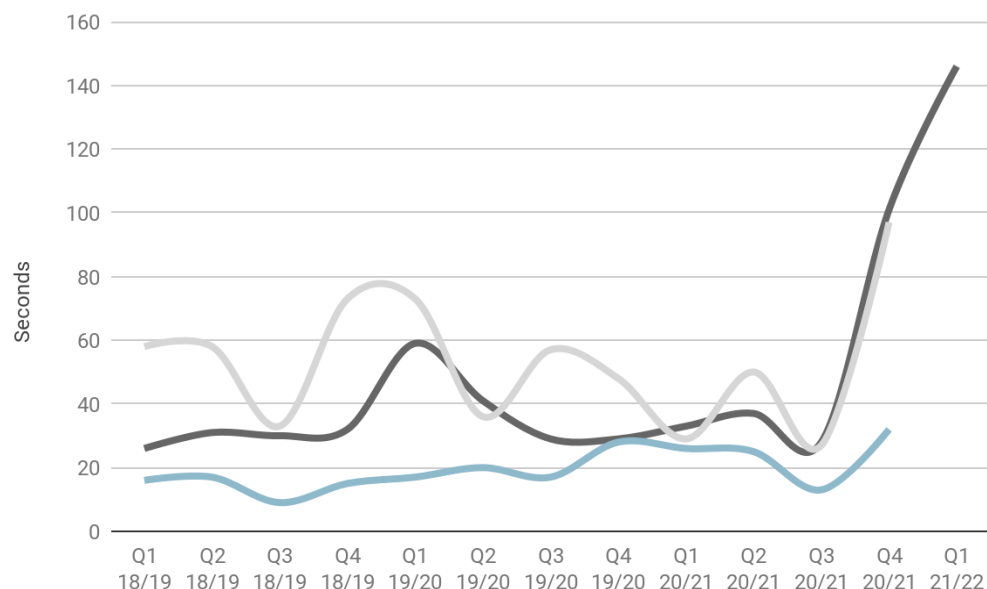


OBSERVATION:

Each month, the service conducts telephone interviews with customers who have received a completion certificate during the month. The customer rates the service on helpfulness of staff, quality of technical advice and other information, responsiveness, value for money, and overall satisfaction.

The Q1 data indicated that 12 out of 13 customers were fully satisfied with service, and one was partly satisfied. Overall, satisfaction for the service is high amongst those surveyed; however, the low number of survey responses will make it more difficult to consistently achieve the target of 90%

Telephone calls - average waiting time



OBSERVATION

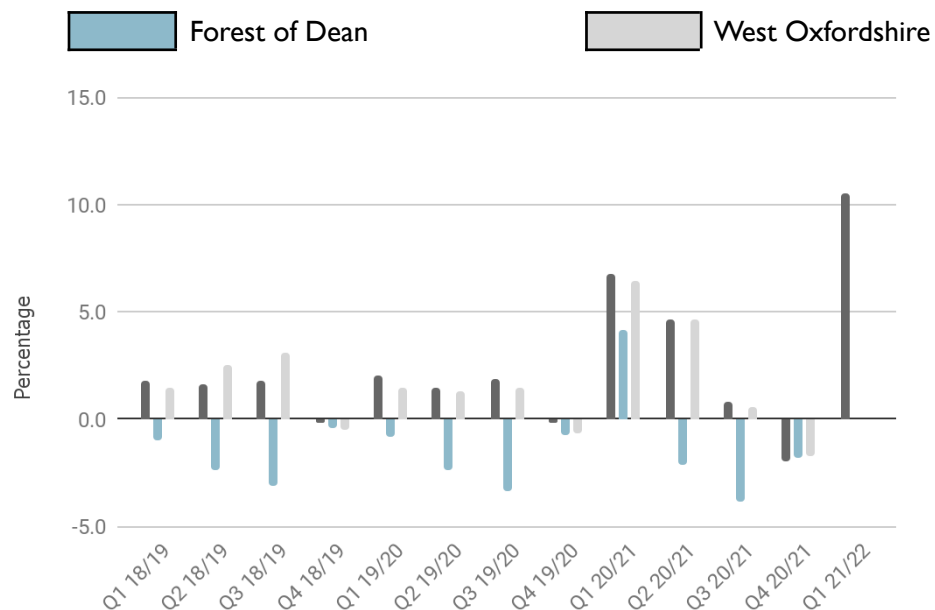
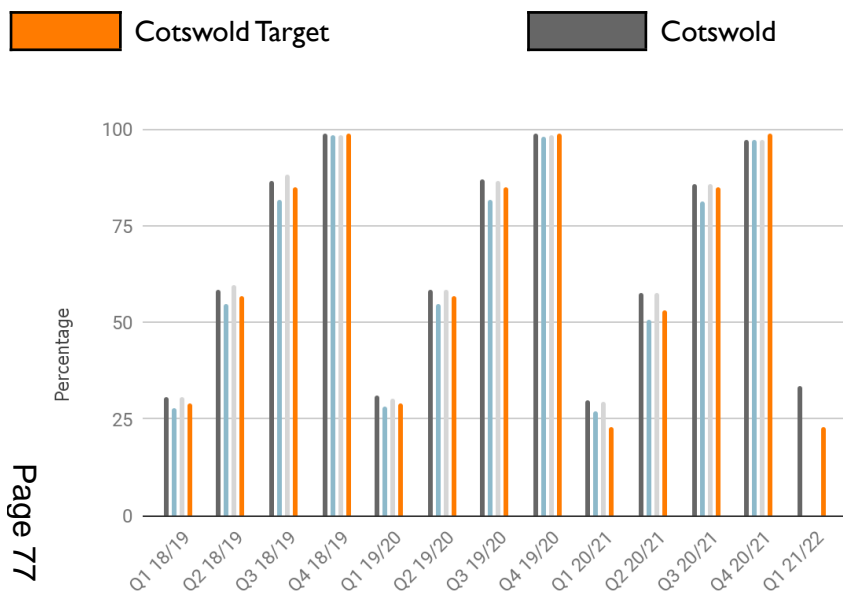
The service reviewed its indicators and targets in preparation for 2021/22 to ensure that they are appropriate to customers' needs; so for example, ensuring that satisfaction for our services remains high while also taking into account the benefits of channel shift and providing more options for accessing our services. Over the next few months, officers will be developing a framework for measuring digital take-up so that we can understand better the impact of digitisation on demand for customer services.

The average wait time has increased over the last six months but has now started to improve. In July, the average wait time reduced significantly to 71 seconds; and our understanding is that a wait time under three minutes is considered to be good standard for local authorities (GovMetric). The service will shortly start work to identify causes, as well as solutions to reduce call waiting time.

Workloads are generally higher in the fourth quarter due to normal annual billing processes, and call volumes related to Covid-19 also increased. Issues with turnover of staff in Q4 have mostly been addressed, however, another recruitment drive is required; staff in this service take opportunities to progress to other roles in the organisation or secondments. Furthermore, it takes around six months to train each advisor with significant support required from experienced staff

Revenues and Benefits

(Cumulative) Percentage of council tax collected & the difference between the percentage of council tax collected and the target



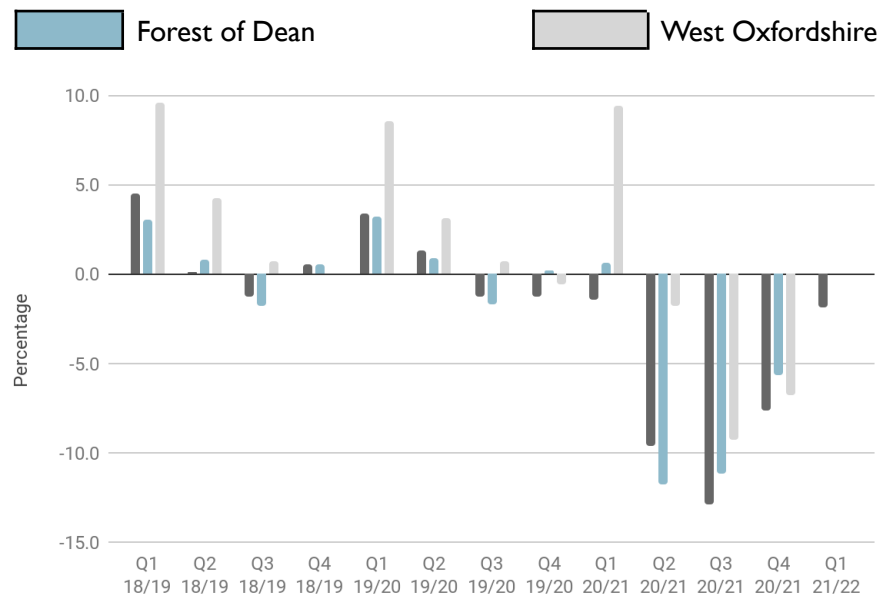
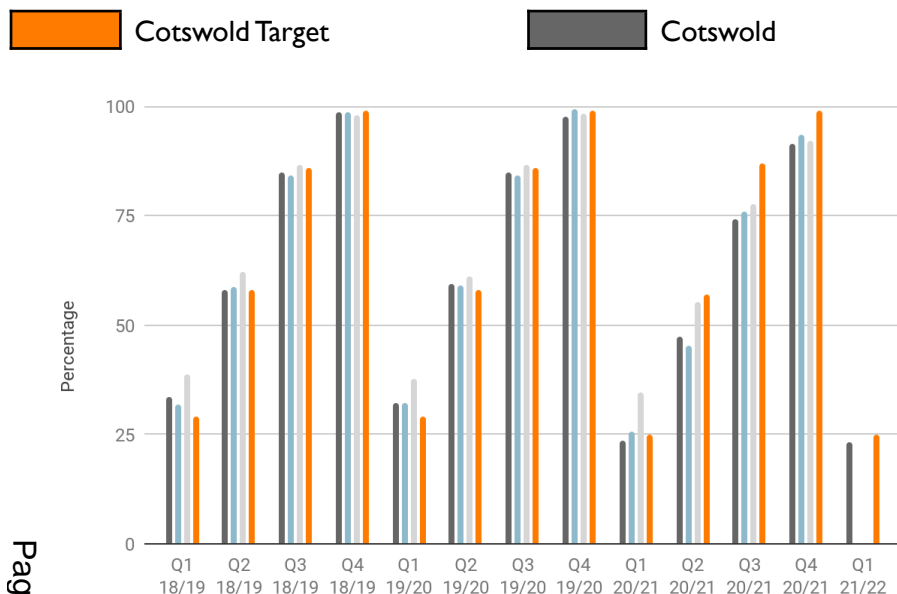
OBSERVATION:

The collection rate appears to be returning to more normal levels, and is up on the same period of the previous year, and historically.

The service continues to support residents, contacting customers by phone and email, as well as including a letter with reminders to encourage customers to contact the Council if they are experiencing problems with council tax payments.

Recovery action re-commenced at the beginning of Q1; and Magistrates Courts have re-opened for liability order hearings

(Cumulative) Percentage of business rates collected & the difference between the percentage of business rates collected and the target



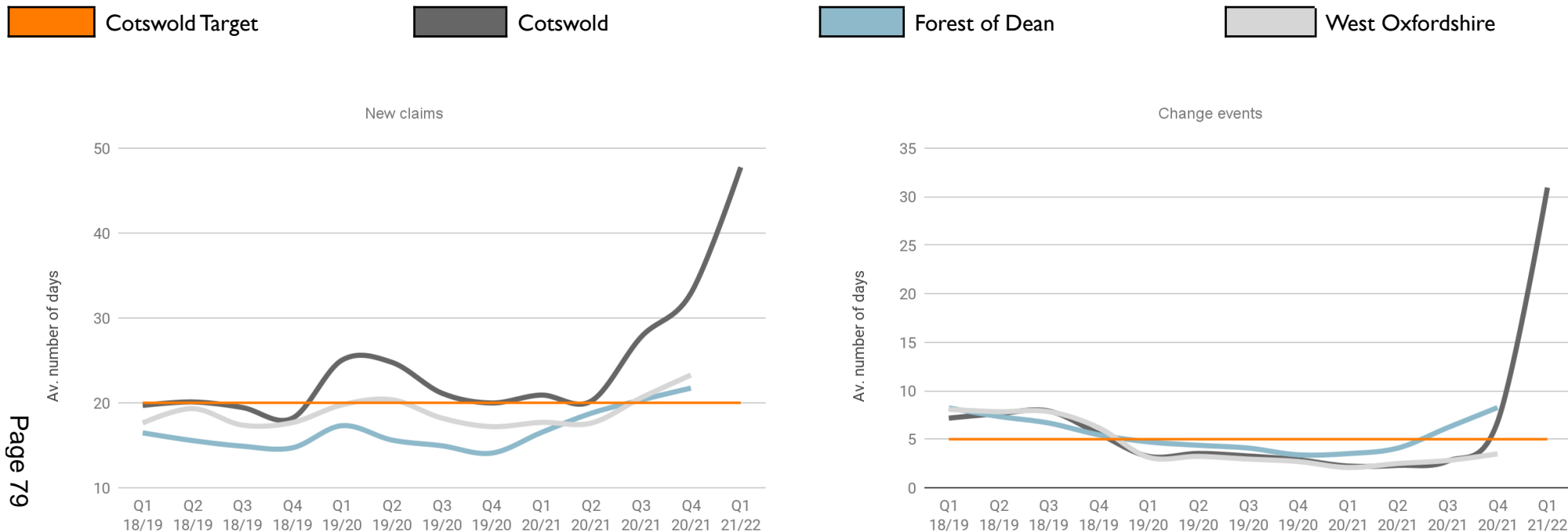
OBSERVATION:

At the end of Q1, the collection of business rates continues to be lower than pre-Covid times. In addition, the Council has had to make some refunds due to changes in rateable value.

The service is continuing to support businesses; sending out reminders, phoning and emailing businesses to encourage them to contact the Council so that we can support them via manageable repayment plans. The Magistrates Courts have re-opened for liability order hearings which will mean the Council can start to formal recovery action and enforce debts that are owed.

The Government has helped certain businesses with 100% business rate relief; the relief was reduced to 66% at the end of June 2021 for the remainder of the financial year. In addition, the window for applying for business grants closed at the end of June with final payments by the end of July 2021

(Cumulative) Average number of days taken to process Council Tax Support new claims and change events



OBSERVATION:

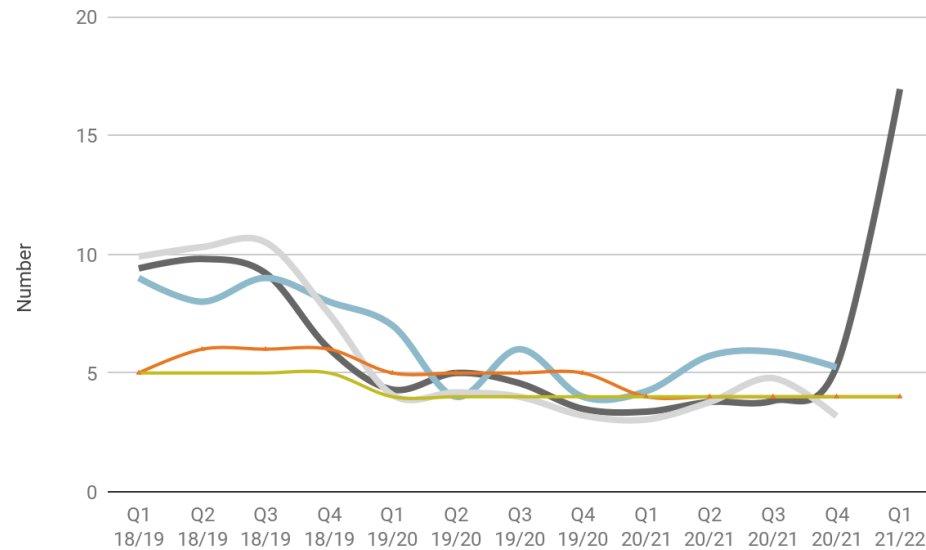
Processing times have increased due to high workloads in the service due to a combination of reasons, as well as a backlog that built up during the implementation of the new revenues and benefits system. Since the start of the pandemic, Universal Credit claims have doubled which has resulted in a significant increase in CTS new claims and changes. In addition, the team has had to prioritise the administration of discretionary housing payments and providing welfare support to the Council's most vulnerable residents.

The backlog is being managed and cleared with the support of Civica OnDemand, and further resources have been requested; however, many councils are trying to access additional resources at this time. Furthermore, team members are still involved in systems work related to the new revenues and benefits system, as well as processing 'Test and Trace' claims which was due to finish at the end of June but has been extended to the end of September. Changes of circumstance have also been impacted by an automated software failure which is discussed in more detail on the following page.

The aims of the new revenues and benefits system are to improve service delivery and make efficiencies and this is still anticipated as workloads ease post pandemic. The new system has been implemented which allows resources to be directed to where it needs to be; and work continues on the open portal which will offer better facilities for clients to self-serve, which is expected to reduce service workloads and improve processing times.

(Cumulative) Average number of days taken to process Housing Benefit changes of circumstances

Cotswold Target
 Cotswold
 Forest of Dean
 West Oxfordshire
 Shire Districts' Median



OBSERVATION:

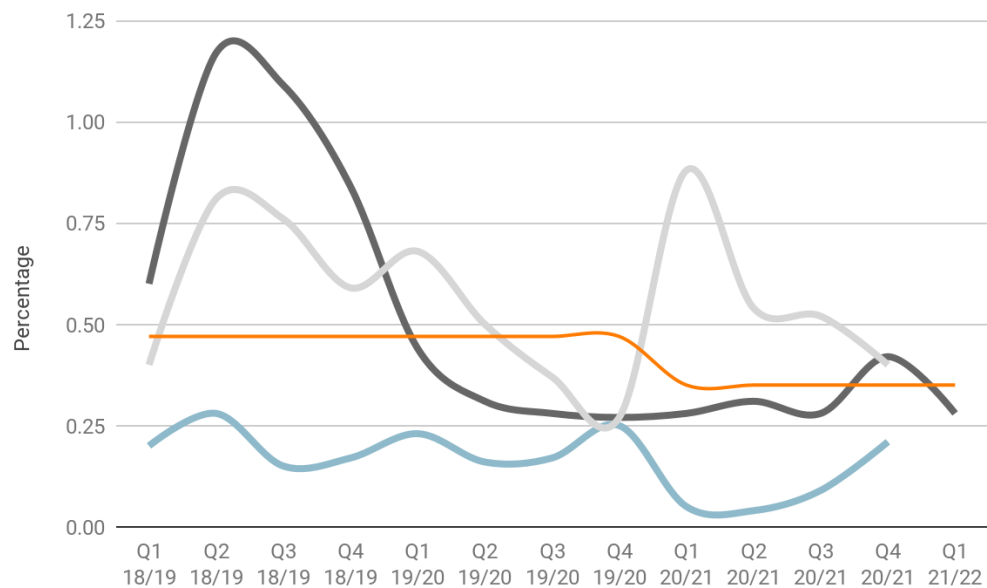
Workloads are higher in Q1 due to end of year changes such as rent increases, pension amendments and earnings amendments; and additional workloads related to the implementation of the new revenues and benefits system, combined with Covid-19 related work, including processing 'Test and Trace' has continued to affect processing times. 'Test and Trace' was due to end on 30 June but has been extended to the end of September.

During the latest stage of the implementation of the new system, the facility to automatically upload and apply changes of circumstances to system records, has stopped functioning. Around 80% of changes are applied in this way which makes the process much more efficient than manual handling. This has now been resolved and should start to impact positively in Q2.

The backlog is being managed and cleared with the support of Civica OnDemand, and further resources have been requested. The service will also be using temporary staff to process the simpler cases and help reduce the backlog.

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

Cotswold Target
 Cotswold
 Forest of Dean
 West Oxfordshire



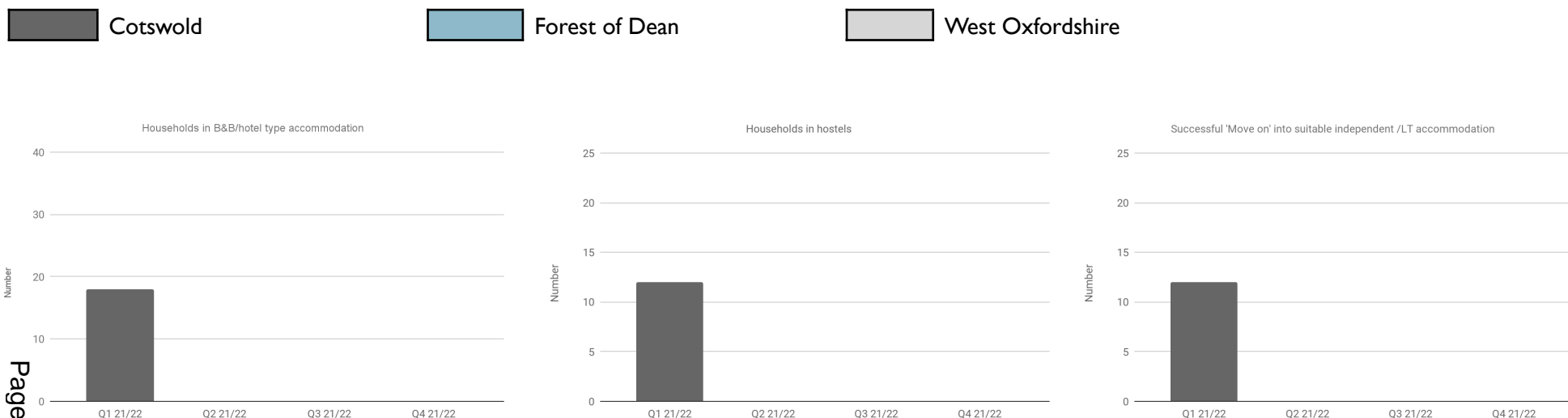
OBSERVATION:

Due to the high volume of HB change of circumstances, we take a sampling approach and target areas which we know have high error rates such as calculation of earnings.

Overall, the Council has performed well considering the backlog of HB change of circumstances that was created during the implementation of the new revenues and benefits system, and the potential for admin delay

Housing Support

(Snapshot) Number of households in B&B/hotel-type accommodation & Hostels (LA owned or managed); and Number of successful 'Move On' into suitable independent/long-term accommodation from B&Bs/hotels/hostels



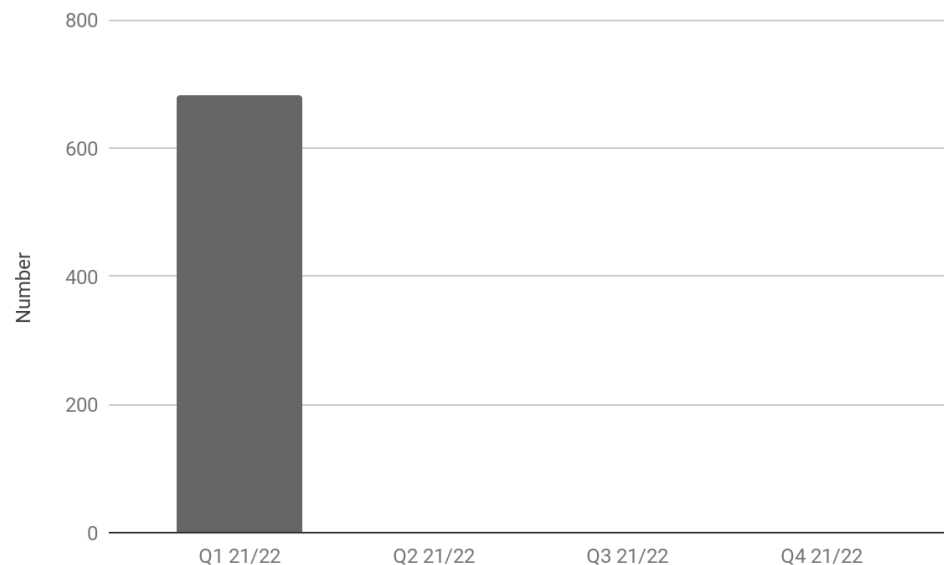
OBSERVATION:

At the beginning of the first lockdown, councils were required to place all clients who are rough sleeping or at risk of imminent homelessness regardless of priority need who have approached the Council, into emergency accommodation, which resulted in a spike in numbers.

The Housing Team created exit plans to move households into more secure tenancies including housing association, supported accommodation, and private rented accommodation. However, the availability of social housing stock is low due to low turnover and households not moving as much during the pandemic. It also takes time to prepare accommodation for new tenants. Furthermore, it is often difficult to place clients in private rented accommodation as these properties require a guarantor.

The County has received funding from MHCLG including funding for Next Steps Accommodation including Housing Led accommodation. The funding is being used to deliver accommodation for rough sleepers and those at risk of rough sleeping. Examples of schemes funded by this award are 'Somewhere Safe to Stay Hubs', support provided in specific housing properties to assist clients address issues preventing them from moving on into longer term tenancies, and countywide specialist officers who assist entrenched rough sleepers to 'come in' or provide upstream advice in order to prevent homelessness.

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



OBSERVATION:

The transition of the new Revenues and Benefits system from Northgate to Civica has presented the opportunity to cleanse the data including de-duplication, as well as streamlining the process for the three partner Councils. This work has identified inconsistencies in historical reporting; therefore, reporting will commence from Q1.

The new LTE officer (in post for three months) is contacting landlords/homeowners to ensure that the Council's data is accurate and up to date. Work is also being undertaken to segregate those properties where no further work is required; for example, Bromford is undertaking an intensive redevelopment of their older properties so some properties are awaiting demolition, Some properties such as retirement properties remain vacant.

Planning and Strategic Housing

(Cumulative) Percentage of major planning applications determined

% of all applications completed within 13 weeks or an agreed timeframe



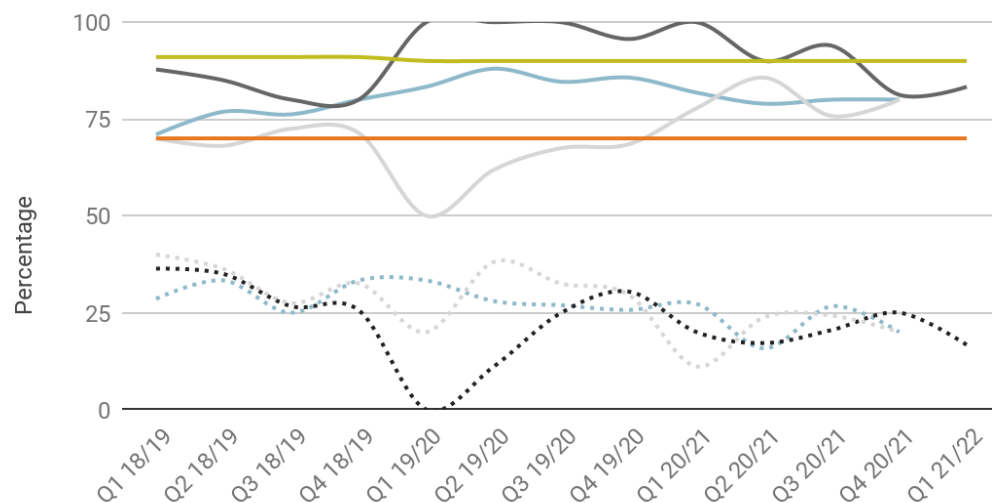
% of all application completed within 13 weeks

----- Cotswold

----- Forest of Dean

----- West Oxfordshire

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Note

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

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

OBSERVATION:

Six major applications were determined in Q1 compared to four in Q1 in the previous year.

The service has reported that the increase in applications coming in over the last year is projected to continue due to an overstimulated market.

The increasing numbers coming through combined with reduced capacity caused by increased staff turnover and reduced efficiency in the planning process as a result of Covid-19 has reduced performance.

Given improvements made to processes and a gradual return to the office environment it is anticipated that the outlook should start to improve. Some staff have already returned to the office as not all aspects of the statutory process can be or are best achieved electronically; however, social distancing rules remain in place in the office. Site visits continue to be onerous, and due to high infection rates, staff are being cautious. On the other hand, response turnaround times from consultees such as the County and the Environment Agency have improved.

There are a number of improvement projects scheduled and underway which the Customer Experience Improvement Team (CEIT) will help to deliver alongside the planning service, which has already addressed the build up of applications awaiting validation and improved workflow in general.

Furthermore, approval has been given for additional resources and recruitment has commenced.

(Cumulative) Percentage of minor planning applications determined

% of all applications completed within 8 weeks or an agreed timescale

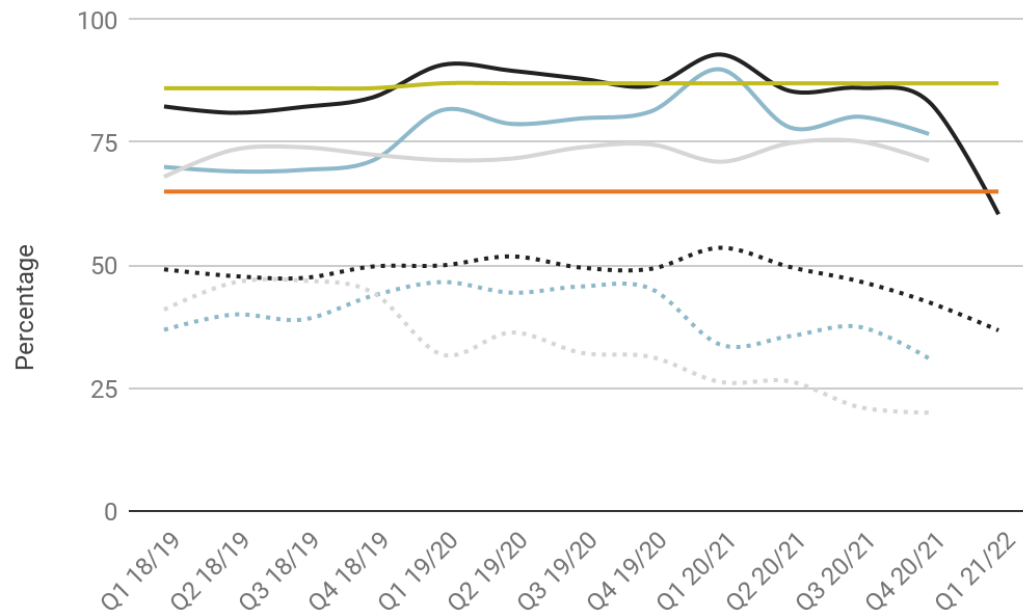


% of all applications completed within 8 weeks

----- Cotswold

----- Forest of Dean

----- West Oxfordshire



OBSERVATION:

106 minor applications were determined in Q1 compared to 94 in Q1 of the previous year.

Due to high workloads, there has been an increase in the use of extensions of time.

See Observation for Major applications for further explanation

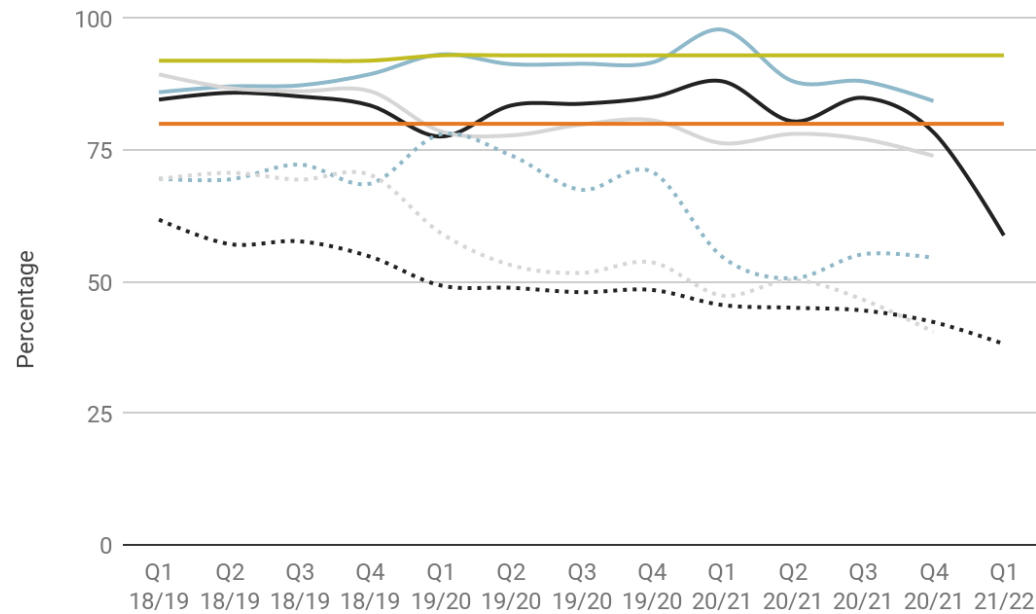
(Cumulative) Percentage of other planning applications determined

% of all applications completed within 8 weeks or an agreed timescale

Cotswold Target
 Cotswold
 Forest of Dean
 West Oxfordshire
 Shire Districts' Median

% of all applications completed within 8 weeks

----- Cotswold
 ----- Forest of Dean
----- West Oxfordshire



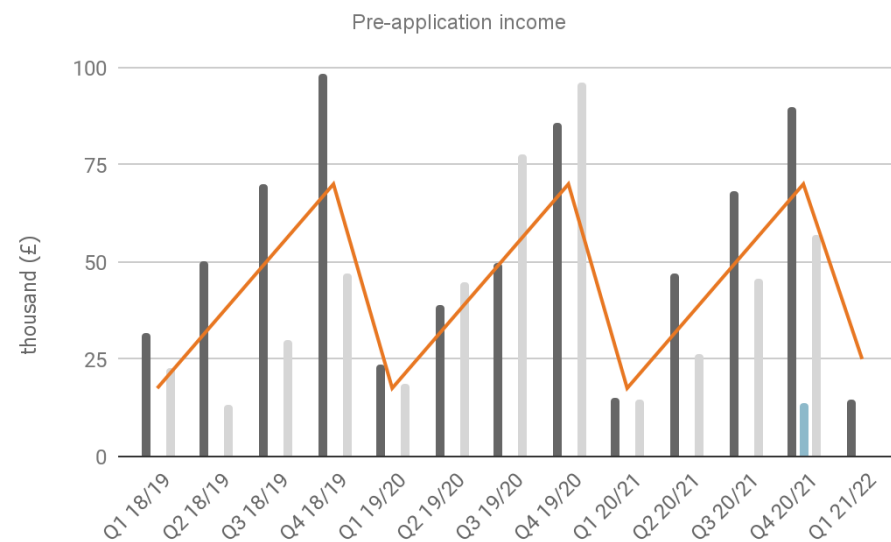
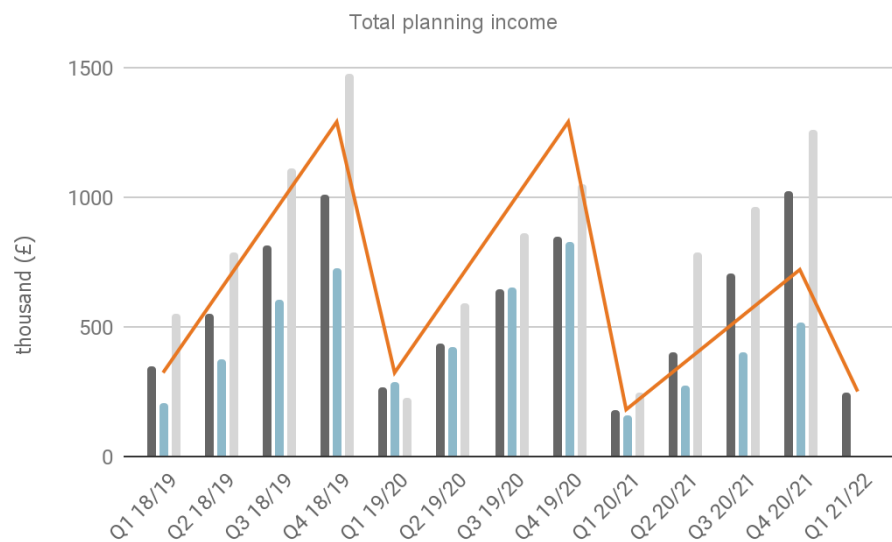
OBSERVATION:

364 other applications were determined in Q1 compared to 211 in Q1 of the previous year.

Due to high workloads, there has been an increase in the use of extensions of time.

See Observation for Major applications for further explanation

(Cumulative) Planning income



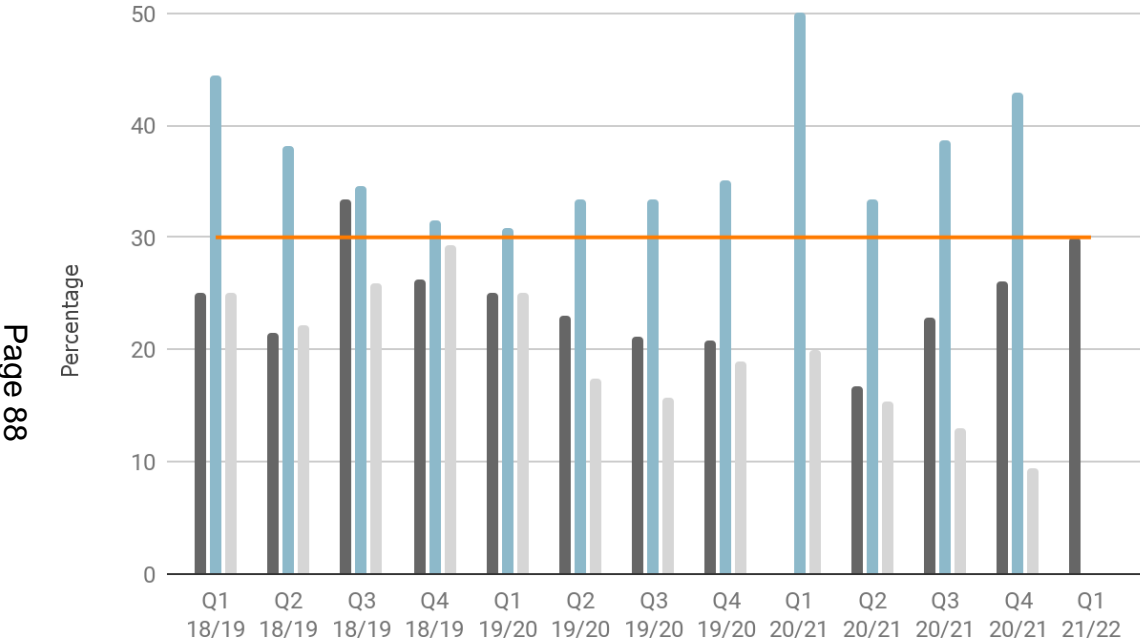
OBSERVATION:

At the end of Q1, total planning income, although marginally down on the target, was higher than the same quarter of the previous year when the number of planning applications dipped as the nation went into the first lockdown, and then rebounded over the summer months to the end of 2020-21.

The service reports that higher volumes are continuing to come through and are projected to remain at high levels. Although some vacant posts were filled during the quarter, there are still two vacant posts

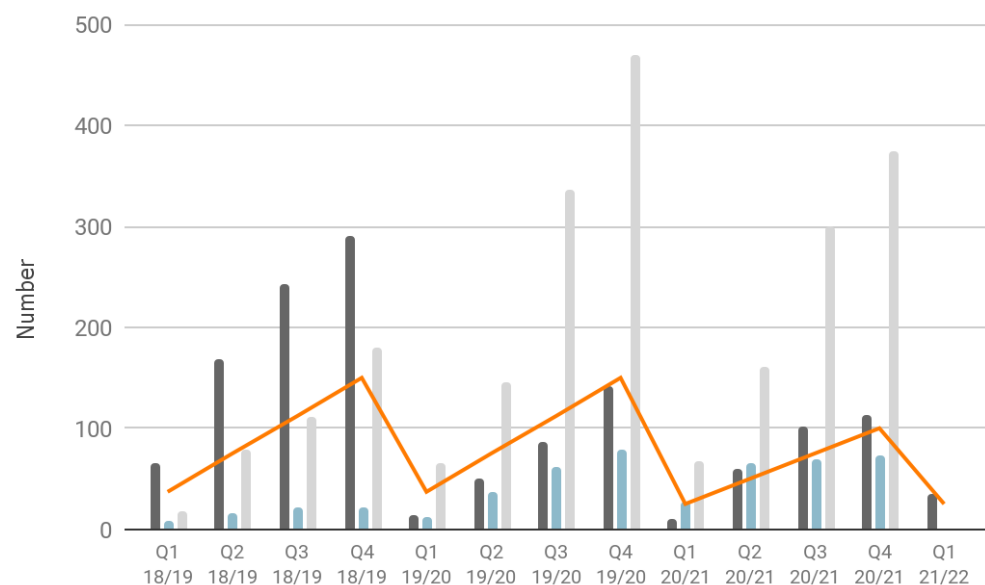
(Cumulative) Percentage of planning appeals allowed

Cotswold Target Cotswold Forest of Dean West Oxfordshire



OBSERVATION:
Three out of 10 planning appeals were allowed in Q1

(Cumulative) Number of affordable homes delivered



OBSERVATION:

Thirty-five affordable homes were delivered in Q1 for families, couples and single people, including the final three social rented homes at Bath Rd, Tetbury, 14 rented and shared ownership homes in South Cerney including two social rent, and the first six affordable rented homes at the Dyers Lane site in Chipping Campden.

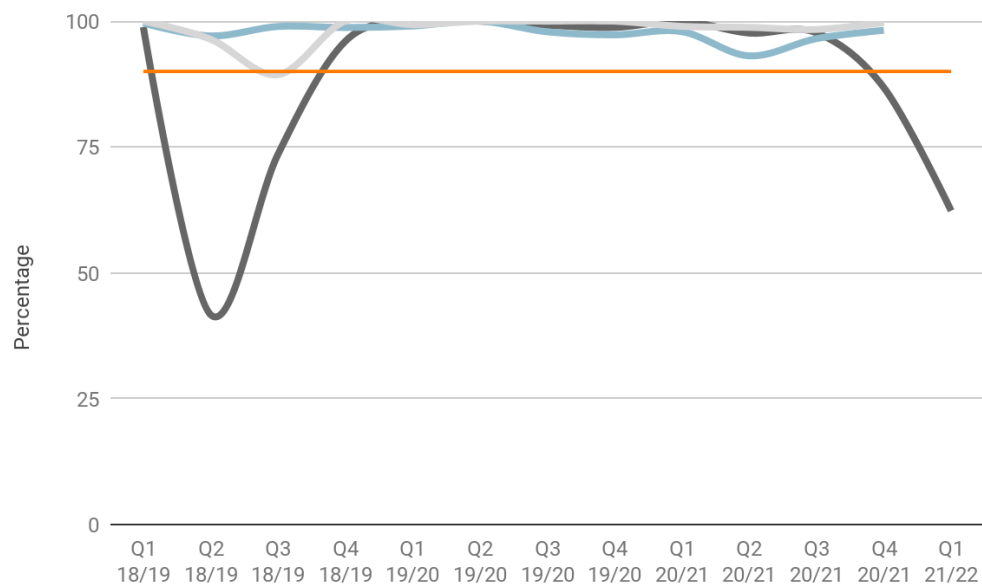
The Council also supported a bid to Homes England for grant funding to acquire unsold private market units which resulted in 12 new shared ownership homes in Moreton in Marsh, supporting delivery of the Council's affordable housing target and providing additional low cost home ownership properties in the District.

In addition, the first eight social rented homes commenced on the 100% affordable housing site at Quercus Rd, Tetbury.

As with many sectors, the construction industry has been affected by the Covid-19 pandemic, delaying work on site and new schemes commencing. This has effected the planned programme of completions for 2021/22. The majority of schemes due to complete were expected to start on site in 2020, however this did not happen. Those delayed sites are slowly beginning to come forward and the Council is working with Registered Provider partners to deliver the annual target of 100 homes

Percentage of land charge searches dispatched within 10 working days

Cotswold Target
 Cotswold
 Forest of Dean
 West Oxfordshire



OBSERVATION:

The service processed 446 official land charge searches in Q1; 278 searches were dispatched within 10 working days.

There was a significant fall in performance in Q1 due to reduced capacity in the service, which has since been resolved with the appointment of new team members. The data for July indicates that performance has returned to the previous high standard with all land charge searches processed within the target of 10 working days.

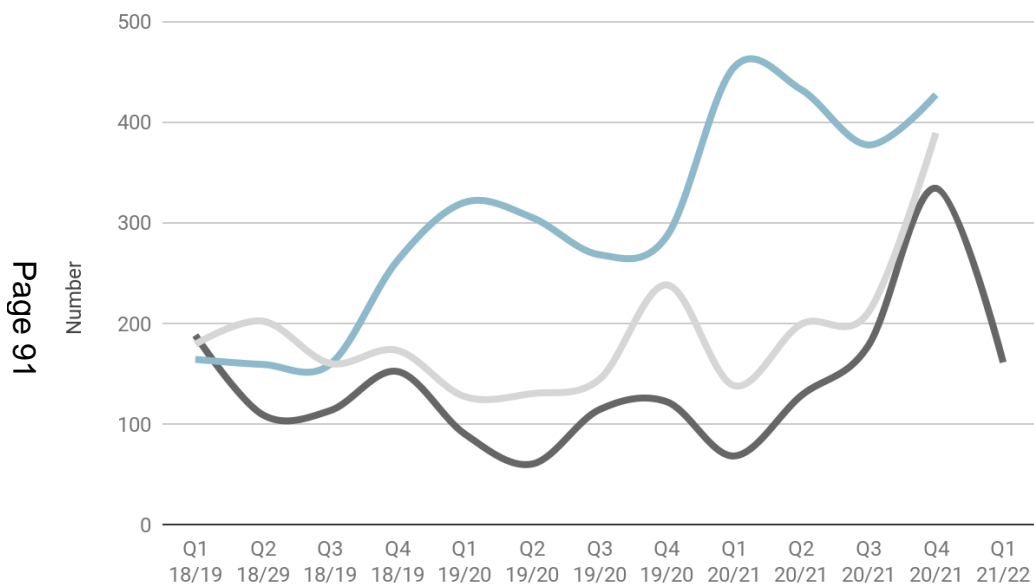
The service is still receiving higher volumes of land charge searches which is likely to be due to the 'stamp duty holiday' which will be phased out from the end of June 2021.

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

Environmental and Regulatory

Number of fly tips collected

Cotswold Forest of Dean West Oxfordshire



OBSERVATION:

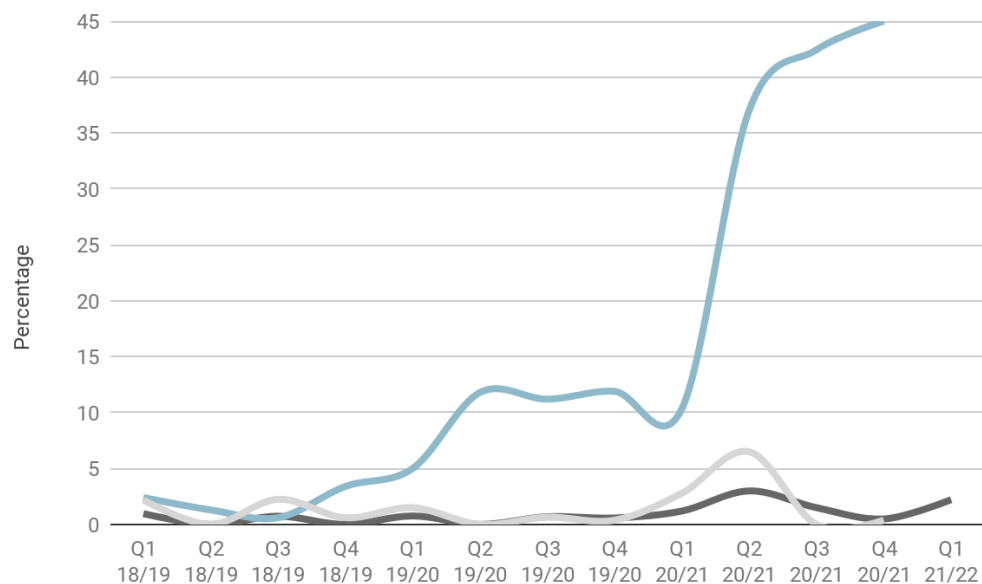
An increase in fly tips has been reported nationally which coincided with the start of Covid-19, and this appeared to be reflected locally. In the most recent quarter, there has been a sharp decrease which again has coincided with the start of the lifting of restrictions in April 2021.

The Council has an Enviro-crime programme designed to tackle a range of enviro-crime including fly tipping, abandoned vehicles and dog fouling. Following a pause due to Covid-19, the Lead Officer has re-commenced duty of care work with businesses and households to support them to manage their waste responsibly; and more investigative work into fly tipping incidents is also being undertaken.

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

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

Cotswold
 Forest of Dean
 West Oxfordshire



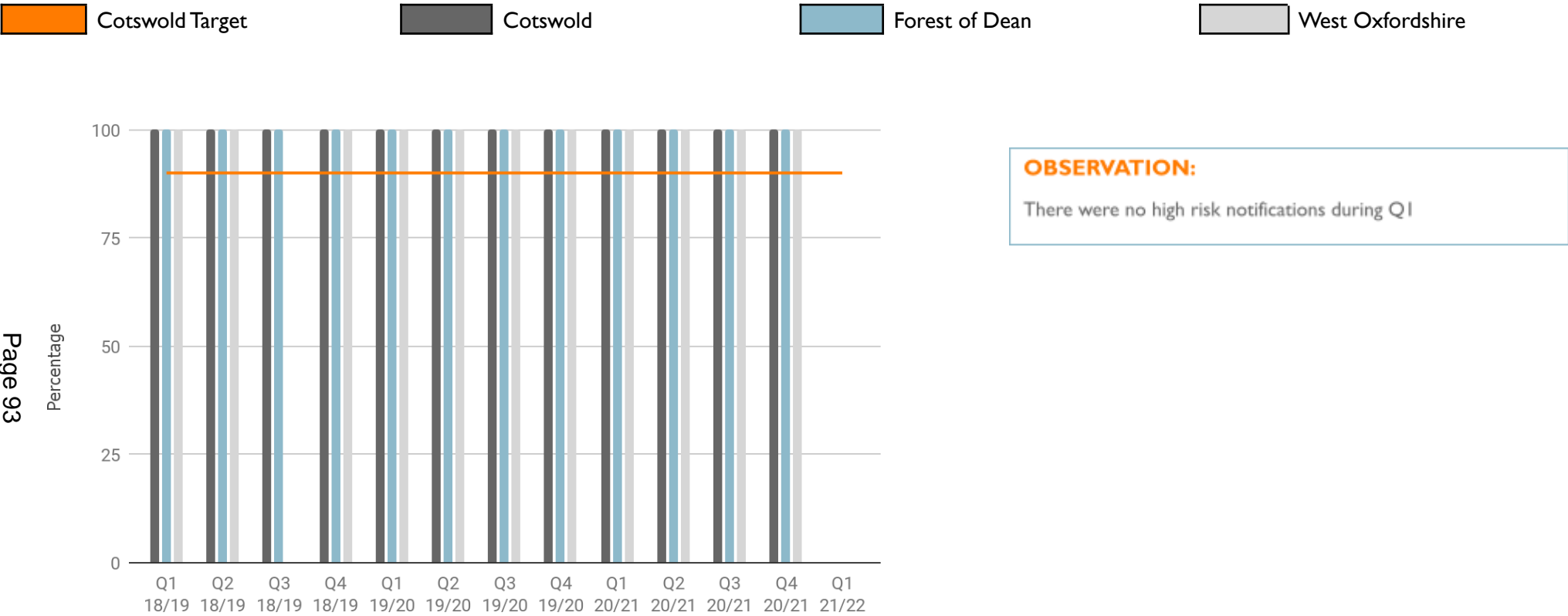
OBSERVATION:

There were 225 notifications of fly tips, down from 412 in the previous quarter; which resulted in five enforcement actions. Following a pause due to Covid-19, the Lead Officer has re-commenced duty of care work with businesses and households to support them to manage their waste responsibly; and more investigative work into fly tipping incidents is also being undertaken.

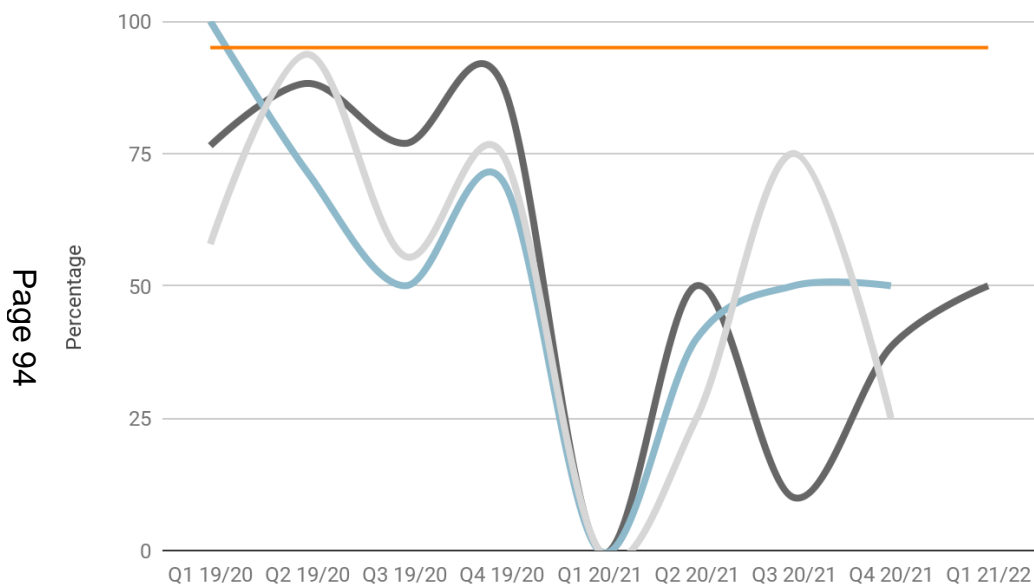
The Council will always take enforcement action if fly tipping is witnessed.

Currently, Cotswold and West operate a small multidisciplinary team. In contrast, at Forest of Dean, there is a dedicated Community Warden team. As part of Cotswold's new 'Clean and Green' agenda, there will be two new community warden type roles to support the Lead Enviro-Crime programmes officer in tackling fly tipping and other enviro-crimes

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



Percentage of high risk food premises inspected within target timescales



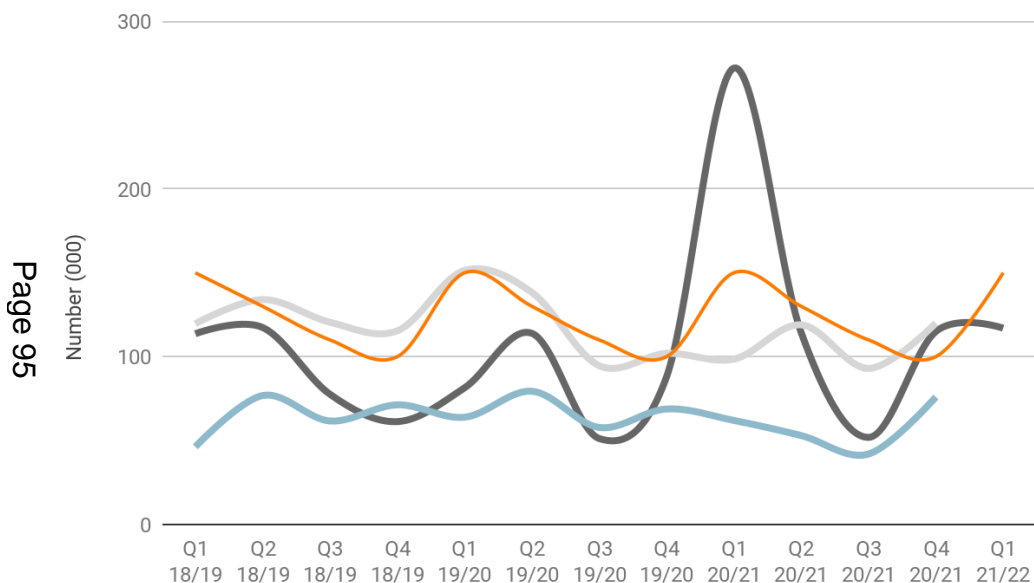
OBSERVATION:

During Q1, Cotswold completed one of the two high risk food inspections due within the timescale; the other inspection has since been completed. There is a small backlog of high risk food inspections which have received a remote inspection but require a site inspection. These inspections have been prioritised.

The FSA has put in place a recovery plan to ensure that both new businesses are prioritised based on risk; and the backlog of the highest risk categories (A's and B's) are cleared by 31 March 2022 and 30 June 2022 respectively. Although officers have cleared the majority of high risk inspections, a backlog of the lower risk categories has started to build up. In addition, reactive work/service requests have to be dealt with.

The service is experiencing some capacity and skills issues, and the recruitment of senior officers is proving difficult. There have been two recruitment campaigns over the last six months, and another one is underway targeted at newly qualified officers who will be trained up

Number of missed bin per 100,000 scheduled collections



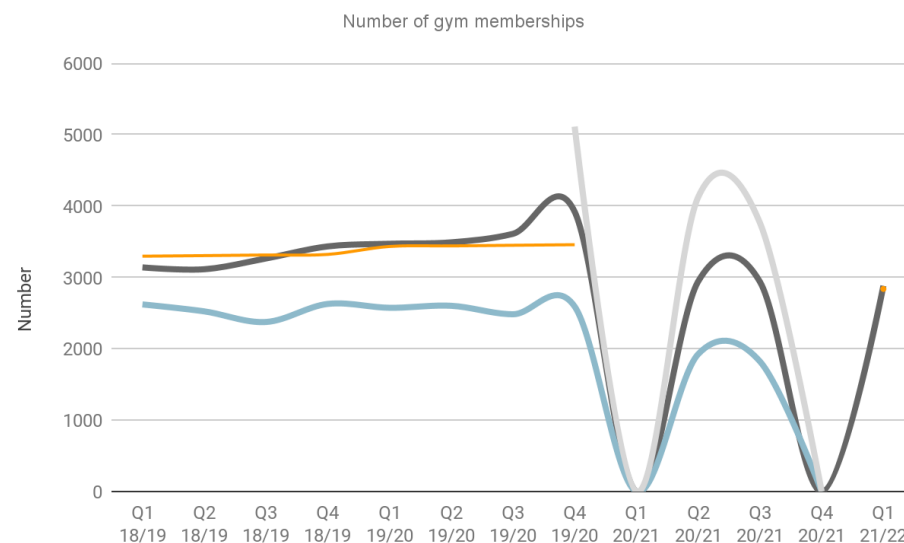
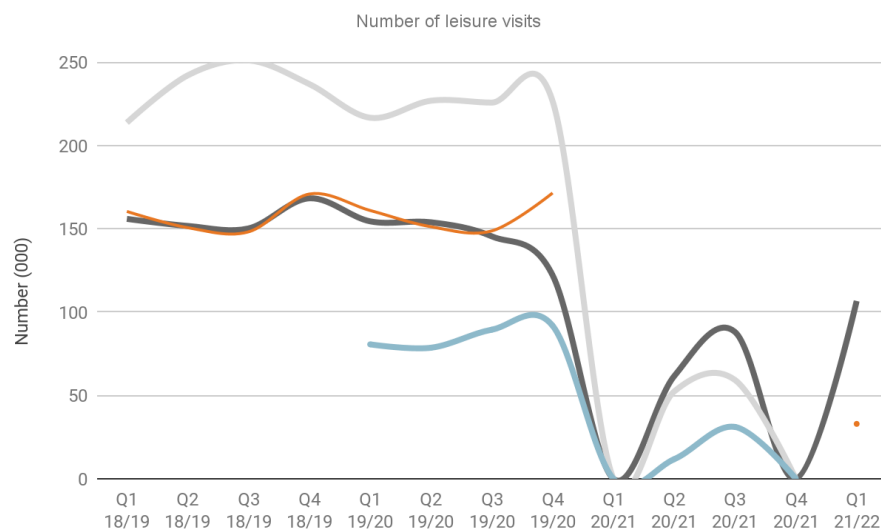
OBSERVATION:

In Q1, the number of missed bins per 100,000 was comfortably within the target, despite staffing issues related to positive Covid-19 cases, and crew members working within the same bubble having to self-isolate, as well as a national shortage of drivers. Some crew members and agency staff were unfamiliar with the allocated rounds, although they were supported by the new In-Cab technology which was introduced in 7 April. The system is still undergoing improvements; and once embedded is expected to reduce the number of missed bins.

There was a spike in missed bins a year ago. As expected, the introduction of the new waste and recycling service on 18 March 2020 resulted in an increase in the number of missed collections in Q1 as residents and Ubico staff got used to the changes. Concurrently, there was an increase in the amount of waste being produced due to the large number of home-workers and others self-isolating or shielding

Leisure

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



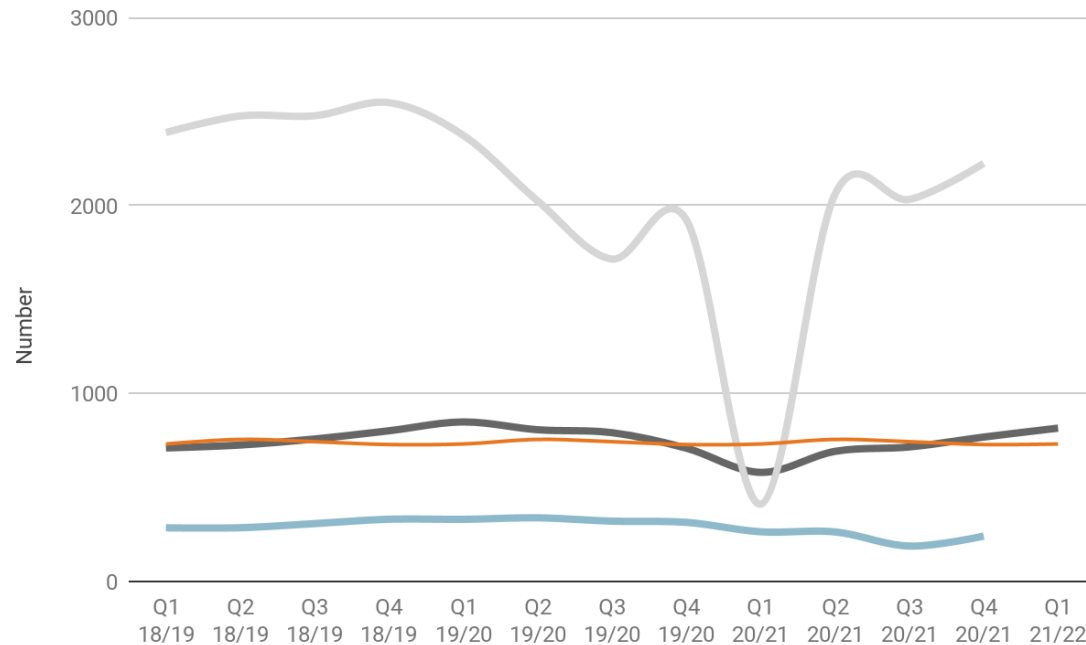
OBSERVATION:

Since April 2021 leisure centres have been following the Government Roadmap and have been able to relax Covid measures, with the final date for relaxation of all measures set for 19 July 2021. The return of customers has been encouraging with many users feeling protected under the new Covid protocols (one-way systems, sanitiser stations, pre-booking etc.) The space available within the facilities has also helped to allow increased numbers without contravening social distancing requirements. As targets were set prior to the end of the last lockdown they were conservative and we have seen a strong return in usage. Although the targets are set to increase each quarter, it may become more challenging over the year should there be further Covid restrictions. Gym memberships are lower than pre-Covid levels and may face a further challenge in September 2021 when PureGym is due to open a new facility in Cirencester.

Note: Gym memberships were frozen during the first and third lockdowns. No targets were set for 2020-21

Parking

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



OBSERVATION:

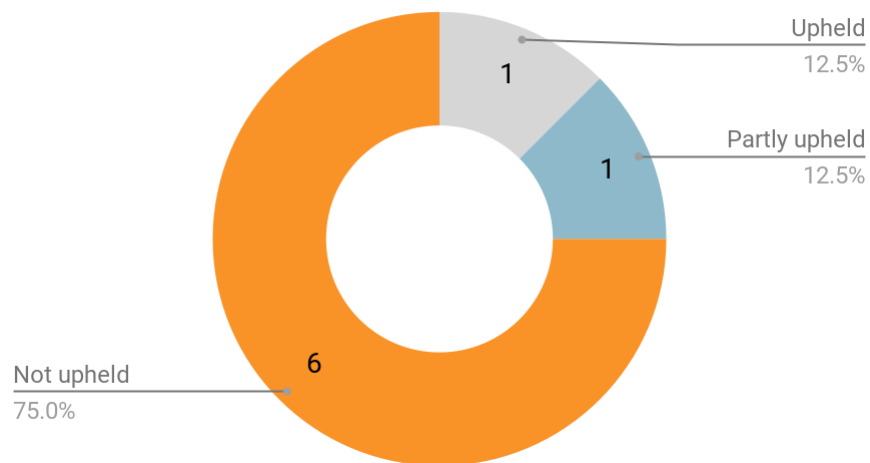
Officers are undertaking their usual enforcement duties of regulating car parks, maintaining pay and display machines and replenishing tickets.

There was a slight increase in enforcement hours in Q1 to support the introduction of cashless parking.

One part-time post (on contract) is being held vacant until usage levels increase

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

Complaints decisions at Stage 2



OBSERVATION:

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

The new process has the following stages:

Stage 1: Acknowledgement and Assessment

Stage 2: Investigation

Stage 3: Appeal

The complaints shown below only include upheld or partially upheld complaints

Service area	Description	Outcome/learning	Stage	Decision	Response time (days)
Revenues & Benefits	Complainant unhappy with lack of communication with regards to Council Tax Support payments	It was acknowledged that there had been a system error which meant that communications regarding the complainant's support payments were not sent out when they should have been. An apology was offered for the inconvenience caused	2	Upheld	10 days
Estates	Complainant unhappy with the high number of memorial benches at Chesterton Cemetery, and their locations. The complainant also expressed concern over the absence of a Cemetery Management Policy at the Council.	The part of the complaint relating to memorial benches was not upheld. The benches were placed on ground that could not otherwise be used for interment. The number of benches in each section of the cemetery depends on the number of applications received from relatives of those laid to rest; and applications are considered on a case by case basis. The Council does not currently have a Cemetery Management Policy, however all cemeteries are governed by	2	Partly upheld	29 days

		The Local Authorities Cemeteries Act 1977. The Council is reviewing the need for a Cemetery Management Policy and may adopt one to provide greater clarity on these matters.			
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Cotswold District Council - Revenue Budget Monitoring

Budget Monitoring 2021/22 - 1st April to 30th June 2021/22

Annex D

Service Area	Original Budget		Budget Q1		Actual position		(Under) / Over Budget		Variance	Comments - Variances
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Total	
Environmental & Regulatory Services	1,008,148	(605,720)	243,651	(155,390)	229,333	(162,980)	(14,317)	(7,590)	(21,908)	Building Control income exceeded budget and small underspends in Public Protection.
Business Support - Finance, HR, Procurement	2,245,722	(1,324,879)	558,678	(292,902)	546,658	(276,956)	(12,020)	15,946	3,926	
Business Support - ICT, Change & Customer Services	1,894,152	(96,957)	476,549	(23,871)	465,884	(25,222)	(10,666)	(1,352)	(12,017)	No Street Naming/Signs expenditure in Q.1.
Assets, Land, Legal & Property	1,521,862	(858,734)	422,498	(214,360)	362,499	(187,577)	(59,999)	26,783	(33,216)	
Chief Executive and Modernisation Costs	83,247	0	20,424	0	20,381	0	(43)	0	(43)	Lower than budgeted repairs and maintenance costs. Lower legal staffing costs and a corresponding reduction in partnership fee income.
Revenues & Housing Support	14,017,205	(13,714,739)	250,397	(100,462)	298,964	(209,896)	48,567	(109,434)	(60,867)	
Revenues - Covid Grants	0	0	0	0	12,534,934	(12,521,389)	12,534,934	(12,521,389)	13,545	Increased expenditure and corresponding grant income in respect of homeless. Expenditure in relation to Covid Business Grants matched by grant funding. Variance relates to additional resource costs related to administering business grants which are expected to continue in to Q2, these expenses will be funded from additional new burden grant funding expected later in the financial year.
Environmental Services	9,484,708	(5,335,288)	3,050,990	(1,870,300)	3,001,679	(1,672,825)	(49,311)	197,475	148,164	
Leisure & Communities	1,833,380	(105,269)	313,481	(26,317)	480,286	(143,957)	166,805	(117,639)	49,165	Lower than forecast car park income as a result of continued impact of pandemic. Higher than budgeted income from garden waste. Lower contract fees for recycling. Support provided to SLM through open book and funding agreements. Additional leisure grant funding received through National Leisure Recovery Fund. National Leisure Recovery Fund Grant of £112k received offsets losses of £26k from waiving of SLM management fee in Q1. Net overspend to be funded from underspend in relation to SLM set aside from 2020/21.
Planning & Strategic Housing	2,568,956	(1,021,487)	631,558	(255,372)	649,859	(315,641)	18,302	(60,270)	(41,968)	
Democratic and Committee Services	998,214	(25,905)	244,353	(5,976)	501,087	(257,622)	256,734	(251,646)	5,088	Planning income achieved higher than budgeted. Income retained to cover admin costs in relation to CIL, higher than budgeted due to increased CIL receipts.
Retained/Corporate Council Services	4,099,287	(1,525,722)	682,768	(378,831)	434,818	(381,924)	(247,950)	(3,094)	(251,044)	
Corporate Council Services - Covid	0	0	57,000	0	224,206	(197,882)	167,206	(197,882)	(30,676)	Lower discretionary pension payments than budgeted. Contingency for additional expenditure and income losses in relation to Covid income and expenditure as set out elsewhere in service areas. £37k of expenditure in respect of reopening the High Street matched by government funding via the 'Welcome Back' Fund. Income includes £50k contribution from Gloucestershire County Council and £97k from DHSC. Plans to spend remaining COMF grant allocation and County Council contributions to be finalised in Q2.
Cost of Services (Gross)	39,754,881	(24,614,700)	6,952,347	(3,323,780)	19,750,587	(16,353,871)	12,798,240	(13,030,091)	(231,851)	
Cost of Services (Net)		15,140,181		3,628,567		3,396,716				

Cotswold District Council - Revenue Budget Monitoring

Budget Monitoring 2021/22 - 1st April to 30th June 2021/22

Financing	Original Budget		Budget Q1		Actual position		(Under) / Over Budget		Variance
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Total
Council Tax income		(5,867,996)		0		0	0	0	0
NNDR income and expenditure	12,522,440	(13,343,154)	0	0	0	0	0	0	0
Section 31 NNDR grant income		(2,459,000)		0		0	0	0	0
Covid general grant		(377,000)		(377,000)		(377,437)	0	(437)	(437)
Sales, Fees and Charges Compensation Grant		(356,181)		(356,181)		(278,521)	0	77,660	77,660
New homes bonus		(2,092,561)		(523,140)		(523,140)	0	0	0
Other government grants		(1,323,002)		(489,135)		(489,135)	0	(0)	(0)
Balance Sheet Adjustments and Reversals		(1,843,727)		0		0	0	0	0
(Under)/overspend against the budget:	50,433,594	(50,433,594)	1,883,111.155		1,728,483		12,798,240	(12,952,868)	(154,628)
		0							

Annex D
Comments - Variances

Estimated income received from MHCLG Sales, fees and charges compensation scheme expected to continue for Q1 of 2021/22 only. Income received less than budgeted due to level of income losses being lower than budgeted.

Environmental & Regulatory Services

Budget Monitoring 2021/22 - 1st April to 30th June 2021/22

Cost Centre		Original Budget		Budget Q1		Actual position		(Under) / Over Budget		Comments - Variance
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	
BUC001	Building Control - Fee Earning Work	170,566	(360,000)	40,518	(90,000)	40,020	(97,245)	(499)	(7,245)	Building control income exceeded budget.
BUC002	Building Control - Non Fee Earning Work	53,879	0	12,908	0	12,899	0	(8)	0	
BUC003	Dangerous Structures	2,500	0	625	0	441	0	(184)	0	
Building Control total		226,945	(360,000)	54,051	(90,000)	53,360	(97,245)	(691)	(7,245)	
EMP001	Emergency Planning	22,918	0	5,669	0	1,865	0	(3,804)	0	
ESM001	Environment - Service Management	103,924	0	25,981	0	22,841	0	(3,140)	0	
PSH002	Private Sector Housing - Condition of Dwellings	301	0	0	0	0	0	0	0	
PSH005	Home Energy Conservation	212	0	0	0	0	0	0	0	
REG002	Licensing	205,846	(190,720)	50,479	(45,640)	50,550	(45,910)	70	(270)	
REG006	Caravan Sites - Itinerates	142	0	0	0	0	0	0	0	
REG007	Caravan Sites - Licensed	142	0	0	0	0	0	0	0	
REG009	Environmental Protection	192,018	(53,000)	45,560	(19,250)	43,857	(18,775)	(1,703)	475	
REG013	Pollution Control	127,651	0	31,913	0	27,499	0	(4,414)	0	
REG016	Food Safety	126,279	(2,000)	29,623	(500)	29,361	(600)	(261)	(100)	
REG021	Statutory Burials	1,642	0	375	0	0	0	(375)	0	
STC011	Abandoned Vehicles	128	0	0	0	0	(450)	0	(450)	
Public Protection total		781,203	(245,720)	189,600	(65,390)	175,973	(65,736)	(13,626)	(346)	
Total		1,008,148	(605,720)	243,651	(155,390)	229,333	(162,980)	(14,317)	(7,590)	

Business Support Services - Finance, HR, Procurement

Budget Monitoring 2021/22 - 1st April to 30th June 2021/22

Cost Centre		Original Budget		Budget Q1		Actual position		(Under) / Over Budget	
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income
SUP009	Accountancy	481,136	(141,169)	99,493	(11,742)	100,120	(9,246)	627	2,496
SUP011	Creditors	101,757	(59,533)	30,383	(14,883)	27,060	(14,883)	(3,323)	0
SUP012	Debtors	51,801	(12,951)	17,894	(3,238)	14,799	(3,238)	(3,095)	0
SUP035	Insurances	58,051	(51,969)	14,513	(12,992)	14,503	(12,995)	(9)	(3)
SUP042	Business World Support and Hosting	46,403	(36,000)	11,601	(9,000)	12,043	(9,000)	443	0
Finance total		739,148	(301,622)	173,884	(51,856)	168,527	(49,363)	(5,357)	2,493
SUP010	Internal Audit	107,302	(21,087)	26,825	(5,272)	26,726	(5,272)	(100)	0
SUP402	Glos. Counter Fraud Unit	462,261	(462,262)	114,715	(115,566)	111,661	(108,842)	(3,054)	6,724
SUP403	CDC Counter Fraud	56,672	(64,212)	15,018	(1,285)	15,198	5,140	180	6,425
Audit and Counter Fraud		626,235	(547,561)	156,559	(122,122)	153,584	(108,974)	(2,974)	13,149
SUP003	Human Resources	514,910	(267,224)	133,812	(66,806)	130,248	(66,806)	(3,564)	0
SUP019	Health & Safety	112,407	(83,677)	27,983	(20,919)	28,206	(20,919)	223	0
SUP020	Training & Development	95,620	(29,292)	22,918	(7,323)	22,628	(7,323)	(289)	0
SUP013	Payroll	100,395	(73,469)	29,270	(18,367)	28,362	(18,367)	(908)	0
HR Support & Payroll total		823,332	(453,662)	213,983	(113,416)	209,444	(113,416)	(4,539)	0
P0033	Central Purchasing / Procurement	57,007	(22,034)	14,252	(5,509)	15,103	(5,204)	851	305
Procurement total		57,007	(22,034)	14,252	(5,509)	15,103	(5,204)	851	305
Total		2,245,722	(1,324,879)	558,678	(292,902)	546,658	(276,956)	(12,020)	15,946

Comments - Variance

Business Support Services - Customer Services, ICT and Change

Budget Monitoring 2021/22 - 1st April to 30th June 2021/22

Cost Centre		Original Budget		Budget Q1		Actual position		(Under) / Over Budget	
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income
SUP017	Business Improvement/Transformation	111,158	0	27,298	0	27,281	0	(17)	0
SUP021	Business Continuity Planning	21,147	0	4,402	0	4,399	0	(3)	0
SUP023	Freedom of Information Act	10,747	0	2,687	0	2,685	0	(2)	0
TMR001	Street Naming	30,524	(20,000)	7,513	(5,000)	0	(5,716)	(7,513)	(716)
Change and modernisation		173,576	(20,000)	41,899	(5,000)	34,365	(5,716)	(7,534)	(716)
ADB411	Moreton-in-Marsh, Offices	78,863	(54,292)	24,669	(13,498)	19,804	(10,688)	(4,865)	2,810
COM420	FOH - Moreton	104,815	(3,665)	25,065	(622)	25,274	(496)	208	127
SUP401	FOH - Trinity Road	550,085	0	136,017	0	135,330	(5,349)	(687)	(5,349)
Customer services		733,763	(57,957)	185,752	(14,120)	180,408	(16,532)	(5,344)	(2,412)
SUP005	ICT	916,033	(19,000)	213,508	(4,750)	213,778	(2,974)	270	1,776
SUP031	Application Support	70,780	0	35,390	0	37,333	0	1,943	0
ICT and applications - total		986,813	(19,000)	248,898	(4,750)	251,111	(2,974)	2,212	1,776
Total		1,894,152	(96,957)	476,549	(23,871)	465,884	(25,222)	(10,666)	(1,352)

Comments - Variance

No Street Naming/Signs expenditure in Q.1.

Assets, Land, Legal & Property

Budget Monitoring 2021/22 - 1st April to 30th June 2021/22

Cost Centre		Original Budget		Budget Q1		Actual position		(Under) / Over Budget	
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income
ADB401	Trinity Road, Offices	499,573	(343,268)	172,594	(85,817)	161,620	(76,204)	(10,973)	9,613
ADB412	Moreton-in-Marsh, Offices - Maintenance	43,235	0	10,809	0	5,550	0	(5,259)	0
CUL411	Corinium Museum - Maintenance	41,350	0	10,338	0	95	0	(10,243)	0
ENA401	Housing Enabling Properties	9,110	(23,476)	1,870	(5,545)	1,111	(8,276)	(759)	(2,731)
FIE425	22/24 Ashcroft Road	28,534	0	7,134	0	2,998	0	(4,135)	0
Asset Management total		621,802	(366,744)	202,743	(91,362)	171,374	(84,481)	(31,369)	6,881
LLC001	Local Land Charges	110,362	(250,704)	26,269	(62,676)	25,471	(58,816)	(798)	3,860
SUP004	Legal	467,627	(241,286)	115,592	(60,322)	89,685	(44,230)	(25,908)	16,092
SUP025	Property Services	322,071	0	77,893	0	75,968	(50)	(1,925)	(50)
Land, Legal and Property		900,060	(491,990)	219,755	(122,998)	191,125	(103,096)	(28,630)	19,902
Total		1,521,862	(858,734)	422,498	(214,360)	362,499	(187,577)	(59,999)	26,783

Comments - Variance
<p>Lower than budgeted maintenance. No expenditure to date No expenditure to date</p> <p>Impact of changes to staffing within legal has resulted in saving £16k in employee costs and reducing partnership income by £14k. There is a further saving of £3k on car mileage & leasing costs and a £7k underspend across supplies and services</p>

Chief Executive and Modernisation

Budget Monitoring 2021/22 - 1st April to 30th June 2021/22

Cost Centre		Original Budget		Budget Q1		Actual position		(Under) / Over Budget	
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income
COR011	2020 Vision/Transformation	0	0	0	0	0	0	0	0
SUP026	Chief Executive	83,247	0	20,424	0	20,381	0	(43)	0
Total		83,247	0	20,424	0	20,381	0	(43)	0

Comments - Variance

Revenues and Housing Support

Budget Monitoring 2021/22 - 1st April to 30th June 2021/22

Cost Centre		Original Budget		Budget Q1		Actual position		(Under) / Over Budget	
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income
HBP001	Rent Allowances	13,495,334	(13,183,091)	123,289	(52,141)	130,424	(59,314)	7,136	(7,173)
HBP005	Benefit Fraud Investigation	0	0	0	0	0	0	0	0
Benefits total		13,495,334	(13,183,091)	123,289	(52,141)	130,424	(59,314)	7,136	(7,173)
HOM001	Homelessness	126,663	(76,266)	31,657	(19,067)	63,326	(129,097)	31,669	(110,031)
HOM005	Homelessness Hostel Accommodation	4,000	(35,500)	1,000	(8,875)	2,403	(5,445)	1,403	3,430
HOM406	Temporary Emergency Accommodation	87,825	(77,519)	21,706	(19,380)	25,722	(16,041)	4,016	3,339
PSH001	Private Sector Housing Grants	28,013	0	7,003	0	7,032	0	29	0
Housing Management total		246,501	(189,285)	61,366	(47,321)	98,483	(150,583)	37,117	(103,261)
LTC001	Council Tax Collection	207,854	(143,808)	49,760	0	52,662	(0)	2,902	(0)
LTC002	Council Tax Support Administration	0	0	0	0	0	0	0	0
LTC011	NNDR Collection	52,017	(198,555)	12,296	(1,000)	14,304	0	2,008	1,000
PUT001	Concessionary Travel	15,499	0	3,686	0	2,892	0	(794)	0
SUP014	Cashiers	0	0	0	0	0	0	0	0
SUP028	Security Carriers	0	0	0	0	198	0	198	0
Revenues total		275,370	(342,363)	65,742	(1,000)	70,056	0	4,314	1,000
Total		14,017,205	(13,714,739)	250,397	(100,462)	298,964	(209,896)	48,567	(109,434)

Comments - Variance
<p>£93k of "one off" grant income - £60k Additional funding for Rough Sleepers & £33k FHSG for Q1 (whole year allocation £133k) HB received for clients in B&B accommodation offsetting against expenditure (£34k). £14k expenditure for Aspire Support worker funded by our one off grant income</p>

Revenues - Covid Grants

Budget Monitoring 2021/22 - 1st April to 30th June 2021/22

Cost Centre		Original Budget		Budget Q1		Actual position		(Under) / Over Budget	
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income
COV022	Business Lockdown Grants	0	0	0	0	2,243,521	(2,229,976)	2,243,521	(2,229,976)
COV024	Restart Grants	0	0	0	0	10,291,413	(10,291,413)	10,291,413	(10,291,413)
Total		0	0	0	0	12,534,934	(12,521,389)	12,534,934	(12,521,389)

Comments - Variance
Covid grants to local businesses administered by Council funded from government grant. Net nil overall impact. Includes admin and finance resource costs of £13.5k these expenses will be funded from additional new burdens funding expected later in the year.
Covid Restart grants to local businesses administered by Council funded from government grant. Net nil overall impact.

Environmental Services

Budget Monitoring 2021/22 - 1st April to 30th June 2021/22

Cost Centre		Original Budget		Budget Q1		Actual position		(Under) / Over Budget	
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income
CPK401	Car Parks	1,025,989	(2,989,797)	417,055	(747,449)	408,552	(436,150)	(8,503)	311,299
CPK402	Car Parks - Maintenance	35,725	0	8,931	0	12,465	0	3,534	0
CPK413	Car Parks - Tetbury The Chippings	39,075	(54,000)	9,769	(13,500)	(627)	(5,364)	(10,396)	8,136
CPK414	Car Parks - Chipping Campden	0	0	0	0	4,989	(4,989)	4,989	(4,989)
Car Parking total		1,100,789	(3,043,797)	435,755	(760,949)	425,380	(446,503)	(10,376)	314,446
CCC001	Climate Change	94,563	0	23,632	0	21,343	0	(2,289)	0
Climate change total		94,563	0	23,632	0	21,343	0	(2,289)	0

Comments - Q4 Variance

The pandemic has continued to reduce car park income received during Q1. £268k less than budgeted received in parking fees, £28k less in parking permits and £19k less in excess parking fees.

Environmental Services (continued)

Budget Monitoring 2021/22 - 1st April to 30th June 2021/22

Cost Centre		Original Budget		Budget Q1		Actual position		(Under) / Over Budget	
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income
CCM001	Cemetery, Crematorium and Churchyards	167,684	(63,830)	51,892	(15,958)	53,538	(13,617)	1,646	2,341
CCM402	Cemeteries - Maintenance	16,275	0	4,069	0	2,940	0	(1,128)	0
HLD410	Waste - Cleansing	84	0	0	0	0	0	0	0
HLD411	Waste - Cemeteries	2,092	0	352	0	334	(1,103)	(17)	(1,103)
REG003	Animal Control	59,828	(32,505)	14,785	(7,101)	14,784	(3,673)	(1)	3,429
REG019	Public Conveniences	270,632	(84,030)	58,946	(21,008)	66,844	(13,823)	7,898	7,184
RYC001	Recycling	2,734,062	(882,964)	841,280	(158,244)	805,070	(169,297)	(36,210)	(11,053)
RYC002	Green Waste	1,008,377	(835,000)	333,194	(808,750)	338,943	(911,557)	5,749	(102,807)
RYC003	Refuse / Recycling Organic & Food Waste	805,818	0	268,606	0	294,037	(29,289)	25,431	(29,289)
STC001	Street Cleaning	1,352,383	0	447,642	0	445,196	0	(2,446)	0
WST001	Household Waste	1,589,267	(143,662)	505,098	(35,916)	468,203	(4,775)	(36,895)	31,140
WST004	Bulky Household Waste	41,930	(56,000)	10,483	(14,000)	23,609	(23,856)	13,126	(9,856)
WST401	Refuse-Stow Fair	11,227	0	3,824	0	4,194	0	371	0
WST402	South Cerney Depot, Packers Lease	31,768	(173,500)	2,500	(43,375)	1,588	(44,287)	(912)	(912)
Environmental Services Client		8,091,427	(2,271,491)	2,542,669	(1,104,351)	2,519,281	(1,215,277)	(23,388)	(110,926)
FLD401	Land Drainage	97,274	(20,000)	23,933	(5,000)	23,183	(11,045)	(751)	(6,045)
Flooding total		97,274	(20,000)	23,933	(5,000)	23,183	(11,045)	(751)	(6,045)
REG023	Environmental Strategy	100,655	0	25,000	0	12,492	0	(12,508)	0
Waste and Recycling Policy		100,655	0	25,000	0	12,492	0	(12,508)	0
Total		9,484,708	(5,335,288)	3,050,990	(1,870,300)	3,001,679	(1,672,825)	(49,311)	197,475

Comments - Variance

Business Rates still being charged on PCs, no budget as exemption announced in 2018, still awaiting date this will be actioned. £7k underachieved on income due to continuing impact of Covid-19.

£23k underspend on contractors recycling fees. There is a £3k underspend on marketing and £11k has been overachieved on recycling credits in Q.1

£110k overachieved on annual garden waste bin licences
The costs of the transfer of food waste flow through this cost centre. Thamesdown Recycling invoice the Council for transfer of Food Waste to Andigestion Ltd, this charge is then charged onto Gloucestershire County Council.

Net variance of £5.8k. Income of £5k for delivery of reciprals lower than budgeted offset by lower expenditure. £19k underspend in employee costs netted off by £19k underachieved income due to no recharge from Publica.
Income in excess of budget received for bulky waste collection resulting in corresponding increased costs.

Budget for Civic Pride, no expenditure to date.

Cost Centre		Original Budget		Budget Q1		Actual position		(Under) / Over Budget		Comments - Variance
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	
COM401	Health Policy	25,847	0	5,526	0	5,522	0	(4)	0	
COM402	Community Liaison	95,926	0	23,723	0	22,958	0	(765)	0	
COM403	Youth Participation	92,916	0	30,927	0	30,426	0	(501)	0	
COM405	Health Development	41,774	0	10,281	0	9,937	0	(344)	0	
GBD001	Community Welfare Grants	165,830	0	69,646	0	69,587	0	(58)	0	
Community Liaison		422,293	0	140,102	0	138,431	0	(1,671)	0	
CCR001	Community Safety (Crime Reduction)	48,335	0	11,908	0	11,905	0	(3)	0	
SUP002	Consultation, Policy & Research	87,473	0	23,773	0	22,243	0	(1,530)	0	
Community Safety		135,808	0	35,681	0	34,148	0	(1,533)	0	

Leisure & Communities (continued)

Budget Monitoring 2021/22 - 1st April to 30th June 2021/22

Cost Centre		Original Budget		Budget Q1		Actual position		(Under) / Over Budget	
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income
CUL410	Corinium Museum	101,084	0	0	0	0	0	0	0
CUL412	Collection Management	4,961	0	0	0	0	0	0	0
CUL413	Northleach Resouce Centre	8,850	0	2,213	0	0	0	(2,213)	0
CUL415	Corinium Museum - HLF Project	0	0	0	0	0	0	0	0
REC410	Cirencester Leisure Centre and SLM contract costs	687,063	(105,269)	17,601	(26,317)	167,287	(104,298)	149,686	(77,981)
REC413	Ciren - Dryside	0	0	0	0	0	(2,239)	0	(2,239)
REC419	Cirencester Leisure - Maintenance	32,850	0	8,213	0	4,480	0	(3,733)	0
REC430	C Campden - Centre Management	125,878	0	61,511	0	57,273	0	(4,238)	0
REC450	Bourton - Centre Management	150,951	0	0	0	0	0	0	0
REC459	Bourton - Maintenance	28,019	0	7,005	0	95	0	(6,910)	0
Leisure Management		1,139,656	(105,269)	96,542	(26,317)	229,135	(106,537)	132,593	(80,220)
TOU001	Tourism Strategy and Promotion	39,401	0	3,600	0	3,598	0	(2)	0
TOU402	Partnership Grants	54,000	0	27,000	0	27,000	0	0	0
TOU403	Cotswold Tourism Partnership	42,222	0	10,556	0	24,813	(14,258)	14,258	(14,258)
TOU404	Discover England Fund - Project	0	0	0	0	23,161	(23,161)	23,161	(23,161)
Tourism Policy		135,623	0	41,156	0	78,572	(37,419)	37,416	(37,419)
Total		1,833,380	(105,269)	313,481	(26,317)	480,286	(143,957)	166,805	(117,639)

Comments - Variance

£152k support provided to SLM through open book and funding agreements. Additional leisure grant funding received through National Leisure Recovery Fund. National Leisure Recovery Fund Grant of £104k received offsets losses of £26k from waiving of SLM management fee in Q1. Net overspend to be funded from underspend in relation to SLM set aside from 2020/21.

Net nil variance.

Net nil variance, Visit England project funded from grant.

Planning & Strategic Housing

Budget Monitoring 2021/22 - 1st April to 30th June 2021/22

Cost Centre		Original Budget		Budget Q1		Actual position		(Under) / Over Budget	
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income
DEV001	Development Management - Applications	851,375	(999,877)	209,720	(249,969)	200,634	(255,966)	(9,087)	(5,997)
DEV002	Development Management - Appeals	128,712	0	31,884	0	10,627	0	(21,257)	0
DEV003	Development Management - Enforcement	185,843	0	45,672	0	45,643	0	(29)	0
DEV004	Development Advice	330,666	0	81,457	0	81,405	0	(52)	0
DEV401	Planning Advice For Land Charges	11,321	0	2,751	0	2,749	0	(2)	0
DEV488	Planning - Section 106 Agreements	0	0	0	0	50,575	(50,575)	50,575	(50,575)
Development Management		1,507,917	(999,877)	371,484	(249,969)	391,632	(306,542)	20,148	(56,573)
PLP005	Heritage & Design	210,966	0	45,410	0	43,204	0	(2,206)	0
Heritage & Conservation		210,966	0	45,410	0	43,204	0	(2,206)	0
CIL001	Community Infrastructure Levy	10,000	(10,000)	0	(2,500)	0	(8,903)	0	(6,403)
CP002	Local Development Framework	339,953	(100)	92,398	(25)	91,867	0	(531)	25
PP401	Fwd Plan work for Development Management	16,508	0	4,044	0	4,041	0	(3)	0
PM001	Planning - Service Mgt. and Support Services	16,035	(11,510)	4,009	(2,878)	3,491	(97)	(518)	2,780
Planning Policy		382,496	(21,610)	100,451	(5,402)	99,399	(9,000)	(1,052)	(3,597)
HAD001	Housing Advice	274,132	0	67,945	0	64,379	0	(3,566)	0
HOS001	Housing Strategy	138,534	0	32,681	0	37,662	(100)	4,981	(100)
HOS002	Housing Partnerships	24,436	0	5,969	0	5,965	0	(4)	0
HOS005	Community Led Housing	30,475	0	7,619	0	7,619	0	(0)	0
Strategic Housing		467,577	0	114,213	0	115,625	(100)	1,411	(100)
Total		2,568,956	(1,021,487)	631,558	(255,372)	649,859	(315,641)	18,302	(60,270)

Comments - Variance

£9k underspend in supplies and services, £16k overachieved planning app income, £10k underachieved on Pre-App Advice. New Pre-App advice charging schedule not yet implemented.

No costs associated to appeals in Q.1

Net nil variance, payments made for community facilities, matched by S106 contributions held.

5% of CiL received is retained for Admin costs. This income will be used to cover staff costs [Publica] of those administering CiL.

Democratic and Committee Services

Budget Monitoring 2021/22 - 1st April to 30th June 2021/22

Cost Centre		Original Budget		Budget Q1		Actual position		(Under) / Over Budget	
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income
DRM005	Committee Services	88,568	0	15,516	0	14,699	0	(818)	0
DRM008	Corporate Subscriptions	18,980	0	18,980	0	24,798	0	5,818	0
Committee Services total		107,548	0	34,496	0	39,497	0	5,001	0
ELE*	Elections	139,662	(3,880)	29,130	(470)	280,671	(248,894)	251,541	(248,424)
Elections total		139,662	(3,880)	29,130	(470)	280,671	(248,894)	251,541	(248,424)
SUP018	Press & PR/Communications	56,087	0	13,770	0	11,381	0	(2,389)	0
SUP024	Postal Services	40,011	0	9,772	0	10,238	0	466	0
Communications		96,098	0	23,542	0	21,619	0	(1,923)	0
DRM001	Democratic Representation and Management	115,690	0	28,914	0	28,934	0	21	0
DRM003	Councillors Allowances	304,890	0	76,223	0	77,298	0	1,076	0
DRM004	Servicing Council	4,016	0	1,004	0	927	0	(77)	0
Member Support total		424,596	0	106,140	0	107,159	0	1,019	0
SUP022	Print & Design	230,310	(22,025)	51,044	(5,506)	52,140	(8,728)	1,096	(3,222)
Print & Design total		230,310	(22,025)	51,044	(5,506)	52,140	(8,728)	1,096	(3,222)
Total		998,214	(25,905)	244,353	(5,976)	501,087	(257,622)	256,734	(251,646)

Comments - Variance

Election costs to be covered by income due from Electoral Claims Unit.

Corporate - Covid

Budget Monitoring 2021/22 - 1st April to 30th June 2021/22

Cost Centre		Original Budget		Budget Q1		Actual position		(Under) / Over Budget	
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income
COV019	Corona Virus	0	0	0	0	128,758	(12,500)	128,758	(12,500)
COV020	High Street Re-Opening	0	0	0	0	37,979	(37,979)	37,979	(37,979)
COV023	Contain Outbreak Management Fund	0	0	57,000	0	57,469	(147,403)	469	(147,403)
	Total	0	0	57,000	0	224,206	(197,882)	167,206	(197,882)

Comments - Variance

25 test and trace grants were awarded in Q1 totalling £12,500, matched by £12,500 of grant income. £111k of additional Covid-19 Ubico charges.

Expenditure matched by funding from the Government 'Welcome Back Fund' Income includes £50k contribution from Gloucestershire County Council and £97k from DHSC. Plans to spend remaining COMF grant allocation and County Council contributions to be finalised in Q2. Earmarked Contain Outbreak Management Fund of £140k remains available to fund compliance and enforcement and wider contain outbreak during 2021/22.

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

Budget Monitoring 2021/22 - 1st April to 30th June 2021/22

Cost Centre		Original Budget		Budget Q1		Actual position		(Under) / Over Budget	
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income
FIE030	Interest and Investment Income	0	(504,668)	0	(126,167)	8,200	(128,773)	8,200	(2,606)
FIE010	Interest payable and Similar Charges	19,290	0	4,823	0	0	0	(4,823)	0
FIE410	Commercial Properties - General	10,630	4,705	2,605	(28)	513	(318)	(2,092)	(290)
FIE*	Commercial Properties - summary	95,697	(579,801)	16,008	(141,147)	18,234	(141,006)	2,226	140
HAV001	Housing Advances	0	0	0	0	0	0	0	0
OOE100	Gains and losses on disposals	0	0	0	0	0	0	0	0
Corporate Income & Expenditure total		125,617	(1,079,764)	23,435	(267,341)	26,947	(270,097)	3,512	(2,756)
NDC401	Discretionary Pension Payments	1,881,916	0	59,146	0	34,238	0	(24,908)	0
SUP032	Strategic Directors	503,669	0	125,178	0	118,293	0	(6,885)	0
COR005	Corporate Finance	98,677	0	81,280	0	82,133	0	853	0
COR007	External Audit Fees	70,830	0	17,708	0	14,327	0	(3,381)	0
COR008	Bank Charges	61,065	0	15,266	0	23,919	0	8,653	0
COR400	Savings and Growth Items	911,555	0	249,265	0	23,735	0	(225,530)	0
COR401	Publica Group	445,958	(445,958)	111,490	(111,490)	111,226	(111,828)	(264)	(338)
Corporate Management and Directors total		3,973,670	(445,958)	659,333	(111,490)	407,871	(111,827)	(251,462)	(338)
Total		4,099,287	(1,525,722)	682,768	(378,831)	434,818	(381,924)	(247,950)	(3,094)

Comments
<p>£8k Arlingclose Treasury Mgmt Advice. No interest payable as no borrowing undertaken in Q1.</p>
<p>Discretionary pension payments lower than budgeted</p>
<p>Contingency for additional expenditure and income losses in relation to Covid income and expenditure. Covers Ubico costs in COV019 of £111k and car park losses not covered by sales, fees and charges compensation.</p>


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2021/22 Capital budgets and expenditure Q1					
Project	Budget for the year £	Expenditure £	Variance £	Other Committed Expenditure [2021/22] £	Comments
Disabled Facilities Grants [Better Care Fund]	700,000	179,053	(520,947)	193,584	19 grants totalling £179,053 were awarded in Q1 There are currently 58 live DFG cases, 19 of which have had funding approved of £193,584. The remaining 39 cases are expected to complete this financial year with a budget allocation of £250,000. It is anticipated that a further 90 referrals will be received in the next nine months. The frequency of Occupational Therapist referrals are beginning to return to normal following delays due to Covid-19 restrictions. Some delays with contractors are continuing as they manage work backlogs and difficulties in sourcing materials.
ICT Infrastructure	200,000	1,499	(198,501)	120,000	Committed expenditure relates to the following planned infrastructure projects for 2021/22: <ul style="list-style-type: none"> • Increase storage to allow enhanced immutable storage. (E.g., protection to ensure our data cannot be deleted in a Cyber Attack). • Additional logging capacity to help investigate Cyber incidents. • Additional Wifi coverage at Council locations, particularly with an increase in officers returning to the office and implementation of agile working policy, this will also address the need to replace older Wifi kit. • Ongoing Laptop Replacement. • Core Network Upgrade at Trinity Road (existing kit is at end of life).
Replacement of Idox/Uniform Software [ICT]	150,000	0	(150,000)	0	Project will take place in 2022/23
Planning document digitisation [ICT]	200,000	0	(200,000)	0	Project under review. Update will be provided later in the financial year.
Crowdfund Cotswold [Spacehive]	98,000	46,596	(51,404)	51,404	A number of 'legacy' projects from the Community Projects Fund have been able to progress this quarter, following Covid-19 related delays. The first round of Crowdfund Cotswold launched, with pledges offered to 14 projects – of which 9 involved capital expenditure. The remaining budget is committed to the next round of projects put forward on the Crowdfund Cotswold platform, which will take place in the Autumn.

Project	Budget for the year	Expenditure	Variance	Other Committed Expenditure [2021/22]	Comments
	£	£	£	£	
Car Park Improvements	245,000	0	(245,000)	245,000	Finalising specification and supporting documents for a tender process in August 2021. The provisional start date for the works at Rissington Road Car Park is November 2021.
Waste Receptacles	55,000	0	(55,000)	0	This is a rolling fund for the purchase of Waste Receptacles due to growth in properties or replacements. It is anticipated that the budget will be spent in full by the end of the year.
Electric vehicle charging points [EVCPs]	719,000	0	(719,000)	0	Contractor appointed in June. Site-specific surveys will take place during August. A report is expected to be submitted to Cabinet in November to request approval to allocate funds. Works are planned to commence at the end of Q3 or start of Q4.
Replacement Leisure Equipment	380,000	0	(380,000)	0	Working with SLM to identify project scope and confirm design and installation proposals with Members. Project likely to take place before the end of this financial year.
Investment in Cirencester Leisure Centre	1,200,000	0	(1,200,000)	0	Project will be considered as part of the Leisure Contract renewal. A Leisure Management options appraisal is due to take place in September this year. It is unlikely that this budget will be used this financial year.
Cirencester Leisure Centre Pool Hall Works	110,000	0	(110,000)	0	The Property and Estates team are working with consultants and contractors to finalise details for these works. It is anticipated that works are likely to take place before the end of the financial year.
Roller Brake Testing [Ubico]	52,000	43,900	(8,100)	0	Equipment has now been installed at Packers Leaze depot, South Cerney.
Packers Leaze Depot – Flood Prevention Works	135,000	5,048	(129,952)	129,952	The tender process is complete and the contract has been awarded. A pre-contact site meeting will take place week commencing 2 nd August with an estimated project start date of mid to late September this year. The estimated timeline for the duration of works is 8 – 10 weeks.
Rural Broadband	500,000	0	(500,000)	0	This scheme is dependent on a bigger scheme being agreed with the County Council.
Recovery Investment Strategy	15,200,000	0	(15,200,000)	0	Opportunities and options are being explored by officers, and detailed reports seeking approval will be presented to Cabinet and Council as appropriate.
BEIS Decarbonisation Project	1,237,000	0	(1,237,000)	0	A contractor has been appointed. Work is likely to commence in Q3 with the aim to complete in Q4.

Project	Budget for the year	Expenditure	Variance	Other Committed Expenditure [2021/22]	Comments
	£	£	£	£	
Investment in Strategic Property Acquisition [Council 27 th June 2019]	4,360,000	0	(4,360,000)	0	Discussions remain on-going with landowner.
TOTAL	26,060,000	276,096	(25,783,904)	1,133,940	

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 COTSWOLD DISTRICT COUNCIL	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	OVERVIEW AND SCRUTINY COMMITTEE – 31 AUGUST 2021
Report Number	AGENDA ITEM 13
Subject	COTSWOLD DISTRICT COUNCIL FLOOD PLAN
Wards affected	All
Accountable member	Cllr Andrew Doherty, Cabinet Member for the Environment, Waste and Recycling Email: andrew.doherty@cotswold.gov.uk
Accountable officer	Claire Hughes Business Manager – Corporate Responsibility Email: claire.hughes@publicagroup.uk
Summary/Purpose	A report inclosing the draft Cotswold District Council Flood Plan
Annexes	Annex A – Draft Cotswold District Council Flood Plan
Recommendation(s)	That the Overview and Scrutiny Committee note the draft flood plan
Corporate priorities	Ensure that all services delivered by the Council are delivered to the highest standard Respond to the challenges presented by the climate change emergency
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Local Resilience Forum Civil Protection Team Flood Engineer Emergency Planning Team

1. MAIN POINTS

- 1.1** The Civil Contingencies Act (2004) requires Category One Responders to plan for emergencies.
- 1.2** As a member of the Local Resilience Forum (LRF) the Council benefits from a number of county wide multi-agency Emergency plans, some of which are generic in form whilst others deal with very specific incidents (e.g. Animal disease). One of those plans is a Flood Plan.
- 1.3** In November 2017 Major General (retd) Tim Cross CBE was asked by the Secretary of State for Environment, Food and Rural Affairs to conduct a review of multi-agency flood plans written by Local Resilience Forums. The review acknowledged that a great deal of experience has been gained from flood events and sought to identify good practice and investigate how this could be shared more consistently across the country. The review made a number of recommendations including creation of a specific emergency flood resilience standard and revised guidance and a framework on writing a multi-agency flood plan to ensure a consistent approach. In addition the Environment Agency will provide support by performing a health check on the multi-agency flood plans every three years. LRFs are required to submit their multi-agency Flood Plans to the EA for the first health check by 24th September 2021.
- 1.4** The LRF has developed a high level multi-agency Flood Plan which aligns with the Government's revised guidance and details the strategic response to a flood event. To support this strategic plan a flood plan template has been developed for completion by each district. These individual Flood Plans will then form annexes to the countywide plan.

2. COTSWOLD DISTRICT COUNCIL FLOOD PLAN

- 2.1** The purpose of the plan is to provide a framework to support operational and tactical response by the Council to river, surface water or reservoir flooding. The plan does not specifically cover flooding from sewers or burst pipes but elements of the plan can be activated if flooding from these sources occurs.
- 2.2** The plan covers all stages of the emergency response from early warnings and initial notification through to recovery and lessons learnt. It also contains relevant maps and an overview of the flood risk and potential impacts for various areas.
- 2.3** Whilst the plan does not require formal member approval it is presented to the Overview and Scrutiny Committee for noting and comment as part of the LGA best practice for Councillors on seeking assurance around the Council's ability to respond to emergency events.

3. FINANCIAL IMPLICATIONS

3.1 None specific or arising from this report.

4. LEGAL IMPLICATIONS

4.1 The flood plan forms part of the Councils compliance with its duty to plan for emergencies under the Civil Contingencies Act 2004.

5. RISK ASSESSMENT

5.1 Without a flood plan the Council faces the risk of being unprepared to respond to a flooding event. Flooding is identified as a high risk to the County in Gloucestershire's LRF Community Risk Register.

6. EQUALITIES IMPACT

6.1 Not required

7. CLIMATE CHANGE IMPLICATIONS

7.1 Climate change continues to impact on the weather making flooding incidents more regular and less predictable. A robust flood plan will assist the Council in being to respond to flooding incidents.

8. ALTERNATIVE OPTIONS

8.1 None

9. BACKGROUND PAPERS

9.1 The following documents have been identified by the author of the report in accordance with section 100D.5(a) of the Local Government Act 1972 and are listed in accordance with section 100 D.1(a) for inspection by members of the public:

- None

These documents will be available for inspection at the Council Offices at Trinity Road, Cirencester, GL7 1PX during normal office hours for a period of up to 4 years from the date of the meeting. Please contact the author of the report.

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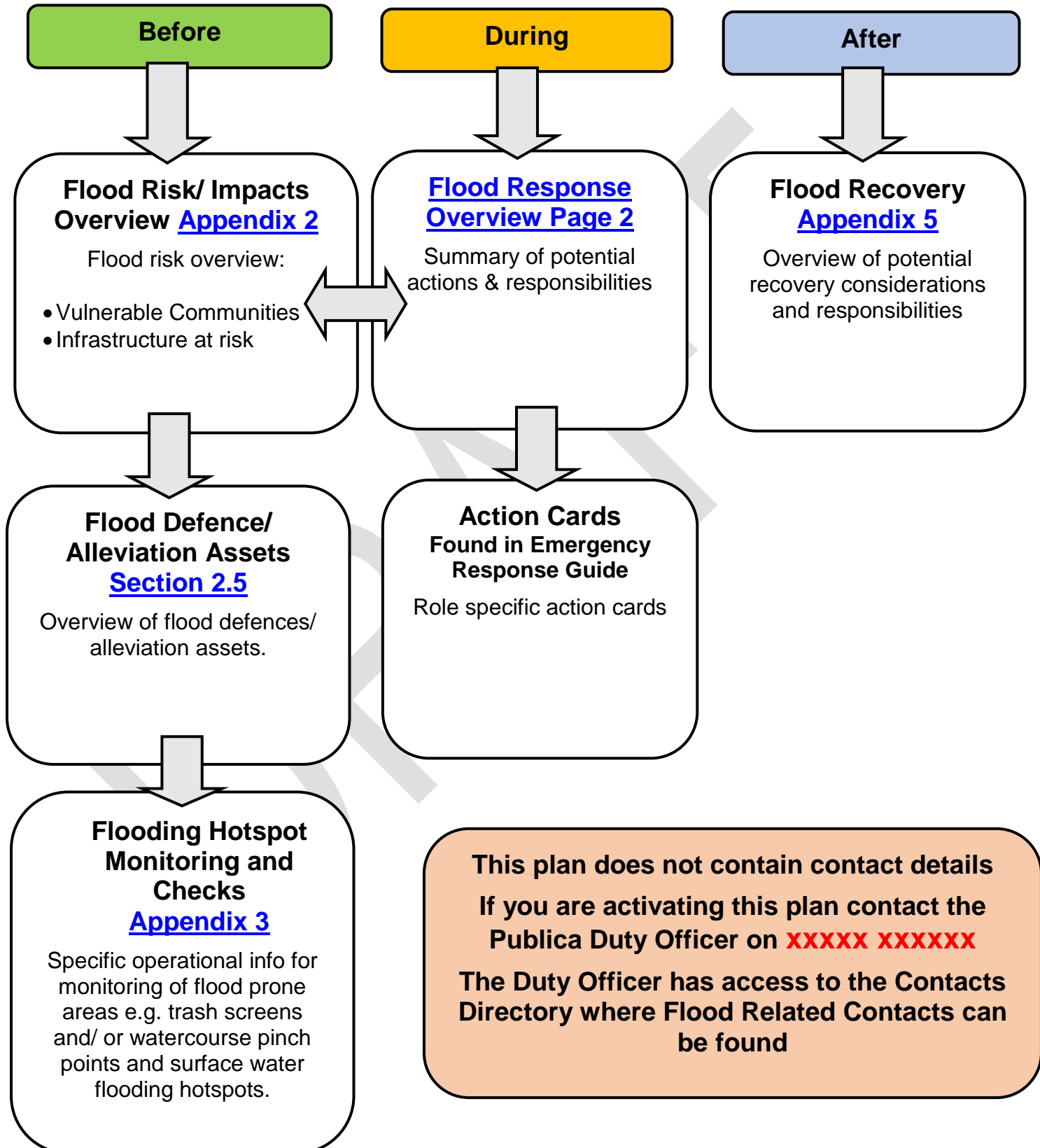
Cotswold District Council Flood Response Plan

Version 1.0 – August 2021

Official

How to use this plan

Whilst this plan includes some background information for context it is predominantly a response plan. Key information to refer to before, during and after flooding is shown below:



Flood response overview

Phase	Response Level	Potential Triggers	Potential Actions	Responsibility	Further Info
Before	Maintenance & preparation	Annual preparations for winter flood season or if flooding forecast	<ul style="list-style-type: none"> Check/ service/ maintain Council owned flood defence/ alleviation assets e.g. pumps, trash screens etc. 	Flood Risk Team/ Ubico/Property Services	Appendix 3 Flood Hotspot Monitoring & Checks
			<ul style="list-style-type: none"> Liaise GCC Highways/ other stakeholders if any proactive remediation work required for flooding hotspots e.g. highways culvert/ gully jetting/ clearance 	Flood Risk Team/ Customer Services	Appendix 2 Overview of Flood Risk and Potential Impacts Appendix 3 Flood Hotspot Monitoring & Checks
			<ul style="list-style-type: none"> Assess availability of contractor resource (Sandbags/PPE etc) 	Group Manager Commissioning/ Property Services Team Manager	
			<ul style="list-style-type: none"> Check flood related contact details 	DEPLO	
Standby / Monitor	Potential flooding/ minor flooding	<ul style="list-style-type: none"> EA Flood Alerts Limited number EA Flood Warnings Met Office severe weather warnings for heavy rain issued 	<ul style="list-style-type: none"> Monitor EA and Met Office Flood and Weather Warnings as appropriate 	DEPLO / Flood Risk Team	
			<ul style="list-style-type: none"> Monitor river level info on EA website 	DEPLO/ Flood Risk Team	
			<ul style="list-style-type: none"> Liaise with contractors/partners (e.g. Ubico/Highways) regarding any actions in case their support required e.g. sandbags, proactive clearance of any blockages/gullies. 	DEPLO/Duty Officer/ Flood Risk Team	
			<ul style="list-style-type: none"> Check trash screens and other known 'pinch points' and arrange for any remediation work if safe to do so 	Flood Risk Team/ Ubico	Appendix 3 Flood Hotspot Monitoring & Checks
			<ul style="list-style-type: none"> Consider alerting relevant District Council staff and partners 	DEPLO/Duty Officer/Flood Risk Team	Emergency Response Guide

Phase	Response Level	Potential Triggers	Potential Actions	Responsibility	Further Info
During	Monitor/ Deploy Reports of property flooding	<ul style="list-style-type: none"> Numerous EA Flood Warnings Heavy rainfall for last few days Met Office severe weather warnings heavy rain issued Met Office forecast for heavy rain EA Flood Advisory Service and / or TCG meeting convened Moderate media coverage/ interest Flood related calls to Council Info on flooding received from Flood Wardens Queries/ reports of flooding from 	<ul style="list-style-type: none"> Continue to monitor EA and Met Office flood and weather warnings and monitor inboxes for flood reports 	DEPLO/Silver Officer/ Flood Risk Team	
			<ul style="list-style-type: none"> Monitor pinch points on watercourses and surface water flooding hotspots if safe to do so. 	Flood Risk Team/ Ubico	Appendix 3 Flood Hotspot Monitoring & Checks
			<ul style="list-style-type: none"> Ensure staff undertaking any 'on the ground' activity have undertaken Risk Assessments 	Flood Risk Team/Ubico	
			<ul style="list-style-type: none"> Liaise with Flood Wardens/ Town and Parish Councils, other community contacts for situation updates 	Silver Officer/DEPLO/ Flood Risk Team	
			<ul style="list-style-type: none"> Task relevant flood and other response staff (e.g. Rest Centre/ Emergency Centre) or put on standby as appropriate and consider rotas 	Silver Officer/DEPLO	
			<ul style="list-style-type: none"> Keep Chief Executive/ senior managers informed of current situation, Councils' response and any issues they need to be aware of. 	Silver Officer/DEPLO/ Flood Risk Team	
			<ul style="list-style-type: none"> Set up flooding message on council main phone line if required 	Customer Services/ Comms Team	
			<ul style="list-style-type: none"> Provide suitable representative to multi-agency response groups e.g. TCG, communications cell etc. 	Silver Officer/DEPLO	
			<ul style="list-style-type: none"> Maintain communications with public/ Elected Members 	Comms Team/ Silver Officer/ DEPLO	
			<ul style="list-style-type: none"> Liaise with UBICO regarding any action their support may be required with e.g. sandbags, cleaning trash screens etc 	Flood Risk Team	
			<ul style="list-style-type: none"> Consider convening internal silver level meeting to discuss latest situation, strategy and action required. 	Silver Officer/ DEPLO/ Senior Managers	
			<ul style="list-style-type: none"> Consider establishing a WhatsApp group and/or daily briefings 	Silver Officer/ DEPLO	

			<ul style="list-style-type: none"> Ensure a log of action, decisions made and any financial transactions is kept. 	All	Emergency Response Guide
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Phase	Response Level	Potential Triggers	Potential Actions	Responsibility	Further Info
During	Deploy/ Escalate Major flooding of properties and roads etc	<ul style="list-style-type: none"> Numerous EA Flood Warnings Rivers flooding/ predicted to flood Continued heavy rain and Met Office forecasts for further rain Strategic Coordinating Group (SCG) convened Numerous flooded properties Potential need for evacuation Infrastructure e.g. roads, e substation flooded or at risk of flooding Council inundated with flood related phone calls Considerable media coverage 	<ul style="list-style-type: none"> Continue to provide suitable representation to multi-agency response as necessary e.g. reps to TCG/ SCG, LRF comms cell 	Gold Officer/Silver Officer/DEPLO	
			<ul style="list-style-type: none"> Arrange for any actions for the District Council arising from multi-agency response to be carried out as appropriate e.g. activating Rest Centre. 	Gold Officer/Silver Officer/DEPLO	
			<ul style="list-style-type: none"> Situation 'on the ground' to continue to be monitored and liaison to take place with local residents whose properties have flooded/ at risk of flooding. 	Flood Risk Team	Appendix 3 Flood Hotspot Monitoring & Checks
			<ul style="list-style-type: none"> Continue to liaise with other partners as appropriate e.g., Emergency Services, GCC Highways, Gloucestershire County Council CPT, Housing Providers etc. 	Silver Officer/DEPLO	
			<ul style="list-style-type: none"> Maintain communications with public/ customer services/ Elected Members/ Parish Councils/ Flood Wardens/ Community contacts 	Comms Team/ DEPLO/ Silver Officer	
			<ul style="list-style-type: none"> Respond where possible to any requests for information from SCG or Central Government i.e. on number of properties flooded etc 	Flood Risk Team in liaison with LLFA	
			<ul style="list-style-type: none"> Consider whether a dedicated Elected Member contact number is set up 	Silver Officer/DEPLO	
			<ul style="list-style-type: none"> Consider activating the 'Emergency Centre' for coordinating the response if not already done so 	Silver Officer/DEPLO	

Document control

Title of Document	Cotswold District Council Flood Response Plan
Plan Owner	Cotswold District Council
Date	August 2021
Version Number	1.0
Review Date	August 2024

Amendments

Date	Details of Amendment	Amended by

Plan review & maintenance

This plan is maintained by Cotswold District Council as part of Gloucestershire Local Resilience Forum's (LRF) Multi-Agency Flood Plan. The Risk and Resilience Officer is responsible for reviewing this plan with support from other relevant colleagues as appropriate. This plan will be reviewed annually or as and when required due to new guidance or lessons learnt from the response to flooding incidents or exercise outcomes.

Plan training & exercising record

Date	Participants	Training / Exercise Description

Plan distribution

Internal

- Cotswold District Council Resilience Direct Page
- Google Drive

External

- Access to all Gloucestershire LRF partners via Resilience Direct

Related plans

Plans

- Public Emergency Response Guide (link)
- Rest Centre Site Specific Plans
- Corporate Recovery Plan (BCM)
- Service Level BCM Plans
- Community Emergency Plans/ Community Flood Plans

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Section 1 - Introduction

1.0 Purpose

- The purpose of this plan is provide a framework to support the operational and tactical response by Cotswold District Council to a flooding emergency.
- This plan may be activated in isolation or as part of a multi-agency response depending on the location and extent of a flooding emergency.

1.1 Scope

1.1.1 Geographical

- The geographical scope of this plan is predominantly for flooding incidents occurring within Cotswold District administrative boundary.
- However it is recognised that flooding events, particularly river flooding, are not contained within District Council boundaries. As such if mutual aid is requested from another local authority during flooding, this may entail support being provided outside the District's boundary. Any such mutual aid support will be in accordance with the Gloucestershire Local Authorities Mutual Aid Agreement.

1.1.2 Aspects not covered by plan

- This plan focuses on the response to river, surface water and reservoir flooding. It does not cover in detail the flood risks from sewers, groundwater, burst water mains and canals. Should significant flooding occur from one of these sources, elements of the plan may be activated as necessary to enable a suitable response.
- This plan is ultimately a response plan. As such, whilst this plan includes an overview of flood risk, it does not cover in detail flood risk and flood risk management.
- This plan focuses on Cotswold District Council's own response to flooding, and as such does not cover in detail multi-agency response which is dealt with in the strategic part (Parts 1 & 2) of the Multi-Agency Flood Plan.

1.2 Notification

Cotswold District Council may be notified of potential or actual flooding from various sources including:

- Flood Warning and Flood Alerts from the Environment Agency
- Severe Weather Warnings from the Met Office
- Environment Agency Flood Advisory Service meeting

- Call received (via Civil Protection Team Duty Officer) regarding activation of Operation Link
- Information from Flood Wardens / Elected Members / Parish and Town Councils
- Calls from the public
- Notification from the Emergency Services (via Civil Protection Team Duty Officer)
- Reports/ photos via the media/ social media
- Visual monitoring of flooding 'hot spots'

1.3 Receipt of flood and weather warnings

EA Flood Alerts and Warnings and Met Office Severe Weather Warnings will be received as follows:

Figure 1 Receipt of Flood and Weather Warnings	
In Office Hours	<ul style="list-style-type: none"> • Duty Officer • DEPLO • Flood Risk Team
Out of Office Hours	<ul style="list-style-type: none"> • Duty Officer • DEPLO • Flood Risk Team

The DEPLO/Flood Risk Team will make a judgement based on the information provided in Flood and Weather Warnings and determine whether to forward these as appropriate.

1.4 Triggers and plan activation

- It is difficult to provide definitive triggers for implementing a response and activating this plan as it could be based on a number of variables.
- One or more of the triggers shown in the [Flood Response Overview](#) page 2 **may help indicate** the potential level of response and whether this plan is activated.
- It should be noted however, that this is only a guide and response decisions should be made based on the actual / forecast flooding emergency and particular situation at the time.
- The decision to activate this plan will be made by the Silver Officer or DEPLO in consultation with the Chief Executive or Publica Lead Director for CDC.

Section 2 – Flood Risk and Impacts

2.0 Environment Agency Flood Alert and Warning Areas

- Flood Alerts apply to 'reaches' of the river catchment and generally cover a larger geographical area.
- Flood Warnings apply to smaller more specific locations/ communities known as 'Flood Warning Areas'.
- A Flood Alert area is likely to cover a number of Flood Warning Areas.

Maps giving an overview of EA Flood Alert and Flood Warning Areas that cover the District are found at [Appendix 1](#).

2.1 River flood risk and impacts

Appendix 2 provides an overview of main river flood risk, predominantly based on EA Flood Warning Areas. Potential impacts of river flooding for each area including vulnerable communities, local infrastructure and roads that may be at risk are also outlined.

Maps for each EA Flood Warning area are found on Resilience Direct (link to be added in appendix 2).

2.2 Other watercourse flood risk and impacts

Appendix 3 identifies other watercourses at risk of flooding that the flood risk management team will monitor when there is a flood risk.

2.3 Surface water flood risk and impacts

Appendix 3 also identifies locations that are most susceptible to surface water flooding that the flood risk management team will monitor when there is a flood risk.

Surface water flooding e.g. in response to storms, is much more difficult to predict than river flooding and there is currently no official warning service for surface water flooding in place.

As such, surface water flooding could potentially occur in other locations, but the procedures detailed in this plan can be used to flexibly respond to any flooding events.

2.4 Reservoir flooding risk

- Reservoirs in the UK are well regulated and have an extremely good safety record.
- Reservoir flooding is unlikely, but the high profile incident during the summer of 2007, at the Ulley Reservoir in Rotherham, highlighted the potential risk to communities living in reservoir flood zones.
- There are 20 reservoirs in excess of 25,000 cubic metres capacity within the county, and reservoir inundation has been identified by Gloucestershire LRF as part of the Community Risk Register, as a medium risk.
- The following reservoirs are located within or have the potential to impact on Cotswold District area if there is a reservoir flooding emergency:

Figure 2 Reservoirs within the Cotswold District

Reservoir Name	Reservoir Undertaker	Location (District)	Other District Area(s) Potentially Impacted
Cirencester Park, Mansion Lake	Estate Settlement 1963	Cirencester, Cotswold	
Dowdeswell	EA Midlands	West of Lower Dowdeswell (near boundary CBC)	Cheltenham Tewkesbury
Gatcombe Water	Ede Holdings LTD	North of Avening NB borders with SDC passes through reservoir	Stroud

Annex G ‘Generic Offsite Plan for Reservoir Flooding’ provides detailed information on the above reservoirs and outlines the multi-agency response that may be required to a reservoir flooding emergency.

2.5 Flood defences and alleviation

- A large amount of flood risk management and alleviation work has taken place across the district, but this plan focuses on flood response.
- However there is **an overview of flood defence and alleviation assets** within the district area should any problems arise with them during a flooding event that need to be followed up. Details are available on [Cotswold District Council’s website](#).

Section 3 – Flood Response

3.0 Flood response

- The Council's response to actual or potential flooding will be flexible and scalable to enable it to be proportional to the potential/ actual impact.
- The [flood response overview](#) page 2 provides a summary of the potential response activity before and during a flooding event.
- The Emergency Response Guide provides action cards for specific flooding response roles
- NB the flood response overview and action cards in the Emergency Response Guide are only indicative as every flooding event is unique and the timing/ nature of and responsibility for specific actions may need to change depending on the situation and staff availability.
- [Appendix 3](#) includes flooding 'Hotspot Checks' to provide operational guidance where checks may need to be carried out in specific areas where resources allow e.g. water courses without EA flood warnings, trash screens or surface water flooding hotspots.

The response structure to flooding will be in accordance with the Council's general response framework/ procedures for any emergency. As such, to avoid duplication, general response information has not been included in this plan, but can be found in the Emergency Response Guide ([link](#))

3.1 Communication and information exchange

In the event of a flooding incident Cotswold District Council will use various means to communicate and share information internally, with partners and the public during both response and recovery:

Figure 3 Communication and Information Exchange Methods

Internal	Partners	Public
<ul style="list-style-type: none"> • Email/ Phone/ SMS • Whatsapp group(s) • Web conferencing • Face to face or email situation updates for staff • Briefing switchboard/ reception staff • Briefings and situation updates for Elected Members & Parish and Town Councils • Phone calls, emails to Flood Wardens/ Community Emergency Plan Contacts 	<ul style="list-style-type: none"> • Email/Phone/ SMS • Web conferencing • At EA Flood Advisory Service meetings • At TCG/ SCG meetings if convened • With Government departments as required e.g. reporting requests 	<ul style="list-style-type: none"> • Council's website • Social media • Press releases • Media interviews (by trained spokespersons) • Via Elected Members, Parish and Town Councils, Flood Wardens and Community contacts • Council 'Flood Helpline' • Door knocking (if appropriate) • Public Meetings • Post flooding surveys • Letters (particularly during recovery e.g. info on grants etc).

In a major flooding emergency when a multi-agency response is necessary, the LRF Warning and Informing Plan procedures will be followed, to provide agreed and consistent information to the public and media. A Communications representative for the Council will be required to take part in the multi-agency Communications Team, and to ensure that any information released to the public/media by the District Council adheres to the agreed key messages.

An Action Card for the Council's Communications Officers is available in the Emergency Response Guide ([Link](#))

3.2 Sandbags

The council's Sandbag Position Statement is found at [Appendix 4](#).

3.3 Flood response equipment

The following equipment is available to use in the response to flooding if required:

Figure 4 Flood Response Equipment			
<i>Equipment Type</i>	<i>Quantity (if known)</i>	<i>Where Stored</i>	<i>How Accessed (In & Out Hrs)</i>
<i>Rest Centre Boxes</i>	Two boxes	Cotswold District Council Offices	Contact Property Services (<i>details in Contacts Directory</i>)
<i>Each flood risk management officer has their own PPE which includes a life jacket</i>	-	Held by the each flood risk management officer.	-

3.4 Flood Wardens

A Flood warden scheme for the Cotswold District area is currently being developed. This section of the plan will be developed once the scheme is established.

Section 4 – Recovery

4.1 Recovery group

- Depending on the nature and extent of flooding, the Council may establish a flood recovery group to coordinate any recovery actions and support affected communities/ businesses.
- This may involve staff from a variety of different departments and not only those who were involved in the emergency response.
- Flood recovery work required by the Council could potentially continue for a lengthy period and require considerable resources.
- The recovery work may become integrated and inseparable from day-to-day activities of Council departments.
- If a flooding incident affects more than one District Council area, and a multi-agency response has taken place, a joint Recovery Coordinating Group is likely to be established to coordinate the overall recovery.
- Such a group will typically be led by local authority. It is likely to be agreed at the time which local authority will chair the group and any sub-groups as appropriate.
- The Council may be asked to support the Recovery Coordinating Group, and provide suitable representatives to any sub-groups as appropriate.

4.2 Recovery activities

The flood recovery activities that the Council may be involved in will vary depending on the scale and nature of flooding. [Appendix 5](#) provides an overview of flood recovery considerations.

4.3 Debrief

- Following a flooding incident the Council will undertake an internal debrief. Such a debrief may involve those partners directly involved in the Council's response to flooding e.g. Ubico
- A separate debrief may also take place with Flood Wardens and/or other organisations involved in the response to flooding e.g. Parish and Town Councils as appropriate.
- Council representatives may also be required to take part in any multi-agency debrief(s).

4.4 Lessons learnt

- A report will be produced following any debriefs. This should include an action plan with allocated responsibilities and timescales to ensure any necessary improvements and procedural changes are implemented.
- Progress with such actions will be discussed and monitored via Overview and scrutiny committee.
- **If necessary this plan will be amended to reflect any changes from lessons learnt.**

Appendices

Appendix 1 EA Flood Alert & Flood Warning Overview Maps

EA Flood Alert Overview Map



EA Flood Warning Overview Map

Map to be added if EA able to provide

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Appendix 2 Overview of Flood Risk and Potential Impacts

Flooding Risk for Rivers with EA Flood Warning Areas

Maps for each flood warning area are available on Resilience Direct (link). (Please note, you will need a Resilience Direct account and access to these pages)

EA Flood Alert Area	EA Flood Warning Area	EA Quick Dial Code	Properties in Flood warning area	Vulnerable Communities/ Premises	Key Infrastructure at Risk	Rest Centre(s) in Area
River Windrush from Bourton to Newbridge	River Windrush at Bourton on the Water	171071	190	None	None	<ul style="list-style-type: none"> Moreton Fire Service College Bourton Leisure Centre Baptist Church Hall, Station Rd, Bourton
River Dikler from Condicote to Little Rissington	River Dikler between Stow on the Wold and Bourton on the Water	171251	19	None	None	<ul style="list-style-type: none"> Moreton Fire Service College Bourton Leisure Centre Baptist Church Hall, Station Rd Lower Slaughter Village Hall
River Thames from St John's Lock, Lechlade to Eynsham Lock, Eynsham.	River Thames between Buscot and Shifford	171161	117	None	None	None
The River Evenlode from Moreton in Marsh to Cassington and also the River Glyme at Wooton and Woodstock	River Evenlode at Moreton in Marsh	171086	330	Schools, Nurseries and Playgroups (GCC) <ul style="list-style-type: none"> Dormer House School, High Street, Moreton in Marsh GL56 0AD Dormer House Nursery, High Street, Moreton in Marsh GL56 9AW Moreton Playgroup, St David's Centre, Church Street, Moreton in Marsh GL56 0LT St David's School, East Street, Moreton in Marsh GL56 0LQ Walkers Day Nursery, Church Street, Moreton in Marsh GL56 0LT Care Home / Residential Care (GCC/Health) <ul style="list-style-type: none"> Oak Tree Mews, Hospital Road, Moreton in Marsh GL56 0BL Roseville, Oxford Street, Moreton in Marsh GL56 0LA 	<ul style="list-style-type: none"> Sewage pumping station, off Primrose Court, Moreton in Marsh 	Moreton Fire Service College
The tributaries on the Upper River Thames above Cricklade	Swill Brook below Oaksey	171204	41	None	None	None
The River Churn from Coberley to Cerney Wick and also The Hilcot Brook, The Daglingworth Stream and The Gumstool Brook	River Churn from Baunton to Siddington including Cirencester	171465	1189	School (GCC) <ul style="list-style-type: none"> Powells School, Gloucester Street, Cirencester Care & Residential Homes (GCC) <ul style="list-style-type: none"> Ashley House, Trafalgar Road, Cirencester Prospect Place, 19/21 Prospect Place, Cirencester Residential Caravan Park <ul style="list-style-type: none"> Wildwood Park, Siddington Road 		Cotswold Leisure Centre
	River Churn at South Cerney	171466	54	None	None	Cotswold Leisure Centre
	River Churn at Cerney Wick	171467	157	None	None	Cotswold Leisure Centre
Ampney Brook from Barnsley Wood to Sheeppen Bridge near	Ampney Brook from Ampney Crucis to	171483	6	None	None	Cotswold Leisure Centre

EA Flood Alert Area	EA Flood Warning Area	EA Quick Dial Code	Properties in Flood warning area	Vulnerable Communities/ Premises	Key Infrastructure at Risk	Rest Centre(s) in Area
Latton including Ampney Crucis	Sheeppen Bridge near Latton					
River Leach from Northleach to Mill Lane near Lechlade including Fyfield and Little Faringdon	River Leach from just below Southrop to Mill Lane near Lechlade	171106	12	None	None	Cotswold Leisure Centre Memorial Hall, Oak Street, Lechlade
River Thames from Ewen to Cricklade including Somerford Keynes and Ashton Keynes	River Thames at Ewen	171201	4	None	None	Cotswold Leisure Centre
	River Thames from Somerford Keynes to Cricklade	171202	341	None	None	Cotswold Leisure Centre
River Coln and its tributaries from Whittington to the confluence with the River Thames	River Coln from Fossebridge to Quenington	171492	11	None	None	Cotswold Leisure Centre
	River Coln at Fairford	171493	183	Schools (GCC) <ul style="list-style-type: none"> Farmor's School, The Park, Fairford Fairford C of E Primary School, Leafield Road, The Park, Fairford Coln House School, Gloucestershire Horcott Road, Fairford, GL7 4DB Hospital / Care Homes (Health / GCC) <ul style="list-style-type: none"> Fairford Hospital, The Croft, Fairford GL7 4BB Hyperion House Care Home, London Street, Fairford 		Cotswold Leisure Centre Fairford Town Hall
	River Coln for Cotswold Water Park and Whelford	171494	147	None	None	Cotswold Leisure Centre
River Thames and its small tributaries from Calcutt to Lechlade	River Thames from Calcutt to Lechlade including Hannington Wick	171207	245	Schools (GCC) <ul style="list-style-type: none"> Kempsford Primary School, High Street St. Lawrence CE Primary School, Wharf Lane, Lechlade GL7 3AU 		<ul style="list-style-type: none"> Cotswold Leisure Centre Lechlade Memorial Hall, Oak Street Kempsford Village Hall
	Marston Meysey Brook for Marston Meysey	171208	9	None	None	None
Rivers in South Warwickshire and River Stour and tributaries	None in Cotswold	052443	-	None	None	Moreton Fires Service College
Rivers in South Worcestershire	None in Cotswold	-	-	None	None	Moreton Fire Service College
Middle Avon Rugby to Bidford	None in Cotswold	-	-	None	None	Moreton Fire Service College
Upper River Avon and tributaries including Malmesbury and Chippenham	None in Cotswold	-	-	None	None	Moreton Fire Service College

Appendix 3 Flood Hotspot Monitoring & Checks

Parish	Exact location	What needs checking?	Further information
Watercourses without EA flood warning			
Moreton in Marsh	East Street Fosseway Avenue	Trash Screens at back of Fosseway Avenue and CDC owned flood relief channel (including trash screens Monitor levels on Evenlode	Ubico will check trash screens on flood alert
Perrotts Brook		Monitor levels on River Churn upstream of Cirencester to give indication of potential issues in Cirencester	
Daglingworth	Lower End	Monitor levels on Daglingworth Stream	
Bledington	Chapel Lane in the centre	Monitor levels on Bledington Brook and Westcote Brook	
Lower Slaughter	High Street	Monitor levels on the River Eye	
Risk of surface water flooding			
Cirencester	Residential roads adjacent to the river Churn		
Siddington	The Common		
South Cerney	Clarks Hay and Boxbush road.		
Poulton	Bell Lane		
Cerney Wick	Cerney Wick Lane		
Lechlade	The Wern		
Fairford	East end		
Somerford Keynes	Watery Lane		
Draycott	Station road in area of Blockley brook	Monitor outfall	Ubico will check outfall
Naunton	High Street		

Appendix 4 Sandbag Position Statement

We do not provide sandbags for individual domestic or business use.

We have access to a small stock of sandbags which can be strategically deployed during flooding, for the protection of essential services such as electricity or water supplies. Such deployment will only be at the request of the Emergency Services or where the Flood Risk Team or a senior manager has issued a specific authorisation.

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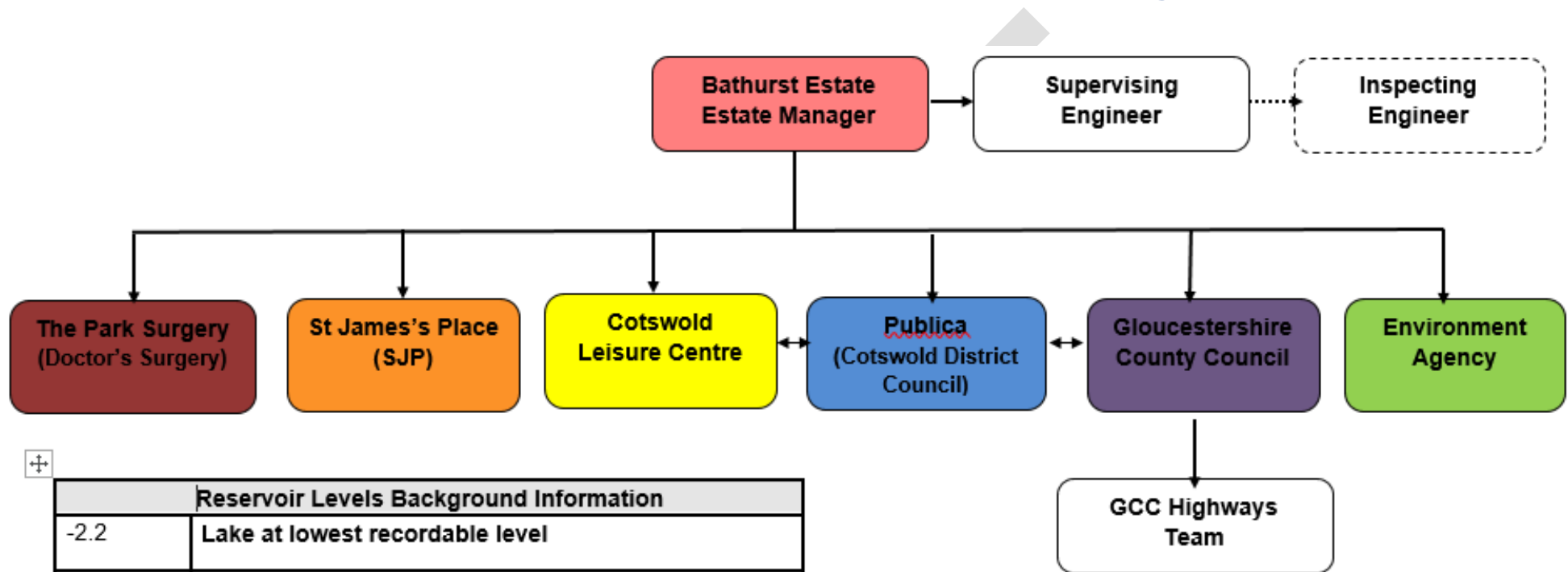
Appendix 5 Flood Recovery Considerations

Recovery Activity	Potential Task	Responsibility	Considered?	Notes (e.g. Action/ Not Required)
Clean up and Waste Management	<ul style="list-style-type: none"> • Street cleansing - additional street cleansing of pavements/ roads once flood water receded 	Waste Team		
	<ul style="list-style-type: none"> • Refuse collection - additional refuse collection for flood victims for extra household waste i.e. food from flooded fridge/freezer 	Waste Team		
	<ul style="list-style-type: none"> • Bulky waste collection - provision of bulky waste collection for flood victims for damaged household goods 	Waste Team		
Support and Advice to Flood Victims	<ul style="list-style-type: none"> • Housing / homelessness - support with longer term housing if flood victims unable to stay in home and do not have other options e.g. via insurer/ staying with family/ friends 	Housing team		
	<ul style="list-style-type: none"> • Communication/ signposting - advice for flood victims on safe clean-up, any additional waste services, mental health support etc. 	Communications Team in liaison with other teams/ DEPLO as appropriate		
	<ul style="list-style-type: none"> • Financial Support – providing information and advice to flood victims on any grants / Council Tax rebates / benefits etc. that may be available. 	Communications Team, Flood Risk Team, Corporate Support Team		
	<ul style="list-style-type: none"> • Business Support – providing information and advice to flooded businesses on any grants/ business rate rebates that may be available. 	Regeneration Team in liaison other teams / DEPLO as appropriate		

Recovery Activity	Potential Task	Responsibility	Considered?	Notes (e.g. Action/ Not Required)
Communication	<ul style="list-style-type: none"> • Public – ongoing communication signposting to advice/ support and updates on what the Council has been doing following the flooding. Also consider public meetings for flood hit communities as appropriate. 	Communications Team/ DEPLO		
	<ul style="list-style-type: none"> • Businesses – communication to flood impacted businesses on any support available e.g. grants/ business rate rebates etc. 	Head of Paid Service/ Silver Officer in liaison with the DEPLO and Flood Risk Team		
	<ul style="list-style-type: none"> • Elected Members – ongoing communication on what Council doing, highlighting advice/ support for flood victims, but managing expectations. 	Head of Paid Service/ Silver Officer in liaison with the DEPLO and Flood Risk Team		
	<ul style="list-style-type: none"> • Town and Parish Councils & Flood Wardens - ongoing communication on what Council doing, highlighting advice/ support for flood victims, but managing expectations. 	Flood Risk Team/ Flood Wardens		
Data Collection	<ul style="list-style-type: none"> • Door to Door Survey – consider if survey of flooded properties required and staff resources to undertake this. 	Flood Risk Team		
	<ul style="list-style-type: none"> • Data from Other Sources – consider collecting data on flooded properties e.g. calls to switchboard, Members, Flood Wardens etc. 	Flood Risk Team/ GRCC		
	<ul style="list-style-type: none"> • Data Collation – consider how all flood related data will be collated, system to be used and staff resources to do so. 	Communications Team/ DEPLO		

Recovery Activity	Potential Task	Responsibility	Considered?	Notes (e.g. Action/ Not Required)
Reporting	<ul style="list-style-type: none"> Government – consider how any requests from various Govt. depts. e.g. MHCLG, DEFRA, BEIS will be dealt with (to minimise duplication) and allocate responsibility for this. 	Flood Risk Team/ DEPLO		
	<ul style="list-style-type: none"> FORT – data to be placed on GCC Flood Online Reporting Tool https://swim.geowessex.com/glos Consider who will do this. 	Flood Risk Team		
Investigation	<ul style="list-style-type: none"> Site Visits – consider if site visit(s) are required to investigate causes of flooding and who needs to be involved 	Flood Risk Team		
	<ul style="list-style-type: none"> Stakeholder Liaison – consider stakeholders/ partners need to liaise with re flooding hot spot investigation/ potential future flood risk management and which staff need to be involved. 	Flood Risk Team/ DEPLO (Liaising with GCC Flood Risk Team, GCC Highways, EA, IDB, water companies etc.)		
Grant Administration	<ul style="list-style-type: none"> Flood Recovery Framework – if Government grant schemes activated consider processes for administering grants, staff resources to do so and promoting grant schemes. 	Corporate ResponsibilityTeam/ Revenues and Benefits		
Flood Alleviation Assets	<ul style="list-style-type: none"> Checks / Remediation Work – following flooding, any flood alleviation assets owned/ managed by the Council may need to be checked and maintained e.g. trash screens, pumps 	Flood Risk Team		


Appendix 6 Notification Cascade for Bathurst Estate Reservoir Flooding



Reservoir Levels Background Information	
-2.2	Lake at lowest recordable level
-1.00	Trigger for notification cascade
-0.8	Level at which warning given in Nov 2012 NB still much below sill
0.00	Spillway sill
+	Measurements above 0- water starts to flow over sill
Each graduation on of 1.00 on gauge represents 100mm (4 inches)	

- Please note, Bathurst Estate monitor the levels of the reservoir and will activate the cascade if needed. Contact details for all partners are kept by CDC and GCC Civil Protection Team.

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<p>Overview and Scrutiny Committee – 31 August 2021</p> <p>Quarterly Digest Index Agenda Item 15</p>	 <p>COTSWOLD DISTRICT COUNCIL</p>
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Item	Subject
(1)	Joint Scrutiny Etc. Meetings/Oral Updates as appropriate
(a)	Gloucestershire County Council Economic Growth Overview and Scrutiny Committee - Minutes of meeting held on 09 June 2021 (attached).
(b)	Gloucestershire County Council Health Overview and Scrutiny Committee - Minutes of meeting held on 15 June 2021 (minutes not yet available).
(c)	Gloucestershire County Council Police and Crime Panel - Minutes of meeting held on 7 July 2021 (minutes not yet available).
(d)	Gloucestershire County Council Health Overview and Scrutiny Committee - Minutes of meeting held on 13 July 2021 (minutes not yet available).
(2)	Forward Plan – Update

Notes:

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

(END)

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GLOUCESTERSHIRE ECONOMIC GROWTH SCRUTINY COMMITTEE

MINUTES of a meeting of the Gloucestershire Economic Growth Scrutiny Committee held on Wednesday 9 June 2021 virtually.

PRESENT:

Cllr Rebecca Halifax	Cllr John Murphy
Cllr Dominic Morris	Cllr Gina Blomefield
Cllr Roger Whyborn	Cllr Sajid Patel
Cllr Matt Babbage (Chair)	Cllr Chloe Turner
Cllr Nicky Packer	Cllr Paul Baker
Cllr Paul McCloskey	

Officers in attendance: Mike Dawson, David Owen, Pete Carr, Gillian Parkinson, Simon Excell, Colin Chick and Angela Presdee

1. WELCOME AND APOLOGIES

The Chair opened the meeting by welcoming members to the new council term and doing introductions around the virtual room.

Apologies were received from Cllr Robert Vines and Officer Steve Mawson.

2. ELECTION OF VICE-CHAIR

Members were advised that as the legislation allowing local authorities to hold meetings virtually came to an end in May, any meetings now held remotely would not be formal.

This meeting was an introductory session to the Committee and therefore any formal business could not be carried out. Members were advised to give thought to their nominations for vice-chair ready for the next formal meeting of the Committee.

3. DECLARATIONS OF INTEREST

No declarations of interest were received.

4. TERMS OF REFERENCE

Members noted the attached report on the terms of reference for both the Gloucestershire Economic Growth Joint and Scrutiny Committees, and their relationship to each other.

5. THE ROLE AND RESPONSIBILITIES OF ECONOMIC GROWTH AND RECOVERY IN GLOUCESTERSHIRE

Presentation 1 – GFirst LEP

- 5.1 The first introduction was received from David Owen, Chief Executive of the GFirst Local Enterprise Partnership and the Committee noted the following:
- The attached report provided links to the core documents for members to review and give an overall flavour of the work involved with an LEP.
 - The overarching mission for Gloucestershire was to sustainably grow the economy.
 - GFirst had been ranked as a high performing LEP by the Government via its yearly Ofsted inspection.
 - It had been challenged a few years ago on the quality of scrutiny it was undergoing by this Committee, fortunately this had been turned around and managed through close working with officers and members.
 - GFirst were really keen therefore to continue in that vein and maintain their high performance at a national level.
 - The LEP was now into its fifth year of growth deal funding and details of the projects supported by this could be found on the website.
 - There were national guidelines on partnership structures which GFirst broadly followed. There were up to 15 members of the Board at any onetime, which comprised of representatives from education, voluntary and community sector, political from GCC and districts and the private sector.
 - Supporting the main Board was also an Investment Panel which undertook detailed investigation of any funding allocations.
 - There were also ten sector groups that represented the main business sector groups in Gloucestershire who provided a genuine, strong sector voice into the LEP's work.
 - Any money spent by the LEP Board was not held by GFirst but instead by the accountable body which was GCC. Both organisations had an excellent, open and sensible working relationship, one which had been recognised as such by Government.
 - The long-term guiding strategy for the LEP's work was now the Local Industrial Strategy (LIS) (which was previously the Strategic Economic Plan).
 - In developing the LIS, the Board surveyed 6000 young people about what they wanted from a future in Gloucestershire.
 - The Strategy had four main focus':
 - Net zero – both how the county could play a lead role in addressing climate change but also the opportunities change offered for economic growth;

- Flexibility – this was a pre-Covid desire, recognising that in order to retain and attract young people, the county had to have a flexible approach to employment and employability;
- Innovation – there was a long history of innovation in Gloucestershire and the LEP wanted to continue that. The County currently had a higher than national average of businesses involved in innovation.
- Sector strengths: Cyber Technology – industry growth for the whole county, not just the development at GCHQ but digital skills centres etc. and Agritech development and growth locally and internationally.
- The LEP had a four stage approach to its Covid response:
 - Setting up a remote response services as quickly as possible.
 - Gathering intelligence from businesses in Gloucestershire on the impacts of Covid and lockdown, which was then fed into Govt. to make sure support was coming down the line nationally or being provided locally.
 - Informing businesses of what support was available by working closely with district partners who were responsible for handing out financial schemes from Govt. plus highlighting information on what was available centrally.
 - The final stage was now implementing the LEPs recovery plan and looking forward to how to build resilience into Gloucestershire's economy.
- The LEP was currently going through a review commissioned by Govt. at national level. The purpose of which was to explore how to strengthen the business voice in local decision making and using the LEPs to do this.
- There were also a number of Board member changes ongoing at the moment.

- 5.2 It was questioned what the outcomes of the youth survey were and how these were reflected in the LIS. The full report was available online (<https://www.gfirstlep.com/downloads/2019/gfirst-lep-youth-survey-2019v2.pdf>) but the main concerns from young people were the climate emergency, flexibility in employment, public transport availability plus their enthusiasm for the natural environment and how much they valued having a mix of urban and rural.
- 5.3 Following on from this, it was questioned whether the LEP considered the large investment brought to Gloucestershire to date addressed those primary concerns. It was advised that now the LEP focus had moved to the priorities within the LIS, it had considered some previous investments made inline with the SEP aspirations probably would not be made now, primarily due to the increased focus on environmental issues.

- 5.4 In relation to Covid, it was queried how the LEP saw the shift from office to home working playing out in the longer term and whether it could have an affect on future investments.
- 5.5 Members heard that a recent news story suggested with two years, working patterns would return to five days a week in the office. This was not something the LEP recognised at this stage. A lot of research nationally and internationally was showing an increasing number of employees wanted a more flexible approach and a mix of working patterns. In addition the data was also showing that businesses welcomed that approach, and hadn't seen productivity suffer through working from home.
- 5.6 In terms of what this shift meant for future development, it was explained that projects such as Golden Valley were providing a supply of good quality office space which the county has been lacking for decades before Covid. On transport, there was likely to be a shift but it wasn't entirely clear how yet. GCC would continue its focus to improve the public transport offer in Gloucestershire.
- 5.7 What we did know however was that there were some tough decisions ahead on transport and how the county achieved the modal shift needed to meet its climate change aspirations. There was a need to discourage people from returning to their pre-Covid travel habits and pursue a much more environmentally friendly/physically active way of travelling.
- 5.8 It was added that the county was currently trialling a new rural demand response rural transport scheme in the Cotswolds and Forest of Dean. It was noted that 26% of residents in FOD and 46% in the Cotswolds did not live within walking distance of a bus stop, as well as many large employers being out of reach from public transport. This type of 'Uber' style bus service could be vital going towards solving rural transport issues.
- 5.9 It was questioned how the LEP were encouraging businesses to be part of a greener economy. It was advised that the Growth Hubs were a key tool here. They were working with existing employers, offering free impartial advice on becoming net zero, but also helping businesses identify the opportunities the green agenda could bring.
- 5.10 In addition the skills agenda was supporting education providers to understand what green jobs were and how to translate those into useful training for young people.
- 5.11 A member recognised the valuable training resource the LEP had provided to young people on STEM career roles. It was advised that currently this was an unfunded area of activity for the LEP, it was unknown at the moment where future funding would come from to continue the programme after Covid but the LEP were very aware of the positive feedback from young people of how valuable it had been. The LEP would continue to look into where they could access funding to continue.

- 5.12 It was added that a lot of the above discussions revolved around the contents of the Local Transport Plan which would be shared with members after the meeting for their review and consider whether a future presentation would be useful.

ACTION: DSU

Presentation 2 – Gloucestershire County Council

- 5.13 The second introduction was received from Colin Chick, Executive Director of Economy Environment and Infrastructure at GCC, and the Committee noted the following:
- The GEGJC had recently considered a report on what the county's role and approach was to economic recovery during and after the Pandemic (report included in this meeting's papers).
 - The report identified three main themes that GCC were directly responsible for, these were summarised in section 2.2.
 - It had then been used to produce an economic dashboard for members of both GEGJC and GEGSC to be able to identify economic weaknesses coming out of the pandemic.
 - Katherine Martin, Data & Analysis Manager, was introduced to give an overview of the attached dashboard.
 - It included the headline figures impacted by Covid and then drilled down on each in more detail. It did not include all indicators for the economy but those that were timely and gave the best understanding of Covid impacts.
 - It was hoped receiving this data as a standing item at each Committee meeting would give members the ability to make informed decisions going forward. Members were encouraged to suggest anything else that could be included.
- 5.14 In reference to the dashboard, there were a few requests for additional measures to be added on green business growth and high streets. These would be taken away for the team to explore but it was advised these were both difficult to measure and the Council did not have unlimited resource to do so.
- 5.15 On the Fastershire project, it was questioned whether the Council was purely supporting business broadband upgrade or whether it was also looking into blackspot residential areas as well.
- 5.16 It was advised that the team were looking at both. In summary, if there was not an existing commercial proposition available, the Council could intervene

and contact broadband providers to see if they would be willing to provide one, if not, that was the stage the Council could step in to provide support.

- 5.17 There was a Fastershire website where anyone could check against a postcode to see what was available in that area and any planned upgrades. It was highlighted however that the council could only intervene on infrastructure; it could not help residents or businesses with poor quality services, which could only be addressed by the providers.

Presentation 3 – Gloucestershire Economic Growth Joint Committee (GEGJC) (to include the role of the six district councils)

- 5.18 The third introduction was received from Mike Dawson, Chair of the GEGJC Senior Officer Group (SOG), and the Committee noted the following:
- Some issues had already been covered through the other presentations so this section would include comments on the local planning authorities, economic development generally plus Covid recovery, the Joint Committee how it worked and where it came from and finally the officer support for this area provided via SOG.
 - The six district councils in Gloucestershire, despite some level of competition at times, acknowledged they were much stronger when they work together, and as part of an effective partnership on most issues.
 - In addition to the LIS and LTP as important documents for the Committee to be aware of, the third were the districts local plans. District councils were the authorities that planned for growth in the county, which was a massive responsibility and incredibly costly. Cotswold, Stroud and the FOD had their own plans, whilst Tewkesbury, Gloucester and Cheltenham worked together on a Joint Core Strategy.
 - It was noted the existing adopted plans which ran from 2011-2031 planned to deliver 61,500 homes across the county plus 340 hectares of employment land (which equated to 52,000 jobs in that period).
 - All authorities were currently working on the next iteration of these plans to work through to 2041, in their draft stage these plans were looking to deliver another 30,000 new homes and 140 hectares (equating to another 18,000 jobs) of employment land.
 - These figures showed the sheer importance of local planning and the responsibility carried by the districts.
 - In light of these figures, comments were echoed on the real need for integrated, long term transport plans to support a more effective planning process.
 - Districts had been somewhat hampered by central Govt. who had always been very keen on planning periods. Many large scale deliveries such as

the Golden Valley project and Tewkesbury Garden Town were long-term projects that spanned outside of these.

- All seven authorities in Gloucestershire were therefore currently working towards a longer-term broad agreement on the future for development in the county beyond 2050, with an aim to better integrate all future development with transport networks etc. A Statement of Common Ground was currently being discussed.
- They all saw economic growth as a priority, but each of their approaches were different. This was because the communities across the county varied a lot, so the focus changed depending on that districts need/aspiration. In addition there was variation of economic growth function within different council structures and staffing.
- Covid recovery has been a huge piece of work for all and the partnership working had been amazing.
- District councils had been responsible for paying out Govt. grant aid to businesses which estimated to date at around £200m to 40,000 businesses, the logistics of which had been terrific.
- There was an update to GEGJC this morning formal partners on Covid recovery efforts, a summary document of this discussion would be circulated to members shortly.

ACTION: Mike Dawson

- Moving on to the GEGJC, it had been created in 2015 when Govt. requested authorities to set up a partnership body which was capable of making binding decisions around the economy and growth.
- This Committee was set up at the same time to provide the joint scrutiny arrangements.
- The functions of GEGJC were a round the exchange of information, partnership and coordination and decisions on funding (specifically around the Strategic Economic Development Fund which derived from the business rates pool).
- Quite often when there were competing bids for Govt. funding, the GEGJC was helpfully used as a forum to discuss.
- Both Committees were supported by the SOG, which was made up of representatives from the GFirst LEP, GCC and district councils at a senior level. These tended to be officers involved in economic growth and/or planning.
- The work of SOG was to support the agendas and work of both Committees.

6. THE SKILLS AGENDA FOR GLOUCESTERSHIRE

Pete Carr, Director of Employment and Skills at the GFirst LEP, gave a brief overview of the skills agenda and members noted the following points:

- The paper provided worked through how Gloucestershire operated in the skills space, the specific challenges that the skills landscape had and proposals that were currently being taken forward (by all partners) to try and reduce some of those complexities and offer a more streamlined landscape locally.
- This agenda had been taken forward by a group called the Gloucestershire Skills Advisory Panel which aimed at bringing together all key partners in this area from education, providers, councils etc.
- Provisions very much operated depending on the need. Some of the work for example was focused on strategic planning, whereas others might be delivering in person training around school career strategies.
- There were also sub-groups of the Panel that were constantly working on a number of direct aspects such as Covid economic recovery.
- The diagram at page 42 of the agenda pack represented the very complicated landscape that was the skills agenda.
- One of the main local challenges was that 89% of all businesses in the county were classed as micro-businesses meaning they only had up to 9 employees. Many were therefore extremely stretched in terms of time and resources to be able to support this agenda.
- The Panel had recently created the Skills Portal (www.skillsportalglos.com) which aimed at starting to simplify the landscape by bringing together all the support an individual might need to one place.
- In addition to this, an Employment and Skills Hub was in the process of being created which would again aim to provide a 'one front door approach' for people who were looking for that support.

7. WORK PLAN

Members noted the future items in the attached work plan and suggested the following to be added:

- Local Transport Plan, with a focus on carbon neutral and the affordability of public transport options
- Youth unemployment
- Green jobs and sustainable growth
- What might be the future impacts of Covid on the economy, particularly with a move towards more home working
- Statement of Common Ground

Minutes subject to their acceptance as a correct record at the next meeting

It was confirmed the Chair would share a draft work plan proposal with members to consider following the meeting.

CHAIR

Meeting concluded at 16:00.

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