

Public Document Pack



COTSWOLD
DISTRICT COUNCIL

Tuesday, 17 May 2022

Tel: 01285623208
e-mail - democratic@cotswold.gov.uk

COUNCIL

A meeting of the Council will be held at Council Chamber - Trinity Road on **Wednesday, 25 May 2022 at 2.00 pm.**

Rob Weaver
Chief Executive

To: Members of the Council

(Councillors Stephen Andrews, Tony Berry, Gina Blomefield, Claire Bloomer, Ray Brassington, Patrick Coleman, Rachel Coxcoon, David Cunningham, Tony Dale, Andrew Doherty, Mike Every, Jenny Forde, Joe Harris, Mark Harris, Stephen Hirst, Robin Hughes, Roly Hughes, Nikki Ind, Sue Jepson, Julia Judd, Richard Keeling, Juliet Layton, Andrew Maclean, Nick Maunder, Richard Morgan, Dilys Neill, Richard Norris, Nigel Robbins, Gary Selwyn, Lisa Spivey, Tom Stowe, Ray Theodoulou, Steve Trotter and Clive Webster)

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

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

AGENDA

1. **Apologies**
2. **Declarations of Interest**
To receive any declarations of interest from Members and Officers, relating to items to be considered at the meeting.
3. **Minutes (Pages 5 - 12)**
To confirm the minutes of the meeting of Council held on 16th March 2022
4. **Announcements from the Chair, Leader and Chief Executive (if any)**
5. **Public Questions**
To deal with questions from the public within the open forum question and answer session of fifteen minutes in total. Questions from each member of the public should be no longer than two minutes each and relate to issues under the Council's or Committee's remit. Any member of the public wishing to ask a public question is requested to contact Democratic Services by no later than 5.00pm the working day before the meeting.
6. **Member Questions**
The following questions have been submitted:

From Councillor Tom Stowe to Councillor Andrew Doherty, Cabinet Member for the Environment, Waste and Recycling:

I understand that a review into the quantity, location and the emptying of public waste and dog bins across the district is being carried out.
Can you please provide an update on the progress of this review and indicate when you expect the process to be completed and the findings available.

From Councillor Tony Berry to Councillor Mike Evemy, Deputy Leader and Cabinet Member for Finance:

The cash payment option for car parking was due to be finally removed in the latter part of last year, but is still available in a number of car parks in Cirencester.
Please could you advise Council if this is the policy change that the Conservative Group have been encouraging, or just a missed target date.

From Councillor Gina Blomefield to Councillor Joe Harris, Leader of the Council:

The Conservative Group would very much like to give our thanks of appreciation to Jenny Poole who is leaving her role as both Chief Financial Officer and Deputy Chief Executive Officer at the end of July to enjoy a sabbatical with her husband. We are sorry to see her go after eighteen years of excellent service to Cotswold District Council.
Are we correct in understanding that the candidate being sought to replace Jenny will be offered both roles and the same remuneration package?

From Councillor Stephen Hirst to Councillor Joe Harris, Leader of the Council:

Since the commencement of the Covid- 19 Pandemic CDC Officers have been encouraged to work from home with only occasional contact with the Office. Now that the Pandemic is easing Officers should now be returning to work in the relevant Offices.

Could the Leader please advise Council when it is expected that all officers will be returning to work, particularly in those departments such as Planning where direct contact with members of the public is so important to quickly progress applications in the necessary time frames.

7. Update to the Council's Corporate Plan (2020-2024) (Pages 13 - 66)

Purpose

To introduce the update of the Council's Corporate Plan, which was adopted by the Council on 23 September 2020

Recommendation(s)

That Council considers the Corporate Plan Update, and agrees to its adoption

8. Community Governance Review (Pages 67 - 112)

Purpose

At its meeting in February, Council approved a Community Governance Review for six areas within the District and consultations have now taken place. The purpose of this report is for Council to consider the responses and approve the final recommendations for each area.

In addition, Bourton-on-the-Water Parish Council has asked the Council to consider a change in their governance arrangements.

Recommendation(s)

That Council:

- a) approve the final recommendations in relation to the Parish boundary changes for the six areas under consideration
- b) authorise the Electoral Services Manager to request the Local Government Boundary Commission to change District Wards and County Divisions to reflect the changes made to Parish boundaries
- c) authorise the Head of Legal Services to make a Reorganisation of Community Governance order to implement the changes agreed by Council
- d) considers the recommendation to increase the number of Parish Councillors on Bourton-on-the-Water Parish Council from 11 to 13.

9. Changes to the Constitution - Update to the Council Procedure Rules (Pages 113 - 116)

Purpose

To seek agreement to make two changes to the Council Procedure Rules, Part D, of the Constitution - removing the requirement that no member of the Council holds the office of Chair of the Council, or Chair of a Committee, for a continuous period of more than three years. Additionally, introducing a new requirement that the Chair of Overview & Scrutiny Committee must always be a member from an opposition party.

Recommendation(s)

The Council Procedure Rules, Part D of the Constitution are amended with immediate

effect to:

- i) remove the requirement that no member of the Council holds the office of Chair of the Council, or Chair of a Committee, for a continuous period of more than three years;
- ii) introduce a requirement that the Chair of Overview & Scrutiny Committee must always be a member from an opposition party.

10. **Options Appraisal of Leisure and Culture Management Arrangements (Pages 117 - 162)**
Purpose

The purpose of this Report is to inform Council of the Leisure and Culture Management Options Appraisal outcomes and to seek authority to commence the procurement process for the appointment of Leisure and Cultural Contractors.

Recommendation(s)

That Council:

- a) Considers the outcomes of the Leisure and Culture Management Option Appraisal;
- b) Grants authority for the commencement of a procurement process for the appointment of Leisure and Culture Management Contractors, for the operation of the Council's Leisure and Culture facilities, as outlined in this report.

11. **Approval of the Cabinet Decision For Use Of Funds From The Capital Programme (Pages 163 - 198)**
Purpose

To approve the use of funds in the Capital Programme for the delivery of a Capital Investment project, as detailed in this report and supporting documentation, by SLM Everyone Active (SLM).

Recommendation

That Council approves the use of funds from the Capital Programme and the following recommendation(s), following Cabinet Approval of the proposal.

- a) That SLM is given approval to complete the Capital Investment project.
- b) That SLM's proposed Option (1) as set out in Annex A is approved with the remainder of the Capital budget being retained for investment in Leisure Equipment.
- c) That the authority approve expenditure of the retained balance of the Capital budget, if Option (1) is supported, and final approval is delegated to the Cabinet Member for Health and Wellbeing once the procurement has been completed.

12. **Notice of Motions**

No motions have been received for Council to consider.

13. **Next meeting**

The next meeting of Council will be held on Wednesday 20th July 2022

(END)

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Minutes of a meeting of Council held on Wednesday, 16 March 2022.

Councillors present:

Nikki Ind– Chair

Stephen Andrews

Tony Berry

Gina Blomefield

Claire Bloomer

Patrick Coleman

David Cunningham

Tony Dale

Andrew Doherty

Rachel Coxcoon,

Mike Evemy

Jenny Forde

Mark Harris

Stephen Hirst

Robin Hughes

Roly Hughes

Sue Jepson

Julia Judd

Ray Theodoulou

Juliet Layton

Nick Maunder

Richard Morgan

Richard Norris

Nigel Robbins

Gary Selwyn

Lisa Spivey

Tom Stowe

Steve Trotter

Joe Harris

Officers present:

Angela Claridge – Director of Governance and Development

Caleb Harris, Strategic Support Officer

Ben Patel-Sadler, Democratic Services Manager

Michelle Burge, Chief Accountant

Rob Weaver, Chief Executive

59 Apologies

Apologies for absence were received from Councillors Dilys Neill, Ray Brassington, Richard Keeling, Clive Webster

Councillor Richard Morgan indicated prior to the meeting that he would be attending but would be late.

60 Declarations of Interest

There were no declarations of interest.

61 Minutes

The Chair stated that the minutes did not capture that, 'prior to the vote for the Medium Term Financial Strategy and Budget, Councillor Berry had stated the Conservative group would not be able to support the budget as it was being taken as a block of items from A to I. He also stated that there may have been areas that could have been supported, had the vote been individual'. It was recommended the minutes would be amended to include these comments.

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Councillor Judd stated that the public question challenging the Chair's use of a particular term when referring to a secretary of state should be included in the minutes. The Chair stated the recording of the meeting showed the full dialogue and the minutes were not a verbatim record of this.

Councillor Cunningham stated that the Deputy Chief Executives comment that the secretary of state can put a limit on the amount of precepts of Town and Parish Councils should be included in the minutes. This was agreed by the Monitoring Officer

Councillor Andrews stated he supported Councillor's Judd's statement that the neutral terms used in the minutes did not reflect the strength of feeling expressed by the Chair and should be amended accordingly. The Monitoring Officer suggested the minutes would be amended to direct readers to listen to that part of the recording.

RESOLVED: The minutes of the meeting held on 16 February 2022 were agreed as a true record subject to the amendments:

Record of Voting

For 28, Against 0, Abstentions: 0, absent: 6.

62 Announcements from the Chair, Leader or Chief Executive (if any)

The Vice Chair of the Council, Councillor Nikki Ind welcomed Members, Officers and those public present and watching the meeting online to the meeting.

The Vice-Chair introduced the Chief Executive and Council Officers and wished to place on record her thanks to Democratic Services Manager Ben Patel-Sadler for his work, as he would soon be leaving.

The Vice-Chair invited Councillor Jenny Forde to update the Council on the Armed Forces Covenant.

Councillor Jenny Forde stated that she had the honour of resigning the Armed Forces Covenant on the 10th anniversary of its original signing to confirm the Council's continuing commitment to working with the Armed Forces.

The Vice-Chair asked that the Council reflects send and their thoughts and feelings to the family and friends of local residents Clive and Valerie Warrington and internationally to the people of Ukraine who continue to battle for their freedom and democracy.

The Leader of the Council Councillor Joe Harris addressed the Council with an update on Council's response to the Ukraine crisis stating by offering the Council's solidarity with the plight of the country and outlining the measures taken to demonstrate that support.

The Leader confirmed that Cotswold District Council would continue its long history of offering safety and sanctuary whether it was to Polish refugees during World War 2 or those fleeing Syria or Afghanistan. The Leader also highlighted potential implications of providing this support as Russian retaliation, through cyber and other attacks, become more common.

The Chief Executive confirmed the Council's commitment to supporting refugees through the various government schemes.

63 Public Questions

Mr Fowles attended the meeting to pose two questions to Councillor Every that had not been submitted in advance of the meeting.

The first question related to a previous request for the number of employees that had left Cotswold District Council, the number of new posts created since the Liberal Democrats had taken over in 2019, and the total costs of this to Council Tax payers. Mr Fowles stated he had received the information on 19th January 2022 which showed 82 people had left the Council (other than retirement) and 12 new posts had been created. Mr Fowles stated he considered the number of leavers was high and was caused by poor morale in the Council, and he did not understand the requirement for several of the new appointments.

Councillor Every replied that officers left for a variety of reasons and without a suitable comparator, 82 could not be described as high. Councillor Every also explained that the new appointments had been made to support the manifesto priorities and commitments, particularly those affecting climate change.

The second question referred to the requirement for the Council to develop a meaningful Parking Strategy for the area, and specifically Cirencester. Mr Fowles stated that there did not appear to be a strategy in place and a number of parking initiatives had been stopped and parking income had reduced by £400k. Mr Fowles also asked if detailed income (by car park) details could be made available.

Councillor Every replied that the detailed figures would be made available on the Council's website, but the recent pandemic had drastically affected lives and works and this had an effect on carpark usage. Councillor Every also stated that it was too soon to see how carpark usage would change in the longer term and large scale initiatives (e.g the multi-story car park) had been put on hold until this becomes clear, and in the meantime changes had been made to the pricing of the season-ticket rugby club car park to make it more attractive.

A question was submitted by Bella Heathcote referring to the Bid Process and the cost of surveys being conducted in the centre of town and at Ludd Lane. With the increased costs being faced by businesses, are these costs and the associated cost of consultants justified?

Councillor Dale responded that he will refer the question to officers for a written response of the specific costs. In the wider context there have been around 300 bids made across the country and these are invariably submitted on behalf of and in support of the community and businesses

64 Member Questions

A record of Member questions and answers are available in the schedule attached to these minutes.

Questions were asked by:

Councillor Nick Maunder to Councillor Mike Every, Cabinet Member for Finance.

Councillor Claire Bloomer to Councillor Joe Harris, Leader of the Council.

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Councillor Stephen Andrews to Councillor Joe Harris, Leader of the Council.

Councillor Stephen Andrews to Councillor Lisa Spivey, Cabinet Member for Housing and Homelessness.

Councillor Julia Judd to Councillor Joe Harris, Leader of the Council.

Councillor Tony Berry to Councillor Joe Harris, Leader of the Council.

Councillor Stephen Hirst to Councillor Joe Harris, Leader of the Council.

Councillor Stephen Hirst to Councillor Joe Harris, Leader of the Council.

Councillor Dylis Neill to Councillor Joe Harris, Leader of the Council.

65 Changes to Cotswold District Council's Offices at Trinity Road, Cirencester to Facilitate Agile Working and Increase Commercial Income

The Deputy Leader of the Council and the Cabinet Member for Finance presented the report summarising the proposed changes to the use of the Council's Trinity Road offices after the Council has reduced its usage of the offices by 35% through agile working.

Councillor Stowe commented that the projected return on investment from the income provided by new tenants assumed no void periods. With the changes to agile working being adopted everywhere, how confident was the council that the building would remain consistently occupied?

Councillor Every stated that officers had already been in contact with organisations and there was interest from other public sector organisations and associated benefits with co-location however there was still a risk. Councillor Every added that the 12% projected return on investment for full occupancy but lower occupancy (50%) would still exceed the recovery investment strategy of around 4%.

Councillor Cunningham commented on the 25% increase in carbon reduction costs between December and January review and details of the larger line items. Councillor Every stated that the December figure did not include the contingency, which was included in the January figure. The Chief Accountant stated that the costs reflected solar PV, insulation, changes to lighting etc.

Councillor Blomefield commented on the organisations likely to be interested in sharing the building and asked if commercial lease lengths would be offered and how car parking for staff and visitors would be allocated between the two organisations. Councillor Every confirmed that any agreement with new tenants would be on commercial terms and include the number of parking spaces available to them.

Councillor Andrews commented that some teams work better when located together and provision needs to be met this requirement. The Council Officer responded that there had been 3 rounds of consultation and this had reduced the final amount of space that has now been allocated for other tenants, and all Council teams are now happy with their allocation of space.

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Councillor Theodoulou commented that shared car parking could become a problem unless the allocation of parking spaces is clearly defined at the start of any co-location. Councillor Theodoulou added that careful consideration should be given to the benefit gained by younger officers working alongside more experienced colleagues learning the job as they go.

The Council Officer stated that 'learning from peers' had been a recognised and important training method for certain services and this had been addressed throughout the consultations, and added that online training had improved significantly. Councillor Evemy confirmed car parking will be considered as part of negotiating with future tenants.

Councillor Berry commented this was a large project with implications for the Council and asked if a cross party working board would be established to work with officers to deliver successful outcome to the changes. Councillor Evemy agreed to consider this and identify where Members can be brought into the project as it moves forward.

Councillor Coxcoon commented that the future parking provision needed to reflect a move towards sustainable transport and not assume that everyone will continue to drive to the offices. The offices needed to be a place that Officers, Members and new tenants feel able to cycle and walk to the office wherever possible.

RESOLVED: The Council agreed to:

- Support the to support the proposed changes to the office layout,
- Seek tenants to occupy space that will be created in the West wing of the building,
- Delegate authority to the Deputy Chief Executive to agree lease arrangements in consultation with the Interim Head of Legal Services and the Deputy Leader and Cabinet Member for Finance,
- Allocate funding of up to £975,000 from the Recovery Investment Strategy budget in the Capital Programme to facilitate the changes to the Trinity Road offices and fund structure repairs identified in the building condition survey, the detailed costs to be agreed by the Chief Executive in consultation with the Deputy Chief Executive and the Deputy Leader and Cabinet Member for Finance
- Note that the gross revenue savings of £202,000 will contribute towards the savings from the Recovery Investment Strategy

Record of Voting

For 23, Against 0, Abstentions 5, Absent 6,

66 Review of Licensing Fees

Councillor Layton, the Cabinet member for Development Management and Licensing presented the report that the proposed a small increase to the fees in order that the Licensing service continues to cover its operational costs.

RESOLVED: To adopt the fees as set out in Annex A of this report

Record of Voting

For 28, Against 0, Abstentions 0, Absent 4,

67 Appointment and Remuneration of Independent Persons

The Leader, Councillor Harris presented a proposal to re-appoint the 3 independent persons for standards matter for a further year, and authorise the Director of Governance and

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Development to commence a recruitment campaign to enable future appointments to be made. Council Members asked a number of questions about the appointment, accountability and work of the independent persons. The Director of Governance & Development and the Leader provided responses to each of these.

RESOLVED: The Council agreed that:

- Phyllida Pyper, John Acton and Michael Paget-Wilkes are re-appointed as Independent Persons, effective from 01.04.2022,
- All appointments to be a maximum of one year,
- The Independent Persons are paid an annual allowance of £1000 per annum on a monthly basis, plus a mileage allowance equivalent to the rate paid to elected Members,
- The Director of Governance and Development is authorised to commence a recruitment campaign prior to the expiration of current appointments and to enable reports to be presented on future appointments

Record of Voting

For 28, Against 0, Abstentions 0, Absent 6,

68 Report of Decision Taken by the Chief Executive Using Urgency Powers Under the Council's Constitution

Councillor Tony Dale presented the report on the decision to enable the Gloucestershire Economic Growth Joint Committee to continue to support businesses to grow in a green, sustainable manner and provide high value jobs. The Council noted the decision made by the Chief Executive.

RESOLVED: The Council noted the decision taken by the Chief Executive using urgency powers.

69 Notice of Motion 1 – Sewage in Rivers

Councillor Andrew Doherty and Councillor Lisa Spivey addressed the Council on the problem of sewage in rivers across the Cotswolds. Councillors supported the notice with many expressing personal experiences of the issue.

RESOLVED: The Council instructed the Leader and Chief Executive to write to the relevant Government Ministers, requesting an acceleration in the capital programme to lower risks of untreated sewage discharges into our rivers, and an assurance that local housing developers will be expected to fund water infrastructure to meet the needs of new housing.

The Leader and Chief Executive were also instructed to work with other local authorities to call on the Government to provide guidance and funding to local planning authorities to challenge water companies to deliver the urgent upgrades required to water infrastructure.

It was also agreed that the Leader and Chief Executive will set up a working group, with neighbouring Local Planning Authorities, that will develop appropriate policy to guide planning application determination and enforcement in those areas where sewage treatment is insufficient. Incorporating legislative frameworks and the five principles recently outlined in legislation: integration, prevention, precautionary, rectification at source, and the polluter pays principle.

70 Notice of Motion 2 – Parliamentary Boundary Proposals

The Leader Councillor Harris and Councillor Jenny Forde addressed the Council on the Boundary Commission's proposals to create two new Parliamentary constituencies covering the Cotswold District to ensure electoral equality in new parliamentary constituencies. Cotswold District Council's initially supported the Commission's proposals and proposed the names of the constituencies should be changed from 'The Cotswolds' to 'North Cotswolds' and from 'Cirencester & North Wiltshire' to 'South Cotswolds'. Baunton Parish Council submitted a request to the Boundary Commission in the initial consultation requesting that Chedworth and Churn Valley ward be included in the proposed Cirencester and North Wiltshire seat as residents in the villages that make up the Chedworth and Churn Valley ward look to Cirencester as their main centre for shopping, healthcare and education.

RESOLVED: The Council authorises the Chief Executive to submit a written response to the Boundary Commission outlining the Council's position as set out in this motion and asks the Leader of the Council to speak at the Boundary Commission's public hearing in Gloucester later this month in support of the Council's position.

71 Notice of Motion 3 – Ukrainian Refugees

Councillor Patrick Coleman and Councillor Nigel Robbins stated on behalf of residents in the area, the Council wished to express its solidarity with the people of Ukraine and noted that, in recent years, refugees from Syria and Afghanistan have been welcomed to the area. The Council welcomes the steps being taken to resettle Afghan refugees from their temporary hotel residences within the UK, which is still ongoing, and notes and applauds the record of Gloucestershire Action for Refugees and Asylum Seekers (GARAS) in supporting refugees and asylum seekers within our District and County. The Council also records its thanks and appreciation for the many generous actions taken by residents of our District in support of refugees and asylum seekers.

RESOLVED: The Council requests that the Chief Executive brings forward proposals and options for further appropriate support by this Council, at the earliest practicable date, particularly in light of the appalling events currently unfolding in Ukraine and requests that the Leader of the Council writes to the Ukrainian ambassador to the UK offering the District's support for the people of Ukraine in these difficult times.

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69 **Next meeting**

Next Meeting 25th May 2022 2.00pm

Chair

(END)

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	FULL COUNCIL 25 MAY 2022
Report Number	AGENDA ITEM 7
Subject	UPDATE OF THE COUNCIL'S CORPORATE PLAN (2020-2024)
Wards affected	All
Accountable member	Cllr Joe Harris Email: joe.harris@cotswold.gov.uk
Accountable officer	Robert Weaver, Chief Executive Email: robert.weaver@cotswold.gov.uk
Summary/Purpose	To introduce the update of the Council's Corporate Plan, which was adopted by the Council on 23 September 2020
Annexes	Annex A – Cotswold District Council Corporate Plan 2020-2024 Annex B - Update - Cotswold District Council Corporate Plan 2020-2024 Spring 2022
Recommendation(s)	<i>a) That Council considers the Corporate Plan Update, and agrees to its adoption</i>
Corporate priorities	<ul style="list-style-type: none"> • Delivering our services to the highest standards • Responding to the challenges presented by the climate crisis • Providing good quality social rented homes • Presenting a local plan that's green to the core • Helping residents and communities access the support they need for good health and wellbeing • Supporting businesses to grow in a green, sustainable manner, and to provide high value jobs
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Chief Executive Officer, Deputy Chief Executive Officer, Publica Directors, Group Managers and Cabinet Members via an Away Day held on 4th February 2022 Overview and Scrutiny, at their meeting on 1st March 2022

1. BACKGROUND

- 1.1** It is now over eighteen months since the Council adopted its Corporate Plan, a period in which there have been major changes, not least a move from Covid-19 lockdowns through to vaccination and a gradual lifting of Covid-19 restrictions. It is therefore appropriate to take the time to reflect on progress against the Council's Corporate Plan, to review achievements and to refresh priorities where necessary.

2. MAIN POINTS

- 2.1** The Council's Corporate Plan ('the adopted Plan'), attached at Annex A, was adopted by Council in September 2020. It set out the Council's Aim and Priorities, and expanded upon these with an explanation of the Council's thinking and the key actions that would deliver on these Priorities.
- 2.2** The Corporate Plan Update ('the Update'), attached at Annex B, holds to the direction established by the adopted Plan, and builds on its parent document by providing highlights of the Council's achievements against these priorities during the current term, and by identifying key tasks for the coming year.

3. PROGRESS

- 3.1** The global Covid-19 pandemic has clearly impacted on virtually all aspects of life over the last two years. The Council has played an important role in responding to this challenge, and proved itself fleet of foot in supporting the vitality of businesses and the welfare of residents. Between April 2020 to and April 2022 the Council disbursed over £73m in Local Business Grant payments, and supported 543 residents in need through its Help Hub. In the latter case, the Council trusted in the commitment and energy of local communities - a theme that underpins other achievements, and which continues to influence priorities for the future. The requirement to shift emphasis to deliver a Covid-19 response and recovery programme should not be underestimated in terms of Council resources, and this was factored into the original Corporate Plan.
- 3.2** Against a background of significant Covid-19 challenges, the Council has made progress against actions identified in the adopted Plan. Notable achievements include:
- the launch of a civic pride initiative 'Clean and Green Cotswolds' (creation of 2 new enviro-crime posts to tackle littering, fly tipping and to create a resource to support councillors, voluntary groups, communities and businesses in enhanced environmental improvement works. This programme was backed up with £100,000 seed funding to support local initiatives).

- Creation of a Contractual Joint Venture with Bromford Housing Association, to develop social housing on Council-owned sites in Kemble and Down Ampney sites.
- Launch of the Local Plan Partial Refresh consultation (Issues and Options) via a new digital consultation platform (Commonplace, receiving 250 comments in the first week and 2923 over the course of the consultation).
- Launch of a new approach to community grants funding. Crowdfund Cotswold, an online crowdfunding platform (£300,000 of funding from 1,333 backers, supporting 19 community-led projects in only its first year).
- Successfully oversaw the relocation of ZeroAvia (a leading innovator in decarbonising aviation and hydrogen fuel technologies) from Cranfield to Cotswold Airport.
- Following the adoption of the Council's Climate Change Strategy, the recent launch of a Local Climate Bond using the Community Municipal Investment (CMI) model (one of only five UK councils to become part of the Green Finance Institute and Abundance Investment's Local Climate Bond campaign).

3.3 The Update, attached at Annex B, recognises the key priorities to the end of the Corporate Plan (to 2024). These priorities set out the strategic direction of the Council, along with identification of key officer and member leads.

3.4 The Corporate Plan is an overarching strategic document of the Council, and is supported by a number of specific project and performance plans that allow officers and members (via Cabinet, Council and Overview and Scrutiny Committee) to routinely monitor performance and achievement.

4. CONCLUSIONS

4.1 Good progress has been made against actions identified in the current Corporate Plan. A key element of any plan review is to ensure it remains relevant, current, and continues to identify the key priorities. Following consultation with Cabinet Members, a Cabinet 'Away Day' was held, facilitated by the Local Government Association (LGA), part of which focussed on a discussion around the Corporate Plan Update. This provided an opportunity for Cabinet Members to reflect on any revised priorities and performance against the Plan to date. The LGA endorsed this approach as a sensible part of the Plan refresh, acting as a critical friend during the discussion and ultimately engaging in the draft now presented at Annex B.

4.2 An earlier draft of the Update was presented to Overview and Scrutiny for their review. The draft was well-received, and a number of observations were made by members of that Committee, which have been taken into account in the updated version.

4.3 A draft of the update was presented to Cabinet on 9th May for their endorsement. One minor amendment was advised, which has been made to the version attached at Annex B.

5. FINANCIAL IMPLICATIONS

5.1 None resulting immediately from this report.

6. LEGAL IMPLICATIONS

6.1 None resulting immediately from this report.

7. RISK ASSESSMENT

7.1 This document identifies the Council's priorities for the coming year, and up until 2024. Without recognising the need for an update, and undertaking this refresh of the document, there is a risk that the Council's Corporate Plan does not evolve to reflect new circumstances.

8. EQUALITIES IMPACT

8.1 This plan update sets the strategic framework for the Council's actions. The decisions on these actions will review equalities impact in full detail.

9. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

9.1 The Council's declaration of a Climate Change Emergency and an Ecological Emergency are at the heart of the Council's Corporate Strategy. This update maintains this focus, and adds further detail on progress to date and on the Council's ambitions on these themes

10. ALTERNATIVE OPTIONS

10.1 None

11. BACKGROUND PAPERS

11.1 None

Cotswold District Council Corporate Plan 2020-2024



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Message from Councillor Joe Harris, Leader of the Council

The Cotswolds is a great place in which to live, work and visit. This document sets out how we plan to make our region even better, and to tackle the challenges we face.

When the Liberal Democrats took control of Cotswold District Council in May 2019, we had clear aims: to rebuild a council that's proactive and responsive to the needs of our residents and businesses in a fast-changing environment, and to build for the future while respecting our heritage.

These aims are underpinned by our commitment to take radical action in response to the climate crisis, and are more important than ever in the wake of the COVID-19 pandemic – and we have reviewed and expanded our intentions as a result.

Our residents, communities and businesses face huge uncertainty as a consequence of the pandemic. We're determined to do everything we can to help them not only recover, but to take advantage of new opportunities in the post-COVID world.

While our fundamental aims haven't changed, our plans and priorities have been altered by events that have developed since the end of February 2020. Those actions – together with how we will measure our success – are outlined in this document.

In September 2019 we adopted three principles that act as the foundation for everything we do. In the world in which we find ourselves today, these are more important than ever:

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

We've already taken steps to demonstrate our commitment to these principles, including making our meetings more accessible to more people, increasing public engagement with our use of social media, improving our council tax support scheme to help our most vulnerable residents, carrying out a comprehensive budget consultation, and listening to your views.

During the pandemic, we were quick to ensure our elderly and vulnerable residents were looked after, we responded at short notice to provide government grants to businesses, we enabled our leisure services provider to continue to support the health and wellbeing of our residents, we provided free parking permits for NHS and care workers, and we kept essential frontline services operating throughout.



We did all of this in accordance with our aims and principles, and we will continue to do so because our actions will make Cotswold District a better place in which to live, work and visit than ever before.

There's a lot to do. We can't solve every problem in one council term, and we won't get everything right, but by listening to our residents – and acting on their concerns – we can address the big issues that affect their lives.

Aim, priorities and principles

Cotswold District is at the heart of the larger area of the Cotswolds – an area that's known around the world for its natural beauty and heritage. Around 84,000 people call our district home, and they deserve the services and support that a progressive council can provide. This corporate strategy recognises and embraces the challenges facing the district, and states our aims and ambitions. It is underpinned by a set of action plans that describe in detail how we plan to deliver these ambitions.

Our aims

To recreate a council that's proactive and responsive to the needs of our residents and businesses in a fast-changing environment, and to build for the future while respecting our heritage.

Our priorities

We will do this by:

- delivering our services to the highest standards
- responding to the challenges presented by the climate crisis
- providing good quality social rented homes
- presenting a local plan that's green to the core
- helping residents and communities access the support they need for good health and wellbeing
- supporting businesses to grow in a green, sustainable manner, and to provide high value jobs

Our principles

Everything we do is built on the following 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

Building Back Better



Deliver the
highest
standards
of service



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



Deliver the highest standard of services

Why is this important?

As a council, we exist to provide vital services to our residents, businesses and visitors. We aim to deliver these services to the highest possible standards, and we're always looking for ways to improve.

These services include:

- collecting council tax and business rates
- administering council tax and housing benefits
- collecting household waste and recycling
- dealing with building standards and flooding issues
- processing planning applications and preventing breaches of planning control
- dealing with food safety and air quality issues
- investigating fly-tipping and dog fouling incidents
- ensuring health and safety at work

Our services must be inclusive and flexible in order to meet the diverse and changeable needs of our residents and communities. We will listen to our residents to identify the areas in which they need support, ensuring we're adaptable but strategic in our approach, and making the best use of the resources available to us.

We will work with partners that include town and parish councils, community and voluntary organisations, our neighbouring district councils and Gloucestershire County Council to ensure our services work effectively together. We will also develop partnerships with private sector organisations that can help us achieve our aims and objectives.

We will deliver our services both effectively and efficiently, ensuring they're designed to reflect our commitment to climate change, a green economy and the delivery of truly affordable homes.



What will we achieve?

We will support strong communities and ensure the Cotswolds offers great opportunities to residents, businesses and visitors. We will protect, enhance and respect the district's environment and economy, and design our services to foster innovation, culture, wealth generation and opportunity.

Our services will be responsive, flexible, and focused on addressing the problems, concerns and needs of our residents and communities. We will increase engagement with the public to improve the detection and enforcement of enviro-crime such as fly-tipping and dog fouling, and develop a proactive approach to planning enforcement to increase the sense of civic pride that exists across the district. Above all else, we will put our residents at the heart of everything.

How will we do this?

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Our aims	Our actions	Commencement	Completion
Establish financial resilience to enable investment in our priorities	Adopt and implement a clear financial strategy that reflects the changing economy and our identified needs	September 2020	Ongoing
	Adopt and implement an investment and recovery strategy	September 2020	Ongoing
	Develop and implement an asset strategy that brings new life to empty properties	March 2021	Ongoing
Create maximised flood protection measures for residential and commercial properties	Provide advice and guidance Promote and deliver flood mitigation measures, where appropriate	Ongoing	Ongoing
Establish excellent working relationships with town and parish councils	Establish contact with all town and parish councils	October 2020	November 2020
	Research the issues that matter to our residents, and identify the support they need	January 2021	April 2021
	Establish regular town and parish forums	March 2021	Ongoing
	Create partnerships	June 2021	Ongoing



Our aims	Our actions	Commencement	Completion
Provide a trusted, inclusive and transparent planning service	Restructure our team to ensure resilience	September 2020	March 2021
	Relaunch our pre-application service	September 2020	December 2020
	Improve communication with residents	January 2021	Ongoing
	Develop a proactive approach to planning enforcement	April 2021	Ongoing
	Maximise external funding opportunities	December 2020	Ongoing
Create and deliver a comprehensive parking strategy	Introduce cashless parking in all car parks	July 2020	April 2021
	Determine the feasibility of 'pay on exit' parking, and implement if appropriate	March 2021	April 2022
	Review charging periods at all car parks	March 2021	April 2021
	Make the Whiteway car park operational	January 2020	December 2020
Provide an efficient and competitive building standards service	Compare local markets	March 2021	Ongoing
	Maximise opportunities for income generation	April 2021	Ongoing
Provide modern and clean public toilets	Reviewing our estate	January 2021	March 2021
	Explore opportunities for 'comfort partnerships'	April 2021	September 2021
	Develop and implement a strategy for the provision of public toilets	October 2021	April 2022
Promote and implement civic pride initiatives	Maintain verges	November 2020	Ongoing
	Improve road sweeping regimes	November 2020	Ongoing
	Replace worn and damaged street nameplates	September 2020	Ongoing
	Keep areas of open space tidy	April 2021	Ongoing



Responding to the climate crisis

Why is this important?

Minimising and adapting to the effects of climate change is a priority for everyone. The science is settled – climate heating is manmade, and greenhouse gas emissions must be cut to zero. All major international agencies now agree that climate change, and the associated biodiversity crisis, is the biggest threat to our lives.

While global CO₂ emissions were temporarily reduced by COVID-19 in 2020 (about 5.5%), reaching the Paris target (<1.5C) will require much larger emissions reductions (>7.5%) every year this decade. Mitigation (drastically reducing greenhouse gas emissions) is essential and must go hand-in-hand with adaptation (managing the physical, economic and social impacts of inevitable climate disruption) and the use of nature-based solutions. Achieving the necessary reduction in greenhouse gas emissions and delivering nature recovery will not only impact all of us, it will require every single thing we do to change – from transport and energy generation to food production? and the way we use energy in our homes and workplaces.

What will we achieve?

Though the success of climate change mitigation and nature recovery will play out over a long period, everyone will benefit from a more liveable climate and a healthier, more resilient natural environment. In the short term there will be cost savings for residents and businesses, as well as employment and investment benefits. We will demonstrate that rural areas can play a large part in reducing greenhouse gas emissions and ensuring nature recovery, to encourage similar regions elsewhere.

Our aims are:

Our own operations: to reduce our corporate net emissions by two-thirds by 2030 and to zero by 2045; 100% true zero carbon electricity use; climate and ecological emergency considerations embedded in all decisions and policy; and all staff trained accordingly.

Our policy: to partially review our local plan to make it 'green to the core', based on a natural capital approach that includes identifying renewable energy and storage opportunities; making climate change and nature recovery strategic priorities for all planning and new developments; requiring contractors to disclose climate and ecological impacts; disclosing and reconsidering any investments that don't fit within our commitments; and seeking commercial revenue generation projects that tackle climate change and increase our natural capital.

The district: to take a leadership role, influencing and working with others, and harnessing the commitment, concern, resources and goodwill of residents and communities, to promote rapid take-up of climate-friendly actions. These include low-carbon transport, retrofitting low-energy measures in homes, the use of nature-based solutions, increased awareness and enhancement of ecosystems services, and better management of valuable habitats.



How will we do this?

Our aims	Our actions	Commencement	Completion
Achieve a reduction in carbon emissions for the district	Adopt our climate change strategy Deliver our climate change action plan	September 2020	Actions will remain live and be added to and updated on an ongoing basis
Increase renewable energy generation within the district	Support the creation of Cotswold Community Energy	September 2020	September 2021
	Secure investment in renewable energy such as photovoltaic farms and electricity generation from our own estate and in partnership with others	Ongoing	December 2022
	Support community-led and community-owned renewable energy projects	September 2020	Ongoing
	Support neighbourhood-wide climate action	September 2020	Ongoing
Reduce carbon emissions from our own operations	Work with Ubico to adopt ultra-low emission vehicle technology	March 2021	Ongoing
	Secure energy-efficient, 100% green energy for all Council premises, using renewable energy where possible	March 2021	Ongoing
	Provide electric vehicle charging points at all Council premises	September 2020	Ongoing
Influence and encourage residents, businesses and partners to reduce their carbon emissions	Develop a strategy to provide electric vehicle charging points at workplaces, in car parks, on-street and elsewhere	October 2020	Ongoing
	Work with Gloucestershire County Council to provide, improve and promote sustainable transport options, including walking and cycling	September 2020	Ongoing
	Help businesses embed climate change objectives within their operations	September 2020	Ongoing
Take a leadership role on the ecological emergency and nature recovery in the Cotswolds	Implement the adopted ecological emergency action plan	July 2020	Ongoing
Reduce the carbon footprint of our waste and recycling service	Promote the reduction and re-use of materials	December 2020	Ongoing
	Identify the true carbon footprint of our waste and recycling service	March 2021	September 2021
	Consider changes to the waste and recycling service	September 2021	March 2022



Providing socially rented homes

Why is this important?

We are at the centre of a housing affordability crisis. The gap between earnings and house prices is one of the highest in the country, and there is a shortage of good quality, genuinely affordable housing to rent. Many people struggle to find and afford suitable accommodation in the Cotswolds, and many young people are forced to leave the area they've grown up in because they can't afford to live here.

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

What makes a home 'affordable' has become a serious point of contention, and it's no wonder people become angry when what's described as 'affordable housing' isn't affordable at all. Our priority is to build and help deliver 'genuinely affordable homes' – social rented and affordable rented housing that is truly affordable, in terms of rent and running costs. We will focus on what the tenant can afford to pay for their housing – not simply on housing tenure – because we believe, quite simply, that everything starts with a home.

As part of our commitment to reducing carbon we will promote homes that are carbon neutral in their build and fuel efficient in their use. Energy efficient homes that are powered by renewable energy are cheaper to run – another factor that contributes to long-term affordability.

We want to ensure that provision for homeless people strikes a balance between meeting their needs and managing our finances. On the occasions our residents find themselves in need of emergency accommodation we will treat this as a short-term stepping stone to more settled accommodation.

Housing is key to the things we love about living in the Cotswolds – resilient, supportive communities, health and wellbeing, and a safe place to live and thrive. Without a home, none of these can flourish, and so it's vital we tackle the housing emergency and strive to provide a home for everyone.

What will we achieve?

We will deliver good quality housing that is genuinely affordable, and that can be adapted to meet changing housing needs over its lifetime. Our emphasis will be on the delivery of social rented and affordable rented homes to enable local people on low incomes to stay local.

We will ensure that suitable, good quality accommodation is provided for homeless people, and will help them to move into more settled accommodation in the long-term.

We will maximise the opportunities presented by our own assets as well as working with developers and partners to progress affordable housing developments within the district.



How will we do this?

Our aims	Our actions	Commencement	Completion
Provide more affordable housing with the emphasis on social rented accommodation	Adopt an affordable housing delivery strategy that sets out clear aims and objectives	June 2020	November 2020
Provide additional housing to meet the needs of the district	Examine our existing assets and identify opportunities for housing delivery	September 2020	May 2021
	Identify opportunities to acquire properties for homeless accommodation	July 2020	Ongoing
	Identify and consider sites for delivery	July 2020	Ongoing
	Explore modern methods of construction in the context of our rural setting	April 2021	Ongoing
	Support young people through a 'rent to buy' scheme	April 2021	Ongoing
Deliver the Kemble housing development	Secure planning permission for the development	September 2020	March 2021
	Progress the development independently, or with a suitable partner	July 2021	June 2022
Reduce reliance on bed and breakfast and hotels for emergency homeless accommodation	Maximise the opportunities of the 'housing first' model	July 2020	Ongoing
	Acquire the property approved in July 2020, and put this to use	July 2020	December 2020
	Participate in a joint Gloucestershire bid for additional government funding	August 2020	December 2021
Deliver social rented and affordable rented accommodation across the district	Explore direct delivery options Work with partners to increase the supply of social rented accommodation Investigate the feasibility of setting up a housing company	September 2020	Ongoing



Make our local plan green to the core

Why is this important?

We have declared both climate and ecological emergencies in recognition of the climate crisis and to focus the delivery of our services. We're committed to ensuring the climate crisis is at the heart of our local plan and a strategic priority for planning and new development. We will introduce supplementary planning documents that clarify our plans for renewable energy generation and storage, housing resource efficiency, green infrastructure, sustainable drainage and low-carbon transport solutions.

Our review of the adopted local plan confirmed that it needs a partial update. The review recognised the need to actively respond to the climate crisis as well as national policy requirements, such as maintaining a robust supply of housing to 2031. After we'd carried out our review, the government published a white paper advocating major changes to the English planning system, including a switch from discretionary planning to zonal planning, similar to the systems operating in the USA and some parts of Europe. These are currently just recommendations but, if the suggestions become law, we would need to produce a new-style zonal local plan within 30 months.

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

The local plan review will focus on areas where the plan is likely to become outdated, and must follow consultation procedures – including recommended steps and timescales – set out by the government. It will reflect wider issues such as the Gloucestershire Statement of Common Ground – which helps us coordinate infrastructure planning and delivery across the county – the impact of Brexit, and the effects of COVID-19.

What will we achieve?

While our local plan update follows national guidance, it plays an important part in the delivery of our priorities on climate change and on affordable housing. The local plan will empower us to promote climate change mitigation and to deliver affordable housing in the longer term.

We will succeed by including new climate crisis policies and standards that contribute to a carbon neutral society, and by achieving approval of our plan from the government's local plan inspector.



How will we do this?

Our aims	Our actions	Commencement	Completion
Develop an updated local plan that delivers our corporate priorities and promotes both carbon neutral development and infrastructure Page 30	Identify and allocate land for future housing and businesses.	July 2020	Approximately 2023/24 To be confirmed
	Draft new policies and updating existing policies to give effect to new council strategies, such as the economic recovery strategy, the climate and ecological emergency action plans and the renewable energy strategy.		
	The local plan also brings together multiple actions that are listed elsewhere in the corporate plan: <ul style="list-style-type: none"> - Include policies in the updated local plan to secure net-zero carbon housing in new developments - Allocate more land for employment through the updated local plan - review local plan policies to facilitate healthy place shaping - deliver health and wellbeing initiatives through the local plan 		
Create a programme of work that demonstrates our commitment to public consultation and engagement in the planning process	Update our local development scheme	August 2020	December 2020
	Update our statement of community involvement		



Our aims	Our actions	Commencement	Completion
Develop a coordinated strategy for Cirencester town centre that responds positively to the changing nature of the high street	Deliver Cirencester town centre masterplan	2020/21	To be confirmed
	Work with Cirencester Town Council to deliver Cirencester neighbourhood development plan		
	Enable appropriate changes of use		
	Identify sustainable transport options		
Deliver a sustainable transport strategy	Promote sustainable methods of transport to reduce reliance on car usage for short journeys	To be confirmed in the publication of our local development scheme	Ongoing planning and implementation
	Work with Gloucestershire County Council to provide better sustainable transport routes and options	September 2020	
	Employ a Sustainable Transport Officer	November 2020	January 2021



Support health and wellbeing

Why is this important?

The COVID-19 pandemic demonstrated how our health underpins our lives, and how great our neighbourhoods are at looking out for one another. We know we can no longer take our wellbeing for granted, and that we all need to take responsibility for our own health.

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

Other social, economic and environmental factors that impact the health and wellbeing of our residents require us to collaborate with a wide range of partners, to address these together. These include:

- Employment: though we have the lowest unemployment rate in the county (2.1%) the gap in the employment rate between those with a long-term condition and overall employment is 19.2%, compared to 10.5% elsewhere in Gloucestershire.
- Low income families: around 8% (1,100) of children live in low income families, and we are ranked as the most deprived district in the county for 'barriers to housing and services'. Cirencester foodbank saw a 30% increase in demand in 2019 compared to 2018, with 49% of food parcels going to children of primary school age or younger. These crises are lasting longer and require more complex support.
- Older people: having a high proportion of residents aged 65+ and 85+ has implications for age-related long-term conditions, and the number of people with caring responsibilities.
- Exercise and obesity: There is an upward trend in obesity and mental health problems. More needs to be done to address obesity and other lifestyle-related causes of life-limiting long-term conditions such as type 2 diabetes, coronary heart disease, and mental health issues. The ability to be more active and to eat healthily shouldn't be dictated by our background – nor should this be used as an excuse to explain diverging health outcomes.

We know sustainable behaviour change can only be achieved when residents are involved in the design and implementation of services, and so we're committed to working with our communities, voluntary sector organisations and public sector partners to tackle these challenges and permanently improve our residents' health and wellbeing.



What will we achieve?

We want our district to be the best in the UK for health and wellbeing.

The pandemic taught us a lot about the resilience of our residents: their kindness, their talents, and their generosity. We want to build on this success, to ensure all our neighbourhoods are safe and enjoyable places to live. Places with united communities, where we know – and can rely on – our neighbours, where parents take responsibility for their children, and where people feel confident to challenge bad behaviour, knowing they will be supported by their neighbours, police, landlord, local council and ward members.

Our aims	Our actions	Commencement	Completion
Encourage resilient, well-connected and active communities that take responsibility for their own health and wellbeing goals	Review and revise our community grants scheme to focus on our priorities	May 2020	New approach to go live in September 2020
	Continue to invest in asset-based/place-based community development	September 2020	Ongoing
	Host regular community forums with town and parish councils, community groups and community leaders	July 2020	Ongoing
	Continue to raise the profile of the Community Safety Partnership to reduce the fear of crime and ensure residents know how, and where, to get support	July 2020	Ongoing



How will we do this?

Our aims	Our actions	Commencement	Completion
Improve equal access to quality services across the district	Use targeted initiatives to tackle both childhood poverty and food poverty in the district, so more children and vulnerable families have access to nutritious food	September 2020	Ongoing
	Work with relevant services and organisations to provide more – and better – quality healthcare services	September 2020	Ongoing
	Continue to invest in dementia-friendly communities, improve understanding and communication, and reduce loneliness and isolation	September 2020	Ongoing
	Work with the Cotswold Youth Network to increase investment in, and support for, youth engagement work	July 2020	March 2023
Promote both mental and physical health equally, to increase awareness of mental health issues and improve the community response to people in crisis	Increase the number of people trained in mental health first aid and suicide prevention	September 2020	March 2023
	Provide targeted mental health campaigns and support	September 2020	Ongoing
	Promote mental health activities and initiatives	September 2020	Ongoing
	Continue to deliver the 'hidden harm' project and targeted work to raise awareness of domestic abuse, in partnership with Gloucestershire Domestic Abuse Support Service	July 2020	Ongoing
	Work with the DWP, businesses, education and the voluntary sector to create more employment and learning opportunities for young people	September 2020	March 2023



Our aims	Our actions	Commencement	Completion
Promote healthy lifestyles, fun and self-care for all ages	Complete a review of our leisure services	July 2020	September 2020
	Develop a leisure strategy to secure improved, more accessible, flexible and inclusive services	November 2020	April 2021
	Deliver the Sweatcoin campaign to reduce inactivity levels in specific socio-economic groups	November 2020	June 2021
	Deliver inclusion training and awards for young people	November 2020	April 2023
Page 35 Ensure our housing and built environments enable residents to live healthy lives	Plan places with active travel and high-quality green infrastructure	October 2020	April 2023
	Develop design codes that focus on climate change and protect people from overheating risk	October 2020	April 2023
	Develop policies for dementia-friendly homes	February 2021	May 2021
	Review local plan policies to facilitate healthy place shaping	October 2020	April 2023
	Deliver health and wellbeing initiatives through the local plan	October 2020	April 2023



Enable a vibrant economy

Why is this important?

The Cotswold economy is home to businesses of all sizes and across all sectors. Together with some key local assets, they form the cornerstone of our local economy. The global visitor economy – built on the back of beautiful landscape, towns and villages – accounts for a significant proportion of employment in the district. But the Cotswold economy is about much more than tourism, and there is potential for even greater diversity. We must encourage investment and enable new infrastructure that provides the conditions for businesses to thrive and grow.

The visitor economy has been severely impacted by the Coronavirus pandemic. The retail, accommodation and hospitality sectors were particularly hard-hit, and other sectors have been affected by a reduction in demand. Through our economic recovery plan, we want to enable businesses to become more resilient, by enhancing their digital presence and looking at different business models, among other things. Our green economic growth strategy will chart the future for the local economy, putting the climate agenda at the heart of everything we do.

What will we achieve?

We want to nurture a dynamic, vibrant and balanced economy, and to grow high value, highly skilled, low environmental impact businesses in the Cotswolds. Our region is already home to some highly creative and innovative businesses. Exciting projects that are planned in the agri-tech, cyber and digital, medical equipment and environmental technology sectors promise to provide great opportunities for local people and businesses. As a business-friendly council, we won't just communicate regularly with our local business community – we will work with them to grow the district's economy to provide better opportunities for local people.

Much of our work in this area will be done in partnership with key stakeholders that include Gloucestershire County Council, GFirst LEP, chambers of commerce and other business groups, town and parish councils, institutions such as the Fire Service College, Royal Agricultural University, Cirencester College, and individual businesses. These relationships will play a vital part in the delivery of our green economic growth strategy.



How will we do this?

Our aims	Our actions	Commencement	Completion
Develop a high value, highly skilled, low environmental impact economy that includes agritech, digital/cyber, medical equipment and environmental technologies	Work with key sectors to create new highly skilled jobs	September 2020	Ongoing
	Allocate more land for employment through the updated local plan	March 2021	June 2023
	Secure the provision and occupation of new commercial space	March 2021	Ongoing
Help our town centres recover from COVID-19 and in the face of changing shopping habits	Support businesses to become resilient and grow	July 2020	Ongoing
	Help towns create long-term plans where needed, such as the Cirencester town centre masterplan	September 2020	Ongoing
	Support businesses to enhance their digital presence	July 2020	July 2021
	Develop a 'shop local' campaign to encourage residents to support local businesses	July 2020	Ongoing
	Encourage the introduction of new uses – including non-retail, cultural and affordable housing – to improve the vitality of the area and the visitor experience	October 2020	Ongoing
Secure successful businesses in the visitor economy with higher visitor spend and more even footfall	Deliver the actions set out in the Cotswold Tourism destination management plan	September 2020	Ongoing
	Make the Cotswolds a vibrant year-round destination		
	Promote high-quality visitor experiences		
	Increase tourism's contribution to the economic, social and environmental sustainability of our communities	April 2021	Ongoing
Attract investment in infrastructure	Welcome better broadband and 5G coverage	September 2020	Ongoing
	Support completion of the A417 'missing link'	September 2020	March 2023



Our aims	Our actions	Commencement	Completion
	Support completion of the A417 'missing link'	September 2020	March 2023
Offer better qualifications for our young people	Work with our partners to ensure our young people have the skills they need to secure employment in the district	September 2020	Ongoing
	Work with GFirstLEP to improve the Growth Hub provision in the north Cotswolds	January 2021	Ongoing
Develop strong networks, collaboration and partnerships with businesses and organisations	Work with partners to support existing businesses and encourage the growth of start-ups	July 2020	Ongoing
	Build a reputation as a business-friendly council		
Use our investments and assets to boost the local economy	Invest in local projects and development opportunities	September 2020	Ongoing
	Use our assets to generate jobs locally	April 2021	Ongoing
Ensure the benefits of the internet and digital technologies are accessible to everyone in the district	Establish needs	October 2020	December 2020
	Identify partners that can deliver improvements	January 2020	March 2021
	Develop and implement an action plan to improve digital inclusion	June 2021	Ongoing









COTSWOLD
DISTRICT COUNCIL

Cotswold District Council Corporate Plan 2020-2024

Update Spring 2022









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Message from Councillor Joe Harris, Leader of the Council

The Cotswolds is well-known for its landscape, and high quality of life. Within its 450 square miles Cotswold District accommodates over 90,000 residents, supporting 6,185 businesses, and 55,000 jobs. While we are rightly proud to call it home, we need to face up to the very real challenges of climate change, the ecological emergency, and to promote the economy, the housing and the health and leisure opportunities our residents need. This plan sets out how we will make our region even better. When the Liberal Democrats took control of Cotswold District Council in May 2019, we had clear aims: to rebuild a Council that's proactive and responsive to the needs of our residents and businesses in a fast-changing environment, and to build for the future while respecting our heritage.

Our focus in achieving these aims will be on the following priorities:

-  Deliver the Highest Standards of Services
-  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



These aims are underpinned by our commitment to take radical action in response to the climate crisis, and are more important than ever in the wake of the Covid-19 pandemic – and we have reviewed and expanded our intentions as a result. Our residents, communities and businesses face huge uncertainty as a consequence of the pandemic. We are determined to do everything we can to help them not only recover, but to take advantage of new opportunities in the post-COVID world.

Our area already hosts refugees from global conflicts, and we expect to be supporting families escaping from the conflict in Ukraine through the Government's 'Homes for Ukraine' scheme, who we know will be welcomed into the homes and the hearts of our residents. Ukrainians welcomed into this scheme will be eligible to work, access state benefits and public services for three years. The local Gloucestershire councils are currently working together to provide support for any guests and sponsors in the Cotswold District.

While our fundamental aims have not changed, our plans and priorities have been altered by events that have developed since the end of February 2020. An important part of any strategic plan is regular review. This refreshed and reviewed Corporate Plan sets out the key achievements against the commitments within the Plan to date. Pages 4-15 set out Cabinet's key priorities for 2022/23. Page 16 onwards sets out in more detail the actions that will address these priorities, and the broader ambitions of the Council.

It is important to recognise how our priorities interlink – for example, a vibrant economy is important for the health and wellbeing of residents. Throughout this document, we have indicated where actions contribute across our priorities using the icons above – to demonstrate that all our actions should support all our aims wherever possible.

In September 2019 we adopted three principles that act as the foundation for everything we do. In the world in which we find ourselves today, these are more important than ever:

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

We've already taken action to demonstrate our commitment to these principles:

- Live streaming all Council meetings to make them more accessible to more people.
- Increasing public engagement and communications with our use of social media. Combined our social media channels reach around 28,500 residents and businesses. Our newly launched e-newsletter 'Cotswold RoundUp' goes to over 4,000 people with new people signing up every day.
- Introducing digital consultation platforms around key topics such as the budget and Local Plan – the Local Plan consultation received 250 comments in only a week of going live.
- Improving our Council tax support scheme to help our most vulnerable residents.



When the Covid-19 pandemic threatened our businesses and residents, and risked our service delivery, we rose to the challenge together. During the pandemic, we were quick to ensure our elderly and vulnerable residents are looked after, supporting over 700 residents via our Help Hub, issued over £73 million of government grants to businesses, enabled our leisure services provider to continue to support the health and wellbeing of our residents, provided free parking permits for NHS and care workers, and kept essential frontline services operating. We did all of this in accordance with our aims and principles. Now our focus is on recovery, we will continue to make Cotswold District a better place.

There's a lot to do. We can't solve every problem in one Council term, and we won't get everything right, but by listening to our residents – and acting on their concerns – we can address the big issues that affect their lives.



To create a council that's proactive and responsive to the needs of our residents and businesses

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

Providing value for money for our residents and businesses by using our resources wisely and investing in the district's fabric and future

Listening to the needs of our community, and acting on what we hear



Deliver the
highest
standards
of service

Develop and deliver
a strategy for the
Cotswold Water
Park

Deliver an excellent Town
and Parish Council
engagement programme

Roll out cashless car parking
to our car parks, including an
exemplar car park at
Bourton on the Water

Ensure that road and street cleaning
is undertaken proactively and to a
high standard, as part of the
'Clean and Green Cotswolds'
initiative



Respond
to the
Climate
Crisis

Tackle the climate
crisis at home

Install EV charging
points across the
district

Reduce carbon
emissions from our
own operations

Deliver an
exemplar carbon
reduction and
climate change
public engagement
programme



Provide
Socially
Rented
Homes

Embed a Housing
First approach
to tackling
homelessness

Deliver carbon
neutral social
housing on the
Down Ampney site

Progress carbon
neutral social
housing in Kemble
and/or Southrop

Work with
housing providers
to improve the
affordability and
sustainability of
developments



Make our
Local Plan
Green to
the Core

Develop a new
Cotswold Design
Guide

Develop a strategy
for Cirencester
town centre

Explore natural
capital and CIL to
develop natural
resilience to
flooding risks

Update our local
plan to promote
carbon neutral
development and
infrastructure



Support
Health and
Well-being

Deliver the
Council's Leisure
Strategy

Improve equal
access to quality
services

Promote the
Crowdfund
Cotswold Spacehive
programme

Coordinate an
asset based
community
development
approach



Enable a
Vibrant
Economy

Work with
partners to support
businesses and
encourage the
growth of start-ups

Focus on growing
commercial revenues in
the Council that underpin
a 'Green Evolution'

Secure successful businesses
in the visitor economy with
higher visitor spend and more
even footfall

Bring forward large-scale
investments through our Recovery
Investment Fund to reach our
£1m Revenue target

Deliver the highest standard of services

Why is this important?

As a Council, we exist to provide vital services to our residents, businesses and visitors. We will deliver our services both effectively and efficiently, ensuring they're designed to reflect our commitment to climate change, a green economy and the delivery of truly affordable homes.

What will we achieve?

Our services will be responsive, flexible, and focused on addressing the problems, concerns and needs of our residents and communities. We will increase engagement with the public to improve the detection and enforcement of enviro-crime such as fly-tipping and dog fouling, and develop a proactive approach to planning enforcement to increase the sense of civic pride that exists across the District. Above all else, we will put our residents at the heart of everything.

How will we do this?

- Establish financial resilience to enable investment in our priorities
- Create maximised flood protection measures for residential and commercial properties
- Establish excellent working relationships with town and parish Councils
- Create and deliver a comprehensive parking strategy
- Provide an efficient and competitive building standards service
- Provide modern and clean public toilets
- Promote and implement civic pride initiatives

“Working with our Ubico partners, our new waste and recycling service has been rolled out extremely successfully across the District. It is now live and emptying 144,000 containers a week.”







What we have done

- We responded to severe flooding over Christmas 2020, and followed up with Flood forums attended by over 100 residents. Working with Gloucestershire Rural Community Council, we invested £14,000 in a Volunteer Flood Warden scheme which launched in November 2021, recognising the knowledge and commitment of local residents, and their vital role in preventing and mitigating the impact of future flooding events.
- We have rolled out cashless parking to five of our car parks across the District, providing better payment flexibility and enabling more cost-effective management.
- We let a new contract to improve the cleanliness of our Public toilets, winning a Toilet Hygiene Award from the British Toilet Association and received £160,000 Changing Places funding for accessible toilet facilities.
- We have introduced replacement, higher quality street nameplates, enabling damaged or worn street signs to be replaced.
- We have created a civic pride initiative 'Clean and Green Cotswolds' through which we have created 2 new enviro-crime posts to tackle littering and fly-tipping, backed up with seed funding to support local initiatives.
- Working with our Ubico partners, our new waste and recycling service has been rolled out extremely successfully across the District. It is now live and emptying 144,000 containers a week.
- In October 2021, when Covid-19 restrictions allowed, we held two forum events for Town and Parish Councils, one at Trinity Road, and the other at Moreton Area Centre, with a focus on improving relationships, working together and supporting each other as well as other topics such as planning and the budget. 28 participants attended Cirencester, and 21 in Moreton. Looking ahead, a schedule of engagement events has been drafted which includes both forums for discussing topics such as 'Clean and Green', and community projects as well as the provision of training on items such as planning.

Priorities for 2022-23

- Ensure that road and street cleaning across the District is undertaken proactively and to a high standard, as part of the 'Clean and Green Cotswolds' initiative 
- Deliver an excellent Town and Parish Council engagement programme
- Roll out cashless car parking to our car parks across the District, including an exemplar car park at Bourton on the Water 
- Develop, implement and deliver a strategy for the Cotswold Water Park   

Respond to the climate crisis

Why is this important?

Minimising and adapting to the effects of climate change is a priority for everyone. The science is settled – climate heating is man-made, and greenhouse gas emissions must be cut to zero. All major international agencies now agree that climate change, and the associated biodiversity crisis, is the biggest threat to our lives. Achieving the necessary reduction in greenhouse gas emissions and delivering nature recovery will not only impact all of us, it will require every single thing we do to change – from transport and energy generation to food production and the way we use energy in our homes and workplaces.

What will we achieve?

Though our success will play out over a long period, everyone will benefit from a more liveable climate and a healthier, more resilient natural environment. In the short term there will be cost savings for residents and businesses, as well as employment and investment benefits.

Our aims are:

Our own operations: to reduce our corporate net emissions by two-thirds by 2030 and to zero by 2045; 100% true zero carbon electricity use; climate and ecological emergency considerations embedded in all decisions and policy; and all staff trained in Carbon literacy; and, complete the partial review of the Local Plan, making it 'green to the core. The District: to take a leadership role, influencing and working with others, and harnessing the commitment, concern, resources and goodwill of residents and communities, to promote rapid take-up of climate-friendly actions.

- Achieve a reduction in carbon emissions for the District
- Increase renewable energy generation within the District
- Reduce carbon emissions from our own operations
- Influence and encourage residents, businesses and partners to reduce their carbon emissions
- Take a leadership role on the ecological emergency and nature recovery in the Cotswolds
- Reduce the carbon footprint of our waste and recycling service

“We have procured an electric vehicle charge point provider, enabling the Council to roll out charging points across the District, including public car parks and Council offices.”





What we have done

- We adopted a Climate change strategy, that will guide our ambition to reduce our own net emissions by two thirds by 2030, and to zero by 2045.
- We have procured an electric vehicle charge point provider, enabling the Council to roll out charging points across the District, including public car parks and Council offices. Phase 1 will see 10 charging points installed across the district.
- We have been awarded £1.2m Public Sector Decarbonisation Scheme (PSDS) funding 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. This could see savings of up to approximately 1.4 million kWh of gas and electricity annually, deliver energy bill savings of up to £43,000/year, and carbon savings of 242tCO₂e/year and 8,370tCO₂e over the lifetime of the investment, carbon savings equivalent to around 10% of the Council's annual total.
- We have delivered Carbon Literacy workshops for our parish Council partners, officers, and Councillors.
- We agreed in July 21 to issue a Local Climate Bond later this year using the Community Municipal Investment (CMI) model; we are one of the first five UK Councils to become part of the Green Finance Institute and Abundance Investment's Local Climate Bond campaign. The CMI model is a way for local communities to invest in climate change projects to support the Council to meet its climate change targets.
- Working with our partner Districts in Gloucestershire, we have attracted grant funding for a project to help able-to-pay owner-occupiers invest in energy efficiency and decarbonisation works in their own homes.

Priorities for 2022-23

- Tackle the climate crisis at home  
- Continue to deliver an exemplar public engagement programme in relation to carbon reduction and climate change   
- Reduce carbon emissions from our own operations     
- Install EV charging points across the District     

Provide socially rented homes

Why is this important?

We are at the centre of a housing affordability crisis. The gap between earnings and house prices is one of the highest in the country, and there is a shortage of good quality, genuinely affordable housing to rent. People struggle to find and afford suitable accommodation, and many of our young people are forced to leave the area because they can't afford to live here. We are committed to providing good quality affordable housing, with an emphasis on social rent and provision for young people, military veterans and families.

We will promote homes that are carbon neutral in their build and fuel efficient in their use. Energy efficient homes that are powered by renewable energy are cheaper to run – contributing to long-term affordability.

We want to ensure that provision for homeless people strikes a balance between meeting their needs and managing our finances. Housing is key to the things we love about living in the Cotswolds – resilient, supportive communities, health and wellbeing, and a safe place to live and thrive. Without a home, none of these can flourish, and so it's vital we tackle the housing emergency and strive to provide a home for everyone.

What will we achieve?

We will deliver good quality housing that is genuinely affordable, and that can be adapted to meet changing housing needs over its lifetime to enable local people on low incomes to stay local. We will ensure that suitable, good quality accommodation is provided for homeless people, and will help them to move into more settled accommodation in the long-term. We will maximise the opportunities presented by our own assets as well as working with developers and partners to progress affordable housing developments within the District.

How will we do this?

- Provide more affordable housing with the emphasis on social rented accommodation
- Provide additional housing to meet the needs of the District
- Deliver the Down Ampney housing development
- Reduce reliance on bed and breakfast and hotels for emergency homeless accommodation
- Deliver social rented and affordable rented accommodation across the District

“In 2020/21 we delivered 114 affordable homes for our residents, beating our target of 100 homes for the year.”














What we have done

- In 2020/21 we delivered 114 affordable homes for our residents, beating our target of 100 homes for the year.
- Working with Cirencester Housing, we brought 12 rural affordable homes to the market in North Cerney with every effort being made for them to go to local people.
- Working with Bromford Housing Association, we are setting up a Contractual Joint Venture to develop social housing on Council-owned sites in Kemble and Down Ampney –delivering the homes we need cost-effectively.
- Using monies generated from recent private sector developments, we are investing in two projects to deliver low carbon affordable housing.
 - We agreed a sum of £478,500 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 second allocation of £332,000 was to Gloucestershire Rural Housing Association, to deliver a rural exception site of 14 low-carbon affordable homes at Sunground, Avening; formerly a market cross subsidy development of six affordable rent and five private market homes. The scheme will provide 9 social-rented and 5 shared-ownership homes for local people.
- We aimed to reduce reliance on B&Bs and hotels for emergency homeless accommodation. We secured and upgraded a property to provide nine self-contained units for homeless people, with residents moving in early in 2021. It will also provide better quality accommodation in a more stable environment for homeless local people.
- We approved funding for a 'Housing First' model to 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.
- A planning application was submitted for the Stockwells development, Moreton-in-Marsh, to be delivered by Bromford Housing Association, which will be the first social rented, Modern Methods of Construction (MMC) net zero homes within the District.

Priorities for 2022-23

- Deliver a Council led, carbon neutral social housing scheme on the Down Ampney site   
- Progress Council led, carbon neutral social housing on Council owned sites in Kemble and/or Southrop   
- Embed a Housing First approach to tackling homelessness 
- Work with housing providers to improve the affordability and sustainability of developments across the District  

Make our local plan green to the core

Why is this important?

We have declared both climate and ecological emergencies in recognition of the climate crisis and to focus the delivery of our services. We're committed to ensuring the climate crisis is at the heart of a review of local plan and a strategic priority for planning and new development. We will introduce supplementary planning documents that clarify our plans for renewable energy generation and storage, housing resource efficiency, green infrastructure, balancing heritage and retrofit, sustainable drainage and low-carbon transport solutions.

What will we achieve?

While our local plan update follows national guidance, it plays an important part in the delivery of our priorities on climate change and on affordable housing. The local plan will empower us to promote climate change mitigation and to deliver affordable housing in the longer term.

We will succeed by including new climate crisis policies and standards that contribute to a carbon neutral society, and by achieving approval of our plan from the government's local plan inspector.

How will we do this?

- Develop an updated local plan that delivers our corporate priorities and promotes both carbon neutral development and infrastructure
- Create a programme of work that demonstrates our commitment to public consultation and engagement in the planning process
- Develop a coordinated strategy for Cirencester town centre that responds positively to the changing nature of the high street
- Deliver a sustainable transport strategy

“Working with Forest of Dean and West Oxfordshire District Councils, the Local Government Association, and national experts, we've published a toolkit guiding developers and homeowners on how to make properties net-zero carbon. The toolkit has been recognised nationally as good practice as part of the Pass the Planet Campaign.”
























What we have done

- We reviewed the adopted Local Plan, and members unanimously resolved to a partial update at a meeting of Full Council in June 2020.
- We launched consultation on the Issues and Options stage of the update in February 2022, using our new consultation platform, Commonplace, receiving 250 comments in the first week and almost 3,000 over the course of the consultation.
- Working with Forest of Dean and West Oxfordshire District Councils, the Local Government Association, and national experts, we've published a toolkit guiding developers and homeowners on how to make properties net-zero carbon. The toolkit has been recognised nationally as good practice as part of the Pass the Planet Campaign.
- We have commissioned consultants to develop a Framework Master Plan for Cirencester's town centre, off the back of robust feasibility work and evidence gathering. This evidence will also assist with the continuing development of the Cirencester Neighbourhood Plan, being developed by local volunteers and Cirencester Town Council.
- We appointed Cotswold District Council's first ever Sustainable Transport Strategy Lead officer, responsible for developing and delivering a new sustainable transport strategy in the context of the Council's partial review of the Local Plan.

Priorities for 2022-23

- Develop a new Cotswold Design Guide – building for the future in the Cotswolds     
- Develop an updated local plan that delivers our corporate priorities and promotes both carbon neutral development and infrastructure     
- Develop a coordinated strategy for Cirencester town centre that responds positively to the changing nature of the high street     
- Explore the potential of natural capital and the Community Infrastructure Levy in relation to delivering natural resilience to mitigate or minimise the risks associated with flooding across the District    

Support health and wellbeing

Why is this important?

The health and wellbeing of our residents is generally good (above England and regional averages). We're one of the safest Districts, with very low crime levels, and we're lucky enough to be surrounded by beautiful countryside. But we do face some challenges – not least barriers to service access, as well as loneliness and isolation, due to the rural nature of our location. The Covid-19 pandemic demonstrated how our health underpins our lives, and how great our neighbourhoods are at looking out for one another. We know we cannot take our wellbeing for granted, and that we need to take responsibility for our own health.

We know sustainable behaviour change can only be achieved when residents are involved in the design and implementation of services, and so we're committed to working with community, voluntary and public sector partners to tackle these challenges and improve our residents' health and wellbeing for good.

What will we achieve?

We want our District to be the best in the UK for health and wellbeing. The pandemic taught us a lot about the resilience of our residents: their kindness, their talents, and their generosity. We want to build on this success, to ensure all our neighbourhoods are safe and enjoyable places to live, where we know – and can rely on – our neighbours, where parents take responsibility for their children, and where people feel confident to challenge bad behaviour, knowing they will be supported.

How will we do this?

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

“We launched a new approach to community grants funding. Crowdfund Cotswold, our online crowdfunding platform, has raised an amazing £300,000 of funding from 1,333 backers, supporting 19 community-led projects in only its first year.”





What we have done

- We launched a new approach to community grants funding. Crowdfund Cotswold, our online crowdfunding platform, has raised an amazing £300,000 of funding from 1,333 backers, supporting 19 community-led projects in only its first year.
- We have developed a Leisure Strategy to support physical activity and sport opportunities for local residents and communities, within and beyond our leisure centres. It has three themes; Healthier District, Connected Community and Active Environment. A leisure management options appraisal is being undertaken to determine the most suitable delivery model, contract scope and contract terms for the Council's leisure facilities including the Council's Corinium Museum.
- We continue to work closely with the NHS and Social Care teams to help Cotswold residents to access physical activity. We've been awarded £100,000 grant funding, and hope to receive almost £150,000 in 2022-23, from the 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.
- Through the summer and winter school holidays, our Community Wellbeing team worked with local voluntary and community groups to deliver the 'Holiday Activity and Food programme' (HAF) aimed at children in receipt of free school meals. The purpose was to make sure children were entertained, active, educated, safe, and fed.
- We worked with Young Gloucestershire and Cotswold Counselling to develop Cotswold Lets Chat, a mental health counselling initiative for our young people, many of whom have experienced additional challenges due to Covid-19 restrictions.
- We've also launched 'Cotswold New Start', a service offering tailored support to young people between the ages of 16 -25 who are not currently involved in education, employment or training across the District.
- We worked closely with our partners and especially local groups and towns and parishes to support people self isolating through Covid restrictions. Our Help Hub assisted 716 people, providing direct advice and signposting to partner organisations. We made contact with over 3,850 people classed as Clinically Extremely vulnerable to ensure their needs were being met, visiting over 400 in person.
- We have been awarded Government funding of over £160,000 to create four accessible toilet facilities for people with severe disabilities.

Priorities for 2022-23

- Continue to support, develop and communicate the Crowdfund Cotswold Spacehive programme   
- Coordinate an asset based community development approach  
- Deliver the next phase of the Council's leisure strategy   
- Improve equal access to quality services across the District   

Enable a vibrant economy

Why is this important?

The Cotswolds is home to businesses of all sizes and across all sectors forming the cornerstone of our local economy. The visitor economy – built on the back of our beautiful landscape, towns and villages – accounts for a significant proportion of employment and has been severely impacted by the Covid-19 pandemic. However the Cotswold economy is about much more than tourism, and there is potential for even greater diversity. We must encourage investment and enable new infrastructure that provides the conditions for businesses to thrive and grow. Through our economic recovery plan, we want to enable businesses to become more resilient, by enhancing their digital presence and looking at different business models. Our green economic growth strategy puts the climate agenda at the heart of future growth.

What will we achieve?

We want to nurture a dynamic, vibrant and balanced economy, and to grow high value, highly skilled, low environmental impact businesses in the Cotswolds. Our region is already home to some highly creative and innovative businesses. Exciting projects in the agri-tech, cyber and digital, medical equipment and environmental technology sectors promise to provide great opportunities for local people and businesses. As a business-friendly council, we won't just communicate regularly with our local business community – we will work with them and our partners to grow the district's economy to provide better opportunities for local people.

How will we do this?

- Develop a high value, highly skilled, low environmental impact economy that includes agritech, digital/cyber, medical equipment and environmental technologies
- Help our town centres recover from Covid-19 and evolve in the face of changing shopping habits
- Support successful businesses in the visitor economy with higher visitor spend and footfall spread across the District rather than just the 'honeypot' locations
- Lobby to attract investment in infrastructure
- Work with partners to offer a better range qualifications for our young people, including T-Levels
- Develop strong networks, collaboration and partnerships between businesses, the Council and other key stakeholders to drive the local economy
- Use our investments and assets to boost the local economy
- Ensure the benefits of the internet and digital technologies are accessible to everyone in the district

“Between April 2020 to September 2021 we disbursed £73,475,000 in Local Business Grant payments.”













What we have done

- We set up the Cotswold Economic Advisory Group and adopted a new Green Economic Growth Strategy. Ian Mean, Director of Business West Gloucestershire said “I was very impressed by their plans and enthusiasm. I was actually inspired to hold the webinar after reading one of the best council reports for a long time - Green Economic Growth Strategy”.
- We have supported local businesses through the Covid lockdown: between April 2020 to September 2021 we disbursed £73,475,000 in Local Business Grant payments.
- We have supported our tourism businesses to weather Covid-19 restrictions, and benefit from the opportunities presented by staycations and higher domestic tourism. One hundred and twelve Cotswolds Tourism businesses and experiences are now bookable online via Tourism Exchange Great Britain; and online digital training videos have been watched over 300 times.
- We recognise the importance of encouraging investment in the district and are working with:
 - the Royal Agricultural University), bringing forward the Triangle/University Gate site.
 - the new owner of the former Mitsubishi site now renamed Watermoor Point, which as serviced offices and warehouse space is home to an increasing number of businesses.
 - ZeroAvia, a leading innovator in decarbonising aviation, who are developing a hydrogen-electric powered aircraft, and have relocated from Cranfield to Cotswold Airport. We are working with GFirst LEP to support ZeroAvia to increase their number of employees from an initial 10 to over 50 and growing.
 - Farm 491, an agritech incubation facility at the RAU, who have supported their members to create £135m of investment and 120 jobs in the last 2 years.
 - Hercules - a South Cerney digital resourcing business for groundworks who have just floated on AIM and are looking to double in size over the next year.
 - We were allocated just over £160,000 from the ‘Reopening High Streets Safely Fund’ and ‘Welcome Back Fund’, which ran until the end of March 2022. Working with our towns and parishes, we have undertaken a number of physical improvement projects in town and village centres, run promotional campaigns and supported businesses to improve their digital presence.
- Cirencester College’s ‘Applied Digital Skills Centre’ officially launches in May 2022. The Centre presents a great opportunity to develop a workforce with the digital skills needed in the 21st century, and to grow our local digital and cyber sectors.

Priorities for 2022-23

- Accelerate the Recovery Investment Fund to bring large scale investments to the Capital Investment Programme Board in order to reach our £1m Revenue target 
- Focus on growing commercial revenues in the Council that underpin a ‘Green Evolution’ 
- Secure successful businesses in the visitor economy with higher visitor spend and more even footfall  
- Work with partners to support existing businesses and encourage the growth of start-ups    



Deliver the highest standard of services

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member
SS1	Ensure that road and street cleaning across the district is undertaken proactively and to a high standard, as part of the 'Clean and Green Cotswolds' initiative.	Maintain verges	November 2020	April 2024	Bill Oddy/Scott Williams	Joe Harris
SS2		Improve road sweeping regimes	November 2020	April 2024	Bill Oddy/Scott Williams	Joe Harris
SS3		Replace worn and damaged street nameplates	September 2020	167 replaced by April 2022 Approx. 120 scheduled for replacement summer/autumn 2022	Claire Locke/Diane Verran	Joe Harris
SS4		Keep areas of open space tidy	April 2021	April 2024	Andy Barge/Scott Williams	Joe Harris
SS5	Deliver an excellent Town and Parish Council engagement programme	Maintain contact with all town and parish councils through a regular newsletter	October 2020	Achieved	Angela Claridge	Joe Harris
SS6		Deliver programme of engagement for town and parish councils	October 2021	April 2024 Planning seminar held March 2022	Angela Claridge	Joe Harris
SS7	Roll out cashless car parking to our car parks across the district, including an exemplar car park at Bourton on the Water	Introduce cashless parking in all car parks	July 2020	March 2023	Frank Wilson/ Jenny Poole	Mike Evely
SS8		Determine the feasibility of 'pay on exit' parking, and implement if appropriate	March 2021	May 2022	Jon Dearing/Maria Wheatley	Mike Evely
SS9		Review charging periods at all car parks	March 2021	April 2022	Jon Dearing/Maria Wheatley	Mike Evely
SS10		Make the Whiteway car park operational	January 2020	Achieved	Jon Dearing/Maria Wheatley	Mike Evely
SS11		Deliver Improvements to Rissington Road Car Park, Bourton on the Water	November 2022	March 2023	Claire Locke/Andrew Dike	Mike Evely
SS12	Develop, implement and deliver a strategy for the Cotswold Water Park	Produce a strategy on a page	November 2021	Achieved	Andy Barge/Philippa Lowe	Juliet Layton
SS13		Produce Actions Plans for each of the 4 Strategic Elements, holding stakeholder engagement as appropriate.	November 2021	April 2022	Andy Barge/Philippa Lowe	Juliet Layton
SS14		Deliver on funded projects	November 2021	March 2023	Andy Barge/Philippa Lowe	Juliet Layton

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member
SS15	Establish financial resilience to enable investment in our priorities	Adopt and implement a clear financial strategy that reflects the changing economy and our identified needs	September 2020	Refreshed annually	Jenny Poole	Mike Evemy
SS16		Adopt and implement recovery investment strategy	September 2020	Refreshed annually	Jenny Poole	Mike Evemy/Tony Dale
SS17		Develop and implement an asset management strategy	March 2021	December 2022	Claire Locke/Andrew Turner	Mike Evemy
SS18	Create maximised flood protection measures for residential and commercial properties	Provide advice and guidance Promote and deliver flood mitigation measures, where appropriate	September 2020	April 2024	Phil Martin/Laurence King	Andrew Doherty
SS19		Roll out the Cotswold Flood Warden Programme	November 2021	November 2022 for the initial pilot year.	Robert Weaver	Andy Doherty
SS20	Provide a trusted, inclusive and transparent planning service	Restructure our team to ensure resilience	September 2020	Achieved	Frank Wilson	Juliet Layton
SS21		Relaunch our pre-application service	September 2020	June 2022	Jon Dearing/Phil Shaw	Juliet Layton
SS22		Improve communication with residents	January 2021	April 2024	Jon Dearing/Phil Shaw	Juliet Layton
SS23		Develop an ICT enabled proactive approach to planning enforcement	April 2021	April 2024	Jon Dearing/Phil Shaw	Juliet Layton
SS24		Maximise external funding opportunities	December 2020	April 2024	Jon Dearing/Phil Shaw	Juliet Layton
SS25	Provide an efficient and competitive building standards service	Compare local markets	March 2021	Monthly, to understand market share	Jon Dearing/Andrew Jones	Andrew Doherty
SS26		Maximise opportunities for income generation	April 2021	Ongoing, as an iterative review process.	Jon Dearing/Andrew Jones	Andrew Doherty
SS27	Provide modern and clean public toilets	Reviewing our estate	April 2022	September 2022	Jon Dearing/Mandy Fathers	Andrew Doherty
SS28		Explore opportunities for 'comfort partnerships'	April 2021	September 2022	Jon Dearing/Mandy Fathers	Andrew Doherty
SS29		Develop a strategy for the provision of public toilets	April 2022	September 2022	Jenny Poole Jon Dearing/Mandy Fathers	Andrew Doherty
SS30	Review how the Council commissions its Legal Services	Complete the review of legal services	March 2022	May 2022	Jenny Poole	Joe Harris
SS31		Implement Council decision, following review	May 2022	April 2023	Jenny Poole	Joe Harris



Responding to the climate crisis

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member
CC1	Tackle the climate crisis at home	Develop support to owner-occupiers to invest in energy efficiency, retrofit and decarbonisation works	September 2021	March 2023	Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon
CC2	Continue to deliver an exemplar public engagement programme in relation to carbon reduction and climate change	Develop a public engagement campaign, building on training delivered to the communications team, councillors and the Local Plan Issues and Options engagement	April 2022	April 2024	Chris Crookall-Fallon	Rachel Coxcoon
CC3		Promote the opportunity to invest in the Cotswold Climate Investment, CMI, launched in partnership with Abundance Investment	April 2022	June 2022	Jenny Poole/Chris Crookall-Fallon	Rachel Coxcoon
CC4		Work with partners to establish a Climate Action Network in the District, to support locally driven initiatives	May 2022	April 2024	Chris Crookall-Fallon	Rachel Coxcoon
CC5		Prepare and agree an EV Charging Point Delivery Plan	October 2020	Achieved	Rob Weaver Claire Locke	Rachel Coxcoon
CC6		Install EV charging points across the District	October 2020	Phase 1 Completion Autumn 2022 Phase 2 Costings Spring 2022, Rollout Winter 2022	Rob Weaver Claire Locke	Rachel Coxcoon
CC7		Help businesses embed climate change objectives within their operations	September 2020	April 2024 Race to Zero event at Growth Hub in May 2022	Claire Locke/Paul James/ Chris Crookall-Fallon	Rachel Coxcoon/Tony Dale
CC8	Reduce carbon emissions from our own operations	Work with Ubico to adopt ultra-low emission vehicle technology	March 2021	April 2024	Rob Weaver Bill Oddy/Chris Crookall-Fallon	Andrew Doherty/Rachel Coxcoon
CC9		Improve energy efficiency of council premises	March 2021	Phase 1 complete - higher efficiency gas boilers installed at Trinity Rd, LED lighting completed at Moreton Area Centre.	Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon
CC10		Secure energy-efficient, 100% green energy for all Council premises, using renewable energy where possible	March 2021	Achieved	Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon
CC11		Complete Public Sector Decarbonisation scheme at our Leisure centres	March 2021	April 2022	Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon/Jenny Forde
CC12		Provide electric vehicle charging points at all Council premises	September 2020	Phase 1 completion due autumn 2022 April 2024	Claire Locke	Rachel Coxcoon

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member
CC13	Achieve a reduction in carbon emissions for the district	Adopt our climate change strategy	September 2020	Achieved	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon
CC14		Deliver our climate change action plan	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon
CC15	Increase renewable energy generation within the district	Complete an options appraisal of community energy generation	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon
CC16		Secure investment in renewable energy such as photovoltaic farms and electricity generation from our own estate and in partnership with others	April 2024	Investment options to be considered at Council July 2022	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon
CC17		Support community-led and community-owned renewable energy projects	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon
CC18		Support neighbourhood-wide climate action	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon
CC19	Take a leadership role on the ecological emergency and nature recovery in the Cotswolds	Adopt and implement the ecological emergency action plan	July 2020	Plan approved July 2020 Cotswold Water Park Nature Recovery Plan published February 2022	Rob Weaver Jon Dearing/Sophia Price	Rachel Coxcoon
CC20		Create a community and wildlife sanctuary at Chesterton Cemetery	December 2021	March 2023	Claire Locke/Andrew Turner	Andy Doherty
CC21	Reduce the carbon footprint of our waste and recycling service	Identify the true carbon footprint of our waste and recycling service	April 2002	March 2023	Bill Oddy/Scott Williams	Andrew Doherty
CC22		Consider changes to the waste and recycling service	April 2022	March 2023	Bill Oddy/Scott Williams	Andrew Doherty



Providing socially rented homes

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member
SH1	Deliver social rented and affordable rented accommodation across the district	Deliver a Council led, carbon neutral social housing scheme on the Down Ampney site	January 2022	June 2023	Rob Weaver/Claire Locke/Andrew Turner	Lisa Spivey
SH2		Progress a Council led, carbon neutral social housing on Council owned sites in Kemble and/or Southrop	October 2022	March 2024	Rob Weaver/Claire Locke/Andrew Turner	Lisa Spivey
SH3		Explore direct delivery options	September 2020	April 2024	Claire Locke	Lisa Spivey
		Work with partners to increase the supply of social rented accommodation				
		Investigate the feasibility of setting up a housing company				
SH4	Provide more affordable housing with the emphasis on social rented accommodation	Adopt an affordable housing delivery strategy that sets out clear aims and objectives	June 2020	Achieved	Rob Weaver Claire Locke	Lisa Spivey
SH5	Embed a Housing First approach to tackling homelessness	Maximise the opportunities of the 'housing first' model	July 2020	April 2024	Jon Dearing/Caroline Clissold	Lisa Spivey
SH6		Acquire the property approved in July 2020, and put this to use	July 2020	Achieved	Jon Dearing/Caroline Clissold	Lisa Spivey
SH7		Participate in a joint Gloucestershire bid for additional government funding	August 2020	Achieved	Jon Dearing/Caroline Clissold	Lisa Spivey
SH8	Work with housing providers to improve the affordability and sustainability of developments across the district	Examine our existing assets and identify opportunities for housing delivery	September 2020	Achieved	Rob Weaver Claire Locke	Lisa Spivey
SH9		Identify opportunities to acquire properties for homeless accommodation	July 2020	April 2024	Claire Locke	Lisa Spivey
SH10		Identify and consider sites for delivery of affordable housing	July 2020	April 2024	Claire Locke	Lisa Spivey
SH11		Explore modern methods of construction in the context of our rural setting	April 2021	First site (Stockwells, Moreton-Marsh) approved December 2021	Claire Locke	Lisa Spivey
SH12		Support young people through a 'rent to buy' scheme	April 2021	April 2024	Jon Dearing	Lisa Spivey



Make our local plan green to the core

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member
	Develop an updated local plan that delivers our corporate priorities and promotes both carbon neutral development and infrastructure	Identify and allocate land for future housing and businesses.	July 2020	Submit in 2023; Examination 23/24; and adoption 23/24	Andy Barge/James Brain	Rachel Coxcoon
LPI		Draft new policies and updating existing policies to give effect to new council strategies, such as the economic recovery strategy, the climate and ecological emergency action plans and the renewable energy strategy.			Andy Barge/James Brain	Rachel Coxcoon
LP2		Explore the potential of natural capital and the Community Infrastructure Levy in relation to delivering natural resilience to mitigate or minimise the risks associated with flooding across the district			Phil Martin/Laurence King Andy Barge/James Brain	Andrew Doherty
LP3		Develop a new Cotswold Design Guide – building for the future in the Cotswolds	March 2022	March 2023	Andy Barge/James Brain Jon Dearing/Phil Shaw	Juliet Layton/ Rachel Coxcoon
LP4	Develop a coordinated strategy for Cirencester town centre that responds positively to the changing nature of the high street	Deliver Cirencester town centre masterplan	2020/21	Framework masterplan has been commissioned and is due to be delivered during 2022; this will include community and stakeholder engagement	Andy Barge/James Brain	Rachel Coxcoon
LP5		Work with Cirencester Town Council to deliver Cirencester neighbourhood development plan			Andy Barge/James Brain	Rachel Coxcoon
LP6		Enable appropriate changes of use			Andy Barge/James Brain	Rachel Coxcoon
LP7		Identify sustainable transport options			Andy Barge/Hannah Fountain	Rachel Coxcoon
LP8	Create a programme of work that demonstrates our commitment to public consultation and engagement in the planning process	Update our local development scheme	August 2020	SCI updated November 2020; LDS updated on May 2021; Commonplace online consultation system procured November 2021	Andy Barge/James Brain	Rachel Coxcoon
LP9		Update our statement of community involvement			Andy Barge/James Brain	Rachel Coxcoon
LPI0	Deliver a sustainable transport strategy	Promote sustainable methods of transport to reduce reliance on car usage for short journeys	To be confirmed in the publication of our local development scheme	April 2024 planning and implementation	Andy Barge/Hannah Fountain	Rachel Coxcoon
LPI1		Work with Gloucestershire County Council to provide better sustainable transport routes and options	September 2020	April 2024 planning and implementation	Andy Barge/Hannah Fountain	Rachel Coxcoon
LPI2		Develop a Sustainable Transport Strategy	November 2020	2023, as part of the Local Plan Submission	Andy Barge/Hannah Fountain	Rachel Coxcoon



Support health and wellbeing

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member
HW1	Encourage resilient, well-connected and active communities that take responsibility for their own health and wellbeing goals	Review and revise our community grants scheme to focus on our priorities	May 2020	Agreed September 2020 Launched February 2021	Rob Weaver Andy Barge/Joseph Walker/Jacqui Wright	Jenny Forde
HW2		Continue to support, develop and communicate the Crowdfund Cotswold Spacehive programme.	September 2020	Programme launched February 2021	Rob Weaver Andy Barge/Joseph Walker/Jacqui Wright	Jenny Forde
HW3		Coordinate an asset based community development approach	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde
HW4		Host regular community forums with community groups and community leaders	July 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde
HW5		Continue to raise the profile of the Community Safety Partnership to reduce the fear of crime and ensure residents know how, and where, to get support	July 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde
HW6	Promote healthy lifestyles, fun and self-care for all ages	Complete a review of our leisure services	July 2020	May 2022	Rob Weaver Bill Oddy/Scott Williams	Jenny Forde
HW7		Deliver the Council's Leisure strategy.	November 2020	April 2024	Bill Oddy/Scott Williams	Jenny Forde
HW8		Deliver capital programme to replace fitness equipment across the Leisure estate	March 2022	September 2022	Bill Oddy/Stuart Wilson	Jenny Forde
HW9		Undertake a Leisure and Culture management options appraisal to inform decision on future service delivery, and implement the agreed model(s).	May 2022	July 2023	Bill Oddy/Scott Williams	Jenny Forde
HW10		Develop a updated Playing Pitch Strategy (PPS) to inform planning and investment in pitch-based facilities	February 2022	December 2022	Andy Barge/Rachel Biles/Lesley Davies	Rachel Coxcoon/Jenny Forde
HW11		Improve referrals into physical activity and fitness based programmes, both in our Leisure Centres but also in the community.	February 2023	March 2023	Andy Barge/Rachel Biles/Jacqui Wright	Jenny Forde
HW12	Improve equal access to quality services across the district	Use targeted initiatives to tackle both childhood poverty and food poverty in the district, so more children and vulnerable families have access to nutritious food	September 2020	Holiday food scheme from Summer 2021, April 2024	Andy Barge/Jacqui Wright	Jenny Forde
HW13		Work with relevant services and organisations to provide more – and better – quality healthcare services	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde
HW14		Continue to invest in dementia-friendly communities, improve understanding and communication, and reduce loneliness and isolation	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde
HW15		Work with the Cotswold Youth Network to increase investment in, and support for, youth engagement work	July 2020	March 2023	Andy Barge/Jacqui Wright	Jenny Forde
		Work with partners to implement four Changing Places Toilet facilities	September 2021	April 2023	Paul James	Jenny Forde

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member
HW16	Promote both mental and physical health equally, to increase awareness of mental health issues and improve the community response to people in crisis	Increase the number of people trained in mental health first aid and suicide prevention	September 2020	March 2023	Rob Weaver Andy Barge/Jacqui Wright	Jenny Forde
HW17		Provide targeted mental health campaigns and support	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde
HW18		Promote mental health activities and initiatives	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde
HW19		Continue to deliver the 'hidden harm' project and targeted work to raise awareness of domestic abuse, in partnership with Gloucestershire Domestic Abuse Support Service	July 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde
HW20		Work with the DWP, businesses, education and the voluntary sector to create more employment and learning opportunities for young people	September 2020	March 2023	Andy Barge/Jacqui Wright	Jenny Forde/Tony Dale
HW21	Ensure our housing and built environments enable residents to live healthy lives	Plan places with active travel and high-quality green infrastructure	October 2020	April 2023	Andy Barge/James Brain/ Hannah Fountain/Sophia Price	Jenny Forde/Rachel Coxcoon
HW22		Develop design codes that focus on climate change and protect people from overheating risk	October 2020	April 2023	Andy Barge/James Brain/ Chris Crookhall Fallon/ Sophia Price	Jenny Forde/Rachel Coxcoon
HW23		Develop policies for dementia-friendly homes	February 2021	April 2023	Andy Barge/James Brain	Jenny Forde/Rachel Coxcoon
HW24		Review local plan policies to facilitate healthy place shaping	October 2020	April 2023	Andy Barge/James Brain	Jenny Forde/Rachel Coxcoon
HW25		Deliver health and wellbeing initiatives through the local plan	October 2020	April 2023	Andy Barge/James Brain	Jenny Forde/Rachel Coxcoon
HW26	Support residents through the 'cost of living crisis', recognising the disproportionate impact on low income households	Roll out the new £150 Council Tax rebate promptly	April 2022	November 2022	Jon Dearing/Mandy Fathers	Mike Evemy



Enable a vibrant economy

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member
VE1	Use our investments and assets to boost the local economy	Accelerate the Recovery Investment Fund to bring large scale investments to the Capital Investment Programme Board in order to reach our £1m Revenue target	December 2021	Strategy goes to Council in May 2022 Investment decisions July 2022	Jenny Poole/ Paul James/ Chris Crookall-Fallon	Tony Dale
VE2		Focus on growing commercial revenues in the Council that underpin a 'Green Evolution'	December 2021	Car Parking fees revised for 2022/23 April 2024	Jenny Poole	Tony Dale
VE3		Invest in local projects and development opportunities	September 2020	April 2024	Andy Barge/Paul James	Tony Dale
VE4		Use our assets to generate jobs locally	April 2021	April 2024	Claire Locke/Paul James	Tony Dale
VE5	Support successful businesses in the visitor economy with higher visitor spend and footfall spread across the District rather than just the 'honeypot' locations	Deliver against the six priorities set out in the Cotswold Tourism destination management plan	September 2020	April 2024	Andy Barge/Chris Jackson	Tony Dale
VE6		Help to develop high quality visitor experiences	September 2020	April 2024 'Days Out' published March 2022	Andy Barge/Chris Jackson	Tony Dale
VE7		Increase tourism's contribution to the economic, social and environmental sustainability of our communities	April 2021	April 2024 19 Training videos created April 2021 Business survey February 2022, to inform actions in 2022/23	Andy Barge/Chris Jackson	Tony Dale
VE8	Develop strong networks, collaboration and partnerships with businesses and organisations	Work with partners to support existing businesses and encourage the growth of start-ups	July 2020	April 2024	"Rob Weaver Andy Barge/Paul James"	Tony Dale
VE9		Build a reputation as a business-friendly council	July 2020	April 2024	Andy Barge/Paul James	Tony Dale
VE10	Develop a high value, highly skilled, low environmental impact economy that includes agritech, digital/cyber, medical equipment and environmental technologies	Work with key sectors to create new highly skilled jobs	September 2020	April 2024	Andy Barge/Paul James	Tony Dale
VE11		Secure the provision and occupation of new commercial space	March 2021	visions agreed for Local Plan special policy areas by March 2023	Andy Barge/Paul James	Tony Dale

Ref	Our aims	Our actions	Commencement	Date due, Ongoing, Achieved	Officer	Cabinet Member
VE12	Help our town centres recover from COVID-19 and in the face of changing shopping habits	Help towns create long-term plans where needed, such as the Cirencester town centre masterplan	September 2020	April 2024 Masterplan due for completion December 2022	Andy Barge/James Brain	Tony Dale/Rachel Coxcoon
VE13		Support businesses to enhance their digital presence	July 2020	March 2022	Andy Barge/Paul James	Tony Dale
VE14		Develop a 'shop local' campaign to encourage residents to support local businesses	July 2020	April 2024	Andy Barge/Paul James	Tony Dale
VE15		Work with Fastershire to address broadband market failure	Rolled forward from previous Corporate Plan	April 2024	Robert Weaver/Paul James	Tony Dale
VE16	Attract investment in infrastructure	Support completion of the A417 'missing link'	September 2020	April 2024: Development Consent Order hearing underway January 2022	Jon Dearing/Phil Shaw	Tony Dale
VE17		Work with our partners to ensure our young people have the skills they need to secure employment in the district	September 2020	April 2024 Cotswold New Start launched October 2021	Andy Barge/Paul James/Jacqui Wright	Tony Dale
VE18	Offer better qualifications for our young people	Work with GFirstLEP to improve the Growth Hub provision in the North Cotswolds	January 2021	April 2024 Innovation Lab opening in Chipping Campden Spring/Summer 2022	Andy Barge/Paul James	Tony Dale
VE19		Establish needs	October 2020	December 2020	Andy Barge/Paul James	Tony Dale
VE20	Ensure the benefits of the internet and digital technologies are accessible to everyone in the district	Identify partners that can deliver improvements	January 2020	March 2021	Andy Barge/Paul James	Tony Dale
VE21		Develop and implement an action plan to improve digital inclusion	June 2021	April 2024	Andy Barge/Paul James	Tony Dale

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Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	FULL COUNCIL – 25th May 2022
Report Number	AGENDA ITEM 8
Subject	Community Governance Review
Wards affected	All
Accountable member	Cllr Joe Harris Email: joe.harris@cotswold.gov.uk
Accountable officer	Rob Weaver, Chief Executive Officer and Sarah Dalby, Electoral Services Manager Email: robert.weaver@cotswold.gov.uk ; sarah.dalby@cotswold.gov.uk
Summary/Purpose	At its meeting in February, Council approved a Community Governance Review for six areas within the District and consultations have now taken place. The purpose of this report is for Council to consider the responses and approve the final recommendations for each area. In addition, Bourton-on-the-Water Parish Council has asked the Council to consider a change in their governance arrangements.
Annexes	Annex A – Details of proposals and responses Annex B - Considerations and recommendations Annexe C - Maps
Recommendation(s)	<i>That Council:</i> <ol style="list-style-type: none"> <i>approve the final recommendations in relation to the Parish boundary changes for the six areas under consideration</i> <i>authorise the Electoral Services Manager to request the Local Government Boundary Commission to change District Wards and County Divisions to reflect the changes made to Parish boundaries</i> <i>authorise the Interim Head of Legal Services to make a Reorganisation of Community Governance order to implement the changes agreed by Council</i> <i>considers the recommendation to increase the number of Parish Councillors on Bourton-on-the-Water Parish Council from 11 to 13.</i>
Corporate priorities	<ul style="list-style-type: none"> Delivering our services to the highest standards
Key Decision	YES



Exempt	NO
Consultees/ Consultation	Following Council's approval of the Community Governance Review in February, consultation has taken place with Parish and Town Councils, Ward Councillors, County Councillors and residents in each of the affected areas.

BACKGROUND

- 1.1** A Community Governance Review ("CGR") of existing Parish/Town Council arrangements within the District was commenced in February 2022.
- 1.2** A CGR enables strong, clearly defined boundaries to be put into place, which reflect local identities and facilitate effective and convenient local government.
- 1.3** Following the approval of the Review in February, consultation has now taken place with the areas identified and the responses collated.

2. Community Governance Review Criteria

- 2.1** A CGR can take place for the whole or part of the District and can consider the following:
 - a. Creating, merging, altering or abolishing Parishes;
 - b. The naming of Parishes and the style of new Parishes;
 - c. The electoral arrangements for Parishes including:
 - i. the ordinary year of election;
 - ii. the number of Councillors to be elected; and
 - iii. the warding (if any) of the Parish
 - d. Grouping Parishes under a common Parish Council or de-grouping Parishes
- 2.2** The Council is required to ensure that the community governance within the area under review will be:
 - a. reflective of the identities and interests of the community in that area; and
 - b. is effective and convenient
- 2.3** In doing so, the CGR is required to take into account:
 - a. The impact of community governance arrangements on community cohesion; and
 - b. The size, population and boundaries of a local community or Parish



2.4 The District Council is responsible for conducting CGRs within its area. The Council will oversee the review and produce draft and final recommendations. Once approved, an Order will be made to implement the changes.

2.5 Where approved changes result in a change to a District Ward or County Division boundary, this will be reported to the Boundary Commission for England (“the Commission”). The Commission will consider the proposals and make any necessary changes to the District Ward or County Division boundaries.

3. Draft recommendations

3.1 Following adoption of the draft recommendations in February, consultation has now taken place with the Parish and Town Councils, Parish Meetings, Ward and County Councillor members and properties affected by the proposals.

3.2 Details of the consultation responses are included in the attached Annex A.

4 Final recommendations

4.1 The proposals and responses have been considered against the CGR criteria and Annex B sets out the recommendation for each of the six areas.

4.2 Council is asked to consider and agree a way forward for each of the six areas.

5 Bourton-on-the-Water Parish Council

5.1 Since the CGR was started in February, Bourton-on-the-Water Parish Council has asked if the number of councillors for the Council can be increased from 11 to 13.

5.2 The District Council adopted a scale for the number of Parish Councillors which is used as guidance in these matters.

5.3 Bourton-on-the-Water has seen significant development in the past few years and there are still more houses to be built. There are currently 3,102 electors on the register of electors and against the scale, this is 13 councillors.

5.4 Looking at the elections in the past few years, Bourton-on-the-Water has not had contested elections. However, since 2019 it has maintained a full complement of 11 councillors with only 4 casual vacancies in that time.



- 5.5. It is therefore recommended that the number of councillors for Bourton-on-the-Water be increased from 11 to 13 with effect from the 2023 Ordinary Elections.

6. FINANCIAL IMPLICATIONS

None

7. LEGAL IMPLICATIONS

- 7.1 The CGR must be conducted in accordance with relevant legislation, namely the Local Government Act 1972 and the Local Government and Public Involvement in Health Act 2007.
- 7.2 Following approval of the final recommendations, Legal Services will draw up the appropriate Community Governance Orders to implement the changes. In respect of Cowley Parish Council this will include the abolition of the current Cowley Parish Council and the creation of two new Parish Councils; Cowley and Birdlip.

(END)

Ampney Crucis - Driffield - Ampney St Mary - Consultation responses

<p>Resident</p>	<p>Thank you for the letter and enclosed details regarding the Community Governance Review covering Ampney Crucis, Driffield and Ampney St Mary.</p> <p>If this review is simply a regular “tidying up” of boundaries then I can see the sense in that. However it would appear from the covering letter that this review has been sought by one of the parish councils involved and I have to wonder if there is any sense in going through this exercise when these parishes seem to me to act together cohesively on a community basis and this has been the case for many years.</p> <p>Such is the fact these days that not all churches in these villages offer services on a weekly basis so villagers from any of these parishes will often go to the parish that is offering a service that week. Also community resources such as a village hall only exists in Ampney Crucis so villagers from the other two parishes are able to use this venue which, in the twenty first century cannot be considered to be a long distance away. None of the three parishes mentioned has a village shop so that is absent to all the villagers and the Crown at Ampney Brook pub is within striking distance for all.</p> <p>From the point of view of my wife and myself, although part of our land is in Ampney St Peter and the property in Ampney Crucis we do not find this burdensome and, contrary to some reports we have heard we have not requested our land be moved into the parish of Ampney Crucis. We were approached regarding our feeling on the matter and we are very relaxed about the issue. We have lived here for forty years and do not find the current situation a problem in any way.</p> <p>I feel that surely one of the major considerations must be that should these proposals be accepted and enacted then the smaller parishes of Ampney St Mary and Driffield will lose out quite considerably by reason of the fact that the parish precept element of the council tax on the properties mentioned will go to the biggest village of Ampney Crucis which already has reasonable reserves which will be further bolstered by the 22% increase in parish precept for the financial year 2022-23. This may mean Driffield and Ampney St Mary finding it difficult to provide the resources needed in terms of facilities such as cutting the grass verges, road signs etc.</p> <p>Moving the properties listed in the papers into the parish of Ampney Crucis really shows no benefit apart from the emotional ties that some may feel from carrying out this exercise.</p>
<p>Resident</p>	<p>Following a chance omission of a footpath through the garden of Harnhill Cottage, when searching the Ampney Crucis website. There was no reference at all to that footpath that is part of a route towards the Ivy church (St Mary's) on the Poulton to Ampney Crucis road.</p>

	<p>Contact in the Parish Councillor who was at that time, responsible for AC footpaths. We discovered, to our total surprise, that the footpath was in Driffield.</p> <p>Further research discovered further surprises that the house and land was in fact in two parishes.</p> <p>We contacted the CDC to clarify the situation. Following the consequences we were asked which parish we would prefer to ensure the whole if the property and land should be in.</p> <p>Denise was very keen to be in the parish of Driffield as it certainly felt a friendly sociable community in the way the village we had previously lived in Wales. But also previously in The Cotswolds.</p> <p>The proximity of Ampney Crucis however and the impact of the various situations which could potentially affect the quality of our lives, it was felt perhaps we needed to retain the right to comment on any decisions that may impact our lives.</p> <p>However, now it appears that this situation, discovered by a totally naive research for a footpath, has become a very unpleasant situation.</p> <p>We understand that the idea of just one property in what we thought was AC is now multiplying to other households being asked if they would prefer to redefine the location of their home, from Driffield to AC.</p> <p>This is definitely not a situation we envisaged. Nor is it a situation we wish to be part of.</p> <p>The resulting impact on Driffield and the potential for any other residential area being combined into AC is totally unacceptable.</p> <p>Presumably the loss of precept will have a devastating impact on any area that loses a property/land to AC. The very concept and historical differences, let alone much treasured community identity will be damaged and potentially lost.</p> <p>It was never a situation we foresaw and are totally against this awful situation.</p> <p>We very strongly wish to ensure that Harnhill Cottage is within the Driffield parish boundary.</p> <p>The decision to be in Ampney Crucis parish is not now an option.</p>
Driffield Parish	<p>Driffield and Harnhill Parish Council agreed that its response was to be that the parish boundary should remain as it is. The</p>

Council	Parish Council felt very strongly that any electorate reduction would make the PC unviable as a Parish. No residents have approached this PC or the District Council to request changes to the boundary. The PC suggest that Harnhill Cottage and Harnhill Mill and associated buildings remain in Harnhill Parish.
Resident	<p>I'm writing in relation to the letter we received today regarding the proposed changes to the parish boundaries of Ampney Crucis/Driffield/Ampney St Mary as part of a community governance review.</p> <p>We live at Mill View Cottage, London Road, Ampney Crucis, GL7 5RS, and are affected by the proposal.</p> <p>We are very supportive of the proposal in moving from Driffield to Ampney Crucis Parish. We feel truly part of Ampney Crucis village; the road-sign for the village boundary is actually at the edge of our property on the A417 and we are a stone's throw from the pub. All the social events we participate in are in Ampney Crucis (e.g. village quiz, village fetes and Christmas events), our children attended the school here, my wife is part of the Ampney Crucis Women's Institute, so it has always felt an anomaly that we were not actually in the parish even though we are geographically in the village. Since we have lived here, I don't ever recall going to Driffield and we only go to Harnhill to vote (the Ampney Crucis village hall would be a much more convenient polling station).</p> <p>Therefore while we have nothing against the lovely people of Driffield parish, we would prefer to be part of Ampney Crucis parish.</p> <p>If you require any more information then please get in touch.</p>
Ampney Crucis Parish Council	<i>Ampney Crucis Parish Council supports the boundary change and would like to request that the boundary along A417 is situated on the southern edge of the carriageway including the verge in order that the Parish council can take on responsibility for maintaining the verges in that area.</i>
Ampney St Mary Parish Meeting	<p><i>Ampney St. Mary cannot support Ampney Crucis' Parish Council proposals for moving significant lengths of the boundaries between the three parishes. We consider that the changes they suggest would far exceed what is required to solve the Harnhill Cottage problem.</i></p> <p><i>Attached is our response to the proposals (AStM comments on proposed boundary changes 220303.pdf, which Driffield & Harnhill Parish Council has seen and discussed). This includes, on page 9, the suggestion of a much simpler solution – that</i></p>

of moving the Ampney Crucis/Driffield & Harnhill boundary to the western side of Harnhill Cottage such that the whole property lies within the parish of Driffield & Harnhill.

If a County Governance Review is imminent, can it please also address a number of other anomalies which are evident in the path of the boundary of the parish of Ampney St. Mary? If so, we would submit that:

- *Gilhayes straddles the parishes of Ampney Crucis and Ampney St. Mary. We would be very happy to talk to Mr. & Mrs. Stiles and go with whichever direction they wish to move -- their garden into Ampney Crucis or their house into Ampney St. Mary. (See options 2a and 2b on page 8 of AStM comments on proposed boundary changes 220303.pdf)*
- *If Hilary Lady Apsley wants to 'move' into the parish of Ampney Crucis then we would not resist that boundary change. We would be happy to ask her. (See option 3 on page 8 of AStM comments on proposed boundary changes 220303.pdf)*
- *If Little Furlong, Mulberry and Frogmoor (the three houses at Betty's Grave around which the boundary currently dog-legs instead of turning the corner at the cross-roads) are content to be in Poulton, then we will, of course, respect that. But if they wish to be (or can see the logic of being) brought into the parish of Ampney St. Mary then it would 'tidy up' that corner of the parish. (See green annotations on the attached AStM parish anomalies.pdf)*
- *There are many instances along the boundary where it suddenly kinks around a field and then returns to the 'logical' line. These could all be straightened out unless there are strange reasons why they should remain as they are. The road from Moorhill Corner to Ready Token is a classic example -- it starts in Ampney Crucis, then follows the border with Ampney St. Mary, then for a few yards returns to Ampney Crucis, then borders again with Ampney St. Mary, then is in Ampney Crucis alone once more before following the border again for some distance until it passes through Ampney St. Mary alone on its way to Ready Token -- all in a distance of two miles. (See the attached AStM parish boundary dog-legs.pdf)*
- *The residents of three properties which are unquestionably within the parish of Ampney St. Mary (Hester's Barn, Betty's Grave Old Cottage and Quarry Farm/Quarry House -- see the blue annotations on AStM parish anomalies.pdf) all appear on the Electoral Roll (see 23UC211210141917.ZIP) as being in the parish of Poulton.*

We would appreciate your views on the much-reduced boundary change we propose as a solution to Harnhill Cottage's request and to the other adjustments which we hope can be made while the Review is in progress.

Community Governance Review - Cirencester - Baunton responses to consultation

Baunton Parish Council	<p>Thank you for the opportunity to respond to the consultation.</p> <p>Baunton Parish Council helps to bind together our community, providing communication on matters of interest to residents, co-ordinating village events and responses to emergencies (whether providing assistance to those in need during the Covid crisis or co-ordinating snow clearance in the winter), producing a Parish Plan and ensuring residents views are taken into account in matters of local interest. This includes the residents of both Baunton village and the north side of Baunton Lane, with whom we share our rural outlook.</p> <p>It is true that Baunton Lane, like Baunton village looks to Cirencester for many of its shopping, employment and leisure needs and that we have very few facilities within the village. However, we are a community which is distinct from Cirencester, having predominantly rural concerns. This is evidenced by the recent conversion of the Parish church to become a facility for the Baunton community. This was fully supported by the Parish Council following residents' wishes expressed when putting together the Parish Plan and would almost certainly not have happened without the Parish Council.</p> <p>As the consultation document sets out, the suggestion to move the north side of Baunton Lane from Baunton Parish to Cirencester would result in the number of electors in Baunton Parish falling from 236 to 165. As a Parish Council we are extremely concerned that this would jeopardise the viability of Baunton as a Parish as it brings us close to the minimum number of electors required to elect a Parish Council. The loss of the Parish Council would simply, we believe, be bad for our community across the whole of the Parish.</p> <p>But of course, while Baunton village could be significantly impacted by any change, the interests of electors in the village are not the only concern and it is important that the views of those in Baunton Lane should be also taken into account.</p> <p>So, Baunton Parish Council has conducted its own consultation with the residents of the north side of Baunton Lane. In late March we sent out the attached letter to the 31 properties that would be affected, asking whether they feel more associated with Baunton and its rural surroundings and wish to stay in Baunton Parish or whether they would rather be part of Cirencester Town and its urban environment and be represented by Cirencester Town Council.</p>
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	<p>We have received 19 responses from those 31 properties, all of which express a preference to remain within Baunton Parish – none favoured becoming part of Cirencester.</p> <p>For the reasons set-out above we believe strongly that the northern side of Baunton Lane should remain within Baunton Parish.</p>
Resident	<p>Thank you for your letter regarding the consideration of the Town Council boundaries and electoral arrangements as part of the CGR.</p> <p>We find it disappointing that this is being reconsidered so soon after the previous review of the Baunton boundary.</p> <p>As we emphasised previously, we identify and relate to the village of Baunton and are pleased to be part of Baunton parish.</p> <p>There is a clear rural break between Cirencester and Stratton. The council have not offered a good enough reason to change it and the benefits of doing so for the residents of Baunton Parish.</p> <p>Another aspect of this is the size of the council and we consider it important for Baunton to have a reasonable number of residents in order to be a viable parish.</p> <p>We as residents of the north side of Baunton Lane in the Parish of Baunton(address below) want to strongly advise that we do not want the boundary to be repositioned</p>
Resident	<p>We have received your letter of 10 March 2022 advising us of the request by Cirencester Town Council to transfer the properties within the Parish of Baunton into the zone of the town.</p> <p>We completely reject this proposal for the following reasons.</p> <p>A/ Having lived at our home for some 46 years we are having to oppose this request for the 3rd time. Along with our neighbours, we are weary of this long established attempt by the Town Council to urbanise our semi</p>

	<p>rural environment within Baunton Parish. The pleasant AONB landscape has remained unspoiled, and we see no reason to change to urban control which could result in the demise of this environment.</p> <p>B/ 30% of the Baunton Parish population reside to the north of Baunton Lane and the Parish Council have firmly stated that they wish to retain us.</p> <p>C/ Our residents have many friendly contacts with Baunton village and our relationship is strong with the Church, Parish Council, and other activities. Along with several other Parishes surrounding Cirencester we do, of course, have to use the shops and other facilities. However, we also sometimes travel to Cheltenham to make use of the wider choice of facilities--hospital, cinema, sport etc. The bus service is good and the journey time is only 30 minutes.</p> <p>D/ Baunton Parish Council fully understands our environment and requirements, and continues to be supportive in many ways. For example: Opposition to the recently proposed Truck Park, help with difficult planning applications, and in past periods, bus shelter, rural street lighting etc.</p> <p>Having firmly stated our Baunton Parish credentials, we do not see any benefits or reasons whatsoever to change this. To the south of the lane, we do, of course, have well established co operation with our friendly Stratton neighbours, and this will remain.</p> <p>Once again we ask Cotswold District Council to reject this proposal.</p>
Resident	<p>Thank you for your letter dated 10th March advising us of the possible change to the line of the boundary between Baunton Parish Council and Cirencester Town Council.</p> <p>We understand the proposal is to re-align the parish boundary such that properties on the north side of Baunton Lane become part of Cirencester Town Council instead of the Parish of Baunton.</p> <p>We reject this proposal for the reasons outlined below.</p> <p>We have lived at Brackenrigg, Baunton Lane for over thirty years and during that time little has changed to spoil the rural environment around us. Along with other residents we made a conscious decision to live on the</p>

	<p>north side of Baunton Lane to look out over the open countryside that forms Baunton Parish.</p> <p>We and other residents on the north side of Baunton Lane have been and continue to be, well represented by Baunton Parish Council. We see no reason why any changes should be made which inevitably would hasten the demise of our attractive rural environment.</p> <p>Baunton Parish Council takes an active role in local issues and has recently been instrumental in rejecting the proposal to build a truck stop to the north of Baunton Lane. In the past the Parish Council has taken the lead over the Town Council in taking an active interest in areas such as difficult planning applications, safety signage in Baunton Lane and rural street lighting etc.</p> <p>Baunton Lane has been the Parish boundary for all the years we have lived here, despite a number of attempts to change it during that time. No attempt appears to have been made to justify the new proposal and no benefits are identified in the briefing note.</p> <p>We feel any move away from Baunton parish will inevitably have an impact on our AONB status. There is currently a well-defined boundary along Baunton Lane. This would be replaced by a ragged boundary bordering the gardens of the properties in Baunton Lane.</p> <p>Geographically we are on the fringe of Cirencester and, although we of course do make use of facilities in Cirencester (as we do similar facilities in Cheltenham and elsewhere) these services (shopping, restaurants etc) are not directly connected to, or the responsibility of, the Town Council.</p> <p>Understandably the priority for Cirencester Town Council is managing urban related operations in the town itself. Our environment in Baunton Lane is rural and better understood and served by a rural parish council.</p> <p>In conclusion, no benefits have been identified for such a change and we reject the proposals for the change.</p>
Resident	<p>We have lived in Baunton for thirty years, even though we live on the outskirts we have always felt part of it. Over the years we have taken part in many of the village's social activities - Summer barbecues and village lunches at the Golf Club.</p> <p>We have also made contributions to the revamping of the church, so that it can be used more widely by the</p>

	<p>villagers. We have also joined the monthly draw to help maintain the church fabric. During lockdown we went on Zoom to attend Council meetings that covered issues we were interested in.</p> <p>We cannot see the point of changing the boundary which follows a clear unchallengeable demarcation line i.e. the road.</p> <p>To remove, 31 properties 95 will make the Parish Council weaker financially to carry out its local responsibilities and improvements to the village. Monitoring the environmental change in this rural parish.</p>
Resident	<p>So points that I would like to make</p> <p>I really do feel part of the Baunton Parish for oh so many reasons</p> <p>Local councillor always keeps us up to date with planning issues and local concerns probably on a weekly basis</p> <p>Getting involved in local events on the green, church etc</p> <p>Not really feeling that we were ever seen as part of Cirencester as our house isn't on the main sewer, yet the other side of the road is</p> <p>Help and support from all of the council during COVID was amazing. Ensuring all were looked after. I really felt part of a real community and would hate to lose that</p> <p>Moved here as wanted to be part of a small community not a large growing town</p>
Resident	<p>We own Longridge (and the two annexes built to support two elderly people). Mrs Webb originally built and owned the property but didn't want to go into care - she is now 96.</p> <p>Our strong views are that we should remain in the Baunton Parish. We are rural and living in an AONB. We don't have any normal town facilities:</p>

	<ul style="list-style-type: none"> -No gas only electric hence we invested in an aresource heat pump - No sewage connection - septic tank - No street lighting on our side of the lane <p>We have often attended the Baunton Parish Council planning meetings and have confidence that they really consider the rural impact in making their decisions.</p> <p>With the pandemic the household has been shielding as Mr Tipper had a heart transplant in 2002 so we can't really say that we have used any facilities from either Cirencester or Baunton. We did feel very isolated but at least we had our rural views and garden to keep us going.</p>
Resident	<p>We are in receipt of your letter dated 10 March 2022 and wish to express our view on the proposal to change the boundary of the Town to include properties in Baunton Lane.</p> <p>We have lived in Baunton Lane for two and a half years and have always considered that we were part of Cirencester not Baunton, whilst also being aware this area is generally known as 'Stratton'.</p> <p>We generally use the commercial and social services provided by Cirencester Town or Stratton Village (Spar/Post Office), we only ever drive through Baunton; there are no main services there albeit we have always voted via the Cirencester Golf Club at Bagendon.</p>
Resident	<p>Thank you for your letter seeking my views on the proposal to change the boundary of the Town so that all the properties in Baunton Lane are included.</p> <p>I have lived on the north side of Baunton Lane for nearly 35 years, first of all in Elmbrook House and now in Lime Tree House. I have always considered where I live as part of a rural community with almost continuous country side between this side of Baunton Lane and Gloucester.</p> <p>Over the years and up until Covid struck, I have enjoyed the annual Baunton hog roast and fete. I have taken</p>

	<p>our grandchildren to this event on a number of occasions, enjoyed boules on the village green in the summer and sang Christmas carols by lantern.</p> <p>I feel very strongly, therefore, that the boundaries maintained as they are so that I can continue enjoy the benefits of the Baunton Parish.</p>
Resident	<p>Thank you for your letter asking for my views on your proposals to move the north side of Baunton Lane into Stratton and to Cirencester Town.</p> <p>This is the third occasion this issue has been raised during the time I have lived here and I do not wish to be incorporated into the town council area. I feel I relate very well to Baunton Parish and am very happy with the support of the Parish Council over the years on various matters.</p> <p>The other major consideration is that if the Parliamentary Boundary Commission proposals are adopted Cirencester will be North Wiltshire and no longer Cotswolds. I see where I live as definitely Cotswold and do not want to be considered as North Wiltshire.</p> <p>It is a shame that public resources are being used to pursue this matter again when on both previous occasions there was overwhelming agreement to stay within the parish of Baunton.</p>
Resident	<p>We were asked this question some four or five years ago and the proposal was rejected. Nothing has changed in the interim and the reasons stated then equally apply now. We remain opposed to the proposed review.</p> <p>We do hope that this is not a case of Cirencester Town Council repeatedly asking the same question until they get the answer they want. Not very democratic if that is the case.</p>
Resident	<p>Regarding the boundary change from Baunton Parish to Cirencester Town.</p> <p>I would like to submit my view that I prefer to stay within the Baunton Parish boundary as we have more of a</p>

	community as a Parish and the rural location is how i prefer to stay
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Community Governance Review - Coberley - responses to consultation

Draft recommendations

Coberley Parish Council submitted a proposal to move the property known as Needlehole from Withington into Coberley. This request was originally made a few years ago, and this is the first opportunity to include it for consideration.

Details of the proposal were sent to the householders and to Withington Parish Council. The householder wishes to be part of Coberley Parish.

Coberley Parish Council responded:

Although being just across the boundary from Coberley Parish, the residents of Needlehole have for many years had a close engagement with Coberley, not Withington, - so much so, that one has been a Coberley Parish Councillor for a number of years and is currently Vice Chair.

Although a somewhat remote location, Needlehole is geographically closer to Upper Coberley than any other hamlet, and I believe, features Upper Coberley as part of its address.

Withington Parish Council clerk responded to say that Withington Parish Council have no issues with the change.

Community Governance Review - Northleach-with-Eastington and Farmington responses to consultation

<p>Farmington Parish Meeting</p>	<p>In December 2021 a consultation was held in Farmington about the proposal from Northleach Town Council to transfer part of Farmington parish to Northleach parish. Many in Farmington were puzzled by the proposal. The ostensible reason for the proposal was to give better alignment of the parish boundary with the local roads. Given that the boundary between the two parishes is very wiggly over much of its length this seemed a surprising and not very convincing argument.</p> <p>After seeking clarification we were advised that issues of litter and road safety were the principal reasons.</p> <p>The Northleach proposal was discussed at the Farmington Parish AGM on 1 April 2022. The minute of that item is set out below:</p> <p>10. Proposed Parish Boundary Change</p> <p>The Clerk reported on background to the proposal from Northleach Town Council for the transfer of part of Farmington parish to Northleach, and referred to the correspondence with Northleach about this (FPM/22/3 and map appendix). The principal justification put forward by Northleach related to litter (CDC matter) and road safety (GCC matter). Northleach Town Council has never contacted Farmington parish to ask us to take any action or to propose any joint action. There is in fact nothing to prevent Northleach Town Council or any individual from raising concerns with the relevant body. Farmington parish regularly clears litter, reports drainage issues and fly tipping on the roads between Farmington and Northleach and between Farmington and the Fosse, both of which are entirely within Northleach Parish.</p> <p>The Chairman asked for a vote on the proposal from Northleach:</p> <p>Those in favour of the transfer 0, those against 18.</p> <p>Action: <i>The Clerk will communicate the outcome of this discussion and vote to CDC and to Northleach</i></p> <p>The five other proposals for boundary changes included in the current CDC review all demonstrate clear, objective reasoning behind them - mostly to rectify a situation where a group of properties are currently located in the 'wrong' parish. The Northleach proposal by contrast lacks such objective reasons. The points about litter</p>
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	<p>and road safety are general ones which are of relevance to all parishes. If particular local issues have been identified then these could easily be discussed between Northleach and Farmington councils and appropriate action agreed. It doesn't need a boundary change to achieve this!</p> <p>For these reasons and in view of the overwhelming opposition in Farmington, as shown by the vote at the Parish AGM, Cotswold District Council is asked to reject the proposal for a boundary change put forward by Northleach Town Council</p>
Northleach with Eastington Town Council	<p>This letter is the Town Council's formal response to the Community Governance Review to amend the boundaries of the parish of Northleach with Eastington. This proposal was originally put forward by the Town Council and naturally they are supportive of it.</p> <p>The proposal is to bring land south of the Old London Road, currently in the parish of Farmington within the parish of Northleach with Eastington. The town of Northleach is linear with a single main road running through it; the boundary change would bring this main road entirely within the parish. Currently the main gateway to the town from the east lies outside the parish.</p> <p>The Town Council has in the past found it difficult to engage with the other tiers of local authority about such issues such as litter and road safety in this area because the land is outside the parish. The hope is that, by changing the parish boundary to include this area, we could influence such issues more effectively when the need arises and better promote the interests of the community.</p> <p>It is also worth noting that the present parish boundary in this area does not align with any features on the ground or land ownership parcels. We assume it reflects historical landmarks that have since disappeared. Thus, the amendment would address anomalies in the boundary position.</p> <p>The Town Council consulted with Farmington Parish Meeting in December 2021. It would appear they view the change as unnecessary and it is disappointing to hear they have formally objected. We would like to thank Farmington Parish Meeting for their offer to co-operate with us on any issues arising with this land which are affecting the townspeople of Northleach while also noting that the purpose of this review is to improve community governance and minimise administrative overhead by making such consultation with neighbouring parishes unnecessary.</p>

Cllr Paul Hodgkinson, County Councillor	It's up to the two parishes to work it out between them. It doesn't involve any residents/properties so it is best if the 2 parishes can work out between them what they need and want.
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Westonbirt-with-Lasborough - Shipton Moyne - Tetbury Upton Responses to consultation

Shipton Moyne Parish Council	<p>Please find below the objections of Shipton Moyne Parish council to the proposed boundary change with Westonbirt with Lasborough Parish council -</p> <p>“Shipton Moyne Parish Council object to proposal to alter to the parish boundary feeling it will be of no benefit to Shipton Moyne and will be a costly and unnecessary change, it will also mean the Parish and Ecclesiastical boundaries will differ with no advantage to either parish. There have been objections from some of the affected residents who objected strongly to the proposed change because of their close ties to Shipton Moyne”.</p>
Resident (Shipton Moyne)	<p>I am John Shepherd. My wife Geraldine and I purchased Woodlands House, Westonbirt in 1976 and from that moment we were made to feel very much part of the Westonbirt community.</p> <p>As soon as we moved in, we were visited by Alan Wadge, the then Vicar of St Catherine's Church Westonbirt, who welcomed us to his parish. Shortly after, Leslie Cooper, then Bursar of Westonbirt School, also arrived and welcomed us to the area.</p> <p>At that time, as far as we were aware, Shipton Moyne was just one of the neighbouring villages, a couple of miles away.</p> <p>We quickly became involved with the local community in Westonbirt and, over the years, supported local events in and around the grounds of Westonbirt School, such as the street party in the Westonbirt Estate Yard in 1977 for Queen's Silver Jubilee (having been excluded from the Shipton Moyne street party “as we were not part of the village”), the then annual “Westonbirt Show”, the Harvest Service and the Christmas Services then at St</p>

	<p>Catherine's church and now at St Mary's Lasborough.</p> <p>This reinforced our ties with Westonbirt and Lasborough and so it has remained. It was only later we discovered that, although we were geographically in Westonbirt, administratively we were in the Parish of Shipton Moyne.</p> <p>A few years ago, I was appointed Clerk to Westonbirt with Lasborough Parish Council. Throughout this period, the major concerns that residents living adjacent to Easton Grey and Bowldown Roads raise, relate to traffic and road safety, particularly at the Hare & Hounds crossroads and at the East Lodge Entrance to the school.</p> <p>Those residents raise these issues with Westonbirt with Lasborough Parish Council, even if they live in the parishes of Shipton Moyne or Tetbury Upton. It would make sense if all these properties were in the same parish so that these common issues can be dealt with cohesively.</p> <p>For these reasons, both personal and professional, I do hope that you will resolve the anomalies in the boundary along the Easton Grey and Bowldown Roads, so that Woodlands House and these other properties may become part of Westonbirt with Lasborough parish, where my wife and I feel that they best belong.</p>
Resident (Shipton Moyne)	<p>I am the Chair of Westonbirt with Lasborough Parish Council.</p> <p>I am also an owner of Woodlands House, one of the five houses on the Easton Grey Road affected by the proposed boundary change.</p> <p>I asked to speak at the Shipton Moyne Parish Council meeting on 23rd March 2022.</p> <p>After my 3-minute speech, there was considerable discussion, after which the parish council agreed to support our application to change the boundary.</p> <p>However, one householder whose residence was among the five affected properties was furious when she learned of the decision and persuaded the chair of Shipton Moyne Parish Council to hold a second, extraordinary meeting on the 29th of March to, quote "re-visit their decision".</p> <p>The meeting was packed with the householder's friends who, apart from one parishioner who supported us, were aggressively opposed to the change. I doubt if, prior to the meeting, any of those parishioners from Shipton Moyne</p>

	<p>had any idea that these five houses, 2 miles from the village, were actually in their parish. The parish council reversed their decision. It seems a shame that the original decision was overturned by one disgruntled householder.</p> <p>Over the years, I and the other councillors have endeavoured to bring together this extremely dispersed and elongated parish which stretches from New Road, behind the school to the far side of Lasborough Manor, a distance of some 4 miles, yet at one point it is only about 300 metres wide. This is further exacerbated by a purely arbitrary boundary line down the middle of the Easton Grey/ Bowldown roads, cutting off houses, woodland and fields that were historically part of the Westonbirt estate.</p> <p>Whilst I am sure that the Community Governance Review 2022 is being done with the best of intentions and will, of course, take into account all communications received, it is difficult to see how any changes can be made, if subject to the agreement of all parish councils involved. I cannot see how any parish council will voluntarily cede some of its parish to another. Common remarks were, "What is in it for us?" and "We will lose income."</p> <p>Therefore, I would ask the Community Governance Review to decide what boundaries would be best for the households involved and be consistent with a more integrated parish of Westonbirt with Lasborough, and not be too swayed by the self-interest of those parish councils who would be losing a very few parishioners.</p>
<p>Resident (Shipton Moyne)</p>	<p>I am writing to you following my attendance at the extraordinary Council Meeting of Shipton Moyne Parish Council on Tuesday, 29th March. At this well-attended meeting they discussed the proposed boundary changes with Westonbirt and Lasborough Parish Council.</p> <p>The Village Hall was packed with people in our village who feel very strongly about this proposal. I attended this meeting as I am somewhat concerned that our Parish Council took this long to bring this matter to our attention and I am opposed to this proposal.</p> <p>There are two issues at hand.</p> <p>First of all, boundaries must be one of the more important and sensitive responsibilities of a Parish Council. I would like to understand the process and how this particular proposal made it to this stage without consultation from the affected households, far less the village. It is not appropriate for the affected households to learn of this type of review by post. Surely they deserve a phone call or a visit. Their letter asking them for their views on the</p>

	<p>boundary review was addressed to 'The Occupant'. I'm not sure you are the right person to provide this explanation but I would like one from the relevant authorities. There was a full Village Hall tonight at the Extraordinary General Meeting and no one seemed to understand why this proposal had received any traction at all and why it had been approved for consideration in the first place.</p> <p>Once the Westonbirt Chairman was allowed to speak, I listened to her justification for the boundary change. I completely understand their desire to increase the numbers in their community, but the idea of simply extending their boundary without consulting the seven affected households personally seems completely inappropriate. She mentioned that in 1930 Shipton Moyne was transferred from Wiltshire to Gloucestershire. I hardly feel that is a relevant precedent.</p> <p>As a resident of Shipton Moyne, I do not see how this proposal benefits Shipton Moyne. It doesn't adversely affect me but I just don't see the merit of it. At the end of the day shouldn't the seven affected households be asked what they want? The more important issue is that providing a precedent for the Parish Council to change boundaries without consultation seems like a dangerous entitlement.</p> <p>I can't think of anything nicer than including Westonbirt in our Village festivities. I would welcome them with open arms. If this is an issue of community then we should discuss this in a meaningful way. Another Westonbirt household mentioned that they were excluded from the Queen's Silver Jubilee celebrations. Please can we let bygones go and move forward to discuss how these feelings might be rectified. I am 100% supportive of being inclusive and welcoming neighbouring communities to our events.</p> <p>If creating a larger active community is truly Westonbirt and Lasborough Parish Council's intention this seems a very strange way to achieve its goals.</p>
Resident (Shipton Moyne)	<p>I am writing to OBJECT to Westonbirt's proposal to move the Shipton Moyne Parish Boundary. The change will NOT reflect the identities and interest of those currently living in Shipton Moyne Parish. Shipton Moyne has always been a separate village with its own social life, pub and church.</p>

	<p>I have lived in Shipton Moyne for 25 years, and I have grown up using the Rec and playground, visiting the old Post Office and ship and cycling down to the pub. Shipton Moyne is a great Village and a very friendly cohesive community. Westonbirt is none of these.</p> <p>The proposed boundary change will be neither effective nor convenient. I am proud to be a Shipton Moyner: I was proud to be married last year in the Village Church, everyone making it such a lovely community feel to the event. Everyone knows everyone else in the Village, even our dogs come to Church in Shipton Moyne, and Christmas Day would not be the same in any other Church. There is nothing for me or my family in Westonbirt.</p> <p>Please leave the Parish Boundary alone, it works perfectly well for Shipton Moyne where it is.</p>
<p>Resident (Shipton Moyne)</p>	<p><u>Disenfranchisement of Shipton Moyne Parishioners</u></p> <p>Thank you for your letter of 10 March. I am writing to OBJECT in the strongest possible terms to the proposed annexation of a substantial part of the parish of Shipton Moyne as proposed by the neighbouring parish of Westonbirt with Lasborough.</p> <p>Before addressing the specific questions that CDC has asked me to consider I would like to make an overriding very important point. At a time of austerity and competing demands on limited Council resources, to be spending money on this proposal appears to me to be a clear and unacceptable waste of the Council and Councillors time. Whilst no justification was given for the land grab by Westonbirt in the CDC letter of 10th March, I presume that the motivation for the proposal has been to regularise the position of the chair of the Westonbirt PC who currently lives in the parish of Shipton Moyne? Frankly, if this is the problem that the proposal is seeking to address then rather than have the Westonbirt boundary move to encompass that person's property at public expense, that person should herself move to Westonbirt at her personal expense.</p> <p>If I am correct in my assumption, I consider this exercise to be a gross abuse of privilege and I strongly recommend that the CDC cease to spend time and resources on this most inappropriate proposal.</p> <p>To address the specific points:</p>

1. I and my family very much feel part of and indeed are part of the Shipton Moyne community.
2. We have accessed over many years the facilities, events and services of Shipton Moyne and none of Westonbirt-with-Lasborough. The list is very extensive and by way of “tip-of-the-iceberg” includes church attendance (we have never been in the Lasborough church), use of the playground (non existent in Westonbirt I think?), frequent events at the village hall (my wife won the silver cup for best vegetables in 2021), regular use of the village pub etc etc. We have had no involvement of this nature with Westonbirt.
3. Services. Numerous as above including use of: (a) the church for my mother-in-law’s funeral, for a daughter’s wedding last year, for another daughter’s wedding this year, for my wife to help with Sunday School lessons; (b) the village hall for numerous events (e.g. we organised a salsa dance lesson for friends using the village hall); (c) the playground and the “Rec” will be particularly important if we have grandchildren.
4. We only go to Shipton Moyne for commercial, social and religious purposes, never to Westonbirt.

It is instructive that prior to this proposal being circulated we were not approached by the Westonbirt PC to ascertain our views.

It should be noted that from our house we can both see and easily walk to Shipton Moyne church. We can neither see nor walk to the Westonbirt-with-Lasborough church which is over 4 miles distance from our house. We can also see several houses that are located in Shipton Moyne and none in Westonbirt. The change of parish would cut us off from our community and deprive us of the numerous facilities noted above that would be less available to us as outsiders.

Most importantly we would cease to have a vote in Shipton Moyne PC elections and would not be eligible to serve on the committee.

As noted above, consideration of this inappropriate proposal does not merit the use of public money and the CDC should, if legally possible, cease to expend scarce resources on the matter.

	<p>The above issues may not apply to the parishioners of Tetbury Upton, I am sure that they will be commenting separately.</p>
<p>Resident (Shipton Moyne)</p>	<p>We are writing to you in response to the proposed boundary change between Shipton Moyne and Westonbirt-with-Lasborough parishes. Reference: Community Governance Review dated 10th March 2022.</p> <p>Having recently moved to the area we feel we are placed well between the two parishes, and have been welcomed warmly by both. As a young family with a young daughter and another baby on the way we have enjoyed the facilities that Shipton Moyne and Westonbirt have to offer, alongside both welcoming community events.</p> <p>At this current point in time there seems to be no clear reason stated or provided to make this change, or any key drivers behind this proposal. We feel this change would only cause friction and further divide among both communities.</p> <p>With no clear guidance as to why this change has been put forward, we would at the point in time look to object to the change in Parish.</p>
<p>Resident (Shipton Moyne)</p>	<p>I am a resident in Shipton Moyne and have lived there for 17 years. Shipton Moyne works hard to ensure that we can offer everyone who lives in the village a very inclusive village life and Fionna and David Cardale have been very central in this objective for a good 25 years now and an invaluable members of our community. It was very important to them to remain within Shipton Moyne when they moved from Lower Cranmore and they continue to remain very active within every aspect of the village especially helping the older residents and are very behind a number of our annual events.</p> <p>I fail to see the logic for this boundary change in any way as the facilities offered by Shipton Moyne to the residents within the proposed boundary changes will be far fewer and further away. While Shipton Moyne has the facilities to support these residents and we want them - why on earth would you take them away for no good reason that I can see?</p> <p>I have used the Cardale's as my example as they are the family that I know well who live within the proposed boundary change but my comments in terms of the facilities and proximity of them obviously apply to all the</p>

	<p>residents who would be affected.</p> <p>In my opinion, while the whole country is living under reduced means it would also appear to be a very bad use of your time and financial resources to be considering this needless move now. I understand no real justification or reasons have been given for this proposal, but if there are some please give them to us all so that we can see the other side?</p>
<p>Resident (Shipton Moyne)</p>	<p>I am writing with reference to your letter of 10th March concerning the proposed change to Shipton Moyne Parish boundary. My family and I have lived happily in Shipton Moyne Parish for over 25 year, and are appalled to learn this may change.</p> <p>Our objections are as follows:</p> <p>Purpose: there appears to be no reason for this amendment. Westonbirt Parish Council has not seen fit to contact us or our neighbours, nor taken the time to explain why this proposal has arisen nor indeed why it is necessary.</p> <p>Cost: In these recessionary times, the proposal represents the most monstrous waste of public money, the Council should be seeking to limit unnecessary expenditure not spend money redrawing maps, re-signposting etc for no good purpose. The historic boundary of the main road is a simple clear definition of a Parish boundary, and should be respected as such. The proposed boundary is totally arbitrary.</p> <p>Prejudice: The proposal seriously prejudices Shipton Moyne PC by removing secen homes and families from their parish (NB: one property The Old Forge, Easton Grey Road does not actually exist).</p> <p>Benefit: There will be no benefit to those currently residing in Shipton Moyne Parish in moving to Westonbirt. Westonbirt has no services or benefits to offer its new residents, there is no local Church (we can walk to service in Shipton Moyne), no pub, no Village Hall, no recreation ground, no children's playground, no Post Office/Village shop services: Shipton Moyne has all of these.</p> <p>Voting rights: The proposal disenfranchises occupants of houses currently using facilities in Shipton Moyne from having a say in the future development or improvement of those important facilities.</p>

Information: Shipton Moyne Parish, PCC and Village have regular informative newsletters, and emails keeping residents abreast of events and news. There are regular social events organised by the SMPC jointly with village charities for the benefit of all residents.

I am not aware of any attempt on Westonbirt Parish Council's part to reflect the interests and identities of the community of this part of Shipton Moyne. I note that the chair of Westonbirt Parish Council actually lives in Shipton Moyne (at Woodlands House) so perhaps this is all for the Chairman and Clerk's benefit, rather than for the residents concerned?

My response to the Cotswold District Council's question is as follows:-

1. My family and I have strong, long standing and enduring connections with Shipton Moyne and have closely identified with it for over 25 years.
2. We regularly use the Church, Village Hall, Pub and Post Office (now a mobile service)
3. We receive a huge amount of invaluable Community spirit and social support from Shipton Moyne built up over many years that could not be replicated by Westonbirt.
4. For Commercial, Social and Religious purposes, Shipton Moyne is my family's primary destination. (Westonbirt has no village Church in Shipton Moyne, my mother's funeral service was held there, one daughter was married in the Church last year and another will be married there this summer.
5. Our ties to Shipton Moyne are very broad: in addition to being Treasurer (twice) of SMPCC, and helping run Sunday School for village children, I served for many years on the old Shipton Moyne Recreation Ground Committee until its disbandment and absorption into the Parish Council. I have been closely involved in organising Village social events and street parties for the various jubilees and Royal Wedding parties held in Shipton Moyne, and in Village based fundraising activities. Shipton Moyne is a vibrant, tight knit and energetic community of which we are proud to be part: it is difficult to see the benefit of leaving SM Parish to join Westonbirt - a spring of widely spread former Estate houses with no central focus or services. We cannot see any houses in Westonbirt Parish from our home - we can see plenty in Shipton Moyne, including the Church spire.

Please reject this ill-conceived proposal and leave the Parish boundaries as they are. Westonbirt's land grab from its neighbouring Parishes is exactly akin to Putin annexing Ukraine - undemocratic, despicable and wholly unjustifiable. English Village life is under threat in current times: Shipton Moyne needs every member household to continue to support its Village life. The proposed arbitrary removal of seven family properties from a vibrant

	Village is shameful.
Tetbury Upton Parish Council	<p>Please find below the view of Tetbury Upton Parish council with regard to the proposal to change the parish boundary with Westonbirt with Lasborough -</p> <p>After some discussion Councillors agreed they are not in favour of the alteration considering it to be an unnecessary and expensive change to a parish boundary which has been in place for probably hundreds of years without question and feel it will not have any benefit to either parish.</p>
Resident (Tetbury Upton)	<p>We received a letter from CDC and the Chair of WwL PC asking us to respond to you regarding the Parish Boundary change proposed by WwL PC.</p> <p>We want to remain in Tetbury Upton Parish and see no reason to amend this historic boundary.</p>
Resident (Tetbury Upton)	<p>I would like to submit my views in response to the CGR for the change of my residence from Tetbury Upton to Westonbirt-with-Lasborough.</p> <p>I support this move given our sense of community is only with Westonbirt-with-Lasborough. We were welcomed by the residents of Westonbirt village, we receive the parish newsletter which has relevant and helpful for information for us about local residents and events, we are warmly invited by the parish to local religious events. The facilities we use are all in Westonbirt – the school, swimming pool, arboretum. We have no links to Tetbury Upton.</p>
Resident (Tetbury Upton)	<p>I was delighted to read the proposal that parts of Westonbirt should at last be recognised as a part of Westonbirt rather than as in our case (Field House, Bowldown Road) Tetbury Upton.</p> <p>It has been a source of puzzlement and on occasions inconvenience not being aware of what is happening here at</p>

	<p>Westonbirt : we never heard anything from Tetbury Upton</p> <p>We are a part of the Westonbirt WhatsApp</p> <p>We go to the Lasborough church</p> <p>We attend events at Westonbirt School</p> <p>I have never understood why we were a part of Tetbury Upton and have little idea of where it actually is</p> <p>I never thought bureaucracy would contemplate such a logical step and strongly encourage you to make the proposal a reality</p>
<p>Cllr Nikki Ind (ward member)</p>	<p>Many thanks for your email regarding the proposals from Westonbirt with Lasborough and please find my comments below:</p> <p>I attended both the original Shipton Moyne Parish Council meeting on 15th March, where the Chair of Westonbirt with Lasborough Parish Council spoke to this proposal and the subsequent EGM which took place on 29th March. I observed the comments made at both meetings, it should be noted that the EGM was very well attended by local residents, including those who would be affected by any changes. I also received a number of emails from residents objecting to this proposal.</p> <p>I have noted your comments regarding the road making a clear boundary and in addition to this, another concern raised was that these changes would mean that the Parish and Ecclesiastical boundaries would differ. As you have noted Shipton Moyne has a strong community cohesion, residents have made their feelings clear on this matter to me directly and I support Shipton Moyne Parish Council's position objecting to the proposal.</p>

Cllr Richard Norris	<p>I note your comment regarding the main road being a clearer boundary line, however this is not or cannot be the case as we reach Doughton. I understand this is not proposed and any boundary move would need to link back up with the existing boundary as I have indicated dotted red.</p> <p>I note Tetbury with Upton parish council's objection to the boundary change, and also note a resident's comment (within the green circle) in support. I can find no comments from residents circled in purple.</p> <p>The only comment I would like to make is Tetbury Upton parish council is made up of a number of single dwellings, small settlements circling around three quarters of Tetbury Town. This is the geography of Tetbury Upton. Are these effective and cohesive communities, I am not sure Tetbury Upton and its expanse can be measured this way. The clear boundary line is Bowldown Road and believe in Tetbury Upton's case as advised by the parish council a pointless exercise and the boundaries should remain the same. There may be a small argument for the area circled green, however, an effective cohesive community could be used to measure a number of other settlements within the parish.</p>

Annex B

Ampney Crucis Parish Council

Map A

Draft recommendations

Draft recommendations were drawn up to move the current parish boundary between Ampney Crucis and Drifffield to “tidy up” an anomaly where the boundary line cuts through a property and its land.

In addition, Ampney Crucis Parish Council made further proposals to change the boundary between itself, Drifffield and Ampney St Peter to further tidy up the boundary.

Consultation

Information about the proposals was issued to all the affected parties, the parish councils/meeting and the District and County Councillor. Details of the responses are given below.

Responses

There was no real consensus in the responses received and, in addition, Ampney St Mary has put forward a number of counter proposals which need to be considered before a final recommendation is made.

Ampney St Mary has also asked for three other anomalies to be considered and these will need further consultation and consideration.

Recommendations

In light of the lack of consensus and additional proposals from Ampney St Mary, it is recommended that a further consultation is carried out with the parish councils/meeting and local residents to understand their views more fully.

Final considerations will be brought to Council in July.

Cirencester Town Council

Map B

Draft recommendations

Following a request from Cirencester Town Council, the Community Governance Review looked at the boundary between Cirencester and Baunton which runs along Baunton Lane. The proposal being to move the properties currently in Baunton Parish into the Cirencester Town Council area.

Consultation

Information about the proposal was sent to all the affected properties and to Baunton Parish Council. Responses are included in full below.

Twelve responses were received, of which the majority are against the proposal. Reasons given for keeping the status quo include the feeling of community cohesion with Baunton Parish and being part of the rural area of Baunton. Many respondents felt that making this change would reduce the effectiveness of Baunton Parish Council.

As part of the consultation, Baunton Parish Council undertook a survey of all 31 properties and received 19 responses all of which were in favour of remaining in Baunton.

Considerations

The purpose of the Community Governance Review is to enable strong, clearly defined boundaries, which reflect local identities and facilitate effective and convenient local government.

The boundary change was considered by the District Council in 2014 but was not changed at that time. The reasons given for keeping the status quo were that the residents in the affected properties had a community affinity with Baunton. Overall, this feeling has not changed since 2014.

The CGR must also consider the effective governance of the area and the proposal will reduce the number of properties in Baunton by 31 which equates to 25% of its properties. It can be argued that this will reduce the effectiveness of the Parish Council and will increase the Council Tax burden on the remaining residents.

However, it can also be said that the properties in Baunton Lane are within the urbanised Cirencester Town boundary and therefore sit more logically within Cirencester.

Recommendations

Council to consider the decision and make a decision on the proposal.

Coberley Parish Council - Map C

Draft recommendations

Coberley Parish Council submitted a proposal to move the property known as Needlehole from Withington into Coberley.

This request was originally made a few years ago, and this is the first opportunity to include it for consideration.

Details of the proposal were sent to the householders and to Withington Parish Council. The householder wishes to be part of Coberley Parish.

Withington Parish Council's did not express a view either way and appear to be content with the proposal.

Recommendations

It is recommended that the boundary between Coberley Parish and Withington Parish be amended to bring the property known as Needlehole into the parish of Coberley. Details of the recommendation will be submitted to the Boundary Commission for England for their consideration in amending the Ward boundary between Ermin and Sandywell.

Cowley Parish Council - Map D

Draft recommendations

Following a request from Cowley Parish Council, draft recommendations were drawn up to split the parish into two, to create Birdlip Parish Council and Cowley Parish Meeting.

The Parish of Cowley is a large parish area with two distinct communities; Birdlip and Cowley which are divided by the A417 main road. The Parish feels that there is an increasing disconnect between Birdlip and Cowley driven by the differences in issues for each area. Whilst Cowley is a small hamlet, with limited development, Birdlip has seen a number of planning applications and development over the past few years and this, coupled with the traffic issues means that Birdlip has become the dominant area within the parish.

The Councillors representing Cowley now feel that their community is completely different to Birdlip, with different issues and concerns.

The Parish is currently divided into two Polling Districts for electoral purposes. This enables the two distinct communities to have a polling station - one at Deer Park, Cowley and one at St Mary's Church, Birdlip. The recommendation is that the current polling district boundary is used as the new parish council boundary.

A further recommendation to alter the boundary between Cowley and Brimpsfield was submitted to bring a number of properties from Brimpsfield into the Cowley parish around Birdlip village.

Consultation

Information was sent to all the properties in Cowley Parish and those properties affected by the proposed change with Brimpsfield.

Two drop-in sessions were held in the parish - one in Birdlip and one in Cowley giving residents the opportunity to ask questions and give feedback. Both drop-in sessions were well attended. Both drop-in sessions were well attended by residents of both villages and also by their District Councillor and the CEO of Gloucestershire Association of Parish and Town Councils.

Responses

Both communities agree that the parish council should split into two, however there was discussion about the status of Cowley.

The Community Governance Guidance states that a area with fewer than 150 electors should not have a Parish council and therefore, the draft recommendation was that Cowley would be a Parish Meeting. However, advice from Gloucestershire Association of Parish and Town Councils states that, where a community is already part of a Parish Council which is being divided, the area may retain its Parish Council status. Cowley residents have indicated that they wish to retain a Parish Council.

Both Brimpsfield and Cowley Parish Councils considered the responses of residents affected by the boundary change around Birdlip village. There was no consensus from the properties in the Blacklains area and objections from residents in Leveretts and Sidelands who feel very much part of the Brimpsfield community. A revised boundary was suggested and agreed by both Parish Councils. This would bring the properties around Parsons Pitch/Hawcote Hill into the current Cowley Parish area.

Recommendations

It is recommended that:

1. the parish of Cowley be split to create two new councils; Birdlip Parish Council and Cowley Parish Council.;
2. the boundary between the new Birdlip Parish Council and Brimpsfield Parish be altered to include the properties at Parsons Pitch/Hawcote Hill into the new Birdlip Parish Council area;
3. Birdlip Parish Council have 7 councillors and Cowley Parish Council have 5 councillors;
4. Legal Services put the necessary procedures in place to effect this change with elections to the two new councils taking place alongside the ordinary elections on 4 May 2023.

Northleach-with-Eastington - Map E

Draft recommendations

Northleach-with-Eastington Town Council asked that consideration be given to moving the boundary between itself and Farmington Parish Meeting.

The proposal does not affect any properties.

Consultation

Northleach-with-Eastington Town and Farmington Parish Meeting were asked for their views, along with the Ward Members and County Councillors.

Responses

The two Parishes responded with differing views. Farmington Parish Meeting objects to the proposal as they feel it is not necessary and Northleach Town have not given any objective reasons for the change. It is noted that the Parish is happy to work with Northleach-with-Eastington Town Council to improve road safety and litter issues at the site.

Northleach-with-Eastington Town Council's proposal would bring the whole length of the Old London Road into its area. The Town Council states that there has been difficulty in dealing with issues such as road safety and litter partly because of the number of authorities involved in the process. The Town Council also states that the current boundary is historical and does not align with any features on the ground. The proposal is to follow the line of the road instead. The Town Council believe that this change would improve community governance and minimise administrative work when addressing issues in the area.

Considerations

The purpose of the Community Governance Review is to enable strong, clearly defined boundaries to be put into place, which reflect local identities and facilitate effective and convenient local government.

Most parish boundaries within the Cotswold District have anomalies and areas where an historical boundary could be seen as "incorrect". However, in most cases, these anomalies do not affect the effective governance of the Councils.

This case is interesting in that there are no properties affected and therefore Council needs to consider the Parish Council/Meeting views only. Local ward and county councillors have not indicated a preference.

On balance, Council needs to consider whether making this change or leaving it as it is will ensure the most effective governance and management of the area.

Recommendation

As there is no clear consensus for this change and no properties are affected it is recommended that no changes are made and the boundary remains as it is.

Westonbirt-with-Lasborough - Map F

Draft recommendations

It was recommended that a number of properties currently in Shipton Moyne and Tetbury Upton were moved into Westonbirt-with-Lasborough. The proposal was requested by Westonbirt-with-Lasborough Parish Council as they felt that these properties were more aligned to Westonbirt-with-Lasborough.

Consultation

All three parish councils along with the properties affected by the proposal were contacted and asked for their views on the proposals. The Ward Members and County Councillors were also consulted.

Shipton Moyne Parish Council held an extraordinary meeting to discuss the issues.

Responses

The majority of the responses from Shipton Moyne were against the change as many residents feel an affinity to the community of Shipton Moyne.

Tetbury Upton Parish Council objected and there were arguments on both sides from residents in the parish.

A number of respondents felt that this proposal was unnecessary, particularly in the current climate of financial restraint. It was also felt that

Considerations

The purpose of the Community Governance Review is to enable strong, clearly defined boundaries to be put into place, which reflect local identities and facilitate effective and convenient local government.

The responses received demonstrate that there is a strong community cohesion within Shipton Moyne.

All three parishes are relatively large geographically with dispersed, small settlements and single dwellings.

Recommendation

It is recommended that the boundary remains the same and the proposal is rejected.

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Community Governance Review 2022

Ampney Crucis - Driffield

Map A

Ampney Crucis
Parish

Ampney St Mary
Parish

Driffield
Parish

KEY

- Proposed Boundary Change
- Parish Boundary
- Polling District Boundary

Scale: NTS @ A4

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Community Governance Review 2022

Stratton - Baunton

Map B

Baunton
Parish

Cirencester
Parish

KEY

■ ■ ■ Proposed Boundary Change

□ Parish Boundary

□ Polling District Boundary

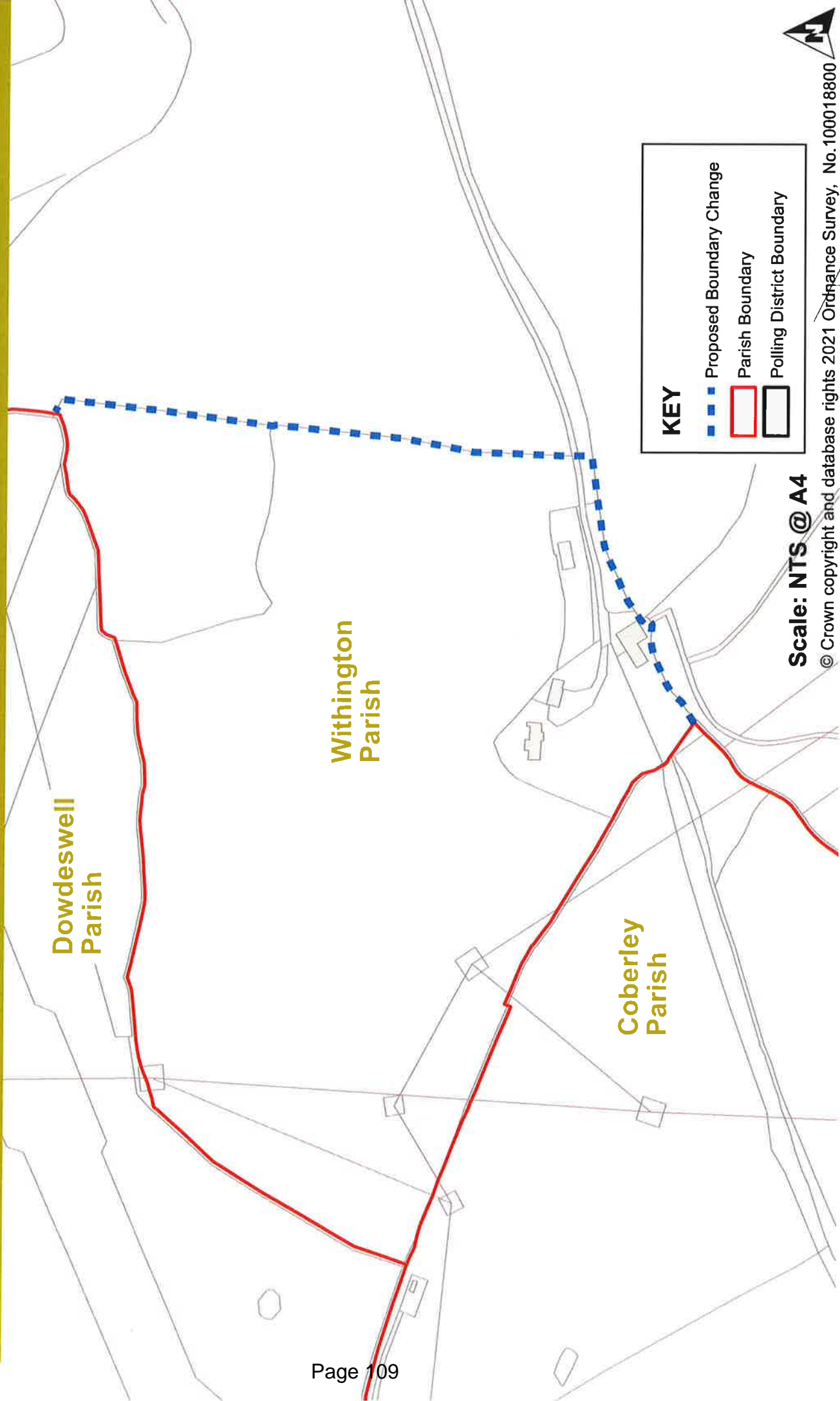
Scale: NTS @ A4

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Map C

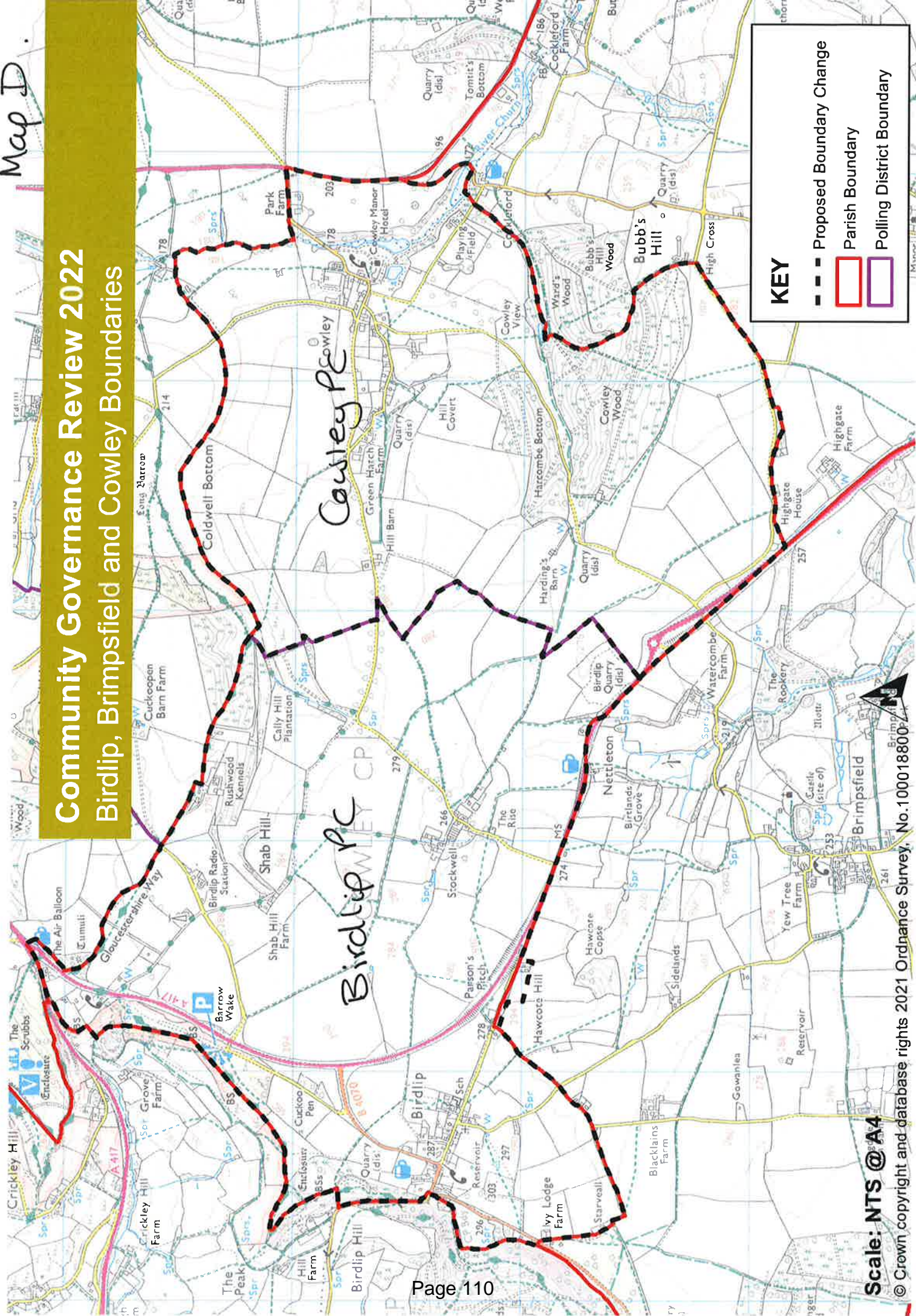
Community Governance Review 2022

Coberley - Withington



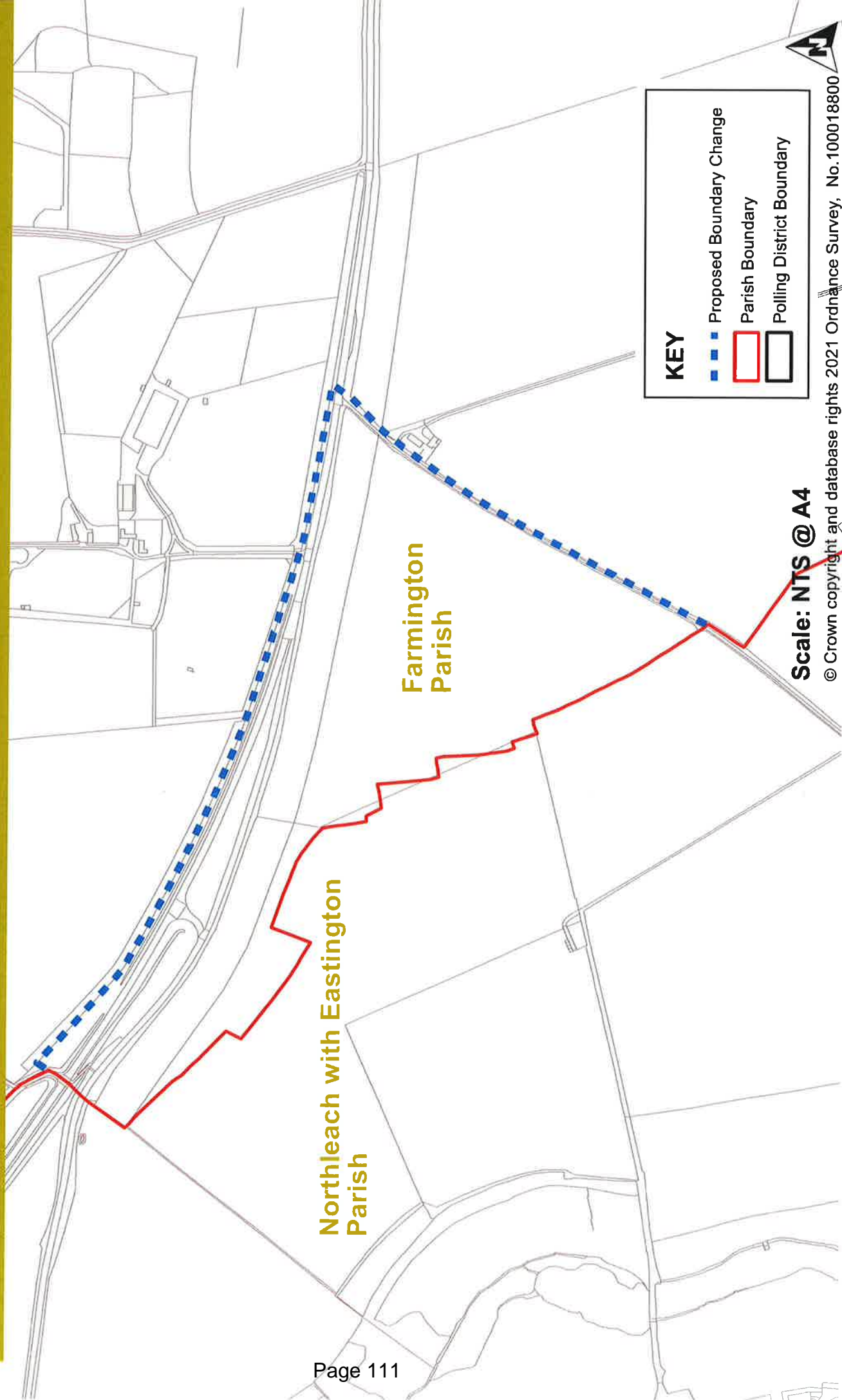
Community Governance Review 2022

Birdlip, Brimpsfield and Cowley Boundaries



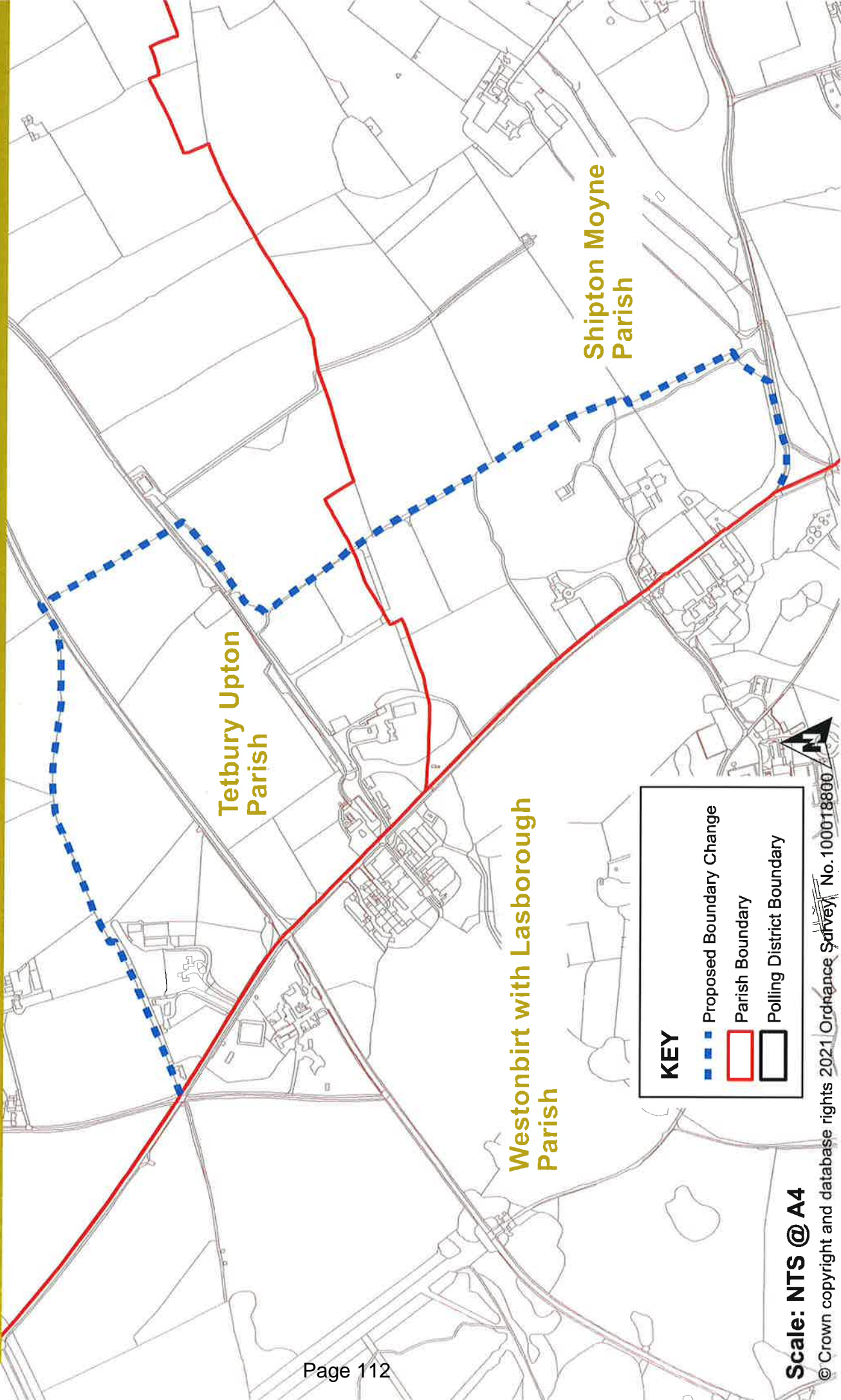
Community Governance Review 2022

Northleach



Community Governance Review 2022

Westonbirt-with-Lasborough



Agenda Item 9



COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	FULL COUNCIL – [25 MAY 22]
Report Number	AGENDA ITEM 9
Subject	CHANGES TO THE CONSTITUTION – UPDATE TO THE COUNCIL PROCEDURE RULES.
Wards affected	ALL
Accountable member	Cllr Joe Harris – Leader of the Council Email: joe.harris@cotswold.gov.uk
Accountable officer	Angela Claridge, Director of Governance & Development Email: angela.claridge@cotswold.gov.uk
Summary/Purpose	To seek agreement to make two changes to the Council Procedure Rules, Part D, of the Constitution - removing the requirement that no member of the Council holds the office of Chair of the Council, or Chair of a Committee, for a continuous period of more than three years. Additionally, introducing a new requirement that the Chair of Overview & Scrutiny Committee must always be a member from an opposition party.
Annexes	NIL
Recommendation(s)	<i>The Council Procedure Rules, Part D of the Constitution are amended with immediate effect to:</i> <i>i) remove the requirement that no member of the Council holds the office of Chair of the Council, or Chair of a Committee, for a continuous period of more than three years;</i> <i>ii) introduce a requirement that the Chair of Overview & Scrutiny Committee must always be a member from an opposition party.</i>
Corporate priorities	Ensure that all services provided by the Council are delivered to the highest standard
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Elected Members of the Constitution Working Group (Cllrs Andrews, Coleman, Every, J Harris (Chair), Ind, Neill and Theodoulou)



	Chief Executive & Deputy Chief Executive/S151 Officer Head of Legal Services
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1. BACKGROUND

- 1.1 On 10.02.2022, the Constitutional Working Group considered a report, that Part D of the Constitution, the “Council Procedure Rules” remove the requirement that no member of the Council holds the office of Chair of the Council, or, as Chair of a Committee for a continuous period of more than three years.

2. CHAIR OF COUNCIL AND COMMITTEES

- 2.1 The Council and every Committee (with the exception of the Cabinet) at its first meeting in every year must, as its first item of business, elect a Chair and, unless otherwise agreed, appoint a Vice-Chair. The Chair of the Council, by virtue of office, is not eligible to hold office as a Chair of a Committee during his/her term.
- 2.2 No Member of the Cabinet is entitled to hold the office of the Chair or Vice-Chair of any Committee. No Member of the Council is entitled to hold the office of the Chair of more than one Committee at any time.
3. **No Member of the Council is entitled to hold the office of the Chair of the Council or the Chair of any Committee for a continuous period of more than three years.**
- 3.1 As a result, the Constitution Working Group considered a number of options, as set out below:
- i) No change is made;
 - ii) Removal of the requirement for no member of the Council being entitled to hold the office of Chair of the Council or the Chair of any Committee for a continuous period of more than three years.
 - iii) Introduce a longer period of tenure, for example, four years.
- 3.2 Following discussion, the Constitution Working Group agreed to recommend to Council option ii) above.

4. Chair of Overview & Scrutiny Committee



- 4.1** While there are proportionality requirements that must be met, the selection of the Chair and other committee members is for each authority to determine. Although it is the Council's practice, the Constitution does not specify that the Chair of Overview & Scrutiny is selected from the opposition. It's important to remember the role that Overview & Scrutiny plays in being that of a "critical friend" and driving improvement in public service. Scrutiny chairs have a particular part to play in establishing the profile and nature of their committee.
- 4.2** 4.2 With this in mind, the Constitution Working Group, at their meeting on 10.02.2022, requested adding an additional requirement to the Constitution requiring that the Chair of Overview & Scrutiny is always selected from the opposition. This request is recommended to Council.

5. FINANCIAL IMPLICATIONS

- 5.1** None specific or arising from this report.

6. LEGAL IMPLICATIONS

- 6.1** While there are proportionality requirements that must be met, the selection of the chair and other committee members is for each authority to decide for itself.

BACKGROUND PAPERS

- 7.1** *Overview and scrutiny: statutory guidance for councils and combined authorities* (MHCLG)
Published 7 May 2019

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Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	COUNCIL 25TH MAY 2022
Report Number	AGENDA ITEM 10
Subject	OPTIONS APPRAISAL OF LEISURE AND CULTURE MANAGEMENT ARRANGEMENTS
Wards affected	All
Accountable member	Cllr Jenny Forde - Cabinet Member for Health and Wellbeing Email: jenny.forde@cotswold.gov.uk
Accountable officer	Scott Williams – Business Manager (Contracts) Email: scott.williams@publicagroup.uk
Summary/Purpose	The purpose of this Report is to inform Council of the Leisure and Culture Management Options Appraisal outcomes and to seek authority to commence the procurement process for the appointment of Leisure and Cultural Contractors.
Annexes	Annex A (Exempt) – Options Appraisal of Leisure and Culture Management Arrangement Executive Summary. Annex B – Phase 1 Evaluation Criteria Annex C – Phase 1 Scoring Annex D (Exempt) – Financial summaries Annex E – Phase 2 Evaluation Criteria Annex F – Phase 2 Scoring Annex G – Indicative implementation timescales Annex H – Overview and Scrutiny Committee 26 th April 2022 and Cabinet 9 th May 2022 Discussion notes. Annex I (Exempt) – Soft Market Testing Report.
Recommendation(s)	<i>That Council:</i> <i>a) Considers the outcomes of the Leisure and Culture Management Option Appraisal;</i> <i>b) Grants authority for the commencement of a procurement process for the appointment of Leisure and Culture Management Contractors, for the operation of the Council's Leisure and Culture facilities, as outlined in this report.</i>
Corporate priorities	<ul style="list-style-type: none"> Delivering our services to the highest standards



	<ul style="list-style-type: none">• Helping residents and communities access the support they need for good health and wellbeing
Key Decision	YES
Exempt	YES – Annex A, D and I.
Consultees/ Consultation	Active Cotswolds Programme Board, Cross Party Members' Working Group, Overview and Scrutiny Committee, Leadership Management Team, Portfolio Holder and Cabinet.

I. BACKGROUND

- 1.1 At its meeting in March 2020, Cabinet approved the Strategic Outcomes Planning Model and its recommended service and facility interventions. In addition, they gave authority for officers to commission a management options appraisal, to determine the most suitable delivery model for the Council's leisure and culture facilities, in preparation for the expiry of the existing contract with Sport and Leisure Management Ltd (SLM).
- 1.2 The current contract has been in place since 1st August 2013 and expires on 31st July 2023.
- 1.3 In September 2021, the Council appointed Max Associates to undertake an options appraisal on both the Leisure and Culture services, with the aim of providing a detailed and rigorous assessment of the available management options for the facilities under the existing leisure contract and to enable the Council to make an informed decision on how to deliver the services moving forward. Listed below are the facilities included in the appraisal scope;
- Cirencester Leisure Centre;
 - Bourton on the Water Leisure Centre;
 - Chipping Campden Leisure Centre;
 - Corinium Museum in Cirencester; and
 - Museum Resource Centre in Northleach.
- 1.4 As part of this process, a Cross Party Members' Working Group was established. The Group's purpose was to provide governance on the review of the leisure and culture provision and oversee the strategic planning of the associated services. The Group was also involved in the development of the evaluation criteria, through a paired comparison process and acted as a Consultee Group to support the options appraisals.



2. MAIN POINTS

- 2.1 The options appraisal was broken down into two phases, with separate evaluations conducted on the Leisure (Cirencester, Bourton, and Chipping Campden Leisure Centres) and Cultural facilities (Corinium Museum and Northleach Resource Centre).
- 2.2 Phase one evaluated the following management models utilising the evaluation criteria detailed in Annex B:
- a. In-house
 - b. External contractor
 - c. Local authority trading company (LATC)
 - d. Locally established not for profit organisation (NPDO)
- 2.3 This initial evaluation (see Annex C for scoring) indicated that there was a marginal difference between scores, with the In-house management option scoring highest, due to its ability to deliver against the Council's identified outcomes. However, financially it would have a significantly higher cost to the council than the other options – see Annex D (Exempt) Tables D1 and D2.
- 2.4 For leisure management, if we take the external contractor figures as the baseline, there is an estimated extra cost to the Council of £306,812 for the in house option and £350,829 for LATC and NPDO. Similarly, for the cultural management, there is an increased cost of £94,596 for in house and £56,957 for LATC and NPDO, against the baseline cost of an external contractor option. All figures referenced in this point are financial assumptions based on Sport England National median benchmark and include client side management costs and direct service provision.
- 2.5 Consequently, the Members' Working Group agreed with the consultant's recommendation to undertake a second phase of evaluation, with a higher weighting on the Council's overall financial affordability position. This process utilised a refined set of evaluation criteria and weightings, as set out in Annex E.
- 2.6 In phase 2, the option scoring the highest for leisure management evaluation was External Contractor by a significant margin. Although for the culture management there was only 3% difference between External Contractor and LATC – see table 1 for a summary and Annex F for full phase 2 scoring.

Table 1: Phase 2 Evaluation Scores Summary

	In-House	LATC	External Contractor
Leisure	77%	70%	96%



Culture	77%	86%	89%
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- 2.7 Due to the small margin between the cultural management scores, a soft market test was conducted with external contractors for to determine their appetite for managing the Museum and Resource Centre in the post COVID climate – See Annex I (Exempt) for the full report.
- 2.8 The soft market test provided the reassurance that the leisure procurement market is very busy at present and it also indicated that all the leading leisure management companies/charities would express an interest in bidding for both the leisure and culture management contracts, although did highlight that this is dependent on risk profile, including utility tariffs and pandemic protection. Feedback also indicated that it would be advisable to procure the leisure and culture contracts under two separate lots.
- 2.9 Therefore, the proposed route is to commence procurement of the leisure and culture management contracts as separate lots. Lot 1 will be for the Leisure Management Contract and will include the leisure centres at Cirencester, Bourton on the Water and Chipping Campden. Lot 2 will be for the Culture Management Contract, to include Corinium Museum and Resource Centre at North Leach. Advice will be sought from the Commissioning and Procurement Board on the best procurement route to take.

3. FINANCIAL IMPLICATIONS

- 3.1 There will be financial implications stemming from the tender process for consultancy support and programme management costs; therefore, a budget of up to **£50,000** has been allocated from earmarked reserves.
- 3.2 Following approval, a comprehensive project plan will be drawn together, setting out exact timings and associated costs see Annex G for Indicative implementation timescales.

4. LEGAL IMPLICATION

- 4.1 There are no legal implications arising directly from this Report.

5. RISK ASSESSMENT

- 5.1 A procurement process will enable the Council to transfer a degree of trading risk to the Contractor, however some will remain such as qualifying change in law, and this is particularly relevant post COVID. Therefore, whilst there will be some clear benefits and economic efficiencies, the lasting impact of COVID is likely to lead to a greater sharing of risk between the Council and Contractor.



- 5.2 The typical timescale required for procurement of a Contract is 12-18 month, as the process requires a new contract, leases and services specification being developed. The time-frame is also impacted by the complexity of the Contract. The current contract is due to expire 31st July 2023, therefore if there are significant challenges or issues during the procurement process it may not be feasible to complete the process within the given timescales.
- 5.3 Should the procurement and delivery process encounter delays or unprecedented issues there is a risk that a Contract Award may not be in place at the time of the current Contract Expiry. In this scenario a temporary Cover Contract for a short term could be investigated with the other Leisure Operators that are managed by Publica. Contractors would be asked to provide a costed solution to continue to provide the services to residents through the existing contract specification for a short period of time, to allow for the implementation of a Contract Award.
- 5.4 The Council also has the option to extend the current Contract for up to 3 years, subject to negotiation between the parties, the terms of which would need to be mutually agreed. Any extension would need to be agreed with written notice not less than 12 months before the contract expiry date (31st July 2022). Negotiation of an extension between the parties would likely result in increased management fee payments due to the Contractor at cost to the Council, and will be influenced by the Contractors desire to take on a further short term contract period.
- 5.5 Failure to appoint a successful Contractor through a procurement process could result in the closure of services. However, feedback from the soft market testing has determined that there is an appetite for these types of contract.
- 5.6 Should Members decide not to endorse the recommendations of this Report and propose an alternative operating model, further financial implications, risks and issues would need to be assessed and this could affect the deliverability of the new Contracts.

6. EQUALITIES IMPACT

- 6.1 For the procurement of the Contracts, clearly defined Service Specifications will be required. These will take into consideration all the current equalities requirements along with evidence of accessibility needs as addressed in the strategy consultation process with residents.
- 6.2 The Council's Policies and Procedures would form a schedule of any new Contract, along with a binding agreement for the Contractor to adopt any relevant equalities or legislations moving forwards.



7. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

- 7.1 There are no climate or ecological emergencies implications arising directly from this Report.

8. ALTERNATIVE OPTIONS

- 8.1 The Council could decide to take the option to explore Contract extension for up to 3 years or investigate other operating models.

9. BACKGROUND PAPERS

- 9.1 On the 26th April 2022, the outcomes of the Leisure and Culture Options Appraisal were reported to the Overview and Scrutiny Committee in an exempt session. The report provided the Committee with the opportunity to consider the outcomes and to provide feedback for Cabinet and Council to consider, as part of the decision for the future operating models for the Leisure and Cultural Services. Annex H details the discussion points at the meeting.
- 9.2 At its meeting on 9th May 2022, Cabinet approved unanimously to begin the procurement process for the Leisure and Culture Management Contracts as two separate lots and for this to be recommended to Council. Annex H Details discussion points at the meeting.

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Annex B – Phase 1 Evaluation Criteria.

Table B1: Leisure - Evaluation Matrix of key Council Strategic Outcomes

	Criteria	Measures	Overall weighting
1	Delivery of strategic outcomes	<p>Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council, including:</p> <ul style="list-style-type: none"> - Increased usage and participation -Working in partnership with communities and partners to deliver strategic outcomes. 	20%
2	Risk / operations	<p>Ability to manage day to day operational risk of complex leisure centres/services.</p> <p>Effective asset management</p> <p>The degree to which the facilities and services will be protected</p>	15%
3	Quality of service and Customer satisfaction	<p>How well will services be planned, developed and delivered to improve/maintain quality services.</p> <p>Ability to create high levels of customer satisfaction throughout all areas of service delivery.</p>	15%
4	Capital resources	<p>Ability to generate capital investment, attract external investment and support the design, build and mobilisation of new / re-developed facilities</p>	10%
5	Revenue implications	<p>Ability to maximise revenue, through performance and / or governance structure.</p> <p>Ability to effectively manage expenditure and costs.</p> <p>Ability to reduce the net cost of the service.</p>	10%
6	Improve service focus and decision making	<p>Ability to implement changes efficiently and effectively</p> <p>Ensure the services deliver against the outcomes and KPI's</p>	10%
7	Risk/sustainability	<p>Ability to manage financial risk and the organisation is sustainable in the long term.</p> <p>Level of risk that can be transferred.</p>	10%
8	Council Influence and Control	<p>Degree to which the option enables the Council to influence services on a day-to-day basis</p>	10%
			100%

Table B2: Culture - Evaluation Matrix of key Council Strategic Outcomes

	Criteria	Measures	Overall weighting
1	Delivery of strategic outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council, including: - Increased visitor number - Greater engagement with local businesses and partners	20%
2	Funding	Ability to attract external investment and grant funding	20%
3	Risk / operations	Ability to manage day to day operational risk of cultural venues The degree to which the facilities, visitor offer and spaces will be protected Effective asset management	15%
4	Digital Engagement	Ability to increase the digital offer, digital engagement and digital partnerships	15%
5	Quality of service and Customer satisfaction	How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.	10%
6	Revenue implications	Ability to increase commerciality and improve financial performance Ability to generate profit to contribute to future capital projects Ability to reduce net cost of service and maximise gross profit	10%
7	Council Influence and Control	Degree to which the option enables the Council to influence services on a day-to-day basis Ability to maintain local decision making	5%
8	Risk/sustainability	Ability to manage financial risk and the organisation is sustainable in the long term. Level of risk that can be transferred.	5%
			100%

Annex C – Phase 1 scoring.

Table C1: Leisure Management Scoring

	Criteria	Measures	Overall weighting	In-House	LATC	NPDO	External	In-House	LATC	NPDO	External
1	Delivery of strategic outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council, including: -Increased usage and participation -Working in partnership with communities and partners to deliver strategic outcomes.	20%	5	5	5	4	20%	20%	20%	16%
2	Risk/ operations	Ability to manage day to day operational risk of complex leisure centres/services. Effective asset management The degree to which the facilities and services will be protected	15%	4	4	4	5	12%	12%	12%	15%
3	Quality of service and Customer satisfaction	How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.	15%	4	4	4	4	12%	12%	12%	12%
4	Capital resources	Ability to generate capital investment, attract external investment and support the design, build and mobilisation of new / re-developed facilities	10%	5	3	3	4	10%	6%	6%	8%
5	Revenue implications	Ability to maximise revenue, through performance and / or governance structure. Ability to effectively manage expenditure and costs. Ability to reduce the net cost of the service.	10%	3	4	4	5	6%	8%	8%	10%
6	Improve service focus and decision making	Ability to implement changes efficiently and effectively. Ensure the services deliver against the outcomes and KPI's	10%	4	4	4	4	8%	8%	8%	8%
7	Risk/ sustainability	Ability to manage financial risk and the organisation is sustainable in the long term. Level of risk that can be transferred.	10%	4	3	2	4	8%	6%	4%	8%
8	Council Influence and Control	Degree to which the option enables the Council to influence services on a day-to-day basis	10%	5	4	4	3	10%	8%	8%	6%
			100%	34	31	30	33	86%	80%	78%	83%

Table C2: Cultural Management scoring

	Criteria	Measures	Overall weighting	In-House	LATC	NPDO	External	In-House	LATC	NPDO	External
1	Delivery of strategic outcomes	Able to understand the community within which the organisation is working to deliver the strategic outcomes of the Council, including: -Increased visitor number -Greater engagement with local businesses and partners	20%	5	4	4	3	20%	16%	16%	12%
2	Funding	Ability to attract external investment and grant funding	20%	5	4	4	4	20%	16%	16%	16%
3	Risk / operations	Ability to manage day to day operational risk of cultural venues The degree to which the facilities, visitor offer and spaces will be protected Effective asset management	15%	5	4	4	4	15%	12%	12%	12%
4	Digital Engagement	Ability to increase the digital offer, digital engagement and digital partnerships	15%	4	4	4	5	12%	12%	12%	15%
5	Quality of service and Customer satisfaction	How well will services be planned, developed and delivered to improve/maintain quality services. Ability to create high levels of customer satisfaction throughout all areas of service delivery.	10%	5	5	5	4	10%	10%	10%	8%
6	Revenue implications	Ability to increase commerciality and improve financial performance Ability to generate profit to contribute to future capital projects. Ability to reduce net cost of service and maximise gross profit	10%	3	4	4	5	6%	8%	8%	10%
7	Council Influence and Control	Degree to which the option enables the Council to influence services on a day-to-day basis Ability to maintain local decision making	5%	5	4	4	3	5%	4%	4%	3%
8	Risk/ sustainability	Ability to manage financial risk and the organisation is sustainable in the long term. Level of risk that can be transferred.	5%	4	4	3	4	4%	4%	3%	4%
			100%	36	33	32	32	92%	82%	81%	80%

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Annex E – Phase 2 Evaluation Criteria.

Table E1: Leisure and Culture Evaluation criteria

Leisure	Weighting	Culture	Weighting
Greater engagement with communities and partners	20%	Increasing Visitor Numbers and Spend per Visit	20%
Increasing usage/participation	15%	Attracting External Investment and Grant Funding	15%
Protection of Facilities and Services	15%	Protection of Facilities, Visitor Offer and Spaces	15%
Financial Viability	50%	Financial viability	50%
Total	100%	Total	100%

Annex F – Phase 2 scoring.

Table F1: Leisure Management scoring

Leisure	Weighting	In-House	LATC	External Contractor	In-House	LATC	External Contractor
1. Greater engagement with communities and partners	20%	5	5	4	20%	20%	16%
2. Increasing usage/participation	15%	5	5	5	15%	15%	15%
3. Protection of facilities and services	15%	4	5	5	12%	15%	15%
4. Financial viability	50%	3	2	5	30%	20%	50%
TOTAL	100%	17	17	19	77%	70%	96%

Table F2: Culture Management scoring

Culture	Weighting	In-House	LATC	External Contractor	In-House	LATC	External Contractor
1. Increasing visitor numbers and spend per visit	20%	5	4	3	20%	16%	12%
2. Attracting external investment and Grant funding	15%	5	5	4	15%	15%	12%
3. Protection of facilities, visitor offer, and spaces	15%	4	5	5	12%	15%	15%
4. Financial viability	50%	3	4	5	30%	40%	50%
TOTAL	100%	17	18	17	77%	86%	89%

Annex G – Indicative implementation timescales

External Contractor - Procurement	
Action	Timescale
Commission internal and external procurement of legal / procurement / project management support	2 months
Pre-procurement work – (objectives, draft specification / contract, leases and evaluation methods in parallel with agreeing hand-back arrangements from SLM)	3 months
Selective questionnaire stage and evaluation / de-selection	2 months
Tender stage (assuming competitive dialogue / competitive procedure with negotiation procurement route)	7/8 months
Award and council sign off	1/2 month
Mobilisation of new operator	3 months
Total	18 months

Bring the service in house / Set up LATC	
Action	Timescale
Governance set up (if new company)	1 month
Technical set up – IT / phones / websites etc.	3 months
TUPE and staff consultation / considerations – alignment of staff designations to council structure (or new structures) and recruitment of new staff (board of trustees for local trust)	6 months
Purchasing of uniform, supplies and equipment	2 months
Setting up on-going suppliers (fitness / IT / buildings etc.)	3 months
Business planning / financial assessment – services and impact on council as a whole (e.g. VAT)	3 months
Marketing and branding development and implementation	6 months
Quality and H&S systems – development and implementation	3 months
Total (some works streams can be completed in parallel)	12 months

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Annex H - Overview and Scrutiny Committee 26th April 2022 Discussion notes.

Minutes for closed session of Overview & Scrutiny April 26th 2022 – Item 10

The Committee noted the report and the recommendations from the Leisure and Cultural Management Option Appraisal.

The Committee commented that the report stated that the in house option “...would enable the Museum to have a more locally focussed approach” although much of the content of the museum was focussed on Roman history rather than local history.

The officer clarified that “locally focussed” referred to the management approach being closer to that of the Council, rather than describing the cultural approach or displays within the museum.

The Committee commented that the ‘Leisure Only’ option (i.e. without the Museums) was not offered, although the ‘Culture Only’ option had subsequently been soft market tested

The officer stated that the details of a Leisure Only’ option was not available when the initial options appraisal had been developed.

The Committee commented that the report was very Cirencester centric where the success of the Museum had been widely attributed to a talented, dynamic curator, and the manner in which success was achieved should be included in any decision making.

The Committee commented that care should be taken with Council owned assets/buildings to ensure these were not given away if an external contractor was chosen.

The Committee commented that there is provision for an extension to the current contract and care should be taken to ensure a robust negotiation process is in place to deliver a good settlement if this option is taken.

The Committee commented that when the current contract was agreed the Council’s leisure centres were the principle facilities in Cirencester, but that there are now a number of similar facilities and it was important that the Councils facilities continue to be a preferred option.

The officer agreed that the leisure market was now more challenging particularly in Cirencester, but the swimming pool remained a valued community facility and the public areas and changing facilities were being maintained and refreshed. Ensuring the attractiveness of dual use facilities was more difficult, however there are currently good relationships with the management of each of the dual use facilities.

The Committee welcomed the decision to undertake a second evaluation with criteria that gave a higher consideration to the costs involved in delivering each options, rather than just considering whether the option would deliver against the Council’s identified outcomes.

The Committee noted that the second evaluation indicated that cost of delivering the services was significantly less if an External Contractor provided them, compared to either the In House, or the LATC/NPDO option.

The Committee commented that the drafting of the service contract was key to ensuring the External Contractor clearly understood the service standards that were required and that they were able to deliver them.

The Committee commented that the Council would be happy to share the risk with an External Contractor as this was now commonly done, however it did not want to be left to pick up the pieces if the service failed. The final service contract would be key.

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Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	COUNCIL – 25 May 2022
Report Number	AGENDA ITEM 11
Subject	APPROVAL OF THE CABINET DECISION (Cabinet Meeting 4th April 2022) FOR USE OF FUNDS FROM THE CAPITAL PROGRAMME
Wards affected	ALL
Accountable member	Cllr Jenny Forde Cabinet Member for Health & Wellbeing Email: jenny.forde@cotswold.gov.uk
Accountable officer	Scott Williams Business Manager - Contracts Email: scott.williams@publicagroup.uk
Summary/Purpose	To approve the use of funds in the Capital Programme for the delivery of a Capital Investment project, as detailed in this report and supporting documentation, by SLM Everyone Active (SLM)
Annexes	Annex A – SLM Health & Wellbeing Strategy and Facility Improvement Proposal Annex B – Technogym Equipment Update 2022 Annex C – Technogym Update/Sector Information
Recommendation(s)	That Council approves the use of funds from the Capital Programme and the following recommendation(s), following Cabinet Approval of the proposal. <div style="margin-left: 40px;"> <i>a) That SLM is given approval to complete the Capital Investment project.</i> <i>b) That SLM's proposed Option (1) as set out in Annex A is approved with the remainder of the Capital budget being retained for investment in Leisure Equipment.</i> <i>c) That the authority approve expenditure of the retained balance of the Capital budget, if Option (1) is supported and final approval is delegated to the Cabinet Member for Health and Wellbeing once the procurement has been completed.</i> </div>
Corporate priorities	(Select which ones apply from the list below:) <ul style="list-style-type: none"> • Delivering our services to the highest standards



	<ul style="list-style-type: none">Helping residents and communities access the support they need for good health and wellbeing
Key Decision	NO
Exempt	YES (Annexes exempt)
Consultees/ Consultation	CDC Cabinet Cllr Jenny Forde Senior Officers – CDC/Publica Project Team; Pete Williams, Business Development Director SLM Jamie Nesbit, Partnership Manager SLM Dan Carvell, Regional H&F Manager SLM Technogym



I. BACKGROUND

- I.1 As part of the Leisure Management Contract with SLM Everyone Active (SLM) a schedule of agreed contributions towards Capital Replacement of Fitness Equipment was included. The investment was scheduled to take place at prescribed time intervals, however, due to the forced closures and disruption of 2020/21 the programme was put on pause until a clearer understanding of the emerging Leisure Sector could be gained following the stabilisation of the Country after the pandemic.
- I.2 To help to minimise disruption to customers during periods of closure for the works in the Main Gym areas temporary/alternative Gym provision will be explored for Cirencester and Bourton Leisure Centres. Provisional sums have been included for this within the project funding breakdown.
- I.3 The Café service will re-open from May 2022 - this will re-instate the Café and social area which can be used by the whole community. The café area refurbishment will include redecoration, new furniture, removal of radiators that obstruct pool viewing, and provision of additional/improved spectator seating for the swimming pool.
- I.4 As part of the overall improvement project SLM will invest in the replacement of new Group Exercise equipment and Group Cycling bikes to enhance the customer experience for members that participate in the Group Exercise Programme.
- I.5 The table below shows the original schedule for the Capital Investments for fitness equipment.

Year (Contract Year)	Value £?	Who is responsible?	What is the investment for?
2013 (Yr1)	£60,000	SLM	Additional Health & Fitness Equipment (CiLC & BLC)
2015 (Yr3)	£380,000	CDC	Replacement of Health & Fitness equipment project
2015 (Yr3)	£49,000	SLM	Group Cycling & Group Exercise Equipment Replacement (CiLC and BLC)
2019 (Yr7) {Now Scheduled for 2022/23 see I.4 above}	£49,000	SLM	Group Cycling & Group Exercise Equipment Replacement (CiLC and BLC)
2020 (Yr8) {Now schedule for 2022/23 subject to approval}	£380,000	CDC	Replacement of Health & Fitness equipment project



Note; CiLC – Cirencester Leisure Centre, BLC – Bourton Leisure Centre

2. PROJECT PROPOSAL COST SUMMARY

- 2.1 The proposal put forward by SLM contains a breakdown of the costs to deliver the project, and also includes 2 options which refer to Chipping Campden as detailed in the table below.

Cirencester Leisure Centre	Cost
Fitness Equipment (includes 5 year warranty)	£207,800
Enabling works (electrical, specialised flooring)	£23,900
Temporary Gym (equipment move, temporary power etc.)	£1,000
Equipment Trade-in	-£15,000
Cafe Furniture/Equipment	£7,000
Total (exc. VAT)	£224,700
Bourton Leisure Centre	Cost
Fitness Equipment (includes 5 year warranty)	£125,000
Enabling works (electrical, specialised flooring)	£18,280
Temporary Gym	£1,000
Equipment Trade-in	-£10,000
Total (exc. VAT)	£134,280
Chipping Campden Leisure Centre	Cost
Option 1 - Refurbish and relocate Equipment from other sites	£5,000
Option 2 - Purchase new Fitness Equipment (includes 5 year warranty)	£40,000
TOTAL CAPITAL INVESTMENT WITH CHIPPING CAMPDEN OPTION 1	£363,980
TOTAL CAPITAL INVESTMENT WITH CHIPPING CAMPDEN OPTION 2	£398,980

3. Project Overview

3.1 Fitness Equipment

- 3.1.1 The fitness sector is constantly evolving and there is a vast array of equipment types and varieties. There are a few named brands of fitness equipment who have established themselves as leaders in this field, one of these is Technogym - who are the preferred supplier to SLM. Following a full procurement exercise in 2017 SLM have established supplier arrangement with Technogym



that allows them to access reduced pricing for equipment due to the scale of purchases made across the company, and also provides support in Design and Installation services for projects.

- 3.1.2** It should be noted that although this arrangement is in place if particular items of equipment from other manufacturers are specified (for example one of the most popular rowing machines on the market is made by Concept) these items can also be added to the facility mix.

3.2 Local Authority Leisure Sector

- 3.2.1** The Local Authority leisure centre occupies a challenging sector of the leisure market in that it is within the middle band in terms of cost and audience. There are a number of lower cost operators who have a simpler 'Fitness Warehouse' approach, where little time is given to personalised service but self-serve low cost membership options are available, which is often referred to as the 'Budget Gym' market. There is also a 'Premium Gym' market which generally focuses on exclusivity, adults only environments, and high end attractions such as laundered towels and therapies/treatments - this offer also holds a premium price for membership and exclusivity of use.

- 3.2.2** The Local Authority offer needs to reflect the broad range of users from many different areas of the District who fit within these two categories. For this reason a variety of equipment, programming, and services is important as well as ensuring that wherever possible flexibility and multi-functionality are considered. All potential user groups need to be considered at the design and planning stage to ensure that a maximum number of residents are able to access the leisure centre.

3.3 Innovation

- 3.3.1** The latest trends in the Fitness market are also a key consideration as user requirements and wishes are reflected in the constantly innovating equipment market.
- 3.3.2** Some of these trends, as well as meeting the demands of conventional Gym usage require thought to be given to the equipment, location, layout, and function of the Gym spaces.

3.4 Inclusion and Accessibility

- 3.4.1** Consideration also needs to be given to the current challenges which Residents face in accessing facilities in the Leisure Facilities. The results from a recent online survey, which was completed by over 1000 residents as part of the Leisure Strategy, highlighted the following:-

Barriers to Participation (Why can't you exercise/use facilities?)

- Not enough time due to work/home/childcare schedules
- Cost
- Lack of convenient and accessible facilities
- No motivation

Encouragement Factors (What Improvements should be made?)

- Improved Facilities
- Improved Cleanliness of Facilities
- Lower Costs
- Ability to Maintain Social Distancing (note. The survey took place during 2020)
- Better Range of Facilities or Equipment
- Better Programming e.g. Classes



4. CONCLUSIONS

- 4.1** It is important that all of the factors included in this report and supporting documentation are considered in the design, planning, and implementation of the Capital Investment Project. This approach will ensure that the project solution proposed, and ultimately delivered by SLM uses both the Council and SLM's agreed Capital Investments to gain the maximum effect. SLM are well placed as a National Operator with numerous accolades, recent successful refurbishment projects, and new developments to shape, design, and deliver a successful project outcome. The proposal for this solution is provided in the 'Health & Wellbeing Strategy and Facility Improvements Proposal' document provided in Annex A

5. FINANCIAL IMPLICATIONS

- 5.1** Funding of up to £380k for the replacement of the fitness equipment is allocated in the Capital Programme. Option 1, estimated at £363,980 falls within this budget allocation and therefore has no impact on the Council's approved capital budget.
- 5.2** Any unallocated balance of the funding will be held by the District Council and retained for investment in Leisure Equipment, up to the maximum capped amount of £380k

6. LEGAL IMPLICATIONS

- 6.1** There are no legal implications arising directly from this Report.

7. RISK ASSESSMENT

- 7.1** There is a risk that the project costs could come in over/under budget. This risk is mitigated as CDC will only accept a recharge of the actual project cost up to the project cost summary.
- 7.2** Should the Capital Project not be supported there is a risk that CDC will suffer reputational damage and that SLM will suffer reputational and business damage as existing equipment continues to age and become less relevant, which will impact on customer usage of the facilities.

8. EQUALITIES IMPACT

- 8.1** This investment will secure a much-needed improvement, enhancing accessibility, flexibility and inclusive services at the facilities through improved programming opportunities due to the new equipment and the implementation of SLM's Health & Wellbeing framework.
- 8.2** The design proposal will meet the 'Inclusive Fitness Initiative' requirements as specified in the Leisure Contract, meaning that customers with mobility and accessibility needs will be catered for.



8.3 SLM also have a focus in their 2022/23 promotion strategy to encourage more under 16s to become active by giving each child/young person the opportunity to experience the enjoyment of activity in a safe and inclusive environment.

8.4 SLM are also committed under their new company wide Health & Wellbeing Strategy to deliver the following as part of this project:-

‘To work collaboratively with Cotswold DC and healthcare partners ensuring that we meet the needs of the local communities and the challenges that they are facing, which have become more prominent since the pandemic. We will be responsive to the changing needs of our communities by providing solutions to tackle health inequalities and lead a movement to support the NHS by increasing physical activity and reducing social isolation.’

9. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

9.1 New fitness equipment is more energy efficient and design and technological improvements are always being made to help to reduce the power demand for equipment. The new design of the Gym spaces is also focussed on the provision of more Functional Fitness spaces and less reliance on Cardio Machines, which will further reduce power consumption.

10. ALTERNATIVE OPTIONS

10.1 Cabinet could choose to support Option (2) in the Health & Wellbeing report, although this proposal exceeds the Capital Budget for this project.

11. BACKGROUND PAPERS

11.1 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:

- Annex A – SLM Health & Wellbeing Strategy and Facility Improvement Proposal
- Annex B – Technogym Equipment update 2022
- Annex C – Technogym Update / Sector Information

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 democratic services via democratic@cotswold.gov.uk

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