

# Public Document Pack



**COTSWOLD**  
DISTRICT COUNCIL

Thursday, 22 September 2022

Tel: 01285 623181/623208  
e-mail - [democratic@cotswold.gov.uk](mailto:democratic@cotswold.gov.uk)

## **CABINET**

A meeting of the Cabinet will be held at CDC Trinity Road, Cirencester, GL7 1PX on  
**Monday, 3 October 2022 at 6.00 pm.**

Rob Weaver  
Chief Executive

To: Members of the Cabinet  
(Councillors Rachel Coxcoon, Tony Dale, Andrew Doherty, Mike Evemy, Jenny Forde, Joe Harris, Juliet Layton and Lisa Spivey)

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.

Cotswold District Council, Trinity Road, Cirencester, Gloucestershire, GL7 1PX  
Tel: 01285 623000 [www.cotswold.gov.uk](http://www.cotswold.gov.uk)

# 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 - 10)**  
To approve the minutes of the meeting of the Committee held on 5<sup>th</sup> September 2022.
4. **Chair's Announcements (if any)**
5. **Public Questions**  
To deal with questions from the public within the open forum question and answer session of fifteen minutes in total. Questions from each member of the public should be no longer than two minutes each and relate issues under the Committee's remit.
6. **Member Questions**  
To deal with written questions by Members, relating to issues under the Committee's remit, with the maximum length of oral supplementary questions at Committee being no longer than one minute. Responses to any supplementary questions will be dealt with in writing if they cannot be dealt with at the meeting.
7. **Data Retention Policy (Pages 11 - 30)**  
Purpose  
This report seeks approval for an updated Data Retention Policy to ensure compliance with the Council's statutory obligations whilst at the same time being open and transparent in relation to records management.  
  
Recommendation(s)  
That Cabinet approve the Data Retention Policy attached at Annex A
8. **Cabinet/Scrutiny Protocol - draft for consideration by the Cabinet (Pages 31 - 40)**  
Purpose  
Modernising the Constitution  
  
Recommendation(s)  
Cabinet and the Overview and Scrutiny Committee are recommended to:
  - Endorse the Executive/Scrutiny Protocol attached at Annex A
  - Recommend to the Council that the Protocol be approved for inclusion in the Constitution.

9. **Draft Q1 Financial and Performance Report (Pages 41 - 126)**

Purpose

To provide an update on progress on the Council's priorities and service performance  
To provide information on the Council's financial position

Recommendation(s)

That Cabinet:

- (a) Reviews overall progress on the Council priorities, service delivery and financial performance for 2022-23 Q1;
- (b) Agrees and recommends to Full Council that following a successful bid for funding from the Department of Levelling Up Housing and Communities, the 2022-23 capital programme is adjusted to include a budget of £162,500 to install four accessible 'Changing Places' toilets across the district for people with severe disabilities.

10. **Schedule of Decisions taken by the Leader of the Council and/or Individual Cabinet Members**

There are no decisions for Cabinet to note.

11. **Issue(s) Arising from Overview and Scrutiny and/or Audit**

No issues advised in advance from the Overview and Scrutiny Committee or the Audit Committee.

(END)

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Cabinet  
05/September2022



COTSWOLD  
DISTRICT COUNCIL

## Minutes of a meeting of Cabinet held on Monday, 5 September 2022.

Councillors present:

Tony Dale  
Andrew Doherty  
Mike Every

Jenny Forde  
Joe Harris  
Juliet Layton - Chair

Lisa Spivey

Officers present:

Rob Weaver – Chief Executive  
Jo Moore – Deputy Chief Executive  
Angela Claridge – Director for Governance and Development  
Mandy Fathers – Environmental, Welfare & Revenue Service Business Manager  
Alison Gardner – Licensing Team Leader  
Andrew Turner – Assets & Council Priorities Business Manager  
Caleb Harris – Democratic Services  
Wayne Smith - Democratic Services

Observers

Councillors David Cunningham, Nikki Ind, Stephen Andrews

### **25 Apologies**

Apologies were received from Councillor Coxcoon

### **26 Declarations of Interest**

There were no declarations of interest from Members.

There were no declarations of interest from Officers

### **27 Minutes**

Minute 18

(para 2) "...and the development of disabled access changing places.", changed to "...and the development of disabled access changing places *and toilets*."

(para 3) "The Cabinet noted that the disabled access changing places located within commercial sites...", changed to "The Cabinet noted that the disabled access changing places *and toilets* located within commercial sites"

Minute 20

"Crowdfund Cotswolds being put forward for a number of awards", changed to "Crowdfund Cotswolds being put forward for a number of awards"

Minute 21

"The Cabinet Member for Change and Forward Planning...", changed to "The Cabinet

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Member for *Climate* Change and Forward Planning...”

The Leader had also referred a number of agenda formatting changes and minor spelling corrections in reports to Democratic Services for amendment.

RESOLVED: Cabinet **APPROVED** the minutes of the meeting of Cabinet of 6 June 2022 as a correct record subject to the relevant amendments being made.

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

## **28 Chair's Announcements (if any)**

The Chair encouraged everyone to take time out to watch the Tour of Britain Cycle Race that would be travelling down the Fosse Way and through the Cotswolds, hopefully encouraging more visitors to the Cotswolds.

## **29 Public Questions**

There were no questions from the Public.

Bledington Resident Ian Simpson had submitted a Public Question that was read out by Councillor Cunningham, referring to Flood Protection Measures that will not be completed until 2023. Would the Council consider allocating funds, with other local authorities, to protect residents as part of its commitment to responding to climate change?

Councillor Doherty stated that funds would be made available and how and when this would be delivered would be detailed in a written reply to Mr Simpson.

A question from another member of the public was expected, but the person did not attend.

## **30 Member Questions**

There were no questions from Members

## **31 Review Of Cotswold District Council's Hackney Carriage Table Of Fares**

The purpose of this report was to consider the objections received during the consultation period of the review of the Hackney Carriage (taxi) table of fares and agree the adoption of a new table of fares.

The Cabinet Member for Development and Licensing introduced the report and summarised the proposed new Hackney Carriage tariffs and the comments and feedback responses from Hackney Carriage licence owners.

Cabinet noted an alternative set of proposed tariffs had been submitted, but could not currently be considered alongside the first set.

Cabinet noted that the proposed new tariffs were maximum amounts that could be charged, and taxi drivers were able to charge less if they chose to do so (which is currently the case).

Cabinet noted that the tariffs had been set at an amount that would enable taxi driving to remain viable at a time of rising operational costs.

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RESOLVED: Cabinet considered the report and the objections received in response to the proposal, and agreed to adopt the revised proposed hackney carriage table of fares shown in Annex A.

**Record of Voting – for: 7, against: 0, abstention: 0, absent: 1**

### **32 Decision Taken by the Chief Executive under Urgency Powers**

The purpose of this report was to note the use of urgency powers by the Chief Executive to underwrite the costs incurred by Bromford Housing Association in the preparation of a planning application for a net carbon zero affordable housing development at Down Ampney.

The Chief Executive introduced the report and summarised his decision to underwrite a set amount of funds to the Council's preferred partner, Bromford Housing Association, to provide comfort and recognise their costs involved in preparing the planning application, and the fact the Council could withdraw from this process.

RESOLVED: Cabinet **NOTED** the urgent decision to allocate funding for a net zero carbon affordable housing development at Broadleaze, Down Ampney.

### **33 Increase in Construction Costs for Improvements at Rissington Road Car Park, Bourton on the Water**

The purpose of this report was to appraise Cabinet of construction cost increases and seek a further funding allocation to enable works to proceed at Rissington Road Car Park, Bourton on the Water in the Winter 2022

The Deputy Leader and Cabinet Member for Finance introduced the report and provided details of the additional costs that had been incurred by postponing the commencement of work from winter 2021

Cabinet noted the additional funding was required due to delaying the commencement of work to avoid the risk of the work causing inconvenience and loss of car park access during the village's busy spring and summer tourist season.

RESOLVED: Cabinet agreed to additional funding of £70,107 from the Capital Receipts Reserve to enable the planned works at Rissington Road car park, Bourton on the Water to proceed.

**Record of Voting – for: 7, against: 0, abstention: 0, absent: 1**

### **34 Options and Funding Allocation for Roof Repairs to Trinity Road Council Offices**

The purpose of this report was to consider high level options for improvement of roofs at the Cotswold District Council's Offices at Trinity Road, Cirencester.

The Cabinet Member for Corporate Services introduced the report and summarised the high level option appraisal and options within the report for glazing replacement (using Kingspan) and re-covering to flat roofs (using Alumasc). It was recommended that these should be pursued to provide a more sustainable solution

Cabinet noted that a further report would be brought back to Cabinet for consideration and

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recommendation to Council once works had been tendered, and a figure did not need to be set immediately.

Cabinet noted a standard 40 year lifespan for the roof had been assumed within the report.

RESOLVED: Cabinet agreed that based on the high level option appraisal, the options at 2.3 of the report for glazing replacement and recovering to flat roofs are pursued to provide a more sustainable solution. A further report will be brought back to Cabinet for recommendation to Council once works have been tendered, seeking allocation of budget to fund the repairs and improvements.

**Record of Voting – for: 7, against: 0, abstention: 0, absent: 1**

**35 Use of Unilateral Undertaking Funding for Moreton-in-Marsh Integrated Transport Hub**

*The Chair reminded Cabinet of the exempt annexes of the report set out in the private document pack, and any information from these would need to be discussed in private session.*

The purpose of the report was to seek approval to contribute £250,000 to the Moreton-in-Marsh Town Council community infrastructure schemes

The Cabinet Member for Development Management and Licensing introduced the report and summarised the proposals to provide a contribution of £250,000 to the Moreton-In-Marsh community infrastructure schemes as part funding of the development of an integrated transport hub and the refurbishment of Redesdale Hall.

Cabinet noted that the Unilateral Undertaking agreement entered into with the Fire Service College in 2014 required the Council to spend or commit the £250,000 funds by 17 November 2022 or pay back the funds (with interest)

Cabinet noted that the amount of the fund would require a Full Council decision to commit the funds and the recommendation would be referred to Council held on 21 September 2022

Cabinet noted that a description of the proposed Integrated Transport Hub was available on the Morton-In-Marsh Town Council website.

RESOLVED: Cabinet agreed and would recommend to full Council that the Council entered into a grant agreement with Moreton-in-Marsh Town Council to provide a contribution of £250,000 to the Moreton-In Marsh community infrastructure schemes as Annex A, and noted that the £250,000 was funded from a developer contribution which was received by the Council under a Unilateral Undertaking agreement entered into in 2014

**Record of Voting – for: 7, against: 0, abstention: 0, absent: 1**



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**36 Schedule of Decisions taken by the Leader of the Council and/or Individual Cabinet Members**

Cabinet noted the Schedule of Decisions taken by the Leader of the Council and individual Cabinet Members.

**37 Issue(s) Arising from Overview and Scrutiny and/or Audit**

Cabinet considered the following issue arising from Audit Committee 27 July 2022

**Audit Committee Agenda Item 8 - Internal Audit Annual Opinion**

Audit Committee noted that a Risk Management Group had been established to look at operational risks and identify those that needed to be included in the Corporate Risk Register. This Group had identified an increase to risk CRR-016 - Local Plan that related to the Council's ability to meet increased government housing need figures.

Audit Committee considered that losing the 5-year Housing Land Supply could have significant environmental and political implications from subsequent unplanned development, and this increased risk should be referred to Cabinet for consideration.

Cabinet noted that the loss of the 5-year Housing Land Supply would also compromise the Council's ability to use the Local Plan to determine Planning Applications.

Cabinet noted the comments from the Audit Committee.

The Meeting commenced at 4.00pm and closed at 4.44pm

Chair

(END)

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# Agenda Item 7



**COTSWOLD**  
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET – 3 OCTOBER 2022
Report Number	AGENDA ITEM 7
Subject	DATA RETENTION POLICY
Wards affected	All
Accountable member	Cllr Lisa Spivey – Cabinet Member for Corporate Services Email: <a href="mailto:lisa.spivey@cotswold.gov.uk">lisa.spivey@cotswold.gov.uk</a>
Accountable officer	Claire Hughes, Business Manager for Corporate Responsibility Email: <a href="mailto:claire.hughes@publicagroup.uk">claire.hughes@publicagroup.uk</a>
Summary/Purpose	This report seeks approval for an updated Data Retention Policy to ensure compliance with the Council's statutory obligations whilst at the same time being open and transparent in relation to records management.
Annexes	Annex A – Data Retention Policy October 2022
Recommendation(s)	<i>That Cabinet approve the Data Retention Policy attached at Annex A</i>
Corporate priorities	Delivering our services to the highest standards
Key Decision	NO
Exempt	NO
Consultees/ Consultation	No external consultation required

## **1. BACKGROUND**

- 1.1** Information is one the Council's greatest assets and its usage is a major responsibility. Records should be kept for as long as they are needed to meet the operational needs of the Council, together with legal and regulatory requirements. It is essential that the Council stores only the information that it needs to and increases its ability to deliver value for money, customer focused services for the benefit of the District, its customers and the Council.
- 1.2** A Data Retention Policy is a key document in the management of records and information. Disposal schedules will generally fall into two main categories:
- Destroy after an agreed period - where the useful life of the records can be easily predetermined (for example destroy after two years)
  - Automatically select for permanent preservation – where the records/information can be readily defined as worthy of permanent preservation and transferred to an archive
- 1.3** The Data Retention Policy attached as Annex A covers all areas of the Council and all information, documents and data that is created and collected in paper and electronic format and accessed by the public, staff, elected Members and partners.

## **2. MAIN POINTS**

- 2.1** To ensure compliance with Data Protection legislation, data retention must be applied across the whole Council and to all types of record. Without due process in place the Council be at risk of fines from the Information Commissioners Officer.
- 2.2** Retention periods vary depending on the type of data being processed, the purpose of the processing and any legal requirements that apply to that particular data. Therefore to assist in the Council's proper management of data the attached Policy sets out the retention periods that should be applied.
- 2.3** The Data Retention Policy aims to define the Council's obligations and responsibilities in the handling and storage of data. It establishes and verifies retention periods for the Council's data depending on the type of data and the purpose of the processing to ensure that the Council:



- Creates and captures accurate, authentic and reliable records;
- Maintains records to meet the Council's business needs;
- Disposes of records that are no longer required in an appropriate manner;
- Protects vital records;
- Conforms to any legal and statutory requirements

**2.4** The Retention Schedule which forms part of the Policy is based on the Local Government Classification Scheme and Retention Guidelines for Local Authorities. It will be for all officers and elected Members to have responsibility and accountability for the maintenance and use of information.

### **3. CONCLUSIONS**

**3.1** The revised Data Retention Policy updates previous versions to ensure that the Council remains compliant with all relevant legislation and is open and transparent around its processes for the retention of data.

### **4. FINANCIAL IMPLICATIONS**

**4.1** There are no financial implications arising from this report.

### **5. LEGAL IMPLICATIONS**

**5.1** There are no legal implications arising directly from this report.

### **6. RISK ASSESSMENT**

**6.1** Failure to adhere to the statutory retention periods could result in the Council being subject to fines from the Information Commissioner.

### **7. EQUALITIES IMPACT**

**7.1** There are no equality implications arising from this report.

### **8. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS**

**8.1** There are no climate change implications arising from this report

### **9. ALTERNATIVE OPTIONS**

**9.1** Cabinet could choose not to approve the updated Policy. However, this would increase the Council's risks around data management.

## 10. BACKGROUND PAPERS

10.1 The following documents have been identified by the author of the report in accordance with section 100 D.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:

- Current Data Retention Procedures:  
<https://www.cotswold.gov.uk/media/y1tji4lr/corporate-data-retention-procedures-v9-december-2021.pdf>

These documents will be available for inspection online at [www.cotswold.gov.uk](http://www.cotswold.gov.uk) or by contacting democratic services [democratic@cotswold.gov.uk](mailto:democratic@cotswold.gov.uk) for a period of up to 4 years from the date of the meeting.

(END)



## **COTSWOLD DISTRICT COUNCIL**

### **DATA RETENTION POLICY**

**OCTOBER 2022**

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## **1. INTRODUCTION**

- 1.1 Cotswold District Council recognises that its records are an important public asset, and are a key resource to accountability and effective operation. They require careful management and this Policy sets out the Council's responsibilities and activities in regard to the management and retention of its records.
- 1.2 In the course of carrying out its functions and activities, the Council collects information from individuals and external organisations and generates a wide range of data and information. This can be retained as hard copies or in electronic form.
- 1.3 Retention of specific documents may be necessary to fulfil statutory or other regulatory requirements, evidence events in the case of a dispute and preserve documents of historic and other value.
- 1.4 The untimely destruction of documents could cause the Council to face difficulties in defending litigious claims, meeting operational requirements or failing to comply with the Freedom of Information or Data Protection legislation.
- 1.5 Conversely, the permanent retention of data and information is unfeasible and appropriate disposal is necessary to allow for adequate storage space and compliance with Data Protection legislation.
- 1.6 The effective management of records in all formats depends as much on their efficient disposal as well as their long-term preservation. As a Local Authority we must be consistent in the way we handle and dispose of our information. These guidelines will assist the Council by ensuring a consistent approach to record keeping across the organisation.

## **2. SCOPE AND PURPOSE**

- 2.1 The purpose of this policy is to provide a corporate framework to govern how particular documents (or sets of documents) should be: -
  - Retained – and if so, in what format, and for what period of time; or
  - Disposed of – and if so, when and by what method.

## **3. THE RETENTION/DISPOSAL PROTOCOL**

- 3.1 Any decision whether to retain or dispose of a document should be taken in accordance with this Policy, including the key disposal/retention considerations criteria checklist, set out in Appendix 1 and the retention schedules set out in Appendix 2.

## **4. ROLES AND RESPONSIBILITIES**

- 4.1 Responsibility for determining (in accordance with the Retention/Disposal checklist and schedule) whether to retain or dispose of specific documents rests with each individual Business Manager.
- 4.2 The Business Manager for Corporate Responsibility can advise on whether minimum retention periods are prescribed by law. However, they cannot be expected to possess the operational or background knowledge required to assess whether a

particular document may be required by the department concerned for operational need. This is the responsibility of the relevant service Business Manager.

- 4.3 The Business Manager for Corporate Responsibility and the Data Protection Officer are available to provide guidance on effective records management practices.
- 4.4 The Lead responsibility for records management has been assigned to the Business Manager for Corporate Responsibility.

## **5. DISPOSAL**

- 5.1 Disposal can be achieved by a range of processes:

- Confidential waste;
- Physical destruction onsite (shredding);
- Deletion – where computer files are concerned;
- Migration of documents to an external body.

- 5.2 The following considerations should be taken into account when selecting any method of disposal:

- Under no circumstances should paper documents containing personal data or confidential information be simply deposited in non-confidential bins. If steps are taken to make data virtually impossible to retrieve then this will be regarded as equivalent to deletion.
- Migration of documents to a third party (other than for destruction or recycling) will be relevant where documents or records are of historic interest and/or have intrinsic value. Migration can include the transfer of data to a third party service provider – prior to any migration taking place care should be taken to ensure that any personal data is removed

## **6. UK GENERAL DATA PROTECTION REGULATIONS**

- 6.1 All staff need to be aware that under the UK General Data Protection Regulations (UK GDPR) personal data processed for any purpose must not be kept for any longer than is necessary for that purpose. In other words, retaining documents or records that contain personal data beyond the length of time necessary for the purpose for which that data was obtained is unlawful. If legislation is silent on this provision; it is a matter for reasonable judgement and common sense as to how long personal data (which falls outside legislative guidance) should be retained.

## **7. FORMAT OF RECORDS**

- 7.1 This Data Retention Policy is relevant to records which are electronic, paper or record which have been transferred to another format such as microfiche.

## **8. REVIEWING THE SCHEDULE**

- 8.1 These guidelines prescribe minimum and permanent retention periods. The guidance will be reviewed at regular intervals to ensure it is still fit for purpose.

## **APPENDIX 1: KEY DISPOSAL/RETENTION CONSIDERATIONS**

No document should be earmarked for disposal unless due regard has been given to the five Key Disposal/Retention considerations detailed in this Appendix and with reference to the Retention Schedules at Appendix 2.

### **Key Consideration 1:**

Has the document been appraised?

1. As a first step, the nature/contents of any document being considered for disposal should be ascertained. No document(s) should be earmarked or designated for disposal unless this has been done. Insofar as existing documents are concerned it follows that the above can only be achieved by the carrying out of physical inspection and appraisal. The process may only take a few minutes – perhaps even seconds. Nonetheless it can be a skilled task – depending on the complexity of the document(s) concerned – and should only be undertaken by officers who possess the sufficient operational knowledge to enable them to identify the document concerned and its function within both the individual Department and corporate frameworks. Any decision to the effect that future documents of a specified description be disposed of on expiry of a specified retention period should be an informed one i.e. taken with a full appreciation and understanding of the nature and function of such documents.
2. The above is largely common-sense, and hardly needs to be stated. However, if appraisal is inadvertently overlooked or carried out negligently, or by an employee who lacks the necessary background operational knowledge, the Council runs the risk of important documents being destroyed in error.

### **Key Consideration 2:**

Is retention required to fulfil statutory or other regulatory requirements?

There is, in fact, very little specific legislation that stipulates mandatory retention periods for documents in Local Government. The pieces of legislation which do, either directly or indirectly, impose minimum retention periods are as follows:

**Tax Legislation:** Minimum retention period for certain financial records are imposed by statutes such as the VAT Act 1994, and the Taxes Management Act 1970. The relevant retention periods are identified in the Retention Schedules Document.

**Statutory Register:** Various Local Government statutes require to be kept of certain events, notifications, or transactions. It is implicit with such legislative requirement that these records be maintained on a permanent basis, unless the legislation concerned stipulates otherwise.

The Audit Commission Act 1998: This provides auditors with a right of access to every document relating to the Council that appears necessary for the purpose of carrying out the auditor's function under the Act.

The Local Government Act 1972, s.225: Any document deposited with "the proper officer" of the Council in accordance with Statute should be retained permanently.

Part VA of the Local Government Act 1972: This governs public access to certain documents relating to Council and Committee meetings. Certain documents that form part of the public part of the agenda are required to be available for inspection by members of the public.

Employers' Duties Regulations 2010 (regulations 5, 6 and 8): employers are required to keep information / documents regarding their employees' pension and remuneration

### **Key Consideration 3:**

Is retention required to evidence events in the case of dispute?

On occasions, the Council becomes involved in disputes with third parties. Such disputes, if not satisfactorily resolved, can result in the dissatisfied party bringing legal proceedings against the Council, usually (but not always) with a view to obtaining monetary compensation. Conversely, the Council may wish to institute legal proceedings against an individual or organisation e.g. to recover an unpaid debt, or in respect of faulty workmanship. Where a dispute arises, or litigation has been commenced it is important that the Council has access to all correspondence and other documentation that is relevant to the matter. Without such, there is the danger that the Council's position will be compromised, and the possibility that an unmeritorious claim might succeed, or that the Council may be unable to assert legal entitlements. The Limitations Act 1980 specifies time limits for commencing litigation. The starting point therefore, is that the retention period is the length of time that has to elapse before a claim is barred.

### **Key Consideration 4:**

Is retention required to meet the operational needs of the department?

In some cases retention may be desirable (whether permanent or otherwise) even though no minimum retention period applies. Business Managers (or designated officers) should be open to the danger of discarding documents or records that might be useful for future reference purposes (e.g. training), as precedence, or for performance management (performance indicators, benchmarking and comparison exercises). A professional judgement needs to be made as to the usefulness of a particular document.

### **Key Consideration 5:**

Is retention required because the document or record is of historical interest or intrinsic value?

In most cases this consideration will not be applicable. However, it is certainly possible that some documents may be of historic interest and/or even have some monetary value. Where it is suspected that the document falls within this description, appropriate enquires should always be made before taking any further action. Even if the document is of historical or

monetary value, disposal rather than retention by the Council may well be the appropriate option.

## APPENDIX 2: RETENTION SCHEDULES

Where no period for retention is specified the document can be destroyed 3 years after its use has concluded.

All retention periods commence from the date on which the use of the document was concluded, unless otherwise stated.

Retention periods marked with a \* indicate a statutory requirement

Except where required to meet a statutory period all emails should be deleted after 3 years

DATA	RETENTION PERIOD
<b>ADDRESS MANAGEMENT (STREET NAME &amp; NUMBERING)</b>	
New address & address change request	7 years
Large development numbering plans, new street name request, and change of street name request	Permanent
Address query and confirmation requests	3 years
<b>COMMUNITY WELLBEING SERVICE</b>	
Referrals received from third party	3 years
Referrals from the Council to a third party	3 years
Payment records	7 years
<b>CORPORATE</b>	
Corporate/Council plans	Permanent
Community plans	Permanent
Public consultations where the consultation relates to the development of significant scheme or policy	6 years
Public consultation where the consultation relates to the development of a minor scheme or policy	1 year
Business discussions, debates, resolutions etc. e.g. management meeting notes and agendas	3 years
Complaints	3 years
Press Releases	3 years

Details of organising ceremonial/civic events	6 years
Recording of civic events e.g. video footage	Permanent
Reports of major incidents in the community, whether or not emergency plan was activated	10 years
Reports of minor incidents in the community	6 years
Civil Contingency notes of meetings, training records etc.	6 years
Business Continuity Plans	Until superseded
Statutory returns to Government	7 years
Freedom of Information requests and responses	1 year
Data Protection - Subject Access Requests	3 years
<b>DEMOCRATIC</b>	
Committee minutes and agendas	Permanent
Draft minutes and notes	Destroy when minutes confirmed
Partnership, agency and external meetings (where the Council is required to retain the official record)	Permanent
Partnership, agency and external meetings (where the Council is NOT required to retain the official record)	3 years
<b>ELECTIONS</b>	
Electoral Register	Permanent
Ballot papers (local elections)	1 year from close of poll
Declaration of results (local elections)	6 months from announcement of result
Staff personal details & proof of entitlement to work in the UK (includes date of birth, national insurance number, evidence of proof of work eligibility and address)	2 years after end of employment.
<b>ENVIRONMENTAL AND REGULATORY SERVICES</b>	
Application process e.g. gaming licenses, animal registrations etc.	2 years after registration* (or 5 years if the application is revoked or refused)

<p>Application process for Taxi and Private Hire Licensing</p> <ul style="list-style-type: none"> <li>Information submitted as part of an application</li> <li>Information held in respect of a Licence</li> <li>Information received as part of an enforcement investigation</li> <li>Information held on the NR3 database</li> </ul>	<p>6 years after the date in which the application is refused</p> <p>6 years after the date from which the licence ceases to be held</p> <p>For a minimum of 6 years and then for only so long as may be necessary to inform a decision to protect the public</p> <p>25 years</p>
Contaminated land, health and safety licenses etc.	Permanent*
Abandoned Vehicles Documentation	6 years*
Statutory Enforcement Notices	6 Years
<p>Other general filing:</p> <ul style="list-style-type: none"> <li>- Food safety e.g. inspection notes</li> <li>- Health and Safety e.g. inspection notes</li> <li>- Environmental Protection investigations</li> <li>- Housing grant work</li> </ul>	7 years after case closed
Temporary event notices and road closures	1 year
Building control files	15 years
<b>FINANCE</b>	
Annual reports, financial statements	Permanent
Annual Budget	Permanent
Draft budgets	2 years after final budget adopted
Audit investigations	7 years from end of financial year to which it relates*

Arrangements for the provision of goods and services	7 years from end of financial year to which it relates
Receipts, invoices, credit card statements, bank statements, cheque counterfoils etc.	6 years from end of financial year to which it relates*
Loans	7 years after repaid
Disabled Facilities Grants (£30,000 maximum)	<b>10 years</b> if there is a charge placed on the property and/or the applicant paid a contribution towards the works.  <b>5 years</b> for all other applications (WODC) and <b>7 years</b> for all other applications (CDC & FOD).
Taxation documents	6 years from end of financial year to which it relates*
Employee pay and tax records	7 years from end of financial year to which it relates*
Insurance registers	Permanent
Insurance policies and renewals	6 years after expiry
Insurance claims	6 years (but allow the Claimant to reach the age of 25)
<b>PROCUREMENT</b>	
Tendering – Successful tender – ordinary contract  Successful tender – contract under seal	6 years  12 years
Contract management and monitoring	2 years after expiry of contract



Contracts: The process of developing a specification	6 years after expiry or termination or 12 years if under seal*
Contracts: The process of issuing tenders	1 year after start of contract*
Contracts: Expressions of interest	2 years after contract let or not proceeded with*
Contracts: Evaluation of tenders	6 years after expiry or termination or 12 years if under seal*
Contracts: Successful tenders	6 years after expiry or termination or 12 years if under seal*
Contracts: Unsuccessful tenders	1 year after start of contract*
Contracts: Process of awarding the contract including the signed contract	6 years after expiry or termination or 12 years if under seal*
<b>HOUSING</b>	
Homeseeker Plus applications – permanent housed status	3 years
Homeless applications – Duty accepted	3 years
Homeless – Temporary Accommodation arrangements	3 years
Homeless – Relief/discharge of homeless duty	3 years
<b>HUMAN RESOURCES</b>	
Individual personnel records	6 years after date of termination of employment
Major Industrial actions	Permanent
Minor Industrial actions	2 years
Disciplinary records	Oral warning - 6 months Written warning - 1 year Final warning - 18 months*
Discipline/grievance documents where the matter was unfounded	1 year

Recruitment e.g. adverts, unsuccessful applications, interview notes etc.	1 year after recruitment is finalised
Performance reports e.g. probation records and performance plans	5 years
Leave and absence monitoring e.g. sick records, flexi time records	2 years for paper records
Financial rewards	6 years after actioned
Termination documents e.g. resignation, redundancy, dismissal records	6 years after termination
Staff training records	2 years
Appointment of statutory officers	Permanent
Selection details for statutory officers	2 years
<b>ICT</b>	
<b>IT – Monitoring</b> Records relating to usage of systems	1 year
<b>IT – Security</b> <ul style="list-style-type: none"> <li>Records relating to breaches or attempted breaches of ICT security</li> </ul>	6 years
<b>IT – Users</b> Records relating to the provision of IT function for all service areas allowing them to store personal data and custodians for all business software used across the council: <ul style="list-style-type: none"> <li>Opening, maintenance &amp; closure of user accounts</li> <li>Reported faults with IT user groups and action taken to resolve issues</li> </ul>	3 years
<b>IT – Emails Journals</b> Emails can act as evidence of the Councils / Public's activities, i.e. in business and fulfilling statutory duties, so all relevant emails.	3 years
<b>INTERNAL AUDIT</b>	
Records relating to: <ul style="list-style-type: none"> <li>Assurance work:</li> <li>Audit reports (draft &amp; final)</li> <li>Testing Index</li> <li>Testing Summaries</li> </ul>	Current year and last files after accounting period/close of audit

<ul style="list-style-type: none"> <li>• Work Programme/Matrix</li> <li>• Working papers (which may contain personal data)</li> </ul>	
Records relating to annual reports	Retain for 5 years after accounting period/close of audit
Records relating to fraud reports (& file)	Retain for 6 years (where offence identified/proven) Retain for 3 years (if unproven) after accounting period/close of audit
Records relating to: <ul style="list-style-type: none"> <li>• consultancy work (including member requests)</li> <li>• System development reviews</li> </ul>	Retain for 3 years after accounting period/close of audit
Records relating to permanent audit file (standing information)	Retain until superseded
Records relating to contract final accounts	Retain for 12 years after accounting period/close of audit
<b>LAND AND PROPERTY</b>	
Asset Register	Permanent
Process of managing the Council's property portfolio	12 years
Maintenance records e.g. works orders etc.	12 years
Management of disposal of assets process	12 years
Management of acquisitions	Retain for life of asset plus 12 years
Management of leased properties	Retain for life of Lease plus 6 years
Acquisition and disposal of vehicles	7 years after disposal
Records of vehicle usage	3 years
Parking - records of enforcement of parking e.g. charge notices, correspondence, receipts etc.	6 years
CCTV footage	31 days
<b>LEGAL</b>	
General Legal Advice	6 years
Conveyancing	12 years after closure*

Tenancy Agreements	6 years after expiry or termination or 12 years if under seal*
Leases	12 years after the expiry of the lease
Mortgages	12 years from date of last payment
Right to Buys	12 years after sale
RIPA Authorisations	3 years after cancellation
Tree Preservation Orders, Footpath Orders and other Statutory Orders and Notices	Permanent*
Investigation files	3 years
Penalties e.g. cautions, administrative penalties	7 years
Prosecutions/Litigation	7 years*
Contracts	6 years after expiry or termination or 12 years if under seal*
<b>PLANNING</b>	
Planning Policies e.g. Core Strategy, Allocations Plans etc.	Permanent
Consultations on planning policies e.g. objections, public inquiries etc.	Permanent
Listed building register	Permanent
Planning register (Application files)	Permanent (paper files destroyed 6 months after conclusion e.g. decision notice or appeal)
Planning enforcement files	Permanent
Planning enforcement notices (includes all notices such as breach of conditions, section 215 etc.)	Permanent
Planning Agreements	6 years after expiry or termination or 12 years if under seal

REVENUES AND BENEFITS	
Valuation Lists: <ul style="list-style-type: none"> <li>• Council Tax</li> <li>• Business Rates</li> <li>• General Rates</li> </ul>	Permanent
Court Lists – Council Tax and Business Rates	6 years
Liability Orders	6 years
Correspondence with council tax and business rate payers in relation to valuations, rates, charges, liability, submissions, appeals etc.	6 years
Housing Benefit & Council Tax support Records relating: <ul style="list-style-type: none"> <li>• Application forms/Details</li> <li>• Copies of personal documents</li> <li>• Assessment</li> <li>• Payment/Backdated claims</li> <li>• Discretionary housing payments</li> <li>• Appeals</li> <li>• Claims</li> <li>• Fraud cases &amp; prosecution</li> </ul>	From 1/04/2019 - 7 years
Correspondence with debtors in relation to invoices, liability, outstanding debt, etc.	6 years
Benefit application forms, supporting evidence, correspondence in relation to claims, appeals, etc.	From 1/04/2019 (paper records to be destroyed after 6 months)
Government Returns e.g. DLUHC, DWP	7 years

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# Agenda Item 8



**COTSWOLD**  
DISTRICT COUNCIL

Council name	<b>COTSWOLD DISTRICT COUNCIL</b>
Name and date of Committee	<b>CABINET 3 OCTOBER 2022</b>
Report Number	<b>AGENDA ITEM 8</b>
Subject	<b>DRAFT EXECUTIVE SCRUTINY PROTOCOL</b>
Wards affected	<b>ALL</b>
Accountable member(s)	Cllr Joe Harris - Leader of the Council Email: joe.harris@cotswold.gov.uk
Accountable officer(s)	Angela Claridge, Director of Governance & Development Tel: 01282 623219 Email: angela.claridge@cotswold.gov.uk Andrew Brown, Business Manager, Democratic Services Tel: 01993 861634 Email: Andrew.brown@publicagroup.uk
Summary/Purpose	Modernising the Constitution.
Annexes	Annex A – Draft Executive Scrutiny Protocol
Recommendation/s	Cabinet and the Overview and Scrutiny Committee are recommended to: <ul style="list-style-type: none"> <li>• Endorse the Executive/Scrutiny Protocol attached at Annex A</li> <li>• Recommend to the Council that the Protocol be approved for inclusion in the Constitution.</li> </ul>
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 J Harris, Evemy, Andrews, Spivey, Ind, Neill, Coleman & Theodoulou) Chair & Vice-Chair of Overview & Scrutiny Committee (Cllrs Andrews & Selwyn) Chief Executive Interim Deputy Chief Executive/SI51 Officer Head of Legal Services Business Manager – Democratic Services

## REPORT

1. The Constitution sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. The Council has a legal duty to publish an up to date Constitution and it should be reviewed annually with any necessary changes being considered at the Full Council.
2. The Constitution must contain:
  - the Council's Standing Orders/Procedure Rules;
  - the Members' Code of Conduct;
  - such information as the Secretary of State may direct;
  - such other information (if any) as the authority considers appropriate.
3. The Chair of Overview & Scrutiny Committee requested that the Constitution Working Group endorse the introduction of a new part to the Constitution – an Executive/Scrutiny Protocol (“the Protocol”). The Constitution Working Group at its meeting on 10 February 2022 endorsed the draft protocol for further consultation with the Cabinet, and Overview & Scrutiny Committee.
4. Cabinet, at their meeting on 9 May, 2022, considered the draft Protocol and commented:
  - within the policy, ‘policy development’ and ‘decision making’ needed to be clearly defined;
  - the timescale of 10 working days for responses to Overview & Scrutiny proposals may not be workable although accepted that this timescale had been defined in a statutory instrument.
  - proposed that the report be deferred for further consultation.
5. Overview & Scrutiny Committee, at their meeting on 24 May, 2022, also considered the draft Protocol and made the following observations;
  - policy development and decision making need to be clearly defined;
  - clarity in relation to the (para 3.2) term “Informal Setting”;
  - as Overview and Scrutiny Committee is not a decision making body, this should be reflected in the Protocol, words such as approved’ should be replaced by ‘agreed’, and the output from the Committee should only ever be recommendations;
  - noted that the term ‘executive’ is intended to include both Cabinet and officers from the Senior Management Team.
  - the Chair recommended that following Annual Council, the Chair and Vice Chair of Overview and Scrutiny for the new year, together with relevant officers, should review the Protocol and make proposed amendments for further consideration.
6. The Chair and Vice-Chair of Overview & Scrutiny have subsequently met with



officers and an updated version of the draft Protocol is included at Annex A for members to review.

7. The Protocol is not a mandatory part of the Constitution, but is considered good practice. It sets out the basis for a positive relationship between the Cabinet and Overview & Scrutiny Committee.
8. Whilst the Protocol will form part of the Constitution and therefore requires Council approval. Consultation with the Cabinet and Overview & Scrutiny Committee is being sought prior to taking a report to a meeting of Council.

## **FINANCIAL IMPLICATIONS**

9. None specific or arising from this report.

## **LEGAL IMPLICATIONS**

10. There is no legal requirement for the Council to have a Protocol although it is considered best practice in the 'Overview and Scrutiny: Statutory Guidance for Councils and Combined Authorities (MHCLG)' document published in May 2019.

## **BACKGROUND PAPERS**

11. Overview and Scrutiny: Statutory Guidance for Councils and Combined Authorities (MHCLG) document published in May 2019 available on the Centre for Governance & Scrutiny website.

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## **DRAFT EXECUTIVE SCRUTINY PROTOCOL FOR COUNCILLORS OF COTSWOLD DISTRICT COUNCIL V4**

**September 2022**

### **1. Introduction**

1.1 Overview & Scrutiny must be located at the strategic heart of the authority and is a key element of the decision making process acting as a 'critical friend'.

1.2 This Protocol applies to Scrutiny (all members of the Overview & Scrutiny Committee, including substitutes and any Member who sits on an Overview & Scrutiny Task & Finish Group), and the Executive (all Members of Cabinet and executive officers with delegated authority to undertake executive functions).

### **2. Trust**

2.1 All Members should promote an atmosphere of openness at Overview & Scrutiny meetings and should strive to ensure that questioning and debate takes place within a climate of mutual respect and trust.

2.2 Overview & Scrutiny Members need to trust that Members of the Executive are being open and honest.

2.3 Executive Members need to trust Overview & Scrutiny Members with information and to trust in their views.

### **3. Policy Development and Pre-Decision Scrutiny**

3.1 "Policy Development" refers to the development of the Budget and Policy Framework, which is defined in Article 4 of the Constitution as comprising the following plans and strategies (as agreed by Full Council 14 July 2021):

- Corporate Strategy/Corporate Plan
- Community Strategy
- Crime and Disorder Reduction Strategy
- Plans and strategies which together comprise the Development Plan (the Cotswold District Local Plan and the Council's input into the Gloucestershire County Structure Plan)
- Housing Strategy
- Pay Policy
- Licensing Policy Statements (Licensing Act 2003 and Gambling Act 2005)

3.2 The Budget and Policy Framework also includes a number of budgetary policies which may be more appropriately developed in conjunction with Audit Committee - The Medium-Term Financial Strategy; Capital Programme; Setting the Council Tax; Decisions relating to the control of the Council's borrowing requirements, the control of its capital expenditure

and the setting of virement limits, and The Capital, Treasury Management and Investment Strategies.

3.3 The importance of early input from Overview & Scrutiny into policy development is recognised. Scrutiny can act as a sounding board and a think tank in investigating issues coming up on the horizon, bringing in added value. Cabinet Members and Executive Officers should draw to the attention of Overview & Scrutiny Committee any key policy in addition to those in the Budget and Policy Framework that is being developed or is due for review to ensure timely input.

3.4 The development of the Budget and Policy Framework needs to be an inclusive process involving both Cabinet and Overview & Scrutiny Committee. The Cabinet and relevant lead Officer will consider the views of Scrutiny in the development of the policy and provide a response to the recommendations of Scrutiny within 28 days or earlier should the report of the Cabinet require publication. The detail of Scrutiny's involvement shall also be included within the body of the Cabinet report. The Cabinet/Full Council will continue to be responsible for approving and adopting policy.

3.5 Cabinet Members may wish to request views from Scrutiny on a decision before it is taken. The Cabinet Member will be responsible for circulating the details to the relevant Scrutiny Committee Members, through Democratic Services. Utilising this as an option does not exclude the decision from being subject to call-in. However, it will give the Cabinet Member the ability to consider different views and perspectives of a decision to be taken before it is taken.

3.6 Scrutiny may review the Forward Plan and select upcoming decisions for pre-decision scrutiny.

#### **4. Holding Decision Makers to Account**

4.1 A key role of Scrutiny is in holding the Cabinet to account for decisions taken and performance of services. In holding the Cabinet to account Scrutiny Members will:

- Consider decisions taken by the Cabinet, individually and collectively and items on the Forward Plan through formal Overview & Scrutiny Committee meetings;
- Review service performance and performance against policy and targets;
- Be prepared to ask searching questions that provide a constructive challenge;
- Be positive and respectful in their interactions with Cabinet Members and Executive Officers;
- Represent the voice of the public;
- Listen to the responses provided and assist the Cabinet in identifying areas for further consideration and improvement.

4.2 In return, Cabinet Members will:

- Be willing to be open, honest and engaged in providing a response to constructive challenge;
- Value the importance of Scrutiny;
- Be supportive of the scrutiny process and invite and seek opinion from Scrutiny on decisions to be taken, where appropriate;
- Provide a positive contribution to Scrutiny meetings;
- Attend meetings when invited to do so to answer questions and present information:

- By way of a direct answer
- By reference to published publications
- By referring a matter to an Officer in attendance, if they are not able to respond
- If an answer cannot immediately be given, by providing a written answer within five working days unless it is not reasonable to do so. If considered unreasonable, an explanation as to why will be given.
- A combination of the above four options.

4.3 The Chair of the Overview & Scrutiny Committee has a legal role in respect of any key executive decision that has not been notified on the Council's Forward Plan for 28 clear days prior to the date of decision. In exceptional circumstances the Council may need to operate alternative decision making arrangements for a period of time e.g. in response to an emergency. In any such situation it is expected that the Chair of the Overview & Scrutiny Committee would be consulted on any urgent key decisions in the normal way.

## **5. Scrutiny Work Planning**

5.1 Prior to the start of each Municipal Year, Scrutiny will hold a Work Planning Workshop. As part of this Workshop the views of the relevant Cabinet Member(s) will be inputted, as will the views of Overview & Scrutiny Members, Officers, any external guests who are invited to contribute, and any members of the public who submit suggestions to the Council. The advice of the Cabinet Member(s) may be sought regarding the priorities of the Council, areas of planned policy development and they will be asked to highlight any areas of conflict and instances where Scrutiny may be invited to assist in work. The Workshop will inform the development of a draft Scrutiny Work Programme. At the beginning of the Municipal Year the views of any new Overview & Scrutiny Committee Members and Cabinet Members will be sought before the draft work plan is presented to the first meeting of the Overview & Scrutiny Committee.

5.2 The Chair & Vice-Chair of the Overview & Scrutiny Committee will informally meet periodically with the Leader and Cabinet Members in order to:

- Discuss upcoming issues and provide for ongoing Cabinet input into Scrutiny work plans;
- Ensure liaison between Scrutiny and the Cabinet over Council priorities, targets and performance;
- Continue to build on the positive working relationship between the two functions.

5.4 In setting and reviewing its work plan, Scrutiny will be mindful of the constraints of the organisation and will take advice from officers on prioritisation, which may be informed by the following considerations (TOPIC criteria):

**Timeliness:** Is it timely to consider this issue?

**Organisational priority:** Is it a Council priority?

**Public Interest:** Is it of significant public interest?

**Influence:** Can Scrutiny have meaningful influence?

**Cost:** Does it involve a high level of expenditure, income or savings?

## **6. Overview & Scrutiny Recommendations to Cabinet**

6.1 Scrutiny may make recommendations to the Cabinet about functions for which the Council is responsible or about issues that affect the district and its people through a report

arising from a formal Committee meeting or by way of an Overview & Scrutiny Committee Task & Finish Group report.

6.2 Once Scrutiny has agreed a recommendation, the views of the relevant Cabinet Member(s) will be sought within 10 working days (if not already provided at a meeting) and will be included within the report. The Chair and Vice-Chair of the Overview & Scrutiny Committee will have the opportunity to meet with the relevant Cabinet Member(s) to discuss the recommendation and the response before the final report is submitted to the Cabinet for consideration. Upon formal receipt of a recommendation from Scrutiny, Cabinet will:

- Give due consideration to any recommendations or views expressed and respond to recommendations in writing within 2 months of receipt of the recommendations;
- Provide an explanation for the reasons why recommendations made by Scrutiny have not been pursued (where applicable).

## **7. What Scrutiny Can Expect From Senior Officers.**

7.1 Whilst Scrutiny undertakes to deliver effective outcomes for local people, it will only be able to do this if senior officers make a commitment to work with and respond to Scrutiny in a constructive manner. The following are proposed as the roles and responsibilities that will govern the Council and Publica's relationship with Scrutiny. Senior Officers will:

- Provide professional advice to Scrutiny;
- respect the independence of Scrutiny;
- recognise the value that Scrutiny can add to service improvement;
- co-operate positively with Scrutiny in developing and undertaking its work programme;
- participate in the monitoring of the implementation of recommendations made by Scrutiny that are agreed by Cabinet;
- Contribute to a positive culture that values constructive scrutiny.

## **8. Call-in**

8.1 Decisions may be called in in accordance with the procedure rules set out in Part 4.13 of the Constitution. Cabinet Members will be expected to attend any meetings of Scrutiny at which a call-in request in relation to their area of responsibility is being considered. If the relevant Cabinet Member cannot attend, the Leader or a Deputy Leader should attend in their absence. The purpose of their attendance will be to answer questions of fact not to present the item. The following procedure will take place where call-ins are being considered:

- i. The Member who called in the decision will speak first;
- ii. The Chair will invite the Cabinet Member (decision maker) to respond;
- iii. The Committee will then ask questions of the decision maker, who may ask a relevant Officer to supply further information if necessary;
- iv. Scrutiny debates the issue and votes on the outcome. The Committee will either agree with the decision, in which case it can be implemented immediately, or agree to refer the decision back to the decision maker with comments. Alternatively the Committee could refer the call in to Full Council.

## **9. Scrutiny Consideration of Confidential or Exempt Decisions**

9.1 Scrutiny Members have a right to access exempt information pertaining to their engagement with policy development or decisions that have been taken or are yet to be taken in order to allow effective scrutiny. Should a Scrutiny Member wish to ask questions pertaining to exempt information at a public Committee meeting, the press and public will be excluded from the meeting in accordance with the Council's Constitution and the Cabinet Member will be expected to answer in an open and transparent manner. The exempt information will remain confidential and all elected Members and Officers who receive that information shall maintain that confidentiality in line with the Codes of Conduct for Elected Members and Officers.

## **10. Ensuring Compliance with the Protocol**

10.1 The Monitoring Officer and the Business Manager (Democratic Services) will be responsible for overseeing compliance with the Cabinet/Scrutiny Protocol which should be used by Members to support the wider aim of supporting and promoting a culture of scrutiny. The success of the Protocol will be determined by:

- Recognition of the value of scrutiny;
- A clear record of constructive challenge;
- Valuable scrutiny reviews that achieve impactful outcomes;
- An open and accountable decision making process.

10.2 An Annual Report may be submitted to Full Council each year with the aim of demonstrating the impact of Scrutiny and the effectiveness of the Protocol. The report may also include the draft Scrutiny Work Programme for the following year.

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# Agenda Item 9



**COTSWOLD**  
DISTRICT COUNCIL

Council Name	COTSWOLD DISTRICT COUNCIL
Name and Date of Committee	CABINET – 3 OCTOBER 2022
Report Number	AGENDA ITEM 9
Subject	FINANCIAL, COUNCIL PRIORITY AND SERVICE PERFORMANCE REPORT – 2022-23 QUARTER ONE
Wards Affected	All
Accountable Member	All relevant Cabinet Members
Accountable Officer	Robert Weaver, Chief Executive Email: <a href="mailto:robert.weaver@cotswold.gov.uk">robert.weaver@cotswold.gov.uk</a>
Summary/Purpose	To provide an update on progress on the Council's priorities and service performance To provide information on the Council's financial position
Annexes	Annex A - Warm and Well annual performance report 2021-22 Annex B - Council Priorities report Annex C - Performance indicator report Annex D - Revenue Summary and Variances Annex E - Summary of gross capital expenditure
Recommendation(s)	<i>That Cabinet:</i>  <i>(a) Reviews overall progress on the Council priorities, service delivery and financial performance for 2022-23 Q1;</i> <i>(b) Agrees and recommends to Full Council that following a successful bid for funding from the Department of Levelling Up Housing and Communities, the 2022-23 capital programme is adjusted to include a budget of £162,500 to install four accessible 'Changing Places' toilets across the district for people with severe disabilities.</i>
Corporate Priorities	<ul style="list-style-type: none"> <li>● Delivering our services to the highest standards;</li> <li>● Responding to the challenges presented by the climate crisis;</li> <li>● Providing good quality social rented homes;</li> <li>● Presenting a Local Plan that's green to the core;</li> <li>● Helping residents and communities access the support they need</li> </ul>

	<p>for good health and wellbeing; and</p> <ul style="list-style-type: none"> <li>Supporting businesses to grow in a green, sustainable manner, and to provide high value jobs</li> </ul>
Key Decision	NO
Exempt	NO
Consultees/ Consultation	None

## 1. BACKGROUND

- 1.1. The Council adopted the Corporate Plan 2020-24 ("the Plan") in September 2020, and included recovery work in response to the impact of Covid-19. At a Cabinet 'Away Day' in March 2022, Cabinet Members reflected on any revised priorities and performance against the Plan to date. A spring 2022 'refresh' of the Plan was completed and approved by Council at its meeting in May 2022. The refresh sought to reflect key achievements since the introduction of the Plan, and clarify the priorities over the remaining period of the Plan (to April 2024).
- 1.2. A high level commissioning statement was approved by Cabinet in January 2020 which sets out the relationship between Publica and the Council and their respective responsibilities. Publica must ensure that it provides the necessary information to the Council so it can assess whether the commissioned services are being delivered in accordance with the agreed quality and standard. The Council's Chief Executive is responsible for reviewing and approving the information provided in this report prior to its publication.
- 1.3. The Council's Chief Executive has received a report on progress towards achieving the Council's priorities and service performance. Having assessed performance in line with the high level commissioning statement, the Chief Executive has noted the progress that has been made to deliver the actions in the Plan as well as the improvements in service delivery in some services that were impacted by high workloads and Covid-19 last year including the Benefits and Planning services.
- 1.4. Particular attention has been drawn to the following:
  - Publica's Agile Working Policy was launched in March 2022, and a transition to a more fluid mix of home and office working has commenced. To support this approach to working, Cabinet approved funding for the changes to the office layout at Trinity Road, with the space created in the West wing of the building to be let to tenants. During May and June, there was a 'big office clearout', and some early office moves were also completed. A contractor will be appointed for the more extensive office moves,

refurbishments, alterations to specific offices and the marking out of new tenant areas. The procurement process commenced in June 2022, and the contract is expected to be awarded in September 2022;

- The rising energy prices and higher cost of living is affecting householders, in particular those on low incomes. The Q1 Council Tax collection rate is similar to the previous year but could be impacted as we move through the year. In April 2022, the Council started to administer the £150 Council Tax rebate for homeowners in bands A-D, and those more vulnerable residents in Council Tax bands E to H. At the end of June 2022, almost 90% of those eligible for the mandatory scheme had received their payments. The Council paid out £2,889,600 to 22,496 households. The rebate is not being applied to households' Council Tax accounts. In addition, the Council set up a discretionary scheme to help those households who could not benefit from the Council Tax rebate. Looking further ahead, the Council is already reviewing the Council Tax Support scheme for the next financial year and has completed modelling on further options for supporting residents;
- The Business Rates collection rate is currently looking healthy. The collection rate was depressed over the previous two years due to the impact of Covid-19 on businesses. The Government will continue to support certain businesses with extended retail relief of 50% during this financial year. During Q1, £1,503,679 of the £1.95m of Covid Additional Relief Fund (CARF) was distributed to 776 businesses that were not eligible for the extended retail relief but have been affected by Covid-19. These businesses will have their accounts credited which will help to reduce the debt owed;
- The Council is continuing to support the 'Homes for Ukraine' scheme in which people in the UK are sponsoring/hosting a Ukrainian individual or family. As at 30 June 2022 there were 95 sponsor properties registered, 88 of which have received their property inspection. The number of new sponsors signing up for the Homes for Ukraine scheme remains relatively low. Although there were no homeless presentations at the end of June 2022, the need for re-matching guests to new sponsors is increasing. A growing national concern is that many sponsors believed they were only 'signing up' for a six-month period and will require guests to find alternate accommodation after this time;
- The Council has been allocated £1,000,000 of funding from the UK Shared Prosperity Fund (UKSPF), with set allocations for the next three years subject to the approval by the Government of a Local Investment Plan (LIP). The UKSPF is part of the Government's Levelling Up agenda and is designed to replace European structural funding programmes which are now coming to an end following the UK's withdrawal from the European Union. The UKSPF funding must be spent on projects and programmes that fit broadly within three key themes: Communities and Place, Supporting Local Business and People and Skills;

- The Council has received the ‘Warm and Well’ annual performance report for 2021-22 from Severn Wye Energy Agency (SWEA) who manage the scheme on behalf of the Council. The report provides information on how households in the District have been supported with advice and access to grant funding to make energy saving improvements to their homes. During 2021-22, one hundred and fifty-eight households were supported resulting in 49 properties being improved and a life-time saving of 1,723 tonnes of CO2 equivalent to making 490 Cotswold homes carbon neutral for a year. The infographic report is attached at Annex A.

## **2. COUNCIL PRIORITY REPORT**

### **2.1 Progress on actions in the Corporate Plan include:**

- As part of the Flood Warden programme, the Council is working in partnership with Gloucestershire Rural Community Council (GRCC) and Town and Parish Councils to recruit local volunteer wardens to help improve local flood preparation and responses. At the end of June 2022, there were 11 registered Flood Wardens representing the following eight parishes/towns; Bibury, Bourton on the Water, Cirencester, Evenlode, Lechlade, Moreton in Marsh, Northleach and Somerford Keynes;
- A commissioning review of the Council’s Legal Service has been completed. Cabinet approved the recommendation to retain the existing Service underpinned by a formal collaboration agreement and fairer sharing of costs between the partner Councils;
- The Council has been working with Cotswold Lakes Trust to make improvements around Cotswold Water Park to disperse visitors more evenly across the Water Park and make it easier for people to walk and cycle around the area. New wayfinding and welcome boards, and cycle parking have been installed as well as new sections of cycle path;
- A Town and Parish forum was held at Moreton in Marsh in early July 2022 and attracted 18 participants. The presentations /discussions focused on development management, neighbourhood planning, levelling up and the Regeneration Bill. A small number of participants completed the satisfaction survey which indicated satisfaction was high, and that they found the information helpful;
- Funding from the Council’s UK Shared Prosperity Fund allocation was agreed by Cabinet in July 2022 to enable design and feasibility work to be completed for the Old Station building. The Council is exploring options for bringing the building back into use and preserving it for future generations. A full business case will be brought forward for formal decision in the Autumn;
- Work has started on site at Sunground, Avening, a rural exception site which will be 100% low carbon affordable housing. The scheme is being delivered by Bromford on behalf of Gloucestershire Rural Housing Association;



- The Applied Digital Skills Centre at Cirencester College was officially launched at an event in May 2022. The new Applied Digital Skills Centre will give the District a great opportunity both to develop a workforce with the digital skills needed in the 21st century, and also to grow its digital and cyber sectors;
- The Council assisted the Royal Agricultural University to secure £100,000 from the Gloucestershire Economic Growth Joint Committee Strategic Economic Development Fund to assist with the cost of project management for bring forward their Triangle/University Gate site;
- Since the launch of Gloucestershire's first Community Municipal Investment (CMI) named 'Cotswold Climate Investment', targeting an initial fundraise of £500,000, the scheme reached around two thirds of its target at the end of June 2022. It has since met its target by the end of the raise period on the 16th August 2022;
- In May 2022, Cabinet endorsed the Nature Recovery Plans for the Cotswold Water Park and the Cotswolds National Landscape (AONB). The implementation of the NRPs forms an important part of the Council's approach to addressing the Climate and Ecological Emergencies;
- The outdated Electric Vehicle Charging Points at Old Market Way car park, Moreton-in-Marsh and The Beeches car park, Cirencester were replaced with new state-of-the-art 50kW rapid charge units. Later in the year, four charging units, able to charge eight vehicles simultaneously, are planned for the Council's Rissington Road car park at Bourton-on-the-Water as part of the wider redevelopment of the site, with a further four publicly-available chargers being installed at the Council offices in Trinity Road;
- Crowdfund Cotswold won the Local Government Chronicle (LGC) 'Community Involvement' award in July 2022. Round three of Crowdfund Cotswold closed on 23 March 2022, with staggered decision dates through the quarter, as projects cleared verification. The Council has pledged against five projects, amounting to £22,400 from the Council's Community Fund and £11,600 from the Resilience Fund;
- In May 2022, the Council approved the use of £360,000 from the capital programme to replace fitness equipment across the Council's leisure centres which will be delivered by SLM Everyone Active (SLM). The new fitness equipment will be more energy efficient, reducing the power demand from the leisure centres' equipment, and helping to tackle the climate crisis. The new equipment is expected to encourage a more diverse range of people to use the facilities;



- The Council considered the outcomes of the Leisure and Culture Management Option Appraisal and approved 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 when the contract expires on 31 July 2023;
- The Council has secured just under £150,000 from the Clinical Commissioning Group (CCG) through the 'Strengthening Local Communities' programme. The funding aims to tackle health inequalities, improve health and wellbeing using an asset based community development approach;
- The Community Wellbeing team in partnership with 'World Jungle' has been awarded the contract by the County Council to deliver the Holiday Activity and Food programme (HAF) over the next three years.

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

### **3. SERVICE PERFORMANCE REPORT**

- 3.1** Although overall performance for the quarter was mixed, improvements have been made since the end of the previous quarter, in some key services such as Benefits and Planning. At the end of Q1, average processing time for the Council Tax Support indicators were either on target or close to target. Planning performance has also improved with both 'Majors' and 'Minor' applications exceeding their targets.
- 3.2** During 2021-22, workloads were high in some services due to a combination of reasons including the continuing impact of Covid-19 and a shortage of staff. The employment market has remained buoyant and the market for qualified professional staff is competitive. The retention of staff in some services such as Planning is expected to remain a challenge.
- 3.3** A common theme emerging from a number of services is the impact of the cost of living crisis on households, businesses and the Council's services in particular Revenues and Benefits, Planning, Housing Support and Leisure.
- 3.4** There are a number of improvement programmes in progress across services focussed on improving the way services communicate with customers, increasing automation and self-serve options for customers, and improving the monitoring of workflows using case management tools to help services to actively manage resources.
- 3.5** Some of the performance indicators that were short of their targets or showing a downward trend are considered below together with rectifying actions:
- The average call wait time in Q1 was relatively high at two minutes and 10 seconds but was comfortably within the three minute standard considered good for local authorities (GovMetric). The service supported the roll out of the mandatory £150 Council Tax /energy rebate to households and the discretionary scheme via a number of channels including telephone, email/electronic and in-person. Advisors provided advice to



residents/customers, completed online forms and set up direct debits. Those households which were not on direct debit were required to provide the appropriate documentation which resulted in a higher number of in-person visits to Council offices.

Resolution: Over the next few weeks, the service is focusing on managing demand through improved engagement with other services and fully assessing and understanding the impact of other services' communications with customers/residents on resources in the customer services team throughout the year. This will help to ensure that customer services staff are fully briefed and resources are better managed to meet potential demand. The Channel Choice project, a longer term project, has commenced, and the processes in services with high call volumes are being reviewed to reduce the need for customer contact;

- The service expected that Housing Benefit overpayments due to Local Authority error /delay would return to previous low levels in Q1 as the backlog created by the implementation of the new benefits system had been cleared. However, a sizable overpayment made in error was identified in April 2022, and together with some smaller errors identified while processing the small backlog from year end processing when the system is shut down has resulted in the target being missed. Over the course of the year, the outturn is expected to improve as the caseload increases.

Resolution: Measures are in place to ensure that HB overpayments due to local authority error are reduced as far as possible. Around 20% of the HB caseload is checked by Quality Assurance officers who target areas which have high error rates such as calculation of earnings. In addition to this work, the service is signed up to the Department for Work and Pension's (DWP) Housing Benefit Award Accuracy (HBAA) initiative to tackle fraud and error. Since April 2022, the service has been reviewing a sample of cases (the government guideline is to review 10% of cases) which is estimated to be 300-400 cases per quarter. The periodic review of cases will help to identify overpayments and errors early and therefore limit the size or extent of the error.

- Performance for Land Charges searches despatched within 10 working days has fallen over the last six months to 27.8% in Q1 (Target: 90%). During Q1, there was a delay in despatching Land Charges searches due to a shortage of staff able to complete internal consultee responses in particular in the Planning service. This performance follows a variable performance in the previous year due to increases in workloads when the Stamp Duty holiday was still in place for the first part of the year and staff turnaround. The service reports there is currently no backlog of work, and workloads are generally manageable.

Resolution: Improvements are expected next quarter as new resources have been allocated to respond to the consultations. The loss of expertise in the previous year has



been addressed by extensive training. Those staff are continuing to gain experience which will also help to improve performance.

- Overall Planning performance for all types of applications has continued to show improvements over the last nine months, although performance for 'Others' (mainly householder applications) has remained short of the target. The relatively high number of applications (although it has slowed compared to 2021-22 it remains above historical levels) combined with a high turnover of staff due to the national shortage of qualified Planners and more employment choices may impact on performance in the coming months. At the end of the previous quarter, the service had 3.5 vacant Planning Officer posts which have been recruited to but have not yet started.

Resolution: The Business Manager has implemented further actions to make the recruitment and retention of staff more attractive. New starters are supported with a training programme developed to build the professional capacity of the service, and so far, has been well attended and has yielded positive feedback.

There is an improvement programme and roadmap in place. A new Planning Checklist has been created to help improve the quality of the applications submitted, and providing clear guidance to applicants to help reduce the impact of invalid applications on the validation team. The Checklist is at consultation stage and is expected to be implemented in September 2022. Other projects include the rollout of the next phase of the Enterprise software to improve case management (rollout has commenced in a phased approach), as well as improving customer contact.

In addition, the Planning process (validation to determination) has been reviewed by the Planning Advisory Service (PAS) and their report on the findings and recommendations for improvement has been received. The next step is to obtain high level endorsement from the Council and for those five recommendations to be implemented.

### **3.6** In spite of the challenges over the year, there have been a number of areas where indicators have improved or are noteworthy:

- Business Rates collection rate achieved its target at the end of Q1, and was 5-6 percentage points higher than the same period of the previous two years. The collection rate was depressed over the previous two years due to the impact of Covid-19 on businesses, although many businesses have been helped with grants and Business Rates relief. Looking ahead, it is likely that the cost of living crisis will impact on businesses as the economy slows down.
- In-Cab technology continues to have positive benefits on the number of missed bins per 100,000. In Q1, there were 53 missed bins per 100,000 scheduled collections compared to 72 in the previous quarter, and 117 in Q1 of the previous year.
- Processing times for Council Tax Support new claims and changes are close to or on target at 22 days (Target: 20 days) and 3.5 days (Target: 5 days) respectively. The usual small backlog of cases at the end of Q4 arising from end of year processing are expected



to be cleared over the next few weeks, and further improvements are expected in the next quarter.

3.7 A full report is attached at Annex C.

#### **4. FINANCIAL PERFORMANCE**

##### **Financial Performance (Revenue)**

4.1 This report sets out the profiled income and expenditure variances for the period April to June 2022 against the Council's budget.

4.2 At 30 June 2022, the Council had spent £4,543,104 against its net profiled budget of £4,580,662, resulting in an underspend of £37,558.

4.3 Despite the positive year to date position in quarter one the Council expects to face significant budget challenges during the remainder of 2022/23 due to the following factors:

- Further increases in energy costs
- The impact of the employee pay award
- The impact of pay and fuel inflation and continued high levels of recycling volumes on our waste contract with Ubico.
- Inflationary increase in minor contracts and other costs
- Pressure on income including car parking, Planning and fees and charges due to the cost of living crisis and permanent changes to behaviour post Covid-19.
- Some exceptional 'one off' items.

4.4 Work is currently underway in partnership with our colleagues at Publica and Ubico to assess the impact of the factors above on our 2022/23 and 2023/24 budget. The pressures will be quantified in the quarter two version of this report which will include a forecast outturn position.

4.5 A full list of all cost centres and budget variances is attached to this report at Annex D and includes commentary against the most significant variances. This report highlights a number of budget variances across a range of service areas; excluding those where the income and expenditure variance are comparable and offset each other (net nil variance).

##### **Income**

4.6 Income from car park fees, fines and permits in the first quarter of 2022/23 is £13,000 higher than budget. However, income received against profiled budget in June and July was lower than the profiled budget with income £44,000 below budget at the end of July partly due to

the continuing impact of the Covid-19 pandemic and workers' preference for working at home.

- 4.7** Income from Planning fees has performed below budget during the first quarter of 2022/23 resulting in an underachievement against budget of £69,000 including an £8,000 underachievement in respect of pre application advice. It is anticipated that nationally there will be a reduction in Planning applications and advice due to the current inflationary impact on building materials and labour and the impact of the 'cost of living' crisis. Income from Land Charges has also performed below budget with income received being £12,000 below budget at the end of the first quarter due to the rise in free unofficial Personal Searches (through Personal Search Agents).
- 4.8** Licensing income has performed better than budgeted with income from Licences exceeding the budget by £16,000 at the end of the first quarter.
- 4.9** Income from recycling has also exceeded budget. Recycling credits from Gloucestershire County Council were £25,000 higher than estimated as a result of higher levels of recycling due to more people working from home and a general increase in commodity values.
- 4.10** Dividends from Pooled funds of £129,000 were received in the first quarter of the financial year achieving an overall return of 4.52%. Interest from short term cash deposits, money market funds and call accounts is £29,000 higher than budgeted at the end of the first quarter due to interest rates rising at higher rate than budgeted. Interest income of £15,000 budgeted as a result of a loan to Cottsway Housing Association approved by Council in July 2021 was not achieved as drawdown of this loan is now not expected until 2023/24.

### **Expenditure**

- 4.11** As a result of higher than budgeted electricity prices, the Council's electricity budgets are overspent by £28,000 at the 30 June 2022. Expenditure on gas is currently in line with budget. Further work will be undertaken during quarter two to forecast the expected impact of further gas and electricity price increases on the Council's forecast outturn.
- 4.12** There were no significant Planning appeals during the first quarter of the financial year, resulting in an underspend against the appeals costs budget of £21,000. Expenditure in respect of Planning other contractor and professional fees was also underspent by £17,000.
- 4.13** Expenditure on Public Conveniences is underspent by £19,000 due to a refund of business rates as a result of introduction of 100% rate relief received in April 2022.

- 4.14** Repairs and maintenance expenditure in respect of the leisure centres and museum is underspent by £15,000 at the 30 June 2022.
- 4.15** Expenditure in respect of the processing of recycling is underspent by £12k at the end of the first quarter. This budget will be reviewed as part of the 2023/24 budget setting process.

#### **Capital Activity**

- 4.16** The Council's capital budget for 2022/23 including carry forwards from 2021/22 is £40,727,467. A total of £264,533 has been spent against these schemes at the end of Q1 with a further £4,156,936 committed.
- 4.17** The most significant variances include £35m (Recovery Investment Strategy), opportunities and options are being explored by officers, and detailed reports seeking approval will be presented to Cabinet and Council as appropriate. Cabinet agreed in May 2022 to acquire a property in Tetbury for temporary emergency accommodation. Funding of £1.442m for the purchase and capital works was allocated from the Recovery Investment Strategy budget in the capital programme. This purchase was completed in August 2022.
- 4.18** Capital works to the Council offices at Trinity Road totalling £0.975m to facilitate the Council's Agile Working policy and generate commercial income are expected to be undertaken in the second half of the 2022/23 financial year. As outlined in a report presented to Cabinet and Council in March 2022, funding is allocated from the Recovery Investment Strategy budget in the capital programme. A further report outlining options for renovating the roof at the Council Offices at Trinity Road will be reported to the September 2022 Cabinet meeting. The recommended option has an estimated cost of £224,000.
- 4.19** A budget of £4.36m for an 'Investment in Strategic Property Acquisition' was originally included in the 2021/22 capital programme. Discussions with the landowner are on-going and will now form part of the overall £35m Recovery Investment Strategy budget allocation if successful.
- 4.20** The Council was awarded £162,500 by the Government to assist with installing 'Changing Places' Toilets in locations across the District. The toilets are larger and more accessible to people who cannot use standard accessible toilets. Toilets are to be installed at Cirencester Abbey Grounds, Birdland at Bourton on the Water, Cotswold Country Park and Beach and Cotswold Farm Park. Delivery for all four venues is expected in 2022/23 and officers are currently liaising with each venue to progress the project. This report includes a recommendation to Council that the 2022/23 Capital budget is adjusted to include a budget of £162,500 for this scheme.



- 4.21** A full list of expenditure and explanation for variances against budget is attached to this report at Annex 'E'.

**Capital Receipts and Disposals**

- 4.22** There were no capital receipts or asset disposals during the first quarter of 2022/23.

**5. LOCAL GOVERNMENT OMBUDSMAN REVIEW 2021-22**

- 5.1** The Annual Review Letter 2021/22 sets out the complaints that were made against the Council in 2022/22, as well as the outcome of those complaints
- 5.2** In total, the Local Government Ombudsman ("LGO") received 14 complaints/enquiries about this Council. Half of these related to Planning and Development Control. The other complaints related to Environmental Services and Public Protection (four), Corporate and Other services (two), and Benefits and Tax (one). In the previous year, the Council received eight complaints/enquiries, of which four related to Planning and Development Control.
- 5.3** During the first wave of the Covid-19 outbreak, the LGO temporarily paused its casework for three months to allow authorities to concentrate efforts on vital frontline services. This will have reduced the number of complaints the LGO received and decided in the 2020-21.
- 5.4** Fifteen decisions were made by the LGO in 2021/22; six complaints were closed after initial enquiries, and a further six complaints were referred back to the Council for a local resolution. Three complaints were investigated in detail, of which two were upheld.
- 5.5** The two upheld complaints related to Planning and Development Control and to Benefits and Tax. In both cases the LGO was satisfied that the Council had successfully implemented its recommendations and remedies.

**6. OVERVIEW AND SCRUTINY COMMITTEE**

- 6.1** This summary performance report will be as reviewed by Overview and Scrutiny Committee at its meeting on 4 October 2022 and any comments from the Committee will be reported to the Cabinet.

**7. FINANCIAL IMPLICATIONS**

- 7.1** As described in Section 4 of the report.

**6. LEGAL IMPLICATIONS**

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



**7. RISK ASSESSMENT**

7.1 Contained in this report.

**8. EQUALITIES IMPACT**

8.1 None.

**9. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS**

9.1 Contained in this report.

**10. ALTERNATIVE OPTIONS**

10.1 None.

**11. BACKGROUND PAPERS**

11.1 None

(END)

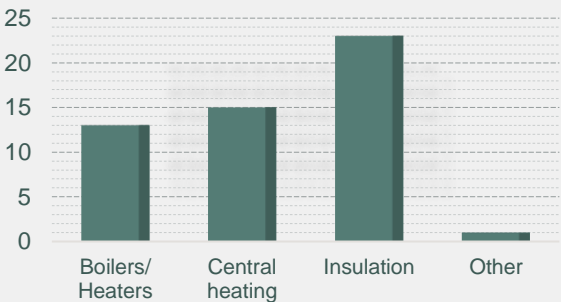
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Fuel poverty in the Cotswolds is often masked by a combination of the affluence of many in the District, its large area and sparse population. Many residents find their circumstances changing rapidly, with illness, loss of income or retirement – leaving them with large, poorly performing homes to heat. With many homes off the gas grid, residents often rely on expensive, polluting solid fuel as their primary heating source. The outskirts of Cirencester have particularly high levels of fuel poverty at over 15%

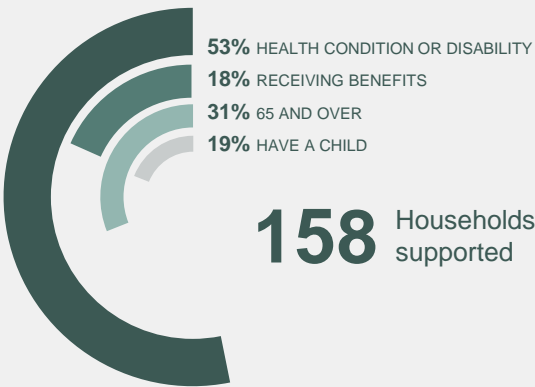
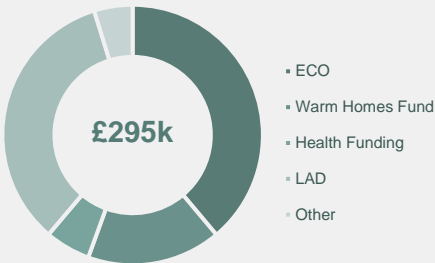
For every £1 invested in Warm and Well, Cotswold District residents benefit from support and funding worth **£5.22**



52 energy-saving home improvements



Additional Funding Accessed



Lifetime savings of **1,723** tonnes CO2

The equivalent of making **490** Cotswold homes carbon neutral for a year



Cotswold District

**4,188**  
of 40,481 households considered in fuel poverty



**£1,090**  
average annual fuel bill

Trends and Insights

- The average age of caller to W&W in Cotswold District is 68 – this is considerably higher than the rest of the region (overall average of 54). A third of all Cotswold clients are over 65.
- With the current energy and cost of living crisis there have been increases in calls asking for advice on reducing their energy bills. People are also thinking ahead, asking about funding for energy efficiency measures to be installed in time for winter. We foresee the number of people asking for help falling outside of usual criteria for funding but nevertheless, experiencing the same effects as those who are deemed to be living in fuel poverty.
- 174 front line staff members and members of the public were engaged with at events during March which will hopefully convert into increased phonecalls and support in the area over the next few months.

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# COUNCIL PRIORITIES REPORT

## **April 2022 - June 2022**

## Cotswold District Council Corporate Plan 2020-24

### Our Aim

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

### Our Priorities



### Our Principles

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

## Executive Summary Highlights

- As part of the Flood Warden programme, the Council is working in partnership with Gloucestershire Rural Community Council (GRCC) and Town and Parish Councils to recruit local volunteer wardens to help improve local flood preparation and responses. As of the end of June 2022, there were 11 registered Flood Wardens representing the following eight parishes/towns; Bibury, Bourton on the Water, Cirencester, Evenlode, Lechlade, Moreton in Marsh, Northleach and Somerford Keynes;
- A commissioning review of the Council's legal services has been completed. Cabinet approved the recommendation to retain the existing service underpinned by a formal collaboration agreement and fairer sharing of costs between the partner Councils;
- The Council has been working with Cotswold Lakes Trust to make improvements around the Cotswold Water Park to disperse visitors more evenly across the Water Park and make it easier for people to walk and cycle around the area. New wayfinding and welcome boards, and cycle parking have been installed as well as new sections of cycle path;
- A Town and Parish forum was held at Moreton in early July 2022 and attracted 18 participants. The presentations /discussions focused on development management, neighbourhood planning, levelling up and the regeneration bill. A small number of participants completed the satisfaction survey which indicated satisfaction was high, and that they found the information helpful;
- Funding from the Council's UK Shared Prosperity Fund allocation was agreed by Cabinet in July 2022 to enable design and feasibility work to be completed for the Old Station building. The Council is exploring options for bringing the building back into use and preserving it for future generations. A full business case will be brought forward for formal decision in the Autumn;
- Work has started on site at Sunground, Avening, a rural exception site which will be 100% low carbon affordable housing. The scheme is being delivered by Bromford on behalf of Gloucestershire Rural Housing Association;
- The Applied Digital Skills Centre at Cirencester College was officially launched at an event in May 2022. The new Applied Digital Skills Centre will give the District a great opportunity both to develop a workforce with the digital skills needed in the 21st century, and also to grow its digital and cyber sectors;
- The Council assisted the Royal Agricultural University to secure £100,000 from the Gloucestershire Economic Growth Joint Committee Strategic Economic Development Fund to assist with the cost of project management for bring forward their Triangle/University Gate site;

- Since the launch of Gloucestershire's first Community Municipal Investment (CMI) named 'Cotswold Climate Investment', targeting an initial fundraise of £500,000, the scheme reached around two thirds of its target at the end of June 2022. It has since met its target by the end of the raise period on the 16th August 2022;
- The outdated Electric Vehicle Charging Points at Old Market Way car park, Moreton-in-Marsh and The Beeches car park, Cirencester were replaced with new state-of-the-art 50kW rapid charge units. Later in the year, four charging units, able to charge eight vehicles simultaneously, are planned for the Council's Rissington Road car park at Bourton-on-the-Water as part of the wider redevelopment of the site, with a further four publicly-available chargers being installed at the Council offices in Trinity Road;
- Crowdfund Cotswold was put forward for a number of national awards, and won the Local Government Chronicle 'Community Involvement' award in July 2022. Round three of Crowdfund Cotswold closed on 23 March 2022, with staggered decision dates through the quarter, as projects cleared verification. The Council has pledged against five projects, to the tune of £22,400 from the Council's Community Fund and £11,600 from the Resilience Fund;
- In May 2022, the Council approved the use of £360,000 from the capital programme to replace fitness equipment across the Council's leisure which will be delivered by SLM Everyone Active (SLM). The new fitness equipment will be more energy efficient, reducing the power demand from the leisure centre's equipment, and helping to tackle the climate crisis. The new equipment is expected to encourage a more diverse range of people to use the facilities;
- The Council considered the outcomes of the Leisure and Culture Management Option Appraisal and approved 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 when the contract expires on 31 July 2023;
- The Council has secured just under £150,000 from the Clinical Commissioning Group (CCG) through the 'Strengthening Local Communities' programme. The funding aims to tackle health inequalities, improve health and wellbeing using an asset based community development approach;
- The Community Wellbeing team in partnership with 'World Jungle' have been awarded the contract by the County Council to deliver the Holiday Activity and Food programme (HAF) over the next three years.

## Deliver services to the highest standard



### The Context

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

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

### Actions we are taking

In February 2022, Cabinet and Council approved the Council's Medium Term Financial Strategy (MTFS). The MTFS identifies an overall funding gap of almost £8.9m by March 2026 if left unaddressed. The Recovery Investment Strategy has been updated and was considered by Cabinet in March 2022 and recommended to Council for approval at its meeting in July 2022. The Strategy sets out how capital investment will be used as the tool to address the funding gap and deliver the Council's priorities whilst also recognising that capital investment also needs to support the underlying revenue budget by making an appropriate return.

In July 2022, the Cabinet received a report on the outcome of a commissioning review of the Council's legal service to ensure that the Council has access to resilient, cost effective legal services in the medium to long term. Cabinet approved the recommendation that the existing shared team across Cotswold, West Oxfordshire and Forest of Dean continue to operate the service rather than be transferred to One Legal. The report also noted that the current Legal Service arrangements needed to be formalised with financial contributions incorporated within the legal documents to ensure a fairer sharing of the cost. The next phase is a review of the service to ensure that the service is as economical, efficient and effective as it can be.

The Council recognises that communication is key to establishing excellent working relationships and working alongside our partners to deliver services, as well as engaging our communities and supporting them to take responsibility for the environment around them. A Town and Parish forum was held at Moreton in early July 2022 and attracted 18 participants. The presentations /discussions focused on development management, neighbourhood planning, levelling up and the regeneration bill. A small number of participants completed the satisfaction survey which indicated satisfaction was high, and that they found the information helpful. A second forum to be held at Trinity Road was cancelled due to illness and is now likely to take place in September 2022.

The key strategic aim of the 'Clean and Green' initiative is to reduce enviro-crime within the District, and deliver the benefit of a high quality environment where economic growth is supported and where the Council positively engages with the community to not only solve immediate issues, but to prevent further recurrences. The Clean and Green team acts as the link between the Council, Councillors and communities developing and delivering initiatives, campaigns and educational programmes as well as supporting and working with partners and organisations. The team has been out and about working with other community workers including the Police, engaging with schools, liaising with Town and Parish councils about litter picking and ensuring they have the equipment they need. During Q1, there were 21 requests for litter picks from our communities. The litter picks facilitated by the Clean and Green team involved 176 members of the community and 178 children. In addition, the Spine Road, Cirencester ring road and Andoversford dual carriageway were cleaned in June 2022 which included a mechanical sweep and litter pick. Cirencester ring road had an additional clean in April 2022.

The Cotswold Community and Flood Resilience Project was launched in November 2021 to support Cotswold communities to become more resilient to and prepared for flooding and other emergencies. Gloucestershire Rural Community Council is managing this scheme on behalf of and with support from the Council. During April 2022, two workshops on Community Emergency Planning were held online and all towns and parishes across the county were invited to send representatives. A total of 17 representatives from 11 towns and parishes attended. The workshops were organised and run by members of the Community Resilience group of the Local Resilience Forum.

In early June 2022, the first Flood Warden meeting was held at the Westwoods Centre in Northleach. At this point six volunteers had formally signed up and an additional nine representatives indicated their interest at the event. Following the meeting, volunteer Flood Wardens signed up from a number of parishes. As of the end of June there were 11 registered Flood Wardens representing the following eight parishes/towns; Bibury, Bourton on the Water, Cirencester, Evenlode, Lechlade, Moreton in Marsh, Northleach and Somerford Keynes. A further four communities have expressed an interest. The programme continues to be promoted and awareness is being raised around Community Emergency Planning and resilience. Three parishes have requested guidance on either updating or creating a Community Emergency Plan.

The Council has developed a Strategy on a Page for the Cotswold Water Park with the key ambition for it to reach its full potential as a 'lovely place to walk and cycle where people can get from place to place enjoyably, safely and easily', while also having regard for its importance as a natural habitat with a number of nationally designated Sites of Special Scientific Interest (SSSI) and Special Areas of Conservation.

The Strategy has four strategic elements with proposed activities which are expected to be delivered by the end of December 2022. The focus is on activities where interventions will make the most difference to communities, and will be supported by allocations from the Covid Outbreak Management Funds (COMF). These projects are 'ready to go', and any gaps and longer term issues will be identified.

The Overview and Scrutiny Committee received a report on progress at its meeting on 22 June 2022. Much of the focus over the last six months has been on the 'Active and Sustainable Travel' element. The Council has been working



with Cotswold Lakes Trust to make improvements around Cotswold Water Park that will make it easier for people to walk and cycle around the area as well as helping to disperse visitors more evenly across the Water Park.

Phase One of the project delivered a number of projects including:

- New wayfinding and welcome boards were installed at five of the key destinations to guide visitors to new and interesting places that can be reached on foot or bicycle.
- New cycle parking was installed at six car park and country park locations so visitors and local residents have somewhere secure to leave their bikes when visiting the Water Park, reducing the need to drive and helping to tackle the climate emergency.
- A new section of cycle path linking NCN45 (Railway Path) with Cerney Wick bridge.
- A large section of the railway path between Cerney Wick bridge up to Spine Road and across to the other side was resurfaced and underwent vegetation clearance to make it more accessible for those using bicycles, wheelchairs and mobility scooters.

Phase Two of the project includes working with Gloucestershire County Council to assess the feasibility of a pegasus crossing on the Spine Road which already has funding if a crossing is viable. The crossing would be signalised and used by pedestrians, cyclists and horse riders.

Over the last 18 months, the Council has taken steps to move to cashless parking including contactless, card, by phone or using an app at all council owned car parks using a phased approach. Moving to cashless parking has multiple benefits; it will support the Council's carbon reduction commitment and reduce the costs associated with cash collection and vandalism of pay and display machines. The first two phases have been completed but due to poor mobile phone signal strength in some car parks such as Rissington Road, Bourton on the Water, Phase 3 was paused. A router was installed in the toilet block to boost the mobile phone signal strength, and performance is being monitored. In addition, a trial of an alternative card payment system to speed up card processing commenced in late June 2022 and if successful, Phase 3 will re-commence.

The Covid-19 pandemic has impacted on travel, work and leisure habits and the current financial position of the Council. In January 2022, Cabinet agreed to align charging periods for all car parks owned by the Council to 8am to 6pm on Mondays to Saturdays and remove the 'free after 3pm' concession from six car parks. These changes were implemented on 4 April 2022. 'Free after 3pm' was introduced several years ago when Cirencester car parks were under pressure from high demand due to the Market Place refurbishment scheme and improvements to the Forum car park; and to draw shoppers into town at a less busy time of the day to spread the demand. This is no longer the case, and its removal was supported during the budget consultation as preferable to introducing charges for evening/overnight parking and Sunday parking. The additional revenue generated will support the capital financing costs of further investment in the Council's car park estate.

The overarching aim of the improvement work in the Planning service is to provide a trusted, inclusive and transparent planning service. A relaunch of the pre-application service has been prepared and is awaiting sign off by the Cabinet Member. The new service will be accompanied by new forms and schedule of charges on the website. In addition, the service has started work on improving both how it communicates with applicants and the timeliness of the communication at key stages of the process.

## Respond to the climate crisis



### The Context

The key national context in Q2 was the publication by the Climate Change Committee of the 2022 progress report to Parliament. The BEIS Net Zero Strategy published in October last year targeted a decline in UK greenhouse gas emissions from 2021 onwards, but the CCC progress report shows annual emissions rose by 4% in 2021. The key takeaways from the progress report include:

- There are still policy gaps in the net zero strategy
- Progress lags policy ambition – insufficient focus on delivery
- Need active management of delivery risks
- Tackling the cost of living crisis needs to link to net zero
- Warm words but no progress on the cross-cutting enablers of the net zero transition
- UK needs to act on CoP26 commitments

In addition to the policy context, in Q2 we have seen a hardening of the energy markets. Early in the energy crisis there was a shared view that markets would soften as the Russian invasion of Ukraine resolved itself and Russian gas continued to flow into Europe. Analysts now say that the current unprecedentedly high energy costs are likely to continue for the short-medium term. This has grave consequences for expenditure budgets for the Council, and for all residents. It is now predicted that, from the autumn, 'typical' annual household energy bills will be well over £3k, pushing many households into fuel poverty. There is an urgent need to help residents protect themselves from this crisis.

### Actions we are taking

The Council's Climate Emergency Strategy of September 2020 identified the Council's different spheres of influence over carbon emissions in the District. These range from relatively easier but with lower impact (e.g. direct and indirect control of the Council's own operations), through to relatively harder but with potentially much higher impact (e.g. enabling District-wide action and engaging with all stakeholders).

#### Direct Control

In March 2022, Cabinet agreed the proposed changes to the layout of the Trinity Road offices which will increase the space efficiency of the office use, and reduce energy cost and emissions for the Council. During May and June 2022, there was a 'big office clearout', and some early office moves were also



completed. Additional consideration is being given to energy and carbon reducing actions as part of this refurbishment, for example examining the feasibility of solar PV on the roof of the Trinity Road office, which will usefully reduce the cost of imported electricity; as well as energy efficiency improvements, for example setting minimum performance specifications for low energy lighting. A contractor will be appointed for the more extensive office moves, refurbishments, alterations to specific offices and the marking out of new tenant areas. The procurement process commenced in June, and the contract is expected to be awarded in September 2022.

A survey into travel and working patterns of Publica staff is being carried out by summer interns. This will feed through to a sustainable travel plan for the Trinity Road office, which should help staff to reduce the direct costs and carbon impacts of commuting.

#### Indirect Control

Waste and recycling collection represents one of the most fundamental municipal services that local government offers, presenting councils with huge challenges and potential opportunities in terms of emerging agendas around the environment, climate emergency, and digital services. The Environmental Services Innovation Programme (ESIP) is a partnership between Cotswold District Council, Forest of Dean District Council, West Oxfordshire District Council, Publica and Ubico to deliver shared innovation projects. The ESIP programme focuses on six main priority areas, one of which is to reduce the carbon produced by environmental services. The Council is already seeing benefits from the driver liaison post implemented in 2021-22 which delivered £14,959 fuel saving from heavy braking and acceleration equating to 36.6 tonnes of CO<sub>2</sub>. The Council is also reviewing the current waste and recycling service over the next year. Frith Consulting has been commissioned to perform a benchmarking and options appraisal on the current service so that we can understand how it compares against nearest neighbours and authorities with a similar geographic and demographic. The final report is anticipated in late summer and once received, the available options will be considered.

The Council has completed procurement, through a Cheltenham-led contract, of renewable-sourced electricity for the next two year period, although the exposure to current high wholesale prices in this contract means that there is an urgent need to reduce direct energy consumption at Council sites particularly in the run-up to winter.

Discussions continue with the developers of ground-mounted, grid-connected, utility-scale solar farms, as well as premises-linked 'behind the meter' building-connected solar and storage installations in the District. These offer the potential both for Council direct investment as part of the Recovery and Investment Strategy and potentially the supply of solar power to Council premises, through projects that will deliver substantial carbon savings for the District. A consultant has been identified that will support the Council in assessing viability and risk for these potential investments, and also advise on a commercial strategy and support any negotiation and transaction for solar farms.

#### Place Shaping

The 'Issues and Options' (Regulation 18) round of public consultation on making the Council's Local Plan 'green to the core' has been evaluated and reported to councillors. Responses demonstrate support for the underlying objective, and work is now underway to develop draft policies that put the overall objectives into effect. Close attention is being paid to other councils that are attempting similar updates or amendments to local plans, and how these

proposals are surviving examination in public. Of particular note are the Salt Cross Garden Village Area Action Plan, and the Supplementary Planning Document at West Oxfordshire and the Cornwall Climate Emergency Development Plan Document.

There is a need to improve the existing local electric charging infrastructure capability, encourage the market shift towards an electric future and assist in the achievement of the Council's carbon-zero by 2030 target. The electric vehicle charging point business case was agreed by Cabinet in March 2022 for Council-owned car parks providing 20 charging connections (10 EVCPs). During the quarter, the outdated EVCPs at Old Market Way car park, Moreton-in-Marsh and The Beeches car park, Cirencester were replaced with new state-of-the-art 50kW rapid charge units. The second phase of the EVCP roll out is set to take place later in the year. The EV charging industry (infrastructure and services) is changing rapidly, with steep growth, grid connection constraints, rising equipment costs, new entrants and high M&A (mergers and acquisitions) activity. The Council's chosen contractor is strained by growth, and the latest quotations for new installations are higher than initial estimates, meaning the team is re-evaluating the viability of the initial selected sites. Plans are under development to seek more central government funding, notably the On-Street Residential Chargepoint Scheme (ORCS) and Local Electric Vehicle Infrastructure (LEVI) fund to further expand EV charge points, particularly aimed at residents who do not have off-street parking where they can locate a private domestic charge point.

The consultants appointed to undertake carbon baselining and forecasting work for the Cotswold District sustainable transport strategy have reported to councillors through a workshop which highlighted the slightly surprising finding that the bulk of private vehicle emissions in the District arise from longer journeys, and that short journeys are responsible for very little of the total. Consultants are now developing proposals for policies and actions for the Council to consider.

Separate projects have also started to explore options to improve non-car access to Kemble station, evaluate potential sites for a new multi-modal interchange in Cirencester and improve walking and cycling infrastructure around Cirencester and along our dis-used railway lines. The Council is also moving into the second phase of the COMF-funded projects to increase active travel to and within Cotswold Water Park.

In May 2022, Cabinet endorsed the Nature Recovery Plans for the Cotswold Water Park and the Cotswolds National Landscape (AONB). The implementation of the NRPs forms an important part of the Council's approach to addressing the Climate and Ecological Emergencies.

Nature Recovery Plans (NRPs) aim to secure resilient ecological networks to benefit wildlife and to also provide a range of "ecosystem services", such as clean air and water, food provision, water management and improvements to wellbeing and the economy. They guide activities within a given area, such as planning decisions and policy, funding applications, and land management to ensure that alongside other benefits, biodiversity is protected, enhanced and created in a way that drives nature recovery – "the right habitats in the right places".

The Cotswold Water Park NRP was prepared by the Council in partnership with a wide range of local organisations including local councils, national government organisations, local voluntary and environmental organisations; while the Cotswold National Landscape Nature Recovery Plan (CotsNRP) was prepared by the Cotswolds National Landscape, in consultation with this Council and other partners. The CotsNRP is focussed on actions which will

enhance the special species and habitats of the Cotswolds, setting out targets, priorities and potential locations for habitat restoration as well as describing what can be done by the wider community to contribute to nature recovery.

#### District-wide enabling

The Council's first Community Municipal Investment (CMI), named 'Cotswold Climate Investment' (CCI), is targeting a £500,000 fundraise, and stood at about two thirds of target by the end of the quarter. During the quarter investor sentiment has shifted, driven by a rising Bank of England base rate, and general uncertainty caused by economic stagnation, inflation and the cost of living crisis. Depending on how the remainder of the raise period goes, it may be necessary to extend the finish deadline for the fundraise.

A Gloucestershire-wide Local Authority partnership, led by Stroud District Council, now named Retrofit Centre, is taking forward an 18-month project to build LA capacity to deliver retrofit support to able-to-pay owner-occupiers who wish to invest in energy efficiency and decarbonisation works in their own homes. The project has been awarded initial grant funding, and has since attracted additional grant funding, and key fixed term appointments have been made to drive the project forward. The Council's role is to lead the workstream on market analysis and business planning for a future one-stop-shop retrofit service for Cotswold residents. The collaboration with the Ashden Trust is proving important.

In parallel with the Gloucestershire-wide project, this Council and Stroud District Council are receiving support from the not for profit technical support organisation owned by the LGA, Local Partnerships, to evaluate opportunities for joint working on the retrofit objective, and Local Partnerships is due to feedback its findings and recommendations to the two Councils in the next quarter.

After extensive evaluation of customer feedback and the offer from the Solar Together scheme for bulk-purchased residential rooftop PV, it was decided not to proceed with the offer, but to seek alternative ways to satisfy the 'solar streets' objective of the Climate Emergency Strategy. Discussions are now underway with alternative providers that should be able to help the Council expand the number of households with solar PV (and related technology) by reducing risk and complexity for householders. Such a scheme should help increase behaviour change in favour of lower carbon lifestyles, and the visibility of such a scheme provides opportunities for the Council to communicate its ambitions for District-wide emissions reduction, and engage with residents.

'Warm and Well' is managed by Severn Wye Energy Agency (SWEA) on behalf of the seven local authorities in South Gloucestershire and Gloucestershire, including Cotswold District Council. The service offers energy efficiency advice to householders and administers grant funding on behalf of the local authorities and other funders. During 2021-22, one hundred and fifty-eight households were supported resulting in 49 properties being improved making a life-time saving of 1,723 tonnes of CO2 equivalent to making 490 Cotswold homes carbon neutral for a year.

#### Engaging

This remains a very important part of the Council's overall climate crisis response, and there is much work to do to help build confidence and momentum among all District-wide stakeholders, from residents to businesses and public sector bodies. We are now working on the creation of a District-wide network of individuals and organisations interested in the climate challenge, and researching user needs in order to provide real value.



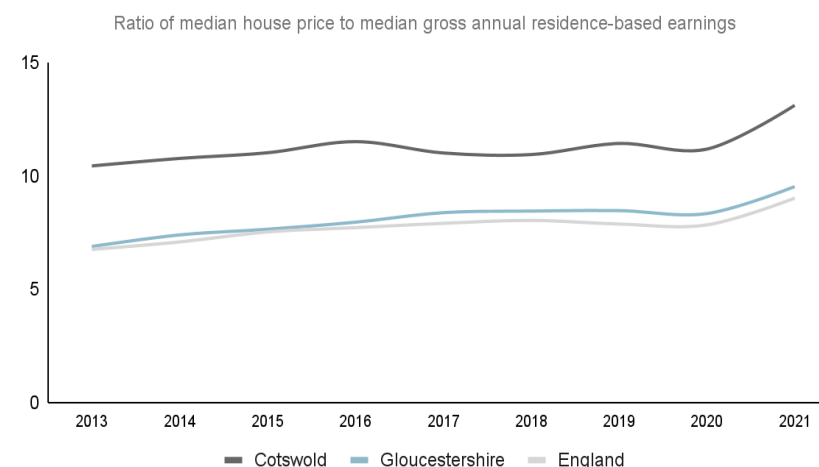
## Provide socially rented homes

### The Context

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

House prices and rents are relatively high. Residents can expect to pay on average 13 times their earnings on purchasing a home in the District. It has been reported that the 'stamp duty holiday' which ended at the end of September 2021 has driven up house prices in particular in rural areas. At the end of June 2021, the median property price in Cotswold District was £410,000, 46% higher than the median property price in England, while the median monthly rent was £850 in 2020-21, over 16% higher than the national median (Private rental market summary statistics - April 2020 to March 2021, Valuation Office Agency). There is a shortage of good quality rented accommodation that is genuinely affordable. Affordable housing helps to meet the District's housing needs and can include low cost home ownership or rented accommodation which typically has a discount of around 20% on the market rent, however this may still not be truly affordable for some residents. Social rented homes have a rent that is lower than affordable rent and therefore provides homes for those on lower incomes or in receipt of full Housing Benefit.

The high house prices and high rents, coupled with the lower than average earnings from local jobs, means housing affordability is a significant challenge for residents in the District which may result in the out migration of young people or alternatively encourage people to commute into Cotswold for work, while living in areas where housing is cheaper. The high house prices and high rents will be exacerbated by the rise in cost of living which is expected to stay relatively high over the next two years.



## Actions we are taking

The Council's Affordable Housing Delivery Strategy and action plan was adopted by Cabinet on 8 February 2021 and sets out the delivery strategy for the Council to accelerate provision of social rented and affordable homes for local people. The current focus is to facilitate the affordable housing identified within the Local Plan and through rural exception sites and community-led housing opportunities, and to work with Housing Associations to maximise affordable housing delivery. The Council plans to go further and bring forward additional affordable homes through enabling and direct intervention which may include provision of land and other funding. In addition, any development the Council acquires or builds must be carbon zero in support of the Council's Climate Change emergency commitment. Although this will increase the cost of affordable housing, it will reduce ongoing revenue costs for tenants. Based on the outcomes from the Member workshop in October 2020, discussions with local Registered Providers (RPs), and a review of delivery options, Officers recommended that the Council establishes a formal partnership with one lead Registered Provider.

An expressions of interest exercise resulted in Bromford being selected as the preferred RP, with the Kemble site to be taken forward via a Contractual Joint Venture (JV). The legal agreement is being progressed; however, the Kemble site has been paused, and an alternative scheme at Down Ampney is now being prepared for delivery first. The Council and Bromford are working in partnership to prepare a planning application for the Down Ampney site and have started a planned programme of consultation, which will continue through this year. Architects have been appointed and are preparing initial scheme designs for this net carbon zero housing development, which will be further shaped by consultation with local people. Legal advice has now been refined and the partnership and development will now be taken forward via a Collaboration agreement which is being finalised before the Council makes a formal decision on both the legal agreement and terms of the Down Ampney agreement in September 2022.

In December 2021, Cabinet received a report on the potential uses of the Cotswold Club, Cirencester including options to utilise it for homelessness accommodation, social housing and residential accommodation. As the property is a grade II listed building, it was financially unviable to pursue these options. Based on the high level cost appraisal, the financial risks associated with the conversion of a listed property and the opportunity to release capital for reinvestment in carbon zero affordable homes on other sites in the District, Cabinet approved the recommendation that the property be disposed of on the open market in its current condition, and that the capital receipts from the sale be earmarked for investment in carbon zero affordable housing developments on other sites in the District. The Council has now accepted an offer on the property and is progressing with the sale.

Similarly, the Old station, Sheep street had also been assessed for service provision such as homelessness accommodation and other housing options but the conversion was also found to be unaffordable. A number of interested parties were shown around the Old Station building at the end of January 2022. A project manager was appointed to collect information on possible options and prepare a project plan on the process for selecting potential tenants or partners to develop Old Station, and then to take the project forward. Historic England has invited the Council to work with them on the project to use it as a case study for how the refurbishment of old buildings can be carried out in a way that looks to make the building as sustainable as possible in the future. They will be providing expertise during the project to help make the building sustainable, both in the refurbishment and ongoing maintenance and running. Funding from the Council's UK Shared Prosperity Fund allocation was agreed in July 2022 to enable design and feasibility work to be completed which will inform a full business case which will be brought forward for formal decision in the Autumn.

In July 2021, Full Council approved the allocation of commuted sums grants for 28 social rent homes at Stockwells, Moreton-in-Marsh to be delivered by Bromford Housing Association. The Stockwells regeneration scheme represents an opportunity for the Council and Bromford to create the first social rented, Modern Methods of Construction (MMC) net zero homes within the District. With funding support from the Council, Air Source Heat Pumps will replace traditional gas boilers, reducing CO2 emissions from heating and hot water by around 80%. In addition, the introduction of a large solar PV system will reduce net carbon emissions of the development to zero. Developers are expected to start on site in August 2022.

In March 2021, following recommendation from Cabinet, the Council allocated commuted sums grants to two projects to deliver low carbon affordable housing. A sum of £478,500 was allocated to provide 100% social rent on a scheme of 15 units at Davies Rd, Moreton in Marsh; previously an open market scheme with 40% affordable housing only. A further allocation of £102,000 will be used to enhance the environmental sustainability of the homes. Cottsway Housing Association successfully submitted an application to Homes England for match funding. The developer, Helix Construction has submitted a planning application for reserved matters to finalise the details of the units and the landscaping.

The second project has an allocation of approximately £332,000 from commuted sums grants for a scheme of 14 homes at Sunground, Avening, a rural exception site which will be 100% low carbon affordable housing. The scheme has received Homes England funding through Bromford which is developing the scheme on behalf of Gloucestershire Rural Housing Association (GRHA). The scheme will provide nine social rented and five shared ownership homes for local people, incorporating rainwater harvesting, air-source heating, solar panels and biodiversity measures. The grant agreement has been signed off, and work on site commenced in July 2022 which coincided with the National Federations's Rural Housing Week 2022 which highlights the challenges facing housing in rural communities.

The Housing team is working closely with other services to ensure that there is a sufficient supply of both temporary and longer term accommodation available for our clients in housing need. The Council recently approved the proposed spending of our annual Homelessness Prevention Grant award for 2022-2023. As we move away from the reactive necessity of the pandemic, the focus for the Housing team in 2022-23 is returning to a strong Prevention from Homelessness approach and thereby reducing the need for short term, emergency Bed and Breakfast use. The Council secured a lease on a property in Tetbury in July 2020 which provided nine self-contained units for homeless people. This provision worked very well and saw a reduction in the reliance on Bed and Breakfast accommodation. The Council recently took the opportunity to purchase this property when it became available for sale ensuring longer term provision for homeless people. The purchase is now progressing.

The Housing Team has also worked closely with countywide partners to submit a bid to the Rough Sleeping Initiative 2022 – 2025 fund which included three specific Cotswold District focused projects – Housing First, Complex Needs Prevention, and Temporary Accommodation support. Previously the annual Prevention Grant has been used to recruit staff to assist with providing a proactive and preventative approach to homelessness, however if agreed, RSI 2022-2025 will enable the team to plan much further into the future.



## Make our local plan green to the core

### The Context

In July 2019 the Council declared a Climate Change Emergency, and a year later made a further commitment to the environment by declaring an Ecological Emergency. Key to the commitments made in both emergencies is the partial update to the Local Plan and making it green to the core.

Since the adoption of the Local Plan in August 2018, the government's National Planning Policy Framework has introduced new guidance that increases the importance of climate change adaptation and mitigation and the role that Local Plans play. This is in addition to the Clean Growth Strategy, Environment Act (2021) and UK Net Zero Strategy, which represent the Government's ambition to combat climate change and give the environment a bigger mandate

### Actions we are taking

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

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

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

In February 2021, the Government provided clarity on the District's future housing needs, which has returned housing need to previously anticipated levels; e.g. approximately 490 homes per year down from the proposed 1,200 homes per year. As a result, the Council has recommenced its programme of work to undertake a partial update of the Local Plan. A new Local Development Scheme (LDS), published on the Council's website, sets out key stages in the local plan making process. A Local Plan Programme Board, that has membership of all political parties, will monitor the progress of the Local Plan partial update.

In December 2021, the Council's Cabinet approved an early stage Local Plan public consultation to run between Friday 4th February and Sunday 20th March. Overall, the consultation has been a great success with approximately 7508 individual respondents making 2,900 responses, more than any previous Local Plan Regulation 18 (issues and options) consultation that the Council has undertaken. The consultation generated useful remarks that will help to shape the emerging Local Plan, and some ideas about how to make the next consultation even better. A summary of the consultation responses has been drafted and will be made available on the Council's website in July. An update on the Local Plan project was presented to the 4 July 2022 Cabinet meeting.

The consultation was carried out on Commonplace, the Council's new consultation system, funded by a Government scheme to promote digital engagement. The consultation was based on 18 bite-size themes or topics, and generated responses from all sectors of the community but notably the Council was able to target the District's younger people with promotion on social media, in schools and through video productions, which was a shortcoming of previous consultations. The Council also ran two well attended drop in events in Cirencester and Moreton-in-Marsh where the Forward Planning Team was able to provide information and explore with interested parties the issues and options for the District.

The Council has begun the process of updating its evidence base and studies to support the partial update of the Council's Local Plan, including:

- the draft Cotswold District Green Infrastructure (GI) Strategy, which was open for public consultation during July and August. The GI Strategy forms part of the Local Plan evidence base and responds to the Council's Climate and Ecological emergencies and corporate priorities to improve health and wellbeing. A summary of comments received together with a final edit of the Strategy is now underway;
- an updated Sustainability Appraisal - this is a statutory and iterative process in the production of the Local Plan; it helps to ensure policies promote sustainable patterns of development. An early stage appraisal supported the public consultation;
- an updated Habitats Regulation Assessment - like the Sustainability Appraisal this is a statutory and iterative process; it will examine the effect of proposed development on protected habitats. A scoping document supported the public consultation;
- an updated Strategic Flood Risk Assessment - a key piece of evidence that helps to ensure proposed development is located away from areas that flood.
- an updated Strategic Housing and Economic Land Availability Assessment (SHELAA), which seeks to identify land that could be suitable for allocation in the updated Local Plan. This was published in October 2021 and local communities have commented on the document through the Local Plan consultation.

Work continues on the Cirencester Town Centre Masterplan project which was officially rebooted in January 2021. The project is split into two discrete parts, (1) feasibility assessments; and (2) a framework masterplan. The former examines key issues affecting the town centre such as, the changing nature of uses in the high street, parking demand and capacity and the future impact on transport modes of achieving zero carbon. The Council has already completed an assessment of possible changes to uses in the town centre and an updated Cirencester Town Centre Health Check; both documents will be available via the Council's website in spring 2022. Further feasibility assessments will be carried out in 2022. In April 2022, the Council commissioned a consultant to prepare a Framework Masterplan which will bring the whole project to life and invite local communities to engage and shape the future of their town centre. The work aligns and supports the Council's Local Plan partial update and Cirencester Town Council's Emerging Neighbourhood Plan.



In March 2021, the Council appointed its first Sustainable Transport Strategy Lead officer, responsible for developing and delivering a new Sustainable Transport Strategy to support the partial update of the Local Plan and the transition to a carbon zero future. The first phase of this work, which establishes future “do nothing” transport carbon forecasts for Cotswold District and quantifies the difference between that forecast and the trajectory we need to meet to achieve our aim of net zero carbon emissions by 2045, has now been completed and shared with Members at a workshop on 4th July 2022. The second phase, exploring options to close that gap, is now underway. The outcomes from that phase will be used to inform the update to the Local Plan and in the preparation of other planning policies, such as the Cirencester Town Centre Masterplan. A Public Transport Study examining potential locations for a transport interchange in Cirencester and possible improvements to the public transport connections between Cirencester, Tetbury and the rail station at Kemble was commissioned in April 2022 to further support this work.

## Support health and well-being



### The Context

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

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

### Actions we are taking

We want Cotswold District to be the best in the country for health and wellbeing, and promoting healthy lifestyles and providing opportunities for people of all ages to be active is key. A Leisure Strategy determined by local priorities and outcomes was developed with the aim of providing effective and sustainable physical activity and sport opportunities for local communities via investment in our stock of leisure facilities and other non-facility interventions. In March 2021, Cabinet authorised officers to work in partnership with other organisations on the feasibility of the projects in the Strategy. Specialist Leads for each of the three themes (Healthier District, Connected Community and Active Environment) were identified and developed action plans for each area. Progress on the projects are being monitored by the Active Cotswolds Programme Board.

In May 2022, Council approved £360,000 from the Capital Programme to replace fitness equipment across the Council's leisure service to be delivered by SLM Everyone Active. The new fitness equipment will be more energy efficient, reducing the power demand from the leisure centre's equipment, and helping to tackle the climate crisis. The new design of gym spaces will also reflect the rising trend in 'functional' fitness training, focusing on more functional fitness space and less on cardio machines. Furthermore, the new equipment is expected to encourage a more diverse range of people to use the facilities. This is especially important at Cirencester Leisure Centre where there has been growth in health and fitness competition from Puregym. The café at Cirencester will also be upgraded, improving the whole leisure experience for our residents and customers.

The leisure management options appraisal which includes the Corinium Museum has been completed to determine the most suitable delivery model, contract scope and contract terms for the Council's leisure facilities when the current contract expires on 31 July 2023. Max Associates was selected to undertake the work and the process was supported by a Cross Party Member Working Group. A report on the outcomes of the options appraisal was discussed at Overview and Scrutiny in April, followed by Cabinet and Council in May 2022. The Council approved the commencement of a procurement process for the appointment of Leisure and Culture Management Contractors (separate lots) at its meeting which will be managed by Max Associates.

supported by the Council and its Legal team. Work has commenced on the overarching legal contract, and the procurement details were reviewed at the procurement and commissioning board in July 2022 to determine the procurement route and the contract terms.

Another project in the Leisure Strategy is the development of a Playing Pitch Strategy which will include an assessment of the District's current and future needs for playing pitches for football, rugby, hockey, tennis and polo. Consultants, KKP is undertaking the project, and completed the winter sport assessment during the first part of the quarter. The assessment was informed by consultation (1-2-1, telephone and online) with Town and Parish Councils, educational establishments and sports clubs. The winter sport assessment was reviewed by sporting governing bodies with KKP and the Council at the end of June. The next steps are for KKP to draft the report and produce an action plan in partnership with the Council and governing bodies; and to commence the summer sport assessments.

Round three of Crowdfund Cotswold closed on 23rd March, with staggered decision dates through the quarter, as projects cleared verification. The Council has pledged against five projects, to the tune of £22,400 from the Council's Community Fund and £11,600 from the Resilience Fund:

- Two projects to replace tired play equipment in Meysey Hampton and Ampney Crucis
- Investment in equipment to help the Severn Areas Rescue Association set up a Cotswold Search and Rescue Team
- A grant to replace a temporary canopy at the Tetbury Goods Shed Art Centre
- A grant to develop a clubhouse at the recently established Moreton Croquet Club.

The Ampney Crucis playground project as well as the Cotswold Search and Rescue Team project have already hit their funding targets.

Visits to projects supported in earlier rounds have yielded photo and video content, to promote the scheme to the next cohort of project creators and to celebrate the work of community project creators. Crowdfund Cotswold won the Local Government Chronicle's 'Community Involvement' award in July 2022.

The Council is actively engaging with its communities. In June 2022, the Community Wellbeing team supported the 'NHS and Beyond Health Fair' in Cirencester, organised by the local Patient Participation Group. The team took the opportunity to inform and promote their activities as well as engaging with residents and networking with other organisations. This event was part of the 'Cirencester Health and Wellbeing Week' organised by the Town Council.

The Council is taking an asset-based community development approach aiming to support more resilient, well-connected and active communities. In September 2021 the Council employed its first Community Builder, and a second post will be recruited in Summer 2022. Community Building aims to empower local people to shape their local area in a way that is right for them using their skills, knowledge and passion as well as other existing assets. The Community Wellbeing team has supported the development of a community-led initiative in Bourton-on-the-Water that aims to enable older people to learn and feel comfortable with digital technology. It is in the early stages but plans include weekly classes for ten participants over the age of sixty.

The Council's Community Builder has connected residents together who are interested in reducing food waste in Northleach, and ideas about a food pantry/food waste/community fridge/kitchen are being discussed. Two small youth grants have been secured for Northleach Youth Trust, and young people are being asked about how they would like to see the funding spent.

The Council is taking a range of actions to improve equal access to quality services across the District including actions to tackle food poverty and investing and supporting youth engagement work. The Community Wellbeing team in partnership with 'World Jungle' applied to the County Council to deliver the Holiday Activity and Food programme (HAF) over the next three years and has won the contract. The scheme is aimed at children in receipt of free school meals and has already run successfully during school holidays in 2021. More recently, we delivered the HAF during the Easter Holidays in April 2022. Just under 930 children attended the 30 activities that were on offer and 1001 sessions were booked. Forty-six percent of those children were eligible for free school meals. Over 700 Co-op food Boxes as well as 400 frozen meals were delivered to families. Feedback from a survey told us that the children had a really enjoyable time, felt there was a large range of activities to choose from and enjoyed just being able to get outside or try new things. Parents were extremely pleased as lower income families were able to access activities for their children to try that they otherwise may not be able to afford. Feedback also highlighted areas for improvement such as activities for children of older and much younger age groups, widening our activities to include as many age groups as possible, providing more slots for the most popular activities as well as better advertising. This feedback will feed into future provision planning.

The Council was awarded £162,500 by the Government to assist with installing Changing Places toilets in locations across the District. The toilets are larger and accessible to people who cannot use standard accessible toilets, with equipment such as hoists, curtains, adult-sized changing benches, and space for carers. The venues in our bid were Cirencester Abbey Grounds, Birdland at Bourton-on-the-Water, the Cotswold Country Park and Beach at South Cerney and Cotswold Farm Park at Guiting Power. Delivery for all four venues should take place in the 2022-23 financial year and officers are currently liaising with each of them to progress this project.

The Council secured just under £150,000 from the Clinical Commissioning Group (CCG) through the 'Strengthening Local Communities' programme to tackle health inequalities and improve health and wellbeing using an asset based community development approach. In collaboration with the Integrated Locality Partnership (ILP), it has been agreed that part of the funding will be used to improve food security/food sustainability in the Cotswold District. The Council has commissioned 'Feeding Change' to scope the picture of community food provision now, what is working well in the Cotswolds and what is the need and where the gaps are. Their report explores how to provide everyone with great food and someone to eat it with across the Cotswolds. The report contains several key recommendations, which will be implemented over the coming months using the CCG funding in part.

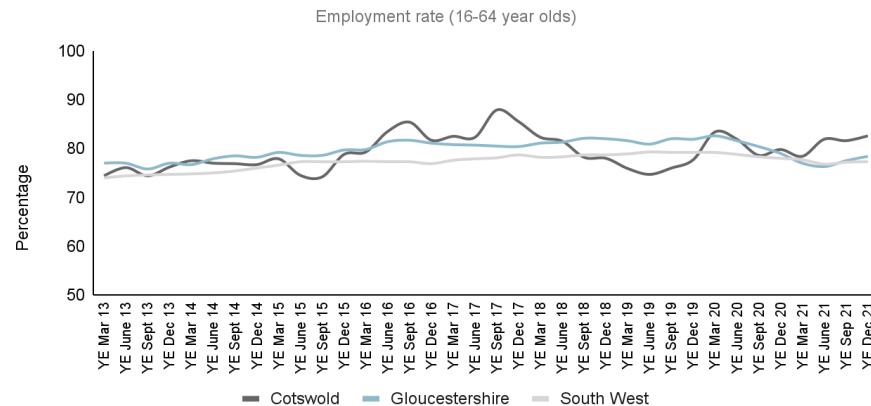
The Government announced a package of support to help households with rising energy bills which includes a £150 non-repayable rebate for households in council tax bands A to D, and discretionary funding to support households who are in need, but not eligible for the Council Tax Rebate. The discretionary funding aims to reach people on low income, people living in supported accommodation, people living in Houses in Multiple Occupation (HMOs) and people receiving certain benefits amongst other criteria. At the end of June 2022, almost 90% of those eligible for the mandatory scheme had received their payments. The Council paid out £2,889,600 to 22,496 households. To address how the Council can continue to support households during the cost of living crisis, some modelling on changes to the council tax support scheme is being undertaken in preparation for April 2023.



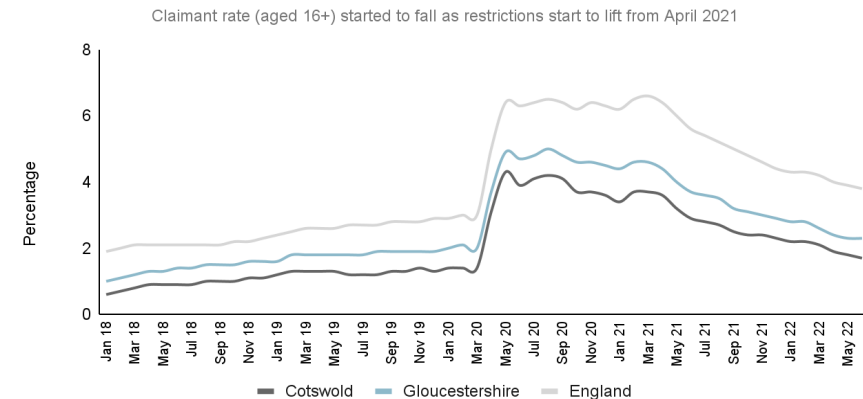
## Enable a vibrant economy

### The Context

The District supports an economically active population of around 47,700 and has strengths in Finance and Business Services, ICT including Science and Technology, Retail, and Accommodation and Food Services. A large proportion of businesses are small enterprises employing fewer than 10 people. Median wages for people working in the District are below the national average, and affordability of housing is a significant issue for the District, which can result in skill and labour shortages. Historically, unemployment has been relatively low but has risen since the start of the pandemic, although has fallen back significantly in recent months to 1.8%. The national and global economies face further uncertainty now as a result of the Russian invasion of Ukraine and sharply rising prices, particularly for energy and fuel, which will impact disposable income and living standards.



Source: ONS, Annual Population Survey



Source: ONS, Crown Copyright Reserved (Nomis)

The Cotswolds is well-known as a popular visitor destination and the visitor economy accounts for a significant proportion of the local economy - 7000 jobs or 18% of the total. The local visitor economy has taken a huge hit over the last two years and while it is recovering strongly the outlook remains far

from rosy. Demand remains relatively strong but there is mounting evidence that a large proportion of UK residents will be holidaying overseas this summer. This, combined with the cost of living crisis will have an effect on both visitor numbers and visitor spend.

Visitor attractions are reporting numbers have fallen since last year and accommodation providers are reporting lower levels of advance bookings, although with late bookings their overall occupancy rates are stable. All businesses are reporting large cost increases, particularly in wages and energy prices. For serviced accommodation and hospitality businesses, staff shortages are continuing to result in reduced services being offered and this is significantly affecting profitability.

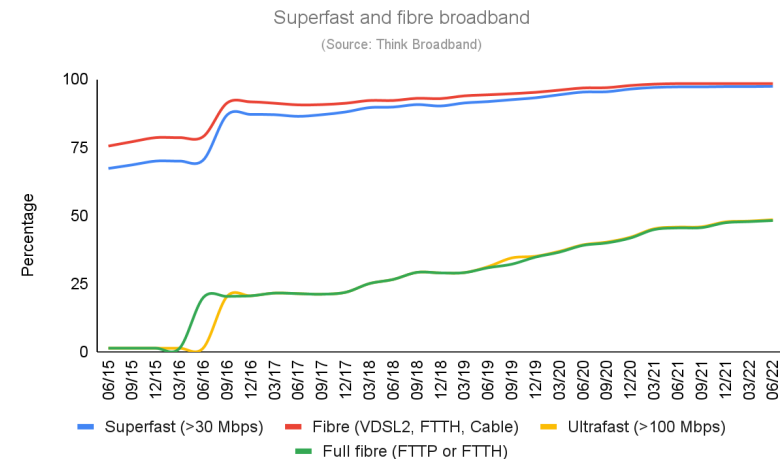
Overseas visitors are still relatively low in number and some markets have not returned yet (especially Asian markets). However the key North American market is showing signs of recovery.

The number of job postings remains high, reflecting difficulties in recruitment. There are many companies at the cutting edge of innovation and the opportunity to grow key sectors like agritech, cyber and digital, medical equipment and environmental technologies.

The lack of a reliable broadband connection especially in rural districts can add to social isolation as well as reduce opportunities to be economically active.

Openreach is currently working in Cirencester and has recently announced plans to deliver full fibre to Tetbury, South Cerney, Lechlade, Northleach, Fairford and Bourton-on-the-Water by 2026 at the latest. A detailed timetable is awaited. Gigaclear is also onsite in Cirencester and Chipping Campden and has plans to undertake work in Northleach, Fairford, Tetbury, Bourton-on-the-Water, South Cerney and Stow-on-the-Wold over the next year or so. However, there are still some areas where broadband is poor and even superfast connectivity is not sufficient for some businesses to operate in the way they wish to. The Council is working with the Fastershire Project to address these areas. The coverage of both superfast (>30mbps) and ultrafast (>100mbps) continues to edge up according to figures on the ThinkBroadband website (see graph above).

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



## Actions we are taking

The Green Economic Growth Strategy 2021-25 sets out the challenges and issues for the District, and how they will be addressed. It identifies the key areas that will deliver growth in the District, as well as a recovery plan for the local economy. The Cotswold Economic Advisory Group which was set up to advise, oversee and challenge the implementation of the Strategy; and provide a link to the main institutions and the wider business community in the District continues to meet regularly and provide valuable advice and assistance. The group has representation from key stakeholders including Cirencester College, the Royal Agricultural University (RAU), Campden BRI, St James's Place, the Federation of Small Businesses and GFirst LEP. Most recently, the Group received a presentation on the RAU's plans, considered the latest six-monthly update report on the Green Economic Growth Strategy and advised on the priorities for the 'Supporting Local Business' and 'People and Skills' elements of the UK Shared Prosperity Fund.

The Council has now completed the 'Welcome Back Fund' and 'Reopening High Streets Safely' project, designed to assist town centres to recover after lockdown, for which the Council had been allocated just over £160,000 of funding. Cabinet approved indicative allocations of £50,000 for physical works to town centres and £30,000 to assist town centres to be more digitally resilient. The Council approved a range of town centre 'beautification' projects submitted by Town and Parish Councils. The vast majority of these were delivered ahead of the 31st March 2022 deadline. As a District, we will have utilised somewhere very close to our full allocation under the 'Welcome Back Fund'. The final claim under this scheme is currently with the Government for approval. Other projects funded by the 'Welcome Back Fund' included a feasibility study into a Business Improvement District for Cirencester Town Centre, which is currently under consideration. The Digital Resilience Project helped a considerable number of businesses but improving the digital skills and presence of businesses within the District remains an ongoing challenge. Webinars produced under the Digital Resilience Project remain available on the Council's YouTube channel.

A survey undertaken in August 2021 showed Cirencester having a town centre vacancy rate of 11%, three percentage points below the national average. A further count undertaken in April 2022 showed this had dropped to just under 6%. It has been encouraging to see a number of new entrants opening in the town centre in recent months. The smaller towns within the District have much lower vacancy rates and none of these are of concern at this time, although we need to be mindful of the pace of change on the high street.

Much of Cotswolds Tourism's work this quarter has been centred on sustainability, one of the six priorities set out in the Destination Management Plan. The findings of the Sustainable Tourism Survey are being worked through to identify the organisations and partners best able to assist businesses in the many different areas of sustainability, and a Sustainable Tourism Action Plan has been developed.

In partnership with the Cotswolds National Landscape, the Tourism team held a business webinar, attended by 20 businesses, to promote the Caring for the Cotswolds scheme. This scheme provides a way for businesses, residents and visitors to give something back via a visitor payback scheme to ensure the environment is taken care of.

Plans for a Local Connections project designed to develop and improve business to business connections between local accommodation providers and businesses providing services or products that would add value or interest to their visitor offer. The project will be going live in March 2023.

At the end of June 2022, the team held its first in-person networking event since the start of Covid. Twenty-two businesses attended the event in Stow on the Wold. These sessions provided opportunities for delegates to network, and to discuss issues and challenges and share ideas as well as an opportunity for the team to give a regional and national overview, for example, the outlook for overseas visitors to the UK, and tell them about the team's work and plans including upcoming marketing campaigns.

The aim of the Real Cotswolds campaign is to encourage interest in less visited towns and away from visitor hotspots by giving greater prominence to less visited towns on the Cotswold Tourism's website, encouraging media interest away from hotspots, controlling where possible the imagery used (e.g. only supplying out of season images of the most popular places). The campaign is proving successful. Web traffic to the promoted towns has increased 107%, and traffic to the hotspots has decreased by 35%.

In addition to the Covid-19 related work that has taken place during the quarter to support businesses, as well as promoting tourism, the Council is working with partners to bring sites forward which will support the Council's ambition to grow high value, highly skilled, low environmental impact businesses in key areas including agritech, digital/cyber, medical equipment and environmental technologies, and to enhance the opportunities available for local people, particularly young people. The Council is working with:

- the Royal Agricultural University to bring forward their Triangle/University Gate site. The Council's Chief Executive, the Cabinet Member for Economy, and the Economic Development Lead have held a number of meetings with the new Vice Chancellor, Chief Operating Officer and Director of External Relations at the RAU. The RAU has come up with a concept of an 'Innovation Village' which will help to address global challenges around sustainable farming and food security. The plans include teaching and research space, incubator and grow-on business units, a conference centre, hotel and hospitality space. The Council assisted the RAU to secure £100,000 from the Gloucestershire Economic Growth Joint Committee Strategic Economic Development Fund to assist with the cost of project management over the next two years. It is anticipated that a planning application for the site will be submitted towards the end of this year or early next year.
- the new owners of the former Mitsubishi site in Cirencester, now renamed Watermoor Point. The office element is now 75% let and the warehouse is being repurposed for storage for businesses and individuals. The Cabinet Member for Economy and Transformation visited recently to see improvements to the site. The most recent meeting of the Cotswold Economic Advisory Group was hosted at Watermoor Point.
- ZeroAvia which has relocated from Cranfield to Cotswold Airport. ZeroAvia is a leading innovator in decarbonising aviation, and is developing a hydrogen-electric powered aircraft. The Council is working with the Inward Investment Team at GFirst LEP to support ZeroAvia which has increased its staff numbers from 10 to well over 50 with the plans to continue to grow significantly. The Council and GFirst will continue to support ZeroAvia in its continued growth.
- Bathurst Developments in relation to the first phase of employment land at The Steadings development. They have appointed a developer partner who is confident about the demand for the units. The next step will be for a reserved matters planning application to be submitted for this phase.



The Applied Digital Skills Centre at Cirencester College was officially launched at an event held in May 2022. The new centre will give the District a great opportunity both to develop a workforce with the digital skills needed in the 21st century, and also to grow its digital and cyber sectors. The Council continues to work closely with the College, particularly to identify partnerships with business which would be mutually beneficial. The College has also been awarded £4m of funding from the Government for a new T-level building which will help to provide high level skills in the District. T Levels are based on the same standards as apprenticeships, designed by employers and approved by the Institute for Apprenticeships and Technical Education. It is equivalent to 3 A-levels and involves an industry placement. The Economic Development Lead has met with staff from the College to assist them with identifying potential placements for students.

On infrastructure, the Development Consent Order (effectively the planning application) for the A417 Missing Link was submitted to the Planning Inspectorate by Highways England in June 2021. The examination finished in May 2022, and a decision is now awaited. Kier Highways has been appointed main contractor pending the outcome of the inquiry. The project, which at around £450m, is the biggest infrastructure investment in the District and indeed the whole county for a generation, is designed to reduce congestion and improve road safety on this important link between Cirencester and Gloucester and, more widely, the M4 and M5 motorways. While new road building projects can be seen as environmentally damaging, much of our efforts have been focused on delivering opportunities for environmental improvements as well as economic benefits.

An Innovation Lab at Chipping Campden library will open from 1 August 2022 and is a friendly community space offering access to digital skill development for all ages and abilities, including 360° immersive film, 3D design, print, scanning and prototyping, coding and micro-computers, virtual and augmented reality and advanced digital design and animation. A lab technician will be on hand to support delivery of a range of events, workshops and one-to-one sessions for young people, job seekers, freelancers and creatives, and will also establish a network of volunteers and industry links to help with setting up Code Clubs and STEAM based workshops for local schools.

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**COTSWOLD**  
DISTRICT COUNCIL

Delivering great services locally

**PERFORMANCE REPORT**  
**April 2022 - June 2022**

## A note on performance benchmarking

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

The second annual benchmarking exercise has been completed for the most recent data available (2020-21), and includes CIPFA benchmarking charts and revised Shire Districts' median /top quartile lines. The 2021-22 benchmarking data will be released over the course of the new financial year, and generally concludes around December time, ready for the 2022-23 Q4 performance report.

Two comparator groups that are commonly used to benchmark Councils' performance are: all shire district councils and CIPFA Nearest Neighbours (NN). The CIPFA NN Model is based on family groups; it adopts a scientific approach to measuring the similarity between councils taking into account a range of demographic and socio-economic characteristics. The standard model provides the 15 nearest neighbours to each council. In contrast, the all shire districts comparator group is a much larger dataset of 181 councils, and there will inevitably be a much greater variation between the councils in this group.

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

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

### Note

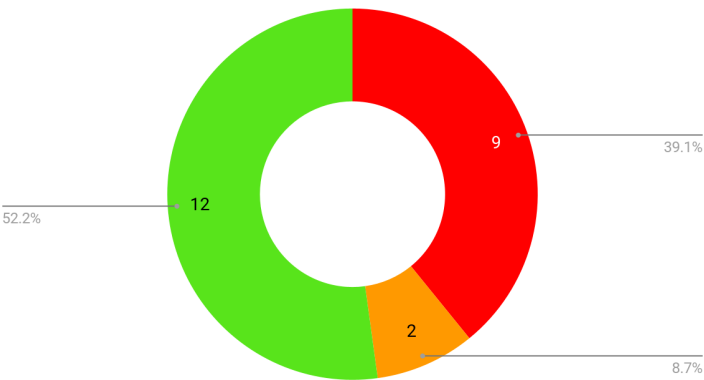
The data has been extracted from LG Inform, a benchmarking tool, which contains a range of routinely published data. It should be noted that:

- the extracted data may differ from the Council's own data;
- the median and top (best 25%) quartile lines are based on annual outturns but applied to the quarterly data;;
- 2021/22 benchmarks are not yet available, so the previous year's benchmarks have been used, and will be revised during each benchmarking exercise.

# KEY PERFORMANCE METRICS

## At a glance...

Summary of Performance



### OVERALL PERFORMANCE

Although overall performance for the quarter was mixed, there were improvements in some key services such as benefits and planning. In Q1, processing time for the council tax support indicators were either on target or close to target. Planning performance also improved with both ‘Majors’ and ‘Minor’ applications exceeding their targets.

During 2021-22, workloads were high in some services due to a combination of reasons including the continuing impact of Covid-19 on workloads and a shortage of staff. The employment market has remained buoyant and the market for qualified professional staff is competitive. The retention of staff in some services such as planning is expected to remain a challenge despite the introduction of career graded posts.

A common theme emerging from a number of services is the impact of the cost of living crisis on households, businesses and the Council’s services in particular Revenues and Benefits, Planning, Housing Support and Leisure.

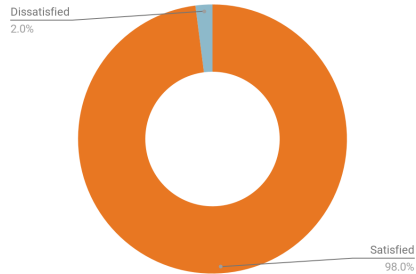
There are a number of improvement programmes in progress across services focussed on improving the way services communicate with customers, increasing automation and self-serve options for customers, and improving the monitoring of workflows using case management tools

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

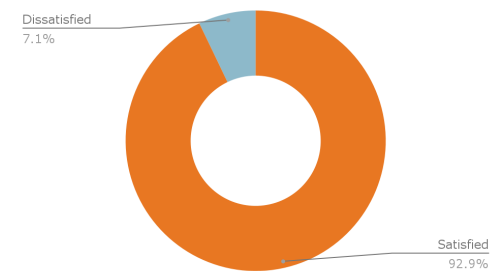
## CUSTOMER SERVICE

### Customer satisfaction

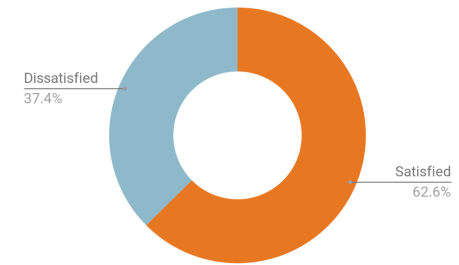
Face to face - 49 respondents



Phone - 28 respondents

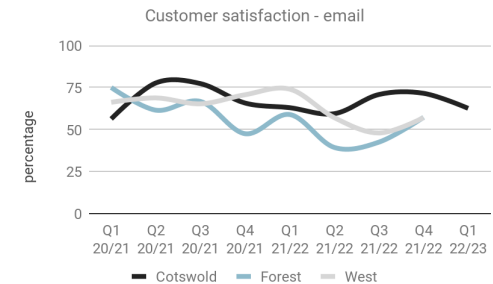
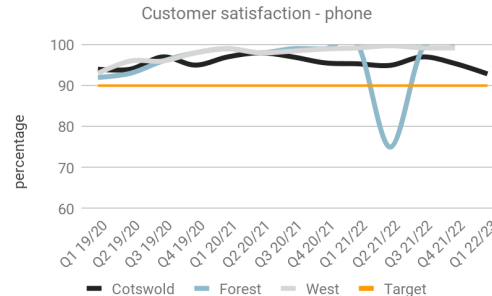


Email - 139 respondents



### What's the trend?

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### OBSERVATION:

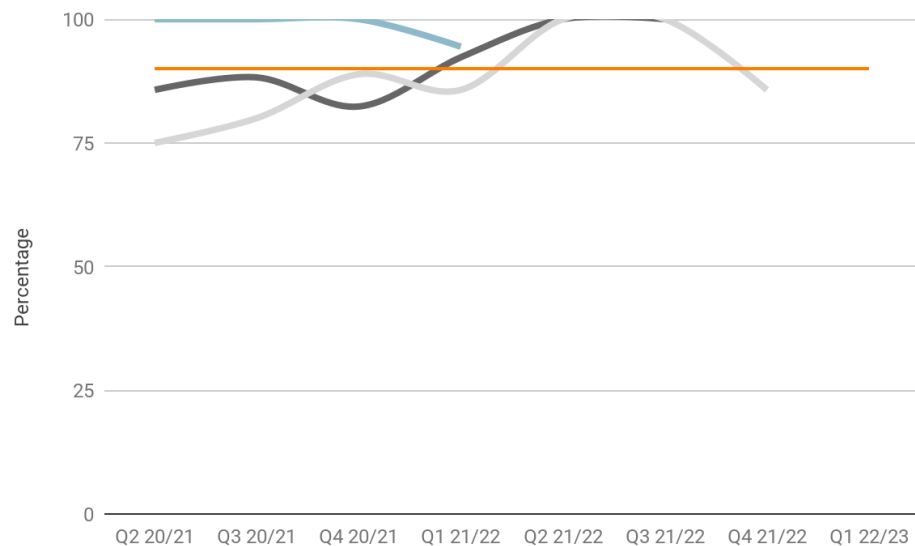
Satisfaction ratings for services delivered face to face and telephone are indicating high satisfaction for services.

Footfall has been relatively low since re-opening Trinity Road offices and Moreton Area Centre (following their closure during the first part of the pandemic), although footfall did increase in Q1 as householders brought in relevant documentation to support their £150 council tax/energy rebate claims, and this is reflected in slightly higher survey responses this quarter.

The number of telephone surveys completed in Q1 was lower than usual as the advisors were prioritising customer enquiries. Cotswold frequently ranks within the top 10 councils on the GovMetric Telephone Channel Satisfaction Index.

Work continues on the Choice Channel project which is focussing on those services that have high call volumes and increasing the availability of online services where appropriate

## Customer satisfaction for the Building Control service



### OBSERVATION:

The surveys have been paused temporarily due to a shortage of staff in the service.

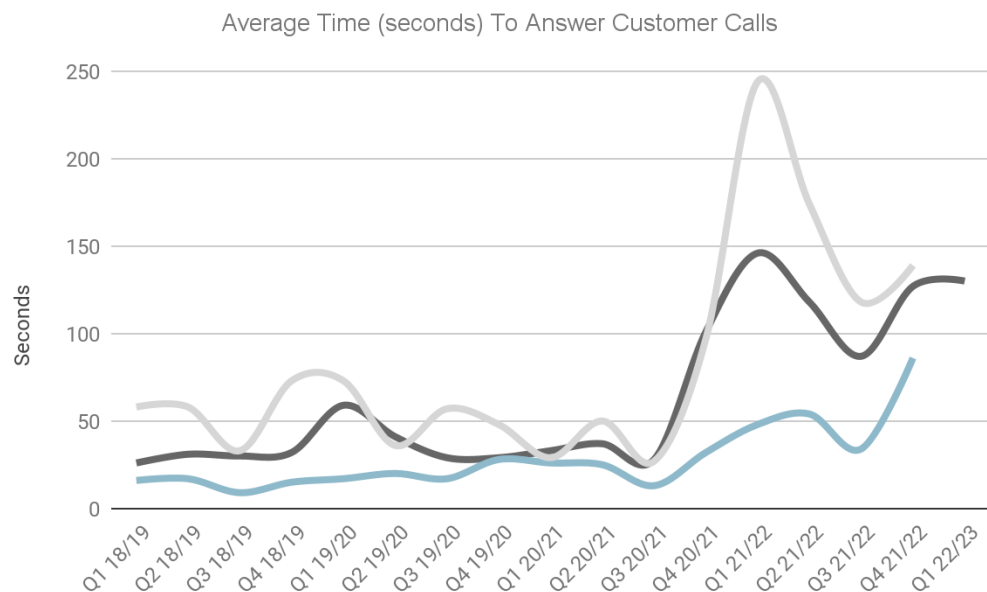
Staff are prioritising workloads, and Technical Support Officers are supporting the Surveyors, who are either in the process of becoming 'licenced' or who will embark on this mandatory training.

All building control surveyors need to be licenced by November 2023.

Overall, the survey yields a small number of responses. Alternative ways of surveying customers will be considered as a wider piece of work on customer satisfaction in services over the next year

## Telephone calls - average waiting time

Cotswold Target
  Cotswold
  Forest of Dean
  West Oxfordshire



### OBSERVATION

Average call waiting time is stable and at around two minutes is comfortably within the three minute standard considered good for local authorities (GovMetric).

The longer call waiting times was mainly due to supporting the roll out of the £150 council tax /energy rebate to households as well as the discretionary scheme via a number of channels - telephone, email and in-person. Advisors provided advice to residents/customers, completed online forms and set up direct debits. Those households which were not on direct debit were required to provide the appropriate documentation which resulted in a higher number of F2F visits to Council offices.

Over the next few weeks, the service will focus on managing demand through improved engagement with other services, and better understanding the impact of other services' communications with customers/residents on resources in the customer services team throughout the year.

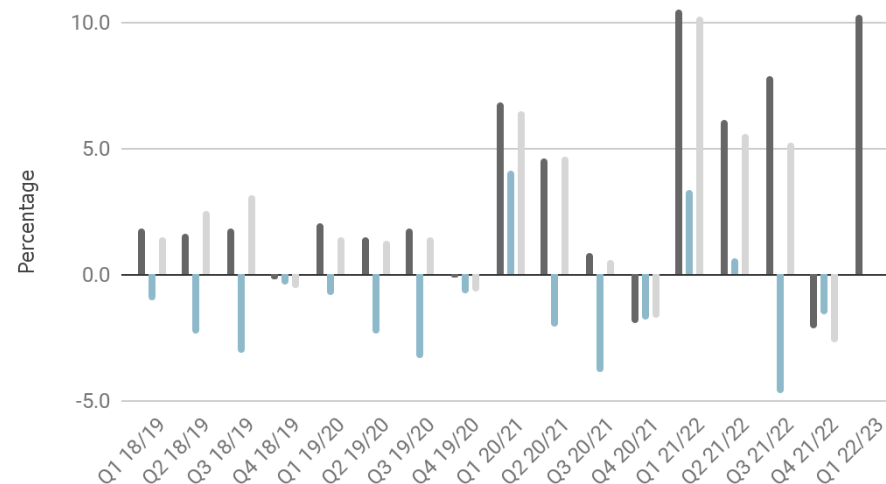
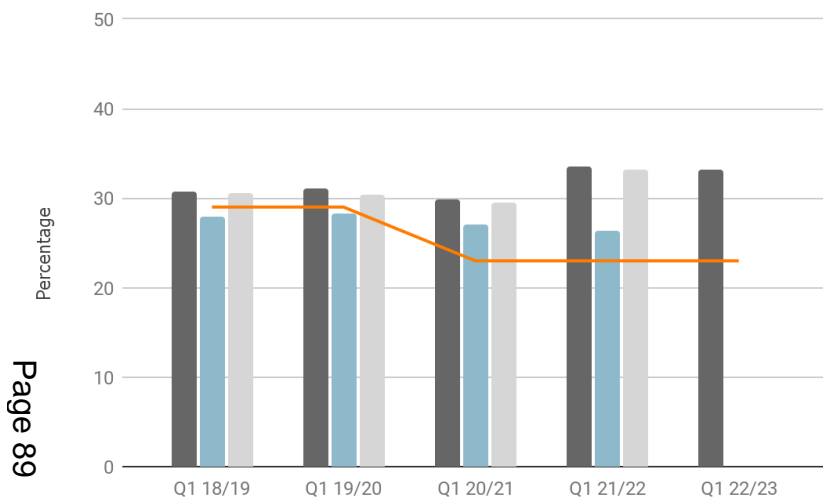
As part of the Channel Choice project and the Customer Experience Improvement programme, processes in services are being streamlined, and the availability of online services is being increased with further integration of forms to the back office systems which is expected to reduce call length time and the need for customer contact



## Revenues and Benefits

(Cumulative) Percentage of council tax collected at the end of the quarter & the difference between the % of council tax collected and the target

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



### OBSERVATION:

Overall, the collection rate at the end of Q1 appears healthy, and will have been helped by recovery action beginning to take effect (following the pause during the first part of the pandemic) with those households in arrears now on repayment schedules, and potentially the roll out of the £150 council tax rebate (paid back to the householder's bank account).

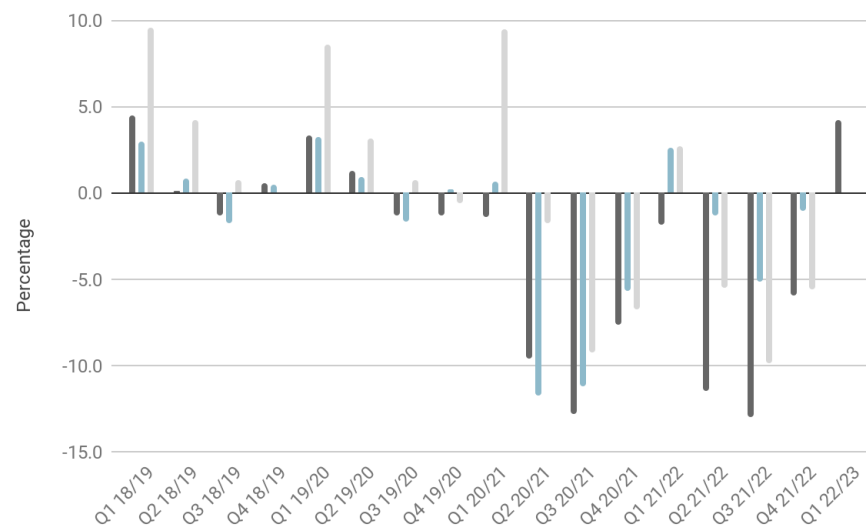
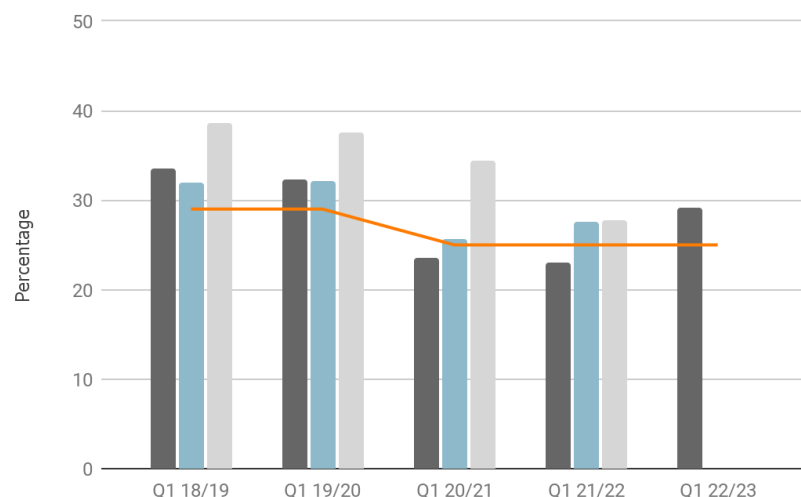
The service has been actively working to increase the number of households paying by direct debit to help the roll out of the £150 council tax rebate which is now around 66%-68%. In addition, significant time has been spent on providing advice, helping to complete forms, setting up payments and scanning evidence for those households not on direct debit payments.

By the end of June 2022, around 90% of eligible households had received the rebate. The remaining mandatory payments will be made in Q2 along with discretionary payments. Although the discretionary scheme closing date has passed, there is still some available funding. Proposals to widen the criteria for eligibility will be going back to Members.

The rising cost of living could potentially affect collection rates over the next year and beyond, and the service expects some of the newly set up direct debits will be cancelled at a later date. The service continues to support residents, contacting customers by phone and email, and setting up payment plans, as well as referring them to the Client Support team and signposting them to other organisations such as the CAB. The debt, however, can only be secured through recovery action and issuing of a liability order.

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

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



### OBSERVATION:

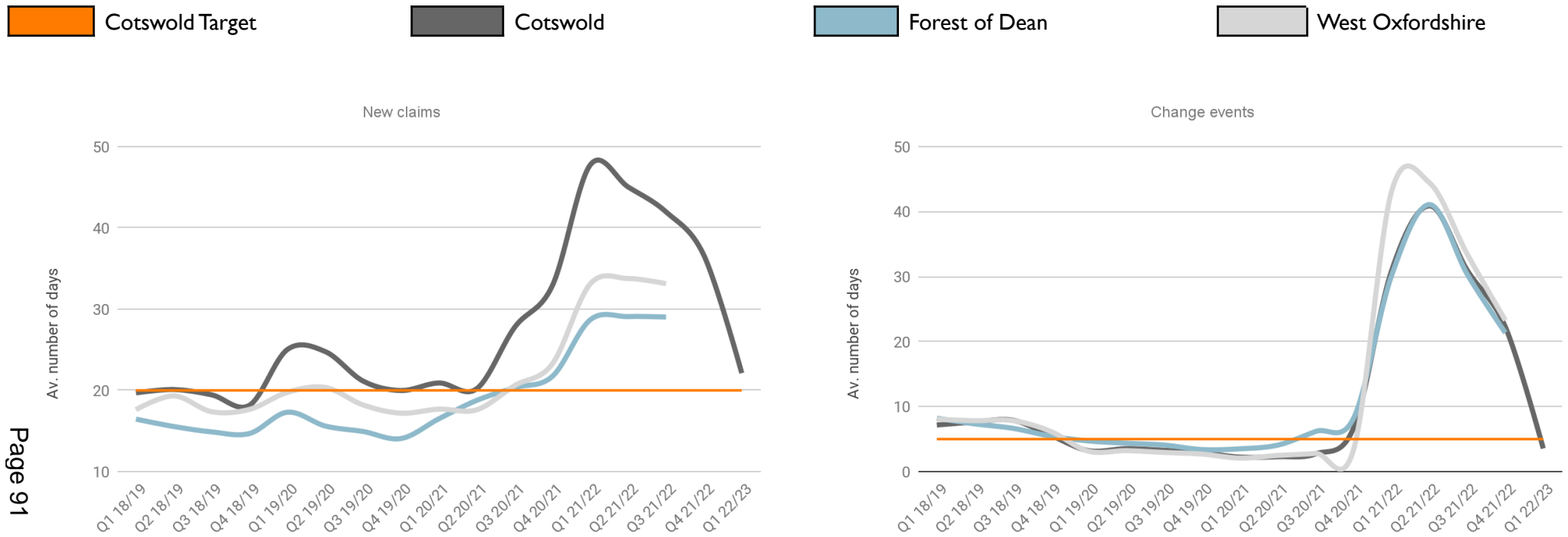
At the end of Q1, the collection rate has increased compared to the same period of the previous year, although it not back to the level achieved pre-Covid-19.

The collection rate has been depressed over the last two years due to the cumulative impact of Covid-19. Many businesses have been supported by extended retail relief and a range of mandatory and discretionary grants including the Omicron mandatory grant launched in 2021-22 Q4. However, looking ahead, the cost of living crisis is likely to affect the collection rate as the economy slows down.

Extended retail relief will continue through 2022-23 at a relief of 50%, and for those businesses that are not eligible for extended retail relief and have been impacted by Covid-19, there is the Covid-19 additional relief fund (CARF). At the end of Q1, £1.5m of CARF had been distributed to 776 Cotswold businesses. The window for applying will remain open until September 2022. These businesses will have their business rates accounts credited which will help to reduce the debt owed. Although the grant relates to the previous year, the timing of the receipt may mean it is used to offset the current year's account.

The service is continuing to support businesses; sending out reminders, phoning and emailing businesses to encourage them to contact the Council so that we can support them via manageable repayment plans. The dedicated team responsible for the recovery of rates will continue to recover debts owed to the Council.

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



### OBSERVATION:

The average processing time for new claims was close to target and comfortably within target for change of circumstances. The service reports that improvements are continuing into the next quarter.

The usual small backlog of cases at the end of Q4 arising from end of year processing and the close down of the system is expected to be cleared over the next few weeks.

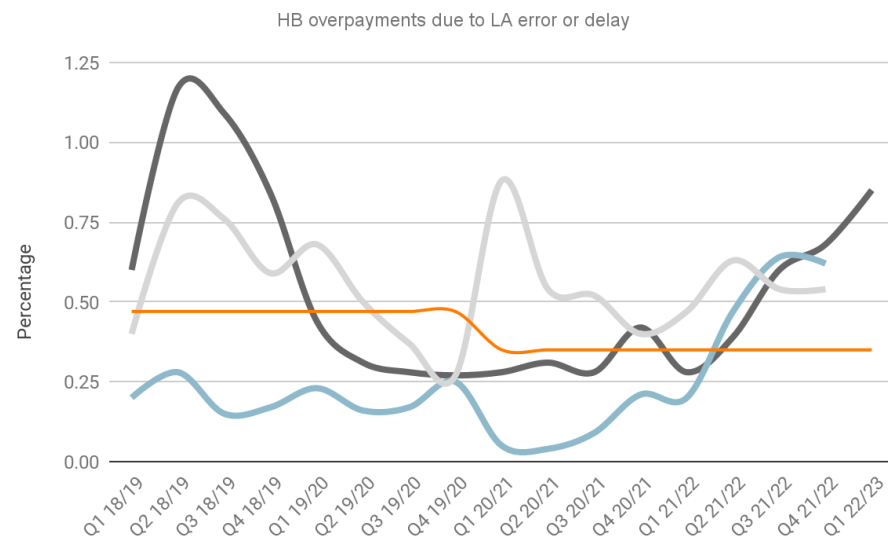
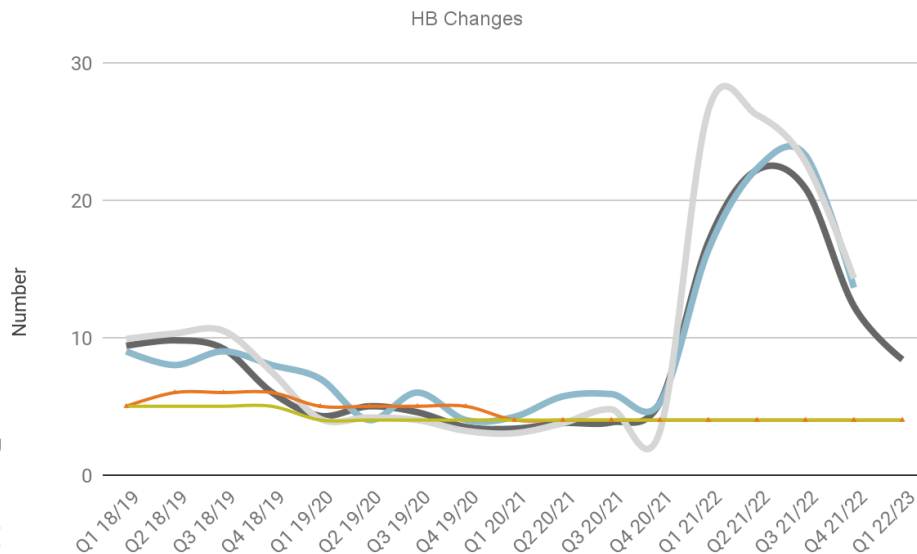
In terms of caseloads, we need to be mindful of the potential impacts of the cost of living crisis on households, as well as the resources required to support the distribution of grants /rebates.

Both the Revenues and Benefits teams are supporting residents during the roll out of the £150 council tax rebate. At the end of the quarter, the Revenues and Benefits service had largely completed the roll out of the mandatory scheme but there will be further work to support an extension to the discretionary scheme once the Council has approved new criteria. A review of the council tax support scheme and modelling of options to support residents has commenced in preparation for April 2023.

Usage of the Open Portal which provides a facility to self-serve is increasing amongst residents and customers; and further development work to improve automation is continuing.

**(Cumulative) Average number of days taken to process Housing Benefit changes of circumstances & % HB overpayments due to LA error /delay**

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



**OBSERVATION:**

The service has made significant improvements in HB changes processing times over the last six months and is working towards the target. Further improvements are expected next quarter as the small backlog from year end processing is cleared. The improvement is not as good as for CTS as HB is more complex to process.

The service expected that overpayments due to LA error /delay would return to previous levels in Q1 as the backlog created by the implementation of the new benefits system had been cleared. However, a sizable overpayment made in error was identified in April, and together with some smaller errors identified while processing the small backlog from year end processing has resulted in the target being missed. Over the course of the year, the outturn will improve as the caseload increases.

Quality Assurance officers check around 20% of the caseload, targeting those high risk areas. In addition, further QA work is being conducted as part of the Department for Work and Pension's (DWP) Housing Benefit Award Accuracy (HBAA) initiative to tackle fraud and error. The DWP guideline is to review 10% of cases on a periodic basis which equates to around 300-400 cases per quarter which will help to identify overpayments and errors early and therefore limit the size or extent of the overpayment/error.

Note: the national target is 0.47%. In 2020-21, the service set a more stringent target of 0.35%

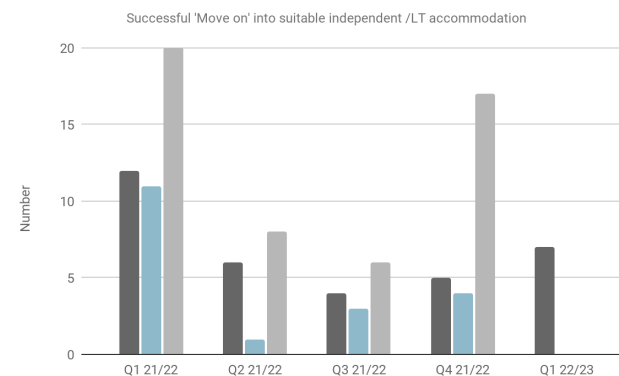
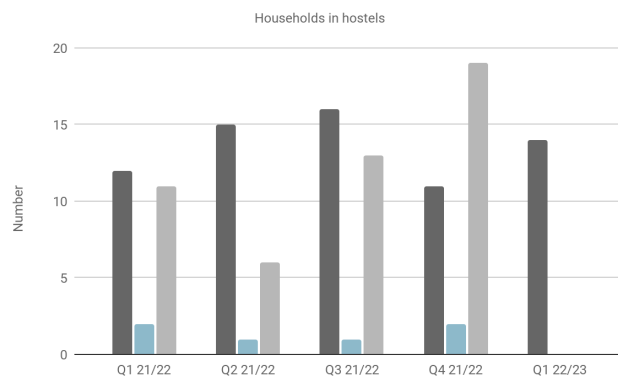
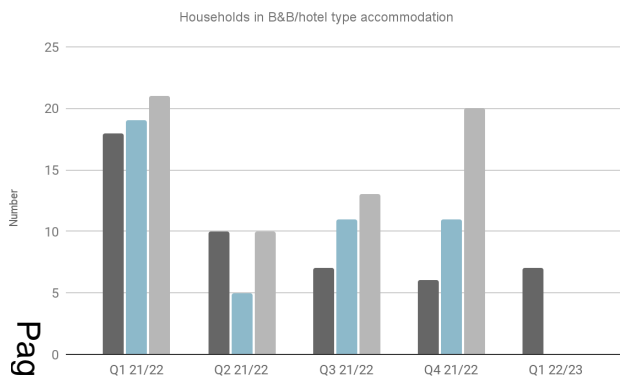
## Housing Support

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

Cotswold

Forest of Dean

West Oxfordshire



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### OBSERVATION:

The number of people contacting the Council as homeless or threatened with homelessness increased in Q3 and into Q4 due to the ending of Covid related financial incentives and the new Government request to accommodate all rough sleepers under Protect and Vaccinate directive in December 2021. Numbers approaching as homeless continue to remain high into Q1 as the effects of the pandemic continue to be felt, with the cost of living crisis contributing to resident's difficulties in sustaining tenancies.

The Housing Team has refocused more resources on the Prevention approach with the recruitment of specialist Complex Needs officers and also moving people on from emergency accommodation as quickly as possible. The use of specialist Temporary Accommodation officers is proving invaluable in this task as they are able to offer dedicated support and bespoke solutions for helping clients move on successfully from emergency accommodation.

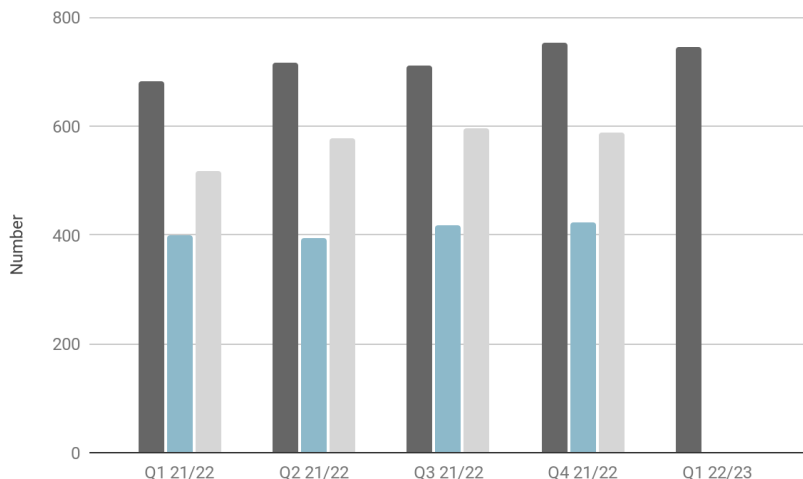
The availability of social housing stock however remains low, partially due to prevention measures being put in place to assist those affected by the financial implications of Covid and the increasing cost of living. These measures are aimed at working with households to enable them to remain in their own home, with reducing rent arrears or covering the costs of increased bills. Accessing the Private Rented Sector in the District remains difficult due to affordability.

The Eviction ban was lifted on 1 October 2021 so numbers of people with families approaching for assistance with their housing continue to rise as well as domestic abuse cases coming through for re-housing. Particular attention is now being paid to the Homes for Ukraine scheme and providing advice and assistance to Ukrainian families who will need to source their own accommodation as the scheme moves through the initial 12 month period.

The Housing Team has also provided targeted provision for rough sleepers as part of its Severe Weather Emergency Protocol response throughout Q4 and during the recent heatwave. The Housing Team will continue to work with anyone who is new to rough sleeping, regardless of season or weather, to ensure that this is either preventable in the first instance, or where it does occur, that it is brief and non-recurring.

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

Cotswold
  Forest of Dean
  West Oxfordshire



### OBSERVATION:

During Q1, 180 properties were removed from the long term empty homes list and 173 added.

A range of proactive work is being undertaken to both understand the reasons why properties are coming onto the list so that they can be managed and reduced as well as ensuring that the data is up to date so that these properties are having the correct levy applied and charged for. A report has been set up as both a monitoring and investigative tool with cases being followed up on an individual basis.

There are a number of Housing Association properties in the District awaiting demolition. Bromford Housing's database has been cleansed to ensure that demolished properties have been removed from the list, and that the schedule for further demolitions has been recorded and is up to date.

A three month rolling action plan is in place, and includes tackling some of the complex cases (property on LTE levy, accounts in arrears, and unresponsive owner). There is a particular focus on contacting those householders whose properties are about to slip into LTE status or a higher levy to confirm whether the situation has changed.



## Planning and Strategic Housing

### (Cumulative) Percentage of major planning applications determined

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



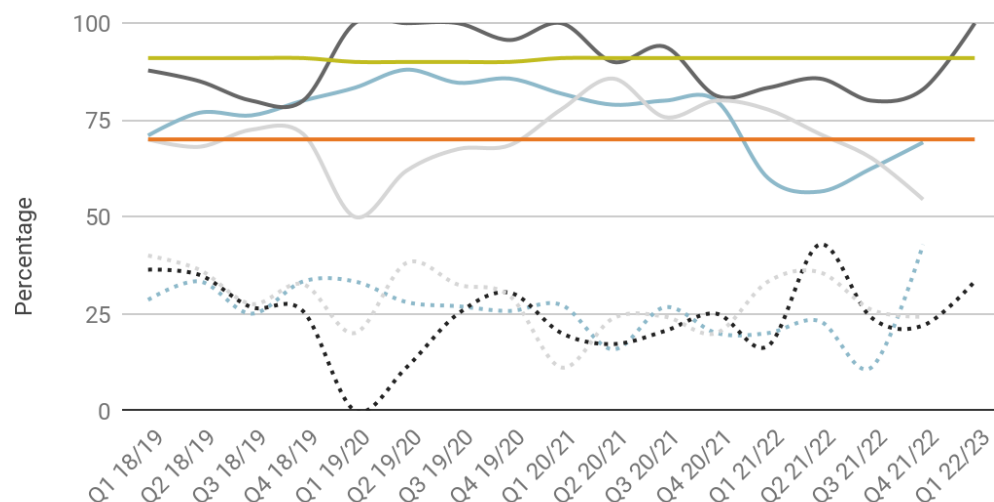
% of all application completed within 13 weeks

----- Cotswold

----- Forest of Dean

----- West Oxfordshire

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#### Note

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

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

#### OBSERVATION:

All three 'major' applications were determined within agreed timescales.

Overall, performance for majors, minors and others appears to be improving but there are concerns that these improvements may not be sustainable. There is evidence that a backlog of applications awaiting determination is beginning to build which could reduce performance next quarter.

Due to the national shortage of qualified planners and more employment choice, staff turnover is relatively high despite the introduction of career graded posts. The Business Manager has also implemented measures to improve recruitment. The service has recruited to the 3.5 fte vacant DM posts it held at the end of the previous quarter but those posts are yet to start. Once in post, the new starters will be supported by the recently developed training programme which has so far been positively received.

As part of an improvement programme, the public and applicants are being consulted on a new planning checklist and guidance designed to improve the quality of the applications submitted, with implementation expected in September 2022. Other projects include improving case management using workflow tools, and improving the way the service communicates with customers.

In addition, the planning process (validation to determination) has been reviewed by the Planning Advisory Service (PAS) and their report on the findings and recommendations has been received. The next step is to obtain high level endorsement from the Council and for those five recommendations to be implemented.

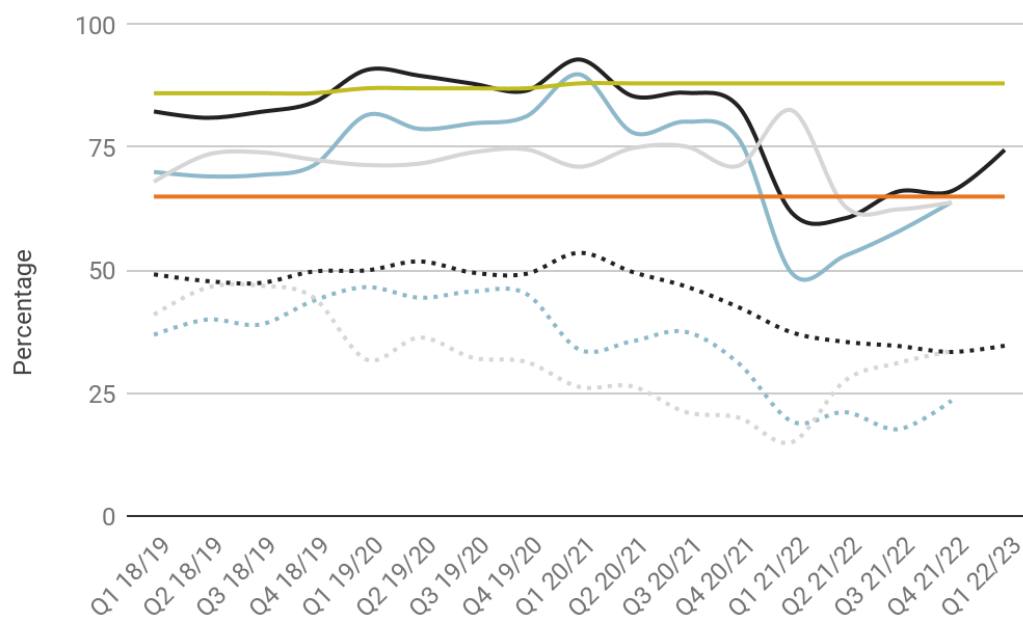
## (Cumulative) Percentage of minor planning applications determined

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

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

% of all applications completed within 8 weeks

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



### OBSERVATION:

Performance for 'minor' applications has continued to improve.

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

See Observation for Major applications for further explanation



## (Cumulative) Percentage of other planning applications determined

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

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

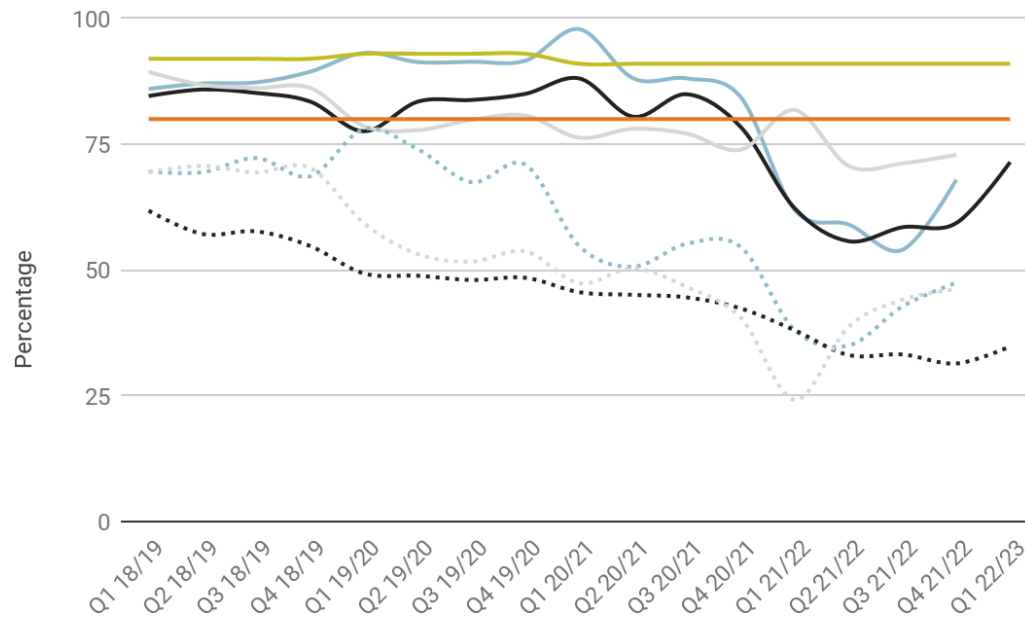
% of all applications completed within 8 weeks

----- Cotswold

----- Forest of Dean

----- West Oxfordshire

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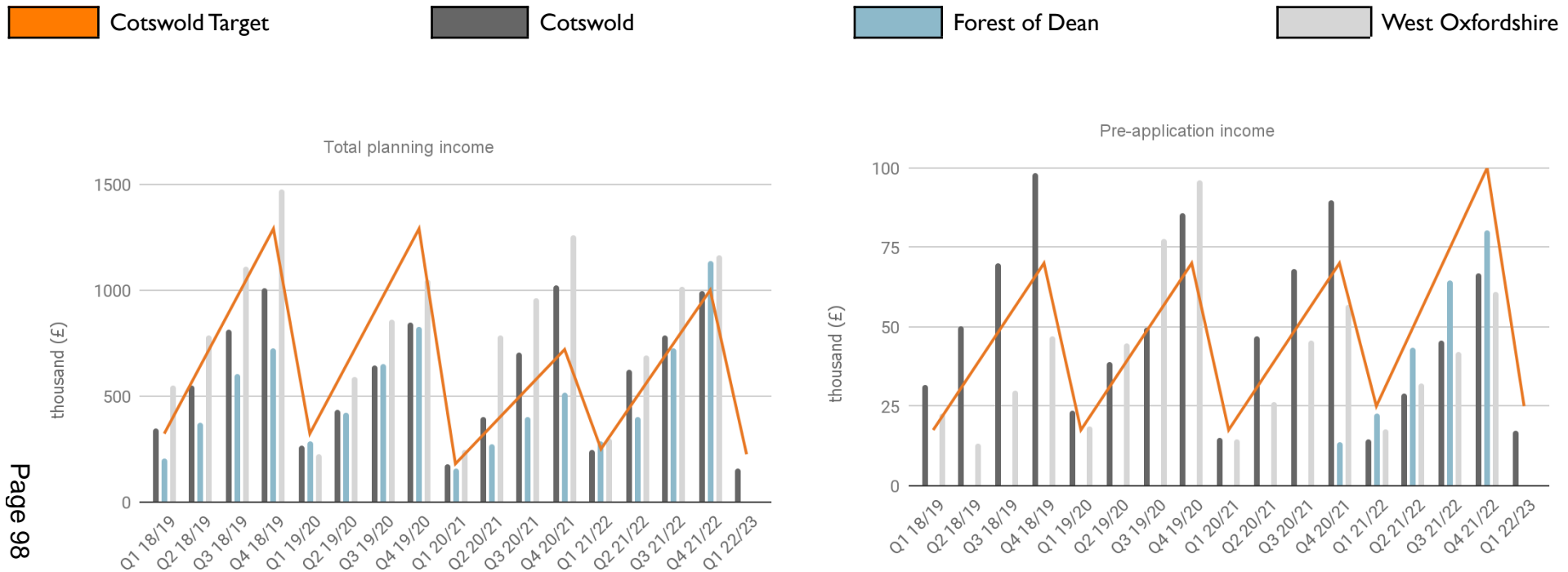
### OBSERVATION:

Performance is working towards the target.

316 other applications were determined in Q1 compared to 363 in Q1 of the previous year.

See Observation for Major applications for further explanation

## (Cumulative) Planning income

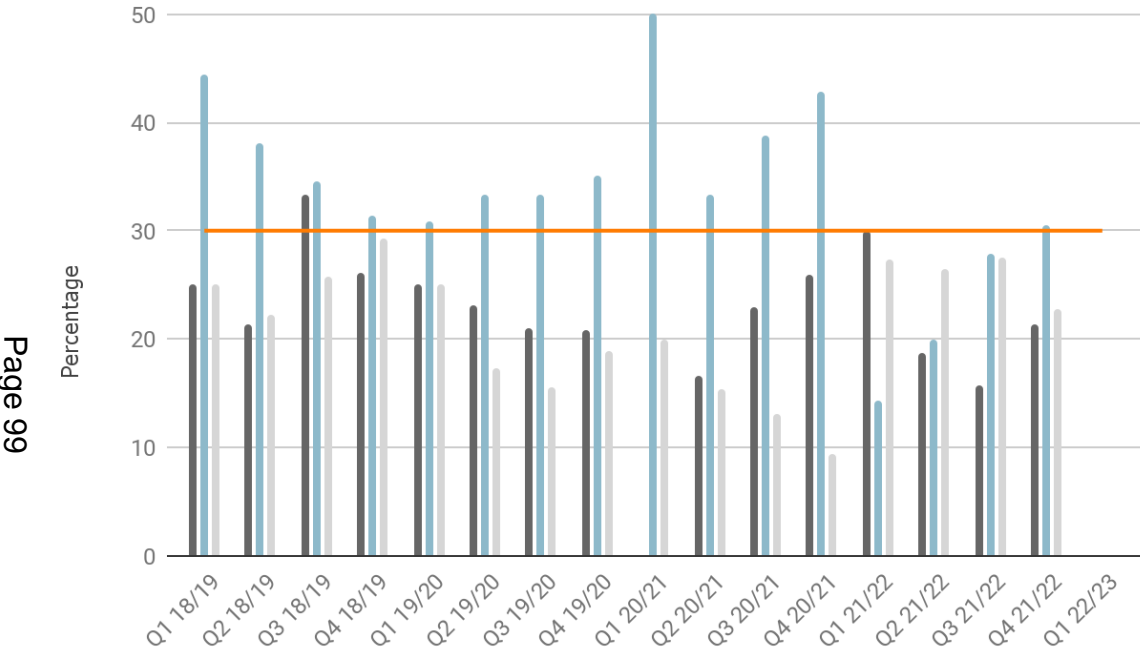


### OBSERVATION:

At the end of Q1, total planning income was short of its target. The number of applications received is slowing but remains higher than historical levels. Pre-application income was lower than expected, partly due to smaller scale pre-applications which attract a lower fee. In addition, with less capacity in the service, the focus has been on delivering other aspects of the service. We may be seeing a slow down in larger developments in particular as the cost of living crisis takes hold and the economy slows down

(Cumulative) Percentage of planning appeals allowed

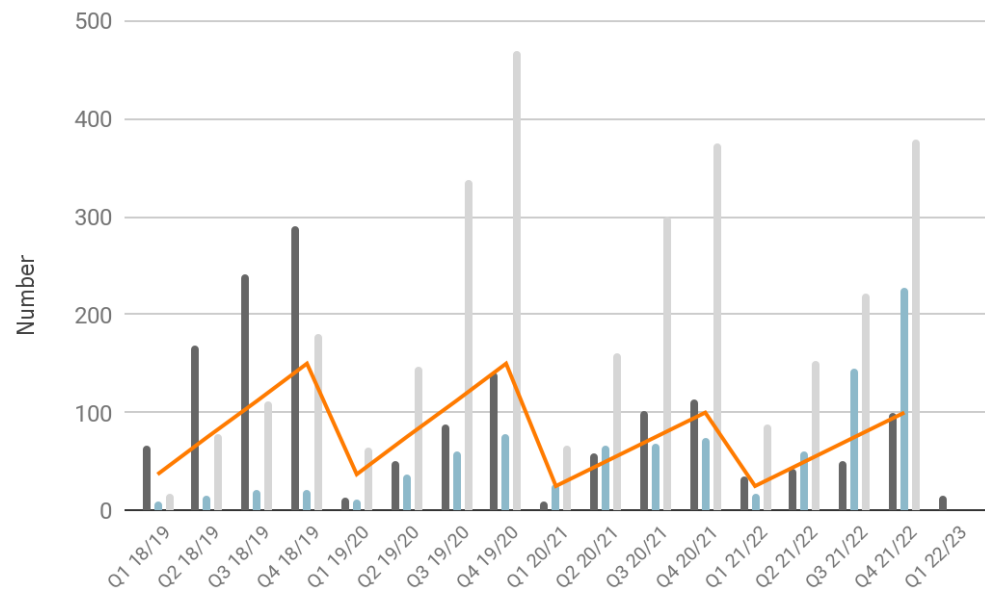
Cotswold Target      Cotswold      Forest of Dean      West Oxfordshire



OBSERVATION:

This indicator seeks to ensure that no more than 30% of planning appeals are allowed (low is good).  
In Q1, all four appeal decisions were supported, and no appeals were allowed (0%).

## (Cumulative) Number of affordable homes delivered



### OBSERVATION:

In Q1, 16 social rented flats and houses completed in Stow-on-the-Wold. These much needed homes for local families and individuals, built on the former Chamberlayne House redevelopment site, are the first new affordable homes to be built in Stow for over 10 years.

After last year's reduced construction activity due to Covid-19 and the challenges of Brexit on availability and cost of materials, this financial year has started stronger.

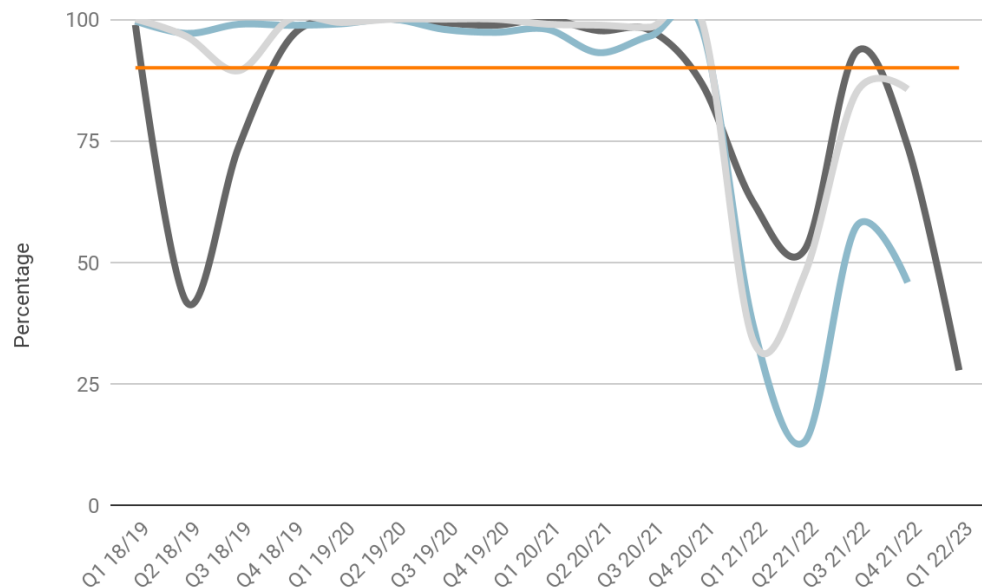
Construction started on the first affordable units on sites in Siddington, Kemble and Upper Rissington. In addition, work has started at Evenlode Road, Moreton in Marsh and Phase 1A of the Severalls Field strategic site, south of Cirencester, with construction on the affordable units on both sites due to commence shortly.

The forecast is still to exceed the target of 100 affordable units in this financial year.

Note: this data is collected cumulatively from the beginning of the financial year to account for peaks and troughs

## Percentage of land charge searches despatched within 10 working days

Cotswold Target
  Cotswold
  Forest of Dean
  West Oxfordshire



### OBSERVATION:

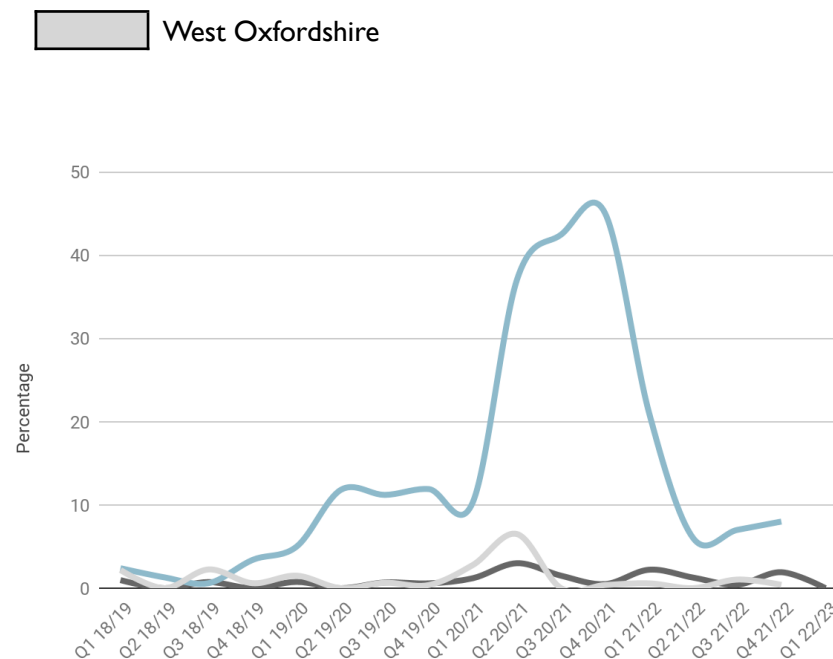
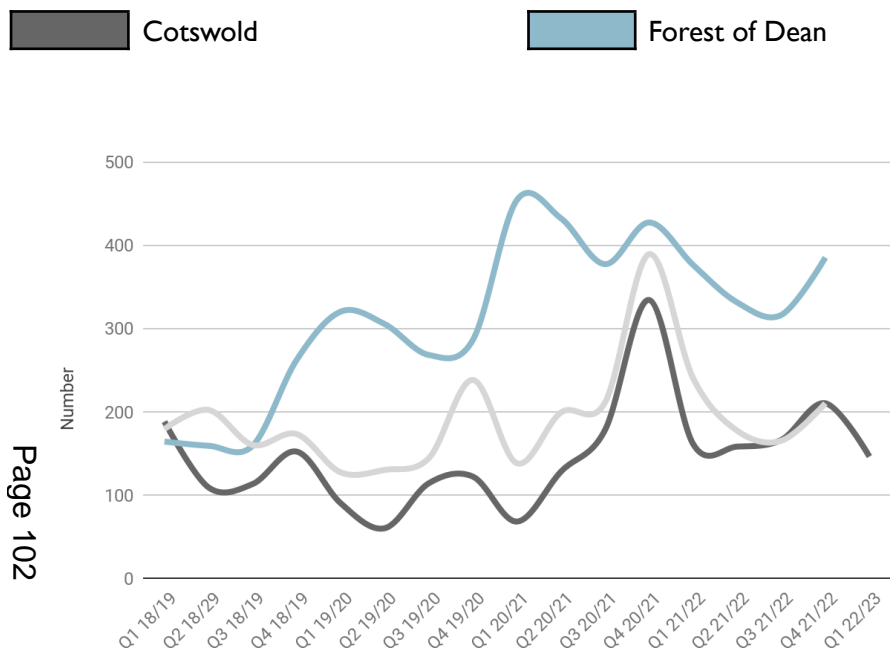
Performance has fallen over the last six months. Consultee responses were delayed due a shortage of staff, mainly in the planning service. We expect to see improvements next quarter as new resources have since been allocated. The service reports there is no backlog of work, and workloads are generally manageable.

Staff have undergone extensive training and are gaining experience which will also help to improve performance. Over the previous year, performance fluctuated due to the loss of experienced staff, mitigated by an injection of additional temporary resources to support the service.

Going forward, the Her Majesty's Land Registry (HMLR) project has commenced. This involves the migration of LLCI searches to HMLR for all Local Authorities. The project will utilise specialist experience within the team, and will be closely and carefully managed internally, and by HMLR to help mitigate any potential impacts to service delivery

## Environmental and Regulatory

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



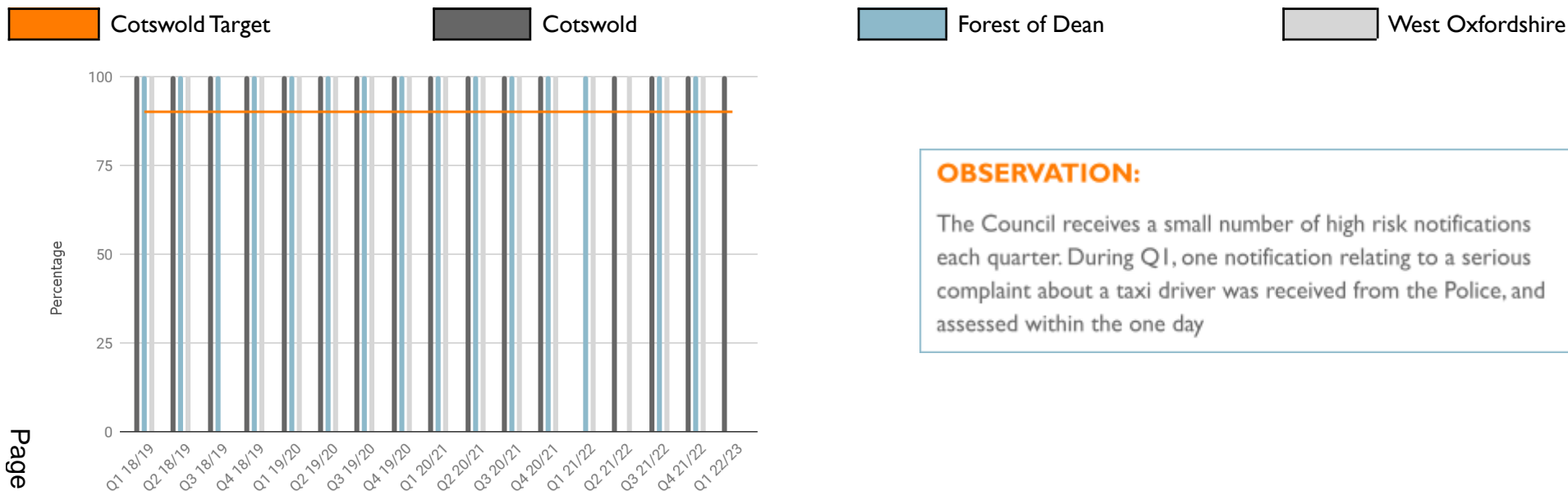
### OBSERVATION:

Fly tips increased during lock down and 'stay at home' messages.

During Q1, 73 flytips were referred for investigation resulting in one FPN. The Council takes a proactive and preventative approach to fly tipping, and duty of care work has been carried out with businesses and households to support them to manage their waste responsibly. More recently, the Council has commenced some targeted work in locations which are attracting high levels of fly tipping including working on a solution for an area near Cirencester. A combination of proactive measures to deter fly tipping is used such as signage as well as enforcement activity.

Note: This data source does not contain all types of fly tips e.g. asbestos, at all locations e.g. bring sites. Forest of Dean appears to collect a higher number of fly tips than Cotswold and West as it counts fly tips at bring sites

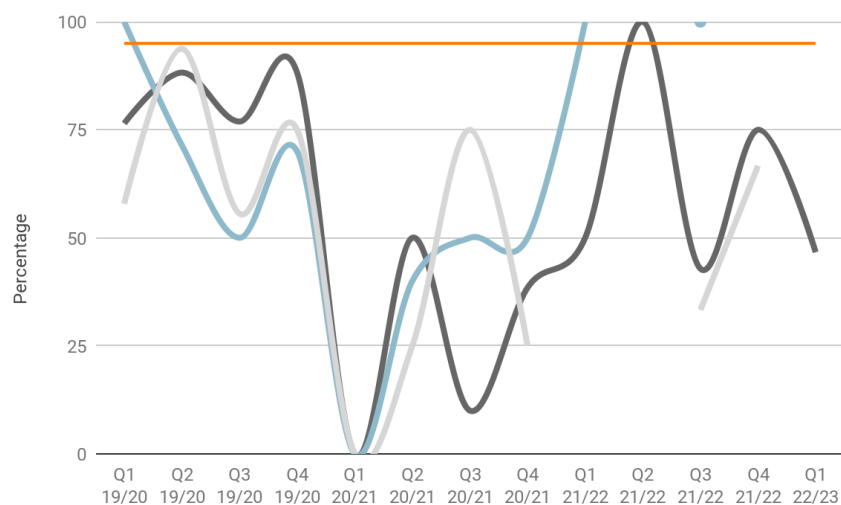
**Percentage of high risk notifications (including food poisoning outbreaks, anti-social behaviour, contaminated private water supplies, workplace fatalities or multiple serious injuries) risk assessed within 1 working day**



**OBSERVATION:**

The Council receives a small number of high risk notifications each quarter. During Q1, one notification relating to a serious complaint about a taxi driver was received from the Police, and assessed within the one day

**Percentage of high risk food premises inspected within target timescales**



**OBSERVATION:**

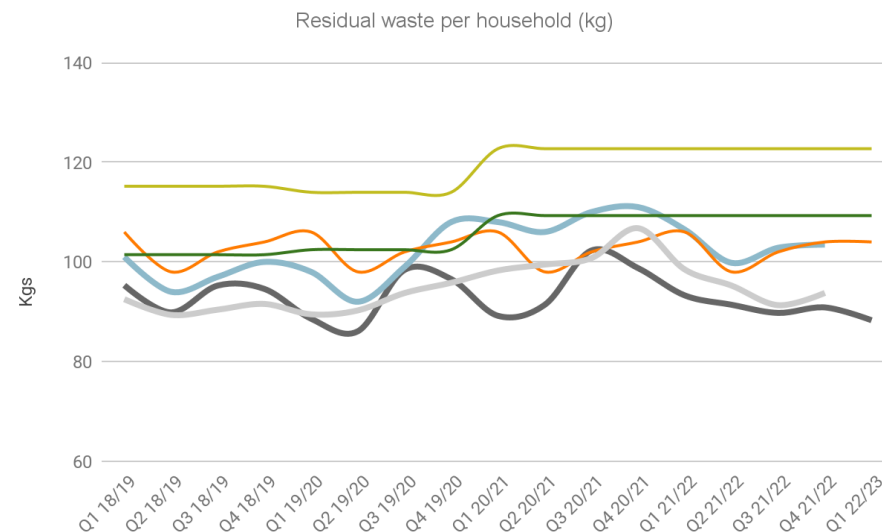
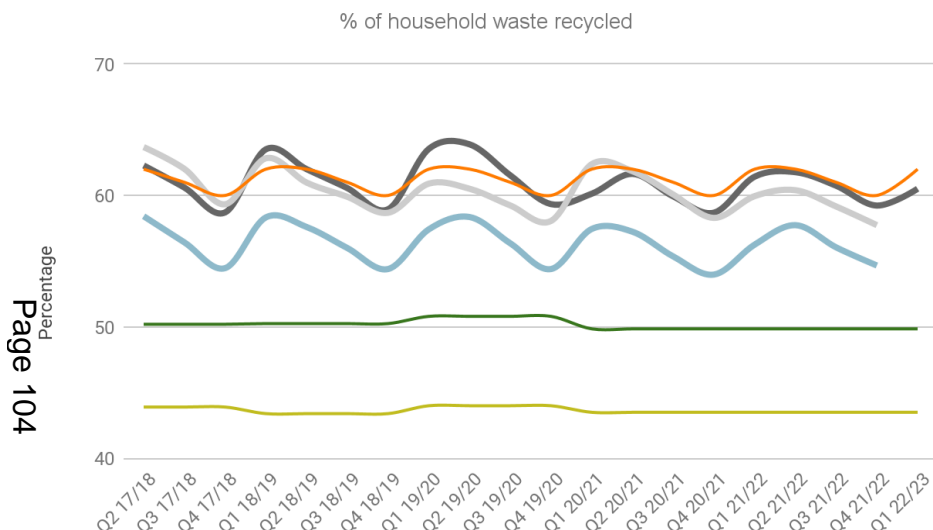
During Q1, 15 high risk food inspections were due, of which seven were completed within the target timescale. The remaining inspections have since been completed.

Although the service is now fully resourced, the service was unable to recruit senior environmental health officers who are qualified to do high risk food inspections. The service is being re-designed to manage the shortage of senior officers

## Waste Management

### (Cumulative) Percentage of household waste recycled & Residual household waste per household (kg)

■ Target   
 ■ Cotswold   
 ■ Forest of Dean   
 ■ West Oxfordshire   
 ■ Top Quartile   
 ■ Shire Districts' Median



#### OBSERVATION:

The combined recycling rate was 60.5% in Q1 compared to 61.4% in Q1 of 2021-22. The dry recycling rate was 22.6% (2021-22 Q1: 24%), the composting rate was 30.2% (2021-22 Q1: 29.4%), food sent for anaerobic digestion was 7.7% (2021-22 Q1: 8%), and re-use rate was 0.4%.

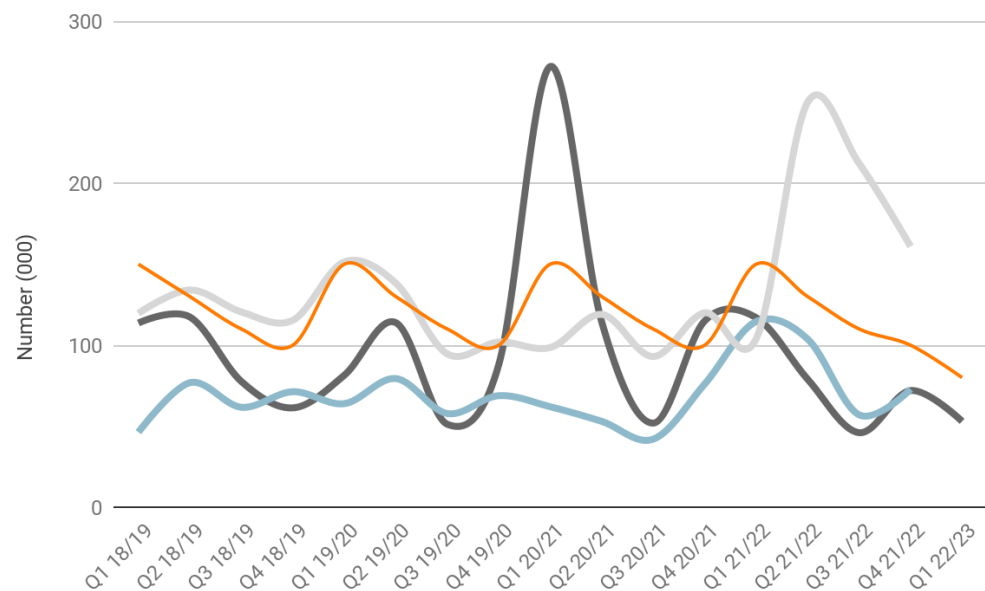
In general, household waste tonnages have fallen since the nation emerged from the pandemic in a staged approach from March 2021. The combined recycling rate is lower than pre-covid levels due to residual waste falling at a slower rate than other waste streams, as well as a lower composting rate which is affected by the weather conditions. Taking into account the growth in households, the District produced five kg less per household in Q1 than in Q1 a year ago. Residual waste per household was 88.3kg, similar to the pre-covid year (88.6kg).

The Council has raised awareness on a range of topics via social media and targeted comms including Real Nappy and Compost Awareness Week, encouraging residents to recycle foil and card at Easter and work to support the garden waste service.

Notes: Composting and food waste was a single waste stream prior to 2020-21. The quarterly recycling targets are profiled to account for seasonal differences. The data is also presented cumulatively which will flatten out some of these differences



## Number of missed bin per 100,000 scheduled collections



### OBSERVATION:

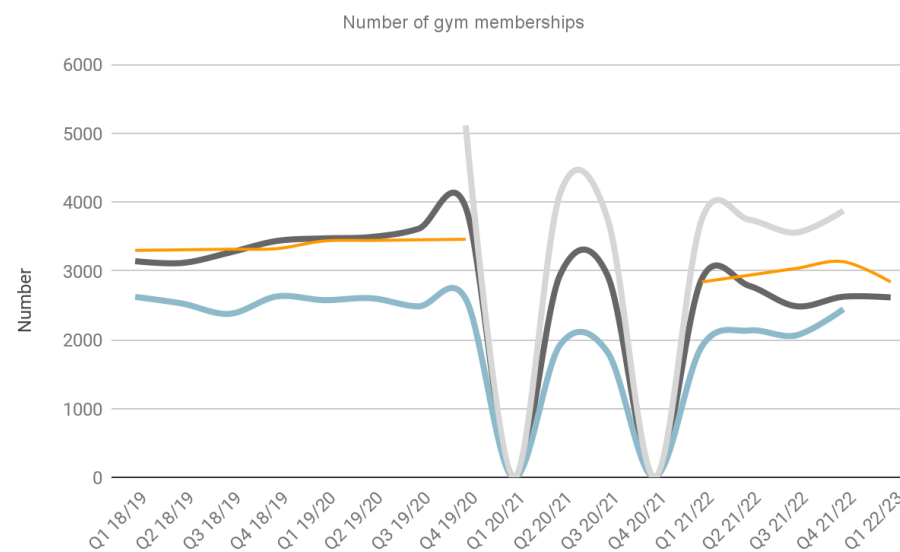
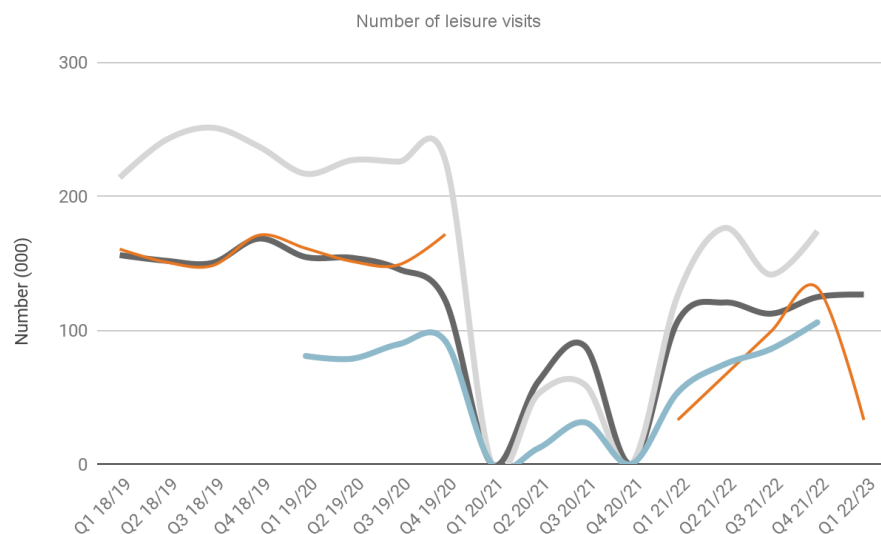
In-Cab technology continues to have a positive impact on the number of missed bins and service delivery.

Note: since the implementation of In-Cab technology, the data source for missed collections is Alloy, In-Cab's back office system. This data source is more accurate than the previous data source

Note: The missed bins target was revised to 80 per 100,000 scheduled collections from 2022-23 Q1 to reflect improvements made over the last year

## Leisure

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



#### OBSERVATION:

A significant risk to Leisure Operators at present is the unprecedented rise in energy costs. The average wetside leisure facility uses approximately 80% of its energy to operate the swimming pool. Discussions are taking place with SLM on measures to mitigate energy costs and the potential to generate increases in income which may impact on customers.

The number of visits have increased compared to a year ago but is still lower than the pre-Covid year. Local competition continues to be a significant issue and membership prices have been lowered to try to challenge the new PureGym which has opened in Cirencester. There is also a PureGym in Evesham which has had an impact on memberships in Chipping Campden. Membership sales and usage have, however, remained stable from the previous quarter.

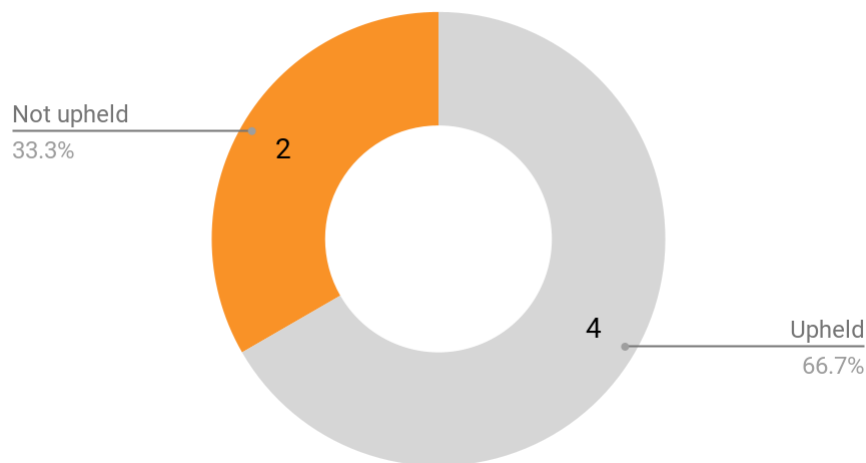
The Council approved the funding from the capital programme for a refurbishment of the fitness equipment, which will also see SLM completing its contracted capital investment to the facilities. The new design of gym spaces will reflect the rising trend in 'functional' fitness training and the new equipment is expected to encourage a more diverse range of people to use the facilities. The project will be delivered by SLM and is due to be completed in Autumn 2022.

SLM has continued to promote, market and advertise across a range of media but primarily on-line which is fast becoming the more prominent method of advertising and raising the profile and awareness of the facilities and the associated activities. SLM's Community Health & Wellbeing Strategy will enable and assist in re-engaging with our communities following the pandemic.

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

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

Six complaints decisions at Stage 1



### OBSERVATION:

A new Customer Feedback Procedure went live on the 1st October 2021.

The new process has the following stages:

**Stage 1:** Relevant service area responds to complaint within 10 working days

**Stage 2:** Complaint is reviewed by Corporate Responsibility Team, response is signed off by relevant Business Manager, and sent to complainant within 10 working days

**Stage 3:** Complaint is reviewed by relevant Business Manager, signed off by relevant Group Manager, and sent to complainant within 15 working days

The complaints shown below only include complaints which were upheld or partly upheld at Stage 1.

Service area	Description	Outcome/learning	Decision	Response time (days)
Development Management	Complainant wanted an incorrect statement to be removed from the Council's website	Although the statement was not made by the Council, it was acknowledged that it should not be published on the website and it was removed.	Upheld	13
Development Management	Lack of response to multiple attempts to speak to the Planning department about an application.	A planning officer contacted the complainant to provide answers to their enquiry.	Upheld	9
Revenues & Benefits	No response to business grant application, and lack of response to follow up communication.	It was acknowledged that the Council had failed to respond to both the original application and later requests for information. An apology was given and the complainant was provided with an update on his application status.	Upheld	5

Revenues & Benefits	No response to request to submit lasting power of attorney despite multiple requests made.	The request was prioritised and an apology was offered for the delay.	Upheld	3
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Cotswold District Council - Revenue Budget Monitoring										Annex D
Budget Monitoring 2022/23 - 1st April to 30th June 2022										
Service Area	Original Budget £		Budget to Q1 £		Actual £		Under / Over Budget £		Under / Over Budget £	Comments
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Net Variance	
Environmental & Regulatory Services	1,078,490	-605,720	230,578	-143,489	226,918	-152,622	-3,660	-9,133	-12,793	£16k overachieved licensing income.
Business Support Services - Finance, HR, Procurement	2,249,098	-1,234,920	566,363	-86,854	606,235	-104,723	39,872	-17,868	22,004	Variance due to £27k of Franking Machine costs to be recharged out across services
ICT, Change & Customer Services	2,082,927	-96,957	435,112	-27,695	445,680	-31,544	10,567	-3,849	6,719	
Assets, Land, Legal & Property	1,529,079	-779,155	427,868	-218,961	409,827	-180,808	-18,041	38,153	20,112	£12k Underachieved income from Local Land Charges.
Chief Executive and Modernisation Costs	87,831	0	21,669	0	21,639	0	-30	0	-30	
Revenues and Housing Support	12,956,268	-12,614,739	319,487	-126,627	387,885	-170,714	68,398	-44,086	24,312	
Environmental	9,444,036	-5,527,720	3,061,302	-2,140,792	3,038,211	-2,203,343	-23,092	-62,551	-85,643	Car Parks:£13k overachieved in Parking income Waste: £25k overachieved recycling credit income, commodity prices are increasing slowly but this overachievement is mainly down to more recycling being collected, it is believed that this is a direct result of more people working from home and generally the effects of the pandemic.
Leisure & Communities	1,567,169	-199,260	379,667	-263,149	358,138	-256,719	-21,529	6,430	-15,099	Underspend on Thamesdown recycling processing contract.
Planning and Strategic Housing	2,790,670	-1,047,305	857,857	-566,813	818,591	-489,797	-39,267	77,016	37,750	Underspend against the Building Maintenance Fund [BMF] budget allocated to Leisure Centre maintenance
Democratic Services	1,083,613	-25,905	290,434	-5,976	291,841	-3,260	1,407	2,716	4,123	£69k underachieved in Planning App income. £8k underachieved in Pre-App advice. £18k underspend on other contractors fees. It is anticipated nationally that there will be a reduction in Planning Apps and advice due to the current inflationary impact on building materials etc. and 'cost of living' crisis. £21k underspend on Planning Appeals, no appeal costs to date.
Retained and Corporate	2,742,449	-1,383,622	2,034,907	-464,227	2,060,341	-528,673	25,434	-64,446	-39,012	Investment income from pooled funds and interest accrued higher than budgeted.
Capital Financing/Charging/Transfer to/from Reserves		-1,501,109	0	0	0	0	0	0	0	
Cost of Services (Gross)	37,611,630	-25,016,412	8,625,245	-4,044,583	8,665,304	-4,122,201	40,060	-77,618	-37,558	
Cost of Services (Net)		12,595,218		4,580,662		4,543,104				

Cotswold District Council - Revenue Budget Monitoring										Annex D
Budget Monitoring 2022/23 - 1st April to 30th June 2022										
Page 10	<u>Original Budget</u>		<u>Budget to Q1</u>		<u>Actual</u>		<u>Under / Over Budget</u>		<u>Under / Over Budget</u>	Comments
	<u>£</u>		<u>£</u>		<u>£</u>		<u>£</u>		<u>£</u>	
	<u>Expenditure</u>	<u>Income</u>	<u>Expenditure</u>	<u>Income</u>	<u>Expenditure</u>	<u>Income</u>	<u>Expenditure</u>	<u>Income</u>	<u>Net Variance</u>	
<b>Financing</b>										
General Government Grant	0	-3,006,923	0	-909,761		-909,761	0	0	0	
Council Tax income	0	-6,157,828	0	0	0	0	0	0	0	
NNDR income and expenditure	0	-3,461,642	0	0	0	0	0	0	0	
Budgeted surplus contribution to General Fund	31,175		0	0	0	0	0	0	0	
<b>Financing</b>	<b>31,175</b>	<b>-12,626,393</b>	<b>0</b>	<b>-909,761</b>	<b>0</b>	<b>-909,761</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Under)/(Overspend against budget</b>	<b>37,642,805</b>	<b>-37,642,805</b>	<b>8,625,245</b>	<b>-4,954,344</b>	<b>8,665,304</b>	<b>-5,031,962</b>	<b>40,060</b>	<b>-£77,618</b>	<b>-37,558</b>	
<b>Net</b>		<b>0</b>		<b>3,670,901</b>		<b>3,633,343</b>		<b>37,558</b>		

Environmental & Regulatory Services		For 01/04/2022 to 30/06/2022									
		<u>Original Budget</u>		<u>Budget to Q1</u>		<u>Actual</u>		<u>Under / Over Budget</u>			
		£		£		£		£		£	
<u>Cost Centre</u>	<u>Cost Centre Description</u>	<u>Expenditure</u>	<u>Income</u>	<u>Expenditure</u>	<u>Income</u>	<u>Expenditure</u>	<u>Income</u>	<u>Expenditure</u>	<u>Income</u>	<u>Variance</u>	<u>Comments</u>
BUC001	Building Control - Fee Earning Work	178,097	-360,000	43,171	-90,000	43,833	-87,243	661	2,757	3,419	£16k overachieved on licensing income, including £9k Taxi licences and £6k Houses of Multiple Occupancy.
BUC002	Building Control - Non Fee Earning Work	56,453	0	13,696	0	13,696	0	0	0	0	
BUC003	Dangerous Structures	2,500	0	625	0	0	0	-625	0	-625	
	<b>Building Control</b>	237,050	-360,000	57,492	-90,000	57,529	-87,243	37	2,757	2,794	
EMP001	Emergency Planning	23,311	0	1,980	0	2,714	0	734	0	734	
ESM001	Environment - Service Management and Support Services	109,504	0	27,376	0	24,251	0	-3,125	0	-3,125	
PSH002	Private Sector Housing - Condition of Dwellings	224	0	0	0	0	0	0	0	0	
PSH005	Home Energy Conservation	158	0	0	0	0	0	0	0	0	
REG002	Licensing	217,003	-190,720	53,521	-33,738	54,289	-49,740	768	-16,002	-15,234	
REG006	Caravan Sites - Itinerates	105	0	0	0	0	0	0	0	0	
REG007	Caravan Sites - Licensed	105	0	0	0	0	0	0	0	0	
REG009	Environmental Protection	225,716	-53,000	54,612	-19,250	53,525	-14,389	-1,088	4,861	3,774	
REG013	Pollution Control	134,057	0	3,806	0	3,321	0	-485	0	-485	
REG016	Food Safety	129,557	-2,000	31,416	-500	31,289	-1,250	-127	-750	-877	
REG021	Statutory Burials	1,605	0	375	0	0	0	-375	0	-375	
STC011	Abandoned Vehicles	95	0	0	0	0	0	0	0	0	
	<b>Public Protection</b>	841,440	-245,720	173,086	-53,489	169,389	-65,379	-3,696	-11,891	-15,587	
	<b>Environmental &amp; Regulatory Services</b>	1,078,490	-605,720	230,578	-143,489	226,918	-152,622	-3,660	-9,133	-12,793	

Business Support Services - Finance, HR, Procurement		For 01/04/2022 to 30/06/2022									Comments
Cost Centre	Cost Centre Description	Original Budget		Budget to Q1		Actual		Under / Over Budget		£ Net Variance	
		£		£		£		£			
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income		
HLD499	S & S Holding Account	0	0	0	0	27,000	0	27,000	0	27,000	£20k additional salary costs following back dated pay review. £18k additional income Re: New Burdens for additional Covid grant work
SUP009	Accountancy	397,197	-29,220	97,026	0	92,351	0	-4,675	0	-4,675	
SUP011	Creditors	111,613	-63,580	26,796	0	24,272	0	-2,524	0	-2,524	
SUP012	Debtors	57,089	-15,480	13,165	0	12,624	0	-541	0	-541	
SUP035	Insurances	63,315	-53,690	15,829	0	15,829	0	0	0	0	
SUP042	GO Support and Hosting	61,398	-50,360	15,350	0	15,993	0	643	0	643	
SUP403	CDC Counter Fraud Unit	70,163	-77,703	18,391	-1,285	18,412	0	22	1,285	1,307	
	Accountancy	760,775	-290,033	186,556	-1,285	206,481	0	19,924	1,285	21,209	
SUP010	Internal Audit	110,121	-21,087	27,530	0	27,527	0	-3	0	-3	
SUP402	Glos. Counter Fraud Unit	475,907	-475,907	118,827	-85,569	139,224	-104,723	20,398	-19,153	1,245	
	Audit	586,028	-496,994	146,357	-85,569	166,752	-104,723	20,395	-19,153	1,242	
SUP003	Human Resources	575,712	-298,760	151,347	0	151,347	0	0	0	0	
SUP019	Health & Safety	35,441	0	8,772	0	8,857	0	85	0	85	
SUP020	Training & Development	132,421	-61,580	32,371	0	32,097	0	-274	0	-274	
	Human Resources	743,574	-360,340	192,490	0	192,301	0	-189	0	-189	
SUP013	Payroll	96,465	-63,750	23,395	0	22,726	0	-669	0	-669	
	Payroll	96,465	-63,750	23,395	0	22,726	0	-669	0	-669	
SUP033	Central Purchasing	62,256	-23,803	17,564	0	17,975	0	411	0	411	
	Procurement	62,256	-23,803	17,564	0	17,975	0	411	0	411	
	Business Support Services - Finance, HR, Procurement	2,249,098	-1,234,920	566,363	-86,854	606,235	-104,723	39,872	-17,868	22,004	



ICT, Change & Customer Services		For 01/04/2022 to 30/03/2022									Comments
Cost Centre	Cost Centre Description	<u>Original Budget</u>		<u>Budget to Q1</u>		<u>Actual</u>		<u>Under / Over Budget</u>			
		£		£		£		£		£	
		<u>Expenditure</u>	<u>Income</u>	<u>Expenditure</u>	<u>Income</u>	<u>Expenditure</u>	<u>Income</u>	<u>Expenditure</u>	<u>Income</u>	<u>Net Variance</u>	
SUP017	Business Improvement/Transformation	117,318	0	0	0	0	0	0	0	0	
SUP021	Business Continuity Planning	21,313	0	4,670	0	4,670	0	-0	0	-0	
SUP023	Freedom of Information Act	11,403	0	2,851	0	2,851	0	0	0	0	
TMR001	Street Naming	10,403	-20,000	2,513	-5,000	2,139	-4,336	-374	664	290	
	<b>Business Transformation</b>	160,437	-20,000	10,034	-5,000	9,660	-4,336	-374	664	290	
AD411	Moreton-in-Marsh, Offices	75,121	-54,292	22,418	-13,573	23,701	-14,214	1,283	-641	642	
COM420	FOH - Moreton	109,642	-3,665	26,568	-622	26,990	-9	422	613	1,035	
COM421	Moreton - Stock Trading a/c	0	0	0	0	0	-1,569	0	-1,569	-1,569	
SUP401	FOH - Trinity Road	580,459	0	144,283	0	143,683	-143	-600	-143	-743	
	<b>Customer Services</b>	765,222	-57,957	193,270	-14,195	194,374	-15,936	1,104	-1,740	-636	
SUP005	ICT	1,046,542	-19,000	222,581	-8,500	233,149	-11,272	10,567	-2,772	7,795	
SUP031	Application Support	110,726	0	9,227	0	8,497	0	-730	0	-730	
	<b>ICT</b>	1,157,268	-19,000	231,809	-8,500	241,646	-11,272	9,837	-2,772	7,065	
	<b>ICT, Change &amp; Customer Services</b>	2,082,927	-96,957	435,112	-27,695	445,680	-31,544	10,567	-3,849	6,719	

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Assets, Land, Legal & Property		For 01/04/2022 to 30/06/2022									Comments
Cost Centre	Cost Centre Description	Original Budget		Budget to Q1		Actual Position		Under / Over Budget		Net Variance	
		£		£		£		£			
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income		
ADB401	Trinity Road, Offices	498,142	-349,689	182,675	-121,496	192,594	-120,581	9,920	914	10,834	£12k underachieved on Land Charges Fees. Increase in use of personal search agents.
ADB412	Moreton-in-Marsh, Offices - Maintenance	0	0	0	0	0	0	0	0	0	
CUL411	Corinium Museum - Maintenance	26,000	0	6,500	0	0	0	-6,500	0	-6,500	
ENA401	Housing Enabling Properties	9,110	-23,476	1,870	-6,770	4,777	-7,152	2,907	-382	2,525	
FIE435	22/24 Ashcroft Road	26,314	0	3,414	0	2,714	0	-700	0	-700	
	Asset Management	594,973	-373,165	203,310	-128,266	207,604	-127,734	4,294	533	4,827	
LLC001	Local Land Charges	112,816	-250,704	27,222	-62,676	27,529	-50,542	307	12,134	12,441	
	Land Charges	112,816	-250,704	27,222	-62,676	27,529	-50,542	307	12,134	12,441	
SUP004	Legal	358,331	-155,286	83,547	-28,019	62,622	-2,532	-20,925	25,487	4,562	
LEGAL	Legal Services	358,331	-155,286	83,547	-28,019	62,622	-2,532	-20,925	25,487	4,562	
SUP025	Property Services	462,959	0	113,789	0	112,072	0	-1,717	0	-1,717	
	Property Services	462,959	0	113,789	0	112,072	0	-1,717	0	-1,717	
	Land, Legal & Property	1,529,079	-779,155	427,868	-218,961	409,827	-180,808	-18,041	38,153	20,112	

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Chief Executive and Modernisation		For 01/04/2022 to 30/06/2022									
		<u>Original Budget</u>		<u>Budget to Q1</u>		<u>Actual Position</u>		<u>Under / Over Budget</u>			
		<u>£</u>		<u>£</u>		<u>£</u>		<u>£</u>			
<u>Cost Centre</u>	<u>Cost Centre Description</u>	<u>Expenditure</u>	<u>Income</u>	<u>Expenditure</u>	<u>Income</u>	<u>Expenditure</u>	<u>Income</u>	<u>Expenditure</u>	<u>Income</u>	<u>Net Variance</u>	<u>Comments</u>
SS026	Chief Executive	87,831	0	21,669	0	21,639	0	-30	0	-30	
	Chief Executive and Modernisation	87,831	0	21,669	0	21,639	0	-30	0	-30	

Revenues & Housing Support		For 01/04/2022 to 30/06/2022									
Cost Centre	Cost Centre Description	Original Budget		Budget to Q1		Actual Position		Under / Over Budget		£	
		£	£	£	£	£	£	£			
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Net Variance	Comments
HBP001	Rent Allowances	12,422,172	-12,083,091	130,753	-71,056	145,384	-84,035	14,631	-12,979	1,651	Increased expenditure and grant income.
	Benefits	12,422,172	-12,083,091	130,753	-71,056	145,384	-84,035	14,631	-12,979	1,651	
HOM001	Homelessness	126,654	-76,266	31,657	-19,067	45,183	-41,633	13,526	-22,567	-9,041	
HOM005	Homelessness Hostel Accommodation	0	0	17,850	0	17,850	0	0	0	0	
HOM406	Temporary Emergency Accommodation	4,000	-35,500	1,000	-8,875	8,782	-8,343	7,782	532	8,314	
PSH001	Private Sector Housing Grants	29,723	0	7,431	0	7,431	0	0	0	0	
	Housing Management	248,202	-189,285	87,563	-47,321	114,600	-69,267	27,037	-21,946	5,090	
LTC001	Council Tax Collection	216,001	-143,808	52,363	-7,250	70,975	-17,411	18,612	-10,161	8,452	
LTC011	NNDR Collection	53,901	-198,555	12,949	-1,000	21,655	0	8,706	1,000	9,706	
PUT001	Concessionary Travel	15,992	0	3,858	0	3,133	0	-725	0	-725	Overspend in respect of software and IT maintenance agreements, share of costs to be recharged to partner Councils in Q2.
SUP028	Security Carriers	0	0	0	0	137	0	137	0	137	
	Revenues	285,894	-342,363	69,170	-8,250	95,901	-17,411	26,731	-9,161	17,570	
COV022	Business Lockdown Grants	0	0	32,001	0	32,001	0	-0	0	-0	
	Business Lockdown Grants	0	0	32,001	0	32,001	0	-0	0	-0	
R&HS	Revenues & Housing Support	12,956,268	-12,614,739	319,487	-126,627	387,885	-170,714	68,398	-44,086	24,312	

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Environmental Services		For 01/04/2022 to 30/06/2022									
Cost Centre	Cost Centre Description	Original Budget		Budget to Q1		Actual Position		Under / Over Budget		£ Net Variance	Comments
		£ Expenditure	£ Income	£ Expenditure	£ Income	£ Expenditure	£ Income	£ Expenditure	£ Income		
CPK401	Car Parks	887,836	-2,990,292	396,406	-675,500	394,605	-688,571	-1,802	-13,071	-14,873	£20k overachieved in parking Fees, £8k overachieved in parking permits and £15k underachieved in Excess Parking Fees. £2k New
CPK402	Car Parks - Maintenance	35,700	0	10,324	0	10,511	0	187	0	187	
CPK413	Car Parks - Tetbury The Chippings	39,075	-54,000	-688	-9,000	0	-6,657	688	2,343	3,031	
CPK414	Car Parks - Chipping Campden	0	0	0	-25,128	0	-25,128	0	0	0	
	Car Parking	962,611	-3,044,292	406,043	-709,628	405,115	-720,355	-927	-10,727	-11,655	
CCM001	Cemetery, Crematorium and Churchyards	191,826	-63,830	60,158	-15,958	63,372	-23,010	3,214	-7,052	-3,839	
CCM402	Cemeteries - Maintenance	29,520	0	7,380	0	7,156	0	-224	0	-224	
HLD410	Waste - Cleansing	90	0	0	0	0	0	0	0	0	
HLD411	Waste - Cemeteries	2,065	0	90	-4,778	90	-4,778	0	0	0	
REG003	Animal Control	59,923	-32,505	11,094	-7,101	2,712	-3,041	-8,382	4,060	-4,322	
REG019	Public Conveniences	269,607	-84,030	46,501	-21,008	27,542	-15,258	-18,960	5,750	-13,210	£19k refund for Business Rates - now 100% relief on PCs. £6k Underacheieved on income.
											£25k overachieved on recycling credit income, commodity prices are increasing slowly but this overachievement is largely a result of more recycling being collected thought to be due to a direct result of more people working from home and generally the effects of the pandemic. £12k underspend on Thamesdown recycling handling contract. £5k underspend on supplies and services.
RYC001	Recycling	2,631,897	-884,783	827,001	-158,547	809,838	-183,476	-17,163	-24,929	-42,092	
RYC002	Green Waste	1,170,900	-1,099,000	387,244	-1,072,750	388,470	-1,075,063	1,226	-2,313	-1,087	
RYC003	Refuse / Recycling Organic & Food Waste	604,839	0	201,613	0	228,175	-31,563	26,562	-31,563	-5,001	
STC001	Street Cleaning	1,477,116	0	489,088	0	493,626	-396	4,538	-396	4,142	
WST001	Household Waste	1,634,608	-68,780	526,183	-67,482	518,930	-50,941	-7,253	16,541	9,289	
WST004	Bulky Household Waste	43,537	-57,000	10,884	-14,250	12,769	-25,507	1,885	-11,257	-9,372	£9k overachieved on Bulky Waste collections
WST401	Refuse-Stow Fair	11,372	0	6,967	0	6,967	0	0	0	0	
WST402	South Cerney Depot, Packers Lease	38,173	-173,500	14,621	-64,290	12,121	-64,290	-2,500	0	-2,500	
	Environmental Services Client	8,165,473	-2,463,428	2,588,826	-1,426,164	2,571,767	-1,477,322	-17,058	-51,159	-68,217	

Environmental Services		For 01/04/2022 to 30/06/2022									
Cost Centre	Cost Centre Description	Original Budget		Budget to Q1		Actual Position		Under / Over Budget		Net Variance	Comments
		£	£	£	£	£	£	£	£		
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income		
CCC001	Climate Change	99,768	0	24,935	0	22,661	0	-2,274	0	-2,274	
	Climate Change	99,768	0	24,935	0	22,661	0	-2,274	0	-2,274	
FLD401	Land Drainage	115,697	-20,000	28,832	-5,000	26,001	-5,665	-2,831	-665	-3,496	
	Flooding	115,697	-20,000	28,832	-5,000	26,001	-5,665	-2,831	-665	-3,496	
REG023	Environmental Strategy	100,487	0	12,666	0	12,666	0	-0	0	-0	
	Waste & Recycling Policy	100,487	0	12,666	0	12,666	0	-0	0	-0	
	Environmental Services	9,444,036	-5,527,720	3,061,302	-2,140,792	3,038,211	-2,203,343	-23,092	-62,551	-85,643	

Leisure & Communities		For 01/04/2022 to 30/06/2022									
Cost Centre	Cost Centre Description	Original Budget		Budget to Q1		Actual Position		Under / Over Budget		£ Net Variance	Comments
		£		£		£		£			
		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income		
SUP002	Consultation, Policy & Research	91,478	0	19,781	0	18,262	0	-1,519	0	-1,519	Budget is part of the Building Maintenance Fund (BMF). No expenditure on this asset to date.
	Corporate Planning	91,478	0	19,781	0	18,262	0	-1,519	0	-1,519	
CUL410	Corinium Museum	123,393	0	1,250	0	1,250	0	0	0	0	
CUL412	Collection Management	8,103	0	0	0	0	0	0	0	0	
CUL413	Northleach Resouce Centre	16,500	0	4,125	0	0	0	-4,125	0	-4,125	
CUL415	Corinium Museum - HLF Project	0	0	7,534	0	7,534	0	0	0	0	
REC410	Ciren - Centre Management	389,543	-130,761	34,748	-0	30,059	-0	-4,689	0	-4,689	
REC413	Ciren - Dryside Areas	12,021	-24,021	0	-11,411	0	-10,382	0	1,029	1,029	
REC419	Cirencester Leisure - Maintenance	33,000	0	20,990	0	20,990	0	0	0	0	
REC430	C Campden - Centre Management	106,113	0	62,538	0	66,611	0	4,073	0	4,073	
REC450	Bourton - Centre Management	119,875	0	0	0	0	0	0	0	0	
REC459	Bourton - Maintenance	43,000	0	10,750	0	0	0	-10,750	0	-10,750	
	Leisure Management	851,548	-154,782	141,936	-11,411	126,445	-10,383	-15,491	1,029	-14,462	
COM401	Health Policy	26,876	0	6,488	0	4,229	0	-2,260	0	-2,260	
COM402	Community Liaison	101,270	0	25,125	0	27,249	-891	2,124	-891	1,233	
COM403	Youth Participation	137,689	-44,478	57,584	-11,120	47,734	0	-9,850	11,120	1,270	
COM405	Health Development	54,036	0	5,281	-190,734	5,920	-190,734	639	0	639	
GBD001	Community Welfare Grants	169,016	0	84,789	0	84,789	0	-0	0	-0	
	Community Liaison	488,887	-44,478	179,267	-201,854	169,921	-191,625	-9,346	10,229	882	
CCR001	Community Safety (Crime Reduction)	23,754	0	5,808	0	5,308	0	-500	0	-500	
	Community Safety	23,754	0	5,808	0	5,308	0	-500	0	-500	
TOU001	Tourism Strategy and Promotion	15,280	0	3,820	0	4,320	0	500	0	500	
TOU402	Partnership Grants	54,000	0	18,500	0	18,500	0	0	0	0	
TOU403	Cotswold Tourism Partnership	42,222	0	10,556	-49,884	15,383	-54,711	4,827	-4,827	0	
	Tourism Policy	111,502	0	32,875	-49,884	38,203	-54,711	5,327	-4,827	500	
	Leisure & Communities	1,567,169	-199,260	379,667	-263,149	358,138	-256,719	-21,529	6,430	-15,099	

Planning & Strategic Housing		For 01/04/2022 to 30/06/2022									
Cost Centre	Cost Centre Description	Original Budget		Budget to Q1		Actual Position		Under / Over Budget		£ Net Variance	Comments
		£ Expenditure	£ Income	£ Expenditure	£ Income	£ Expenditure	£ Income	£ Expenditure	£ Income		
											£69k underachieved in Planning App income including £8k underachieved in Pre-App advice. It is anticipated nationally that there will be a reduction in Planning Apps and advice due to the current inflationary impact on building materials and labour costs as well as the 'cost of living' crisis. £15.5k underspend in other contractors fees.  No Planning Appeal costs to date.
DEV001	Development Control - Applications	993,643	-999,877	248,590	-249,969	236,238	-180,251	-12,351	69,718	57,367	
DEV002	Development Control - Appeals	131,007	0	32,533	0	11,283	0	-21,250	0	-21,250	
DEV003	Development Control - Enforcement	196,184	0	48,460	0	48,460	0	0	0	0	
DEV004	Development Advice	349,312	0	86,429	0	86,429	0	-0	0	-0	
DEV401	Planning Advice For Land Charges	11,911	0	2,919	0	2,919	0	0	0	0	
DEV488	Planning - Section 106 Agreements	0	0	72,598	-52,033	72,598	-52,033	0	0	0	
DEV499	Development Services Holding Account	0	0	2,028	0	2,028	0	0	0	0	
	<b>Development Management</b>	1,682,057	-999,877	493,556	-302,003	459,955	-232,284	-33,601	69,718	36,117	
PLP002	Heritage & Design	239,364	-25,818	55,388	-6,455	53,193	-4,180	-2,195	2,274	80	
	<b>Heritage &amp; Conservation</b>	239,364	-25,818	55,388	-6,455	53,193	-4,180	-2,195	2,274	80	
HAD001	Housing Advice	289,257	0	71,877	0	68,352	0	-3,525	0	-3,525	
HOS001	Housing Strategy	150,675	0	37,976	0	37,976	-150	0	-150	-150	
HOS002	Housing Partnerships	25,750	0	6,333	0	6,333	0	-0	0	-0	
HOS005	Community Led Housing	0	0	951	0	951	0	0	0	0	
	<b>Strategic Housing</b>	465,682	0	117,137	0	113,612	-150	-3,525	-150	-3,675	
CIL001	Community Infrastructure Levy	10,000	-10,000	70,648	-272,113	68,705	-269,613	-1,943	2,500	557	
PLP002	Local Development Framework	359,266	-100	87,619	-25	85,085	-27	-2,533	-2	-2,535	
PLP401	Fwd Plan work for Dev Con	17,410	0	7,980	0	7,980	0	0	0	0	
PLP499	Local Development Framework Reserve	0	0	21,306	16,660	21,306	16,660	0	0	0	
PSM001	Planning - Service Management and Support Services	16,891	-11,510	4,223	-2,878	8,753	-203	4,530	2,675	7,205	
	<b>Planning Policy</b>	403,567	-21,610	191,775	-258,355	191,830	-253,182	55	5,173	5,228	
	<b>Planning &amp; Strategic Housing</b>	2,790,670	-1,047,305	857,857	-566,813	818,591	-489,797	-39,267	77,016	37,750	



Democratic Services		For 01/04/2022 to 30/06/2022									
Cost Centre	Cost Centre Description	Original Budget		Budget to Q1		Actual Position		Under / Over Budget		£ Net Variance	Comments
		£ Expenditure	£ Income	£ Expenditure	£ Income	£ Expenditure	£ Income	£ Expenditure	£ Income		
DRM005	Committee Services	120,956	0	23,777	0	22,268	0	-1,509	0	-1,509	
DRM008	Corporate Subscriptions	18,980	0	18,980	0	21,576	0	2,596	0	2,596	
	Committee Services	139,936	0	42,757	0	43,844	0	1,087	0	1,087	
SUP018	Press & PR/Communications	76,161	0	22,472	0	21,406	0	-1,066	0	-1,066	
SUP024	Postal Services	42,160	0	10,368	0	11,259	0	891	0	891	
	Communications	118,321	0	32,840	0	32,664	0	-175	0	-175	
ELE*	Elections	144,245	-3,880	45,445	-470	47,920	-130	2,475	341	2,815	
	Elections	139,662	-3,880	45,445	-470	47,920	-130	2,475	341	2,815	
DRM001	Democratic Representation and Management	122,741	0	30,679	0	31,106	0	428	0	428	
DRM003	Councillors Allowances	317,235	0	83,404	0	81,742	0	-1,662	0	-1,662	
DRM004	Servicing Council	4,170	0	2,093	0	3,938	0	1,846	0	1,846	
	Member Support	444,146	0	116,175	0	116,787	0	612	0	612	
SUP022	Printing Services	236,965	-22,025	53,218	-5,506	50,626	-3,131	-2,591	2,375	-216	
	Print & Design	236,965	-22,025	53,218	-5,506	50,626	-3,131	-2,591	2,375	-216	
	Democratic Services	1,079,030	-25,905	290,434	-5,976	291,841	-3,260	1,407	2,716	4,123	

Retained and Corporate Services		For 01/04/2022 to 30/06/2022									
Cost Centre	Cost Centre Description	Original Budget		Budget to Q1		Actual Position		Under / Over Budget		Net Variance	Comments
		£ Expenditure	£ Income	£ Expenditure	£ Income	£ Expenditure	£ Income	£ Expenditure	£ Income		
FIE010	Interest Payable and Similar Charges	7,485	0	1,871	0	0	0	-1,871	0	-1,871	Dividends from Pooled funds were £22,000 higher than budgeted due to funds performing better than expected. Interest from short term cash deposits, money market funds and call accounts is £29k higher than budgeted at the end of the first quarter due to interest rates rising at higher rate than budgeted. Interest of £15,000 from planned loan to Cottsway Housing Association not achieved as drawdown of loan now not expected until 2023/24
FIE030	Interest and Investment Income	13,000	-653,947	3,250	-160,462	3,162	-197,090	-88	-36,628	-36,716	
FIE410	Commercial Properties - General	10,630	4,705	2,815	-74	441	0	-2,374	74	-2,300	
FIE410	Investment Properties	101,629	-734,380	23,557	-303,692	22,384	-304,764	-4,177	-1,072	-5,250	
ND0001	Discretionary Pension Payments	1,771,916	0	34,146	0	35,151	0	1,005	0	1,005	
OEE200	Parish Council Precepts	0	0	0	0	0	0	0	0	0	
ND0002	Other Land	0	0	0	0	412	0	412	0	412	
	Corporate I&E	1,904,660	-1,383,622	65,639	-464,227	58,134	-501,854	-7,505	-37,627	-44,720	
COR005	Corporate Finance	144,157	0	36,040	0	67,023	-26,819	30,982	-26,819	4,163	
COR007	External Audit Fees	70,230	0	17,558	0	17,100	0	-458	0	-458	
COR008	Bank Charges	61,065	0	15,266	0	16,878	0	1,612	0	1,612	
COR400	Savings and Growth Items	-96,959	0	0	0	0	0	0	0	0	
COR401	Publica Group	0	0	1,560,762	0	1,560,762	0	0	0	0	
SUP032	Strategic Directors	648,397	0	153,800	0	154,189	0	389	0	389	
	Corporate Management	826,890	0	1,783,426	0	1,815,953	-26,819	32,526	-26,819	5,707	
COV019	Corona Virus	10,899	0	150,988	0	150,989	0	0	0	0	
COV020	High Street re-opening	0	0	0	0	0	0	0	0	0	
COV023	Contain Outbreak Management Fund	0	0	34,853	0	34,853	0	0	0	0	
	Covid	10,899	0	185,841	0	185,842	0	0	0	0	
	Retained and Corporate	2,742,449	-1,383,622	2,034,907	-464,227	2,059,928	-528,673	25,022	-64,445	-39,012	

2022/23 Capital Budgets and Expenditure Q1					
Project	Budget for the year £	Expenditure £	Variance £	Other Committed Expenditure [2022/23] £	Comments
Disabled Facilities Grants [Better Care Fund]	700,000	231,778	468,222	201,797	There are currently 86 live DFG cases, 21 of these case have been approved with committed expenditure of £201,797. It is likely that the other 65 cases will be completed this financial year with further expected expenditure of £700,000. It is anticipated that another 90 referrals will be received in the next nine months resulting in further expenditure of approx. £200,000 before the end of the year. The forecast total spend for 2022/3 is £1,300,000. Any additional funds required to meet expenditure will be requested from the Better Care Fund retained by Gloucestershire County Council.
ICT Infrastructure	200,000	20,094	179,906	100,000	Budget committed for replacement laptops, core network switches, server replacements and core wireless upgrades. Underspend of £80,000 expected at year end.
Replacement of Idox/Uniform Software [ICT]	150,000	0	150,000	0	Project under review. Project will be put back to 2023/24.
Planning document digitisation [ICT]	200,000	0	200,000	0	This project is dependent on the replacement of the Idox system which has been put back to 2023/24.
Crowdfund Cotswold [Spacehive]	51,000	8,300	42,700	0	In the first project round this year four capital projects were supported by the Council. At the time of writing, two have reached their funding target and the others have raised over 80% of funds. A number of sizeable capital projects have attended a workshop in advance of the autumn project round, which collectively have the potential to draw down the remaining budget.
Replace pay and display machines	125,000	0	125,000	25,500	Report currently being prepared for Cabinet to approve approximately £25,500 spend for improvements to Pay and Display machines by upgrading machines to 4G software and hardware to enable cashless parking. Unspent budget will be carried forward to 2023/24.
Recycling and waste vehicles	490,000	0	490,000	21,000	Budget based on Ubico fleet replacement programme. Orders have been placed for a Quad Bike and conversion work requirements on 3 vehicles. The budget is expected to be spent/committed in full by the end of this financial year.

### 2022/23 Capital Budgets and Expenditure Q1

Project	Budget for the year £	Expenditure £	Variance £	Other Committed Expenditure [2022/23] £	Comments
Car Park Improvements [Rissington Road]	337,000	0	337,000	337,000	Contractor appointed and works due to start 31 <sup>st</sup> October once main tourist season ends. Expenditure likely at the end of Q3 or start of Q4. Additional funding of £70,000 has been requested and a report is to be presented to September Cabinet. The additional funding is due to the Capital budget allocation being approved before receipt of contract tender, there has also been an uplift in contractor costs due to increased costs of labour and materials.
Waste Receptacles	55,000	0	55,000	0	This is a rolling fund for the purchase of Waste Receptacles due to growth in properties or replacements. It is anticipated that the budget will be spent in full by the end of this financial year.
Electric vehicle charging points [EVCPs]	600,000	0	600,000	290,000	Charging points have been installed at Beeches Road Car Park, Cirencester and Old Market Way Car Park, Moreton in Marsh. Further EVCPs are to be installed at Rissington Road, Bourton on the Water and Trinity Road Council offices in the Autumn with a commitment of £290k. Expenditure is anticipated at end of Q3 or start of Q4. The second phase of installations are now being planned.
Replacement Leisure Equipment	380,000	0	380,000	380,000	The project was approved by Council on 25 <sup>th</sup> May 2022. The Councils leisure contractors, Sports and Leisure Management [SLM], are now in the process of placing orders and arranging works to deliver the project in the Autumn of this year. The budget will be spent in full.
Investment in Cirencester Leisure Centre	1,200,000	0	1,200,000	0	The Capital budget allocation is being included in the procurement for the new leisure contractor. Projects will be delivered in 2023/24 when a new contractor is secured.
Cirencester Leisure Centre Pool Hall Works	110,000	0	110,000	0	Column encasing works are due to be tendered in Q3 and therefore works should be undertaken in Q4 with expenditure likely in early 2023/24. The remaining part of the pool hall works are to be deferred until the end of operator's contract.
Litter Bin replacement programme	10,000	0	10,000	0	This project will commence in 2023/24.
Packers Leaze Depot – Flood Prevention Works	123,000	4,361	118,639	118,639	Works are complete, awaiting final invoices. Remaining expenditure expected to go through in Q.2.
Bromford Joint Venture Partnership – Carbon Zero Affordable Homes.	200,000	0	200,000	120,000	Urgent decision in July to allocate funding of £120k to underwrite costs for planning application preparation. Further report to agree collaboration agreement and land transfer in October. Expenditure likely in Q4.

# 2022/23 Capital Budgets and Expenditure Q1

Project	Budget for the year £	Expenditure £	Variance £	Other Committed Expenditure [2022/23] £	Comments
Trinity Road – Carbon Efficiency Works	370,000	0	370,000	0	Specification being prepared, expenditure likely in Q4 or may slip back to Q1 2023/24.
Dyer Street Property – Roof Works	146,000	0	146,000	146,000	Works now commissioned and will be carried out imminently. Expenditure anticipated in Q3.
Car Park Enforcement – Vehicle Purchase	45,000	0	45,000	0	Purchase on hold. It was intended to purchase an electric vehicle for use by the parking enforcement officers based at Trinity Road Offices. A vehicle is currently being leased and the purchase of an electric vehicle, this has been put on hold until EVCPs are installed within the parking facilities at Trinity Road.
Rural Broadband	500,000	0	500,000	0	This scheme is dependent on a bigger scheme being agreed with the County Council.
Recovery Investment Strategy	35,000,000	0	35,000,000	2,417,000	<p>Cabinet agreed in May 2022 to acquire a property in Tetbury for temporary emergency accommodation, funding of £1.442m for the purchase and capital works was allocated from the Recovery Investment Strategy budget in the capital programme. This purchase completed in August 2022 at a cost of £1.14m.</p> <p>£975k commitment for the implementation of the Council's Agile working policy and Trinity Road roof repairs. Changes required to offices to accommodate existing staff and new tenants. Works expected to commence in second half of 2022/23.</p> <p>A budget of £4.36m for an 'Investment in Strategic Property Acquisition' was originally included in the 2021/22 capital programme, discussions with landowner are on-going and will now form part of the overall £35m Recovery Investment Strategy budget allocation if successful.</p>
	<b>£40,992,000</b>	<b>264,533</b>	<b>40,727,467</b>	<b>4,156,936</b>	

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