

Public Document Pack



COTSWOLD
DISTRICT COUNCIL

Friday, 3 March 2023
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CABINET

A meeting of the Cabinet will be held at Council Chamber - Trinity Road on **Monday, 13 March 2023 at 6.00 pm.**

Rob Weaver
Chief Executive

To: Members of the Cabinet
(Councillors Joe Harris, Mike Evemy, Rachel Coxcoon, Tony Dale, Andrew Doherty, Jenny Forde, 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.

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 7 - 12)**

To approve the minutes of the previous meeting.

4. **Chair's Announcements**

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 one minute each and relate to issues under the Cabinet's remit. At any one meeting no person may submit more than two questions and no more than two such questions may be asked on behalf of one organisation.

The Chair will ask whether any members of the public present at the meeting wish to ask a question and will decide on the order of questioners.

The response may take the form of:

- a) a direct oral answer;
- b) where the desired information is in a publication of the Council or other published work, a reference to that publication; or
- c) where the reply cannot conveniently be given orally, a written answer circulated later to the questioner.

6. **Member Questions**

A Member of the Council may ask the Chair, the Leader, a Cabinet Member or the Chair of any Committee a question on any matter in relation to which the Council has powers or duties or which affects the Cotswold District. A maximum period of fifteen minutes shall be allowed at any such meeting for Member questions.

A Member may only ask a question if:

- a) the question has been delivered in writing or by electronic mail to the Chief Executive no later than 5.00 p.m. on the working day before the day of the meeting; or
- b) the question relates to an urgent matter, they have the consent of the Chair to whom the question is to be put and the content of the question is given to the Chief Executive by 9.30 a.m. on the day of the meeting.

An answer may take the form of:

- a) a direct oral answer;
- b) where the desired information is in a publication of the Council or other published work, a reference to that publication; or
- c) where the reply cannot conveniently be given orally, a written answer circulated later to the questioner.

7. **Business Rates Relief 2023/24. Retail, Hospitality and Leisure Scheme (Pages 13 - 20)**

Purpose

To consider a scheme of rate relief for retail premises as outlined by Government in the Autumn Statement 2022

Recommendations

That Cabinet resolves to:

- a) Note the contents of the report;
- b) Endorse the Retail, Hospitality and Leisure Scheme as detailed in Annex A; and
- c) Delegate authority to the Assistant Director of Resident Services to award of such relief

8. **Council Priority and Service Performance Report - 2022-23 Quarter 3 (Pages 21 - 96)**

Purpose

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

Recommendation

That Cabinet resolves to:

- I. Note overall progress on the Council priorities and service delivery for 2022-23 Q3

9. **Financial Performance Report Q3 2022/23**

Purpose

This report sets of the latest budget monitoring position for the 2022/23 financial year.

Recommendations

That Cabinet:

- I. Reviews and notes the financial position set out in this report

10. **Discretionary Council Tax Support Fund (Pages 97 - 100)**

Purpose

To adopt the Discretionary Council Tax Support Fund for 2023/2024.

Recommendations

That Cabinet resolves to:

- 1) Approve a payment of £50 as detailed in para 3.3 of this report; and,
- 2) Delegate authority for the distribution of surplus funds to the Deputy Chief Executive in consultation with the Deputy Leader and Cabinet Member for Finance

11. **Introduction of S106 Monitoring Fee Schedule (Pages 101 - 106)**

Purpose

The Council is allowed to charge 'S106 monitoring fees' to help cover the cost of monitoring Section 106 legal agreements. The government suggest doing this via the publication of a 'S106 Monitoring Fee Charging Schedule' which sets out the fees which will be charged. This report proposes the introduction of such a schedule at Cotswold District.

Recommendations

That Cabinet resolves to:

- I. Approve the introduction of a S106 Monitoring Fee Charging Schedule as detailed in this report

12. **UK Shared Prosperity Fund Update (Pages 107 - 122)**

Purpose

To seek approval for the governance arrangements and allocation of funding.

Recommendation

That Cabinet resolves to:

1. Note Government approval of the Council's UKSPF Local Investment Plan.
2. Note the allocation of funding to Year One projects.
3. Approve the governance arrangements set out in para 2.3.
4. Approve the allocation of up to £135,000 of Year Two (2023/24) UKSPF funding to the Cirencester Growth Hub, subject to entering into a satisfactory service level agreement, and up to £135,000 in Year Three (2024/25) subject to satisfactory performance.
5. Delegate authority to the Chief Executive, in consultation with the Cabinet Member for the Economy and Council Transformation, to approve details of the service level agreement with the Growth Hub.
6. Delegate authority to the Chief Executive, in consultation with the Cabinet Member for Economy and Council Transformation, to allocate the balance of Year Two funding to projects aligned with the interventions set out in Annex B.

13. **Approve the Cotswold District Council Vacant Building Credit Technical Advice Note (Pages 123 - 140)**

Purpose

To approve the Technical Advice Note which explains how the Council will implement the provisions of national policy and guidance on Vacant Building Credit in Cotswold District.

Recommendation

That Cabinet resolves to approve the use of the Cotswold District Council Vacant Building Credit Technical Advice Note from 13 March 2023.

14. **Application to Secretary of State for Levelling Up, Housing and Communities to designate land in Cotswold District as a rural area (Pages 141 - 164)**

Purpose

To set out the various considerations around making an application to the Secretary of State to designate part of the district as a rural area under Section 157 of the Housing Act 1985.

Recommendation

That Cabinet resolves to approve the proposal to apply to the Secretary of State to designate land within Cotswold District as a rural area.

15. **Sustainable Transport - Decarbonisation trajectory (Pages 165 - 188)**

Purpose

To set out a proposed trajectory for transport decarbonisation in Cotswold to meet target of net zero carbon emissions by 2045.

Recommendation

That Cabinet resolves to agree to proceed with the development of the Sustainable Transport Strategy using the proposed high level framework for transport carbon reduction in Cotswold, comprising targets to avoid, shift and improve vehicle journeys as set out in Table 1.

16. **Schedule of Decisions taken by the Leader of the Council and/or Individual Cabinet Members (Pages 189 - 190)**

To note any decisions taken since the previous meeting.

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

Purpose

To consider any issues or recommendations arising from meetings of the Overview and Scrutiny Committee and/or the Audit Committee.

18. **Approval of contracts for the management of the Council's leisure and culture facilities (Pages 191 - 206)**

Purpose

To seek authority to award a contract for;

- a) the management of the Council's leisure facilities
- b) the management of the Council's culture facilities

Recommendations

That Cabinet resolves to recommend to Council to:

1. Agree to award the Leisure Management Contract to the preferred bidder set out in EXEMPT Annex C (i).
2. Agree to award the Culture Management Contract to the preferred bidder set out in EXEMPT Annex C (ii).
3. Delegate authority to the interim Head of Legal Services for Contract finalisation.
4. Delegate authority to Deputy Chief Executive and s151 Officer, in consultation with the Cabinet Member for Health and Wellbeing and Leadership and Management Team (Chief Executive, Deputy Chief Executive and Director of Governance and Development), to accept capital investment proposals set out in preferred bidder's Leisure tender submission.
5. Note the position set out in paragraph 5.6 for the mobilisation period and in the early process of embedding the new contracts.

19. **Matters exempt from publication**

If Cabinet wishes to exclude the press and the public from the meeting during consideration of any of the items on the exempt from publication part of the agenda, it will be necessary for Cabinet to pass a resolution in accordance with the provisions of Paragraph 4(2)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012 on the grounds that their presence could involve the likely disclosure of exempt information as described in paragraph 3 of Schedule 12A of the Local Government Act 1972.

Cabinet may maintain the exemption if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

20. **Exempt annexes for the award of contracts for the management of the Council's leisure and culture facilities (Pages 207 - 286)**

(END)

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Cabinet
06/February2023



COTSWOLD
DISTRICT COUNCIL

Minutes of a meeting of Cabinet held on Monday, 6 February 2023.

Councillors present:

Joe Harris - Chair
Rachel Coxcoon
Tony Dale

Mike Evemy – Vice Chair
Andrew Doherty
Jenny Forde

Juliet Layton
Lisa Spivey

Officers present:

Ana Prelici
Robert Weaver, Chief Executive
David Stanley, Deputy Chief Executive and
Chief Finance Officer

Angela Claridge, Director of Governance and
Development (Monitoring Officer)
Andrew Brown, Democratic Services Business
Manager
Caleb Harris, Democratic Services Officer

Observers:

Councillors Dilys Neill, Nikki Ind, Stephen Andrews

90 Apologies

There were no apologies for absence

91 Declarations of Interest

There were no declarations of interest from Members.

There were no declarations of interest from Officers.

92 Minutes

RESOLVED: Cabinet **AGREED** that the Minutes of the meeting of Cabinet held on 9 January 2023 were a correct record.

Voting Record – For 8, Against 0, Abstentions 0, Absent 0,

93 Chair's Announcements

The Chair extended his condolences to the Turkish and Syrian communities in the district who were mourning families and friends that had been tragically killed by the earthquake that had hit Southern Turkey and North Syria during the early morning.

The LGBTQ+ flag was flying over Trinity Road Council Offices to mark LGBTQ History Month.

There were no Public Questions

95 **Member Questions**

There were no Member Questions

96 **Fees and Charges**

The purpose of this report was to present a revised schedule of fees and charges for 2023/24. The report described the rationale for the revised charges compared to current charges for 2022/23 and also considered the revised charges presented in Annex A alongside current charges for 2022/23.

The Deputy Leader and Cabinet Member for Finance introduced the report that outlined how charges had been changed in line with the increase of fuel, employment and other costs.

The Cabinet Member for Development Management and Licensing provided context for the changes to Planning and Development charges.

Cabinet noted the wide range of fees and charges that reflected the wide range of statutory and discretionary services that were being provided to Cotswold residents by skilled, professional Council Officers and key workers

Cabinet noted that wherever possible the cost of delivering discretionary services would be priced to fully recover costs, unless the Council had made a specific policy decision to subsidise a service.

RESOLVED: Cabinet **AGREED** to endorse the rationale for revising fees and charges as set out in the report, approve the implementation of revised fees and charges for 2023/24 as detailed in Annex A from 1 April 2023, approve the proposal set out at paragraphs 2.4 to 2.6 in relation to Pest Control service

Voting Record – For 8, Against 0, Abstentions 0, Absent 0,

97 **Car Parking - Review of Season Ticket Pricing**

The purpose of this report was to enable Cabinet to consider the report, which proposed an updated pricing strategy for car park season tickets which was linked to the 'pay and stay' tariff and current demand for season tickets at specific car parking sites.

The Cabinet Member for the Economy and Transformation introduced the report that proposed an updated pricing methodology linking prices for daily parking tickets with those for season tickets.

Cabinet noted that different car parks had different combinations of casual and season ticket spaces, and different parking charges applied to them in order to manage and balance the usage of car parks across the District.

Cabinet noted that 'off-peak' permits still existed enabling parking for short periods at specific time.

District wide consultation had taken place prior to decisions being made on parking allocations and charges.

RESOLVED: Cabinet **AGREED** the adoption of the car park season ticket pricing methodology set out at paragraphs 2.10 to 2.16 and adopt the revised car park season ticket charges set out at paragraphs 2.17 to 2.22 effective from 1 April 2023 and
Noted the current position with regard to the lease of the Whiteway car park site (paragraphs 2.29 to 2.32 and delegated consideration of the consultation response to the Deputy Chief Executive in consultation with the Cabinet Member for the Economy and Transformation

Voting Record – For 8, Against 0, Abstentions 0, Absent 0,

98 Public Toilet Financial Review

The purpose of the report was to inform Cabinet of the overall cost of public toilet provision, and to provide options for revising charges. Additional resource had been set aside within the capital programme to equip sites with card payment systems.

The Cabinet Member for Corporate Services introduced the report and explained the reasons for updating the method of payment and the charging structure. This was focussed around the decline of cash use and the increasing costs of running the service.

Cabinet noted that card payments had been successfully introduced at Bourton-On -The-Water, where most payments are now made by card.

Cabinet noted that local authorities were not required to provide public toilets but Cotswold District Council had decided to make provision for this and currently had 15 public toilets across the Cotswolds.

Cabinet noted that increasing public toilet charges to 40p would enable the cost of delivering the service to remain largely unchanged.

RESOLVED: Cabinet **AGREED** to endorse the inclusion of £50,000 within the Council's Capital Programme (considered elsewhere on the agenda) to allow for the potential installation of cash and card payment facilities at all sites, and delegate the decision to install cash and card payment facilities on a site-by-site basis to the Assistant Director for Resident Services in consultation with the Cabinet Member for Corporate Services in line with the process set out at paragraph 2.5.

Approve a waiver of the Council's Contract Rules for the reason set out at paragraph 2.6; and increase service charges to 40p at all chargeable sites with effect from 1 April 2023 in line with the options appraisal presented at paragraphs 2.8 to 2.13

Voting Record – For 8, Against 0, Abstentions 0, Absent 0,

99 Planned Expenditure of the Homelessness Prevention Grant 2023-24

The purpose of the report was to consider the planned expenditure of the Homelessness Prevention Grant for 2023 – 2025

The Leader of the Council with portfolio responsibility for Housing introduced the report and outlined the expenditure detailed within the report and paid tribute to the dedication and

Cabinet

06/February2023

tireless work of the Housing Team in reducing and maintaining low levels of homelessness.

The Cabinet Member for Corporate Services provided more details of the grant and how it would be used to prevent homelessness.

RESOLVED: Cabinet **AGREED** the expenditure detailed within section 2 of this report, the expenditure for the Fixed Term Contract posts until 2025, detailed in paragraph 2.7, and the delegation of any amendments to these allocations made to the Business Manager - Housing in consultation with the Cabinet Member for Housing and the Chief Finance Officer subject to compliance with the ring fenced grant conditions

Delegation of decisions on any other uplifts or grants that may be given over the financial years 2023/24 and 2024/25 to address increased demands on the Housing Service is made to the Business Manager - Housing in consultation with the Cabinet Member for Housing Chief Finance Officer subject to compliance with the ring fenced grant conditions.

Voting Record – For 8, Against 0, Abstentions 0, Absent 0,

100 2023/24 Revenue Budget, Capital Programme and Medium Term Financial Strategy

The purpose of the report was to present the budget for 2023/24.

The Deputy Leader and Cabinet Member for Finance introduced the report and provided an overview of its content and annexes and the Executive Summary

Cabinet noted that with the combined factors of increased inflation (& higher pay costs), high interest rates and increased energy costs, many councils (including Cotswold District Council) would be using their financial reserves to balance their 2023 and 2024 budgets.

Cabinet noted that plans to reduce Council expenditure (by £1.1m) and increase income and revenue (by £415,000) would reduce the amount of financial reserves required to bridge the funding gap to around £1.5m.

Cabinet noted that both the Council, and its partners Publica and Ubico, would be expected to deliver the reduction in the Council's expenditure

Cabinet noted that details of the proposed budget had been considered by both the Audit Committee and the Overview and Scrutiny Committee.

Cabinet noted the recent additional increase in Bank of England interest rates had been anticipated and factored into the proposed budget.

Cabinet noted the addition of a late amendment to the budget:

Amendment - The Deputy Leader and Cabinet Member for Finance proposed an amendment to add a recommendation to remove the budgeted amount for an increase in member allowances in 2023/24 (£12,184).

The recommendations (as amended) were proposed by Councillor Mike Evemy and seconded by Councillor Joe Harris

RESOLVED: Cabinet **AGREED** to recommend to Council for consideration and approval:

- (a) the Medium-Term Financial Strategy set out in Annex B
- (b) the Savings and Transformation items for inclusion in the budget, set out in Annex C

Cabinet

06/February2023

(c) the Council Tax Requirement of £6,310,795 for this Council

(d) the Council Tax level for Cotswold District Council purposes of £148.93 for a Band D property in 2023/24 (an increase of £5)

(e) the Capital Programme, set out in Annex D

(f) the Annual Capital Strategy 2023/24, as set out in Annex E

(g) the Annual Treasury Management Strategy and Non-Treasury Management Investment Strategy 2023/24, as set out in Annex F

(h) the Strategy for the Flexible use of Capital Receipts, as set out in Annex H

(i) the balances and reserves forecast for 2023/24 to 2026/27 as set out in Section 5 of the report

Cabinet are recommended to approve delegation to the Council's Deputy Chief Executive, in consultation with the Deputy Leader and Cabinet Member for Finance

(j) for any changes to the General Fund Summary arising from the Local Government Finance Settlement and the Business Rates Retention Scheme estimates prior to submission to Council.

Additional recommendation to remove the budgeted amount for an increase in member allowances in 2023/24 (£12,184)

Voting Record – For 8, Against 0, Abstentions 0, Absent 0,

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

There were no Cabinet Member Decisions to note since the last meeting

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

The Chair of Overview and Scrutiny Committee updated Cabinet on the proceedings of Overview and Scrutiny Committee including consideration and the robust scrutiny of the Called-In item on the Kemble Community Gardens.

The Meeting commenced at 6.00 pm and closed at 7.17 pm

Chair

(END)

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Agenda Item 7



COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET – 13 MARCH 2023
Subject	BUSINESS RATES RELIEF: 2023/2024. RETAIL, HOSPITALITY AND LEISURE SCHEME
Wards affected	All
Accountable member	Cllr Mike Every – Deputy Leader and Cabinet Member with responsibility for Finance Email: mike.every@cotswold.gov.uk
Accountable officer	Mandy Fathers – Business Manager for Environmental, Welfare and Revenues Email: mandy.fathers@publicagroup.uk
Summary/Purpose	To consider a scheme of rate relief for retail premises as outlined by Government in the Autumn Statement 2022
Annexes	Annex A –Retail, Hospitality and Leisure Discount Criteria
Recommendation(s)	That Cabinet resolves to: <ul style="list-style-type: none"> a) <i>Note the contents of the report;</i> b) <i>Endorse the Retail, Hospitality and Leisure Scheme as detailed in Annex A; and</i> c) <i>Delegate authority to the Assistant Director of Resident Services to award of such relief</i>
Corporate priorities	<ul style="list-style-type: none"> • Delivering our services to the highest standards
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Leader, Deputy Leader and Member for Finance, Chief Executive and Deputy Chief Executive, Monitoring Officer, Interim Head of Legal Services, Finance Business Partner, Assistant Director, Director of Finance (Publica)



Executive Summary

This report is for noting only.

Government will be increasing business rate relief for Retail, Hospitality and Leisure from 50% to 75% from April 2023.

Those identified eligible businesses will see the reduction in their rates on their annual business rate demand notices.

The Council will be fully reimbursed for its local share of awarding the relief through a Section 31 government grant.

Annex A to the report gives details of eligibility to the scheme.

BACKGROUND

- 1.1 The government has recognised that ongoing difficulties as well as longer-term challenges continue to face the retail, leisure and hospitality sectors.
- 1.2 High streets are still recovering from the impacts of the pandemic whilst also going through a period of transition and evolving in response to changing consumer preferences. Some of these trends, such as the shift to online sales, have been accelerated by the pandemic.
- 1.3 The government is therefore providing a new temporary relief for eligible retail, hospitality and leisure businesses in England to support local high street as they evolve and adapt to changing consumer demands for 2023/2024.

2. MAIN POINTS

- 2.1 The Chancellor announced in his Autumn Budget that eligible hereditaments will receive 75% business rate relief up to a cash cap of £110,000 per business.
- 2.2 Local authorities are expected to use their discretionary relief powers (under section 47 of the Local Government Finance Act 1988, as amended) to grant these discounts in line with the relevant eligibility criteria as detailed within Annex A (attached).
- 2.3 The Council will be compensated for the cost of granting these discounts through a section 31 grant from government.
- 2.4 Guidance has been provided in respect of which businesses should benefit from this relief and those that should not as detailed within the attached Annex. The Council's Discretionary Rate Relief policy will also be amended with a separate annex detailing the qualifying criteria.
- 2.5 These changes will take effect from 1 April 2023.
- 2.6 The team responsible for the administration of Business Rates will identify those businesses eligible for this relief and apply it to their 2023/2024 liability. Those eligible businesses will see the reduction on their annual business rate demand notice.



3. FINANCIAL IMPLICATIONS

- 3.1** Central government will fully reimburse local authorities for the local share of relief awarded to those qualifying businesses entitled to this relief using a grant under section 31 of the Local Government Finance Act 2003 providing the council adopt the recommended approach when granting relief.

4. LEGAL IMPLICATIONS

- 4.1** The government is not changing the legislation around the relief available to businesses and expects councils to grant the relief under section 47 of the Local Government Finance Act, 1988, as amended.

5. RISK ASSESSMENT

- 5.1** There are no risks associated with this report as the Council will be following central government guidance.

6. EQUALITIES IMPACT

None

7. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

There are none associated with this report.

8. ALTERNATIVE OPTIONS

None

(END)



Annex A

Expanded Retail Discount Criteria

This discount will apply to occupied retail, leisure and hospitality properties in the year 2023/24. There will be no rateable value limit on the discount

Properties that will benefit from the discount will be occupied hereditaments that are wholly or mainly being used:

- a) As shops, restaurants, cafes, drinking establishments, cinemas and live music venues;
- b) For assembly and leisure; or
- c) As hotels, guest and boarding premises and self-catering accommodation.

The government has issued guidance relating to which types of establishments should be considered in (a) as follows:

i. Hereditaments that are being used for the sale of goods to visiting members of the public:

- Shops (such as florists, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licence, chemists, newsagents, hardware stores, supermarkets, etc.)
- Charity shops
- Opticians
- Post offices
- Furnishing shops / display rooms (such as carpet shops, double glazing, garage doors)
- Car/caravan showrooms
- Second-hand car lots
- Markets
- Petrol stations
- Garden centres
- Art galleries (where art is for sale/hire)

ii. Hereditaments that are being used for the provision of the following services to visiting members of the public:

- Hair and beauty services (such as hairdressers, nail bars, beauty salons, tanning shops etc.)



- Shoes repairs/key cutting
 - Travel agents
 - Ticket officers e.g. for theatre
 - Dry cleaners
 - Launderettes
 - PC/TV/domestic appliance repair
 - Funeral directors
 - Photo processing
 - Tool hire
 - Car hire
- iii. **Hereditaments that are being used for the sale of food and/or drink to visiting members of the public:**
- Restaurants
 - Takeaways
 - Sandwich shops
 - Coffee shops
 - Pubs
 - Bars
- iv. **Hereditaments that are being used as cinemas**
- v. **Hereditaments that are being used as live music venues:**
- Live music venues are hereditaments wholly or mainly used for the performance of live music for the purpose of entertaining an audience. Hereditaments cannot be considered a live music venue for the purpose of business rates relief where a venue is wholly or mainly used as a nightclub or a theatre, for the purposes of the Town and County Planning (Use Classes) Order 1987 (as amended).
 - Hereditaments can be a live music venues if used for other activities, but only if those activities (i) are merely ancillary or incidental to the performance of live music (e.g. the sale/supply of alcohol to audience members) or (ii) do not affect the fact that the primary activity for the premises is the performance of live music (e.g. because those other activities are insufficiently regular or frequent, such as a polling station or a fortnightly community event).

The above list(s) set out above is not intended to be exhaustive and is intended to be a guide. The Council should determine for themselves whether a particular property not listed is broadly similar in nature to those above and, if so, to consider them eligible for the relief.



Conversely, properties that are not broadly similar in nature to those listed above should not be eligible for the relief.

The government has issued guidance relating to which types of establishments should be considered in (b) as follows:

- i. **Hereditaments that are being used for the provision of sport, leisure and facilities to visiting members of the public (including for the viewing of such activities)**
 - Sports grounds and clubs
 - Museums and art galleries
 - Nightclubs
 - Sport and leisure facilities
 - Stately homes and historic houses
 - Theatres
 - Tourist attractions
 - Gyms
 - Wellness centres, spa, massage parlours
 - Casinos, gambling clubs and bingo halls
- ii. **Hereditaments that are being used for the assembly of visiting members of the public**
 - Public halls
 - Clubhouses, clubs and institutions

The government has issued guidance relating to which types of establishments should be considered in (c) as follows:

- i. **Hereditaments where the non-domestic part is being used for the provision of living accommodation as a business:**
 - Hotels, Guest and Boarding Houses
 - Holiday homes
 - Caravan parks and sites

The list below sets out the types of uses that the government does not consider to be an eligible use for the purpose of relief:



i. Hereditaments that are being used for the provision of the following services to visiting members of the public:

- Financial services (e.g. banks, building societies, cash points, bureaux de change, short term loan providers, betting shops)
- Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (e.g. solicitors, accountants, insurance agents/financial advisers, employment agencies, estate agents, letting agents)
- Post office sorting offices

ii. Hereditaments that are reasonably accessible to visiting members of the public

In line with legal restrictions in section 47(8A) of the Local Government Finance Act 1988, billing authorities may not grant the discount to themselves or a precepting authority.

The Cash Cap and Subsidy Control

Under the cash cap, no ratepayer can in any circumstances exceed the £110,000 cash cap across all of their hereditaments in England.

Where a ratepayer has a qualifying connection with another ratepayer then those ratepayers should be considered as one ratepayer for the purposes of the cash cap. A ratepayer shall be treated as having a qualifying connection with another:

- a) Where both ratepayers are companies; and
 - i. One is a subsidiary of the other, or
 - ii. Both are subsidiaries of the same company, or
- b) Where only one ratepayer is a company, the other ratepayer (the “second ratepayer”) has such an interest in that company as would, if the second ratepayer were a company, result in its being the holding company of the other.

Furthermore, the Retail, Hospitality and Leisure Scheme is likely to amount to subsidy. Any relief provided by the Council under the scheme will need to comply with the UK’s domestic and international subsidy control obligations that will commence on 4 January 2023.

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COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET – 13 MARCH 2023
Subject	COUNCIL PRIORITY AND SERVICE PERFORMANCE REPORT – 2022-23 QUARTER THREE
Wards affected	All
Accountable member	All relevant Cabinet Members
Accountable officer	Robert Weaver, Chief Executive Email: robert.weaver@cotswold.gov.uk
Report author	Mary-Ann Forrest, Performance and Policy Analyst Email: mary-ann.forrest@publicagroup.uk
Summary/Purpose	To provide an update on progress on the Council's priorities and service performance
Annexes	Annex A – Corporate Plan Action Tracker Annex B - Council Priorities report Annex C - Performance indicator report
Recommendation(s)	<i>That Cabinet resolves to:</i> <i>1. Note overall progress on the Council priorities and service delivery for 2022-23 Q3</i>
Corporate priorities	<ul style="list-style-type: none"> • Deliver the highest standard of service • Respond to the climate crisis • Provide socially rented homes • Make our local plan green to the core • Support health and wellbeing • Enable a vibrant economy
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Publica Directors, Assistant Directors, Business Managers, Service Managers and Service Leads

I. BACKGROUND

- I.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. 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).
- I.2** The Council invited the Local Government Association (LGA) to conduct a corporate peer challenge in October 2022. A corporate peer challenge provides for an external review of how a council functions and its ability to deliver on its plans, proposals and ambitions. It is good practice for a council to have a peer challenge every 3 – 4 years (the Council's last peer challenge was undertaken in November 2019). The review is undertaken by a team that is knowledgeable and experienced in local government, and includes both officer and councillor representatives. The team acts as a 'critical friend' and produces feedback that provides a health check and commentary on areas of strength and potential areas for further consideration. Further details are provided at Section 4.
- I.3** 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.
- I.4** 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 drawn particular attention to the following:
- The Council has appointed a contractor for the Trinity Road office refurbishments. The revised layouts will create space in the West wing to be let to tenants. The first phase of works started in January and will continue throughout February 2023. The Agile project will proceed in a coordinated way with the roof repairs project which is currently out to tender for the main contractor;
 - The rising energy prices and higher cost of living is affecting householders, in particular those on low incomes. Both Cabinet and Council received a report on how the Council is responding to the Cost of Living and Warm Places Motions. Funding allocations for specific initiatives were approved including match funding of £20,000 for the Council Tax Hardship Fund which could be used to provide one-off support in specific financial circumstances, and £40,000 from the Council Priorities Fund towards establishing a food network. Existing external funding of £75,000 which the Council receives for community

based activity has been ringfenced to the 'Cotswold Connected Community and Food Programme'. A councillor led cross party Cost of Living Crisis steering group is meeting every 2 - 3 weeks to oversee progress on assessing what additional support the Council could offer to residents;

- At the end of Q3, the council tax collection rate was nearly one percentage point up on the previous year, but could still be impacted moving into the final quarter of the year. The Council has completed the £150 Council Tax rebate programme. At the end of December 2022, the Council had paid out £3,830,400 (core scheme), and an additional £135,554 (discretionary scheme) to 26,052 households. Looking ahead, the revised Council Tax Support (CTS) scheme for the next financial year was approved by Cabinet and Council in November 2022. In addition, Cabinet approved the introduction of the Exceptional Hardship Fund in January 2023 to support those residents who are struggling to pay any remaining Council Tax following the application and award of CTS.
- The business rates collection rate is continuing to improve since emerging from the pandemic and was over five and a half percentage points higher than the previous year, although still lower than historical levels. Recovery is expected to take longer due to the impact of the cost of living crisis. The government is continuing to support certain businesses with extended retail relief of 50% during this financial year, and will increase to 75% in 2023-24 for leisure and retail businesses. However, the criteria for eligibility is more stringent than during the pandemic so some businesses will miss out. The service will be writing to those businesses affected. In addition, some businesses will see their rates increase as a result of the business rates revaluation 2023-24;
- 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 22 December 2022 there were 150 sponsors. Some guests are being re-matched with new sponsors as relationships break down or the sponsor does not wish to continue in the scheme. Since government increased the monthly sponsor payments to £500, more sponsors have agreed to continue to support their families past the initial 6-month period;
- Earlier this year, the Council was awarded £1m from the UK Shared Prosperity Fund for the period 2022-23 to 2024-25. The Council's Local Investment Plan, which sets out how the Council proposes to use the funding, was approved by government in December 2022. A further £764,292 was indicatively allocated to the Council from the Rural England Prosperity Fund for financial years 2023-24 and 2024-25. An addendum to the Local Investment Plan was submitted to the government at the end of November 2022;
- Following the decision to retain and enhance the current shared legal service last year, Cadence Innova has been commissioned to support the three partner councils with a detailed service review. Cadence has experience in this field, having undertaken reviews of legal services for Enfield Council and the shared legal service in Gloucestershire (One

Legal representing Tewkesbury BC, Stroud DC, Cheltenham BC and Gloucester City). This commission, whilst ongoing, has already proved invaluable in terms of starting to identify issues and opportunities. One of the observations is the need, for a revised set of key performance indicators for the service, to help monitor performance and service delivery. These will in due course be included as part of the quarterly reports;

- The £380,000 replacement of fitness equipment across the Council's leisure centres has been delivered by SLM Everyone Active (SLM). Initial signs are positive with memberships up by nearly 20% at the end of Q3 compared to a year ago. Rising energy costs continue to be a key issue for leisure operators. The government has announced that the scheme to protect high energy usage companies will not include leisure centres. The risk of high prices will also impact on the Council where a risk share for higher than usual utility tariffs is included in the leisure contract. SLM will continue to raise its concerns with the relevant bodies.

2. COUNCIL PRIORITY REPORT

2.1 Progress on actions in the Corporate Plan include:

- The Council's Local Investment Plan, which sets out how the Council proposes to use the £1m UK Shared Prosperity Fund was approved by the Government in December 2022;
- Following the resolution of technical difficulties, all three phases of the cashless car parking project have been completed. 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;
- Improvement works started at Rissington Road car park, Bourton on the Water in November 2022. The car park requires a new drainage system, resurfacing and layout redesign which will improve the customer experience and comply with industry standards;
- Crowdfund Cotswold continues to attract wide interest across the District. Six projects applied to the Council's 'Autumn Round'. Three projects have already fundraised their target. The Council contributed £26,000 to projects with a further contribution of £10,000 from the Gloucestershire County Council (GCC) resilience fund to eligible projects;
- The Community Wellbeing team in partnership with 'World Jungle' delivered the Holiday Activity and Food programme (HAF) in the Christmas holidays. The offer involved activities from 13 different providers as well as a range of ticketed activities including climbing, cinema, laserquest, ice skating and a visit to Cotswold Wildlife Park;
- Work is progressing on the Changing Places Toilets project (£162,500 award from government). Each of the venues is at a different stage of delivery, with Cotswold Farm



Park being the furthest advanced, having now placed the order with the supplier and the equipment should be installed early in the New Year;

- The Council has secured £137k from GCC for Round 3 of the government funded Household Support Fund for distribution in early 2023. Part of the funding will support families in need with supermarket vouchers as well as registered carers in partnership with Gloucestershire Carers Hub;
- The procurement process for the appointment of Leisure and Culture Management Contractors (2 lots) has commenced. The first stage Standard Selection Questionnaire (SSQ) responses has been completed and the successful bids received an invitation to submit initial tender in mid-October 2022 with a return date of 6 January 2023. Five leisure contractors were invited to bid (one has withdrawn) and two for culture.
- The Council and Bromford Housing have entered into a Collaboration Agreement to deliver the Down Ampney housing development. A planned programme of consultation commenced on 10 October 2022 and will continue through this year, and will help to shape the initial scheme designs for a net carbon zero housing development. The draft Collaboration Agreement was approved by Cabinet at its meeting in November 2022.
- In November 2022, the Government awarded additional funding of £230,000 (together with West Oxfordshire) to further develop and promote digital engagement tools which will be used for further draft local plan consultations
- The A417 Missing Link scheme was approved in November 2022; and Kier Highways has been appointed as the main contractor. The £460m project 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

2.2 An overview of progress against all actions in the Corporate Plan is attached at Annex A and the Council Priority highlight report is attached at Annex B.

3. SERVICE PERFORMANCE

- 3.1** Overall performance appears to be mixed. There were improvements in some services such as Planning and Customer services, while other services such as Revenues and Benefits have found it a challenging quarter as they manage the impact of the cost of living crisis. The severe weather conditions in December 2022 affected waste collections, and to a lesser extent high risk food inspections.
- 3.2** Over the last year, a number of services have highlighted the potential 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. Some services such as the Revenues and Benefits have reported increased customer contact and workloads while other services such as Planning are reporting a slow-down in applications and potentially fewer applications for large developments due to a loss of confidence in the housing market.

- 3.3 There was an unusually high number of 'Amber' indicators this quarter where performance was close to target. Some targets have been set to be challenging and are exceptionally difficult to meet when numbers are low and then converted into percentages, for example high risk food hygiene inspections and building control satisfaction surveys. There will be a review of targets at the end of the financial year.
- 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 (OpenPortal in Revenues and Benefits and the Channel Choice project), and improving the monitoring of workflows using case management tools to help services to actively manage resources (Enterprise in Planning).
- 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:

- A combination of increased number of claims and change of circumstances and reduced staffing during the quarter has resulted in longer processing times for CTS new claims and HB changes while the average processing days for CTS changes remained comfortably within the target at 3.8 days.

At the end of Q3, the average days to process new CTS claims increased by 3.5 days to 23.5 days; and the average days to process HB changes increased by just under one day to 9.3 days.

The service reports that the cost of living crisis has started to increase overall customer contact and workloads in the service. During the quarter, the Benefits team was down by two full-time experienced officers and another officer left the team in December 2022.

Resolution: The team has been prioritising new claims as these households are likely to be in the greatest needs while also being mindful of the impact of delays to processing changes in circumstances, in particular HB changes. At the end of Q3, the percentage of HB overpayment due to LA delay or error was well within the national target of 0.47%.

The team is putting in plans to secure and restore/increase resources to deal with rising workloads, and improve processing times including the use of overtime and accessing Civica On Demand. These actions are expected to reduce processing times for CTS new claims to be within or close to the 20 day target at the end of Q4, as well as reducing the processing times for HB changes which will also be helped by the auto processing of pension credit up ratings and new year rent increases from landlords which are applied during Q4.

The OpenPortal which provides a facility for customers to self-serve is being promoted by both the Revenues and Benefits service and Customer Services and will help to

reduce customer contact. Further work to improve benefit forms to make them more customer friendly and accessible through the OpenPortal is planned;

- Performance for Land Charges searches despatched within 10 working days has dipped again due to a shortage of staff able to complete internal consultee responses in particular in the Planning service.

Resolution: An alternative resource was identified to help clear the backlog of planning responses to land charge searches on an overtime basis; and two new recruits joined the Planning Admin Team in January 2023. There are plans to train the whole of the Planning Admin Team in responding to land charge search consultations which will provide resilience across the partnership.

Action is being taken to improve internal consultation turnaround times more generally, including developing a way to better monitor workflows to better understand where the delays are. The Service Lead will highlight any issues or delay in turnaround times to the appropriate Service Manager. This new process will commence formally half way through Q4, and will require time to embed. Performance is expected to start returning to previous high levels from 2023-24 Q1.

- Planning determination times for all types of applications has improved over the last 12 months, with both 'Major' and 'Minor' applications exceeding their targets. Planning determination times for 'Other' applications (mainly householder applications) has also continued to improved but at a slower rate, partly due to being unable to secure extensions of times. This outturn is reported cumulatively from the beginning of the year which means that fluctuations and improvements are flattened. The cumulative outturn to the end of Q3 was 73.8% while the quarterly outturns were 77.4% for Q3, up from 72.6% in Q2 and 71.5% in Q1. Improvements have continued into January 2023 with the target of 80% having been achieved (Actual: 80.52%).

Resolution: Performance is expected to continue to improve, although there is an acknowledged backlog of applications which is being worked through so it is possible that there will be some fluctuations. Caseloads have become more manageable. Since the beginning of Q3, the Development Management team has been operating at full capacity following the recruitment to 3.5 Planning Officer posts vacant at the end of the previous financial year. During Covid-19, there was a significant growth in these types of applications. The service reports that the number of applications into the service is slowing but remains above pre-Covid levels in line with the national trend.

The Planning Advisory Service (PAS) undertook a review of the Planning service and identified a number of areas for improvement, some of which have already been implemented along with other service improvement projects to improve case management and communication with customers (see 'Deliver our services to the

highest standard' in Annex B Council Priority report). A Cabinet report on Phase 3 PAS recommendations has been prepared which will focus on creating further efficiencies but will require more significant changes in the planning process.

- The number of missed bins per 100,000 increased in Q3 due to the severe weather in December 2022 and the suspension of the service for four days. This type of service failure would not usually be recorded as a 'miss', but the high volume of properties affected by the weather conditions created some technical difficulties with In-Cab. The number of missed bins for October and November 2022 was 64 per 100,000, well within the target.

The target was revised at the beginning of this financial year from an average of 110 to a more stringent 80 missed bins per 100,000 to reflect the successful implementation of In-Cab technology and improved performance.

Resolution: The service reports that missed bins performance has returned to previous low levels and that there will be a review and lessons learned session in the next few weeks.

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

- There were improvements in both gym membership and the number of leisure visits in Q3 compared to a year ago. Gym memberships increased by nearly 20% and the number of visits increased by 4.7% (Bourton Leisure was closed for the first two weeks of October 2022). The service reports that there has been a positive start to the New Year with increased interest and usage which is usual for this time of the year, but the rise in cost of living and continued pressure on customers may result in a weaker performance;
- The average call waiting time in Customer Services improved from 2 minutes 20 seconds in Q2 to 57 seconds in Q3. Lower call volumes at this time of the year and recruitment to posts during the quarter contributed to this significant improvement. A process for managing communications with residents and customers was recently implemented which should help to 'smooth' Customer Service workloads throughout the year; while further automation should help to reduce overall call volumes;
- The Food Safety team completed 18 out of 23 high risk food inspections despite a shortage of staff and severe weather conditions in December 2022 which made some properties inaccessible. The remaining inspections have since been completed;
- Eight customer satisfaction surveys for the Building Control service were completed in the quarter, of which seven customers were fully satisfied and one partially satisfied.

3.7 A full report is attached at Annex C.

4. CORPORATE PEER CHALLENGE

4.1 The Council invited the Local Government Association (LGA) to conduct a corporate peer challenge in October 2022. The corporate peer challenge team gathers information from a wide range of sources and attends various meetings, whilst also conducting interviews with staff, councillors and the Council's partner organisations. The Council's performance is then reviewed in terms of a core set of assessment areas:

- Local priorities and outcomes – are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities?
- Organisational and place leadership – does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
- Governance and culture – Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
- Financial planning and management – Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?
- Capacity for improvement – Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

4.2 In addition to covering the core assessment areas, the Council requested that the peer challenge team also consider:

- How well equipped the Council is to respond to the challenges and opportunities that are facing local government now and into the future?
- How well does the Council ensure it delivers its ambitions and priorities through its existing partnership arrangements with Publica?

4.3 A corporate peer challenge forms a key element of sector-led improvement, where the process is designed to complement and add value to a council's own performance and improvement thinking. Peers use their experience and knowledge of local government to reflect on the information presented to them by people they meet and material they read. The team provides feedback as critical friends, not as assessors, consultants or inspectors. The team reported that they had been made to feel welcome and had been very well supported throughout the peer review process, and they found those they engaged with to be open and honest.

4.4 The Peer Review team set out a number of recommendations (the feedback report is available on the council's website) which included identifying that there is scope to undertake more detailed and broader (i.e. beyond the Publica councils) benchmarking and

comparison of service delivery performance with 'nearest neighbour' authorities, that reflect similar geography, size, demographics and deliver services similar to Cotswold District Council. Benchmarking can be incredibly valuable, provided that the data that is being compared against, is truly valid and comparable. As such Publica will be working with council senior officers to undertake a piece of work to develop a broader benchmarking approach. As such it is likely that in due course, future quarterly performance reports will feature more detailed and broader comparisons of service delivery with other councils.

5. OVERVIEW AND SCRUTINY COMMITTEE

- 5.1 This summary performance report will be reviewed by the Overview and Scrutiny Committee at its meeting on 21 March 2023; and any comments from the Committee will be reported to the Cabinet.

6. FINANCIAL IMPLICATIONS

- 6.1 There are no direct financial implications from this report. A quarterly finance report is now a separate item on this agenda.

7. LEGAL IMPLICATIONS

- 7.1 None.

8. RISK ASSESSMENT

- 8.1 Contained in this report.

9. EQUALITIES IMPACT

- 9.1 None

10. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

- 10.1 Contained in this report

11. BACKGROUND PAPERS

- 11.1 None

(END)

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q3

Green	On target
Amber	Off target but action being taken to ensure delivery (where this results in a reviewed target date, this is made clear in the table)
Red	Off target and no action has yet been agreed to resolve the situation
Complete	Action completed
Cancelled	Supeseded/cancelled
On Hold	Action on hold

Deliver the highest standard of services

Page 31

Ref.	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q3
SS1	Ensure that road and street cleaning across the district is undertaken proactively and to a high standard, as part of the 'Clean and Green Cotswolds' initiative.	Maintain verges	November 2020	April 2024	Bill Oddy/Scott Williams	Joe Harris	On Target	Ongoing. The wildflower planting of verges to be undertaken by GCC will not be undertaken in this financial year. The UK shared prosperity fund for this financial year has been reallocated to other projects
SS2		Improve road sweeping regimes	November 2020	April 2024	Bill Oddy/Scott Williams	Joe Harris	Complete	An enhanced level of road sweeping along the ring road has been introduced as part of the Clean and Green Cotswold initiative
SS3		Replace worn and damaged street nameplates	September 2020	167 replaced by April '22 Approx. 120 scheduled for replacement summer/autumn 2022	Claire Locke/Alfred Tolley	Joe Harris	On Target	As of 31 December, 121 of the 160 street name plates scheduled for replacement have been installed
SS4		Keep areas of open space tidy	April 2021	April 2024	Andy Barge/Scott Williams	Joe Harris	On Target	The Clean & Green team continues to engage with community groups, parishes and towns to find ways to keep their open areas tidy. This included a number of educational sessions and facilitating a number of community led litter picks. During Q3, there were 18 requests for litter picks from communities with litter picks taking place in Northleach, Stow-on-the-wold, Lower Swell and Bourton, involving 12 members of the community and 75 children. A number of community projects to introduce wild flower planting were completed
SS5	Deliver an excellent Town and Parish Council engagement programme	Maintain contact with all town and parish councils through a regular newsletter	October 2020	Achieved	Angela Claridge	Joe Harris	Complete	Completed
SS6		Deliver programme of engagement for town and parish councils	October 2021	April 2024 Planning seminar held March 2022	Angela Claridge	Joe Harris	On Target	A new Community Support Officer for Town and Parish Council engagement has been recruited and started in late October 2022. Two provisional dates for the next forums are scheduled for mid to late February
SS7	Roll out cashless car parking to our car parks across the district, including an exemplar car park at Bourton on the Water	Introduce cashless parking in all car parks	July 2020	March 2023	Frank Wilson/David Stanley	Mike Every	Complete	All three phases have been completed. All the machines have been upgraded with offline payment software to improve payment processing. The service will continue to monitor performance
SS8		Determine the feasibility of 'pay on exit' parking, and implement if appropriate	March 2021	May 2022	Jon Dearing/Maria Wheatley	Mike Every	Complete	Feasibility briefing paper proposes that 'pay on exit' is reconsidered when the current machines are due for replacement
SS9		Review charging periods at all car parks	March 2021	April 2022	Jon Dearing/Maria Wheatley	Mike Every	Complete	Completed
SS10		Make the Whiteway car park operational	January 2020	Achieved	Jon Dearing/Maria Wheatley	Mike Every	Complete	Completed
SS11		Deliver Improvements to Rissington Road Car Park, Bourton on the Water	November 2022	March 2023	Claire Locke/Andrew Dike	Mike Every	On Target	Cabinet agreed additional funding in September 2022. Contractors started on site in November 2022. Completion is targeted for the start of Easter 2023

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q3

SS12	Develop, implement and deliver a strategy for the Cotswold Water Park	Produce a strategy on a page	November 2021	Achieved	Andy Barge/Philippa Lowe	Juliet Layton	Complete	Completed
SS13		Produce Actions Plans for each of the 4 Strategic Elements, holding stakeholder engagement as appropriate.	November 2021	April 2022	Andy Barge/Philippa Lowe	Juliet Layton	Complete	Completed
SS14		Deliver on funded projects	November 2021	March 2023	Andy Barge/Philippa Lowe	Juliet Layton	On Target	Phase 2 is underway including the feasibility study of the Spine Road crossing - designs of the crossing have been prepared by Sustrans for approval by GCC's capital programme management board in January 2023 and onward to GCC Cabinet in March 2023; consultation of the foot/cycleway into Neigh Bridge Country Park has been completed. Vegetation clearance to take place in Spring 2023 and construction post-Easter; and a travel plan for Cotswold Water Park was completed in January 2023
SS15	Establish financial resilience to enable investment in our priorities	Adopt and implement a clear financial strategy that reflects the changing economy and our identified needs	September 2020	Refreshed annually	David Stanley	Mike Evemy	On Target	Cabinet reviewed the Council's draft budget proposals for 2023/24 together with a refresh of the Medium Term Financial Strategy (MTFS) forecasts in November 2022. The budget proposals were approved for public consultation from 8 November to 9 December 2022
SS16		Adopt and implement recovery investment strategy	September 2020	Refreshed annually	David Stanley	Mike Evemy/Tony Dale	Cancelled	The Recovery Investment Strategy was rescinded in November 2022 due to concerns around borrowing levels and the viability of the schemes. There may still be opportunities that arise from time-to-time for example through transformation that will be considered on a business case basis
SS17		Develop and implement an asset management strategy	March 2021	December 2022	Claire Locke/Andrew Turner	Mike Evemy	Off Target, but action being taken to ensure delivery	Consultation with s151 officer has started to agree options. Preferred consultants have been identified. Further discussions between s151 officer and Assets team are required to take this forward
SS18	Create maximised flood protection measures for residential and commercial properties	Provide advice and guidance Promote and deliver flood mitigation measures, where appropriate	September 2020	April 2024	Phil Martin/Laurence King	Andrew Doherty	On Target	Discussions are continuing with Members on options and recommendations from the Flood Risk Management review group. A report to Cabinet is expected in March 2023 Risk of flooding highlighted on social media along with a guide which includes information on how to prepare, what to do in the event of flood and organisations to contact for support
SS19		Roll out the Cotswold Flood Warden Programme	November 2021	November 2022 for the initial pilot year.	Robert Weaver	Andy Doherty	On Target	Seventeen Flood wardens were signed up by the end of Q3, from Bibury, Bledington, Bourton on the Water, Cirencester, Evenlode, Lechlade, Moreton in Marsh, Northleach, Somerford Keynes, Southrop and Upper Slaughter. Following a well-attended meeting on 11th January in Moreton-in Marsh, further wardens will be recruited.
SS20	Provide a trusted, inclusive and transparent planning service	Restructure our team to ensure resilience	September 2020	Achieved	Frank Wilson	Juliet Layton	Complete	Completed
SS21		Relaunch our pre-application service	September 2020	June 2022	Jon Dearing/Phil Shaw	Juliet Layton	Complete	The new fees and charges for both pre-app advice as well as other non-statutory work (that are currently not being charged for) were approved by Cabinet in February and will be rolled out on 1 April 2023
SS22		Improve communication with residents	January 2021	April 2024	Jon Dearing/Phil Shaw	Juliet Layton	On Target	The comms element of the planning process is being re-designed with some elements already implemented. A series of customer 'touch points' has been introduced to help applicants know where they are in the planning process e.g. 7 days from receipt to validation, 7 days from validation to officer contact and is having a positive impact on reducing complaints. A small team has been formed to trial different ways of communicating with stakeholders which will help us to understand the impact of how we communicate and the extent of the communication on throughput
SS23		Develop an ICT enabled proactive approach to planning enforcement	April 2021	April 2024	Jon Dearing/Phil Shaw	Juliet Layton	On Target	The front end has been improved with new forms and documentation to register enforcement issues. The next stage is to reduce the backlog of enforcement complaints, and Members will be asked to help draft the criteria. There will be a report to Cabinet in the next few weeks as part of the monitoring of the improvement programme
SS24		Maximise external funding opportunities	December 2020	April 2024	Jon Dearing/Phil Shaw	Juliet Layton	On Target	In addition to the launch of the pre-app service, the service is planning to introduce charges for additional administrative work created during the processing of planning applications, for example additional work created by the submission of invalid applications. The new fees and charges have been approved and will be implemented on 1 April 2023

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q3

SS25	Provide an efficient and competitive building standards service	Compare local markets	March 2021	Monthly, to understand market share	Jon Dearing/Andrew Jones	Juliet Layton	On Target	Since October 2022, the service has increased its focus on marketing letters which is helping to improve market share. Our market share averaged around 61% during Q3 compared to 45% a year ago.
SS26		Maximise opportunities for income generation	April 2021	Ongoing, as an iterative review process.	Jon Dearing/Andrew Jones	Juliet Layton	On Target	Awareness raising and promotion of the BC service through marketing, comms and entry into Quality Awards. Improvements have been made to marketing letters and service office focussed on clarity and are now being sent out to planning applicants. The service is working with the comms team on an update of the the marketing and business plan; and the first local awards has been planned for February/March.
SS27	Provide modern and clean public toilets	Reviewing our estate	April 2022	September 2022	Jon Dearing/Mandy Fathers	Lisa Spivey	Complete	The outcome of the estate review will feed into the Strategy for the provision of public toilets
SS28		Explore opportunities for 'comfort partnerships'	April 2021	September 2022	Jon Dearing/Mandy Fathers	Lisa Spivey	Complete	The resources required to monitor and ensure that the facilities provided by the comfort partners are to standard and remained accessible were deemed to be too burdensome and will not be taken forward
SS29		Develop a strategy for the provision of public toilets	April 2022	September 2022	David Stanley/Jon Dearing/Mandy Fathers	Lisa Spivey	Superseded	A strategy for the Council's public conveniences has been drafted but there is now a change of direction. A report on the costs of provision and new charges was considered at Cabinet in February 2023. There will be a site by site review to roll out card readers to enable cashless payment
SS30	Review how the Council commissions its Legal Services	Complete the review of legal services	March 2022	May 2022	David Stanley	Joe Harris	Complete	Cabinet agreed to retain and enhance the in-house legal team in July 2022, and has since been agreed by partner Councils
SS31		Implement Council decision, following review	May 2022	April 2023	David Stanley	Joe Harris	On Target	Cadence Innova has been commissioned to support the three partner councils with a detailed service review. This commission, whilst ongoing, has already proved invaluable in terms of starting to identify issues and opportunities. One of the observations is the need, for a revised set of key performance indicators for the service, to help monitor performance and service delivery. These will in due course be included as part of the quarterly reports.

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q3

Responding to the climate crisis

	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q3
CC1	Tackle the climate crisis at home	Develop support to owner-occupiers to invest in energy efficiency, retrofit and decarbonisation works	September 2021	March 2023	Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon	Off Target, but action being taken to ensure delivery	Partnership activity convened by Stroud DC, county-wide. District-wide group buying scheme for solar PV and batteries being developed, intending to bring to Cabinet in Q1 2023/4, and go live in Q2. The Council has decided not to proceed with the Listed Buildings Consent Order for solar panels.
CC2	Develop, facilitate and deliver an exemplar public engagement programme in relation to carbon reduction and climate change	Develop a public engagement campaign, building on training delivered to the communications team, councillors and the Local Plan Issues and Options engagement.	April 2022	April 2024	Chris Crookall-Fallon	Rachel Coxcoon	On Target	Still in development, and may need to link with any public consultation on a revised Climate Emergency Strategy and action plan
CC3		Promote the opportunity to invest in the Cotswold Climate Investment, CMI, launched in partnership with Abundance Investment	April 2022	June 2022	David Stanley/Chris Crookall-Fallon	Rachel Coxcoon	Complete	Target investment reached, with funds allocated to District-wide EV charge point installation, and solar PV for Trinity Rd
CC4		Work with partners to establish a Climate Action Network in the District, to support locally driven initiatives	May 2022	April 2024	Chris Crookall-Fallon	Rachel Coxcoon	On Target	Cotswold Climate Action Network (Cotswold CAN) approved in principle by Cabinet. Being developed with help from the Commonplace team, with the intention of hosting it on the Commonplace platform. The Council is working with West Oxfordshire to progress the project
CC5		Prepare and agree an EV Charging Point Delivery Plan	October 2020	Achieved	Rob Weaver Claire Locke	Rachel Coxcoon	Complete	Completed
CC6		Install EV charging points across the District	October 2020	Phase 1 Completion Autumn 2022 Phase 2 Costings Spring 2022, Rollout Winter 2022	Rob Weaver Claire Locke	Rachel Coxcoon	Off Target, but action being taken to ensure delivery	Significant delays experienced with previous contractor mean that other installer options have been explored. Project has now re-started with alternative contractor. Rissington Rd carpark chargepoints should be operational by the re-opening of the carpark in time for Easter break 2023. Trinity Rd offices charge point design has started. Phase 1 of EVCP programme estimated for completion by Dec 2023. Phase 2 business case (other sites) to be developed during Q2 2023/4
CC7		Help businesses embed climate change objectives within their operations	September 2020	April 2024 Race to Zero event at Growth Hub in May 2022	Claire Locke/Paul James/CCF	Rachel Coxcoon/Tony Dale	On Target	Race to zero pledge rolling out nationally, but current take-up limited by business confidence. There has been a change in approach as the national rollout has not been particularly successful. We are working with the Growth Hub to support businesses to reduce their carbon footprint. Programme of events is in place
CC8	Reduce carbon emissions from our own operations	Work with Ubico to adopt ultra-low emission vehicle technology	March 2021	April 2024	Rob Weaver Scott Williams/Chris Crookall-Fallon	Andy Doherty/Rachel Coxcoon	On Target	Vehicle technology not yet at a point where it could be used in a large rural district and is affordable.
CC9		Improve energy efficiency of council premises	March 2021	Phase 1 complete - higher efficiency gas boilers installed at Trinity Rd, LED lighting completed at Moreton Area Centre. Due December 2023	Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon /Lisa Spivey	On Target	Procurement of PV for Trinity road underway. Funding for roof repairs at Trinity Road was approved in September 2022, and the work is out to tender
CC10		Secure energy-efficient, 100% green energy for all Council premises, using renewable energy where possible	March 2021	Achieved	Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon	Complete	Completed
CC11		Complete Public Sector Decarbonisation scheme at our Leisure centres	March 2021	Achieved	Claire Locke/Chris Crookall Fallon	Rachel Coxcoon/Jenny Forde	Complete	Completed
CC12		Provide electric vehicle charging points at all Council premises	September 2020	Phase 1 completion due autumn 2022 April 2024	Claire Locke	Rachel Coxcoon / Lisa Spivey	Off Target, but action being taken to ensure delivery	Awaiting outcome of On Street Residential Charging Scheme funding bid before orders can be placed for Trinity Rd. Trinity Rd offices charge point design has started. Phase 1 due for completion by Dec 2023. Phase 2 business case (other sites) to be developed during Q2 2023/4

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q3

CC13	Achieve a reduction in carbon emissions for the district	Adopt our climate change strategy	September 2020	September 2020	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon	Complete	Completed
CC14		Deliver our climate change action plan	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon	Off Target, but action being taken to ensure delivery	The Climate Emergency Strategy 2020-30 was adopted 2021. There is a cross over between some of the actions in the Climate Change action plan and the Corporate Plan - progress is provided here against those actions. Given activities since the adoption, a mid term review will be undertaken starting Q4 2023/4
CC15	Increase renewable energy generation within the district	Complete an options appraisal of community energy generation	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon	Off Target and no action has yet been agreed to resolve the situation	Long term action, which needs review and re-fresh. Currently ad-hoc support is being provided to community energy developments in the district, but not a systematic district-wide options appraisal.
CC16		Secure investment in renewable energy such as photovoltaic farms and electricity generation from our own estate and in partnership with others	April 2024	Investment options considered at Council July 2022	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon	Cancelled	The recovery investment strategy was rescinded in November 2022
CC17		Support community-led and community-owned renewable energy projects	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon	On Target	Long-term ongoing action. Support continues to be provided to individual community energy groups in the district as they come forwards with proposals.
CC18		Support neighbourhood-wide climate action	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon	Off Target, but action being taken to ensure delivery	Long term action. Need for review to clarify the objective, given overlaps with other objectives (eg retrofit support, rooftop PV/battery initiative, etc). Review to be integrated with Climate Emergency Strategy update starting Q4 2023/4
CC19	Take a leadership role on the ecological emergency and nature recovery in the Cotswolds	Adopt and implement the ecological emergency action plan	July 2020	Plan approved July 2020 Cotswold Water Park Nature Recovery Plan published February 2022	Rob Weaver Jon Dearing/Sophia Price	Juliet Layton	Off Target, but action being taken to ensure delivery	The ecological emergency action plan was adopted in July 2020, and the plan is being delivered through business as usual although an increase in legislative burdens and staff capacity is making implementation slower. Action is being taken to increase staff capacity
CC20		Create a community and wildlife sanctuary at Chesterton Cemetery	December 2021	March 2023	Claire Locke/Andrew Turner	Andrew Doherty	On Target	Property team is working with Ubico and biodiversity team to bring this forward
CC21	Reduce the carbon footprint of our waste and recycling service	Identify the true carbon footprint of our waste and recycling service	April 2022	March 2023	Bill Oddy/Scott Williams	Andrew Doherty	On Target	One of the six main priority areas of ESIP is reducing carbon produced by environmental services. The annual Green House Gas report 2021-22 has been completed and will be verified by Internal Audit in January. This report provides fuel consumption figures for the waste fleet which will help to identify the carbon footprint of the service
CC22		Consider changes to the waste and recycling service	April 2022	March 2023	Bill Oddy/Scott Williams	Andrew Doherty	On Target	The service has been benchmarked on performance and costs with nearest neighbours and other councils with a similar demographic. The Council is challenging Ubico to reduce cost and improve efficiency

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q3

Providing socially rented homes

	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q3
SH1	Deliver social rented and affordable rented accommodation across the district	Deliver a Council led, carbon neutral social housing scheme on the Down Ampney site	January 2022	June 2023	Rob Weaver/Claire Locke/Andrew Turner	Joe Harris / Lisa Spivey	On Target	The Council and Bromford entered into a Collaboration Agreement in November 2022 to deliver the site. A communication strategy has been developed to ensure appropriate engagement with all stakeholders including the Parish Council and local residents and people. A planned programme of consultation commenced on 10 October 2022 and a second round of consultation is expected before the planning application is submitted. The planning application is expected to be submitted by March 2023 followed by the legal transfer of the land to Bromford Housing
SH2		Progress a Council led, carbon neutral social housing on Council owned sites in Kemble and/or Southrop	October 2022	March 2024	Rob Weaver/Claire Locke/Andrew Turner	Joe Harris / Lisa Spivey	Cancelled	The Kemble site was paused due to challenges with the site including ecological constraints, and an alternative scheme on the derelict Broadleaze site at Down Ampney is being prepared for delivery first. Following a review of the Kemble site in the context of the cost of living crisis and constraints, Cabinet agreed that the site was not viable for housing development. Cabinet agreed in January 2023 to lease the land for use as allotments and community gardens
SH3		Explore direct delivery options	September 2020	April 2024	Claire Locke	Joe Harris	On Target	The draft Collaboration Agreement with Bromford has been finalised and was approved at Cabinet in November 2022
SH4		Work with partners to increase the supply of social rented accommodation						
SH5	Embed a Housing First approach to tackling homelessness	Investigate the feasibility of setting up a housing company						
SH6		Adopt an affordable housing delivery strategy that sets out clear aims and objectives	June 2020	Achieved	Rob Weaver Claire Locke	Joe Harris	Complete	Completed
SH7		Maximise the opportunities of the 'housing first' model	July 2020	April 2024	Jon Dearing/Caroline Clissold	Joe Harris	On Target	Secured 50% of the funding (£19,000 pa) for the next 2.5 years for 6 units from the Rough Sleepers Initiative 2022-25 bid. Aspire and Bromford to match fund.
SH8		Acquire the property approved in July 2020, and put this to use	July 2020	Achieved	Jon Dearing/Caroline Clissold	Joe Harris	Complete	Completed
SH9	Work with housing providers to improve the affordability and sustainability of developments across the district	Participate in a joint Gloucestershire bid for additional government funding	August 2020	Achieved	Jon Dearing/Caroline Clissold	Joe Harris	Complete	Completed
SH10		Examine our existing assets and identify opportunities for housing delivery	September 2020	Achieved	Rob Weaver Claire Locke	Joe Harris	Complete	Completed
SH11		Identify opportunities to acquire properties for homeless accommodation	July 2020	April 2024	Claire Locke	Joe Harris / Lisa Spivey	On Target	In August 2022, the Council purchased the property in Tetbury that it had been leasing since July 2020. The property provides nine self-contained units for homeless people.
SH12		Identify and consider sites for delivery of affordable housing	July 2020	April 2024	Claire Locke	Joe Harris	On Target	Focus on Down Ampney initially
		Explore modern methods of construction in the context of our rural setting	April 2021	First site (Stockwells, Moreton-Marsh) approved December 2021	Claire Locke	Joe Harris	On Target	The Stockwells regeneration scheme will be the first social rented, Modern Methods of Construction (MMC) net zero homes within the District. Developers started on site in Q2 and expect to complete during the summer 2023
		Support young people through a 'rent to buy' scheme	April 2021	April 2024	Jon Dearing	Joe Harris	Superseded	This scheme has been superseded by a First Homes scheme launched by the government last year. Any new development must provide a proportion of its properties as First Homes which provides a heavily discounted option (between 30 -50% of the market value) for people to buy properties

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q3

Make our local plan green to the core

	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q3
LP1	Develop an updated local plan that delivers our corporate priorities and promotes both carbon neutral development and infrastructure	Identify and allocate land for future housing and businesses.	July 2020	Submit in 2023; Examination 23/24; and adoption 23/24	Andy Barge/James Brain	Rachel Coxcoon	On Target	Officers continue to update the evidence base and local plan policies. A review of the first drafts of policies commenced in October 2022. Submission to Cabinet of the draft Local Plan Review will be May 2023 instead of March 2023 to avoid Purdah/elections. Consultation dates are not changed and will take place in May 2023. Changes to the NPPF - examining how these changes might affect the plan making process - may be some delay of the planning reforms on the plan making process.
LP2		Draft new policies and updating existing policies to give effect to new council strategies, such as the economic recovery strategy, the climate and ecological emergency action plans and the renewable energy strategy.			Andy Barge/James Brain	Rachel Coxcoon	On Target	
LP3		Explore the potential of natural capital and the Community Infrastructure Levy in relation to delivering natural resilience to mitigate or minimise the risks associated with flooding across the district			Phil Martin/Laurence King Andy Barge/James Brain	Andrew Doherty	On Target	Consultant has been appointed to deliver the water cycle project which will examine opportunities to explore the potential of natural capital in mitigating and minimising flood risk. Project to be commence in early 2023
LP4		Develop a new Cotswold Design Guide – building for the future in the Cotswolds	March 2022	March 2023	Andy Barge/James Brain Jon Dearing/Phil Shaw	Juliet Layton	On Target	A scoping of the project is expected to commence in early 2023. Given the potential scale and breadth of the work, the project is likely to be scoped with the support of specialist consultants
LP5	Develop a coordinated strategy for Cirencester town centre that responds positively to the changing nature of the high street	Deliver Cirencester town centre masterplan	2020/21	Framework masterplan has been commissioned and is due to be delivered during 2022; this will include community and stakeholder engagement	Andy Barge/James Brain	Rachel Coxcoon	On Target	Feasibility assessments were carried out in 2022 including two transport studies which were completed in autumn 2022, and further feasibility assesments will continue in 2023.
LP6		Work with Cirencester Town Council to deliver Cirencester neighbourhood development plan			Andy Barge/James Brain	Rachel Coxcoon	On Target	Work is continuing on drafting the Framework Masterplan along with preparations for stakeholder engagement and communication later this year.
LP7		Enable appropriate changes of use			Andy Barge/James Brain	Rachel Coxcoon	On Target	This project will align with both the Local Plan partial update and the emerging Cirencester Neighbourhood Development Plan
LP8		Identify sustainable transport options			Andy Barge/Hannah Fountain	Rachel Coxcoon	On Target	
LP9	Create a programme of work that demonstrates our commitment to public consultation and engagement in the planning process	Update our local development scheme	August 2020	SCI updated November 2020; LDS updated on May 2021; Commonplace online consultation system procured November 2021	Andy Barge/James Brain	Rachel Coxcoon	Complete	Completed
LP10		Update our statement of community involvement			Andy Barge/James Brain	Rachel Coxcoon	Complete	Completed
LP11	Deliver a sustainable transport strategy	Promote sustainable methods of transport to reduce reliance on car usage for short journeys	To be confirmed in the publication of our local development scheme	April 2024 planning and implementation	Andy Barge/Hannah Fountain	Rachel Coxcoon	On Target	Attitudinal study still being scoped - draft brief expected Q4
LP12		Work with Gloucestershire County Council to provide better sustainable transport routes and options	September 2020	April 2024 planning and implementation	Andy Barge/Hannah Fountain	Rachel Coxcoon	On Target	Several projects and studies in partnership with GCC, including Rural Corridor study, Mass Transit study, Interchange strategy, Overarching Cycle Infrastructure Plan, Cirencester Access and Movement Study and general work on integrating transport and spatial planning.
LP13		Develop a Sustainable Transport Strategy	November 2020	2023, as part of the Local Plan Submission	Andy Barge/Hannah Fountain	Rachel Coxcoon	On Target	Presentation of Stage 1 findings to Members on 12 December 2022. Stage 2 elements (Access and Movement Study, Attitudinal/Behaviour Study) to be commissioned in Q4 if approved.

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q3

Support health and wellbeing

Page 38

	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q3
HW1	Encourage resilient, well-connected and active communities that take responsibility for their own health and wellbeing goals	Review and revise our community grants scheme to focus on our priorities	May 2020	Agreed September 2020 Launched February 2021	Rob Weaver Andy Barge/Joseph Walker/Jacqui Wright	Jenny Forde	Complete	Spacehive launched. Further review programmed for 2023
HW2		Continue to support, develop and communicate the Crowdfund Cotswold Spacehive programme.	September 2020	Programme launched February 2021	Rob Weaver Andy Barge/Joseph Walker/Jacqui Wright	Jenny Forde	On Target	Six projects launched their campaigns on Crowdfund Cotswold in September/October 2022, although one project, Redesdale Hall Kitchen, has since withdrawn. Three of the projects have successfully fundraised their targets.
HW3		Coordinate an asset based community development approach	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	Cotswold connected community and food programme launched (£75k). Engaged with residents and businesses about the Argos alleyway in Cirencester which will see a transformation in 2023 based on community feedback. Supporting Chipping Campden residents with challenges around police, ambulance and MH services. Community meeting that involves representatives from relevant statutory services has been organised and is planned for January. Supported Digital Inclusion Pilot Group in Bourton- course for residents has been very successful, a second course is planned for January. The group keeps meeting without the tutor and our Community Builder is in regular contact via a WhatsApp group. We are encouraging other communities to adopt the model. Made contact with Chipping Campden Schools-planning an event in Spring. Engagement with Bromford Housing neighbourhood coaches and residents about community composting ideas/physical activity initiatives.
HW4		Host regular community forums with community groups and community leaders	July 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	Regular programme of meetings established Cost of living was discussed at each meeting to keep abreast of any challenges/needs and to facilitate partnership work across the district.
HW5		Continue to raise the profile of the Community Safety Partnership to reduce the fear of crime and ensure residents know how, and where, to get support	July 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	Supported OPCC 'perceptions of crime survey' Worked on 2 funding applications to the OPCC which will be submitted in early January. Engagement events planned for 2023.

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q3

HW6	Promote healthy lifestyles, fun and self-care for all ages	Complete a review of our leisure services	July 2020	May 2022	Rob Weaver / Scott Williams	Jenny Forde	Complete	Completed
HW7		Deliver the Council's Leisure strategy.	November 2020	April 2024	Rob Weaver / Scott Williams	Jenny Forde	On Target	Leisure strategy developed and action plans created for the three themes. Being delivered as part of the Active Cotswold Programme
HW8		Deliver capital programme to replace fitness equipment across the Leisure estate	March 2022	September 2022	Bill Oddy/Stuart Wilson	Jenny Forde	Complete	Completed
HW9		Undertake a Leisure and Culture management options appraisal to inform decision on future service delivery, and implement the agreed model(s).	May 2022	July 2023	Bill Oddy/Scott Williams	Jenny Forde	On Target	The tender notice went out on 2 September 2022 including the first stage Standard Selection Questionnaire (SSQ). Successful bids received an invitation to submit initial tender in mid October with a return date of 3 January 2023, now extended to 6 January. During December, staff responded to clarification questions. Following evaluation of bids and negotiation, a decision will be taken at the end of January as to the bids that will go through to the next round. Report to March Cabinet to recommend the preferred bids
HW10		Develop a updated Playing Pitch Strategy (PPS) to inform planning and investment in pitch-based facilities	February 2022	December 2022	Scott Williams/Rachel Biles	Jenny Forde	Off Target, but action being taken to ensure delivery	Both winter and summer sport assessments have been completed and reviewed and signed off by the National Governing Bodies. The action plan is being prepared by KKP, which will become part of a single final report to be signed off by Sport England. Some delays are due to availability of external bodies for consultation which is outside of the Council's control
HW11		Improve referrals into physical activity and fitness based programmes, both in our Leisure Centres but also in the community.	February 2023	April 2024	Andy Barge/Rachel Biles/Jacqui Wright	Jenny Forde	On Target	Not yet due to start. The focus has shifted from referrals to developing more community based physical activities and will be delivered as part of the Active Cotswold programme. This is a long term project which will extend beyond the life of this Corporate Plan to 2025. A new part time post, fixed term post (externally funded) has been recruited to support the Active Cotswold programme in developing the physical activity offer in communities

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q3

HW12	Improve equal access to quality services across the district	Use targeted initiatives to tackle both childhood poverty and food poverty in the district, so more children and vulnerable families have access to nutritious food	September 2020	Holiday food scheme from Summer 2021, April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	The Holiday Activity and Food programme between 19 and 23 December. The programme offered activities from 13 different providers as well as a range of ticketed activities including climbing, cinema, laserquest, ice skating and a visit to Cotswold Wildlife Park. Families also received supermarket vouchers. Funded 'The Longest Table' initiative delivered by the Long Table which saw 10 community feasts hosted in the District just before Christmas. This was proactively supported by the communities and comms teams. Cotswold Connected Communities and Food programme launched (£75k)
HW13		Work with relevant services and organisations to provide more – and better – quality healthcare services	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	The ILP has run engagement sessions in the Beeches Ward, that has been identified as one of the most deprived Wards in Cotswold. The sessions bring local partners together to build better relationships and to find of working together that support the local community.
HW14		Continue to invest in dementia-friendly communities, improve understanding and communication, and reduce loneliness and isolation	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	Continued to support and work with the 'Dementia Friendly Bourton Group'
HW15		Work with the Cotswold Youth Network to increase investment in, and support for, youth engagement work	July 2020	March 2023	Andy Barge/Jacqui Wright	Jenny Forde	On Target	The Cotswold Youth Network successfully bid and secured just under £300k from the national Lottery in 2020 which is being used to deliver activities
HW16		Work with partners to implement four Changing Places Toilet facilities	September 2021	April 2023	Paul James	Jenny Forde	On Target	Delivery for all four venues is expected in the 2022-23 financial year. Each of the venues is at a different stage, with Cotswold Farm Park being the furthest advanced, having now placed the order with the supplier and the equipment should be installed early in the New Year

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q3

HW17		Increase the number of people trained in mental health first aid and suicide prevention	September 2020	March 2023	Rob Weaver Andy Barge/Jacqui Wright	Jenny Forde	Off Target, but action being taken to ensure delivery	Cotswold Chat' has been running since April 2021 in partnership with Young Glos and is funded through various funding streams incl. Crowdfund Cotswold, GCC, NHS Charities 2gether. The programme is for young people struggling with their mental health, have issues around schooling/attendance, need support to manage their emotions or with a trauma they have experienced.
HW18		Provide targeted mental health campaigns and support	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	Off Target, but action being taken to ensure delivery	
HW19	Promote both mental and physical health equally, to increase awareness of mental health issues and improve the community response to people in crisis	Promote mental health activities and initiatives	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	
HW20		Continue to deliver the 'hidden harm' project and targeted work to raise awareness of domestic abuse, in partnership with Gloucestershire Domestic Abuse Support Service	July 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	Off Target, but action being taken to ensure delivery	The commissioning process for the 'Rural DA Champions Network' is underway. A draft contract is being reviewed by the legal team
HW21		Work with the DWP, businesses, education and the voluntary sector to create more employment and learning opportunities for young people	September 2020	March 2023	Andy Barge/Jacqui Wright	Jenny Forde/Tony Dale	Complete	The New Start project is completed. The project has faced staffing issues and funding has therefore been withdrawn by DWP. Similar support is however being provided by other organisations.
HW22	Ensure our housing and built environments enable residents to live healthy lives	Plan places with active travel and high-quality green infrastructure	October 2020	April 2023	Andy Barge/James Brain/Hannah Fountain/Sophia Price	Jenny Forde/Rachel Coxcoon	On Target	See Make our local plan green to the core
HW23		Develop design codes that focus on climate change and protect people from overheating risk	October 2020	April 2023	Andy Barge/James Brain/Chris Crookhall Fallon/Sophia Price	Jenny Forde/Rachel Coxcoon	On Target	
HW24		Develop policies for dementia-friendly homes	February 2021	April 2023	Andy Barge/James Brain	Jenny Forde/Rachel Coxcoon	On Target	
HW25		Review local plan policies to facilitate healthy place shaping	October 2020	April 2023	Andy Barge/James Brain	Jenny Forde/Rachel Coxcoon	On Target	
HW26		Deliver health and wellbeing initiatives through the local plan	October 2020	April 2023	Andy Barge/James Brain	Jenny Forde/Rachel Coxcoon	On Target	
HW27	Support residents through the 'cost of living crisis', recognising the disproportionate impact on low income households	Roll out the new £150 Council Tax rebate promptly	April 2022	November 2022	Jon Dearing/Mandy Fathers	Mike Every	Complete	At the end of December 2022, £3,830,400 (core scheme), and an additional £135,554 (discretionary scheme) had been paid out to 26,052 households. This work has concluded although the service is still receiving queries from residents/customers

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q3

Enable a vibrant economy

	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q3
VE1	Use our investments and assets to boost the local economy	Accelerate the Recovery Investment Fund to bring large scale investments to the Capital Investment Programme Board in order to reach our £1m Revenue target	December 2021	Strategy goes to Council in May 2022 Investment decisions July 2022	David Stanley/ Paul James/Chris Crookall-Fallon	Tony Dale	Cancelled	The recovery investment strategy was rescinded in November 2022
VE2		Focus on growing commercial revenues in the Council that underpin a 'Green Evolution'	December 2021	Car Parking fees revised for 2022/23 April 2024	David Stanley	Tony Dale	On Hold	On hold as this action needs to be reviewed in light of the rescinded investment strategy
VE3		Invest in local projects and development opportunities	September 2020	April 2024	Andy Barge/Paul James	Tony Dale	On Target	Officers continue to hold discussions in relation to a number of potential development opportunities, which would help the Council achieve its corporate objectives. Each will be assessed on a case by case basis.
VE4		Use our assets to generate jobs locally	April 2021	April 2024	Claire Locke/Paul James	Tony Dale	On Target	Trinity Road office layout changes will create space in the West wing of the building to be let to tenants. Contractor has been appointed with works expected to commence in January 2023. Proposal for the Old Station and OMH cottages to be brought back into use for develop the buildings for cultural and community use, however, external funding will need to be sought
VE5	Support successful businesses in the visitor economy with higher visitor spend and footfall spread across the District rather than just the 'honeypot' locations	Deliver against the six priorities set out in the Cotswold Tourism destination management plan	September 2020	April 2024	Andy Barge/Chris Jackson	Tony Dale	On Target	A Sustainable Tourism Action Plan has been developed and the team will be working with partners such as GWR, Visit Gloucestershire and Cotswold National Landscape to deliver it
VE6		Help to develop high quality visitor experiences	September 2020	April 2024 'Days Out' published March 2022	Andy Barge/Chris Jackson	Tony Dale	On Target	A Local Connections project is underway. It is 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.
VE7		Increase tourism's contribution to the economic, social and environmental sustainability of our communities	April 2021	April 2024 19 Training videos created April 2021 Business survey February 2022, to inform actions in 2022/23	Andy Barge/Chris Jackson	Tony Dale	On Target	Continue to attend trade shows nationally and internationally including one in North America and a virtual trade show in Japan to promote the Cotswold to high spend overseas markets. Secured £5k from Department of International Trade to identify and prepare businesses to access high spend overseas market
VE8	Develop strong networks, collaboration and partnerships with businesses and organisations	Work with partners to support existing businesses and encourage the growth of start-ups	July 2020	April 2024	Rob Weaver Andy Barge/Paul James	Tony Dale	On Target	UKSPF earmarked funds have been allocated to the Growth Hub to support both existing and new business. The Local Investment Plan was approved in early December 2022
VE9		Build a reputation as a business-friendly council	July 2020	April 2024	Andy Barge/Paul James	Tony Dale	On Target	Business Matters continues to be issued regularly, most recently in December. The Cabinet Member and Economic Development Lead undertake regular business visits, with more planned for 2023. A listening to business event on 18 November was organised in partnership with Business West and GFirst LEP

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q3

VE10	Develop a high value, highly skilled, low environmental impact economy that includes agritech, digital/cyber, medical equipment and environmental technologies	Work with key sectors to create new highly skilled jobs	September 2020	April 2024	Andy Barge/Paul James	Tony Dale	On Target	Discussions held with Farm491 about creating more offices for agritech and related businesses. Discussions taking place about a potential Centre for Sustainable Aviation.
VE11		Secure the provision and occupation of new commercial space	March 2021	visions agreed for Local Plan special policy areas by March 2023	Andy Barge/Paul James	Tony Dale	On Target	Watermoor point on the former Mitsubishi site - the office element is now 80% let and the warehouse is being repurposed for storage for businesses and individuals; A reserved matters planning application has been submitted for for employment land at the Steadings; RAU Innovation village - project management resource has now been put in place, and a planning application for the site is expected in Spring 2023. A public launch of the project has been scheduled for 20th January 2023.
VE12	Help our town centres recover from COVID-19 and in the face of changing shopping habits	Help towns create long-term plans where needed, such as the Cirencester town centre masterplan	September 2020	April 2024 Masterplan due for completion December 2022	Andy Barge/James Brain	Tony Dale/Rachel Coxcoon	On Target	As covered under Making the Local Plan Green to the core, the Cirencester Masterplan is on target
VE13		Support businesses to enhance their digital presence	July 2020	March 2022	Andy Barge/Paul James	Tony Dale	Complete	£30k allocated from Welcome Back fund to assist town centres to be more digitally resilient. The Council also worked with GFirst LEP to deliver a digital grant scheme to assist businesses (funded by District Councils)
VE14		Develop a 'shop local' campaign to encourage residents to support local businesses	July 2020	April 2024	Andy Barge/Paul James	Tony Dale	Complete	The Council was allocated £81,144 from the 'Welcome Back Fund'; £50k was allocated to projects submitted by Town and Parish Councils
VE15	Attract investment in infrastructure	Work with Fastershire to address broadband market failure	Rolled forward from previous Corporate Plan	April 2024	Robert Weaver/Paul James	Tony Dale	On Target	The County Council has recently announced an increase to the level of the Fastershire Community Broadband Grant to make it more attractive to the infrastructure providers and is also introducing the Gloucestershire Digital Household Scheme to use 4G technology to deliver connectivity in remote locations where fibre is not practical or is prohibitively expensive. A Fastershire Business Grant of up to £20,000 is also being introduced.
VE16		Support completion of the A417 'missing link'	September 2020	April 2024: Development Consent Order hearing underway January 2022	Jon Dearing/Phil Shaw	Tony Dale	On Target	Scheme approved by Secretary of State in November 2022. Work due to start in 2023.
VE17	Offer better qualifications for our young people	Work with our partners to ensure our young people have the skills they need to secure employment in the district	September 2020	April 2024 Cotswold New Start launched October 2021	Andy Barge/Paul James/Jacqui Wright	Tony Dale	Off Target, but action being taken to ensure delivery	Cotswold New Start Funding pulled by Job Centre Plus. Cirencester College Digital Skills Centre complete, support on apprenticeships and T-Levels. UKSPF funding will focus on people furthest from labour market and retrofit skills in 2024-25.
VE18		Work with GFirstLEP to improve the Growth Hub provision in the North Cotswolds	January 2021	April 2024 Innovation Lab opening in Chipping Campden Spring/Summer 2022	Andy Barge/Paul James	Tony Dale	On Target	An Innovation Lab at Chipping Campden library opened on 1st August 2022 offering access to digital skill development for all ages and abilities
VE19	Ensure the benefits of the internet and digital technologies are accessible to everyone in the district	Establish needs	October 2020	December 2020	Andy Barge/Paul James	Tony Dale	Complete	Completed
VE20		Identify partners that can deliver improvements	January 2020	March 2021	Andy Barge/Paul James	Tony Dale	Complete	Completed
VE21		Develop and implement an action plan to improve digital inclusion	June 2021	April 2024	Andy Barge/Paul James	Tony Dale	Off Target, but action being taken to ensure delivery	Work is progressing through partnership activity. A headline report outlines eight recommendations to help tackle the digital divide and frames a range of questions revolving around next steps. This is supported by digital exclusion risk mapping, community asset mapping (what's out there already) and a 'what we know about closing the digital divide report. Focus on competing priorities, such as UKSPF and REPF has slowed progress on this. https://www.digitaldivides.co.uk

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COUNCIL PRIORITIES REPORT

October 2022 - December 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

- The Council's Local Investment Plan, which sets out how the Council proposes to use the £1m UK Shared Prosperity Fund was approved by the Government in December 2022;
- Following the resolution of technical difficulties, all three phases of the cashless car parking project have been completed. 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;
- Improvement works started at Rissington Road car park, Bourton on the Water in November 2022. The car park requires a new drainage system, resurfacing and layout redesign which will improve the customer experience and comply with industry standards;
- Crowdfund Cotswold continues to attract wide interest across the District. Six projects applied to the Council's 'Autumn Round'. Three projects have already fundraised their target. The Council contributed £26,000 to projects with a further contribution of £10,000 from the Gloucestershire County Council (GCC) resilience fund to eligible projects;
- The Community Wellbeing team in partnership with 'World Jungle' delivered the Holiday Activity and Food programme (HAF) in the Christmas holidays. The offer involved activities from 13 different providers as well as a range of ticketed activities including climbing, cinema, laserquest, ice skating and a visit to Cotswold Wildlife Park;
- Work is progressing on the Changing Places Toilets project (£162,500 award from government). Each of the venues is at a different stage of delivery, with Cotswold Farm Park being the furthest advanced, having now placed the order with the supplier and the equipment should be installed early in the New Year;
- The Council has secured £137k from GCC for Round 3 of the government funded Household Support Fund for distribution in early 2023. Part of the funding will support families in need with supermarket vouchers as well as registered carers in partnership with Gloucestershire Carers Hub;
- The procurement process for the appointment of Leisure and Culture Management Contractors (2 lots) has commenced. The first stage Standard Selection Questionnaire (SSQ) responses have been completed and the successful bids received an invitation to submit initial tender in mid October 2022 with a return date of 6 January 2023. Five leisure contractors were invited to bid (one has withdrawn) and two for culture;
- The Council and Bromford Housing have entered into a Collaboration Agreement to deliver the Down Ampney housing development. A planned programme of consultation commenced on 10 October 2022 and will continue through this year, and will help to shape the initial scheme designs for a net carbon zero housing development. The draft Collaboration Agreement was approved by Cabinet at its meeting in November 2022;

- In November 2022, the Government awarded additional funding of £230,000 (together with West Oxfordshire) to further develop and promote digital engagement tools which will be used for further draft local plan consultations;
- The A417 Missing Link scheme was approved in November 2022; and Kier Highways has been appointed as the main contractor. The £460m project 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.

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

At its meeting in November 2022, Cabinet reviewed the Council's draft budget proposals for 2023-24 together with a refresh of the Medium Term Financial Strategy (MTFS) forecasts, and approved the proposals which formed the basis of public consultation between 8 November and 9 December 2022. A wide range of communication channels including Cotswold News, social media and engagement events with Cabinet Members and officers was used to share the key budget messages and highlight the consultation to as many residents, businesses and community organisations as possible.

The Council received 389 responses to the consultation which were summarised in a report for Cabinet in January 2023. The results will be used to inform the final budget proposals to be considered by Cabinet and Council in February 2023.

The Recovery Investment Strategy sets out how capital investment would 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. However, the recent increase in government and Council debt costs as a result of the mini budget of 23 September 2022 have caused concern around borrowing levels and the viability of the schemes. In November 2022, Cabinet agreed to recommend to Council that the Recovery Investment Strategy be rescinded. There may still be opportunities that arise from time-to-time for example through transformation that will be considered on a business case basis taking into account any refresh of the budget and MTFS proposals and the affordability of any borrowing at the time.

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. During Q3, there were 18 requests for litter picks from communities with litter picks taking place in Northleach, Stow-on-the-wold, Lower Swell and Bourton involving 12 members of the community and 75 children. In addition, a number of engagement activities were undertaken including meeting with the new Stow-on-the-Wold Bromford coach (for over 250 properties) to help tackle the persistent dog fouling issues in their areas; and with South Cerney Composting Group to talk about community composting and how their good work can be rolled out across the District to reduce carbon emissions and provide free, sustainable compost.

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 elements with many proposed activities focussed on 'Active and Sustainable Travel' improvements. The Council has been working with Cotswold Lakes Trust, Sustrans and Gloucestershire County Council 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 Two of the project is underway, and include:

- working with Gloucestershire County Council and Sustrans to assess the feasibility of a signalised crossing of the Spine Road. The aim is to increase use of the National Cycle Network route 45 (the Old Railway Path) and generally improve safety and access for pedestrians and cyclists between Cirencester/South Cerney and Cotswold Water Park/Cricklade/Swindon as there are currently no formal crossings of the Spine Road. A pedestrian survey was undertaken in July 2022 and traffic counts and site visits took place in October 2022. Designs for the crossing are being prepared by Sustrans for approval by Gloucestershire County Council's capital programme management board in January 2023 and onward to GCC Cabinet in March 2023;
- the foot/cycleway into Neigh Bridge Country Park will be an off-road route for pedestrians and cyclists and provides a viable alternative to problematic car travel/parking. Consultation on the path in Autumn 2022 yielded wholly positive responses. Vegetation clearance is scheduled for March 2023, with construction commencing after Easter 2023;
- The Cotswold Water Park travel plan was completed in January 2023. It identifies and prioritises sustainable transport infrastructure improvements in the area which could form a focus for future work/funding bids as well as forming material considerations for the updated Local Plan and Infrastructure Delivery Plan;
- a study of public transport options to improve connections to Kemble station from Tetbury and Cirencester (including links to Cotswold Water Park) was completed in December 2022 and is currently being reviewed;
- Cycle stand installation locations have been identified in Fairford, Lechlade and South Cerney and passed to the contractor for further feasibility and installation in Spring 2023.

All three phases of the cashless car parking project have been completed. Cabinet approved the proposal to remove the option to pay by cash in all its car parks in its meeting on 4 January 2021 in 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. Following the implementation of Phase one and two, some technical issues relating to poor mobile phone signal strength in some car parks, as well as the volume of card transactions, were identified. Following the successful trial of offline card payments, with the aim of speeding up the payment process and reducing the number of times the payment systems became disabled, during the summer 2022, Phase 3 was able to recommence. In addition, the remaining car parks in Phase 1 and 2 (Abbey Grounds, Beeches, Leisure centre and Mangersbury Road) were converted to off-line payment.

In July 2021, the Council agreed to invest in improvements to the Rissington Road car park, Bourton on the Water to improve the customer experience and to ensure compliance with industry standards. The car park requires a new drainage system, resurfacing and layout redesign. This will reduce ongoing maintenance works and provide a long term improved facility for users. Although a contractor was appointed in December 2021, there was insufficient time to complete the works before April 2022 so as to avoid the tourist season which could also result in inconsiderate parking on-street, affecting residents in the area. Unfortunately during the period from contract award to-date, there have been a number of national and global factors which have seen material and labour prices rise substantially. Cabinet agreed additional funding in September 2022 and contractors started on site in November 2022 and are on target to finish at the end of March 2023.

Whilst the provision of toilets is not a statutory function, the Council provides 15 public conveniences across the District which support shoppers and tourism, and prevents negative environmental health impacts from lack of accessibility. A significant refurbishment project was carried out in 2007-8 to ten of the sites. Although all 15 public toilet sites are fit for purpose, the five remaining sites are in need of some investment to bring them up to date. A strategy for the Council's public conveniences is being developed – they should be accessible and clean and 'charged for' to reduce the burden on the public purse while maintaining and improving the customer experience with emphasis on 'no-touch' automation where possible. The small maintenance budget (for the fabric of the buildings) is insufficient to cover structural maintenance and income in 2021-22 represented 30% of all costs. Once the Strategy has been signed off by the Cabinet Member for Corporate Services, it will be brought forward to the Cabinet.

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 the fees schedule is awaiting sign off by the Cabinet Member for Development Management and Licensing, subject to budget approval. 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. A series of customer 'touch points' has been introduced to help applicants know where they are in the planning process. The three 'touch points' are at 7 days from receipt, the application is acknowledged; during the next 7 days, the case officer makes contact and introduces themselves providing high level comments on the application; and at five weeks, the case officer gives detailed feedback and agrees whether an extension of time is required. Anecdotally, the improved communication appears to be yielding positive benefits with fewer complaints from applicants about not being kept informed of progress. Furthermore, a small team has started a trial to understand the impact of the way we communicate and the extent of

that communication on throughput. For example, what is the impact on throughput if the case officer undertakes all communication with stakeholders versus communication being undertaken by a case officer assistant.

An end to end redesign of the enforcement service is underway starting with improvements in the front end for registering enforcement issues. The next phase is to reduce the backlog of enforcement cases through prioritisation, and councillors will be asked to help define the criteria for prioritisation. Once the backlog has been reduced, the 'back office' processes will be re-designed. A report on the enforcement project is being drafted for Cabinet as part of the wider monitoring of the improvement programme. This project is expected to deliver a reduction in repeat customer contact/chasing, as well as a reduction in the number of non-breach cases from improved online reporting facilities and back office triage.



Respond to the climate crisis

The Context

During Q3 the UK government's Net Zero Review was being finalised by Chris Skidmore MP, and is now published. It has been broadly welcomed by those hoping to see faster movement towards net zero carbon goals. Key calls are for reform of the planning system, an infrastructure strategy, and a focus on green homes. It seems however to stop short of the call from bodies such as UK100 to put local government in the driving seat for local progress towards net zero carbon.

Globally, the reported evidence of climate destabilisation continues to harden. Whilst the granularity and confidence in climate modelling continues to improve, in general it can be seen that the speed and extent of the effects of climate destabilisation for example glacier loss, arctic sea ice loss, drought, extreme temperatures, extreme rainfall events, are consistently at the upper end of the ranges predicted by earlier climate modelling. Such real world observations should be motivating governments and corporations to much more urgent action, but there remains very little indication of this, particularly in the context of the central challenge of eliminating fossil fuels. The UN Secretary General Antonio Guterres has been increasingly vocal in this regard, repeatedly calling out fossil fuel companies and berating national governments for insufficient commitment and action.

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 interventions with lower impact (e.g. direct and indirect control of the Council's own operations), through to relatively harder interventions with potentially much higher impact (e.g. enabling District-wide action and engaging with all stakeholders).

'Direct Control' actions

The proposed changes to office layout at Trinity Road will increase space efficiency, and reduce associated energy costs and carbon emissions. A contractor has been appointed and work is expected to commence in January 2023. In addition the procurement process is underway for an installer of solar PV and electricity storage at sites owned by the Council, including the Trinity Road office. This is being done in collaboration with other Publica Group councils, in order to maximise economies of scale, and no works will commence without a business case and approval by Council.

In September 2022, Cabinet agreed to pursue a more sustainable solution for the atrium roof repairs at Trinity Road. The better insulation in the proposed replacement roof panels would deliver an 87% reduction in heat loss compared to the existing glazed panels. Installation of the replacement roof will be undertaken in phases to minimise disruption to staff in those areas, and to facilitate occupancy by new commercial tenants as soon as possible.

The analysis of results from the survey into travel and working patterns of Publica staff, started by interns in the summer, is being completed in order to propose a sustainable travel plan for the Trinity Road office. This plan aims to help staff, and by extension the Council itself, to reduce both the cost and carbon emissions of commuting.

‘Indirect Control’ actions

Waste and recycling collection, aside from being the Council’s single largest source of emissions, presents all councils with huge challenges and potential opportunities in environment, the 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, and reducing carbon emissions is one of the six main priority areas.

The Council is reviewing the current waste and recycling service over the next year to reduce costs and increase efficiencies. The current service was benchmarked on performance and cost compared to nearest neighbours and local authority areas with similar demographic profiles. Some modelling has been undertaken on the impact of changes such as reduced crew / removal of a vehicle on both carbon emissions and efficiency. However, these changes would be insufficient to secure large carbon savings. More substantial carbon savings will have to be realised over a longer timeframe, making use of emerging technologies such as electric RCVs which are not currently viable for Cotswold District’s rural collection routes.

The leisure and cultural services provider procurement which began in Q3 included carbon and energy as one of the selection criteria. Leisure services providers are taking the issue increasingly seriously, given pressure from all councils (see Support Health and Wellbeing priority for an update on progress).

Following increases in the cost of council borrowing, the Recovery Investment Strategy has been rescinded. Any future council investment into renewable energy assets will have to be individually assessed on a case-by-case basis and will need to conform to updated rules on government borrowing. Nonetheless it is likely that roof-mounted solar PV investment ‘behind the meter’ on buildings owned by the Council will be viable. Further uncertainty over borrowing rules and interest rates, means that the potential for investment into ground-mounted, grid-connected, utility-scale solar farms, as well as ‘behind the meter’ building-connected solar and storage installations in the District, now require re-assessment. Nonetheless investment into solar PV on council-owned property is likely to remain positive.

‘Place Shaping’ actions

Work is underway to develop draft policies for the Local Plan partial update which reflect feedback from the Regulation 18 public consultation. Sustainable transport consultants are drafting LP policies in line with the findings of the district-wide Sustainable Transport Strategy research, which have been reported to councillors already.

Consultancy support has been procured to deliver a district-wide carbon emissions ‘pathways’ study, which builds on similar work already undertaken for the Cotswold National Landscape. The study will establish how steeply emissions need to fall in each sector of the District’s economy in order to meet international and national net zero carbon commitments. In addition work is starting on the updated Cotswold Design Code, which will incorporate more climate aspects, and a thorough examination is being undertaken of the amendments proposed by the Planning Inspector in respect of the cutting-edge Local

Plan partial update being pursued by Bath and North East Somerset Council, which shares many of the same climate objectives as Cotswold's own partial update exercise.

Nationally, as locally, electric vehicle charging infrastructure continues to lag EV purchases. There is a need to grow the number of local electric vehicle charge points (EVCPs), and encourage the shift towards an electric future. The EVCP business case was agreed by Cabinet in March 2022 for Council-owned car parks providing 20 charging connections. Following the replacement of outdated EVCPs at Old Market Way car park, Moreton-in-Marsh and The Beeches car park, Cirencester, further installations are currently running behind schedule due principally to delays in responses from electricity distribution network operators (DNOs) and extreme pressures on all EVCP installers who are trying to keep pace with the rapid growth of the EVCP market. Progress with Rissington Road car park chargers is now advancing quickly.

'District-wide enabling' actions

Retrofitting homes to reduce costs, energy consumption and carbon emissions is an essential component of national emissions reduction, but remains a huge challenge. There is still no consistent government strategy, funding or policy basis, nor any clarity on the expected future role of local authorities. In order to move forward and innovate, 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 householders who wish to invest in energy efficiency and decarbonisation works in their own homes. As part of this project, the partnership is working with London South Bank University (LSBU) which recently ran online interviews with householders to understand their experience of home energy. The research results will help the project partners to design a better home energy retrofit service.

In respect of support for residents for purchasing rooftop PV and battery storage, discussions continue with service providers that are able to channel good value solutions to householders. This area of activity remains a priority, since it is a good opportunity to leverage the Council's brand and reputation to increase householders' trust in solar PV solutions. This is necessary because there have been examples in the past of householders receiving poor value, and it is important for the low carbon transition to ensure householders have the confidence to invest directly in low carbon retrofit actions.

'Engaging' actions

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 motivated by the climate challenge, and researching user needs in order to provide real value.

In November 2022, Publica and the Councils took part in Carbon Literacy Action Day, the world's largest climate education training event, and ultimately increasing the number of climate champions across the organisation. Becoming Carbon Literate means taking actionable steps towards tackling the climate emergency.



Provide socially rented homes

The Context

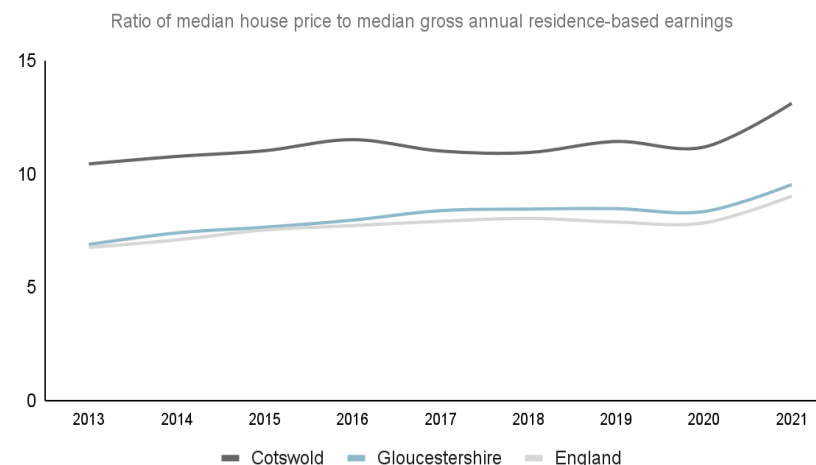
The high quality natural and built environment makes the District a desirable place to live. Cotswold District has a high number of properties owned outright (37.8%, vs 30.6% national average) reflecting the attractiveness of the District as a place to retire or to purchase a second home.

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 (2022 figure not yet available). At the end of June 2022, the median property price in Cotswold District was £394,300 compared to £260,000 in England. House prices are falling due to the cost of living crisis, while rents are increasing. 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 relatively high house prices and increasingly high rents, coupled with the lower than average earnings from local jobs, means housing affordability is a significant challenge for residents in the District and is being made worse by the cost of living crisis.

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 councillor 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). Due to challenges with the site including ecological challenges, the Kemble site was paused, and an alternative scheme on the derelict Broadleaze site at Down Ampney is being prepared for delivery first. Following a review of the Kemble site in the context of the cost of living crisis, the substantial subsidy that would be needed to deliver these homes and the ecological constraints, it was concluded that housing development on this site is not viable. In January 2023, Cabinet agreed to lease the land for use as allotments and community gardens.

The Council and Bromford are continuing to work in partnership to deliver carbon zero affordable homes on the Down Ampney site and formally entered into a Collaboration Agreement in November 2022. A communication strategy has been developed to ensure appropriate engagement with all stakeholders including the Parish Council and local residents and people. A planned programme of consultation commenced on 10 October 2022 and a second round of consultation to share the detailed designs, house types and layouts is expected to take place before the planning application is submitted. However, the planning application will be affected by the Habitat Regulations Assessment requirements as the site is within the Zone of Influence for North Meadow, Cricklade. This means the planning application cannot be determined until a Mitigation Strategy is in place which is being led by Swindon Borough Council. It is anticipated that a planning application will be submitted by February 2023, followed by the legal transfer of the land to Bromford Housing

The Old station, Sheep street was previously assessed for service provision such as homelessness accommodation and other housing options but the conversion was found to be unaffordable. In December 2022, Cabinet agreed to develop the Old Station and Memorial Cottages for cultural and community use, working with local organisations to produce detailed designs, obtain quotations for the renovations and seek external grant funding. If sufficient external funding can be secured a report will be brought back to Council for agreement to proceed. However, if insufficient funding can be secured to achieve a minimum break even position for the Council, then the Council will need to consider other options such as the sale of the property.

The Stockwells regeneration scheme is being delivered by Bromford Housing Association and 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 started on site in Q2 and expect to complete during the summer 2023.

In March 2021, 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 which was approved in October 2022, and demolition works have commenced.

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. Due to issues with utilities, construction was delayed but is now expected to begin in February 2022.



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.

The Government is currently reforming the English planning system, through its Levelling Up and Regeneration Bill. This will radically alter how the Council will prepare future local plans. These reforms are subject to the Bill achieving Royal Assent which is expected in late 2024. The Government has explained that it will put in place arrangements to smooth the transition from the existing plan making process and the new process, therefore allowing the Council sufficient time to update its Local Plan before embarking on a full local plan update under the new planning system from 2025.

Actions we are taking

At a meeting of Full Council in June 2020, members unanimously resolved to partially update the Local Plan 2011-2031. 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 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.

The Local Development Scheme (LDS) is published on the Council's website, and sets out key stages in the local plan making process. This document will be updated later this year to set out milestones for 2023 and 2024. A Local Plan Programme Board, that has membership of all political parties, is monitoring the progress of the Local Plan partial update.

An early stage Local Plan was consulted on in 2022. Overall, the consultation was a great success with approximately 7,500 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 are helping to shape the emerging Local Plan, as well as ideas as to how to make the next consultation even better. A summary of the consultation responses was presented to Cabinet at its meeting in July 2022 along with an update on the Local Plan project.

The online consultation was carried out on Commonplace, the Council's new consultation system, funded by a government scheme to promote digital engagement. This resulted in a significant shift in people including town and parish councils choosing to submit comments online, and generated responses from all sectors of the community but notably the Council was able to target the District's younger people which was a shortcoming of previous consultations. In November 2022, the government awarded additional funding of £230,000 (together with West Oxfordshire) to further develop and promote digital engagement tools.

Officers are continuing to update the evidence base and studies to support the partial update of the Council's Local Plan, including:

- Cotswold District Green Infrastructure (GI) Strategy. 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 and will be presented later this year together with the draft Local Plan Partial Update;
- 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;
- 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.;
- Strategic Flood Risk Assessments - a key piece of evidence that helps to ensure proposed development is located away from areas that flood.
- Strategic Housing and Economic Land Availability Assessment (SHELAA - which seeks to identify land that could be suitable for allocation in the updated Local Plan). The latest version was published in October 2021 and local communities have had the opportunity to comment on the document through the Local Plan consultation. An update is due to be published later this year.
- Carbon impact and evidence base - a joint project with West Oxfordshire will provide evidence to support zero carbon policies. Officers met prospective consultants in late 2022 to discuss the project brief, establish indicative costs and confirm capacity to deliver this project;
- Transport assessments in Cirencester (including Kemble Ultra Light Railway) – the Council's consultants, ITP, have shared a final draft for comment. Presentation to key stakeholders was held in November 2022. A project brief for Transport and Access Study, which will also examine parking needs, is currently being set up. The project is expected to be fully commissioned by Spring 2023;
- Design Code – a broad document covering all aspects of design within a Cotswold context including architectural, urban, landscape, ecological and sustainable design. A scoping of the project is expected to commence in early 2023 to ensure the project is focussed and deliverable;

- Housing Strategy - a draft has been prepared and was shared with relevant councillors and senior management in December 2022. The next stage is to present it to Cabinet in March 2023 and then hold a public consultation for local communities and organisations to review it;

An internal review of the first drafts of Local Plan policies commenced in October 2022. Looking further ahead, submission to Cabinet and Council of the draft Local Plan for the next stage of consultation is expected in Summer 2023.

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) Framework Masterplan.

(1) There are various town centre issues that need exploring to support the production of a masterplan, for example, 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 are available on the Council's website. Further feasibility assessments were carried out in 2022 including two transport studies which were completed in Autumn 2022. The first of these evaluates potential locations for a transport interchange in the town centre. The second – a component of the Sustainable Transport Strategy (see below) - establishes a possible trajectory to zero carbon transport in Cirencester by 2045, helping to inform the vision of the town's future transport and movement needs, including future parking requirements. Officers will continue to work on these assessments during 2023.

(2) In April 2022, the Council commissioned consultants, Mace, 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. Councillor workshops were held in July and September 2022 to consider the preferred options for the draft Masterplan. Work continues on drafting the Framework Masterplan along with preparations for stakeholder engagement and communication later this year. The Masterplan project 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, who is 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 stage of work on the Sustainable Transport Strategy has been concluded with the latest results presented to informal Cabinet in December 2022, and shared with other partners and stakeholders. The initial phase established future “do nothing” transport carbon forecasts for Cotswold District and quantified the difference between that forecast and the trajectory we need to meet to achieve our aim of net zero carbon emissions by 2045. The next phase explored options to close that gap, identifying high level targets for vehicle mileage reduction to 2045 and interventions to achieve this shift in both rural and more urban areas. In broad terms, the District needs to achieve:

- an overall per capita reduction in total trip mileage of 25%;
- reduction of around one third of car mode share of remaining mileage;
- tripling of both active travel and public transport mileage; and
- electrification of remaining vehicle trips.

The next stage of work focuses on identifying the optimum implementation of measures/interventions and includes a number of studies such as the District-wide access and movement study, transport attitudes and behaviours study and work-related transport study.

The outcomes from the developing Sustainable Transport Strategy are currently being used to inform the update to the Local Plan update and in the preparation of other planning policies, such as the Cirencester Town Centre Masterplan. They are also aligning with similar studies and schemes being progressed by Gloucestershire County Council to ensure a unified and cooperative approach.



The Context

The health and wellbeing of our residents is generally good and above the England and the county average in most measures. Cotswold District is one of the safest districts with very low crime levels and is surrounded by beautiful countryside. However, there are 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 older residents live alone, and coupled with the rurality of the District, loneliness and access to services are issues for the District.

The wider determinants of health also need to be taken into account - 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 the Council needs 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) have developed action plans for each area. Progress on the projects are being monitored by the Active Cotswolds Programme Board.

The leisure management options appraisal including 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. The next stage is the commencement of a procurement process for the appointment of Leisure and Culture Management Contractors (separate lots) which was approved by the Council at its meeting in May 2022. The procurement process is being managed by Max Associates supported by the Council and its Legal team. The first stage Standard Selection Questionnaire (SSQ) responses were evaluated during early October 2022 and the successful bids received an invitation to submit initial tender in mid October with a return date of 6 January 2023. Five leisure contractors were invited to bid (one has withdrawn) and two for culture. Throughout December 2022, officers have been responding to clarification questions. Evaluation of the bid (a 50/50 split between price and quality and negotiation will continue throughout January 2023).

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 are undertaking the project, and have now completed both

the winter sport assessment and the summer sport assessment. Both assessments were informed by consultation (1-2-1, telephone and online) with town and parish councils, educational establishments and sports clubs, and have been reviewed by sporting governing bodies with KKP and council officers. The National Governing Bodies have reviewed both assessment reports and signed them off. KKP is pulling together the final action plan which will accompany the report for sign off by Sport England. The report will be the evidence base for current, unmet and future demand for playing pitches and will be used to support developer contribution requests and external funding bids. Once signed off, a report will be prepared for Cabinet.

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 of the Changing Place toilets at all four venues are scheduled to take place in 2022-23 and officers are currently liaising with each of them to progress this project. Each of the venues is at a different stage of delivery, with Cotswold Farm Park being the furthest advanced, having now placed the order with the supplier and the equipment should be installed early in the New Year.

Six projects launched their campaigns on Crowdfund Cotswold in September/October 2022. One project, Redesdale Hall Kitchen, has withdrawn, to allow the trustees to focus on more pressing priorities, and a further project has not got off the starting blocks, which may be considered proof of concept in terms of ensuring projects need local support to progress. The first project to hit its target was Bledington Play Area, which has raised just under £30,000 to invest in play equipment for young children. Cotswold Friends has successfully fundraised for a second time on Crowdfund Cotswold, this time for a £17,400 project to improve digital inclusion for older residents. Thames Head Energy has raised over £16,000 towards solar farm feasibility work, and at the end of Q3, Fairford Town Council had raised over 80% of its target of around £100,000 for a new skate park. The Council contributed £26,000 to these four projects with a further contribution of £10,000 from the GCC resilience fund (Thames Head Energy did not qualify for this fund).

The Council has been looking at ways to support residents with the cost of living crisis. A councillor working group as well as a task force have been set up and meet regularly. Dedicated webpages have been set up with signposting information about available support (<https://www.cotswold.gov.uk/council-tax-and-benefits/help-if-you-re-struggling-with-the-cost-of-living/>). The pages had around 1670 views by the end of Q3. The Community Wellbeing team distributed 'Worrying about money' leaflets containing financial advice digitally as well as hard copies to various local organisations.

The Council has funded a number of projects with the key aim of ensuring no-one goes hungry. The Long Table launched 'The Longest Table' project in November 2022. This project encouraged local communities to host 'community feasts' where people eat together and pay what they can, experiences are shared, connections are made and resilience is built. Ten community feasts were hosted during the Christmas period across the District. The Council also launched its 'Connected Community and Food programme' (£75K) to support local communities to set up community activities and food projects such as community pantries or fridges, community feasts and cooking courses; and pledged an additional £40k towards the development of a district-wide food network. The aim is to develop non-stigmatising and community-led food projects to not just help people who are struggling with the cost of living

but also to tackle food waste

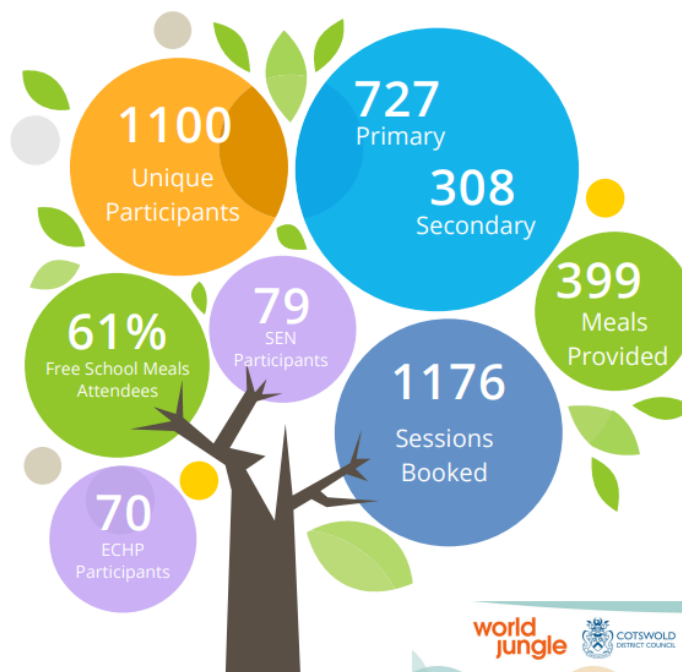
(<https://www.cotswold.gov.uk/communities-and-leisure/community-grants-and-funding/cotswold-connected-community-and-food-programme/>).

The Council has secured £137k from Gloucestershire County Council for Round 3 of the Government funded Household Support Fund. The fund will be distributed in early 2023. Part of the funding will support families in need with supermarket vouchers as well as registered carers in partnership with Gloucestershire Carers Hub. Most of the funding will be distributed to Citizens Advice to support eligible residents directly in a holistic way.

The Community Wellbeing team in partnership with World Jungle and Gloucestershire County Council delivered the government funded Holiday Activity and Food programme between 19 and 22 December 2022. This was the 5th HAF event, and the scheme is expected to continue to run until 2025. The offer involved activities from 13 different providers as well as a range of ticketed activities including climbing, cinema, laserquest, ice skating and a visit to Cotswold Wildlife Park. Families also received supermarket vouchers during the Christmas holidays to make sure that children did not go hungry.

Cotswold District - Holiday Activity and Food Programme

Winter HAF 2022



Feedback from Parents:

"Thank you so much, and you. It's a hard one this year but hopefully ice skating will take the children's minds of things"

"They can not wait to go and also ice skating on the 29th it's things I've never been able to afford so thank you for allowing them the chance to try all these new activities we really appreciate it."

"Its very much appreciated and our gratitude is endless, i can now breath a sigh of relief knowing we can afford everything we need and the kids can have a wonderful christmas after everything. Have a wonderful christmas and new year too. "

world
jungle

COTSWOLD
DISTRICT COUNCIL

Gloucestershire
COUNTY COUNCIL

Department
for Education

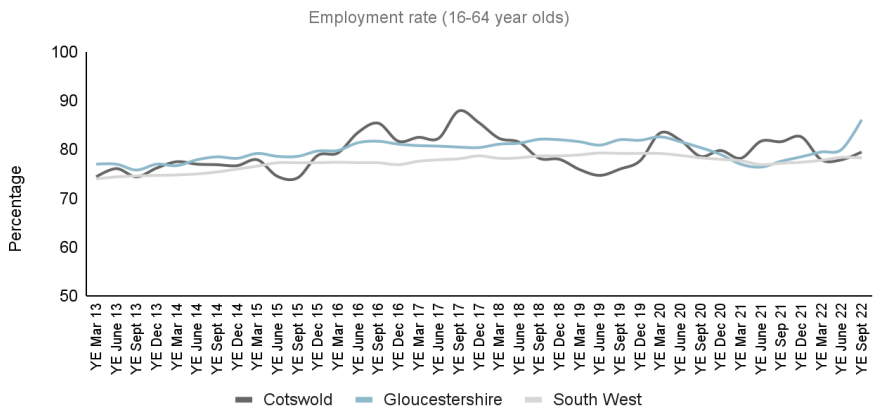
HAF
2022

Enable a vibrant economy

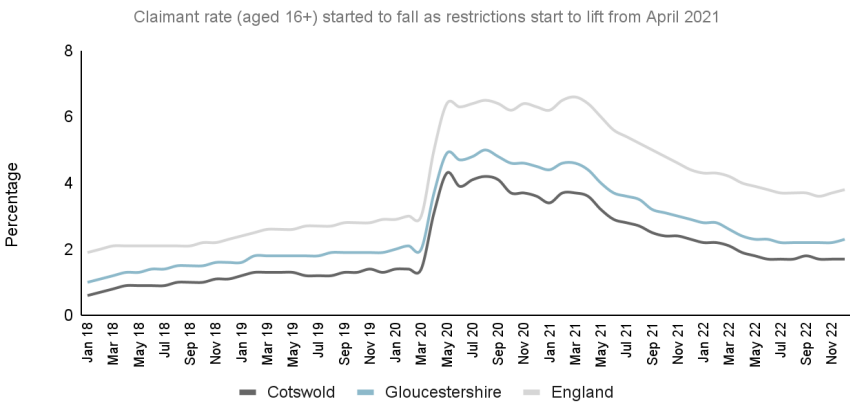


The Context

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 increased since the start of the pandemic, although it has fallen back significantly in recent months to 1.7%. The national and global economies face further uncertainty as a result of the Russian invasion of Ukraine and sharply rising prices, particularly for energy and fuel, which is impacting on disposable income and living standards. This is likely to lead to unemployment rising gradually again for a time.



Source: ONS, Annual Population Survey



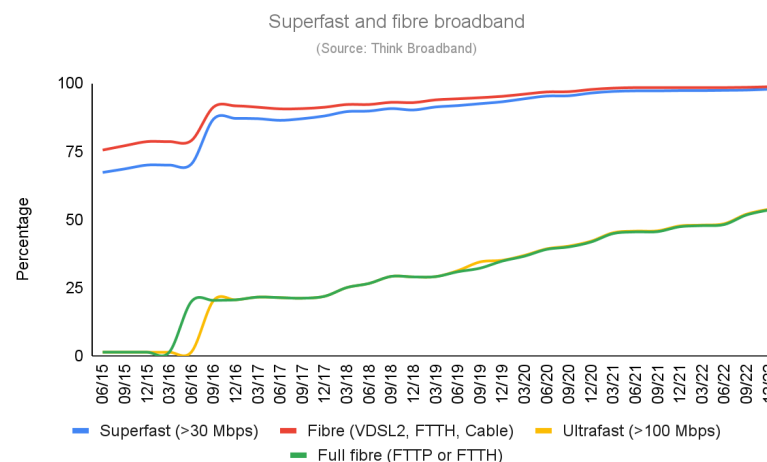
Source: ONS, Crown Copyright Reserved (Nomis)

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 local job market in 2019. The local visitor economy has taken a huge hit over the last two years and while it is recovering strongly, it has not yet returned to pre-Covid levels. In 2021, the proportion of jobs in tourism was 13% of the total local job market, up from 8% in 2020. Similarly, visitor spend, at £276m in 2021 was up 56% on 2020 but still 17% lower than 2019. Many families took the opportunity to holiday overseas in 2022; the loss to the domestic market was offset by rising but relatively low overseas visitor numbers. Some overseas markets have not returned yet especially Asian markets, while the key North American market is showing signs of recovery. The latest business survey indicated that a lack of overseas visitors was a concern for businesses. During September 2022, the Tourism team undertook targeted marketing of the Cotswolds to the Japanese market and the North American market with the aim of bringing high spend overseas visitors to the area. Visit England is projecting that overseas visitor numbers will approach 2019 levels during 2023.

Domestic visitor attractions in 2022 saw a small drop in visitor numbers since the last year (as families continued to holiday in the UK). All businesses are reporting large cost increases, particularly in wages and energy prices, and concerns of the impact of higher costs of living on consumer spending.

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 has been working in Cirencester and has 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, but work in Bourton-on-the-Water is due to start in 2023. Gigaclear has also been onsite in Cirencester and Northleach and has plans to undertake work in 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 County Council has recently taken a decision to increase the level of the Fastershire Community Broadband Grant to make it more attractive to the infrastructure providers and is also introducing the Gloucestershire Digital Household Scheme to use 4G technology to deliver connectivity in remote locations where fibre is not practical or is prohibitively expensive. A Fastershire Business Grant of up to £20,000 is also being introduced. The coverage of both superfast (>30mbps) and ultrafast (>100mbps) continues to edge up according to figures on the ThinkBroadband website (see graph).



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), Cotswold Airport, Fairford and Lechlade Business Group, the Federation of Small Businesses and GFirst LEP. Most recently, the Group received a presentation on the Visitor Economy from Cotswolds Tourism as well as discussing the implications of the Chancellor's Autumn Statement, which had taken place on the same day as the Group's meeting.

The Council has now completed the 'Welcome Back Fund' and 'Reopening High Streets Safely' project, designed to assist town centres to recover after lockdown. The Council has successfully recovered all of its spending relating to this fund from the government, using around £157k of the £162k allocation. The projects and spend was subject to a random audit request and was given a clean bill of health. Earlier this year, the Council was awarded £1 million over three years from the UK Shared Prosperity Fund for the period 2022-23 to 2024-25. The Council's Local Investment Plan, which sets out how the Council proposes to use the money, was approved by the government in early December 2022. The fund has three themes – Community and Place, Supporting Local Business and, in year three, People and Skills. Year one projects have been decided, following a call for Expressions of Interest and include 'Clean and Green' projects and the feasibility study for the Old Station building in Cirencester. A further £764,292 was indicatively allocated to the Council from the Rural England Prosperity Fund for financial years 2023-24 and 2024-25. This is a capital-only fund to support rural businesses to diversify with new products and services and to provide new community infrastructure. An addendum to the Local Investment Plan was submitted to the government at the end of November 2022 and it is hoped that it will be approved before the end of January 2023. The proposed approach has been to allocate funding for business grants, for active travel and for community projects, including assisting village halls with sustainability-related improvements. An application process will be opened and details issued to councillors once approval for the plan has been received from government.

Town centres are important from both an economic and civic pride perspective. The number of vacant town centre retail units is a measure of a town centre's health and how the Council is meeting its objective of helping town centres to recover from the Covid-19 pandemic. A survey undertaken in August 2021 showed Cirencester had a town centre vacancy rate of 11%, three percentage points below the national average. The vacancy rate improved further in April 2022 to just under 6% and in October 2022 to just under 5%. The smaller towns within the District generally have 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 and the potential impact of the cost of living crisis.

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. A Sustainable Tourism Action Plan has been developed and the team will be working with partners such as GWR, Visit Gloucestershire and Cotswold National Landscape.

Working in partnership with Cotswold National Landscape, two circular walks in Bourton on the Water have been developed with the aim of dispersing visitors and easing congestion in the town centre. The walks are aimed at local residents and visitors, with one of them fully accessible to wheelchairs and prams; and are opened in October 2022.

A Local Connections project is underway. It is 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.

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 Cotswolds Tourism 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). Of the 15 towns being monitored, Bourton's share has now dropped from over 27% to under 17%, while promoted 'Real Cotswolds' towns now account for 38% of web traffic.

The Tourism team with partners secured £5,000 funding from the Department of International Trade to identify businesses who want to access high spend overseas market and help prepare them to do so.

The Council is working with partners to bring sites forward which will support the Council's ambition to grow high value, highly skilled, low environmental impact businesses in key areas including agritech, digital/cyber, medical equipment and environmental technologies, and to enhance the opportunities available for local people, particularly young people so that they have the skills they need to secure employment in the District. 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. The project management resource has now been put in place. It is anticipated that a planning application for the site will be submitted in Spring 2023. A public launch of the project has been scheduled for 20 January 2023.
- the new owners of the former Mitsubishi site in Cirencester, now renamed Watermoor Point. The office element is now 80% 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. A 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 15 to 97 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. A reserved matters planning application has been 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.

An Innovation Lab at Chipping Campden library opened on 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.

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 the scheme was approved in November 2022. Kier Highways has been appointed main contractor. The project, which at around £460m, 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 effort has been focused on delivering opportunities for environmental improvements as well as economic benefits. There will be opportunities for local suppliers, contractors and skills. For example, the Council has been in discussions with Kier and the Cotswolds National Landscape regarding a Drystone Walling Academy to help train people to build the 10km of drystone walling included in the scheme.



COTSWOLD
DISTRICT COUNCIL

Delivering great services locally

PERFORMANCE REPORT
October 2022 - December 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

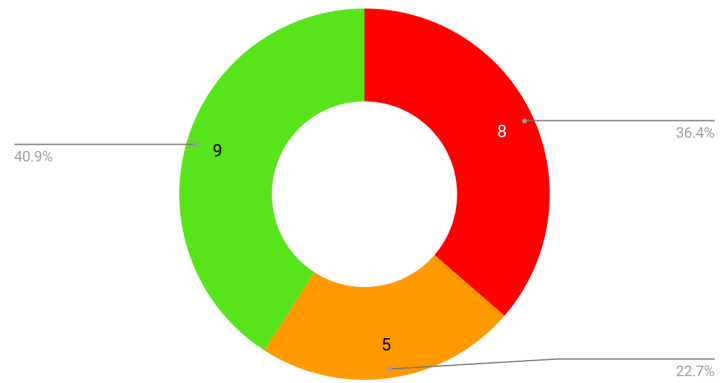
The data has been extracted from LG Inform, a benchmarking tool, which contains a range of routinely published data. It should be noted that:

- 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



Page 73

OVERALL PERFORMANCE

Overall, performance appears to be mixed. There were improvements in some services such as Planning and Customer services, while other services such as Revenues and Benefits have found it a challenging quarter as they manage the impact of the cost of living crisis. The severe weather conditions in December 2022 affected waste collections, and to a lesser extent high risk food inspections.

Over the last year, a number of services have highlighted the potential 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. Some services such as Revenues and Benefits have reported increased customer contact and workloads while Planning has reported a slow-down in applications and potentially fewer applications for large developments due to a loss of confidence in the housing market. The business rates collection rate has been depressed over the last couple of years due to Covid and may now take longer to recover.

There are a number of improvement programmes in progress across services focussed on improving customer communication and increasing automation and self-serve options for customers which should help to reduce customer contact including repeat customer contact

Indicators with targets	Status
Customer satisfaction - phones	
Customer satisfaction - F2F	
Satisfaction for Building Control service	
CT collection rate	
NNDR collection rate	
Average days to process CTS new claims	
Average days to process CTS change events	
Average days to process HB change events	
% HB overpayment 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)	Awaiting data
% combined recycling rate	Awaiting data
Missed bins per 100,000 collections	
Leisure visits	
Gym memberships	

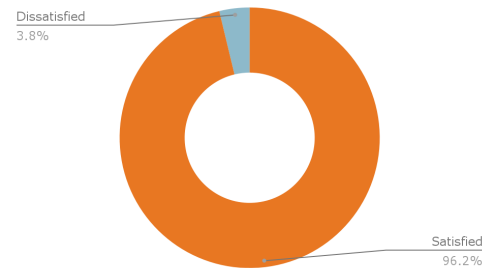
CUSTOMER SERVICE

Customer satisfaction

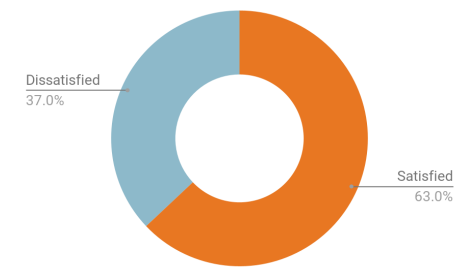
Face to face - 41 respondents



Phone - 213 respondents

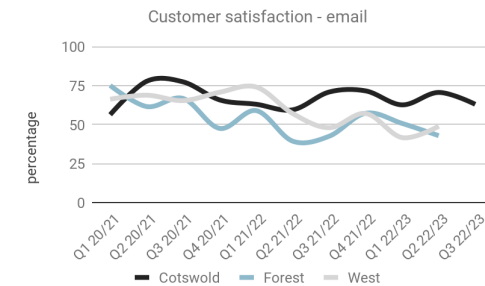
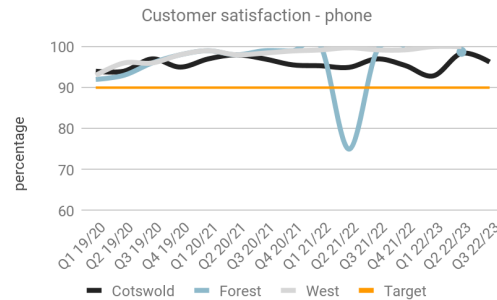
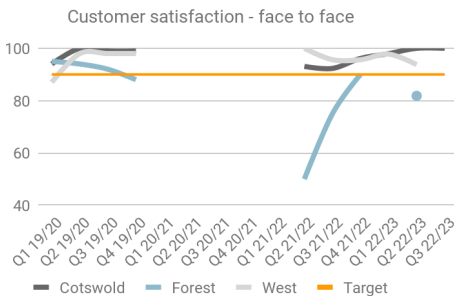


Email - 351 respondents



What's the trend?

Page 74
percentage



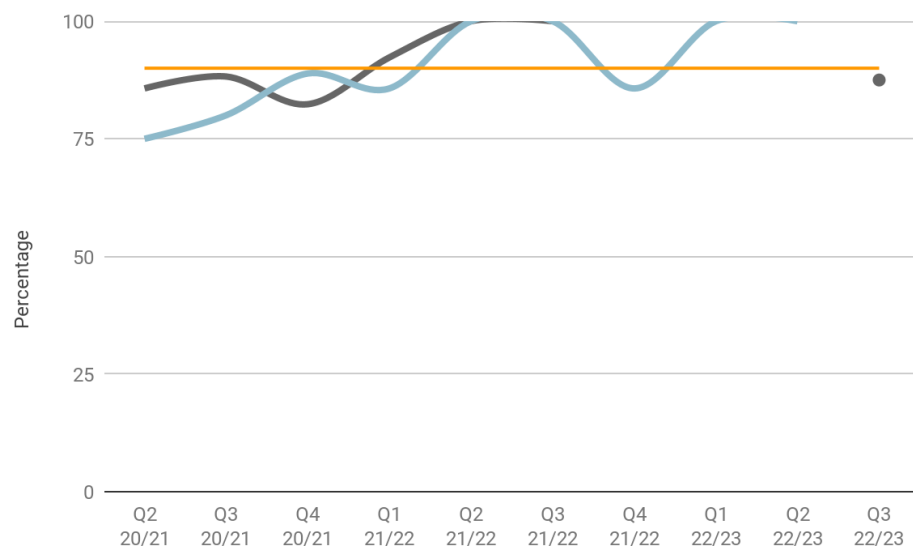
OBSERVATION:

Satisfaction ratings for services delivered face to face and telephone are indicating high satisfaction for services, although the number of survey responses continues to be relatively low.

F2F surveys (left visible on the reception desk) and telephone surveys require intervention from the advisor, while email surveys are automatically triggered. A greater number of telephone surveys were completed in Q3 helped both by better capacity due to lower call volumes at this time of year; and the Customer Services Support officer who has been promoting the surveys within the service and ensuring that all advisors are trained in transferring customers to the survey to maximise the completion rate. During busy periods, calls waiting are prioritised.

In terms of email surveys, all outbound emails sent by customer services from Salesforce contain a link to the survey. Satisfaction ratings for services delivered via email is indicating a slight downward trend. Some work has been undertaken to ascertain the reasons for dissatisfaction and indicates that much of the dissatisfaction relates to service failure e.g. my bin was missed, rather than the overall experience of the service delivered

Customer satisfaction for the Building Control service



OBSERVATION:

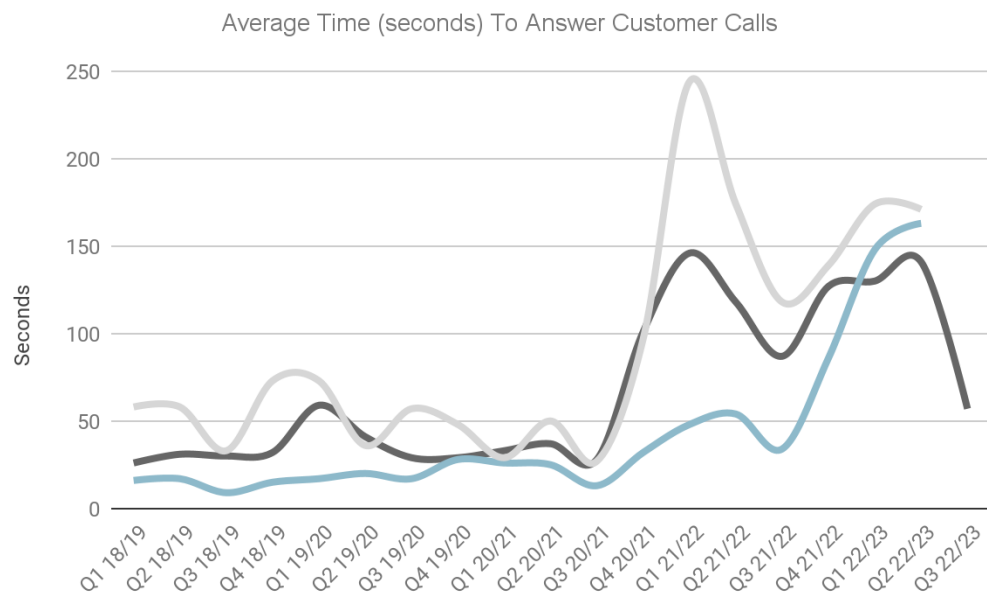
The surveys have been paused temporarily due to a shortage of staff in the service, although a small number of surveys were completed in Q3. Of the eight surveys completed, seven were satisfied and one partially satisfied. The partial dissatisfaction related to the question on value for money.

The service has a proactive approach to customer care. Overall, it receives very few formal complaints and there were no complaints in Q3.

Staff are prioritising workload including marketing letters which appear to be having a positive impact on market share. The Technical Support Officers are supporting the Surveyors, who are either in the process of becoming 'licenced' or who are preparing for the mandatory competency exam. Surveyors are preparing for this exam by undertaking a range of courses that run between 3 months and 9 months equating to a day a week but are staggered to reduce the impact on service delivery. All building control surveyors need to be licenced by April 2024.

Overall, the current survey yields a small number of responses and is relatively time consuming. Survey Monkey has previously been used but did not yield a high response rate. Alternative ways of surveying customers will be considered as a wider piece of work on customer satisfaction in services.

Telephone calls - average waiting time



OBSERVATION

The Customer services team made significant improvement in the average call waiting time at 57 seconds in Q3, down from two minutes and 20 seconds in the previous quarter.

Lower volumes of calls into the Council (as expected at this time of the year), and recruitment to vacant posts during the quarter contributed to the improved performance.

Workloads are expected to be higher in Q4 due to annual billing, garden waste renewals and the introduction of voter ids.

Retention of staff continues to be challenging and further recruitment is currently taking place as there are leavers in Q4. However, the pay uplift for 2022-23 could help to make this role more competitive and improve retention rates in the service.

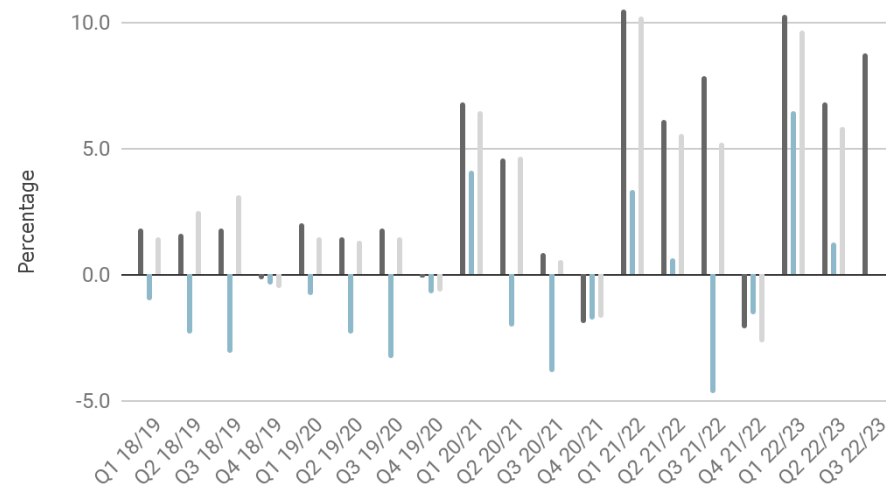
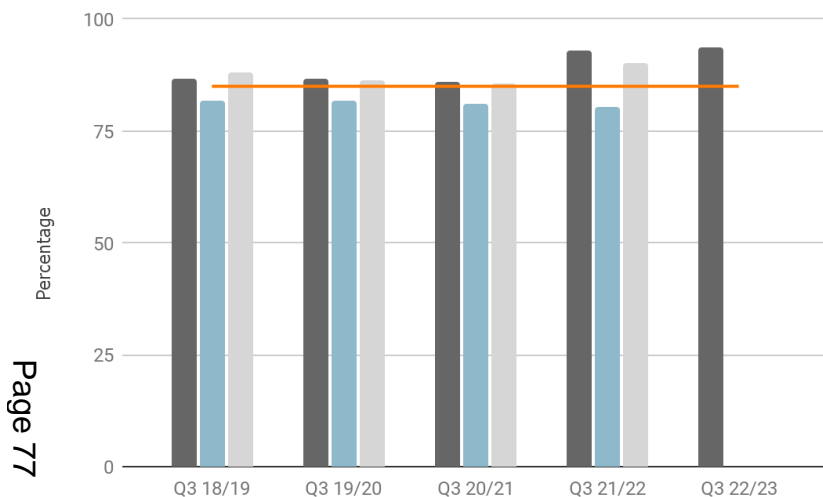
There are a number of improvement projects in the service including the recent implementation of a new process for managing demand through improved engagement with other services. This will mean that communications with residents and customers will be staggered so that workloads are 'smoothed' and can be dealt with more effectively by the team.

Further work on automation and integration of forms to the back office systems is continuing, aimed at improving the on-line offer for customers and reducing call volumes and call length time. For example, the bulky waste online form was integrated with Salesforce and a new sign up to waste alerts was introduced which provides information on waste collection days and changes

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:

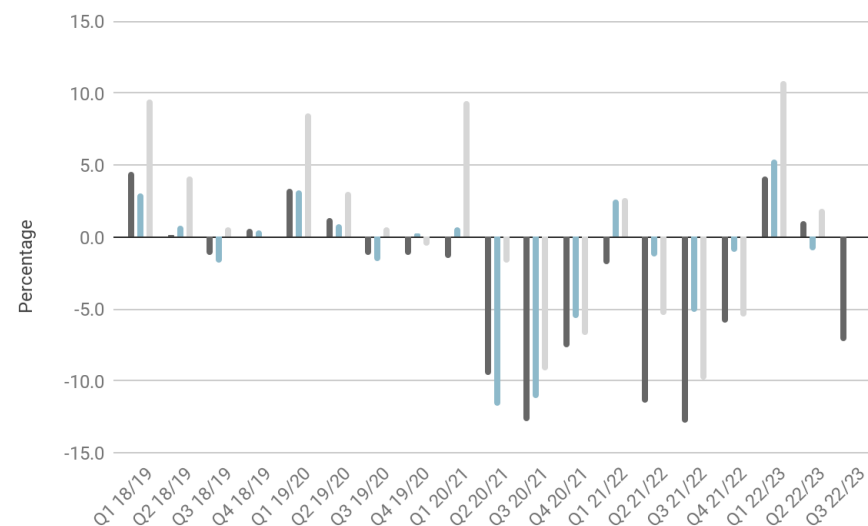
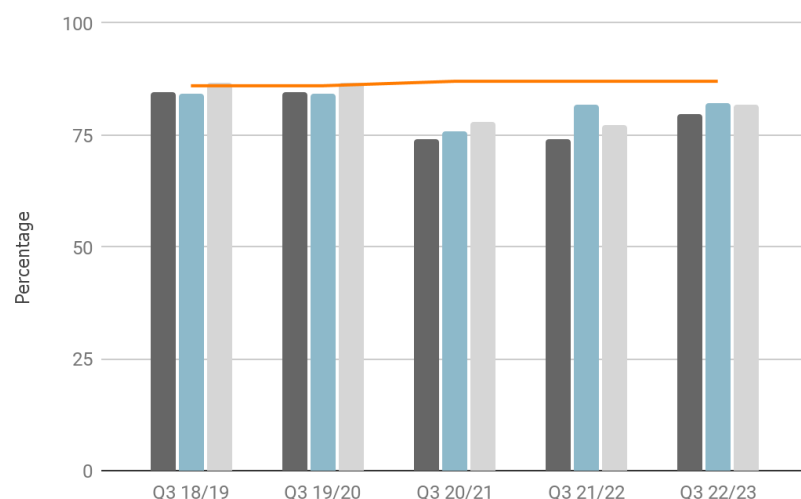
Overall, the collection rate at the end of Q3 is around one percentage point higher than a year ago. The improved collection rate will have been helped by recovery action beginning to take effect (following the pause during the first part of the pandemic) with those households in arrears now on repayment schedules, and potentially the roll out of the £150 council tax rebate (generally paid back to the householder's bank account but some will have had their accounts credited). Payments for both the £150 mandatory and discretionary schemes have been completed with a total of £3,965,954 paid to 26,052 households.

The rising cost of living could potentially affect the annual in-year collection rates and beyond. The service reports that overall customer contact with the service has increased and the number of applications for reductions in council tax in special circumstance (Section 13A) is rising. In January 2022, Cabinet approved the introduction of an exceptional hardship policy to support those households in severe financial difficulties. A revised Council Tax Support scheme designed to support more households will be introduced in 2023-24.

Workloads are expected to increase during Q4 as both the Revenues and Benefits teams will be implementing the additional £25 payment (as a credit on the CT account) to all working age and pension age individuals who are in receipt of Council Tax Support; as well as the alternative energy payments (on behalf of Department for Business, Energy & Industrial Strategy) to those households who do not have a direct contract with an energy supplier e.g. park homes and other shared communities, and therefore did not receive the £400 payment

(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:

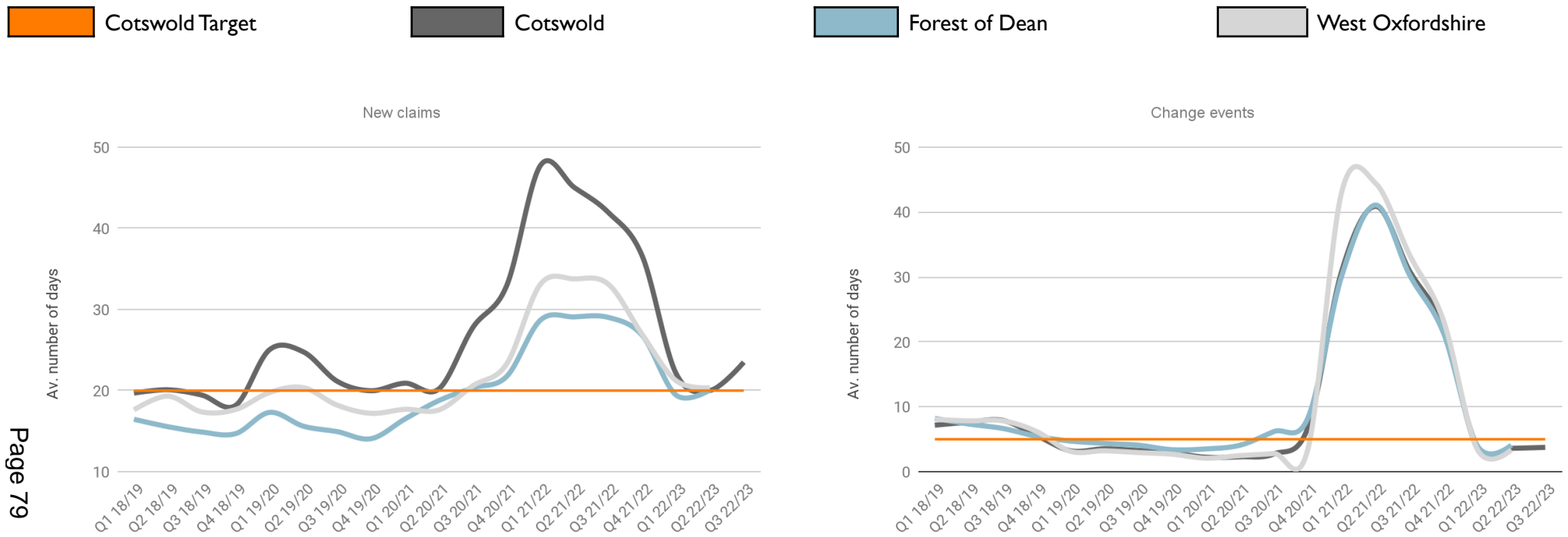
At the end of Q3, the collection rate had increased compared to the same period of the previous year, although it has not yet returned to the level achieved pre-Covid-19.

It is likely that the Covid Additional Relief Fund (CARF) distributed during the year has contributed to the improved collection rate. These businesses have had their business rates accounts credited. Although the grant relates to 2021-22, the timing of the receipt has meant that some businesses have used it to offset the current year's account.

The collection rate was expected to remain depressed as some businesses continue to struggle financially due to the cumulative impact of Covid-19, and the cost of living crisis. Extended retail relief will continue through 2022-23 at a relief of 50%, and will increase to 75% in 2023-24 for leisure and retail businesses. However, the criteria for eligibility is more stringent than during covid times so some businesses will miss out. The service will be writing to those businesses affected. In addition, some businesses will see their rates increase as a result of the business rates revaluation 2023-24.

The service is continuing to support homeowners and businesses including encouraging customers to contact the Council so that they can be supported via manageable repayment plans, or refer them on to other services both internally and externally. The debt, however, can only be secured through recovery action and issuing of a liability order. The service is up to date with in year processes for the recovery of both council tax and business rates. In addition, the Council has asked enforcement agents to put in additional steps during the early stages of debt recovery to help avert court action and higher costs later in the process. The service is also planning to redesign the recovery process during the first six months of 2023-24 with scoping work starting at the end of March 2023.

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



OBSERVATION:

At the end of Q3, the average days to process new CTS claims increased by three days to 23.5 days while the average processing days for CTS changes remained comfortably within the target at 3.8 days.

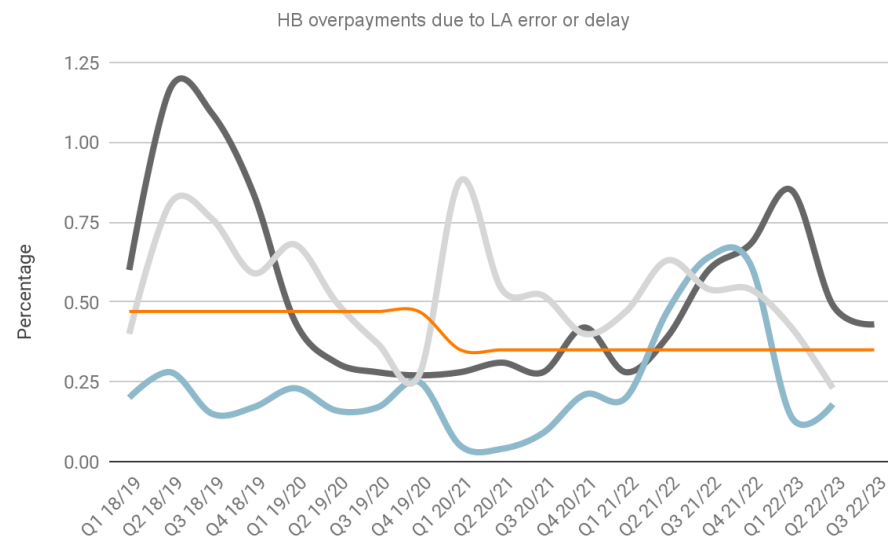
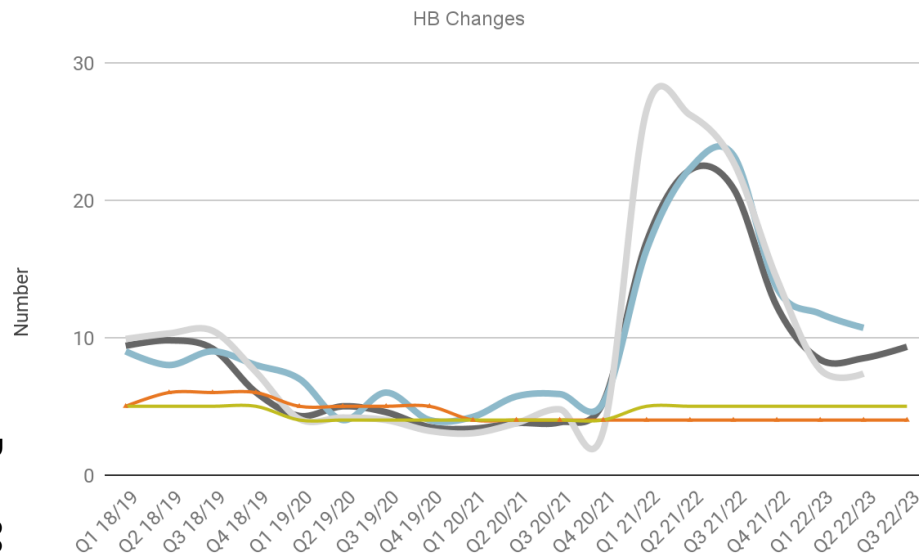
The service reports that the cost of living crisis has started to increase overall customer contact and workloads in the service. A combination of increased number of applications and reduced staffing during the quarter has resulted in longer processing times. During the quarter, the Benefits team was down by two full-time experienced officers and another officer left the team in December 2022. The team has been prioritising new claims as these households are likely to be in the greatest needs, but also mindful of the impact of any delay in processing HB changes.

The team is working to secure and restore/increase resources to deal with increased workloads and improve processing times. Overtime has also been offered to the team and one permanent post has been successfully recruited to and started in January 2023, however it takes one year to train up benefits staff. In addition, one external resource from Civica On Demand started in November 2022. Processing times for CTS new claims is expected to be within or close to the 20 day target at the end of Q4.

Customers are able to access information about their claim and awards on the OpenPortal. Further work on improving benefit forms to make them more customer friendly and accessible through the OpenPortal is planned which will help to reduce customer contact.

(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 observation for CTS new claims and changes should be read in conjunction with the observation for HB indicators as the work is performed by the same team.

At the end of Q3, the average days to process HB changes has increased slightly due to higher workloads and reduced staffing. In addition, the service has been prioritising new claims as these households are likely to be in most need while also monitoring HB changes closely as delays could impact on the the HB subsidy that the Council receives.

Resource levels in the service are being addressed through recruitment, overtime and the use of Civica On Demand which should help to bring performance closer to the target next quarter. Processing times will also be helped by the auto processing of pension credit up ratings and new year rent increases from landlords which are applied during Q4.

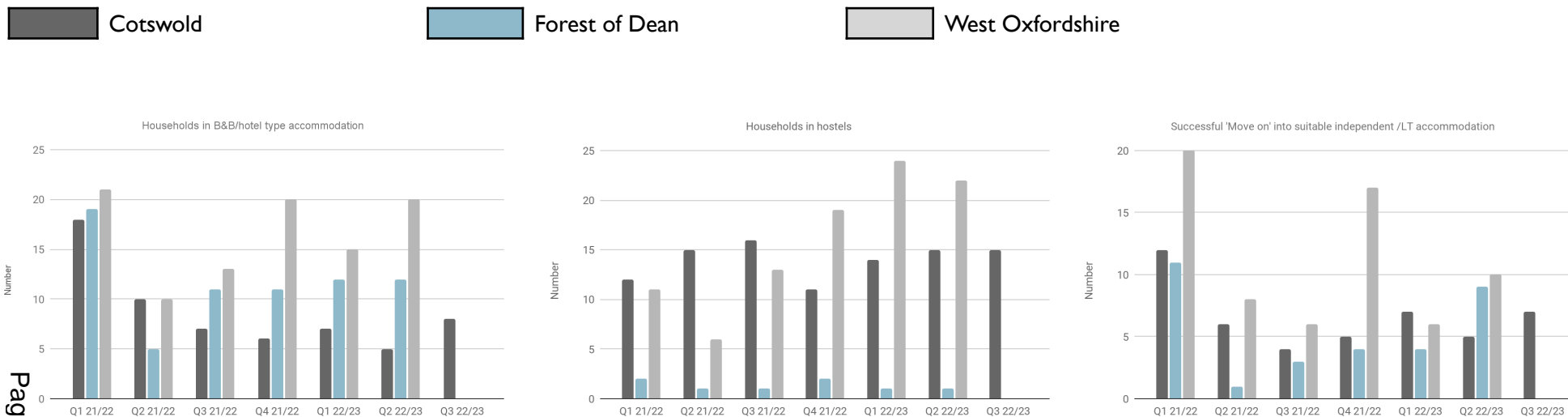
The % HB overpayment due to LA error/delay is continuing to improve and is inside the national target of 0.47%. This outturn is reported cumulatively from the April 2022 so should continue to improve as the caseload increases over the course of the year as long as there are no sizable errors or delays in processing HB changes.

The service continues to check a sample of cases each month as part of the Department for Work and Pension's (DWP) Housing Benefit Award Accuracy (HBAA) initiative to tackle fraud and 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



OBSERVATION:

The numbers of people contacting the Housing Team continues to rise in the wake of the current cost of living crisis, the evolving Homes for Ukraine situation and the cold weather in December 2022, therefore the pressures on Housing services, systems and pathways remain high. The Housing Team has refocused more resources on the prevention approach as well as moving people on from emergency accommodation as quickly as possible.

The number of people contacting for advice is slightly lower in Cotswold District than Forest of Dean District and West Oxfordshire District. The cold weather, along with the cost of living crisis has resulted in some people who would normally be staying between family and friends become homeless which has particularly affected Forest and West requiring greater use of hotel placements. The Council's owned and managed hostels continue to operate at capacity.

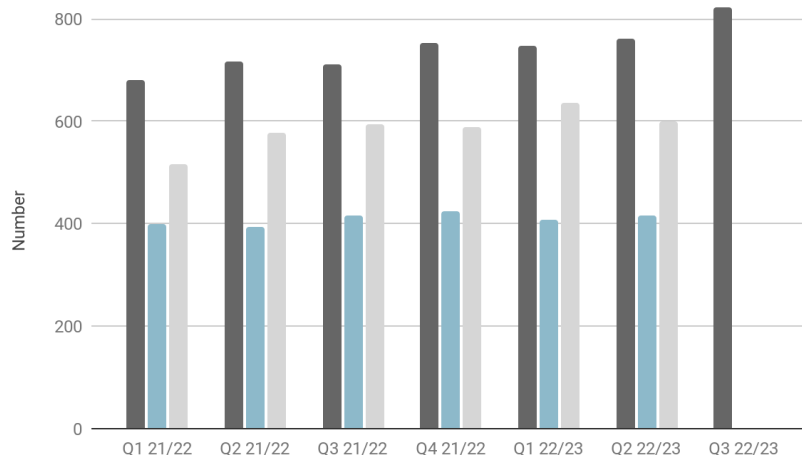
The Council has received additional Winter Pressures funding to support these increases in homeless cases and resulting pressures on services. Temporary resources have been brought in to assist with moving on people who were accommodated during the recent severe cold weather. The use of specialist Temporary Accommodation officers are able to offer dedicated support and bespoke solutions for helping clients move on successfully from emergency accommodation.

The availability of social housing stock remains low. This is partially due to prevention measures being put in place to assist those affected by the financial implications of 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 team is also 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. On 22 December 2022, there were 150 sponsors/hosts. The specialist Ukraine Housing Officer (funding secured from County) is working with families and hosts to prevent homelessness wherever possible and assist families to secure their own accommodation in the private sector. Where this is not possible, the Officer will source either rematches to different Hosts through the Homes for Ukraine scheme or source emergency accommodation when needed until a longer term solution can be found.

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

Cotswold
 Forest of Dean
 West Oxfordshire



OBSERVATION:

During Q3, 154 properties were removed from the long term empty homes list and 216 added.

The service reports that properties are staying on the LTE list longer; anecdotal evidence suggests there are difficulties in getting building supplies for refurb work as well as the impact of the cost of living crisis. Most properties are individually owned and have to be followed up individually which is resource intensive, and will not result in the removal of large numbers from the LTE list. There is also a large number of housing association properties awaiting demolition.

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. Improved reporting is helping to identify and better target properties

Planning and Strategic Housing

(Cumulative) Percentage of major planning applications determined

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

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

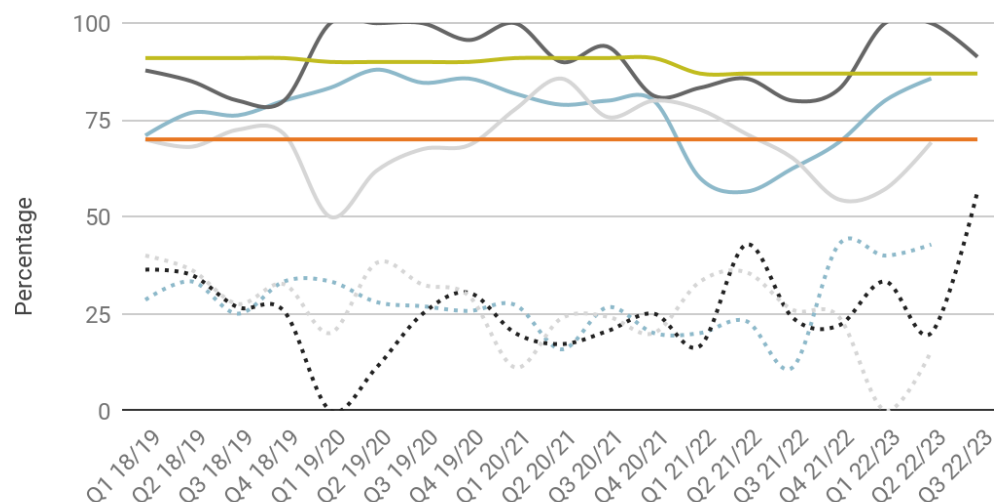
% of all application completed within 13 weeks

----- Cotswold

----- Forest of Dean

----- West Oxfordshire

Page 83



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:

Thirteen 'Major' applications were determined in the quarter, and 20 for the year so far.

Overall, planning performance for all types of applications has improved over the last 12 months. The service reports that the number of planning applications coming in is slowing, although it remains above pre-Covid times in line with the national trend.

The DM team is now operating at full capacity following the recruitment to 3.5 Planning Officer posts vacant at the end of the previous financial year. The new post holders commenced in Q2. However, there is a shortage of ecologists which is delaying internal consultation on some planning applications but these are mainly the larger applications. In addition, some types of applications (minors mainly) for residential and holiday accommodation have been delayed by Habitat Regulations Assessment issues (relating to land within the two special areas of conservation in neighbouring districts which also extend into the Cotswold District). A mitigation strategy for one area is now in place allowing these applications to be determined.

There is an improvement programme and roadmap in place, and progress is being made on improving communication with customers, reducing the backlog of enforcement cases; and a new Planning Checklist designed to improve the quality of the applications submitted and reduce the impact of invalid applications on the validation team went live on 1 February 2023.

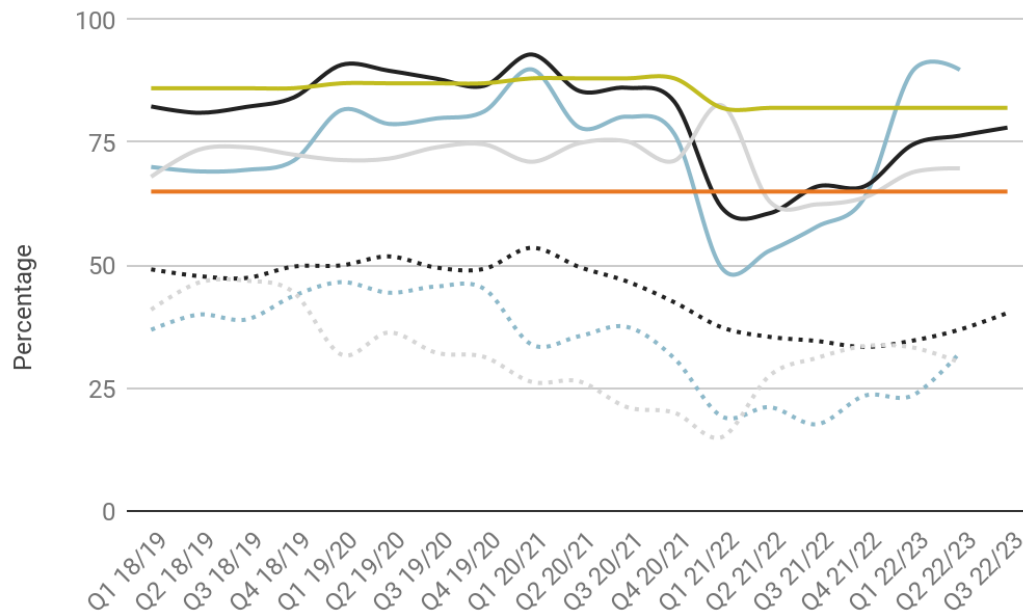
(Cumulative) Percentage of minor planning applications determined

% 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 been improving over the last few quarters.

97 minor applications were determined in Q3, compared to 110 applications in the same period 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

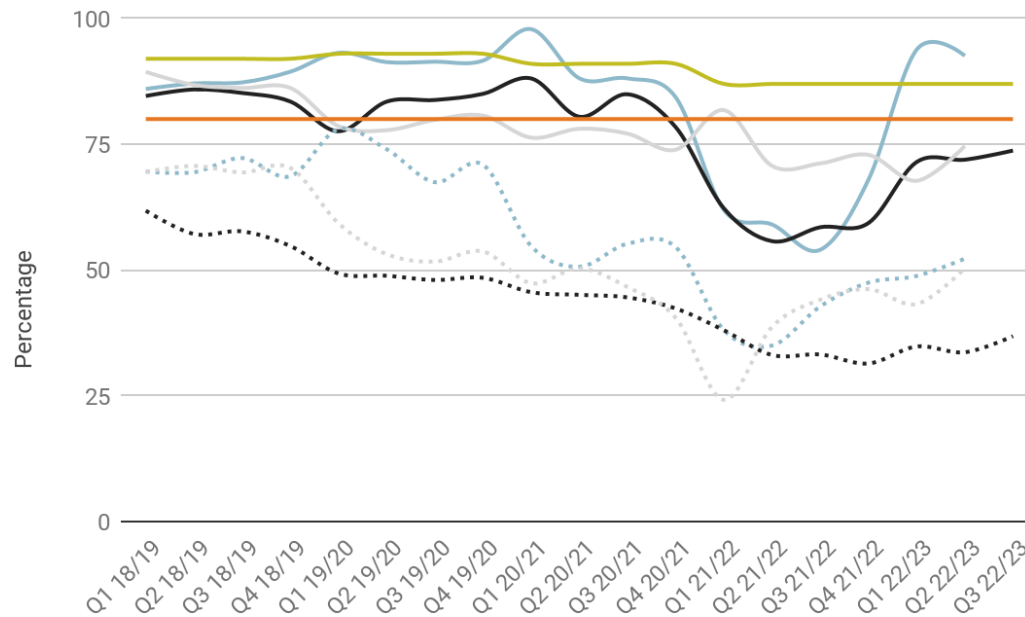
% of all applications completed within 8 weeks

----- Cotswold

----- Forest of Dean

----- West Oxfordshire

Page 85



OBSERVATION:

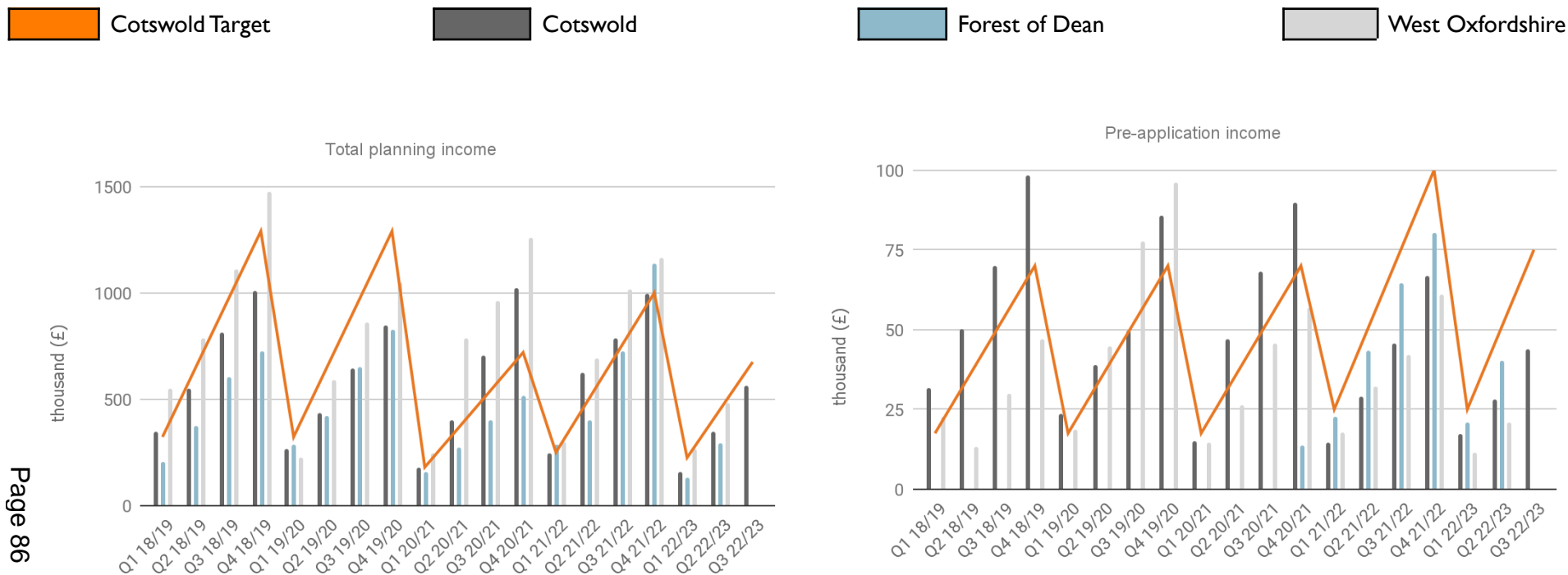
Improvements are being made but at a slower rate than for 'Majors' and 'Minors' partly due to being unable to secure extensions of times. In addition, this outturn is reported cumulatively from the beginning of the year which means that fluctuations and improvements are flattened. The cumulative outturn to the end of Q3 was 73.8% while the quarterly outturns were 77.4% for Q3, up from 72.6% in Q2 and 71.5% in Q1. Improvements have continued into January with 80.52% of 'Other' applications determined in time (Target: 80%).

There is an acknowledged backlog of planning applications and officers are working through them, therefore it is likely that performance will fluctuate but on the whole will continue to show an upward trend.

Further service improvements will be rolled out over the next few months to help streamline processes and get applications out quicker.

See Observation for Major applications for further explanation

(Cumulative) Planning income

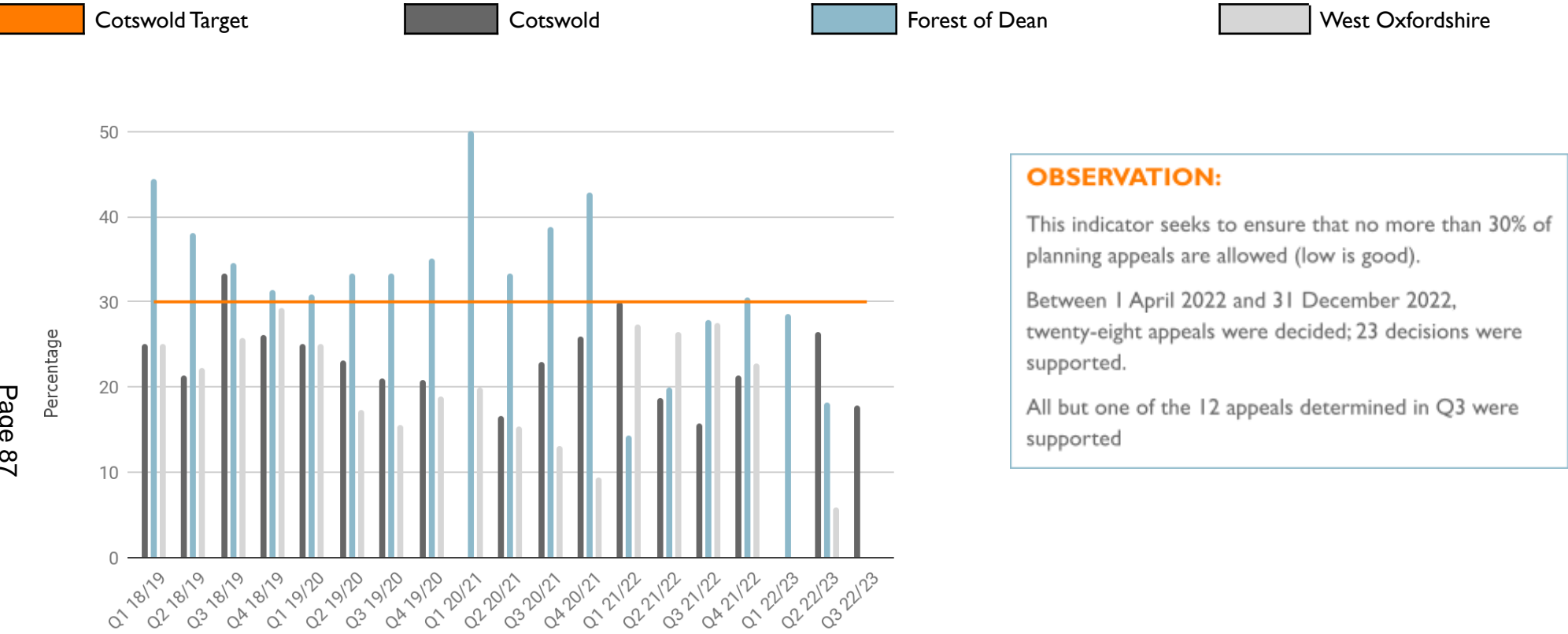


OBSERVATION:

At the end of Q3, 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 due to fewer larger developments which attract a higher fee. It is likely that we will continue to see fewer larger developments due to loss of confidence in the housing market coupled with the fact that Cotswold has a 5 year land supply so gets fewer speculative applications which tend to attract large fees.

A full review of pre-app charges and other services that could be charged for has been undertaken and approved by Cabinet for roll out on 1 April 2023. For example, officer time to deal with enquiries will be charged for and an admin fee will be charged for returning invalid applications. The introduction of new fees and charges will have a positive impact on income; and charging for enquiries may also reduce the number of enquiries allowing officers to focus on determining planning applications. However, the number of applications and types of application is largely driven by external factors such as policy and the economy

(Cumulative) Percentage of planning appeals allowed



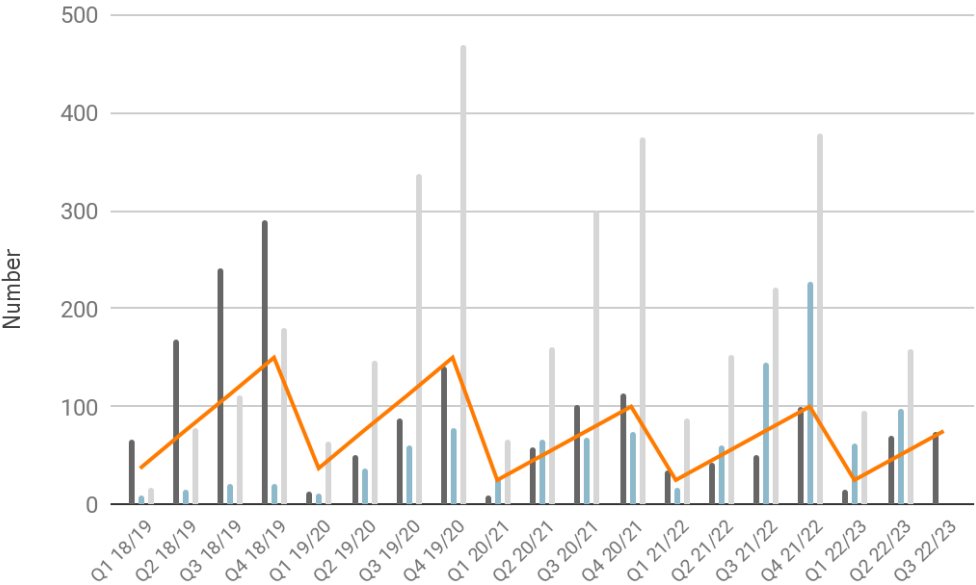
OBSERVATION:

This indicator seeks to ensure that no more than 30% of planning appeals are allowed (low is good).

Between 1 April 2022 and 31 December 2022, twenty-eight appeals were decided; 23 decisions were supported.

All but one of the 12 appeals determined in Q3 were supported

(Cumulative) Number of affordable homes delivered



OBSERVATION:

At the end of Q3, seventy-four affordable homes were completed against a target of 75.

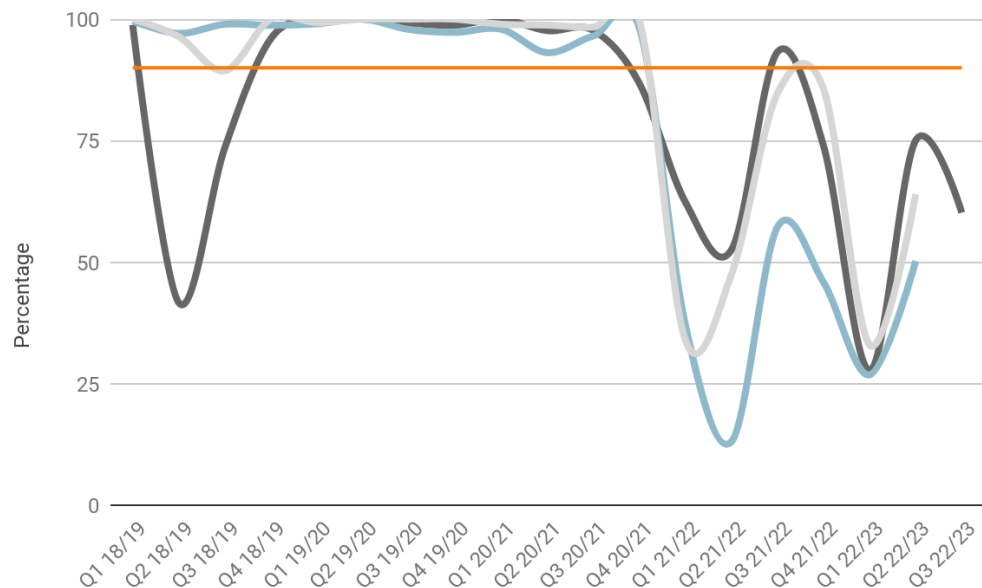
There were three affordable homes completed in Q3, all at Dyers Lane, Chipping Campden. The service reports that completions fluctuate over the year. A housing development period is at least 12 months, with some schemes phased over several years.

The forecast is still to achieve 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:

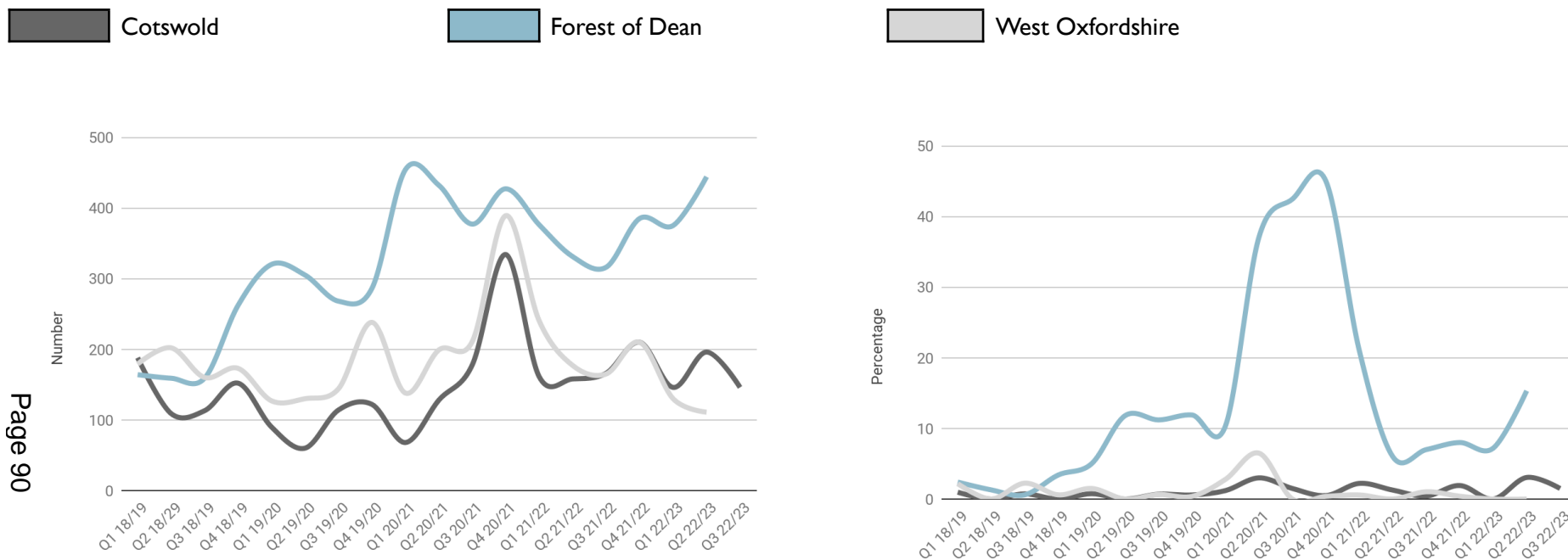
After making good progress in the previous quarter, performance has dipped again due to delays in receiving responses from internal consultees, in particular planning. There was a shortage of staff in the quarter as two Planning Support officers left the organisation. The backlog of planning responses is being cleared by an additional resource. Planning Support officer posts have been recruited to with two new starters in January 2023. Plans are in place to train the whole of the Planning Admin Team to provide resilience across the partnership. There were also some delays with receiving responses from the County Council which the service was advised of.

Action is being taken to improve internal consultation turnaround times more generally, including developing a way to monitor workflows to better understand where the delays are. The Land Charges Service Lead will highlight any issues in performance to the appropriate Service Manager. This new process will commence formally half way through Q4, and will require time to embed. Performance is expected to start returning to previous high levels from 2023-24 Q1

The Her Majesty's Land Registry (HMLR) project has commenced which involves the migration of LLCI searches to HMLR for all Local Authorities. The project is utilising 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)



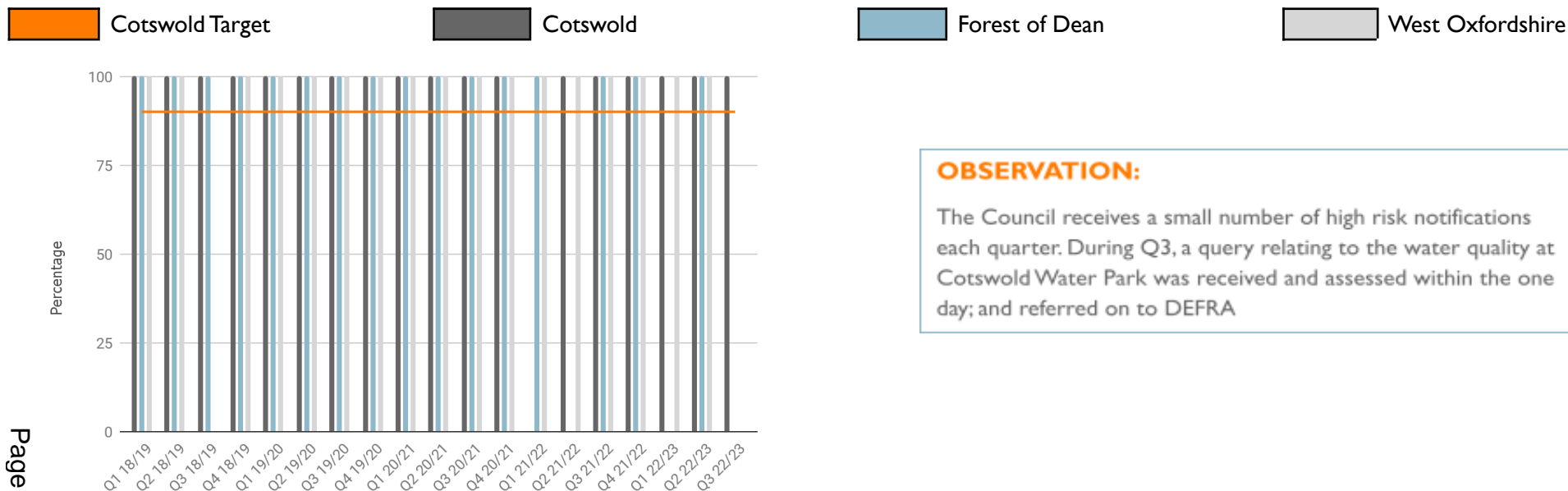
OBSERVATION:

Fly tips increased during lock down and 'stay at home' messages. The number of fly tips collected has since reduced but does not appear to have fallen back to pre-Covid times. The cost of living crisis may be keeping the numbers relatively high due to an inability or reluctance to pay for the disposal of both household and business waste.

During Q3, 31 flytips were referred for investigation resulting in three FPNs. 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. A number of mobile surveillance cameras have been purchased and set up in areas that attract relatively high levels of fly tipping, accompanied by the relevant GDPR and privacy notices. Stop and Search /road side checks to ensure waste carriers have the appropriate transfer notes and permits are scheduled for January 2023.

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

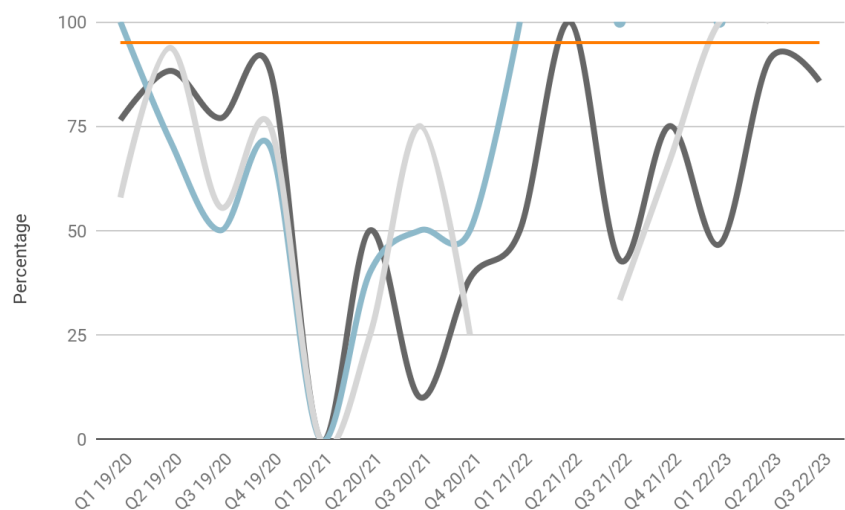
Percentage of high risk notifications (including food poisoning outbreaks, anti-social behaviour, contaminated private water supplies, workplace fatalities or multiple serious injuries) risk assessed within 1 working day



OBSERVATION:

The Council receives a small number of high risk notifications each quarter. During Q3, a query relating to the water quality at Cotswold Water Park was received and assessed within the one day; and referred on to DEFRA

Percentage of high risk food premises inspected within target timescales



OBSERVATION:

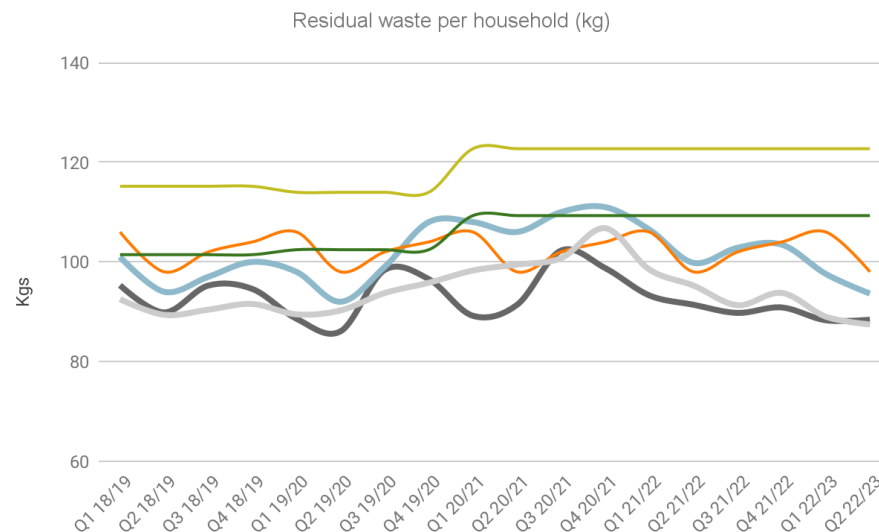
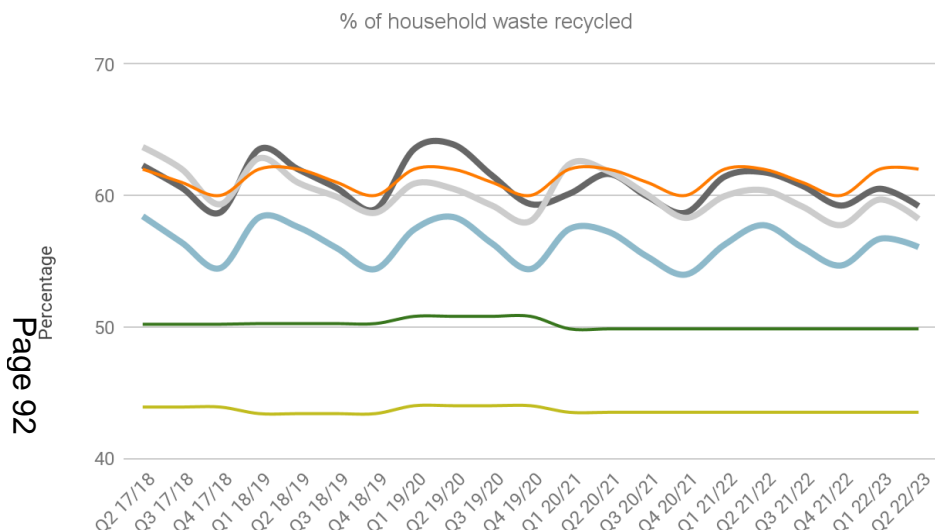
Despite a shortage of staff during the quarter and poor weather conditions in December 2022 which made some properties inaccessible, a good level of performance has been achieved. During Q3, twenty-one high risk food inspections were due, of which 18 were completed within the target timescale, The remaining inspections have since been completed.

The service has previously been unable to recruit senior environmental health officers who are qualified to do high risk food inspections. The service is being re-designed to increase capacity at the senior level

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:

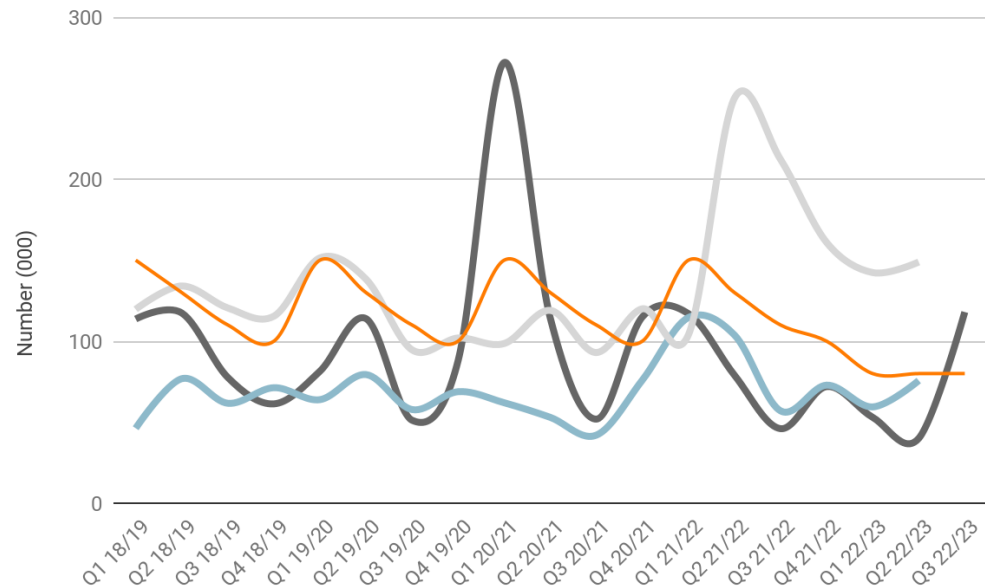
Awaiting December data. The combined recycling rate for April to November 2022 was 58.93% compared to 61.3% in 2021-22. The lower rate was mostly attributable to a fall in the composting rate due to the dry weather conditions over a prolonged period of time, as well as just over one half a percentage fall in the dry recycling rate. Although the dry recycling rate at 22.7% for the period to November 2022 has fallen over the last two years, it is higher than the pre-Covid year, 2019-20 at 21%.

Since emerging from the pandemic, total household waste (tonnages) have fallen, however, residual waste has not fallen as fast as other waste streams; and for the period to November 2022 is similar to the pre-Covid year. Taking into account the growth in households, the District produced 6 kg less residual waste per household between April and November 2022 than a year ago, and nearly 9 kg less than 2019-20.

The Council supported national 'Recycle Week 2022' in October. This year's theme was 'Let's Get Real' and challenged perceptions and myths around recycling, and targeted contamination to improve recycling behaviours. The Council produced a 'behind the scenes' video for social media showing residents what happens to their recycling once Ubico has collected it. There was also a focus on food waste recycling at both Halloween and Christmas as well as other specific messages on recycling and reduction at Christmas time.

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:

The number of missed bins per 100,000 increased in Q3 due to the severe weather in December 2022 and the suspension of the service for four days. This type of service failure would not usually be recorded as a 'miss', but the high volume of properties affected by the weather conditions created some technical difficulties with In-Cab. There will be a review and lessons learned session in the next few weeks.

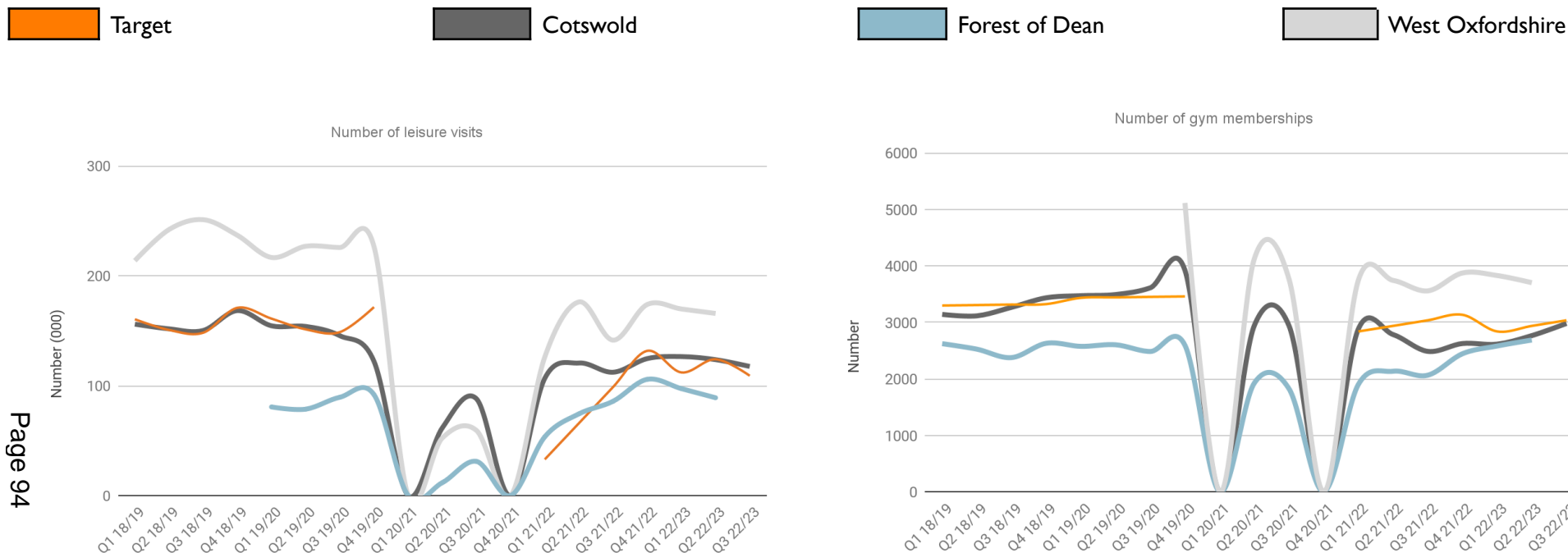
The number of missed bins for October and November 2022 was 64 per 100,000, well within the target. Performance has since returned to normal levels.

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.

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

Leisure

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



OBSERVATION:

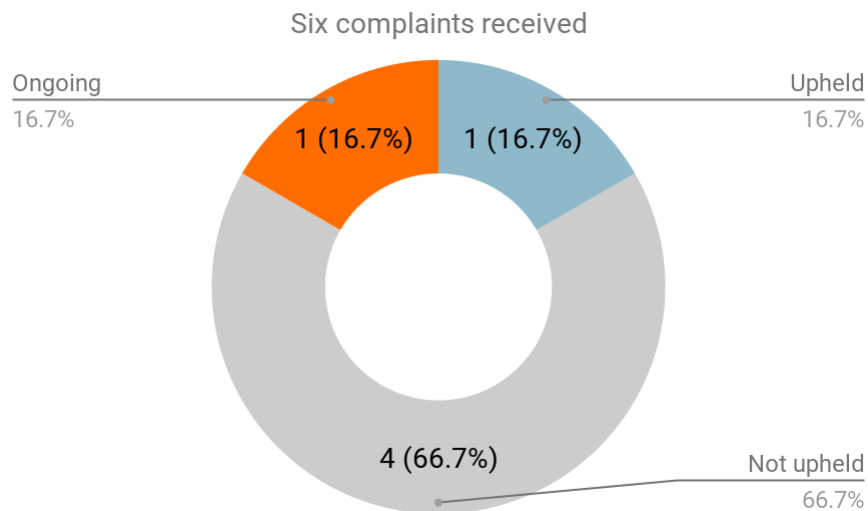
Cirencester Leisure and Bourton Leisure closed for two weeks at the end of September/beginning of October 2022 while they underwent a £380,000 refurbishment including new layouts and equipment to improve energy efficiency and reflecting current trends in exercising. There have been positive signs since the re-openings. The number of visits increased by nearly 5% on our position a year ago (note that Bourton was closed for 2 weeks in Q3) and overall, usage for the year to the end of Q3 has overachieved against the target (Actual: 367,561, Target: 359,100).

Memberships, although slightly short of the target, increased by nearly 20% compared to the same quarter a year ago. The service reports a positive response in the New Year, following a more historic pattern with increased interest and usage, but as the cost of living crisis continues to put pressure on customers, it is possible that the January boom will not be as strong as previous years. The learn to swim programmes have continued to rebuild and grow, with the current position being that waiting lists are forming due to a lack of swimming instructors. This is a national picture and operators are looking at ways to attract more staff into this field.

Following the announcement that the government scheme to protect high energy using companies will not include leisure centres the cost of energy continues to be a key issue for the leisure operators. The risk of current high prices will also impact on the Council where a risk share for higher than usual utility tariffs is included in the leisure contract. SLM will continue to raise its concerns with the relevant bodies.

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?



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)
Waste and Recycling	Green waste bin was not collected for four weeks. The customer reported it via the correct channels on three occasions	An apology was offered and the bin was emptied on the next available date. Officers will look into why the issue was not resolved after being reported correctly so that lessons can be learned	Upheld	5

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Agenda Item 9



COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET – 13 MARCH 2023
Subject	FINANCIAL PERFORMANCE REPORT – Q3 2022/23
Wards affected	All
Accountable member	Cllr Mike Evemy, Deputy Leader and Cabinet Member for Finance Email: mike.evemy@cotswold.gov.uk
Accountable officer	David Stanley, Deputy Chief Executive and Section 151 Officer Email: david.stanley@cotswold.gov.uk
Report author	David Stanley, Deputy Chief Executive and Section 151 Officer Email: david.stanley@cotswold.gov.uk
Summary/Purpose	This report sets of the latest budget monitoring position for the 2022/23 financial year.
Annexes	Annex A – Revenue Budget Summary Annex B – Capital Programme Summary
Recommendation(s)	<i>That Cabinet:</i> <i>1. Reviews and notes the financial position set out in this report</i>
Corporate priorities	<ul style="list-style-type: none"> Delivering our services to the highest standards
Key Decision	NO
Exempt	NO
Consultees/ Consultation	None



1. BACKGROUND

- 1.1** This report provides members with an update on the forecast outturn and monitoring position statement for the financial year 2022/23. The purpose of this report is to notify members of any significant variations to budgets identified in the initial budget monitor exercise, highlight any key financial issues, and to inform members of options and further action to be taken
- 1.2** The Council faces several external budget pressures that are impacting on the 2022/23 budget and the Council's finances over the medium-term. There remains significant uncertainty around inflation and interest rates in the current financial year which exert an influence over the Council's budget both directly and indirectly

2. EXECUTIVE SUMMARY

- 2.1** This report sets out the outturn forecast for the financial year informed by the Q3 budget monitoring.
- 2.2** There has been a reduction in the forecast outturn position since Q2 with an adverse variance of £1.220m likely at the end of March 2023, a reduction of £0.160m.

The material forecast variations and change since Q2 are listed below

- Ubico contract (Waste and Recycling, Street Cleaning). The net variation on the contract is forecast to be £0.437m representing a £0.237m improvement in the outturn forecast since Q2 (Q2 variation was £0.674m). It is worth noting that the gross variation on the contract sum is £0.797m (£1.034m in Q2) with £0.360m of funding held in the Council Priorities Fund in anticipation of inflationary and service delivery pressures.
- Treasury Management Investment income has improved in Q3 with a positive outturn variation of £0.475m forecast (Q2 was £0.250m additional income variation)
- Car Park income has remained below budgetary expectations with the latest forecast of a net income shortfall of £0.408m (Q2 variation was £0.398m income shortfall)
- Planning Income remains weak with the latest forecast indicating a shortfall in income of £0.188m on planning application and pre-application planning fees (Q2 variation on income was £0.090m although mitigated by expenditure underspends)
- Building Control income has weakened since Q2 with £0.084m income shortfall forecast (Q2 variation was £0.066m income shortfall)
- Revenues and Benefits outturn forecast is £0.118m adverse across the service with under-recovery of Council Tax fines and penalties (£28k), Rent Allowance overpayment recovery (£33k), Postage costs (£20k overspend).

2.3 Whilst the reduction in the outturn variation is welcome, the impact from inflation and the wider external economic environment has been significant with limited movement between Q2 and Q3. The material items which have had an adverse impact on the Council's revenue budget are summarised below:

- Pay Award – Publica contract, CDC retained staff (£0.300m adverse variance)
- Ubico contract pay award, service growth (£0.797m gross adverse variance, £0.437m after contribution from earmarked reserve)
- Energy Costs – Gas and Electricity price forecast (£0.248m adverse variance)

Table ESI – Revenue Budget Outturn Forecast (Q3)

	2022/23 Original Net Budget (£'000)	2022/23 Actuals to Q3 (£'000)	2022/23 Outturn Forecast (£'000)	2022/23 Outturn Variance (£'000)
Revenue Budget - Summary Table				
Subtotal Services	14,840	8,707	16,044	1,204
Less: Reversal of accounting adjustments	(1,367)	0	(1,367)	0
Revised Subtotal Services	13,473	8,707	14,677	1,204
Corporate Income & Expenditure (Note 1)	(878)	(577)	(1,937)	(1,060)
Provisions and Risk Items (Note 2)	0	0	1,076	1,076
Net Budget Requirement	12,595	8,130	13,816	1,220
Funded by:				
Council Tax	(6,158)		(6,158)	0
Retained Business Rates	(3,462)		(3,462)	0
Government Funding - Grants	(2,197)		(2,197)	0
Government Funding - NHB	(810)		(810)	0
Collection Fund (surplus) / Deficit	0		0	0
TOTAL Funding	(12,626)	0	(12,626)	0
Budget shortfall/(surplus)	(31)		1,189	1,220

2.4 The outturn forecast on the Council's Capital Programme takes into account decisions made in November 2022 and February 2023 around the rescinding of the Recovery Investment Strategy (RIS) and reprofiling of capital budgets to reflect anticipated slippage on schemes.



Table ES2 – Capital Programme Outturn Forecast (Q3)

Capital Programme	2022/23 Original Budget (£'000)	2022/23 Revised Budget (£'000)	2022/23 Actuals to Q3 (£'000)	2022/23 Outturn Forecast (£'000)	2022/23 Outturn Variance (£'000)
Leisure & Communities	1,741	428	47	436	8
Housing/Planning and Strategic Housing	900	2,383	831	2,163	(220)
Environment	1,963	961	187	665	(296)
ICT, Change and Customer Services	550	70	47	92	22
Rural Broadband	500	0	0	0	0
UK Rural Prosperity Fund	0	0	0	0	0
UK Shared Prosperity Fund Projects	0	11	0	11	0
Land, Legal and Property	516	516	43	43	(473)
Transformation and Investment	35,000	1,510	1,168	1,232	(278)
TOTAL Capital Programme	41,170	5,879	2,322	4,642	(1,237)

- 2.5** The outturn forecast on the Council's Capital Programme takes into account decisions made in November 2022 and February 2023 around the rescinding of the Recovery Investment Strategy (RIS) and reprofiling of capital budgets to reflect anticipated slippage on schemes.
- 2.6** As set out in the *2023/24 Revenue Budget, Capital Programme and Medium Term Financial Strategy* report, the capital programme for 2022/23 has reduced from £41.005m to £5.879m for the reasons set out in the paragraph above. The outturn forecast indicates an underspend/slippage of £1.237m.
- 2.7** The report outlines a number of risks and uncertainties regarding the outturn forecast, particularly around income performance assumptions given the volatility.
- 2.8** Whilst the Q3 outturn forecast represents a significant improvement on the Q2 position, it should be noted that the outturn variation is funded from reserves. When taken with the 2023/24 Revenue Budget, the Council is utilising £2.080m of reserves to support the revenue budget which is not sustainable over the medium-term.
- 2.9** The final outturn position will be reported to members at the June and July Cabinet meetings and will include recommendations on earmarked reserves, budget carry forwards and capital slippage.



3. EXTERNAL ECONOMIC ENVIRONMENT

- 3.1 The *Financial, Council Priority and Service Performance Report – 2022/23 Quarter Two* and *2023/24 Revenue Budget, Capital Programme and Medium Term Financial Strategy* reports set out the external economic pressures on the Council.
- 3.2 Inflation, Energy Costs and Interests Rates remain high with little prospect of any improvement in the remainder of the financial year.

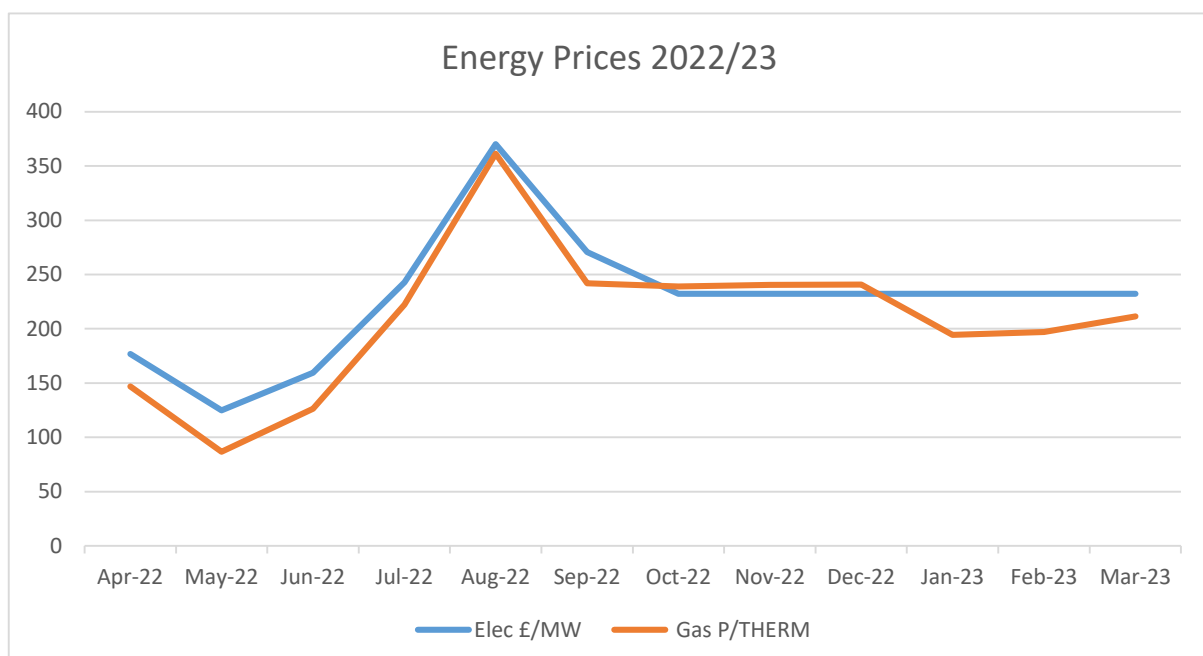
Inflationary Pressures

- 3.3 The level of inflation, as measured by the Consumer Prices Index, for January 2023 is 10.1% (down from 10.5% in December). Although it is not the Government's preferred measure of inflation, the Retail Prices Index is 13.4% (no change from December). Although general inflation is currently 10.1%, the Council is subject to specific inflationary pressures on its services (e.g. fuel costs on waste and recycling service) which have tended to track higher than CPI and RPI

Energy Costs

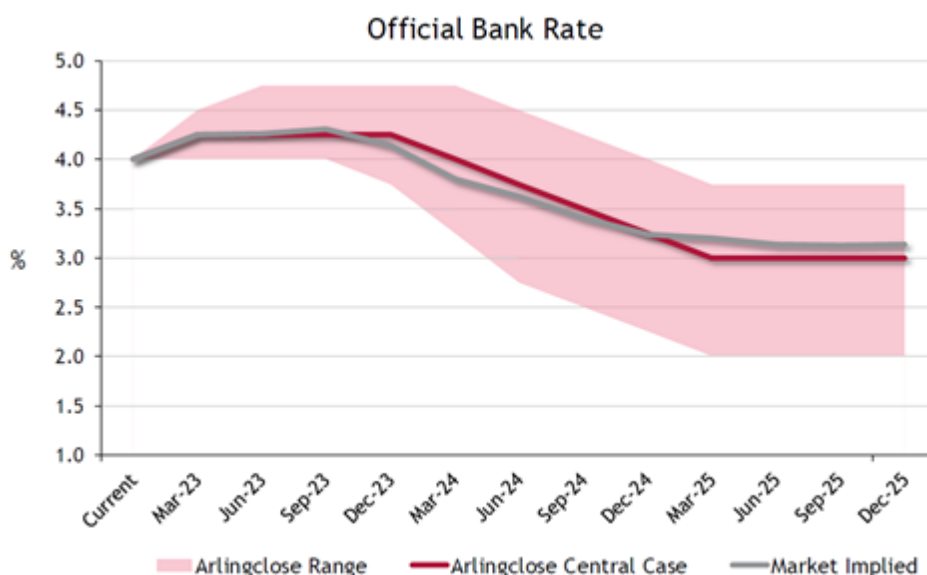
- 3.4 The increase in the energy price cap in April and October 2022 is above the budgeted provision included in the MTFS for 2022/23 of £0.169m. Further pressure on prices cannot be ruled out given the volatility of Gas supply due to the conflict in the Ukraine. Whilst the Council is investing in measures to reduce its energy consumption, the significant increase in energy costs has created further budgetary pressures.

Graph I – Energy Prices 2022/23



Interest Rates

- 3.5** The Bank of England has increased interest rates nine times since December 2021 in an effort to mitigate inflationary pressures with the latest increase of 0.5% taking the base rate to 4% on 2 February 2023. The council's treasury management advisors have forecast a further 0.25% increase in March 2023. Should the Council take the decision to undertake borrowing to fund its capital programme, this will impact the expenditure required to service the debt. No further borrowing is expected in the current financial year. The Council has however benefited from increases in investment income as outlined later in this report.



4. 2022/23 REVENUE BUDGET

- 4.1** At 31 December 2022 the Council had spent £8.129m against its net profiled budget of £7.768m resulting in a to-date overspend of £0.361m. This position is expected to remain challenging in the final quarter of the financial year with the Council facing significant budget pressures as a result of the following factors:

- Inflationary impact (paragraph 3.3 sets out the current inflation position)
- The continuing impact higher fuel costs and increased levels of recycling volumes on our waste contract with Ubico.
- Pressure on income including car parking fees, planning fees and other fees and charges due to the cost of living crisis and permanent changes to behaviour post Covid-19.



- 4.2 The outturn forecast for 2022/23 of £13.816m results in a forecast variance of £1.220m. The table below provides members with an overview of the significant outturn variations that have been forecast by budget holders.

Table 1 – Revenue Budget Outturn Forecast summary

	2022/23 Original Net Budget (£'000)	2022/23 Actuals to Q3 (£'000)	2022/23 Outturn Forecast (£'000)	2022/23 Outturn Variance (£'000)
Revenue Budget				
Environmental & Regulatory Services	473	354	503	30
Business Sup. Svcs - Finance, HR, Procurement	1,014	1,348	1,082	68
ICT, Change & Customer Services	1,986	1,409	2,037	51
Assets, Land, Legal & Property	750	558	958	208
Publica Executives and Modernisation	88	104	100	12
Revenues & Housing Support	342	447	460	118
Environmental Services	3,916	3,001	4,209	293
Leisure & Communities	1,368	419	1,320	(48)
Planning & Strategic Housing	1,743	(258)	1,862	119
Democratic Services	1,058	835	1,068	10
Retained and Corporate	2,102	488	2,445	342
Subtotal Services	14,840	8,707	16,044	1,204
Less: Reversal of accounting adjustments	(1,367)	0	(1,367)	0
Revised Subtotal Services	13,473	8,707	14,677	1,204
Corporate Income & Expenditure (Note 1)	(878)	(577)	(1,937)	(1,060)
Provisions and Risk Items (Note 2)	0	0	1,076	1,076
Net Budget Requirement	12,595	8,130	13,816	1,220
Funded by:				
Council Tax	(6,158)		(6,158)	0
Retained Business Rates	(3,462)		(3,462)	0
Government Funding - Grants	(2,197)		(2,197)	0
Government Funding - NHB	(810)		(810)	0
Collection Fund (surplus) / Deficit	0		0	0
TOTAL Funding	(12,626)	0	(12,626)	0
Budget shortfall/(surplus)	(31)		1,189	1,220



Table 2 – Corporate Income and Expenditure

	2022/23 Original Net Budget (£'000)	2022/23 Actuals to Q3 (£'000)	2022/23 Outturn Forecast (£'000)	2022/23 Outturn Variance (£'000)
Note 1 - Corporate Income and Expenditure				
Savings/Corporate Items	(97)	(47)	(47)	50
Interest Payable	7	0	7	0
Interest Receivable	(654)	(530)	(1,129)	(475)
Minimum Revenue Provision	125	0	0	(125)
RCCO	200	0	100	(100)
Transfer to/(from) Earmarked Reserves	(459)	0	(869)	(410)
	(878)	(577)	(1,937)	(1,060)

Table 3 – Provisions and Risk

	2022/23 Original Net Budget (£'000)	2022/23 Actuals to Q3 (£'000)	2022/23 Outturn Forecast (£'000)	2022/23 Outturn Variance (£'000)
Note 2 - Provisions and Risk				
Ubico Contract - Inflationary pressures	0	0	538	538
Ubico Contract - Additional rounds	0	0	259	259
Energy Costs	0			0
Impact of 2022/23 Pay Award - Publica Contract	0	0	279	279
	0	0	1,076	1,076

Key variations

- 4.3** The forecast outturn is £0.160m below the variation forecast in the Q2 Financial Performance report and is broadly in-line with the £1.240m pressure for 2022/23 highlighted in the February 2023 Budget and Medium Term Financial Strategy report. Without any mitigating actions, there would be an increase in the level of the General Fund balance required to support the revenue budget in the current financial year. Members should note that the forecast use of reserve to close the budget gap in 2022/23 and 2023/24 is currently £2.080m.
- 4.4** Annex A provides a detailed analysis 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 against each other (net nil variance).



- 4.5** Whilst the reduction in the outturn variation is welcome, the impact from inflation and the wider external economic environment has been significant with limited movement between Q2 and Q3. The material items which have had an adverse impact on the Council's revenue budget are summarised below:
- Pay Award – Publica contract, CDC retained staff (£0.300m adverse variance)
 - Ubico contract pay award, service growth (£0.797m gross adverse variance, £0.437m after contribution from earmarked reserve)
 - Energy Costs – Gas and Electricity price forecast (£0.248m adverse variance)
- 4.6** Income from car park fees, fines and permits has continued to be impacted by changes in user behaviour post-pandemic and in part due to the cost of living crisis. Income from car park fees, fines and permits as at 31 December 2022 was £0.300m below budget. The outturn forecast is for an income shortfall of £0.408m at year end based on the forecast trend on income and the impact from the refurbishment of the Rissington Road car park from November 2022 in line with the Council Plan. The introduction of cashless parking in some of the Council's car parks in December 2022 has been positive with no reduction in income or transactions compared to the previous year.
- 4.7** Income from planning fees remains below the budgeted level for 2022/23 with a forecast income shortfall of £0.188m across planning fees and pre-application planning fees. This is in part mitigated by a £73k forecast underspend on agency staff and contractor costs.
- 4.8** As reported in Q2 income from land charges has continued to performed below budget with income received forecast to be £65k below budget at the end of the financial year due in part to the rise in free unofficial Personal Searches (through Personal Search Agents). Current economic uncertainty, the rise in interest rates and inflation along with forecasts of a significant drop in house prices into 2023 will inevitably lead to a reduced demand for this service.
- 4.9** Along with most local authorities, the assumption on pay inflation was for a 2.5% to meet the expected Local Government pay award. Members will be aware of the wider inflationary environment which has resulted in an agreement between Local Government Employers and the Unions of a £1,925 per FTE employee pay award (around 6% across the Publica contract). Service forecasts included in this report do not include the additional cost estimated at £0.279m. This is held as a Provision and Risk item 'below the line' and is shown in Table 3.
- 4.10** The Council's Environmental Services (grounds maintenance, street cleaning, domestic waste collection, recycling collections etc.) are provided by Ubico Ltd. The contract with Ubico for



2022/23 of £7.214m is now estimated to cost £8.011m – a variation of £0.797m. The impact of inflation has increased the base cost of key elements of this contract including fuel and pay inflation resulting in a forecast overspend of £0.517m (largely due to the pay award, agency staff costs, fuel costs).

- 4.11** The Council has had a significant increase in the cost of its energy with the Government providing support through a non-domestic price cap from October 2022. Since April 2022, the Council has purchased energy through the day ahead market (a financial market where market participants purchase and sell electric energy at financially binding day-ahead prices for the following day) on the advice of our broker. This has been less expensive than it would have been to enter into a fixed term contract.
- 4.12** Energy costs for the second half of the financial year stabilised in part as a response to the Government's price cap and a procurement approach to hedge pricing in a volatile energy market. Wholesale gas and electricity prices have softened over the last few weeks but uncertainty remains for 2023/24.

Treasury Management

- 4.13** Dividends from Pooled funds and REIT of £0.370m were received in the first three quarters of the financial year achieving a return of over 4% (pooled funds) and around 2.5% (REIT). Interest from short term cash deposits with the Debt Management Office (DMO) was £0.159m by the end of the third quarter due to larger surplus balances than estimated being available to invest and interest rates rising at higher rate than budgeted. Interest income of £72,000 budgeted as a result of planned service loans will not be achieved as drawdown is not expected until 2023/24. Investment income is forecast to be £0.475m higher than budgeted at the end of the financial year.
- 4.14** The Council will not be required to make a budgeted minimum revenue provision charge in 2022/23 resulting in a saving of £0.125m due to the Council not undertaking borrowing to support the capital programme.



5. CAPITAL PROGRAMME

- 5.1 Council approved the revised Capital Programme for 2022/23 at their meeting on 15 February 2023 recognising changes made during the year, predominantly the rescinding of the Recovery Investment Strategy. The revised capital programme for 2022/23 is £5.879m. A total of £2.322m has been spent against these schemes at the end of the third quarter.

Table 4 – Capital Programme summary

Capital Programme	2022/23 Original Budget (£'000)	2022/23 Revised Budget (£'000)	2022/23 Actuals to Q3 (£'000)	2022/23 Outturn Forecast (£'000)	2022/23 Outturn Variance (£'000)
Leisure & Communities	1,741	428	47	436	8
Housing/Planning and Strategic Housing	900	2,383	831	2,163	(220)
Environment	1,963	961	187	665	(296)
ICT, Change and Customer Services	550	70	47	92	22
Rural Broadband	500	0	0	0	0
UK Rural Prosperity Fund	0	0	0	0	0
UK Shared Prosperity Fund Projects	0	11	0	11	0
Land, Legal and Property	516	516	43	43	(473)
Transformation and Investment	35,000	1,510	1,168	1,232	(278)
TOTAL Capital Programme	41,170	5,879	2,322	4,642	(1,237)

- 5.2 The outturn forecast of £4.642m gives rise to an underspend/slippage of £1.237m with a carry forward of the unspent capital budget into 2023/24 on the following schemes
- **Housing/Planning & Strategic Housing:** Disabled Facilities Grants
 - **Environment:** Waste and Recycling schemes,
 - **Transformation and Investment:** Trinity Road Agile Working
 - **Environment:** Changing Places Toilets (in line with the grant conditions)
 - **Land, Legal and Property:** Trinity Road Carbon Efficiency works
- 5.3 A full list of expenditure and explanation for variances against the capital programme is attached to this report at Annex 'B'.
- 5.4 Cabinet will consider the final outturn position on the Capital Programme at their meetings in June and July 2023 including decisions on capital slippage.

Capital Receipts and Disposals

- 5.5 The Council received no capital receipts and did not make any asset disposals during the third quarter of 2022/23.



6. RISKS AND UNCERTAINTIES

- 6.1** The report outlines a number of risks and uncertainties around the wider economic environment. Some further risks are briefly outlined below.
- Assumptions made in the forecast are based on projections for inflation and interest rates. Uncertainty remains around Government policy, volatility of GBP (£) against US Dollar (\$), US interest rates which may lead to higher inflation and interest rates and UK Gilt prices (and hence PWLB rates).
 - This report includes initial forecasts for income from fees and charges and this remains a risk to the Council given the impact of higher prices, energy costs on the cost of living, and the impact of recessionary pressures on the economy. This may lead to reduced demand for council services and hence lower income from fees and charges.
 - The Council is dependent on a number of key partners (e.g. Ubico, Publica, SLM) for the delivery of core Council services and may be more exposed to fluctuations in income and expenditure. Any additional income or expenditure pressures would increase the financial pressure facing the Council and would need to be funded through reserves or savings found elsewhere.

7. CONCLUSIONS

- 7.1** This monitoring report presents an update on the Council's financial position. As the report sets out, an overspend of £1.220m is forecast for the financial year which will need to be financed from the General Fund Balance. Whilst this is an improved position from Q2, it is clear that the inflationary and service pressures identified during the year remaining challenging and are expected to do so throughout 2023/24.
- 7.2** The newly established Cabinet Transform Working Group (CTWG) will need to consider the impact of the forecast outturn and the impact on earmarked reserves as part of their oversight of the savings and transformation programme.

8. FINANCIAL IMPLICATIONS

- 8.1** The financial implications are set out in Section x of this report

9. LEGAL IMPLICATIONS

- 9.1** Under Part 2 Local Government Act 2003, the Council must, from time to time during the year review the calculations it has used to set its budget. The Council's Chief Financial Officer is required to report to the Council on the robustness of estimates made for the purposes of calculating the annual budget, and on the adequacy of proposed financial reserves. Members must have regard to that report when making decisions about the calculations in connection with which it is made.



10. RISK ASSESSMENT

10.1 Section 6 of this report sets out the financial risks and uncertainties.

11. EQUALITIES IMPACT

11.1 None

12. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

12.1 Considered within this report

13. BACKGROUND PAPERS

13.1 None

(END)

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Cotswold District Council Revenue Budget Monitoring
Budget Monitoring 2022/23 1 April to 31 December 2022

Service Area	Original Budget		Budget to Q3		Actual		Under / Over Budget		Variance	Under / Over Budget	Comments
	£		£		£		£			£	
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income		Forecast Net Variance	
Environmental & Regulatory Services	1,078,490	-605,720	802,800	-471,559	800,121	-446,315	-2,679	25,244	22,565	30,449	Underachievement of Building Control income [£84k] and overachievement of licensing income [£54k]
Business Support Services - Finance, HR, Procurement	2,249,098	-1,234,920	1,627,724	-284,224	1,689,082	-340,834	61,358	-56,610	4,748	67,703	Target counter fraud savings expected to be achieved in other service areas. Moreton Area Centre - underachievement of rental income[£13k], higher than estimated utilities [£27k] and NNDR covid relief awarded in error in prior year and repaid in current year [£11k].
ICT, Change & Customer Services	2,082,927	-96,957	1,460,268	-74,810	1,471,227	-61,781	10,959	13,029	23,987	51,172	Underachievement of land charges income [£65k] and utilities overspend [£144k]
Assets, Land, Legal & Property	1,529,079	-779,155	1,061,339	-610,699	1,159,161	-601,271	97,822	9,428	107,250	208,028	Consultancy costs re grievance investigation and policy review.
Chief Executive and Modernisation	87,831	0	92,955	0	161,747	-57,600	68,792	-57,600	11,192	12,000	Higher than estimated postage costs, underachievement of fine and penalty income. Utilities overspend. Lower than forecast income from recovery of housing benefit overpayments.
Revenues & Housing Support	12,956,268	-12,614,739	785,151	-379,882	1,324,058	-876,590	538,907	-496,708	42,199	118,487	Forecast underachievement of car park income of £408k including £120k due to closure of Rissington Road. Utilities overspend [£19k]. Forecast higher than budgeted recycling credits/waste incentive payments [£60k] and overachievement of garden waste income target[£54k]. Forecast underachievement of additional waste collection/sale of refuse bags. [£60k]. Recycling and household waste contract costs lower than budgeted [£67k].
Environmental Services	9,444,036	-5,527,720	7,406,478	-4,512,593	7,535,078	-4,533,969	128,600	-21,376	107,224	292,742	Underspend on maintenance and Crowdfund budget.
Leisure & Communities	1,567,169	-199,260	1,090,208	-640,311	1,082,879	-663,533	-7,328	-23,222	-30,551	-47,500	Underachievement of Planning and Pre Application income budget. Forecast underspend on appeals. Underspend on contractors fees. Underachievement of other fees and charges.
Planning & Strategic Housing	2,790,670	-1,047,305	2,587,194	-2,910,972	2,565,261	-2,823,570	-21,933	87,402	65,469	118,700	
Democratic Services	1,083,613	-25,905	837,955	-24,033	868,121	-32,673	30,166	-8,640	21,526	10,040	
Retained/Corporate/Council Services	2,742,449	-1,383,622	1,510,345	-1,584,961	2,022,515	-2,111,279	512,170	-526,318	-14,148	-82,684	Investment income from pooled funds and accrued interest forecast to be £475k higher than budgeted.Pension Strain unbudgeted costs of £198k. Investment property net income £122k net overspend due to unbudgeted maintenance and void period at Abberley House. Higher than budgeted audit and bank charges.
Variance to Ubico Contract	0	0	0	0	0	0	0	0	0	797,000	Ubico Contract overspend includes £238k pay inflation above budget. £299k diesel inflation and £259k in respect of additional recycling rounds as a result of higher volumes.
Publica cost of living pay rise							0	0		279,127	Pay inflation net of NI reduction in excess of budgeted provision not yet invoiced from Publica to CDC.
Capital Financing/Charging/Transfer to/(from) Reserves	0	-1,501,109	0	0	0	0	0	0	0	-634,607	Minimum revenue provision not required in 22/23, no internal or external borrowing undertaken to finance operational assets. Transfer from Council Priorities Fund set aside to fund additional Ubico rounds in 22/23. £50k transfer from Counter Fraud Reserve.
Cost of Services (Gross)	37,611,630	-25,016,412	19,262,416	-11,494,042	20,679,251	-12,549,415	1,416,835	-1,055,373	361,462	1,220,656	Revenue funded from Capital estimated to be £100k lower than forecast.
Cost of Services (Net)		12,595,218		7,768,374		8,129,836				1,220,656	

Cotswold District Council Revenue Budget Monitoring Budget Monitoring 2022/23 1 April to 31 December 2022												
Financing	Original Budget		Budget to Q3		Actual		Under / Over Budget		Under / Over Budget			Comments
	£		£		£		£		£			
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	Forecast Net Variance		
General Government Grants	0	-3,006,923	0	-2,210,680		-2,212,850	0	-2,171	-2,171	0	Budgeted contribution to General Fund will not be made due to overspend.	
Council Tax Income	0	-6,157,828	0	0	0	0	0	0	0	0		
NNDR income and expenditure	0	-3,461,642	0	0	0	0	0	0	0	0		
Budgeted surplus contribution to General Fund	31175	0	0	0	0	0	0	0	0	-31,175		
Financing	31175	-12,626,393	0	-2,210,680	0	-2,212,850	0	-2,171	-2,171	-31,175		
Under/Overspend against budget	37,642,805	-37,642,805	19,262,416	-13,704,722	20,679,251	-14,762,265	1,416,835	-1,057,543	359,291	1,189,481		
Net		0		5,557,694		5,916,986		359,291		1,189,481		

Environmental & Regulatory Services For 01/04/2022 to 31/12/2022										
Cost Centre Description	Original Budget £		Budget to Q3 £		Actual Position £		Under / Over Budget £		£	£
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Net Variance	Forecast Net Variance
Building Control - Fee Earning Work	178,097	-360,000	128,839	-270,000	132,552	-207,484	3,713	62,516	66,229	86,000
Building Control - Non Fee Earning Work	56,453	0	41,087	0	41,130	0	43	0	43	0
Dangerous Structures	2,500	0	1,875	0	0	0	-1,875	0	-1,875	-2,000
Building Control	237,050	-360,000	171,802	-270,000	173,682	-207,484	1,881	62,516	64,397	84,000
Emergency Planning	23,311	0	17,348	0	9,442	0	-7,906	0	-7,906	
Environment - Service Management and Support Services	109,504	0	82,128	0	73,247	0	-8,881	0	-8,881	
Private Sector Housing - Condition of Dwellings	224	0	0	0	0	0	0	0	0	
Home Energy Conservation	158	0	0	0	0	0	0	0	0	
Licensing	217,003	-190,720	160,562	-158,309	164,921	-200,633	4,359	-42,324	-37,965	-53,551
Caravan Sites - Itinerates	105	0	0	0	0	0	0	0	0	
Caravan Sites - Licensed	105	0	0	0	0	0	0	0	0	
Environmental Protection	225,716	-53,000	163,837	-41,750	159,941	-35,463	-3,896	6,287	2,391	
Polution Control	134,057	0	100,543	0	107,378	0	6,835	0	6,835	
Food Safety	129,557	-2,000	94,248	-1,500	95,050	-1,936	802	-436	366	
Health & Safety	0	0	11,207	0	11,207	0	-0	0	-0	
Statutory Burials	1,605	0	1,125	0	5,253	0	4,128	0	4,128	
Abandoned Vehicles	95	0	0	0	0	-800	0	-800	-800	
Public Protection	841,440	-245,720	630,999	-201,559	626,439	-238,832	-4,560	-37,273	-41,832	-53,551
Environmental & Regulatory Services	1,078,490	-605,720	802,800	-471,559	800,121	-446,315	-2,679	25,244	22,565	30,449

£86k estimate of full years underachievement of building control fees.

Business Support Services - Finance, HR, Procurement											Comments	
For 01/04/2022 to 31/12/2022												
Cost Centre Description	Original Budget		Budget		Actual		Under / Over Budget		£ Variance	£ Forecast Net Variance		
	£ Expenditure	Income	£ Expenditure	Income	£ Expenditure	Income	£ Expenditure	Income				
S & S Holding Account	0	0	0	0	9,255	-5,931	9,255	-5,931	3,324		£9k R4400 Professional Fees, £1k R4503 Postal Charges	
Accountancy	397,197	-29,220	288,685	0	278,062	0	-10,622	0	-10,622	-10,000		
Creditors	111,613	-63,580	78,766	0	78,849	0	83	0	83			
Debtors	57,089	-15,480	37,873	0	37,908	0	35	0	35			
Insurances	63,315	-53,690	47,486	0	47,538	0	52	0	52			
GO Support and Hosting	61,398	-50,360	19,049	0	19,079	0	31	0	31			
CDC Counter Fraud Unit	70,163	-77,703	55,172	-3,855	54,704	0	-468	3,855	3,387	77,703		£5k unachievable income due to no longer charging CFEU for overheads [Publica desk licence] as the unit now recharges directly to Publica in the same way as all its other clients. Budget updated for 23/24. £73k income budget represents target savings expected to be generated from counter fraud activity across the organisation. Savings generated will be reflected in other service areas or in the collection of council tax and business rates.
Accountancy	760,775	-290,033	527,030	-3,855	525,396	-5,931	-1,635	-2,076	-3,710	67,703		
Internal Audit	110,121	-21,087	82,591	0	82,582	0	-9	0	-9	0		
Glos. Counter Fraud Unit	475,907	-475,907	356,873	-280,369	410,685	-331,725	53,812	-51,356	2,455	0		
Audit	586,028	-496,994	439,464	-280,369	493,267	-331,725	53,803	-51,356	2,446	0		
Human Resources	575,712	-298,760	422,930	0	427,517	0	4,587	0	4,587			
Health & Safety	35,441	0	26,316	0	27,059	0	743	0	743			
Training & Development	132,421	-61,580	97,114	0	97,045	0	-68	0	-68			
Human Resources	743,574	-360,340	546,360	0	551,621	0	5,261	0	5,261	0		
Payroll	96,465	-63,750	68,177	0	68,247	0	70	0	70			
Payroll	96,465	-63,750	68,177	0	68,247	0	70	0	70	0		
Central Purchasing	62,256	-23,803	46,692	0	50,551	-3,178	3,859	-3,178	681			
Procurement	62,256	-23,803	46,692	0	50,551	-3,178	3,859	-3,178	681	0		
Business Support Services - Finance, HR, Procurement	2,249,098	-1,234,920	1,627,724	-284,224	1,689,082	-340,834	61,358	-56,610	4,748	67,703		

ICT, Change & Customer Services For 01/04/2022 to 31/12/2022											Comments
Cost Centre Description	Original Budget £		Budget £		Actual £		Under / Over Budget £		£	£	
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	Forecast Net Variance	
Business Improvement/Transformation	117,318	0	86,893	0	86,985	0	92	0	92		£13k underachieved on Room Hire/Rent. £20k overspend on utilities based on estimate to Dec, £27k estimated overspend by year end. £11,352 NDR charge in relation to Covid relief 2020, not eligible as offices not retail/hospitality/leisure.
Business Continuity Planning	21,313	0	14,011	0	14,022	0	11	0	11		
Freedom of Information Act	11,403	0	8,552	0	8,559	0	7	0	7		
Street Naming	10,403	-20,000	24,951	-15,000	23,101	-13,150	-1,850	1,850	-0		
Business Transformation	160,437	-20,000	134,407	-15,000	132,667	-13,150	-1,740	1,850	110	0	
Moreton-in-Marsh, Offices	75,121	-54,292	44,551	-43,692	74,219	-33,497	29,667	10,195	39,863	51,172	
FOH - Moreton	109,642	-3,665	79,705	-1,867	79,812	-660	107	1,208	1,314		
Moreton - Stock Trading a/c	0	0	0	0	4,571	-4,571	4,571	-4,571	-0		
FOH - Trinity Road	580,459	0	432,849	0	431,764	-200	-1,085	-200	-1,285		
Customer Services	765,222	-57,957	557,106	-45,559	590,366	-38,928	33,260	6,631	39,892	51,172	
ICT	1,046,542	-19,000	713,392	-14,250	702,369	-9,703	-11,023	4,547	-6,476		
Application Support	110,726	0	55,363	0	45,825	0	-9,538	0	-9,538		
ICT	1,157,268	-19,000	768,755	-14,250	748,194	-9,703	-20,561	4,547	-16,014	0	
ICT, Change & Customer Services	2,082,927	-96,957	1,460,268	-74,810	1,471,227	-61,781	10,959	13,029	23,987	51,172	

Land, Legal & Property For 01/04/2022 to 31/12/2022											Comments
Cost Centre Description	Original Budget £		Budget £		Actual £		Under / Over Budget £		£	£	
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	Forecast Net Variance	
Trinity Road, Offices	498,142	-349,689	316,480	-297,854	434,530	-321,740	118,050	-23,886	94,164	143,815	E85k overspend on Electricity and £19k for Gas based on estimates at the end of Q.3. £144k estimated overspend on energy by year-end
Moreton-in-Marsh, Offices - Maintenance	35,407	0	26,555	0	29,532	0	2,977	0	2,977		
Property and Estates Projects	0	0	0	0	0	0	0	0	0		
Corinium Museum - Maintenance	26,000	0	19,500	0	3,592	0	-15,908	0	-15,908	-10,000	Underspend due to lower Museum maintenance costs than budgeted. Budget forms part of the Councils wider Buildings Maintenance Fund [BMF]. Expenditure at Querns Lane on new boiler/heating and insulation. A further £13k of expenditure is expected before the end of March for double glazing. To be funded from any underspend on the BMF.
Housing Enabling Properties	9,110	-23,476	5,610	-19,156	10,241	-17,738	4,631	1,418	6,049	19,049	
22/24 Ashcroft Road	26,314	0	9,401	0	2,776	0	-6,625	0	-6,625	-6,000	
T Barry Haulage Depot, South Cerney	0	0	0	0	0	0	0	0	0		
Asset Management	594,973	-373,165	377,545	-317,009	480,670	-339,477	103,125	-22,468	80,657	146,864	Underachievement of Land Charges income
Local Land Charges	112,816	-250,704	81,667	-188,028	68,311	-143,923	-13,356	44,105	30,749	64,704	
Land Charges	112,816	-250,704	81,667	-188,028	68,311	-143,923	-13,356	44,105	30,749	64,704	
Legal	358,331	-155,286	260,759	-105,662	267,871	-121,135	7,112	-15,474	-8,362	-7,540	
Legal Services	358,331	-155,286	260,759	-105,662	267,871	-121,135	7,112	-15,474	-8,362	-7,540	
Property Services	462,959	0	341,368	0	342,309	3,264	941	3,264	4,205	4,000	
Property Services	462,959	0	341,368	0	342,309	3,264	941	3,264	4,205	4,000	
Land, Legal & Property	1,529,079	-779,155	1,061,339	-610,699	1,159,161	-601,271	97,822	9,428	107,250	208,028	

Chief Executive and Modernisation For 01/04/2022 to 31/12/2022											Comments
Cost Centre Description	Original Budget £		Budget £		Actual £		Under / Over Budget £		£	£	
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	Forecast Net Variance	
Chief Executive	87,831	0	92,955	0	161,747	-57,600	68,792	-57,600	11,192	12,000	Consultancy costs re: grievance investigation and policy review.
Chief Executive and Modernisation	87,831	0	92,955	0	161,747	-57,600	68,792	-57,600	11,192	12,000	
Chief Executive and Modernisation	87,831	0	92,955	0	161,747	-57,600	68,792	-57,600	11,192	12,000	

Environmental Services												For 01/04/2022 to 31/12/2022												
Cost Centre Description	Original Budget				Budget				Actual				Under / Over Budget				£		£					
	£				£				£				£		Variance		Forecast Net Variance							
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance		Variance									
Car Parks	887,836	-2,990,292	568,222	-2,317,432	614,703	-2,064,087	46,481	253,346	299,827	455,510	Forecast underachievement of car park income including £120k at Rissington Road (BoTW) due to 4 month closure for capital works. £408k underachievement of car park income(fees £281k, fines £71k, permits £56k). £19k Energy estimated overspend by year end. £17k overspend on cash collection contract. £35K overspend on card charges, budget updated in 2023/24.													
Car Parks - Maintenance	35,700	0	26,775	0	15,441	0	-11,334	0	-11,334	-5,000	Budget is part of the BMF. Estimate a £5k underspend on parking maintenance by the end of the year. Underspend will be utilised on other overspends in the BMF.													
Car Parks - Tetbury The Chippings	39,075	-54,000	29,306	-40,500	27,089	-24,543	-2,218	15,957	13,740	16,823	The FEOFFEEs of Tetbury. parking receipts transferred less CDC management fee. £17k net variance due to under accrual of fees transferred to the Feoffees of Tetbury in 21/22.													
Car Parks - Chipping Campden	0	0	0	0	28,706	-35,058	28,706	-35,058	-6,352															
Bourton on the Water Tourism Levy	0	0	0	-39,851	0	-39,851	0	0	0	0														
Car Parking	962,611	-3,044,292	624,303	-2,397,783	685,939	-2,163,538	61,635	234,245	295,880	467,333														
Cemetery, Crematorium and Churchyards	191,826	-63,830	171,214	-47,873	170,955	-58,743	-259	-10,870	-11,129	-14,000	Overachievement on fees Underspend due to lower cemetery maintenance costs during April to Dec. Budget forms part of the Councils wider Buildings Maintenance Fund [BMF].													
Cemeteries - Maintenance	29,520	0	22,140	0	11,160	0	-10,980	0	-10,980	-12,000														
Waste - Cleansing	90	0	0	0	0	0	0	0	0															
Waste - Cemeteries	2,065	0	1,055	-1,588	2,604	-7,953	1,549	-6,366	-4,817		£20k underspend on minor contracts, £8k underachieved on fees.													
Animal Control	59,923	-32,505	43,244	-21,304	23,457	-12,778	-19,787	8,525	-11,262	-16,000														
Public Conveniences	269,607	-84,030	160,581	-63,023	141,558	-45,918	-19,022	17,105	-1,917	7,409	£47k underspend on minor contractors fees. £60k overachieved on recycling credits, exceeding expected budget position. £4k underspend on supplies and services. Budgets for both Minor Contracts and Recycling Credits have been adjusted in the 2023/24 budget.													
Recycling	2,631,897	-884,783	2,070,014	-600,939	2,019,060	-661,160	-50,954	-60,221	-111,175	-150,000	£54k overachievement on garden waste licences. £9k underachieved on sale of garden sacks. £25k underachieved on fleet savings target.													
Green Waste	1,170,900	-1,099,000	972,681	-1,090,250	972,608	-1,119,652	-73	-29,402	-29,475	-20,000														
Refuse / Recycling Organic & Food Waste	604,839	0	504,033	0	608,148	-109,118	104,116	-109,118	-5,003	-5,000														
Street Cleaning	1,477,116	0	1,227,431	0	1,237,468	-16,196	10,038	-16,196	-6,158		£15k overspend equipment purchase [over and above the Capital budget of £55k for containers], £15k underspend on minor contracts, £45k underachieved on distribution income, £5k underachieved on the sale of refuse bags. Distribution budget adjusted for 2023/24													
Household Waste	1,634,608	-68,780	1,342,954	-51,585	1,318,518	-13,090	-24,436	38,495	14,059	50,000	Overachievement on Bulky Waste collections													
Bulky Household Waste	43,537	-57,000	32,653	-42,750	48,201	-72,945	15,548	-30,195	-14,647	-15,000														
Refuse-Stow Fair	11,372	0	11,372	0	12,760	0	1,388	0	1,388															
South Cerney Depot, Packers Lease	38,173	-173,500	7,500	-173,500	64,400	-228,834	56,900	-55,334	1,566															
Environmental Services Client	8,165,473	-2,463,428	6,566,871	-2,092,810	6,630,896	-2,346,386	64,025	-253,577	-189,551	-174,591														

Environmental Services For 01/04/2022 to 31/12/2022											Comments
Cost Centre Description	Original Budget £		Budget £		Actual £		Under / Over Budget £		£	£	
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	Forecast Net Variance	
Climate Change	99,768	0	74,806	0	73,519	0	-1,287	0	-1,287		
Climate Change	99,768	0	74,806	0	73,519	0	-1,287	0	-1,287	0	
Land Drainage	115,697	-20,000	86,497	-22,000	90,575	-24,045	4,078	-2,045	2,033		
Flooding	115,697	-20,000	86,497	-22,000	90,575	-24,045	4,078	-2,045	2,033	0	
Environmental Strategy	100,487	0	54,000	0	54,149	0	149	0	149		
Waste & Recycling Policy	100,487	0	54,000	0	54,149	0	149	0	149	0	
Environmental Services	9,444,036	-5,527,720	7,406,478	-4,512,593	7,535,078	-4,533,969	128,600	-21,376	107,224	292,742	

Revenues & Housing Support For 01/04/2022 to 31/12/2022											Comments
Cost Centre Description	Original Budget £		Budget £		Actual £		Under / Over Budget £		£	£	
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	Forecast Net Variance	
Rent Allowances	12,422,172	-12,083,091	392,260	-213,168	459,905	-233,662	67,644	-20,494	47,150	33,365	Postage overspend and lower level of overpayments recovered due to responsibility transferring to DWP.
Benefit Fraud Investigation	0	0	0	0	-0	0	-0	0	-0		
Benefits	12,422,172	-12,083,091	392,260	-213,168	459,904	-233,662	67,644	-20,494	47,150	33,365	Forecast includes estimated overspend in electricity costs and underachieved rental income.
Homelessness	126,654	-76,266	94,971	-57,200	189,908	-156,334	94,937	-99,135	-4,198		
Refugees	0	0	0	0	202,150	-202,150	202,150	-202,150	0		
Homelessness Hostel Accommodation	4,000	-35,500	3,000	-26,625	13,581	-24,188	10,581	2,437	13,018	2,190	
Temporary Emergency Accommodation	87,825	-77,519	65,119	-58,139	57,139	-40,385	-7,980	17,754	9,774	34,932	
Private Sector Housing Grants	29,723	0	22,292	0	22,338	0	46	0	46		
Housing Management	248,202	-189,285	185,382	-141,964	485,115	-423,058	299,733	-281,094	18,639	37,122	
Council Tax Collection	216,001	-143,808	157,089	-21,750	281,170	-174,745	124,081	-152,995	-28,914	48,000	
NNDR Collection	53,901	-198,555	38,847	-3,000	88,267	-45,125	49,420	-42,125	7,295		
Concessionary Travel	15,992	0	11,573	0	9,108	0	-2,464	0	-2,464		
Security Carriers	0	0	0	0	493	0	493	0	493		
Revenue	285,894	-342,363	207,509	-24,750	379,038	-219,870	171,530	-195,120	-23,590	48000	
Business Lockdown Grants	0	0	28,496	0	28,496	0	0	0	0	0	Forecast includes Council tax fines and penalties budget underachieved by £28k, £20k postage costs.
Business Lockdown Grants	0	0	28,496	0	28,496	0	0	0	0	0	
Revenues & Housing Support	12,956,268	-12,614,739	785,151	-379,882	1,324,058	-876,590	538,907	-496,708	42,199	118,487	

Leisure & Communities For 01/04/2022 to 31/12/2022											Comments
Cost Centre Description	Original Budget £		Budget £		Actual £		Under / Over Budget £		£	£	
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	Forecast Net Variance	
Consultation, Policy & Research	91,478	0	70,976	0	70,113	0	-863	0	-863	0	<p>No expected expenditure at the Resource Centre by the end of the year. Essential repairs are planned for 2023/24</p> <p>Expenditure from the BMF on this site has exceeded the budget allocation. Overspend is due to steel column checks, replacement lighting, CCTV upgrade and pool pump works. This will be funded from underspends within the wider BMF.</p> <p>No maintenance costs to date. Budget forms part of the Councils wider Buildings Maintenance Fund [BMF].</p> <p>Forecast underspend of £15k of the £85k grants budget which covers Spacehive and Cotswold Crowdfund contributions. 2 Rounds per year which have both completed.</p>
Corporate Planning	91,478	0	70,976	0	70,113	0	-863	0	-863	0	
Corinium Museum	123,393	0	1,250	0	2,467	0	1,217	0	1,217	0	
Collection Management	8,103	0	0	0	480	0	480	0	480	0	
Northleach Resouce Centre	16,500	0	12,375	0	0	0	-12,375	0	-12,375	-16,500	
Corinium Museum - HLF Project	0	0	0	0	68	0	68	0	68	0	
Ciren - Centre Management	389,543	-130,761	80,320	-32,690	71,495	-32,690	-8,825	0	-8,824	0	
Ciren - Dryside Areas	12,021	-24,021	0	-23,142	0	-22,143	0	999	999	0	
Cirencester Leisure - Maintenance	33,000	0	24,750	0	41,262	0	16,512	0	16,512	24,000	
C Campden - Centre Management	106,113	0	62,538	0	66,611	0	4,073	0	4,073	4,000	
Bourton - Centre Management	119,875	0	0	0	0	0	0	0	0	0	
Bourton - Maintenance	43,000	0	32,250	0	455	0	-31,795	0	-31,795	-42,000	
Leisure Management	851,548	-154,782	213,483	-55,832	182,839	-54,833	-30,643	999	-29,644	-30,500	
Health Policy	26,876	0	25,715	0	25,729	0	14	0	14	0	
Community Liaison	101,270	0	88,347	0	86,169	0	-2,178	0	-2,178	0	
Youth Participation	137,689	-44,478	103,149	0	105,379	0	2,230	0	2,230	-17,000	
Health Development	54,036	0	301,181	-501,824	301,511	-501,824	330	0	330	0	
Community Welfare Grants	169,016	0	154,907	0	154,852	0	-55	0	-55	0	
Community Liaison	488,887	-44,478	673,299	-501,824	673,641	-501,824	341	0	341	-17,000	
Community Safety (Crime Reduction)	23,754	0	28,542	0	28,142	0	-400	0	-400	0	
Crime Prevention Initiatives	0	0	0	0	0	0	0	0	0	0	
Community Safety	23,754	0	28,542	0	28,142	0	-400	0	-400	0	
Tourism Strategy and Promotion	15,280	0	11,460	0	11,475	0	15	0	15	0	
Partnership Grants	54,000	0	48,000	0	48,000	0	0	0	0	0	
Cotswold Tourism Partnership	42,222	0	31,667	-66,654	55,888	-90,875	24,221	-24,221	-0	0	
Tourism Discover England Fund - Project	0	0	12,781	-16,000	12,781	-16,000	0	0	0	0	
Tourism Policy	111,502	0	103,907	-82,654	128,144	-106,875	24,237	-24,221	15	0	
Leisure & Communities	1,567,169	-199,260	1,090,208	-640,311	1,082,879	-663,533	-7,328	-23,222	-30,551	-47,500	

Planning & Strategic Housing											For 01/04/2022 to 31/12/2022											Comments
Cost Centre Description	Original Budget		Budget		Actual		Under / Over Budget		£ Variance	£ Forecast Net Variance												
	£		£		£		£															
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income														
Development Control - Applications	993,643	-999,877	738,269	-749,908	713,409	-629,338	-24,860	120,569	95,709	115,000	Forecast £148k underachievement on Planning Apps, £40k Underachievement on Pre-App and £73k underspend on Other Contractors Fees. Underspend on appeals costs. Further approx. £17k of charges expected before the end of the year.											
Development Control - Appeals	131,007	0	97,599	0	51,284	0	-46,315	0	-46,315	-30,000												
Development Control - Enforcement	196,184	0	145,379	0	145,530	0	151	0	151													
Development Advice	349,312	0	259,287	0	259,560	0	273	0	273													
Planning Advice For Land Charges	11,911	0	8,757	0	8,924	0	167	0	167													
Planning - Section 106 Agreements	0	0	219,412	-923,580	219,412	-923,580	-0	-0	-1													
Development Services Holding Account	0	0	2,028	0	2,028	0	0	0	0													
Development Management	1,682,057	-999,877	1,470,731	-1,673,488	1,400,147	-1,552,919	-70,584	120,569	49,985	85,000	Budgeted income from work undertaken by Landscape Officer for partner Councils not achieved due to diversion of officer time to Cotswold related tasks.											
Heritage & Design	239,364	-25,818	184,784	-19,364	173,661	-7,547	-11,123	11,817	695	18,000												
Heritage & Conservation	239,364	-25,818	184,784	-19,364	173,661	-7,547	-11,123	11,817	695	18,000												
Housing Advice	289,257	0	218,632	0	217,354	0	-1,278	0	-1,278													
Housing Strategy	150,675	0	107,137	0	107,596	-151	459	-151	308													
Housing Partnerships	25,750	0	19,000	0	19,017	0	17	0	17													
Community Led Housing	0	0	1,751	0	1,751	0	-0	0	-0													
Housing Enabling Reserve	0	0	0	0	0	0	0	0	0													
Strategic Housing	465,682	0	346,520	0	345,718	-151	-802	-151	-953	0												
Community Infrastructure Levy	10,000	-10,000	185,656	-996,073	238,927	-1,048,498	53,270	-52,425	845													
Local Development Framework	359,266	-100	254,134	-75	253,595	-254	-539	-179	-718													
Fwd Plan work for Dev Con	17,410	0	12,872	0	16,577	0	3,705	0	3,705	3,700												
Local Development Framework Reserve	0	0	119,829	-213,340	119,829	-213,340	-0	0	-0													
Planning - Service Management and Support Services	16,891	-11,510	12,668	-8,633	16,807	-862	4,139	7,771	11,910	12,000	£8k underachieved on income for photo copies and OS, £4k overspent on supplies and services [Annual printer maint and reusable notice holders].											
Planning Policy	403,567	-21,610	585,159	-1,218,121	645,735	-1,262,954	60,575	-44,833	15,742	15,700												
Planning & Strategic Housing	2,790,670	-1,047,305	2,587,194	-2,910,972	2,565,261	-2,823,570	-21,933	87,402	65,469	118,700												

Democratic Services For 01/04/2022 to 31/12/2022											Comments
Cost Centre Description	Original Budget £		Budget £		Actual £		Under / Over Budget £		£	£	
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	Forecast Net Variance	
Committee Services	120,956	0	71,330	0	71,843	0	514	0	514	0	
Corporate Subscriptions	18,980	0	18,980	0	22,128	0	3,148	0	3,148	3,150	
Committee Services	139,936	0	90,310	0	93,971	0	3,661	0	3,661	3,150	
Press & PR/Communications	76,161	0	56,561	0	57,796	0	1,235	0	1,235	0	
Postal Services	42,160	0	31,105	0	33,647	0	2,542	0	2,542	0	
Communications	118,321	0	87,665	0	91,443	0	3,777	0	3,777	0	
Registration of Electors	0	0	53,364	0	53,364	0	0	0	0	0	
District Elections	0	0	0	0	0	0	0	0	0	0	
Elections Support/Overheads	139,245	- 1,880	91,047	- 7,514	103,760	- 20,227	12,713	- 12,713	-0	0	
Parliamentary Elections	0	0	0	0	0	0	0	0	-0	0	
Parish Elections	5,000	- 2,000	22,827	0	22,827	0	0	0	0	0	
Police & Crime Commissioner Elections	0	0	0	0	0	0	0	0	0	0	
Elections	144,245	- 3,880	167,238	- 7,514	179,951	- 20,227	12,713	- 12,713	- 0	-	
Democratic Representation and Management	122,741	0	92,036	0	93,956	0	1,920	0	1,920	1,690	
Councillors Allowances	317,235	0	237,926	0	237,649	0	277	0	- 277	3,330	
Servicing Council	4,170	0	3,128	0	9,034	0	5,907	0	5,907	1,870	
Member Support	444,146	0	333,090	0	340,639	0	7,549	0	7,549	6,890	
Printing Services	236,965	- 22,025	159,653	- 16,519	162,118	- 12,446	2,465	4,073	6,538	0	
Print & Design	236,965	- 22,025	159,653	- 16,519	162,118	- 12,446	2,465	4,073	6,538	0	
Democratic Services	1,083,613	- 25,905	837,955	- 24,033	868,121	- 32,673	30,166	- 8,640	21,526	10,040	

Retained Services		For 01/04/2022 to 31/12/2022									
Cost Centre Description	Original Budget £		Budget £		Actual £		Under / Over Budget £		£	£	Comments
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	Forecast Net Variance	
Interest Payable and Similar Charges	7,485	0	0	0	0	0	0	0	0	0	Investment income from pooled funds and accrued interest forecast to be £475 higher than budgeted.
Interest and Investment Income	13,000	-653,947	9,750	-418,635	11,683	-601,132	1,933	-182,497	-180,564	-475,389	
Commercial Properties - General	10,630	4,705	7,815	-221	5,883	-91	-1,932	130	-1,802	0	
Investment Properties	101,629	-734,380	90,846	-658,832	127,587	-636,821	36,741	22,012	58,753	122,207	
Discretionary Pension Payments	1,771,916	0	106,269	0	105,984	0	-285	0	-285	201,130	£42k works at Old Station to make safe a wall to the property.£37k improvement works/refurbishment of Brewery Court. £57k forecast overspend at Abberley House due to void periods, higher than estimated energy and overspend on maintenance. Forecast overspend in Q4 of £198k in respect of pension strain workforce reorganisation.
Other Land	0	0	0	0	1,062	0	1,062	0	1,062		
Corporate I&E	1,904,660	-1,383,622	214,680	-1,077,689	252,200	-1,238,044	37,520	-160,356	-122,836	-152,052	
Corporate Finance	144,157	0	168,800	0	277,976	-108,601	109,176	-108,601	575	-47,748	
External Audit Fees	70,230	0	52,673	0	114,262	0	61,589	0	61,589	59,696	Underspend on insurance due to budgets available across other properties not yet recharged. Additional audit fee and Housing benefit audit costs higher than budgeted. Bank charges higher than budgeted, currently under review Budgeted savings not achieved.
Bank Charges	61,065	0	45,799	0	61,215	0	15,417	0	15,417	17,931	
Savings and Growth Items	-96,959	0	-37,500	0	32,176	-27,000	69,676	-27,000	42,676	50,000	
Public Group	0	0	373,382	-373,382	398,304	-398,304	24,921	-24,922	-0		
Previous End of Year Adjustment	0	0	0	0	630	0	630	0	630		
Strategic Directors	648,397	0	525,650	0	525,526	0	-124	0	-124		
Corporate Management	826,890	0	1,128,804	-373,382	1,410,089	-533,905	281,285	-160,523	120,763	79,879	
Corona Virus	10,899	0	8,174	0	201,111	-194,500	192,937	-194,500	-1,564		Claimed grant funding for staff and management time in 21/22 not previously accrued.
High Street re-opening	0	0	0	0	429	-10,940	429	-10,940	-10,511	-10,511	
Contain Outbreak Management Fund	0	0	29,836	0	29,836	0	-0	0	-0		
COMF - Licencing	0	0	60,885	0	60,885	0	-0	0	-0		
COMF - Visitor Economy	0	0	33,595	0	33,595	0	0	0	0		
COMF - Events	0	0	32,031	0	32,031	0	0	0	0		
COMF - DHSC	0	0	2,340	0	2,340	0	0	0	0		
COMF - Household Support Fund and Practical Support	0	0		-133,890	0	-133,890	0	0	0		
Covid	10,899	0	166,861	-133,890	360,226	-339,330	193,365	-205,440	-12,075	-10,511	
Retained and Corporate Services	2,742,449	-1,383,622	1,510,345	-1,584,961	2,022,515	-2,111,279	512,170	-526,318	-14,148	-82,684	

Annex B - Capital Programme 2022/23

Capital Programme by Service Area	2022/23 Original Budget (£'000)	2022/23 Revised Budget (£'000)	2022/23 Actuals to Q3 (£'000)	2022/23 Outturn Forecast (£'000)	2022/23 Outturn Variance (£'000)	Commentary
Leisure and Communities						
Replacement Leisure Equipment	380	380	0	380	0	Equipment has been purchased by SLM during 2022 and will be recharged back to the Council in Q4.
Investment in Leisure Centres	1,200	0	0	0	0	contract. Projects will be delivered in 2023/24 following the award of the leisure contract.
CLC Pool Works	110	0	0	0	0	Awaiting structural engineers report to assess whether works should be progressed now or delayed until the new leisure services contract is in place and form part of works agreed under new leisure management contract.
Government funded decarbonisation	0	7	0	7	0	No comments
Crowdfund Cotswold	51	41	47	49	8	year, there remains a small legacy sum of £2,000 outstanding from the preceding scheme, the Community Projects Fund, which will be spent later this year or early 2023/24.
	1,741	428	47	436	8	
Housing/Planning and Strategic Housing						
Private Sector Housing Renewal Grant (DFG)	700	1,300	831	1,080	(220)	It is estimated that the Council will have administered approx.120 disabled facilities grants by the end of the financial year with forecast expenditure of £1,080,000. Although the Capital budget was set at £700k, total funding received by the Council this financial year from the Better Care Fund held by Gloucestershire County Council is £1,300,000, sufficient funding to cover the forecast year-end
Affordable Housing-Stockwells MiM	0	550	0	550	0	No comments
Affordable Housing - Davies Road MiM (S106)	0	333	0	333	0	No comments
Env Improvements	0	200	0	200	0	No comments
Cottsway Housing Association Loan	0					
Bromford Joint Venture Partnership	200	0	0	0	0	Cabinet agreed in November 2022 to progress the delivery of net carbon zero affordable homes. Planning application is due to be submitted in Jan/Feb 2023. Expenditure likely in Q4.
	900	2,383	831	2,163	(220)	
Environment						
Waste & Recycling receptacles	55	55	15	55	0	properties or replacements. The budget is expected to be spent in full by the end of this financial year.
Litter Bin Replacement	10	10	0	0	(10)	This project will commence in 2023/24.
Replace/upgrade pay and display machines/upgrade	125	25	26	26	1	£25,500 has been spent on improvements to Pay and Display machines including upgrading machines to 4G software and purchasing hardware to enable cashless parking. No further expenditure is planned for this year. Any unspent budget will be carried forward to future years.
Provision for financing of Ubico Vehicles	490	198	14	14	(184)	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 committed in full by the end of this financial year. Due to lead times on these vehicles being up to 12 months, the majority of actual expenditure will fall
Packers Leaze Depot - Flood prevention works	68	13	95	95	82	Works are complete. The project is overspent due to additional costs due to differences in the ground structure from initial expectations resulting in the design being altered to allow for increased drainage. There were also increases in labour and material costs. The overspend will be funded from any underspend on the council's revenue Building Maintenance Fund [BMF].

Annex B - Capital Programme 2022/23

Capital Programme by Service Area	2022/23 Original Budget (£'000)	2022/23 Revised Budget (£'000)	2022/23 Actuals to Q3 (£'000)	2022/23 Outturn Forecast (£'000)	2022/23 Outturn Variance (£'000)	Commentary
Electric Vehicle Charging Points	600	90	0	28	(62)	Charging points have been installed at Beeches Road Car Park, Cirencester and Old Market Way Car Park, Moreton in Marsh. Work to install EVCPs at Rissington Road, Bourton on the Water is currently underway as part of the refurbishment of the car park. Installation at Trinity Road Council offices will follow in 2023/24. Whilst an initial commitment of £290k was allocated, a change in supplier should see costs reduce. Expenditure is anticipated in Q1 2023/24. The second phase of installations are now being planned.
Car Park enforcement - vehicle purchase	45	0	0	0	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 has been put on hold until EVCPs are installed within the parking facilities at Trinity Road.
Car Park improvements - Rissington Road	407	407	17	407	0	programme. New EVCP installer working closely with contractor to integrate installation with current refurbishment programme. Project due to finish by the end of March 2023.
Changing Places Toilets	163	163	20	40	(123)	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. These improvements will help transform the perception of the Cotswolds as an accessible destination. Cotswold Farm Park is the most advanced, £20,000 has been paid as a deposit and installation is anticipated over the next few months. The others will
	1,963	961	187	665	(296)	
ICT, Change and Customer Services						
ICT Capital	200	70	47	92	22	World-wide computer chip shortages are creating supply issues. Networking equipment that was ordered in January 2022 has still not been received and delivery is now not expected until May 2023 resulting in £25k of committed expenditure slipping to 2023/24. Expenditure on the purchase of laptops and Project expected to commence in 2023/24. Also referred to as the Planning Modernisation Project. This project is expected to include revenue expenditure and has therefore been removed from the capital programme in 2023/24.
Replacement of Idox and Uniform System	150	0	0	0	0	This project is dependent on the replacement of the Idox system which is expected to commence in 2023/24.
Planning Documents and Scanning Solution	200	0	0	0	0	
	550	70	47	92	22	
Rural Broadband	500	0	0	0	0	Cabinet received a report on the progress of rollout of high quality broadband across the District in January 2022 and authorised Officers to work with Fastershire to devise a scheme to make effective use of the £500,000 allocated in the Capital Programme for investment in broadband across the District. Recently the County Council advised Officers that it was not able to make use of the District Council's allocation. Openreach and Gigaclear continue to roll out broadband improvements on a commercial basis in the District.
UK Rural Prosperity Fund Projects	0	0	0	0	0	No comments

Annex B - Capital Programme 2022/23

Capital Programme by Service Area	2022/23 Original Budget (£'000)	2022/23 Revised Budget (£'000)	2022/23 Actuals to Q3 (£'000)	2022/23 Outturn Forecast (£'000)	2022/23 Outturn Variance (£'000)	Commentary
UK Shared Prosperity Fund Projects	0	11	0	11	0	No comments
Land, Legal and Property						
Trinity Road Carbon Efficiency Works (Council March 2022)	370	370	0	0	(370)	Tender prepared and the process is due to commence end of January. Budget will be carried forward to 2023/24.
Corporate Properties - Capital Works (Dyer Street)	146	146	43	43	(103)	Works have now been complete. Two payment certificates have been received, one of which has been paid and the second will be processed in Q.4.
	516	516	43	43	(473)	
Trasnformation and Investment						
Recovery Investment Strategy	32,583	0	0	0	0	A decision was taken in November that Cabinet recommend to Council to rescind the Recovery Investment Strategy. Opportunities that arise will be considered strictly on a business case basis taking into account any refresh of the budget and MTFS proposals and the affordability of any borrowing at the time. If approved, any such initiatives will be added to the capital programme. Schemes planned to be previously funded from the Recovery Investment Strategy Balance including the Tetbury Homeless Property, Trinity Road Agile Working are now presented individually within this Annex. The strategic property acquisition (£4.36m) which was to be funded from the Recovery Investment Strategy budget is now not expected to take place until 2023/24, discussions continue with the landowner. This has been included as a separate item in the 2023/24 capital programme
Tetbury Homeless Property (Cabinet May 2022)	1,442	1,441	1,144	1,144	(297)	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. The remaining allocation is committed to the required capital works to the property. £975k commitment for the implementation of the Council's Agile working policy and Trinity Road roof repairs. Changes are required to offices to accommodate existing staff and new tenants. Work commenced in the second half of 2022/23 and will be carried forward to 2023/24 as required. It was reported to Council in October 2022 that more extensive roof repairs and replacement is required at Trinity Road to provide a more permanent solution to ongoing issues with condition. This could result in increased costs of approximately £224k. A further report will be brought back to Council once works have been tendered, seeking
Trinity Road Agile Working (Council March 2022)	975	69	24	88	19	
	35,000	1,510	1,168	1,232	(278)	
TOTAL Capital Programme	41,170	5,879	2,322	4,642	(1,237)	

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COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET – 13 MARCH 2023
Subject	DISCRETIONARY COUNCIL TAX SUPPORT FUND
Wards affected	All
Accountable member	Cllr Mike Every – Deputy Leader and Cabinet Member for Finance Email: mike.every@cotswold.gov.uk
Accountable officer	Mandy Fathers – Business Manager for Environment, Welfare and Revenues Email: mandy.fathers@publicagroup.uk
Summary/Purpose	To adopt the Discretionary Council Tax Support Fund for 2023/2024
Annexes	None
Recommendation(s)	That Cabinet resolves to: <ul style="list-style-type: none"> <i>a) Approve a payment of £50 as detailed in para 3.3 of this report; and,</i> <i>b) Delegate authority for the distribution of surplus funds to the Deputy Chief Executive in consultation with the Deputy Leader and Cabinet Member for Finance</i>
Corporate priorities	<ul style="list-style-type: none"> • Delivering our services to the highest standards
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Leader and Deputy Leader, Chief Executive and Deputy Chief Executive, Monitoring Officer, Interim Head of Legal Services, Finance Business Partner, Assistant Director Resident Services, Director of Finance (Publica)



Executive Summary

The Government has announced £100 million of additional funding for local authorities to support the most vulnerable households by providing additional support to those already receiving council tax support.

Cotswold District Council's share of this is £102,731.

The discount of up to £25 should be applied to current CTS customers that have an outstanding council tax liability for the 2023/24 financial year. If a council tax account has less than £25 outstanding after CTS has been applied, the lesser amount will be credited to the account. If the council tax account is zero after CTS has been applied, no discount will be applied.

There is no separate application for this discount – eligibility will be assessed automatically during the annual billing process and applied to eligible council tax accounts.

Data obtain in January shows that approximately 1462 households will be eligible for the discount. This will reduce the councils funding by £36,550 and leave a surplus of £66,181.

The Council has discretion on surplus funding and so it is being recommended that the Council increase the initial payment by 100% and award £50.

This would cost £73,100 and leave a surplus of £29,631. The surplus funding would be used to award up to £50 to any new CTS applicants throughout 2023/2024.

The Council can establish its own local approach to using any surplus funding, this may include applying council tax relief using its already adapted discretionary/hardship policies. It is proposed that if this option is taken, delegation is given to the Deputy Chief Executive in consultation with the Deputy Leader and Cabinet Member for Finance to consider any future changes that may be necessary to maximise the support that can be given.

The discounts will be administered by the council's discretionary relief powers under s13A (1) (c) of the Local Government Finance Act 1992.

1. BACKGROUND

- 1.1** The Government has announced £100 million of additional funding for local authorities to support the most vulnerable households in England by providing additional support to those households already receiving council tax support (CTS).
- 1.2** The funding is for the 2023/2024 financial year with Cotswold District Councils allocation being £102,731.
- 1.3** The discount should apply to current claimants in receipt of CTS that have an outstanding council tax liability for the 2023/2024 financial year.



1.4 The funding level is finite and therefore the Council, although keen to ensure that awards are distributed to the maximum number of residents, is conscious that its expenditure cannot exceed that amount.

1.5 The funding will be paid to the Council through a grant, under section 31 of the Local Government Act 2003.

2. MAIN POINTS

2.1 The government expects local authorities to use the majority of their funding allocations to reduce the bills of current working age and pension age LTS claimants by up to £25.

2.2 Where a claimant's liability for 2023/2024 is, following the application of CTS, less than £25, then their liability would be reduced to nil.

2.3 Where a claimant's liability for 2023/2024 is nil, no reduction to the council tax bill will be available and those bills should not be credited.

2.4 There will be no requirement for any recipient of CTS to make a separate application for a reduction under this scheme. As part of our annual billing process in February/March, officers will assess who is eligible for support and automatically apply the discount.

2.5 The Council can establish its own local approach to utilise the remaining funding allocation to assist those in need throughout the financial year 2023/2024. It is however being proposed that any new CTS application awarded during the financial year is also considered for an award of £25 or less, depending on the amount of liability outstanding following an award of CTS.

3. FINANCIAL IMPLICATIONS

3.1 The Government will be allocating funding to Local Councils to cover the scheme. The allocation for Cotswold District Council is £102,731.

3.2 Data obtained in January show the following predicted caseload as follows:

Working Age (WA) CTS	Pension Age (PA) CTS	Nil to pay WA CTS	Nil to pay PA CTS	Total Potential non-nil caseload
1981	1907	1243	1183	1462

3.3 Early indications show an initial expenditure of £36,550. The Council could consider increasing the initial payment by 100% and award £50. This would cost £73,100 and leave

£29,631. The surplus funding could be used to award up to £50 to any new CTS applicants throughout 2023/2024.



COTSWOLD
DISTRICT COUNCIL

- 3.4** Based on the surplus of £29,631 an additional 592 new CTS applicants could benefit from this award.

4. LEGAL IMPLICATIONS

- 4.1** The government have confirmed that they expect local authorities to administer the grant by using their discretionary relief powers under S13A (1)(c) of the Local Government Finance Act 1992.
- 4.2** The Council must ensure that the grant is administered in strict accordance with the conditions set out by central government.

5. RISK ASSESSMENT

- 5.1** The funding is limited, and therefore the Council must ensure it does not award more funding than is received. Close, weekly monitoring of payments will be undertaken to ensure spending remains within funding allocation.
- 5.2** If the funding is fully allocated before the end of the financial year, no further payments will be made to any new CTS applicants.

6. EQUALITIES IMPACT

- 6.1** There are no unacceptable adverse effects on the protected characteristics covered by the Equalities Act 2010 that have been identified.

7. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

- 7.1** None

8. ALTERNATIVE OPTIONS

- 8.1** The Council can establish its own local approach to using any surplus funding; this may include applying council tax relief using its adapted existing discretionary/hardship policies. It is proposed that if this option is taken that the delegation is given to the Deputy Chief Executive in consultation with the Deputy Leader and Cabinet Member for Finance to consider any future changes that may be necessary to maximise the support that can be given.

(END)



COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET – 13 MARCH 2023
Subject	SI06 Monitoring Fee Schedule
Wards affected	All
Accountable member	Councillor Rachel Coxcoon Cabinet Member for Planning Policy, Climate change and Energy Email: rachel.coxcoon@cotswold.gov.uk
Accountable officer	Andy Barge – Assistant Director for Communities Email: andy.barge@publicagroup.uk
Report author	Jasper Lamoon – Senior Infrastructure Delivery Officer Email: jasper.lamoon@cotswold.gov.uk
Summary/Purpose	The Council is allowed to charge 'SI06 monitoring fees' to help cover the cost of monitoring Section 106 legal agreements. The government suggest doing this via the publication of a 'SI06 Monitoring Fee Charging Schedule' which sets out the fees which will be charged. This report proposes the introduction of such a schedule at Cotswold District.
Annexes	None
Recommendation(s)	<i>That Cabinet resolves to:</i> <i>1. Approve the introduction of a SI06 Monitoring Fee Charging Schedule as detailed in this report</i>
Corporate priorities	<ul style="list-style-type: none"> • Deliver the highest standard of service • Make our local plan green to the core
Key Decision	No
Exempt	No
Consultees/ Consultation	Development Management Officers

Executive Summary

The Council is allowed to charge 'S106 monitoring fees' to recover some of the costs of monitoring and report on S106 obligations. There is no set way to calculate these fees, although they need to meet two legal tests in the CIL legislation.

To determine the method and level to set S106 monitoring fees at CDC, officers looked at the methods used by other district and county councils and chose the method that will give the best return for CDC while complying with the legal tests.

The following **S106 Monitoring Fee Charging Schedule** is proposed:

Registration charge	£500
Monitoring charges:	
Less than 10 dwelling units	£500
10 - 100 dwellings units	£1,000
101 - 250 dwelling units	£5,000
251+ dwelling units	£10,000

All S106 agreements would be subject to a registration charge of £500 to cover the cost of registering the agreement and its obligation on the system. The majority of S106 agreements in the district relate to housing developments, where the monitoring work involved increases in relation to the size of the development. The remainder of the monitoring charge would therefore be based on the amount of houses being delivered.

The schedule would not cover developments which are considered strategic sites in the local plan. Such developments will require a bespoke fee negotiated with the developer.

The report recommends that Cabinet approves the introduction of a S106 Monitoring Fee Charging Schedule as detailed in the report

1. BACKGROUND

- 1.1 The Community Infrastructure Levy (CIL) Regulations 2010 (as amended) allow Local Authorities to charge a fee in relation to section 106 agreements (S106) for the monitoring and reporting of planning obligations.
- 1.2 As of 2020, there is an annual requirement for Councils to report on all aspects of CIL and S106 funds received, allocated and spent in an Infrastructure Funding Statement. The above

provision in the CIL Regulations is designed to enable authorities to be adequately resourced to effectively monitor and report on planning obligations.

- 1.3** This report proposes the introduction of a S106 monitoring fee charging schedule at Cotswold District Council.

2. S106 MONITORING COSTS

- 2.1** Although the CIL Regulations allow for the introduction of monitoring fees, they do not specify how these fees should be set. Regulation 122(2A) indicates the Council is permitted to charge a fee providing:
- i. the sum to be paid fairly and reasonably relates in scale and kind to the development; and
 - ii. the sum to be paid to the authority does not exceed the authority's estimate of its cost of monitoring the development over the lifetime of the planning obligations, which relate to that development.
- 2.2** To be able to comply with Regulation 122 (2A) (ii), an estimate is required of the cost of S106 monitoring to the Council. This can include both salaries of officers involved in S106 monitoring and peripheral costs such as the Exacom maintenance fee (S106 monitoring software) and travel expenses for site visits.
- 2.3** At Cotswold District, there are multiple officers involved in the monitoring of S106 obligations including the Senior Infrastructure Delivery Officer, the Infrastructure Delivery Technician and the Housing Enabling Officer as well as development management, legal and finance officers.
- 2.4** The Council rarely performs site visits solely for the purpose the monitor S106 agreements, but uses the data collected by the Forward Planning Team during their yearly site visit regarding housing land monitoring. Therefore only a percentage of the cost of these visits can be assigned to S106 monitoring.
- 2.5** The Exacom software system is used to both administer CIL and S106. As it is used more intensely for CIL purposes, 20 per cent of the Exacom maintenance fee has been considered to be used for S106 monitoring.
- 2.6** The combined cost of the above comes to a total estimated cost of £12,595 per annum. Note that this does not mean the Council can collect that amount in monitoring fees each

year, the rates need to be fair and reasonable in relation to the scale and kind to the development, regardless of the cost of monitoring to the Council.

3. SETTING THE CHARGING SCHEDULE

3.1 To determine to method and level to set S106 monitoring fees, officers looked at the methods used by Gloucestershire County Council and other neighbouring district and county councils. For each of these methods officers calculated how much it would have raised if CDC had such a charging schedule in place in recent years.

3.2 Officers have selected a method that will provide the best return to the Council while complying with CIL regulation 122 (2A) (i) as per paragraph 2.1 above.

3.3 The following **S106 Monitoring Fee Charging Schedule** is proposed:

Registration charge	£500
Monitoring charges:	
Less than 10 dwelling units	£500
10 - 100 dwellings units	£1,000
101 - 250 dwelling units	£5,000
251+ dwelling units	£10,000

3.4 All S106 agreements, including Deeds of Variation, would be subject to a registration charge of £500 to cover the cost of registering the agreement and its obligation on the system. The majority of S106 agreements in the district relate to housing developments, where the monitoring work involved increases in relation to the size of the development. The remainder of the monitoring charge would therefore be based on the amount of houses being delivered.

3.5 Payment of the registration fee would be required upon completion of the agreement. The remainder of the monitoring fee would become due upon commencement of the development. The fees would not be refundable if the development does not go ahead or is halted halfway.

3.6 The proposed schedule would have raised £8,500 at CDC in the 2020/21 financial year and £9,000 in 2021/22. This is less than the anticipated costs, however, the Council needs a buffer to ensure it meets the legal requirement of CIL regulation 122 (2A) (ii) as per paragraph 2.1 above.

3.7 The proposed schedule comes with a number of benefits:

- The method of charging by housing numbers is a common approach and, for example, a similar schedule is used by Cherwell District Council, a comparable authority.
- It is a simple and transparent schedule and fees will be easy to calculate.
- It meets both tests as set out in the CIL regulations.

3.8 It is proposed to link the schedule to the 'CIL index'. This is the index the Council legally has to use to index its CIL charging schedule and is published once a year in October by the Royal Institute of Chartered Surveyors.

3.9 The schedule would not cover developments which are considered strategic sites in the local plan. Such developments involve more complex monitoring and would require a (part-time) dedicated monitoring officer. For each strategic site, the Council will negotiate the required fees based on the estimated cost of recruiting such an officer. The fee will be calculated on a yearly basis and should be paid each year for the anticipated duration of the development. Note that the current local plan has one strategic site for which the monitoring fee has been calculated in line with the method above.

3.10 The proposal would come into effect as soon as the S106 Monitoring Fee Charging Schedule is published on the Council's website, which can be done once Cabinet approval has been received.

4. ALTERNATIVE OPTIONS

- 4.1** There is no legal definition regarding how S106 monitoring fees should be calculated and there are many different approaches currently being used by other Councils.
- 4.2** The council could chose to assume the costs of monitoring S106 agreements.

5. FINANCIAL IMPLICATIONS

- 5.1** The report provides a positive financial implication to the Council's revenue. The fee will aid the council to transition to a cost neutral service by covering existing costs.

6. LEGAL IMPLICATIONS

- 6.1** The Council incurs a cost of managing and administering developer contributions. Regulations allow the council to be compensated in accordance with prescribed rules as set out earlier in the report.
- 6.2** The fee and the trigger for payment will need to written into each S106 agreement.

7. RISK ASSESSMENT

- 7.1** The purpose of the planning system is to contribute to the achievement of sustainable development. Securing funds will help to ensure resources are available to actively monitor the collection and spending of developer contributions, which will help to ensure the timely delivery of infrastructure and ultimately aid the delivery of sustainable development.

8. EQUALITIES IMPACT

- 8.1** Not Applicable

9. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

- 9.1** S106 contributions help deliver the Council's Local Plan. Introducing a S106 monitoring fee charging schedule will therefore assist in delivering the Council's 'Green to the Core' agenda.

10. BACKGROUND PAPERS

- 10.1** None

(END)



COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET 13TH MARCH 2023
Subject	UK SHARED PROSPERITY FUND YEAR TWO (2023/24)
Wards affected	All
Accountable member	Councillor Tony Dale, Cabinet Member for Economy and Council Transformation Email: tony.dale@cotswold.gov.uk
Accountable officer	Andy Barge, Assistant Director - Communities Email: andy.barge@publicagroup.uk
Report author	Paul James, Economic Development Lead Email: paul.james@cotswold.gov.uk
Summary/Purpose	To seek approval for the governance arrangements and allocation of funding.
Annexes	A. UKSPF projects being funded in 2022/23. B. UKSPF allocations against interventions for 2023/24 and 2024/25. C. Funding request relating to Cirencester Growth Hub.

Recommendation(s)	<p>That Cabinet resolves to:</p> <ol style="list-style-type: none"> <i>Note Government approval of the Council's UKSPF Local Investment Plan.</i> <i>Note the allocation of funding to Year One projects.</i> <i>Approve the governance arrangements set out in para 2.3.</i> <i>Approve the allocation of up to £135,000 of Year Two (2023/24) UKSPF funding to the Cirencester Growth Hub, subject to entering into a satisfactory service level agreement, and up to £135,000 in Year Three (2024/25) subject to satisfactory performance.</i> <i>Delegate authority to the Chief Executive, in consultation with the Cabinet Member for the Economy and Council Transformation, to approve details of the service level agreement with the Growth</i>
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	<p><i>Hub.</i></p> <p>6. <i>Delegate authority to the Chief Executive, in consultation with the Cabinet Member for Economy and Council Transformation, to allocate the balance of Year Two funding to projects aligned with the interventions set out in Annex B.</i></p>
Corporate priorities	<ul style="list-style-type: none"> • Respond to the climate crisis • Support health and wellbeing • Enable a vibrant economy
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Senior Management, Cotswold Economic Advisory Group

EXECUTIVE SUMMARY

The Council was awarded £1 million in funding from the UK Shared Prosperity Fund (UKSPF) over three years, subject to approval of a Local Investment Plan (LIP) setting out how the Council plans to use it. Cabinet in July approved the approach to the use of the fund. The LIP has now been approved by the Government.

The funding allocated is £109,563 in 2022/23, £219,127 in 2023/24 and £671,310 in 2024/25. The first year funding has been allocated in line with the original Cabinet report and projects are getting underway.

Cabinet are asked to approve up to £135,000 of funding from the 2023/24 allocation for the Cirencester Growth Hub, subject to a satisfactory Service Level Agreement, and in principle up to £135,000 from the 2024/25 allocation subject to satisfactory performance. The Growth Hub's funding from the European Regional Development Fund runs out at the end of March 2023 and without confirmation of UKSPF funding they will not be able to continue to operate in the current format. Each of the other Gloucestershire districts are supporting the Growth Hubs in their areas.

It is proposed that decisions for the remaining 2023/24 UKSPF funding are made following an open call for projects to start as soon as possible after the May elections. Authority to make those decisions, in line with the Local Investment Plan, is proposed to be delegated to the Chief Executive in consultation with the Cabinet Member for Economy and Council Transformation.

1. BACKGROUND

- 1.1** In April 2022, the Council was notionally allocated £1 million from the Government's UK Shared Prosperity Fund (UKSPF). This was subject to the approval of a Local Investment Plan (LIP) setting out the Council's approach to the use of the funding. The funding is 'backloaded' with £109,563 in 2022/23, £219,127 in 2023/24 and £671,310 in 2024/25.
- 1.2** Cabinet received a report in July 2022 which delegated authority to the Chief Executive, in consultation with the Leader of the Council and the Cabinet Member for Economy and Council Transformation, to approve the Local Investment Plan (LIP). The LIP was submitted to Government at the end of July 2022 and was approved in December 2022, enabling the Council to start progressing the various Year One projects which had been approved by the Evaluation Panel established for this purpose.

2. PROGRESS

- 2.1** Officers are working, where applicable with external partners, to progress Year One projects. A list of the projects being funded is listed in Annex A. Two projects which were intended to be funded in Year One will not now be. GFirst LEP's Inward Investment Project was withdrawn and they are seeking to fund it in other ways. The wildflower planting on Cirencester Ring Road was not able to be completed within the current financial year and will be revisited in 2023/24. As a result, the funding allocated to these two projects has been reallocated to similar initiatives to stay within the scope of the original Cabinet resolution.
- 2.2** A dedicated webpage has now been created at www.cotswold.gov.uk/spf and a link has been sent to all councillors. A project manager covering the UKSPF for Cotswold, Forest of Dean and West Oxfordshire councils has been appointed.
- 2.3** The report to Cabinet in July set out initial thoughts on governance arrangements for the UKSPF. It is now appropriate to revisit those arrangements with the greater knowledge of how the UKSPF will operate. It is proposed that the following groups are put in place to provide oversight:

Delivery board - To meet quarterly to monitor progress, made up of the Cabinet Member, CDC's Chief Executive, Section 151 Officer or Monitoring Officer, the Assistant Director (Property and Regeneration), the Business Manager (Localities), Economic Development Lead and UKSPF Project Manager.

Evaluation Panel - As for 2022/23, this will consider applications from projects to be funded and will include a Cabinet Member, CDC's Chief Executive, Section 151 Officer or Monitoring Officer, the Assistant Director (Property and Regeneration) and at least one external member drawn from the Partnership Group. Meetings will be held annually or whenever there are project applications to consider.

Partnership Group - The UKSPF requires a Partnership Group made up of relevant stakeholders and Officers from across all three themes of the Fund (Community and Place, Supporting Local Business and People & Skills). The group should also include the local MP. This group will meet annually to help set priorities for the funding.

3. FUNDING FOR 2023/24

- 3.1** As set out in paragraph 1.1 the UKSPF funding for 2023/24 is £219,127. The Council would wish to go through an open process for applications in order to allocate the funding. This would be guided by the allocations against each intervention as detailed in Annex B.
- 3.2** Members will be aware that the pre-election period starts on 17th March and it is therefore proposed that a call for applications for funding is undertaken as soon as possible after the Council elections in May. Town and parish councils have elections in addition to the District Council and it is felt to be fair to allow applications to come forward which reflect the priorities of those who have been elected.
- 3.3** However, there is one application which is time critical, which Officers and the Cabinet Member are minded to support. The Cirencester Growth Hub, which opened in 2018 with £1.25 million of Government funding secured through GFirst LEP, provides support to small and growing businesses through one-to-one advice from skilled 'Business Navigators' on subjects ranging from training to funding, free events on a variety of business-related topics as well as co-working and small office spaces which operate on a membership basis. Over the last three years, the Growth Hub network across Gloucestershire has supported over 4000 businesses and helped over 1800 high growth companies.
- 3.4** Members will be aware that the Cirencester Growth Hub is based at the Alliston Centre, on the Royal Agricultural University campus, and is co-located with the Farm491 agritech incubator. Supporting the Growth Hub is consistent with the Council's corporate priority to 'enable a vibrant economy' and with the UKSPF objective for the 'Supporting Local

Business' investment theme, which talks of "creating jobs through investments that build on existing industries and institutions", "promoting networking and collaboration", "stimulating innovation and growth" and "targeted support for small and medium-sized businesses". This is particularly relevant for the Cotswold District as around 90% of our businesses are micro-businesses employing 9 or fewer people. In summary therefore the Growth Hub is seen as a key part of economic development and business support - which are directly in line with the principles of UKSPF.

- 3.5** To date the Growth Hub, which operates as part of the Gloucestershire Growth Hub Network, has been funded by the European Regional Development Fund (ERDF). This funding runs out at the end of March 2023. The UKSPF is intended, to some degree, to replace European funding which is coming to an end. Without support from the UKSPF the Growth Hub would not be able to continue to operate.
- 3.6** When the Council submitted its investment plan it had to indicate which investment theme and which interventions funding would be allocated to, for each of the three years. The Council did not have to supply details for 2023/24 and 2024/25 of the projects that would be supported to deliver those interventions, so it was a broad allocation. A sum of £135,000 has been allocated to Intervention *"E24: Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise (including social enterprise) which can support entrepreneurs and start-ups through the early stages of development and growth by offering a combination of services including account management, advice, resources, training, coaching, mentorship and access to workspace"* in the Council's approved UKSPF Local Investment Plan, under the investment theme of 'Supporting Local Business', in each of years 2023/24 and 2024/25. This was in anticipation that the Council would provide funding to support the Growth Hub.
- 3.7** Each of the district councils in Gloucestershire has resolved to provide funding to the Growth Hub in their area, which is supported by the central GFirst LEP Growth Hub team. Cabinet is being asked to approve funding for 2023/24 and to agree in principle to provide funding in 2024/25 subject to satisfactory performance. Growth Hubs provide a successful established means of supporting multiple local businesses, across a variety of sectors, at a local level. Funding Growth Hubs is therefore a cost effective way of delivering support to the local economy.
- 3.8** The funding is split into two elements - £39,500 per year towards central costs and the balance to pay for staff to provide support to businesses. This is set out in more detail in Annex C. The revenue generated by membership fees for use of the co-working and office spaces is also used to pay for staffing, over and above what the UKSPF funding will provide, but falls well short of what is needed to cover the Growth Hub's operational costs.

- 3.9** With funding provided through the UKSPF, the Council can have a greater influence on the priorities of the Growth Hub, whereas previously the team based there were working towards delivering ERDF outputs. For example, the Council would wish the Growth Hub to prioritise assisting start-ups, supporting business to work towards Net Zero and to respond to the digital age. All of these areas are already part of the Growth Hub's work, but it will be within the Council's gift to identify areas where it wishes to have a greater focus.
- 3.10** Officers are engaged in discussions with GFirst LEP and other district councils to agree details of funding, including a Service Level Agreement which will incorporate delivery of UKSPF outputs. It is recommended that authority is delegated to the Chief Executive, in consultation with the Cabinet Member for the Economy and Council Transformation, to agree funding for the Growth Hub up to a maximum of £135,000, subject to an acceptable Service Level Agreement being entered into.

4. ALTERNATIVE OPTIONS

- 4.1** The Council could choose not to support the Growth Hub, but this would mean that it could not continue in its current form and would therefore not be able to contribute to achieving the Council's objectives around a vibrant economy to the same degree.
- 4.2** The Council could delay a decision until after the local elections in May, but this would not give the Growth Hub the certainty they need to continue beyond 31st March 2023 when their existing funding runs out.
- 4.3** Whilst the Council is keen to invite Strategic Partners, Town and Parish Councils, constituted Community Groups and Businesses to put forward projects for funding, delaying this allocation for GFirst LEP would have a very negative impact on the provision of business support in the District. The remainder of the allocation for 2023/24 and the full allocation for 2024/25 will be subject to an open call for projects.

5. CONCLUSIONS

- 5.1** The Council's Local Investment Plan for the UK Shared Prosperity Fund has now been approved by the Government, enabling projects for the 2022/23 financial year to proceed. Officers and relevant partners are now working to implement the agreed projects.
- 5.2** Expressions of Interest for funding from the 2023/24 allocation will be invited shortly, with decisions on allocating funding to be taken until after the May local elections. It is, however, proposed that funding for the Cirencester Growth Hub and the relevant share of central support services is agreed by Cabinet now in order to give them the certainty to continue operating beyond 31st March when their current funding expires.

6. FINANCIAL IMPLICATIONS

- 6.1** The funding proposed for the Growth Hub and each individual project will be wholly financed from the Council's UK Shared Prosperity Fund allocation..

7. LEGAL IMPLICATIONS

- 7.1** Organisations in receipt of UKSPF funding will be required to enter into a legal agreement with the Council setting out the obligations on both parties, to ensure the conditions of the grant are met. Aside from this, there are no direct legal implications arising from this report.

8. RISK ASSESSMENT

- 8.1** There is a risk that the Growth Hub may not deliver its output targets under UKSPF. This will be mitigated by close liaison with the Growth Hub team. Funding for 2024/25 will be contingent upon satisfactory performance.
- 8.2** The greater risk is that if funding is not agreed, the Growth Hub would not be able to continue in its current form beyond 31st March 2023 and would therefore not be able to contribute to the Council's priority of a vibrant economy.

9. EQUALITIES IMPACT

- 9.1** Services at the Growth Hub are available to all, regardless of age, gender, race or disability. The recommendations in this report have no impact on human rights or any of the above groups.

10. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

- 10.1** Businesses have an important part to play in tackling climate change. One of the priorities for the Growth Hub, as set by the Council, will be for them to provide support to businesses to measure and reduce their carbon footprint. A Net Zero seminar is being organised for 8th March 2023.

11. BACKGROUND PAPERS

- 11.1** None.

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ANNEX A

UKSPF Year One Projects

		2022/23 Revenue	2022/23 Capital	Total
	Allocation	£98,607	£10,956	£109,563
4% admin	4% administration	£4,382		
<u>Intervention</u>				
Communities and Place				
Community and neighbourhood infrastructure	Cotswold Friends Mens' Sheds	£4,250		
Community and neighbourhood infrastructure	Northleach Green Ring	£750		
Community and neighbourhood infrastructure	Crowdfund Cotswolds		£3,000	
Improving green spaces	Wildflower planting of community spaces	£8,500		
Improving green spaces	Chesterton Cemetery wildflower planting	£9,370		
Improving green spaces	Crowdfund Cotswolds		£3,000	



Design and management of spaces to build out crime	Argos alley, Cirencester	£10,000		
Design and management of spaces to build out crime	Anti-littering and flytipping initiatives	£10,400		
Active travel	Cirencester Walking & cycling map	£1,500		
Active travel	Cycle Parking	£2,955		
Active travel	Bourton to Kingham cycle route feasibility study	£10,000		
Impactful volunteering	Clean and Green equipment		£1,956	
Impactful volunteering	Crowdfund Cotswolds		£3,000	
Relevant feasibility studies	Old Station feasibility study	£16,500		
Relevant feasibility studies	Lechlade Public Realm	£2,000		
Supporting Local Business				
Development and promotion of the visitor economy	SoGlos campaign	£3,000		
Support to drive employment growth	Farm491 additional offices	£15,000		
	Total	£98,607	£10,956	£109,563

ANNEX B

Years Two and Three Approved Interventions

	2023/24 Revenue	2023/24 Minimum Capital	2024/25 Revenue	2024/25 Minimum Capital
Allocation	£190,640	£28,487	£537,048	£134,262
4% administration costs	£8,765		£26,853	
Interventions				
Communities and Place				
Support for town centres		£8,000		£50,000
Community and neighbourhood infrastructure		£3,500		£3,500
Improving green spaces	£46,875	£3,500	£37,425	£3,500
Active travel		£10,000		£50,000
Impactful volunteering		£3,487		£3,000
Encourage energy efficiency				£100,000



Supporting Local Business				
Employment sites				£100,000
Funding for business support	£135,000		£135,000	
People and Skills				
Support for economically inactive people			£75,000	
Green Skills			£50,000	
Totals	£190,640	£28,487	£324,278	£310,000
To be allocated			£37,032	

ANNEX C

Note from GFirst LEP

February 2023

UKSPF Business Support in Cotswold District

GFirst LEP has taken a lead role in developing the Growth Hub model over the last 7 years, facilitating the procurement of the physical sites, *providing staff resources, *funding for marketing, *management and costs for CRM, website & other software. The LEP Board has oversight of the Network & the LEP team have directly delivered Growth Hub projects - EU Exit, Digital grants, Covid recovery and Net Zero.

The Cirencester Growth Hub is delivered through a partnership arrangement with the Royal Agricultural University. The RAU received £1.25 million to develop the Growth Hub facility and in return provides staff who deliver free and impartial business support. To resource the Growth Hub team, the RAU runs a paid membership model for use of the co-working space, incubators and rooms that can be hired; but businesses do not need to be members to access the free support from the Growth Hub.

On 31st March 2023, core Growth Hub services – three guides, navigator support, marketing, initial client contact, training, and data management -which have been resourced by the University of Gloucestershire via an ERDF contract will come to an end. Central Growth Hub services listed above* run by the LEP have been covered to date through funding from BEIS (this was reduced by 50% in 2022 – 2023 and there is no clarity as to future funding). UKSPF is therefore now needed to cover the central Growth Hub service managed by the LEP and offers the opportunity to focus resources previously covered under the ERDF contract held by the University of Gloucestershire into each district.

The capital funding agreement with the LEP requires the RAU to provide staffing of 0.6 FTE Manager and 2 FTE Navigators. The costs for these staff are covered or at least subsidised through the membership model. Expanding this team using UKSPF is not only needed to cover staffing losses due to the cessation of the ERDF contract but will also offer the opportunity for greater outreach and activities across the Cotswolds district, to drive higher levels of business engagement and the introduction of specialist services such as those focussed on Net Zero, green/clean growth and digital.

Funding the work of GFirst LEP and RAU in Growth Hub delivery will help meet CDC's aims in the following areas –

Develop a high value, highly skilled, low environmental impact economy that includes agritech, digital/cyber, medical equipment and environmental technologies - *Work with key sectors to create new highly skilled jobs.*

Help our town centres recover from COVID-19 and in the face of changing shopping habits - *Support business to become resilient and grow. Support businesses to enhance their digital presence.*

Secure successful businesses in the visitor economy with higher visitor spend and more even footfall – *Increase tourism's contribution to the economic, social and environmental sustainability of our communities.*

Offer better qualifications for our young people- *Work with GFirst LEP to improve the Growth Hub provision in the north Cotswolds.*

Develop strong networks, collaboration and partnerships - *Work with partners to support existing businesses and encourage the growth of start-ups*

UKSPF allocation

GFirst LEP are requesting £79,000 over the next two years (£39,500 2023-2024 and £39,500 2024-2025) from each district to provide – management, marketing, administration support, marketing budget, CRM, new website and software.

A further £191,000 is requested over the next two years (£95,500 2023-2024 and £95,500 2024-2025) for the provision of additional business advisor support in Cotswold district.

The LEP has previously suggested additional staffing resources, but these discussions will need to be finalised with the organisation who will ultimately be responsible for the contracts of employment as costs may vary.

Outputs

E24 – number of businesses receiving non-financial support per annum = 120

E24 – number of potential entrepreneurs to be business ready per annum = 40

E24 – Jobs created per annum = 50

E24 New businesses created per annum = 20

Additional outputs such as E29: Supporting decarbonisation whilst growing the local economy to be agreed once additional advisor requirements are clarified.

Notes

The Growth Hub and Farm491

The Growth Hub and Farm491 are 2 separate brands, but both are part of the Royal Agricultural University. The support offered does differ, as Farm491 has a focus on support for AgriTech entrepreneurs across the UK and internationally, whereas the Growth Hub offers support for any other types of local business within Gloucestershire. There is also a difference as the support offered by Farm491 is not funded and is therefore a paid model, whereas support offered by the Growth Hub is free to access under the capital funding agreement with the LEP.

The 2 brands operate from the same building and not all members of the team work on both projects, but activities are joined up when it makes business sense to do so and when resources can be shared – such as putting on a joint event. With the launch of the RAU's Innovation Village, both Farm491 and the Cirencester Growth Hub are seen as core to the development of that project and so being “one team” is very important.

Cirencester Membership Model

Paying members of the Growth Hub are only paying for use of our facilities. Business support is totally separate and a business does not need to be a member to access this support.

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COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET – 13 March 2023
Subject	ADOPT THE COTSWOLD DISTRICT COUNCIL VACANT BUILDING CREDIT TECHNICAL ADVICE NOTE FROM 13 MARCH 2023
Wards affected	All Wards
Accountable member	Cllr Joe Harris, Leader of Cotswold District Council and portfolio holder for housing and homelessness Email: joe.harris@cotswold.gov.uk
Accountable officer	Matthew Britton, Principal Planning Officer Email: Matthew.Britton@cotswold.gov.uk Lois Taylor, Housing Enabling Officer Email: Lois.Taylor@publicagroup.uk
Summary/Purpose	To approve the Technical Advice Note which explains how the Council will implement the provisions of national policy and guidance on Vacant Building Credit in Cotswold District.
Annexes	ANNEX A: Cotswold District Council Vacant Building Credit Technical Advice Note
Recommendation(s)	<i>That Cabinet resolves to approve the use of the Cotswold District Council Vacant Building Credit Technical Advice Note from 13 March 2023</i>
Corporate priorities	Providing good quality social rented homes
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Cllr Joe Harris – Council Leader and portfolio holder for housing and homelessness; Cllr Rachel Coxcoon – portfolio holder for strategic forward planning; Housing Strategy team; and Development Management.



1. EXECUTIVE SUMMARY

- 1.1** Cabinet is requested to adopt the Cotswold District Council Vacant Building Credit Technical Advice Note from 13 March 2023.
- 1.2** National policy introduced Vacant Building Credit to support the re-use of brownfield land, where vacant buildings are being reused or redeveloped. Vacant Building Credit allows for the reduction in the affordable housing contribution within planning applications, by way of a 'financial credit'. However, there is currently some ambiguity in the way Vacant Building Credit is calculated.
- 1.3** The Technical Advice Note clarifies how the Council will implement the provisions of national policy in Cotswold District. Similar technical advice is already working successfully elsewhere in the country.
- 1.4** Adopting the Technical Advice Note will have minimal additional financial implications to the Council. However, it will save time for Council officers, both with avoiding negotiations with applicants and processing invalid applications. It will also support the consistent application of the Vacant Building Credit calculation, helping to reduce the potential for appeals on incorrect decisions. In so doing, there is also potential to gain additional affordable housing delivery / financial contributions towards affordable housing delivery and speed up the planning application determination process.

2. BACKGROUND

- 2.1** The Cotswold District Council Corporate Plan 2020-2024¹ acknowledges the housing affordability crisis in the District. It aims to deliver more genuinely affordable housing, particularly social rented housing.
- 2.2** Vacant Building Credit (VBC) is part of the National Planning Policy Framework (NPPF 2021) and is designed to support the re-use of brownfield land, where vacant buildings are being reused or redeveloped.
- 2.3** When the local planning authority calculates any affordable housing contribution on a residential development planning application, in certain circumstances the application of Vacant Building Credit allows for the reduction in the affordable housing contribution, by way of a 'financial credit'. However, there is some ambiguity in the way that Vacant Building Credit is calculated, which wastes both the time of applicants and officers. This technical advice note clarifies how the Council will implement the provisions of national policy and guidance on Vacant Building Credit in Cotswold District.

3. MAIN POINTS

¹ [Cotswold District Council Corporate Plan 2020-2024](#)

3.1 National Policy introduced Vacant Building Credit to incentivise brownfield development, including the reuse or redevelopment of empty and redundant buildings. In considering how the Vacant Building Credit should apply to a particular development, local planning authorities should have

regard to the intention of national policy. In doing so, it may be appropriate for authorities to consider:

1. whether the building has been made vacant for the sole purposes of re-development; and
2. whether the building is covered by an extant or recently expired planning permission for the same or substantially the same development.

3.2 To overcome ambiguity in how the Vacant Building Credit is calculated, this technical advice note provides some further guidance. For example:

- Vacant Building Credit only applies to developments on previously developed land, as defined by Annex 2 of the NPPF (2021).
- The definitions of a 'building' and an 'in-use building' are provided by Part 5, 40 (11) of the Community Infrastructure Levy Regulation 2010 (as amended). Therefore, as Vacant Building Credit only applies to buildings that are not in-use (i.e. vacant), which is technically a building that has not been in lawful use for a continuous period of at least six months within the three years ending on the day planning permission first permits the chargeable development.
- To ensure that Vacant Building Credit does not incentivise unsustainable development, such as the forced eviction of businesses or the neglect of viable commercial businesses for the sole purpose of redevelopment in order to claim a Vacant Building Credit, the planning applicant will be required to demonstrate that the building has been actively marketed at a realistic price for a reasonable period of at least 12 months and that there is no demand for the building in its current state for the use for which it has permission. This applies to buildings which have become vacant within the three year period before the application is made.

3.3 This Technical Note seeks to clarify the Council's position on the national policy and guidance for Vacant Building Credit in order to reduce the number of invalid vacant building credit claims on residential planning applications, which could lead to a reduction in affordable housing contributions. In outlining the information the Council requires to validate a claim for Vacant Building Credit, it aims to support the application process and ensure the Vacant Building Credit is applied consistently and appropriately when



determining affordable housing planning obligations.

4. FINANCIAL IMPLICATION

- 4.1** There are minimal financial implications to the Council arising from adopting the Technical Advice Note. It is expected that it could save time for Council officers, both when it comes to applicants trying to negotiate the Vacant Building Credit calculation or process invalid applications. It will also support the consistent application of the Vacant Building Credit calculation, helping to reduce the potential for appeals on incorrect decisions. There is also potential to gain additional affordable housing delivery or financial contributions towards affordable housing delivery resulting from this technical advice note.

5. LEGAL IMPLICATIONS

- 5.1** None identified at present.

6. RISK ASSESSMENT

- 6.1** There is a risk that planning applicants and agents will not agree with the Council's technical note and its application of the Government Vacant Building Credit policy and guidance when determining planning obligations for affordable housing. However, the technical advice note is based on one that is already successfully in operation at Forest of Dean District Council, so it is anticipated that this is a minimal risk.

7. EQUALITIES IMPACT

- 7.1** An interim Integrated Impact Assessment, which includes an equalities impact assessment², was prepared to support the recent Local Plan consultation. This document will be updated to assess pre-submission examination (draft) policies and it will form part of the evidence base supporting the partial update of the Local Plan at its examination in public.

8. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

- 8.1** Cotswold District Council, whilst encouraging the development of previously developed (brownfield land), through the reduced affordable housing contribution of 30% of all new dwellings on brownfield land (Policy H2)³, needs to ensure that the Vacant Building Credit policy is applied appropriately so as not to reduce the potential delivery of affordable housing in the district.

² [Interim Integrated Impact Assessment \(2022\)](#)

³ Cotswold District Local Plan 2011-2031 (2018)



9. ALTERNATIVE OPTIONS

- 9.1** The alternative is to rely solely on national policy and guidance and not clarify how the Vacant Building Credit policy is applied in Cotswold District when determining planning obligations for affordable housing.

10. BACKGROUND PAPERS

- 10.1** None.

(END)

Annex A:

COTSWOLD DISTRICT COUNCIL VACANT BUILDING CREDIT TECHNICAL ADVICE NOTE

This Technical Advice Note explains how the Council will implement the provisions of national policy and guidance on Vacant Building Credit in Cotswold District.

1. Introduction

Vacant Building Credit was introduced by the Government (by way of a Written Statement to Parliament) on 28 November 2014. This allowed a financial credit, equivalent to the existing gross floorspace of any vacant buildings on brownfield land brought back into any lawful use or demolished for redevelopment, to be deducted from the calculation of any affordable housing contributions sought from relevant development schemes.

The Vacant Building Credit now forms part of the National Planning Policy Framework:

To support the re-use of brownfield land, where vacant buildings are being reused or redeveloped, any affordable housing contribution due should be reduced by a proportionate amount. [Equivalent to the existing gross floorspace of the existing buildings. This does not apply to vacant buildings which have been abandoned.]⁴

The Planning Practice Guidance provides further explanation of the Vacant Building Credit:

What is the vacant building credit?

National policy provides an incentive for brownfield development on sites containing vacant buildings. Where a vacant building is brought back into any lawful use, or is demolished to be replaced by a new building, the developer should be offered a financial credit equivalent to the existing gross floorspace of relevant vacant buildings when the local planning authority calculates any affordable housing contribution which will be sought. Affordable housing contributions may be required for any increase in floorspace.⁵

2. Application of the Vacant Building Credit

The Planning Practice Guidance explains whether the Vacant Building Credit applies to any vacant building being brought back into use.⁶

⁴ National Planning Policy Framework - para 64 (MHCLG, July 2021)

⁵ [Planning Practice Guidance: Planning obligations - paras. 26-29](#) (MHCLG and DLUHC; revision date 01.09.2019)

⁶ [Planning Practice Guidance: Planning obligations - para 28](#) (MHCLG and DLUHC; revision date 15.03.2019)



The vacant building credit applies where the building has not been abandoned.

The courts have held that, in deciding whether a use has been abandoned, account should be taken of all relevant circumstances, such as:

- 3. the condition of the property;*
- 4. the period of non-use;*
- 5. whether there is an intervening use; and*
- 6. any evidence regarding the owner's intention.*

Each case is a matter for the collecting authority to judge.

The policy is intended to incentivise brownfield development, including the reuse or redevelopment of empty and redundant buildings. In considering how the vacant building credit should apply to a particular development, local planning authorities should have regard to the intention of national policy.

In doing so, it may be appropriate for authorities to consider:

- 7. whether the building has been made vacant for the sole purposes of re-development*
- 8. whether the building is covered by an extant or recently expired planning permission for the same or substantially the same development*

Council Position

As the policy is to incentivise brownfield development, Vacant Building Credit will only apply to developments on previously developed land, as defined by Annex 2 of the NPPF (2021):

Previously developed land: Land which is or was occupied by a permanent structure, including the curtilage of the developed land (although it should not be assumed that the whole of the curtilage should be developed) and any associated fixed surface infrastructure. This excludes: land that is or was last occupied by agricultural or forestry buildings; land that has been developed for minerals extraction or waste disposal by landfill, where provision for restoration has been made through development management procedures; land in built-up areas such as residential gardens, parks, recreation grounds and allotments; and land that was previously developed but where the remains of the permanent structure or fixed surface structure have blended into the landscape.

3. Vacant Building

The Council will apply the definitions of 'building' and 'in-use building' as set out at Part 5, 40 (11) of the Community Infrastructure Levy Regulation 2010 (as amended). This regulation states that a 'building' does not include buildings:



- into which people do not normally go,
- into which people go only intermittently for the purpose of maintaining or inspecting machinery, or
- for which planning permission was granted for a limited period.

The regulation also states that an **in-use** building is one which has been in lawful use for a continuous period of at least six months within the three years ending on the day planning permission first permits the chargeable development. Therefore, as Vacant Building Credit only applies to buildings that are not in-use i.e. vacant, the implication of this regulatory framework is that a **vacant building is one which has not been in lawful use for a continuous period of at least six months within the three years ending on the day planning permission first permits the chargeable development.**

Council Position

To ensure that Vacant Building Credit does not incentivise unsustainable development, such as the forced eviction of businesses or the neglect of viable commercial businesses for the sole purpose of redevelopment in order to claim a Vacant Building Credit, the applicant will be required to demonstrate that the building has been actively marketed at a realistic price for a reasonable period of at least 12 months and that there is no demand for the building in its current state for the use for which it has permission. This applies to buildings which have become vacant within the three year period before the application is made.

The Vacant Building Credit will not be applied to buildings which are covered by an extant or recently expired planning permission for the same or substantially the same development.

4. Calculation of the Vacant Building Credit

The Planning Practice Guidance explains the process for determining Vacant Building Credit:

Where there is an overall increase in floorspace in the proposed development, the local planning authority should calculate the amount of affordable housing contributions required from the development as set out in their Local Plan. A 'credit' should then be applied which is the equivalent of the gross floorspace of any relevant vacant buildings being brought back into use or demolished as part of the scheme and deducted from the overall affordable housing contribution calculation. This will apply in calculating either the number of affordable housing units to be provided within the development or where an equivalent financial contribution is being provided. The existing floorspace of a vacant building should be credited against the floorspace of the new development.⁷

⁷ [Planning Practice Guidance: Planning obligations - para 27](#) (MHCLG and DLUHC; revision date 15.03.2019)



Council Position

In order to apply for Vacant Building Credit, a vacant building credit statement must be submitted alongside a planning application. The following information will need to be included in the statement:

- Evidence that any referenced building is a 'vacant building'. A building is not considered as 'vacant' if the building has been in continuous use for any six month period during the last three years up to the date of the planning application is submitted.
- The whole building must be vacant to apply for the Vacant Building Credit.
- Evidence that any referenced building is not an 'abandoned building' or vacated solely for the purpose of redevelopment. The onus will be on the applicant to demonstrate this. The factors the Council will take into account include:
 - i) the physical condition of the building;
 - ii) the length of time that the building had not been used;
 - iii) previous use of the building and whether it had been used for any other purposes; and
 - iv) the owner's intentions.
- Information on the existing Gross Internal Area (GIA) and the proposed GIA. GIA is the area of a building measured to the internal face of the perimeter walls at each floor level. For the purposes of assessing floorspace, the Council will use the GIA definition used by the RICS in its Code of measuring practice.

Where vacant buildings are demolished for redevelopment, only those vacant buildings which enable and relate directly to the redevelopment will be included in the assessment of any Vacant Building Credit.

As is commonly the case with outline planning applications it may not be clear what the actual number of dwellings, or the size of those dwellings, may be. Therefore it will be difficult to quantify what Vacant Building Credit will be applicable. Where the local planning authority agrees that the Vacant Building Credit may be applicable, the applicant will enter into a S.106 Agreement at the outline stage to enable the matter to be deferred to a later stage when the relevant details of the scheme have been finalised. If the Vacant Building Credit is applicable to the proposed site, the information on floorspace will inform the level of affordable housing contributions. The amount of Vacant Building Credit to be set against the affordable housing contribution on Full and Reserved Matters applications will be assessed according to the example of Vacant Building Credit calculation provided below.



Example of Vacant Building Credit calculation

<ul style="list-style-type: none"> • Proposal: Housing development of 50 dwellings • Affordable housing requirement: 30% (for a brownfield site) • Proposed Gross Internal Floor Area (GIA): 5,000sqm • Existing Gross Internal Floor Area (GIA): 1,000sqm 		
Step 1	Calculate the affordable housing contribution based on the total number of eligible dwellings and the affordable housing percentage required by the Council's affordable housing planning policy (e.g. 30% for brownfield sites)	Affordable housing contribution $50 \text{ units} \times 30\% = 15 \text{ units}$
Step 2	Calculate the amount of existing floorspace, if any, as a proportion of the proposed floorspace of the development: $E/P \times 100$ (where E = existing floorspace and P = proposed floorspace)	$1,000 \text{ sqm} / 5,000 \text{ sqm} \times 100 = 20\%$
Step 3	Calculate the amount of affordable housing credit: Affordable housing units (Step 1) x Proportion of proposed floorspace that is vacant (Step 2)	$15 \text{ units} \times 20\% = 3 \text{ units}$
Step 4	Deduct the affordable housing credit from the policy compliant affordable housing contribution: Affordable housing units (Step 1) – Affordable housing credit (Step 3)	$15 \text{ units} - 3 \text{ units} = 12 \text{ affordable homes (to be delivered on-site)}$



COTSWOLD
DISTRICT COUNCIL

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COTSWOLD DISTRICT COUNCIL VACANT BUILDING CREDIT TECHNICAL ADVICE NOTE

This Technical Advice Note explains how the Council will implement the provisions of national policy and guidance on Vacant Building Credit in Cotswold District.

1. Introduction

Vacant Building Credit was introduced by the Government (by way of a Written Statement to Parliament) on 28 November 2014. This allowed a financial credit, equivalent to the existing gross floorspace of any vacant buildings on brownfield land brought back into any lawful use or demolished for redevelopment, to be deducted from the calculation of any affordable housing contributions sought from relevant development schemes.

The Vacant Building Credit now forms part of the National Planning Policy Framework:

*To support the re-use of brownfield land, where vacant buildings are being reused or redeveloped, any affordable housing contribution due should be reduced by a proportionate amount. [Equivalent to the existing gross floorspace of the existing buildings. This does not apply to vacant buildings which have been abandoned.]*¹

The Planning Practice Guidance provides further explanation of the Vacant Building Credit:

What is the vacant building credit?

*National policy provides an incentive for brownfield development on sites containing vacant buildings. Where a vacant building is brought back into any lawful use, or is demolished to be replaced by a new building, the developer should be offered a financial credit equivalent to the existing gross floorspace of relevant vacant buildings when the local planning authority calculates any affordable housing contribution which will be sought. Affordable housing contributions may be required for any increase in floorspace.*²

2. Application of the Vacant Building Credit

The Planning Practice Guidance explains whether the Vacant Building Credit applies to any vacant building being brought back into use.³

The vacant building credit applies where the building has not been abandoned.

The courts have held that, in deciding whether a use has been abandoned, account should be taken of all relevant circumstances, such as:

- *the condition of the property;*

¹ National Planning Policy Framework - para 64 (MHCLG, July 2021)

² [Planning Practice Guidance: Planning obligations - paras. 26-29](#) (MHCLG and DLUHC; revision date 01.09.2019)

³ [Planning Practice Guidance: Planning obligations - para 28](#) (MHCLG and DLUHC; revision date 15.03.2019)

- *the period of non-use;*
- *whether there is an intervening use; and*
- *any evidence regarding the owner's intention.*

Each case is a matter for the collecting authority to judge.

The policy is intended to incentivise brownfield development, including the reuse or redevelopment of empty and redundant buildings. In considering how the vacant building credit should apply to a particular development, local planning authorities should have regard to the intention of national policy.

In doing so, it may be appropriate for authorities to consider:

- *whether the building has been made vacant for the sole purposes of re-development*
- *whether the building is covered by an extant or recently expired planning permission for the same or substantially the same development*

Council Position

As the policy is to incentivise brownfield development, Vacant Building Credit will only apply to developments on previously developed land, as defined by Annex 2 of the NPPF (2021):

Previously developed land: Land which is or was occupied by a permanent structure, including the curtilage of the developed land (although it should not be assumed that the whole of the curtilage should be developed) and any associated fixed surface infrastructure. This excludes: land that is or was last occupied by agricultural or forestry buildings; land that has been developed for minerals extraction or waste disposal by landfill, where provision for restoration has been made through development management procedures; land in built-up areas such as residential gardens, parks, recreation grounds and allotments; and land that was previously developed but where the remains of the permanent structure or fixed surface structure have blended into the landscape.

3. Vacant Building

The Council will apply the definitions of 'building' and 'in-use building' as set out at Part 5, 40 (11) of the Community Infrastructure Levy Regulation 2010 (as amended). This regulation states that a 'building' does not include buildings:

- into which people do not normally go,
- into which people go only intermittently for the purpose of maintaining or inspecting machinery, or
- for which planning permission was granted for a limited period.

The regulation also states that an **in-use** building is one which has been in lawful use for a

continuous period of at least six months within the three years ending on the day planning permission first permits the chargeable development. Therefore, as Vacant Building Credit only applies to buildings that are not in-use i.e. vacant, the implication of this regulatory framework is that **a vacant building is one which has not been in lawful use for a continuous period of at least six months within the three years ending on the day planning permission first permits the chargeable development.**

Council Position

To ensure that Vacant Building Credit does not incentivise unsustainable development, such as the forced eviction of businesses or the neglect of viable commercial businesses for the sole purpose of redevelopment in order to claim a Vacant Building Credit, the applicant will be required to demonstrate that the building has been actively marketed at a realistic price for a reasonable period of at least 12 months and that there is no demand for the building in its current state for the use for which it has permission. This applies to buildings which have become vacant within the three year period before the application is made.

The Vacant Building Credit will not be applied to buildings that are covered by an extant or recently expired planning permission for the same or substantially the same development.

4. Calculation of the Vacant Building Credit

The Planning Practice Guidance explains the process for determining Vacant Building Credit:

Where there is an overall increase in floorspace in the proposed development, the local planning authority should calculate the amount of affordable housing contributions required from the development as set out in their Local Plan. A 'credit' should then be applied which is the equivalent of the gross floorspace of any relevant vacant buildings being brought back into use or demolished as part of the scheme and deducted from the overall affordable housing contribution calculation. This will apply in calculating either the number of affordable housing units to be provided within the development or where an equivalent financial contribution is being provided. The existing floorspace of a vacant building should be credited against the floorspace of the new development.⁴

Council Position

In order to apply for Vacant Building Credit, a vacant building credit statement must be submitted alongside a planning application. The following information will need to be included in the statement:

- Evidence that any referenced building is a 'vacant building'. A building is not considered as 'vacant' if the building has been in continuous use for any six month period during the last three years up to the date of the planning application is submitted.

⁴ [Planning Practice Guidance: Planning obligations - para 27](#) (MHCLG and DLUHC; revision date 15.03.2019)

- The whole building must be vacant to apply for the Vacant Building Credit.
- Evidence that any referenced building is not an ‘abandoned building’ or vacated solely for the purpose of redevelopment. The onus will be on the applicant to demonstrate this. The factors the Council will take into account include:
 - i) the physical condition of the building;
 - ii) the length of time that the building had not been used;
 - iii) previous use of the building and whether it had been used for any other purposes; and
 - iv) the owner’s intentions.
- Information on the existing Gross Internal Area (GIA) and the proposed GIA. GIA is the area of a building measured to the internal face of the perimeter walls at each floor level. For the purposes of assessing floorspace, the Council will use the GIA definition used by the RICS in its Code of measuring practice.

Where vacant buildings are demolished for redevelopment, only those vacant buildings which enable and relate directly to the redevelopment will be included in the assessment of any Vacant Building Credit.

As is commonly the case with outline planning applications it may not be clear what the actual number of dwellings, or the size of those dwellings, may be. Therefore it will be difficult to quantify what Vacant Building Credit will be applicable. Where the local planning authority agrees that the Vacant Building Credit may be applicable, the applicant will enter into a S.106 Agreement at the outline stage to enable the matter to be deferred to a later stage when the relevant details of the scheme have been finalised. If the Vacant Building Credit is applicable to the proposed site, the information on floorspace will inform the level of affordable housing contributions. The amount of Vacant Building Credit to be set against the affordable housing contribution on Full and Reserved Matters applications will be assessed according to the example of Vacant Building Credit calculation provided below.

Example of Vacant Building Credit calculation

<ul style="list-style-type: none"> ● Proposal: Housing development of 50 dwellings ● Affordable housing requirement: 30% (for a brownfield site) ● Proposed Gross Internal Floor Area (GIA): 5,000sqm ● Existing Gross Internal Floor Area (GIA): 1,000sqm 		
Step 1	Calculate the affordable housing contribution based on the total number of eligible dwellings and the affordable housing percentage required by the Council’s affordable housing planning policy (e.g. 30% for brownfield sites)	Affordable housing contribution 50 units x 30% = 15 units

Step 2	Calculate the amount of existing floorspace, if any, as a proportion of the proposed floorspace of the development: $E/P \times 100$ (where E = existing floorspace and P = proposed floorspace)	$1,000 \text{ sqm} / 5,000 \text{ sqm} \times 100 =$ 20%
Step 3	Calculate the amount of affordable housing credit: Affordable housing units (Step 1) x Proportion of proposed floorspace that is vacant (Step 2)	$15 \text{ units} \times 20\% =$ 3 units
Step 4	Deduct the affordable housing credit from the policy compliant affordable housing contribution: Affordable housing units (Step 1) – Affordable housing credit (Step 3)	$15 \text{ units} - 3 \text{ units} =$ 12 affordable homes (to be delivered on-site)

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Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET – 13 March 2023
Subject	APPLICATION TO SECRETARY OF STATE FOR LEVELLING UP, HOUSING & COMMUNITIES TO DESIGNATE LAND IN COTSWOLD DISTRICT AS A RURAL AREA
Wards affected	Abbey; Blockley; Campden and Vale; Chedworth and Churn Valley; Chesterton; Coln Valley; Fairford North; Fosseridge; Four Acres; Kemble; Lechlade, Kempsford and Fairford South; Moreton East; Moreton West; New Mills; Northleach; Siddington and Cerney Rural; South Cerney Village; St Michael's; Stratton; Tetbury East and Rural; The Ampneys and Hampton; The Beeches; and Watermoor
Accountable member	Cllr Joe Harris, Leader of Cotswold District Council and portfolio holder for housing and homelessness Email: joe.harris@cotswold.gov.uk
Accountable officer	Matthew Britton, Principal Planning Officer Email: Matthew.Britton@cotswold.gov.uk
Summary/Purpose	To set out the various considerations around making an application to the Secretary of State to designate part of the district as a rural area under Section 157 of the Housing Act 1985.
Annexes	ANNEX A: Rural Area Designation Guidance ANNEX B: Analysis of Population Sizes and Densities of Lower Super Output Areas in Cotswold District ANNEX C: Maps of Proposed Designated Rural Area
Recommendation(s)	<i>That Cabinet resolves to approve the proposal to apply to the Secretary of State to designate land within Cotswold District as a rural area.</i>
Corporate priorities	<ul style="list-style-type: none"> ● Providing good quality social rented homes ● Helping residents and communities access the support they need for good health and wellbeing ● Supporting businesses to grow in a green, sustainable manner, and to provide high value jobs
Key Decision	NO
Exempt	NO



Consultees/ Consultation	<ul style="list-style-type: none">● Cllr Joe Harris – Council Leader and portfolio holder for housing and homelessness● Cllr Rachel Coxcoon – portfolio holder for strategic forward planning● Housing Strategy● Business Manager for Development Management● Group Manager for Residents Services● Group Manager for Communities● Group Manager for Property and Regeneration● Head of Legal Services● Bromford Housing Association (as the landlord of the retained right to buy properties).● Cirencester Housing and Cottsway Housing (as other housing associations that are likely to operate in the proposed designated rural area).● MP for The Cotswolds
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EXECUTIVE SUMMARY

Cabinet is requested to approve an application to the Secretary of State for levelling Up, Housing & Communities to designate land in Cotswold District as a rural area.

Local plans can include a lower threshold for requiring affordable housing inside designated rural areas¹. The Cotswolds Area of Outstanding Natural Beauty is already designated as a 'rural area' and incorporates 80% of the district. It is proposed to apply to the Secretary of State to designate a large proportion of the remaining 20% of the district as a rural area in order to deliver more affordable housing from developments. This can be done independently and ahead of the ongoing partial update to the Local Plan.

The adopted Local Plan already requires affordable housing contributions on developments of 6 to 10 dwellings (net) in designated rural areas, whereas the threshold for affordable housing contributions outside designated rural areas is currently 11 or more dwellings (net). The ongoing Local Plan Partial Update is exploring whether the site size threshold for requiring affordable housing in designated rural areas can be lowered further.

The newly designated rural area must have a population density of no more than two persons per hectare and must exclude settlements with a population of more than 3,000 inhabitants². The proposed designated rural area therefore excludes land inside the development boundaries of Cirencester, Fairford, Moreton-in-Marsh and South Cerney.

There are minimal financial implications to the Council arising from the proposed designated rural area. The Council's adopted Local Plan already includes a policy that requires developers to make financial affordable housing contributions in designated rural areas, which would equally apply to the new designated rural area. Planning applications in the rural area would be required to go through the same determination process as the current situation, albeit the Development Management and Housing Strategy team may be required to provide additional advice on the size, type and tenure of affordable homes on any development proposals of 6 to 10 dwellings in the rural area. There may also be an increase in negotiation and viability assessments, which would also require additional officer time.

If the application is successful, based on past housing delivery and future housing land supply, it is estimated that 15 to 25 additional affordable homes could be delivered by 2031. There is potential to deliver further affordable homes in the newly designated rural area as a result of the partial update to the Local Plan. The rural area designation would also endure past the end of the Local Plan period, so would continue to deliver additional affordable homes after 2031.

¹ As set out in paragraph 64 of the National Planning Policy Framework (2021)

² As set out in paragraph 157(1c) of the Housing Act 1985



1. BACKGROUND

- 1.1** The Cotswold District Council Corporate Plan 2020-2024³ acknowledges the housing affordability crisis in the District, which is getting worse⁴. It sets out to deliver more genuinely affordable housing, particularly social rented housing. The Council has taken various measures to deliver more genuinely affordable housing, such as the partial update of the adopted Local Plan.

2. MAIN POINTS

- 2.1** Designated rural areas are defined as National Parks, Areas of Outstanding Natural Beauty and areas designated as 'rural' under Section 157 of the Housing Act 1985. In Cotswold District, 80% of the district is located inside the Cotswolds Area of Outstanding Natural Beauty (the AONB) and is already a designated rural area.
- 2.2** The Council can apply to the Secretary of State for Levelling Up, Housing and Communities for other parts of the district to be designated as a rural area⁵. This can be done independently and ahead of the ongoing partial update to the Local Plan.
- 2.3** The Ministry of Housing, Communities and Local Government (now the Department for Levelling Up, Housing and Communities) issued guidance to councils that wish to submit an application for rural areas to be designated under the section 157 of the Housing Act (see Annex A). This advises that areas must meet two main criteria:
- i) The population density of the area must be no more than two persons per hectare; and
 - ii) Any settlements in the area must have a population of fewer than 3,000 inhabitants.
- 2.4** The first criterion can be applied flexibly. For example, some areas just over this limit may be designated in order to avoid a 'patchwork' situation where some areas are designated while others, broadly similar, are excluded.
- 2.5** Local plans can include a lower threshold for requiring affordable housing inside designated rural areas⁶. Policy H2 of the adopted Cotswold District Local Plan 2011-2031 (the Local Plan) already does this, by requiring affordable housing contributions on developments of 6

³ [Cotswold District Council Corporate Plan 2020-2024 \(Update Spring 2022\)](#)

⁴ This is discussed in more detail in the [Housing Affordability Evidence Paper](#), which formed part of the Local Plan Issues and Options (Reg.18) consultation

⁵ As set out in paragraph 157(1c) of the Housing Act 1985

⁶ As set out in paragraph 64 of the [National Planning Policy Framework \(2021\)](#)



to 10 dwellings (net) in designated rural areas, whereas the threshold for affordable housing contributions outside designated rural areas is currently 11 or more new dwellings (net).

- 2.6** Separate from this designation process, the ongoing partial update of the Council's Local Plan is exploring the prospect of lowering the site size threshold where affordable housing is required in both designated rural areas and other parts of the district.
- 2.7** Notwithstanding the partial update of the Local Plan, if the Secretary of State were to designate additional land within the district as a rural area, it would mean that development sites of 6 to 10 dwellings in that area would need to contribute towards affordable housing. This could help to deliver more affordable homes as a result. If and when the updated Local Plan policy is adopted, there would be further potential to deliver additional affordable homes in the newly designated rural area.
- 2.8** The rural area designation also serves a second purpose. Under section 157 of the Housing Act 1985, local authorities are permitted to place restrictive covenants on homes sold through the Right to Buy scheme. This only applies to former Council tenants (preserved Right to Buy) still in their social rented home. The restrictive covenant cannot be placed on new tenants after 1997.
- 2.9** The restrictions include that if the person sells the home within 10 years, they first have to ask their former landlord if they want to buy the home back at the market value of the property. If they say 'no' then the person can sell the house on the open market, although only to someone who has been living or working in the area for the previous three years. In Cotswold District, this applies to buyers or tenants who have lived or worked in Gloucestershire or the Cotswolds AONB continually for three years immediately before the proposed purchase. For existing properties, this applies to the first three months of marketing a home.
- 2.10** Houses sold by CDC require consent in accordance with the legislation and our policy, whilst houses sold by Fosseway/Bromford require consent in accordance with the legislation and their policy. For those that require CDC consent, a person qualifies for automatic consent if they have lived or worked in the Cotswolds AONB or Gloucestershire. In addition, a person who is currently serving in the UK armed forces will also receive automatic consent. A non-qualifying person can apply for consent after the property has been on the market (including on the Council's website) for 8 weeks.
- 2.11** Preserved Right to Buy properties in Cotswold District would only have originated from properties now being managed by Bromford. Bromford have been consulted on the proposed designated rural area application and have no objection.

Analysis of Proposed Designated Rural Area



- 2.12** Lower Super Output Areas (LSOAs) have been used as the basis for analysing the population sizes and population densities of the proposed designated rural area (see Annex B). These correspond with the Mid-2020 Population Estimates for Lower Super Output Areas in England and Wales, which are the most up to date available data source.
- 2.13** Cotswold District comprises 51 LSOAs. These have been analysed individually and also in combination to assess their suitability for designation as a rural area.
- 2.14** There are four settlements that have a population greater than 3,000 people within the parts of the District that are not located within the AONB. These are Cirencester, Fairford, Moreton-in-Marsh and South Cerney. These settlements do not meet the required criteria to be classified as a designated rural area.
- 2.15** The four settlements have Development Boundaries, which are defined by Policy DS2 of the adopted Local Plan. These identify the extent of the built-up area of the settlement that has a population over 3,000 people. Land within the Development Boundaries of these settlements does not form part of the proposed designated rural area.
- 2.16** The analysis demonstrates that all other areas of the District outside of the AONB and not within the Development Boundaries of the four named settlements meet the required criteria to be classified as a designated rural area. It is proposed to apply to designate these areas as such.
- 2.17** A map showing the proposed designated rural area is provided at Annex C.
- 2.18** If the application is successful, it is estimated the proposal could deliver between 15 to 25 additional affordable homes by 2031, excluding the policy updates of partial update to the Local Plan. In the longer term, there is potential to deliver further affordable homes in the newly designated rural area as a result of the partial update to the Local Plan. The rural area designation would also endure past the end of the Local Plan period, so would likely continue to deliver additional affordable homes after 2031.

3. FINANCIAL IMPLICATIONS

- 3.1** There are minimal financial implications to the Council arising from the proposed designated rural area. The Council's adopted Local Plan already has a planning policy that requires developers to make financial affordable housing contributions in designated rural areas, which would equally apply to the new designated rural area. Planning applications in the rural area would be required to go through the same determination process as the current situation, albeit the Development Management and Housing Strategy team may be required to provide additional advice on the size, type and tenure of affordable homes on any

development proposal of 6 to 10 dwellings in the rural area. There may also be an increase in negotiation and viability assessments, which would also require additional officer time.

4. LEGAL IMPLICATIONS

- 4.1** The application for rural designation must be made to the Secretary of State under section 157(1) of the Housing Act 1985. If the application is approved by the Secretary of State, then a Statutory Instrument must be laid before Parliament to enable the designated rural areas to be identified in statute.

5. RISK ASSESSMENT

- 5.1** The main risk resulting from this change would be to housing delivery, particularly the delivery of windfall housing developments. Based on current estimations, Officers expect windfalls to deliver around 130 dwellings a year up to the end of the Local Plan period in 2031.
- 5.2** Existing national and local planning policies already provide exemptions to affordable housing requirements where developments are not viable. Furthermore, Cotswold District has high housing demand and high land values.
- 5.3** The newly designated rural area would apply to less than 20% of the district. It would also exclude the area within the development boundaries of the four largest settlements in that area, where more windfalls could be expected to be delivered. In summary, the overall impact on market housing delivery is expected to be minimal to none at all, although it is anticipated that this policy will deliver some additional affordable homes.
- 5.4** The risk of not applying for designated rural area status for the proposed area is that the Council would miss an opportunity to increase affordable housing delivery. This would make it more difficult to deliver the Corporate Strategy goal of providing socially rented homes and genuinely affordable housing.

6. EQUALITIES IMPACT

- 6.1** An interim Integrated Impact Assessment, which includes an equalities impact assessment⁷, was prepared to support the recent Local Plan consultation. This document will be updated to assess pre-submission examination (draft) policies and it will form part of the evidence base supporting the examination in public of the partial update of the Local Plan.

⁷ [Interim Integrated Impact Assessment \(2022\)](#)



7. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

- 7.1** Cotswold District has an acute housing affordability issue. This means that many people, particularly younger people, are unable to afford a home close to where they work, grew up or have a close connection to. This can lead to an increase in commuting from areas where housing is less expensive, which has a carbon cost. Delivering more affordable housing across the district provides an opportunity to tackle this issue.

8. ALTERNATIVE OPTIONS

- 8.1** The alternative is to not apply to designate the additional land as a rural area. This will result in no further work but it would miss the opportunity to deliver additional affordable housing.

9. BACKGROUND PAPERS

- 9.1** None

(END)



Annex A: Rural Area Designation Guidance

Section 157 of the Housing Act 1985 provides that local authorities in certain areas can impose certain restrictions on the subsequent resale of homes acquired under the Right to Buy scheme. The areas concerned are (i) National Parks, (ii) Areas of Outstanding Natural Beauty, and (iii) areas designated by the Secretary of State as 'rural'.

Local authorities may apply to have specified areas designated as 'rural'. These areas might be a whole district or part of a district. When an application is submitted, an assessment is made for each parish in the area for which designation is sought. The criteria are that:

- There should be a population density of no more than two persons per hectare, and
- Towns with more than 3,000 inhabitants are ineligible.

The first criterion (the density test) can be applied flexibly. For example, some parishes just over these limits may be designated in order to avoid a 'patchwork' situation where some parishes are designated while others, broadly similar, are excluded.

Applications should be formally made to the Secretary of State and sent to the Right to Buy team, Department for Communities and Local Government, Eland House, Bressenden Place, London, SW1E 5DU. They should include density and population figures for each parish seeking designation and also a plan (map) of the whole district showing;

- Its extent;
- All urban areas;
- The parishes to be considered
- Any National Parks and Areas of Outstanding Natural Beauty already designated for as 'rural' for this purpose.

Please contact the Right to Buy team on 0303 444 3798 if you require any further information.



Annex B: Analysis of Population Sizes and Densities of Lower Super Output Areas in Cotswold District

LSOA Code	Settlement(s)	Comment	Population (All Ages)	Area (Ha)	Population density (people / ha)	Proposal
E01022175	Ampney Crucis / Bibury (Ablington, Ampney St Peter, Ampney St Mary, Barnsley, Coln Rogers, Coln St Dennis, Winson)	Entire LSOA has a population density of less than 2 people per hectare. Only the southern part of the LSOA is outside the AONB.	1,834	7,040	0.3	Apply to designate part of LSOA not in the AONB as a rural area
E01022176	Avening (Ashley, Cherington, Culkerton, Long Newton, Rodmarton, Tarlton, and includes Kemble Airfield)	Entire LSOA has a population density of less than 2 people per hectare. Only a very small part of the east of the LSOA is not already within the AONB.	1,808	5,367	0.3	Apply to designate part of LSOA not in the AONB as a rural area
E01022177	Stow-on-the-Wold	Entirely within AONB	1,927	150	12.9	Entire LSOA is already a designated rural area
E01022178	(Adlestrop, Bledington, Evenlode, Lower Oddington, Mangersbury, Upper Oddington)	Entire LSOA has a population density of less than 2 people per hectare. Only a small part of the LSOA to the north is not already within the AONB.	1,301	3,520	0.4	Apply to designate part of LSOA not in the AONB as a rural area
E01022179	Blockley (Aston Magna, Draycott,	Entire LSOA has a population density of less than 2 people per	1,908	3,052	0.6	Apply to designate part of LSOA not in the AONB as a rural area



LSOA Code	Settlement(s)	Comment	Population (All Ages)	Area (Ha)	Population density (people / ha)	Proposal
	Paxford, and includes Northwick Park business centre)	hectare. The Principal Settlement of Blockley, which forms part of this LSOA, is inside the AONB. The area outside the AONB is therefore likely to have a lower population density.				
E01022180	Bourton-on-the-Water	Entirely within AONB	2,728	222	12.3	Entire LSOA is already a designated rural area
E01022181	Bourton-on-the-Water	Entirely within AONB	1,779	2,070	0.9	Entire LSOA is already a designated rural area
E01022182	Willersey (Broad Campden, Weston Subedge)	Entire LSOA has a population density of less than 2 people per hectare. A large proportion of the Principal Settlement of Willersey, which forms part of this LSOA, is inside the AONB. The area outside the AONB is therefore likely to have a lower population density.	1,656	3,347	0.5	Apply to designate part of LSOA not in the AONB as a rural area
E01022183	Chipping Campden	Entirely within AONB	1,538	243	6.3	Entire LSOA is already a designated rural area
E01022184	Chipping Campden / Mickleton (Aston	Entire LSOA has a population density of less than 2 people per hectare. Chipping Campden and	1,486	2,996	0.5	Apply to designate part of LSOA not in the AONB as a rural area



LSOA Code	Settlement(s)	Comment	Population (All Ages)	Area (Ha)	Population density (people / ha)	Proposal
	Subedge, Ebrington, Hidcote Boyce)	Ebrington are entirely within the AONB. The area outside the AONB is therefore likely to have a lower population density.				
E01022185	Mickleton (part of Mickleton included in LSOA Code 184)	The LSOA includes the village of Mickleton, which has a population of around 1,700 residents. Although the population density of the LSOA is 3.9, the area around Mickleton is extensively rural and is sparsely populated. The higher population density is due to the LSOA being small sized (only 489 ha) and reasonably tightly drawn around Mickleton. The guidance on designating rural areas advises that flexibly can be applied in such circumstances to avoid a 'patchwork' situation where some areas are designated while others, broadly similar, are excluded. For example, the parish of Mickleton incorporates additional sparsely populated rural land to the south, which is in the AONB. When the population density is assessed on a	1,925	489	3.9	Apply to designate part of LSOA not in the AONB as a rural area



LSOA Code	Settlement(s)	Comment	Population (All Ages)	Area (Ha)	Population density (people / ha)	Proposal
		parish basis, it falls below 2 persons per hectare. It is therefore recommended that Mickleton and its surrounding hinterlands are included as part of the designated rural area.				
E01022186	Chedworth (Compton Abdale, Foxcote, Lower Dowdeswell, Upper Dowdeswell, Withington, Yanworth)	Entirely within AONB	1,704	6,856	0.2	Entire LSOA is already a designated rural area
E01022187	North Cerney (Bagendon, Baunton, Calmsden, Coberley, Colesbourne, Rendcomb, Ullenwood, Woodmancote)	Entire LSOA has a population density of less than 2 people per hectare. Only a very small part of this LSOA in the very south is not within the AONB, which is essentially undeveloped.	1,940	6,263	0.3	Apply to designate part of LSOA not in the AONB as a rural area
E01022188	Cirencester	Only a small part of this LSOA to the very north is outside the Cirencester development boundary. This area is essentially undeveloped and analysis of building control point	1,923	57	33.9	Apply to designate part of LSOA outside Cirencester development boundary as a rural area



LSOA Code	Settlement(s)	Comment	Population (All Ages)	Area (Ha)	Population density (people / ha)	Proposal
		data shows this area has a population density of less than 2 persons per hectare.				
E01022189	Cirencester	Only a small part of this LSOA to the very east is outside the Cirencester development boundary, which comprises a school and has no housing development. Analysis of building control point data shows this area has a population density of less than 2 persons per hectare.	1,347	34	40.1	Apply to designate part of LSOA outside Cirencester development boundary as a rural area
E01022190	Cirencester	Only a small part of this LSOA to the very east is outside the Cirencester development boundary, which mostly comprises sports fields and has no housing development. Analysis of building control point data shows this area has a population density of less than 2 persons per hectare.	1,525	32	47.0	Apply to designate part of LSOA outside Cirencester development boundary as a rural area
E01022191	Cirencester	Entirely within Development Boundary and higher than 2 persons per hectare population density	1,290	36	35.6	Does not qualify to be designated as a rural area



LSOA Code	Settlement(s)	Comment	Population (All Ages)	Area (Ha)	Population density (people / ha)	Proposal
E01022192	Cirencester	Entirely within Development Boundary and higher than 2 persons per hectare population density	1,219	21	57.2	Does not qualify to be designated as a rural area
E01022193	Cirencester	The area not within the Development Boundary, which is the countryside beyond The Steading development, has little to no development. Analysis of building control point data shows this area has a population density of less than 2 persons per hectare.	977	204	4.8	Apply to designate part of LSOA outside Cirencester development boundary as a rural area
E01022194	Cirencester	Entirely within Development Boundary and higher than 2 persons per hectare population density	1,884	68	27.9	Does not qualify to be designated as a rural area
E01022195	Cirencester	Entire LSOA has a population density of less than 2 people per hectare. The part of this LSOA not within the AONB or the settlement boundary is very small. Analysis of building control point data shows this area has a population density of less than 2 persons per hectare.	1,724	1,131	1.5	Apply to designate part of LSOA outside Cirencester development boundary and outside the AONB as a rural area



LSOA Code	Settlement(s)	Comment	Population (All Ages)	Area (Ha)	Population density (people / ha)	Proposal
E01022196	Cirencester	The area not within the Development Boundary has little to no development. Analysis of building control point data on this area shows the population density is less than 2 persons per hectare.	1,759	241	7.3	Apply to designate part of LSOA outside Cirencester development boundary as a rural area
E01022197	Cirencester	The area not within the Development Boundary has little to no development. Analysis of building control point data on this area shows the population density is less than 2 persons per hectare.	1,877	298	6.3	Apply to designate part of LSOA outside Cirencester development boundary and outside the AONB as a rural area
E01022198	Cirencester	Entirely within Development Boundary and higher than 2 persons per hectare population density	1,245	73	17.1	Does not qualify to be designated as a rural area
E01022199	Cirencester	Entirely within Development Boundary and higher than 2 persons per hectare population density	1,704	39	43.8	Does not qualify to be designated as a rural area
E01022200	Cirencester	Entirely within Development Boundary and higher than 2 persons per hectare population density	1,262	27	46.7	Does not qualify to be designated as a rural area
E01022201	Birdlip (Brimpsfield, Cowley,	Entirely within AONB	1,770	6,952	0.3	Entire LSOA is already a designated rural area



LSOA Code	Settlement(s)	Comment	Population (All Ages)	Area (Ha)	Population density (people / ha)	Proposal
	Daglingworth, Duntisbourne Abbots, Edgeworth, Elkstone, Syde, Winstone)					
E01022202	Fairford (edge of) / Hatherop / Quenington	Entire LSOA has a population density of less than 2 people per hectare. Fairford is a town that is greater than 3,000 persons. The area within the Fairford development boundary has therefore been excluded from the proposed rural area designation. The population density of the remaining part of the LSOA that is outside the development boundary has a population density below 2 persons per hectare.	1,273	2,126	0.6	Apply to designate part of LSOA outside Fairford development boundary and outside the AONB as a rural area
E01022203	Fairford	Fairford is a town that is greater than 3,000 persons. The area within the Fairford development boundary has therefore been excluded from the proposed rural area designation. Analysis of building control point data on this area shows the	2,228	1,011	2.2	Apply to designate part of LSOA outside Fairford development boundary as a rural area



LSOA Code	Settlement(s)	Comment	Population (All Ages)	Area (Ha)	Population density (people / ha)	Proposal
		population density is less than 2 persons per hectare.				
E01022204	Fairford	Fairford is a town that is greater than 3,000 persons. The area within the Fairford development boundary has therefore been excluded from the proposed rural area designation. The population density of the remaining part of the LSOA that is outside the development boundary has a population density below 2 persons per hectare. Analysis of building control point data on this area shows the population density is less than 2 persons per hectare.	1,361	61	22.2	Apply to designate part of LSOA outside Fairford development boundary as a rural area
E01022205	(Bourton-on-the-Hill, Broadwell, Condicote, Donnington, Longborough, Todenham)	Entire LSOA has a population density of less than 2 people per hectare	1,723	6,339	0.3	Apply to designate part of LSOA outside AONB as a rural area
E01022206	Didmarton / Leighterton (Beverston, Chavenage, Kingscote, Shipton Moyne,	Entirely within AONB	2,555	8,765	0.3	Entire LSOA is already a designated rural area



LSOA Code	Settlement(s)	Comment	Population (All Ages)	Area (Ha)	Population density (people / ha)	Proposal
	Tetbury Upton, Westonbirt)					
E01022207	Down Ampney / Poulton (Driffield, Meysey Hampton)	Entire LSOA has a population density of less than 2 people per hectare. Down Ampney has a population of around 700 people.	1,746	3,357	0.5	Apply to designate whole LSOA as a rural area
E01022208	Lechlade	Entire LSOA has a population density of less than 2 people per hectare. Lechlade has a population of around 2,900.	1,637	1,132	1.4	Apply to designate LSOA as a rural area
E01022209	Kempsford (Whelford, and includes Fairford Airbase)	Entire LSOA has a population density of less than 2 people per hectare	1,205	1,731	0.7	Apply to designate as a rural area
E01022210	Lechlade	Entire LSOA has a population density of less than 2 people per hectare. Lechlade has a population of around 2,900.	1,390	489	2.8	Apply to designate LSOA as a rural area
E01022211	Moreton-in-Marsh	The area not within the Development Boundary and not within the AONB has little to no development. Analysis of building control point data on this area	1,933	120	16.1	Apply to designate part of LSOA outside Moreton-in-Marsh development boundary and outside the AONB as a rural area



LSOA Code	Settlement(s)	Comment	Population (All Ages)	Area (Ha)	Population density (people / ha)	Proposal
		shows the population density is less than 2 persons per hectare.				
E01022212	Moreton-in-Marsh	The area not within the Development Boundary and not within the AONB has little to no development. Analysis of building control point data on this area shows the population density is less than 2 persons per hectare.	2,806	489	5.7	Apply to designate part of LSOA outside Moreton-in-Marsh development boundary and outside the AONB as a rural area
E01022213	Northleach (Eastington, Hampnett)	Entirely within AONB	2,004	2,196	0.9	Entire LSOA is already a designated rural area
E01022214	Upper Rissington (Church Westcote, Great Rissington, Icomb, Little Rissington, Westcote, Wyck Rissington)	Entirely within AONB	2,999	3,218	0.9	Entire LSOA is already a designated rural area
E01022215	Coln St Aldwyns (Aldsworth, Eastleach Turville, Farmington, Great Barrington, Little Barrington,	Entire LSOA has a population density of less than 2 people per hectare. The area outside the AONB is essentially undeveloped open countryside.	1,799	10,429	0.2	Apply to designate part of LSOA outside the AONB as a rural area



LSOA Code	Settlement(s)	Comment	Population (All Ages)	Area (Ha)	Population density (people / ha)	Proposal
	Sherborne, Southrop, Windrush)					
E01022216	Andoversford (Brockhampton, Hazleton, Notgrove, Salperton, Sevenhampton, Shipton, Turkdean, Whittington)	Entirely within AONB	1,864	5,910	0.3	Entire LSOA is already a designated rural area
E01022217	Tetbury	Entirely within AONB	1,250	33	37.6	Entire LSOA is already a designated rural area
E01022218	Tetbury	Entirely within AONB	1,232	21	58.1	Entire LSOA is already a designated rural area
E01022219	Tetbury	Entirely within AONB	1,440	67	21.4	Entire LSOA is already a designated rural area
E01022220	Tetbury	Entirely within AONB	1,555	73	21.2	Entire LSOA is already a designated rural area
E01022221	Kemble / Coates / Sapperton (Ewen, Frampton Mansell, and includes part of Aston Down Airfield, does	Entire LSOA has a population density of less than 2 people per hectare. Kemble has a population of around 900 people.	2,138	4,066	0.5	Apply to designate part of LSOA outside the AONB as a rural area



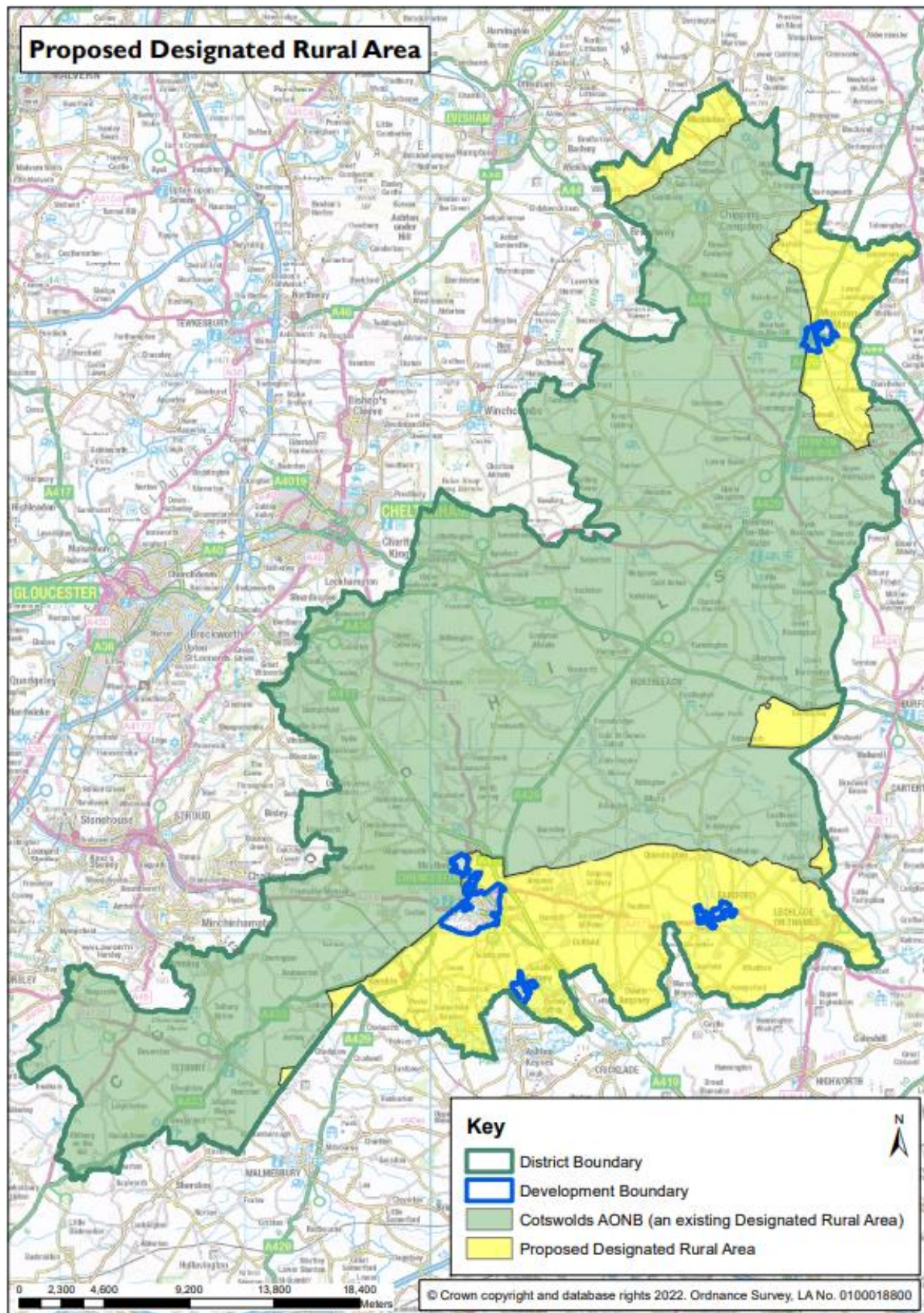
LSOA Code	Settlement(s)	Comment	Population (All Ages)	Area (Ha)	Population density (people / ha)	Proposal
	not include Kemble Airfield)					
E01022222	Temple Guiting (Guiting Power, Lower Swell, Lower Slaughter, Naunton, Upper Slaughter,)	Entirely within AONB	1,782	9,794	0.2	Entire LSOA is already a designated rural area
E01022223	South Cerney	The area not within the Development Boundary has little to no development. The South Cerney development boundary is excluded, as South Cerney has a population of around 3,500 people.	2,918	898	3.2	Apply to designate part of LSOA outside South Cerney development boundary as a rural area
E01022224	South Cerney (part of) / Siddington (part of) (Poole Keynes, Somerford Keynes)	The area not within the Development Boundary has little to no development. The South Cerney development boundary is excluded, as South Cerney has a population of around 3,500 people.	1,630	2,143	0.8	Apply to designate part of LSOA outside South Cerney development boundary as a rural area
E01022225	Cirencester (edge of) / Siddington (Preston)	The proposed rural area excludes the parts of the Cirencester development boundary which form part of the LSOA. Analysis of building control point data on the	2,756	1,155	2.4	Apply to designate part of LSOA outside Cirencester development boundary as a rural area



LSOA Code	Settlement(s)	Comment	Population (All Ages)	Area (Ha)	Population density (people / ha)	Proposal
		remaining area shows the population density is less than 2 persons per hectare.				



Annex C: Insert Maps of Proposed Designated Rural Area





COTSWOLD
DISTRICT COUNCIL

Council name	Cotswold District Council
Name and date of Committee	CABINET - 13th March 2023
Subject	Sustainable Transport – Decarbonisation trajectory
Wards affected	All
Accountable member	Cllr Rachel Coxcoon Cabinet Member Planning Policy, Climate Change and Energy Tel: 01285 623000 Email: Rachel.coxcoon@cotswold.gov.uk
Accountable officer	Hannah Fountain, Sustainable Development Lead Tel: 01285 623000 Email: hannah.fountain@cotswold.gov.uk
Report author	Hannah Fountain, Sustainable Development Lead
Summary/Purpose	To set out a proposed trajectory for transport decarbonisation in Cotswold to meet target of net zero carbon emissions by 2045.
Annexes	Annex 1: Baseline carbon assessment and forecasts Annex 2: Emissions reductions scenarios evaluated in studies Annex 3: Place type assessments Annex 4: Interventions generated and evaluation methodology Annex 5: Carbon reduction evaluation of Top 30 interventions
Recommendation(s)	<i>That Cabinet resolves to agree to proceed with the development of the Sustainable Transport Strategy using the proposed high level framework for transport carbon reduction in Cotswold, comprising targets to avoid, shift and improve vehicle journeys as set out in Table 1.</i>
Corporate priorities	<ul style="list-style-type: none"> • Respond to the climate crisis • Make our local plan green to the core
Key Decision	No
Exempt	No



1. BACKGROUND

- 1.1** The Council's Climate Emergency Strategy 2020 – 2030, adopted in September 2020, identifies a number of actions, including the development of a Sustainable Transport Strategy for the district. This Strategy will inform the partial update to the Local Plan, to make it “green to the core” and contribute to the Council's commitment to reach net zero carbon emissions by 2045 by identifying a trajectory for transport decarbonisation.
- 1.2** In parallel, Gloucestershire County Council has been developing a county wide Decarbonisation Plan (which is well aligned with the District's work). In January 2023, Cotswold District Council signed up to a shared Statement of Intent with the County Council and other District Councils in Gloucestershire to work together to reduce emissions from transport in line with our stated net zero ambitions.
- 1.3** This report summarises the activity the Council has undertaken to-date to assess the level of action that is needed to achieve its net carbon zero emission targets (Annex 1 provides baseline data and Annex 2 provides emission reduction scenarios). It seeks agreement to the broad framework for activity which is needed to avoid the need to travel, shift to more sustainable travel and improve the efficiency of residual travel. It recommends work proceeds to identify specific plans, strategies and policy changes which will be needed to bring about the above changes.

2. MAIN POINTS

- 2.1** Work on the Cotswold Sustainable Transport Strategy is proceeding in two stages. The first stage comprises three phases:
 - 1) identifying future carbon emissions from transport under a “do nothing” scenario and the scale of the “gap” to be closed to reach net zero emissions by 2045;
 - 2) evaluating different scenario options for closing that gap, differentiated by three place typologies within Cotswold (based on access to services, which reflects rural/urban distinctions);
 - 3) Identifying and prioritising broad interventions within each place type that are able to deliver the changes required.

This stage was completed in December 2022 and the results shared with Local Management Team and Councillors from all parties between December 2022 and February 2023.
- 2.2** The second stage of the Strategy development, which will commence this month, will seek to develop specific plans, strategies and policy changes to implement the priority options identified in Stage 1 against the overall framework of target reductions.
- 2.3** The emissions reduction trajectory developed in Stage 1 identifies changes to be made against a nationally recognised hierarchy based on:
 - a) Avoiding the need to travel;

- b) Shifting from vehicle travel to more sustainable modes, e.g. walking, cycling, public transport;
- c) Improving the efficiency of residual vehicle travel, e.g. by shifting to low-carbon fuels

2.4 The assessment methodology (Annex 4) generated 60 potential interventions, which are actions that could be taken to reduce transport related carbon, drawn from infrastructure, legal, economic, political, service improvement and behavioural change options. These were then assessed for relevance to the three different place types (which reflect more urban and rural locations across the district, See Annex 3) and then scored against a weighted matrix of criteria:

- Scale of carbon impact (30%)
- Cost (30%)
- Public acceptability (20%)
- Ability to support sustainable economic growth (10%)
- Ability to promote community health and wellbeing (10%)

2.5 The Top 30 interventions (Annex 5) in each place type were then assessed in greater detail to establish the likely level of carbon reduction, and the results aggregated to form the following high level framework of target changes to 2045 under the Avoid/Shift/Improve hierarchy.

2.6 This broad Framework identifies where activity needs to be focused and enables actions to then be identified and assessed that would, for example achieve a 25% reduction in overall annual mileage for each person. The next stage of this project will seek to identify specific strategies or policy changes that would support that reduction in mileage, bring about a shift to more sustainable transport and convert vehicles to zero emission fuels.

Table I

Avoid	Reduce annual per capita mileage by 25%
Shift	Reduce car mode share by approx. one third (from 84% to 56%) Reduce car mode share by approx. one third (from 84% to 56%) Triple annual walking and cycling mileage Triple annual public transport mileage
Improve	Convert vehicles to zero emission fuels at the following rate: 2030: 40% cars, 30% buses, 20% HGV/LGV 2045: 100% of all vehicles



3. ALTERNATIVE OPTIONS

- 3.1** The Council could decide not to accept the target framework for transport decarbonisation proposed. An alternative framework could be investigated, with more focus on avoidance, on shift or on improving to achieve the desired reduction in emissions. However other options were considered and discounted in the development of the recommended option as the research and modelling indicated this was the optimum solution.
- 3.2** The Council could decide to rescind (or partially rescind) the commitment to achieve net zero carbon by 2045 in the transport sector. However, the statutory objective to achieve net zero carbon just 5 years later would still apply, suggesting that Cotswold District would still need to prepare for transition to zero carbon transport within a comparable timeframe.

4. CONCLUSIONS

- 4.1** The framework targets outlined above indicate our best assessment of the optimum pathway for transition to transport decarbonisation in Cotswold District by 2045. The carbon reduction potential and acceptability/deliverability of each option has been assessed by an experienced and competent consultant with reference to the geographical composition of Cotswold in terms of place type and access to facilities and services. It has been cross-referenced and validated against similar emerging work at County and Regional transport level.
- 4.2** We recommend Council approve these high level targets and the further development of a strategic plan to meet these targets and deliver on our Corporate Priorities to respond to the climate crisis and deliver a Local Plan that is green to the core.

5. FINANCIAL IMPLICATIONS

- 5.1** At this stage (accepting the results of Stage 1 of the Strategy and moving towards the development of Stage 2) there are no direct financial implications for the Council identified, as funding to develop the Sustainable Transport Strategy has already been approved and allocated as part of the Local Plan budget.
- 5.2** Committing to progressing this work, is not a commitment to fund delivery but it should be noted that, if accepted, the targets in 2.4 above are likely to require significant investment at both District and County level if these shifts in vehicle usage are to be facilitated. It is too early in the process to quantify these costs at this stage.

6. LEGAL IMPLICATIONS

- 6.1** None identified.



7. RISK ASSESSMENT

- 7.1** The target changes identified above are for the Cotswolds are in line with the targets that will need to be achieved in all other similar local authority areas if we are to align with national targets set out in the Climate Change Act 2008. Transport emissions reductions are undoubtedly challenging and a degree of resistance to change is to be expected. Depending on the means by which the Council seeks to deliver them, some measures are likely to be unpopular with a proportion of residents, visitors and businesses, which could lead to negative press or political pressure. Conversely, they should prove popular with residents concerned with climate change, accessibility, clean air, improvements to the public realm and road safety. Regulation 18 public consultation on the Local Plan update revealed broad support for measures and policies to generate a shift to sustainable transport.
- 7.2** The high level measures identified in the framework cannot all be delivered by Cotswold District Council in isolation – many require cooperative working with other local, regional and national authorities, as well as participation by individuals and businesses. However, Sphere of Influence analysis undertaken in Stage 1 identifies that the Council has a significant role to play in the large majority of identified interventions and can achieve good progress in many areas unilaterally if needed. However, as authorities at all levels are aligned behind similar trajectories, we should all be pulling in the same direction.
- 7.3** Overall, this report presents the reality of delivering on the Council's stated objective of achieving net zero carbon by 2045 in the transport sector in Cotswold. It is well grounded in the available evidence and aligned with targets at the County level and with those emerging in national policy. Achieving decarbonisation by 2050 is a statutory requirement (Climate Change Act 2008, and revisions), meaning that changes of this nature will, by law, have to be pursued in the very near future.

8. EQUALITIES IMPACT

- 8.1** The final Sustainable Transport Strategy will be subject to an Equalities Impact Assessment as part of the partial update to the Local Plan. In general terms, the Strategy seeks to improve access for all by sustainable modes, while also allowing for a proportion of car travel where needed. It is envisaged that vehicle travel (albeit by zero emissions vehicle) will remain the dominant mode of transport (in terms of mileage) in Cotswold in all future projections.

9. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

- 9.1** This Strategy will deliver directly against the Climate Emergency strategy, as it charts the path to achieve our stated aim of reaching decarbonisation by 2045 in the case of transport. This strategy is of central importance in the Council's emissions reduction ambitions, since road transport accounts for more than a third of district-wide emissions.



10. BACKGROUND PAPERS

10.1 None appended due to document size, but key excerpts from the three studies are provided in Annexes 1-5.

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

- None

(END)



Annex I: Baseline carbon assessment and forecasts

Figure Error! No text of specified style in document.-1 displays two indicative Road and Rail Emissions pathways for Cotswold District and compares these against the Do Nothing forecast. The Do Nothing scenario leads to annual emissions which are substantially greater than the two net zero aligning pathways, highlighting the importance of timely action to decarbonisation transport within the District.

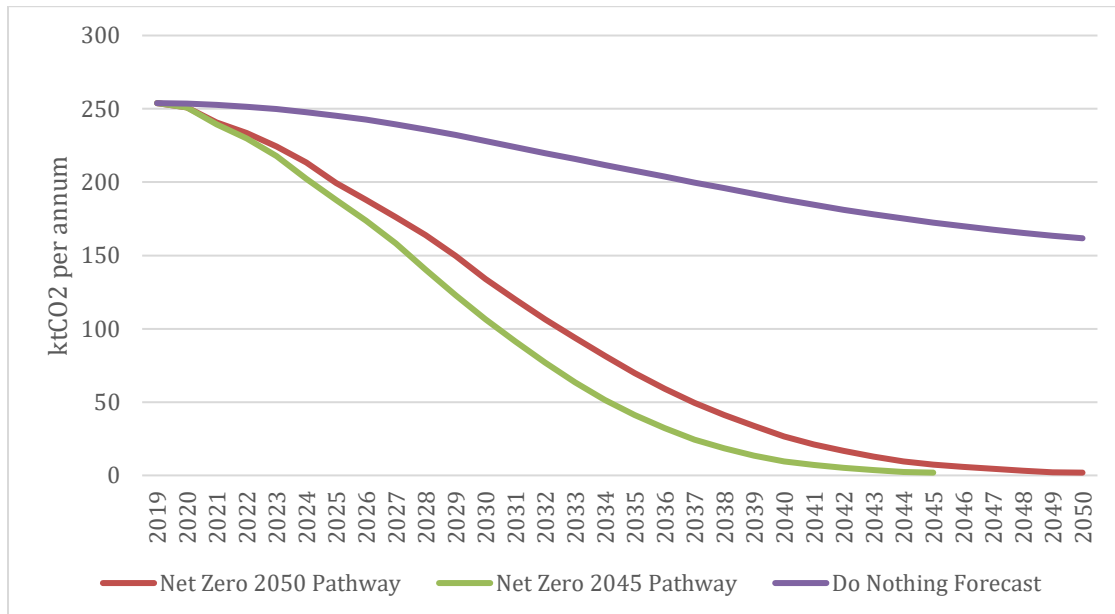


Figure Error! No text of specified style in document.-1: Indicative net zero aligning pathways for Road and Rail Emissions within Cotswold District. The Do Nothing forecast is included for comparison (Source: City Science Own Analysis)

Further to this, Figure Error! No text of specified style in document.-2 shows the annual difference between the Do Nothing forecast and the Net Zero 2045 pathway (which aligns with the ambitions of CDC and has therefore been adopted as the indicative target pathway for the District for the purposes of this Study).

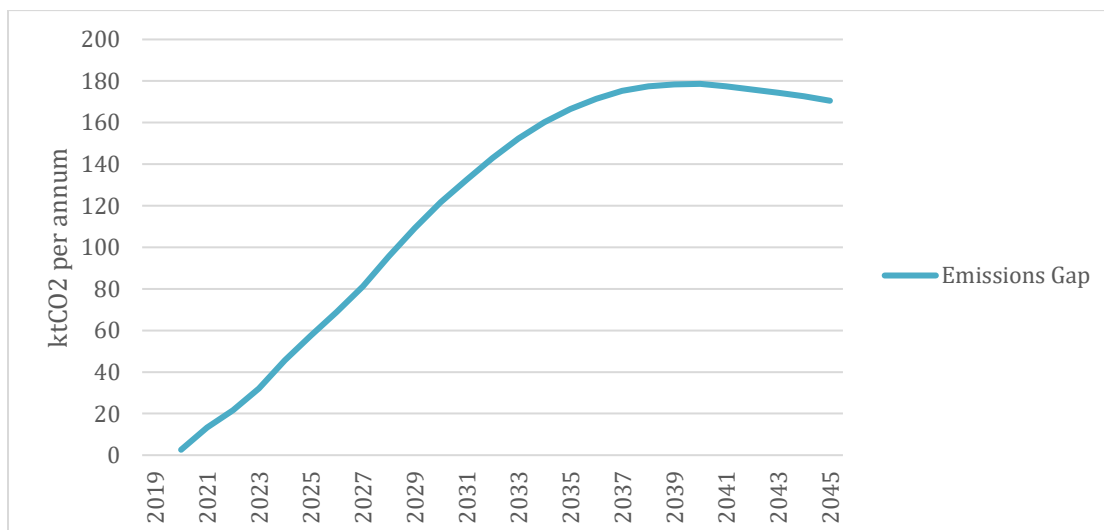


Figure Error! No text of specified style in document.-2: The year-on-year difference between the Do Nothing forecast and the Net Zero 2045 pathway (Source: City Science Own Analysis)

Annex 2: Emissions reductions scenarios evaluated in studies

Given the future uncertainty in travel behaviour when looking forward (to 2030 and 2045) we have developed a range of scenarios which support different plausible futures, taking into consideration a range of external factors. The four scenarios are outlined in Table Error! No text of specified style in document.-1.

Scenario	Description
1. High Zero Emission Vehicle (ZEV)	Demand management and mode shift interventions are implemented at the maximum level observed historically. Emissions remaining are eliminated through high levels of uptake of ZEVs. This scenario aligns with both; 80% reduction in emissions by 2030 ¹ , and CDC's ambition of net zero by 2045
2. Lifestyle Change	Demand management and mode shift interventions are implemented at a more ambitious level so that lesser uptake of ZEVs is required. This scenario aligns with both; 80% reduction in emissions by 2030 ¹ , and CDC's ambition of net zero by 2045
3. Balanced	A mixture between High ZEV and Lifestyle Change. This scenario aligns with both; 80% reduction in emissions by 2030 ¹ , and CDC's ambition of net zero by 2045
4. Likely Best Case Ambition	The outcome if currently proposed strategy and objectives are implemented. This scenario does not align with an 80% reduction in emissions by 2030 ¹ , but does align with CDC's ambition of net zero by 2045

Table Error! No text of specified style in document.-1: Future Emissions Reduction Scenarios

The methodology applied in the RTPi's Net Zero Transport publication has been utilised to develop the key scenario assumptions. Table Error! No text of specified style in document.-2 lists the three types of indicators, and how these relate to intervention themes and the transport hierarchy. Where applicable we have developed separate assumptions for each of the place types e.g. assuming a higher public transport share of journeys in Cirencester Central and Local Hubs. The emissions reduction associated with the combined set of indicators is then calculated.

Key Scenario Assumptions	Hierarchy	Intervention Theme
Distance travelled for different journey purposes	Avoid	<ul style="list-style-type: none"> Homeworking Co-working hubs Digital Services Local Amenities Micro Consolidation
Percentage of trip miles by active travel & public transport	Shift	Active travel and public transport
Percentage of vehicle miles by ZEV vehicles	Improve	Fleet transition to ZEV cars, light goods vehicles (LGVs), heavy goods vehicles (HGVs), and Buses

Table Error! No text of specified style in document.-2: Indicators Describing the Emissions Reductions Scenarios

¹ Compared to forecast emissions for 2030



Calculating the Emissions Reduction of a Scenario

To determine the emissions reductions associated with different scenarios, we use the emissions by vehicle type, emissions by journey purpose, and emissions by mode data for each place type. These are then scaled according to reduction factors associated with each scenario. Figure Error! No text of specified style in document.-3 illustrates our method for calculating the emissions by journey purpose, mode and vehicle type within each place type. The key sources of emissions within Cotswold District were calculated using National Travel Survey data (DfT, 2021). The data was disaggregated to provide the emissions by vehicle type for each place type, taking into account the place-type specific travel patterns.

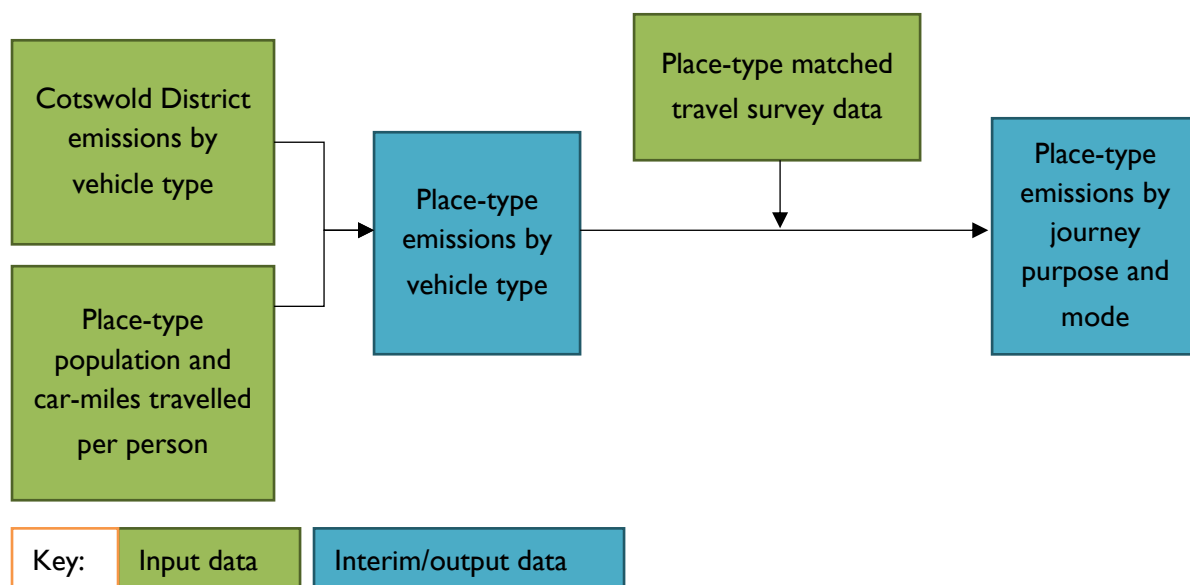


Figure Error! No text of specified style in document.-3: Method for Determining Emissions by Vehicle Type, Journey Purpose & Mode

The table below shows the carbon reduction evaluation for each scenario:



		2030					2045				Notes
Intervention Theme	Scenario Indicator	High ZEV	Lifestyle Change	Balanced	Likely Best Case		High ZEV	Lifestyle Change	Balanced	Likely Best Case	
Avoid	Home working	Reduction in commuting trips	30%	50%	30%	25%	30%	60%	35%	30%	RTPI (2021) assumes 30%. Likely Best Case Ambition assumes later than 2030 to achieve this
	Co-working	Proportion of commuting trips affected	3%	10%	3%	3%	3%	20%	5%	3%	RTPI (2021) assumes 3%. Lifestyle Change assumes more dramatic changes
	Digital services	Reduction in personal business trips	36%	50%	45%	25%	36%	60%	50%	30%	Strong exploitation of digital services required to meet 2030 ambition
		Reduction in leisure trips	3%	15%	3%	3%	3%	15%	5%	3%	RTPI (2021) assumes 3%. Lifestyle Change assumes more dramatic changes
	Local amenities	Reduction in leisure and personal business trips	10%	50%	20%	15%	15%	50%	20%	20%	RTPI (2021) assumes 20%
	Micro consolidation	Reduction in LGV (freight) miles	30%	40%	40%	20%	30%	60%	50%	30%	Assuming micro consolidation includes shared LGV usage as well as local delivery hubs in rural areas
Shift	Active travel	Short distance active travel mode share	20%	50%	35%	30%	20%	50%	30%	40%	RTPI (2021) assumes 50%
		Long distance active travel mode share	11%	11%	11%	11%	11%	11%	11%	11%	RTPI (2021) assumes 11%. The scenarios are consistent due to a limit on percentage of travellers willing to travel more than 10 miles by active travel. The assumed trips are 10 to 25 miles
	Public transport	Short distance public transport mode share	30%	45%	40%	25%	30%	45%	35%	30%	RTPI (2021) assumes 40%
		Long distance public transport mode share	35%	80%	40%	30%	35%	80%	50%	35%	RTPI (2021) assumes 40%
Improve	Car	Proportion of ZEV fleet	80%	65%	70%	40%	100%	100%	100%	100%	Climate Change Committee (2020) projections suggest 40%
	LGV	Proportion of ZEV fleet	80%	55%	55%	20%	100%	100%	100%	100%	Current sales suggest slower uptake of electric vans than cars (Zap Map, 2022)
	HGV	Proportion of ZEV fleet	45%	30%	45%	10%	100%	100%	100%	100%	Lack of widely available zero-emission HGV solutions means low likelihood of widespread roll out by 2030
	Bus	Proportion of ZEV fleet	100%	100%	100%	30%	100%	100%	100%	100%	Precedents for fleet electrification, e.g. Commitment for all London buses to be electrified by 2034 (Mayor of London, 2022)
Total Carbon Reduction		80%	80%	80%	50%		100%	100%	100%	100%	Rounded to nearest 5%



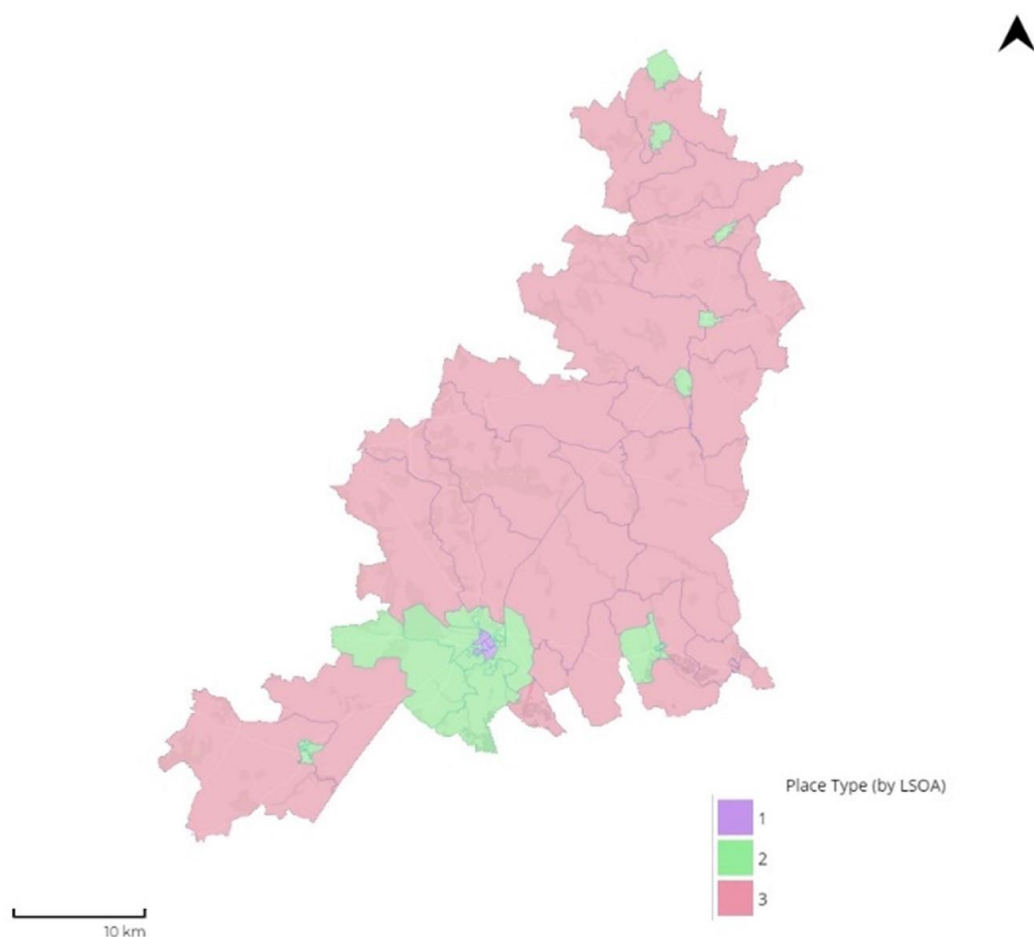
Annex 3: Place type assessments

We have worked closely with CDC to define three place types which are representative of the different types of locations which make up Cotswold District. The purpose of developing the place types is to aid the development and analysis of a range of transport interventions relevant to CDC's context, recognising that different solutions may be appropriate for rural areas compared to better-connected urban areas. This is a key focus for the later stages of the Study.

The CDC Local Plan consultation focused on accessibility to key services as a driver for policy improvement. To support consistency in CDC's approach, we have used journey time to seven key services as a metric to differentiate each of the place types. The three place types are as follow:

- **Cirencester Central:** Lower Layer Super Output Areas (LSOAs) where access to all services is at least as good as the UK average. The only location in this category is central Cirencester
- **Local Hubs:** LSOAs with below-average accessibility to between two and five services, such as Tetbury, Moreton-in-Marsh, Fairford and South Cerney
- **Rural Settlements:** LSOAs with below-average accessibility to six or more services, which covers most of the district

Error! Reference source not found. shows the outcomes of the place type analysis. As we develop the Study, we will utilise the three place types to inform which interventions are relevant to each place type.



Annex 4: Interventions generated and evaluation methodology

A long list of 60 potential interventions was developed through background research and internal workshop, drawn from six different categories:

Infrastructure

Legal

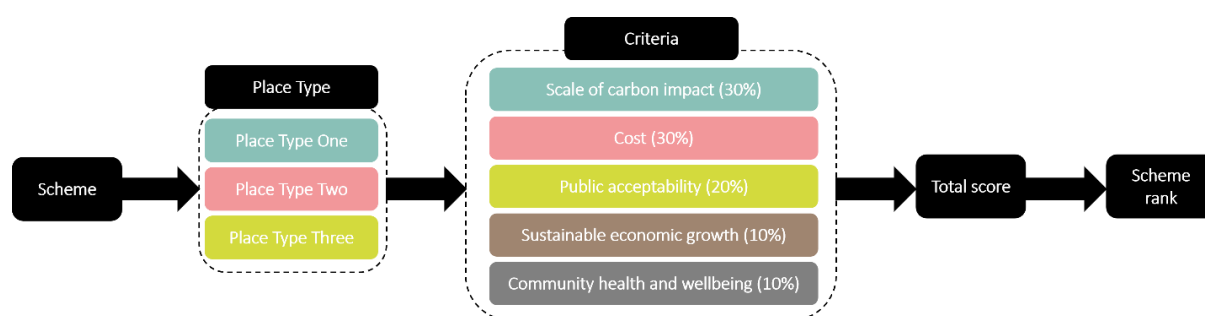
Policy

Economic

Service improvements

Behavioural change

Each intervention was then allocated to appropriate place type(s) and scored against the following weighted criteria:



The table below shows the ranked prioritisation of all 60 measures evaluated:

Rank	Intervention	Hierarchy
1	Increased sustainable transport standards at new developments	Avoid
2	Minimum accessibility standard for new developments	Avoid
3	School/workplace travel planning	Shift
4	On the go EV charge points (e.g. by shops)	Improve
5	Local service hubs	Avoid
6	Improvements to scheduled bus services	Shift
7	Mobile service provision	Avoid
8	Park and ride for Cirencester	Shift
9	Residential EV charge points	Improve
10	Increase in the number of rail services to all stations in the Cotswolds	Shift
11	Driver education sessions (e.g. eco driving, EV awareness, interacting with cyclists on rural roads)	Improve
12	Create cycling links across the district, connecting up key locations	Shift
13	Create walking links between key locations	Shift
14	Micro freight consolidation centre (last mile deliveries)	Avoid
15	Promotional campaign for Cotswolds as a green destination promoting use of shared/low carbon transport options	Shift
16	Support green travel initiatives within local businesses/tourist industries e.g. scoring system or green badge from the council	Shift
17	Bike share/loan schemes	Shift
18	DRT for tourist attractions and other key locations	Shift
19	Personal Travel Planning	Shift



Rank	Intervention	Hierarchy
20	Rail link via dedicated shuttle service to all stations	Shift
21	Signage and wayfinding improvements	Shift
22	Low Traffic Neighbourhoods	Avoid
23	Town centre pedestrianisation	Shift
24	Convert freight vehicles to EV	Improve
25	Technological literacy sessions at local community hubs	Avoid
26	Convert Public Transport vehicles to electric	Improve
27	Co-working hubs	Avoid
28	Bike storage infrastructure e.g. bike cages	Shift
29	District-wide liftshare scheme	Shift
30	Mobility hubs	Shift
31	20mph zones	Shift
32	RTI at bus stops	Shift
33	Grants to trade in ICE vehicles to EV	Improve
34	New railway station at Chipping Campden	Shift
35	Reopen Cirencester Branch Line	Shift
36	Incentivise low/zero emissions taxis/PHVs	Improve
37	E-mobility/micromobility services and infrastructure	Shift
38	Road space reallocation e.g. pavement widening, reduction in on-street parking	Shift
39	Promote click and collect over home delivery	Avoid
40	Car free days (in town centres)	Avoid
41	Raising awareness of cycle to work schemes	Shift
42	Promote digital services e.g. GP online	Avoid
43	Working from home incentive for employers	Avoid
44	Changes to public parking provision (e.g. reviewing price structures, managing capacity on/off street, EV charging provision)	Avoid
45	Incentivising multi-occupancy vehicles	Shift
46	Cycle skills and maintenance workshops	Shift
47	Support for local community transport groups e.g. dial-a-ride services	Shift
48	Carbon-based charging e.g. zero-emission zones	Avoid
49	Road pricing e.g. congestion charge zones	Shift
50	Freight consolidation centre	Avoid
51	MaaS app for all public transport services and other non-transport services	Shift
52	Introduce more CPZs	Avoid
53	Hydrogen fuel charging	Improve
54	Bus/active travel priority measures in urban areas	Shift
55	Incentives and discounts for non-drivers at local attractions	Shift
56	Rural road bus priority measures	Shift
57	Car clubs	Avoid
58	Coach services (e.g. tourism and commuting)	Shift
59	Workplace parking levy	Shift

Annex 5: Carbon reduction evaluation of Top 30 interventions

The top 30 intervention for each place type were then evaluated in detail to determine their potential to reduce transport related carbon (compared with the 2045 do nothing baseline scenario). The results are presented in the tables below. The interventions were then clustered under the Avoid/Shift/Improve hierarchy to generate the overall target framework for change.

Methodology:

Type	Intervention	Target Description	Calculation method
Land Use	Mixed use developments	Target proportion of new development residents who will have close amenities	Reduce the car emissions of new developments within the district, for journey types: commuting, shopping, sport, personal business, entertainment and education and escort
	Minimum accessibility standard for new developments	Target mode share of car use for residents of new developments	Reduce the car emissions of new developments within the district
	Local service hubs	Reduce distance required for local services to average of miles	Reduce the car emissions for journey types: education, escort education, shopping, personal business, entertainment, and sport.
	Co-working hubs	Average distance to nearest coworking space (miles)	Calculate the percentage change between the current average commuting distance and the target distance nearest Co-working hub. Multiply the emissions from cars on commuting journeys by this
Freight	Micro freight consolidation centre (last mile deliveries)	Reduction in number of freight vehicles making similar rounds	Estimate the LGV emissions associated with last-mile delivery. Scale these according to the target
Active Travel	Create walking links between key locations	Number of new connections	Estimate the number of 'new' walking miles as a result of the intervention, and the corresponding reduction in car emissions



Type	Intervention	Target Description	Calculation method
Page 211	Create cycling links between key locations	Number of new connections	Estimate the number of 'new' bicycle miles as a result of the intervention, and the corresponding reduction in car emissions
	Bike share/loan schemes	Number of bikes available	
	Bike storage infrastructure e.g. bike cages	Number of bike spaces	
	Cycle skills and maintenance workshops	Increase in bike use	
	Signage and wayfinding improvements	Number of signs	
	Personal Travel Planning	Users of planning service	Estimate the number of trips shifted to active travel or public transport, and the associated mileage of these trips. Calculate the corresponding reduction in car mileage
	School/workplace travel planning	Users of planning service	Estimate the number of trips shifted to active travel or public transport, and the associated mileage of these trips. Calculate the corresponding reduction in car mileage
Online/mobile services	Promote click and collect over home delivery	Percentage of resident population reached	Reduce the LGV last mile delivery emissions. This is done according to the estimated number of residents who engage with the intervention, and the assumed reduction in LGV last mile emissions for each engaged resident
	Promote digital services	Percentage of resident population reached	Reduce car personal business and shopping emissions. This is done according to the estimated number of residents who engage with the intervention, and the assumed reduction in mileage for each engaged resident
	Working from home incentive for employers	Percentage of district's employers successfully engaged with	Reduce car commuting emissions by a proportion calculated from the percentage of the district's employers engaged with the intervention, and the reduction in commuting miles associated with each employer



Type	Intervention	Target Description	Calculation method
	Mobile service provision	Reduction in trips for services	Reduce the car mileage for shopping and personal business trips
Communications	Promotional campaign for Cotswolds as a green destination promoting use of shared/low carbon transport options	Audience reached per year (across district)	Estimate the emissions from cars visiting Cotswold District. Reduce these according to the proportion of visitors engaged, and an estimate of the reduction in car miles per visitor engaged
	Support green travel initiatives within local businesses/tourist industries e.g. scoring system or green badge from the council	Percentage of businesses engaged with	Reduce the emissions for business journeys within the district. This is done according to the number of businesses who engage with the intervention, and the assumed reduction in emissions for each business
Modern Public Transport	Park and ride for Cirencester	Parking capacity	Calculate the reduction car mileage
	Increase the number of rail services to all stations in the Cotswolds	Percentage increase in rail services	Calculate the reduction car mileage for trips over 10 miles
	DRT for tourist attractions and other key locations	Number of DRT busses	Estimate the number of trips captured by the DRT service, and the associated reduction in car mileage
	DRT service		
	Rail link via dedicated shuttle service to all stations	Number of shuttle services per day	Estimate the number of extra rail trips encouraged and the associated reduction car mileage. Combine this effect with the reduction in car mileage owing to reduced use of cars to travel to station.
	RTI at bus stops	Percentage increase in bus ridership	Estimate the decrease in car mode share of trips, and the associated reduction in mileage
	MaaS app for all public transport and other services		
Shared Mobility	E-mobility/micromobility services and infrastructure	Reduce short distance (<10 miles) car mode share to	Calculate the reduction in car mileage



Type	Intervention	Target Description	Calculation method
Page 21 Design & Access	District-wide lift share scheme	Target average car occupancy	
	Coach services (e.g. tourism and commuting)	Number of coach services per day	Estimate the number of trips captured by the service, and the associated reduction in car mileage
	Support for local community transport groups e.g. dial-a-ride services	Number of journeys provided per day	Estimate the number of trips captured by the service, and the associated reduction in car mileage
	Mobility hubs	Number of journeys touching a hub per day	Estimate the number of trips encouraged away from cars by the service, and the associated reduction in car mileage
	Low Traffic Neighbourhoods	Proportion of minor roads covered	Estimate the reduction in emissions for the road network effected, assuming that no extra emissions are produced elsewhere
	20mph zones		
	Town centre pedestrianisation	All town centres are pedestrianised	Remove the emissions from cars for trips for personal business, shopping, and entertainment
	Road space reallocation	Reduce car mileage mode share to	Calculate the change in car emissions assuming the difference in mileage mode share is transferred to sustainable modes



Type	Intervention	Target Description	Calculation method
EV Charging Infrastructure	Incentivise low/zero emissions taxis/PHVs	Proportion of taxis and PHV's electrified	Estimate the emissions from taxis and PHVs, and scale according to the proportion of electrified vehicles
	Residential EV charge points	Number of new EV charge points	Estimate the number of new EVs encouraged by a charge point. Scale car emissions according to the proportion of the fleet which is electrified
	On the go EV charge points (e.g. by shops)		
	Grants to trade in ICE vehicles to switch to EV	Proportion of fleet within Cotswold District electrified	Scale car emissions according to the proportion of the fleet which is electrified
	Convert freight vehicles to EV	Proportion of fleet within Cotswold District electrified	Scale LGV and HGV emissions according to the proportion of the fleet which is electrified
	Convert public transport to EV	Proportion of fleet within Cotswold District electrified	Scale bus emissions according to the proportion of the fleet which is electrified
Education	Driver education sessions (e.g. eco driving, EV awareness, interacting with cyclists on rural roads)	Proportion of Place Type's driver's engaged with	Scale car emissions according to the number of engaged drivers, and an estimate of the reduction in emissions for each driver following being engaged

Table Error! No text of specified style in document.-3: Intervention Impact Calculation Methods

Potential Carbon Reduction Impacts

Table Error! No text of specified style in document.-4 and Table Error! No text of specified style in document.-5 below display the interventions, targets and associated emissions reductions for the three place types. Since the interventions for Cirencester and Local Hubs align, they have been combined in Table Error! No text of specified style in document.-4. Table Error! No text of specified style in document.-5 relates to the Rural Settlements place type. Any intervention-specific assumptions are also outlined. The carbon reductions are expressed as a percentage of the place-type's 2045 emissions in the Do Nothing scenario. Whilst interventions should be implemented sooner, we required a common end date for equitable comparison. The effects of most interventions are calculated assuming that no other interventions have been implemented.



Category	Intervention	Cirencester Central Target	Cirencester Central Carbon Reduction ²	Local Hubs Target	Local Hubs Carbon Reduction ²
Land Use	Mixed use developments	75% of residents have amenities close by	1.96%	75% of residents have amenities close by	2.39%
	Minimum accessibility standard for new developments	Car mode share is 20% for new developments	5.82%	Car mode share is 20% for new developments	6.61%
	Local service hubs	Average distance to local services is 3 miles	5.60%	Average distance to local services is 5 miles	3.39%
Freight	Micro freight consolidation centre (e.g. last mile deliveries)	50% reduction in the number of freight vehicles making similar rounds	0.96%	50% reduction in the number of freight vehicles making similar rounds	0.96%
Active Travel	Create walking links between key locations	23 new connections	0.20%	100 new connections	0.19%
	Create cycling links between key locations	23 new connections	2.95%	100 new connections	2.20%
	Bike storage infrastructure (e.g. bike cages)	2000 new bike parking spaces	1.28%	4000 new bike parking spaces	0.44%
	Bike share/loan schemes	500 bikes	1.93%	500 bikes	0.22%
	School/workplace travel planning	4,000 users of the planning service	0.76%	20,000 users of the planning service	0.73%
	Personal Travel Planning	1,000 users of the planning service	0.49%	20,000 users of the planning service	2.08%

² (Relative to 2045 Do Nothing Scenario)



Category	Intervention	Cirencester Central Target	Cirencester Central Carbon Reduction ²	Local Hubs Target	Local Hubs Carbon Reduction ²
	Signage and wayfinding improvements	150 signs	0.06%	400 signs	0.03%
Communications	Promotional campaign for Cotswolds as a green destination promoting use of shared/low carbon transport options	300,000 people reached per year	1.78%	300,000 reached people per year	1.95%
	Support green travel initiatives within local businesses/tourist industries (e.g. scoring system or green badge from the council)	15% of businesses engaged with	0.85%	15% of businesses engaged with	0.85%
Modern Public Transport	Park and ride for Cirencester	1000 parking spaces	5.27%	1000 parking spaces	0.80%
	Increase in the number of rail services to all stations in the Cotswolds	30% increase in rail services	2.60%	30% increase in rail services	2.84%
	DRT for tourist attractions and other key locations	2 new DRT services	0.99%	8 new DRT services	0.90%
	Rail link via dedicated shuttle service to all stations	20 shuttle services per day	2.35%	40 shuttle services per day	0.93%
Shared Mobility	E-mobility /micromobility services and infrastructure	Reduce short distance (<10 miles) car mode share to 15%	7.09%	Reduce short distance (<10 miles) car mode share to 25%	5.47%
	District-wide lift share scheme	Average car occupancy of 1.8	7.60%	Average car occupancy of 1.8	8.32%
	Coach services (e.g. tourism and commuting)	10 coach services per day	1.32%	15 coach services per day	0.30%



Category	Intervention	Cirencester Central Target	Cirencester Central Carbon Reduction ²	Local Hubs Target	Local Hubs Carbon Reduction ²
	Support for local community transport groups (e.g. dial-a-ride services)	100 journeys provided per day	0.39%	300 journeys provided per day	0.25%
	Mobility hubs	300 journeys interact with a hub per day	0.64%	300 journeys interact with a hub per day	0.12%
Design & Access	Low Traffic Neighbourhoods	10% of minor roads covered	1.03%	10% of minor roads covered	1.03%
	20mph zones	10% of minor roads covered	0.17%	10% of minor roads covered	0.17%
	Town centre pedestrianisation	All town centres are pedestrianised	1.48%	All town centres are pedestrianised	1.94%
EV Charging Infrastructure	Incentivise low/zero emissions taxis/PHVs	75% of taxis and private hire vehicles are electrified	0.77%	75% of taxis and private hire vehicles are electrified	0.45%
	Residential EV charge points	100 new EV charge points	4.39%	300 new EV charge points	2.77%
	On the go EV charge points (e.g. by shops)				
Education	Driver education sessions (e.g. eco driving, EV awareness, interacting with cyclists on rural roads)	10% of drivers engaged with	0.34%	10% of drivers engaged with	0.37%

Table Error! No text of specified style in document.-4: Potential Impacts of Measures in Cirencester Central & Local Hubs



Rural Settlements

Table Error! No text of specified style in document.-5 summarises the top 30 interventions for the Rural Settlements Place Type. It also outlines the level of decarbonisation which can be attributed to each intervention when the target is applied.

Category	Intervention	Rural Settlements Target	Rural Settlements Carbon Reduction ²
Land Use	Mixed use developments	50% of residents have amenities close by	1.72%
	Co-working hubs	Average distance to nearest co-working space is 5 miles	2.11%
Active Travel	Create cycling links between key locations	200 new connections	5.21%
	Bike share/loan schemes	500 bikes	0.26%
	Bike storage infrastructure e.g. bike cages	8000 new bike parking spaces	1.04%
	Cycle skills and maintenance workshops	2% increase in bike use	0.01%
	Signage and wayfinding improvements	800 signs	0.06%
	Personal Travel Planning	24,000 users of the planning service	2.13%
	School/workplace travel planning	24,000 users of the planning service	0.80%
Online/Mobile Services	Promote click and collect over home delivery	70% of resident population reached	1.21%
	Promote digital services	70% of resident population reached	1.20%
	Working from home incentive for employers	10% of Cotswold District's employers successfully engaged with	0.30%
	Mobile service provision	20% reduction in trips to access services	2.30%
Communications	Promotional campaign for Cotswolds as a green destination promoting use of shared/low carbon transport options	300,000 people reached per year	2.03%



Category	Intervention	Rural Settlements Target	Rural Settlements Carbon Reduction ²
	Support green travel initiatives within local businesses/tourist industries (e.g. scoring system or green badge from the council)	15% of businesses engaged with	0.85%
Modern Public Transport	DRT service	10 new DRT services	0.90%
	RTI at bus stops	3% increase in bus patronage	0.04%
	MaaS app for all public transport and other services	8% increase in bus patronage	0.12%
Shared Mobility	E-mobility/micromobility services and infrastructure	Reduce short distance (<10 miles) car mode share to 35%	3.31%
	District-wide lift share scheme	Average car occupancy of 1.8	8.70%
	Support for local community transport groups (e.g. dial-a-ride services)	500 journeys provided per day	0.37%
Design & Access	Road space reallocation	Car mode share is reduced to 70%	14.67%
EV Charging Infrastructure	Incentivise low/zero emissions taxis/PHVs	75% of taxis and private hire vehicles are electrified	0.58%
	Residential EV charge points	300 new EV charge points	2.46%
	Grants to trade in ICE vehicles to switch to EV	80% of the fleet in the District is electrified	31.31%
	Convert freight vehicles to EV	80% of the fleet in the District is electrified	4.91%
	Convert public transport to EV	80% of the fleet in the District is electrified	1.53%



COTSWOLD
DISTRICT COUNCIL

Category	Intervention	Rural Settlements Target	Rural Settlements Carbon Reduction ²
Education	Driver education sessions (e.g. eco driving, EV awareness, interacting with cyclists on rural roads)	10% of drivers engaged with	0.39%

Table Error! No text of specified style in document.-5: Potential Impact



CABINET – 13th March 2023

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

Note: Further details regarding the decisions are available in the relevant Decision Notices.

Cabinet Member	Meeting Date	Subject	Decision(s)
Cabinet Member for Development Management and Licensing – Councillor Juliet Layton	9 th March 2023	Neighbourhood Planning: Regulation 18 Decision on the Fairford Neighbourhood Development Plan	The Cabinet Member will consider the recommendations at the meeting on 9 th March.
Cabinet Member for Development Management and Licensing – Councillor Juliet Layton	9 th March 2023	Neighbourhood Planning: Representation to the Stow and the Swells Regulation 14 Draft Consultation	The Cabinet Member will consider the recommendations at the meeting on 9 th March.

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COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET – 13 MARCH 2023
Subject	AWARD OF CONTRACTS FOR THE MANAGEMENT OF THE COUNCIL'S LEISURE AND CULTURE FACILITIES
Wards affected	All
Accountable member	Cllr Jenny Forde - Cabinet Member for Health & Wellbeing Email: jenny.forde@cotswold.gov.uk
Accountable officer	Scott Williams - Business Manager (Contracts) Email: scott.williams@publicagroup.uk
Report author	Rachel Biles - Strategic Project Lead (Leisure) Email: rachel.biles@publicagroup.uk
Summary/Purpose	To seek authority to award a contract for; a. the management of the Council's leisure facilities b. the management of the Council's culture facilities
Annexes	<ul style="list-style-type: none"> ● Annex A - Project timeline. ● EXEMPT Annex B - (i) Leisure Contract Invitation to Submit Revised Tender documentation. ● EXEMPT Annex B - (II) Culture Contract Invitation to Submit Revised Tender documentation. ● EXEMPT Annex C - (i) Leisure Invitation to Submit Revised Tender (ISRT) Evaluation Scorecard, (ii) Culture Invitation to Submit Revised Tender (ISRT) Evaluation Scorecard. ● EXEMPT Annex D1 - (i) Leisure preferred bidder fee proposal, (ii) Culture preferred bidder fee proposal and impact on revenue budget. ANNEX D2 - (i) All bidders fee proposal for leisure, (ii) All bidders fee proposal for culture.

	<ul style="list-style-type: none"> ● EXEMPT Annex E - Legal terms of the procured Leisure and Culture Contract. ● EXEMPT Annex F - Bidders Information.
Recommendation(s)	<p><i>That Cabinet recommends that Council:</i></p> <ol style="list-style-type: none"> <i>1. Agree to award the Leisure Management Contract to the preferred bidder set out in EXEMPT Annex C (i).</i> <i>2. Agree to award the Culture Management Contract to the preferred bidder set out in EXEMPT Annex C (ii).</i> <i>3. Delegate authority to the interim Head of Legal Services for Contract finalisation.</i> <i>4. Delegate authority to Deputy Chief Executive and s151 Officer, in consultation with the Cabinet Member for Health and Wellbeing and Leadership and Management Team (Chief Executive, Deputy Chief Executive and Director of Governance and Development), to accept capital investment proposals set out in preferred bidder's Leisure tender submission.</i> <i>5. Notes the position set out in paragraph 5.6 for the mobilisation period and in the early process of embedding the new contracts.</i>
Corporate priorities	<ul style="list-style-type: none"> ● Deliver the highest standard of service ● Respond to the climate crisis ● Support health and wellbeing ● Enable a vibrant economy
Key Decision	Yes
Exempt	<ul style="list-style-type: none"> ● Main report - NO ● Annex A - Project timeline - NO ● EXEMPT Annex B (i) & (ii); Leisure and Culture Invitation to Submit Revised Tender documentation - YES ● EXEMPT Annex C (i) & (ii); Leisure Invitation to Submit Revised Tender and Culture Invitation to Submit Revised Tender scorecards respectively - YES ● EXEMPT Annex D1 (i) & (ii); Proposed bidders for Leisure and Culture Contract fee proposals respectively, Annex D2 (i) & (ii); All



	<p>bidders fee proposal for leisure and Culture respectively - YES</p> <ul style="list-style-type: none">● EXEMPT Annex E; Legal terms of the procured Leisure and Culture Contract - YES● EXEMPT Annex F - Bidders information - YES
Consultees/ Consultation	<p>Overview and Scrutiny Committee, Cross party Leisure and Cultural Provision Working Group (Cllr. Jenny Forde, Cllr. Nigel Robbins, Cllr. Nick Maunder, Cllr. Gary Selwyn, Cllr. Stephen Andrews, Cllr. Ray Theodoulou, Cllr. Stephen Hirst, Cllr. Richard Norris), Leadership and Management Team (Chief Executive, Deputy Chief Executive, Director of Governance and Development, Publica Managing Director, Publica Group Finance Director).</p>



I. BACKGROUND

- I.1 In March 2021, the Council's Strategic Outcomes Planning Model (Active Cotswolds) was adopted and authority granted to undertake a leisure management options appraisal, to determine the most suitable delivery model, contract scope and contract terms for the Council's leisure facilities - [Minutes of a meeting of Cabinet held on Monday, 1 March 2021](#)
- I.2 Leisure consultants Max Associates were appointed to undertake the options appraisal on behalf of the Council. To support this process a cross party Leisure and Cultural Provision Working Group was established. The purpose of the working group was to help determine the best delivery model for the provision of sustainable leisure and cultural activities, provided in Council owned and operated facilities. The working group was involved in identifying the key drivers for the new contracts via a paired comparison exercise and also supported the review of the options appraisal findings and potential bidders soft market testing.
- I.3 In May 2022, the Cabinet granted authority for officers to commence procurement exercises for the appointment of a Leisure Management Contractor, and a Culture Management Contractor for the operation of the Council's leisure and cultural facilities - [Minutes of a meeting of Cabinet held on Monday, 9 May 2022](#)
- I.4 As part of the procurement exercise, a commitment was given to provide the Overview and Scrutiny Committee with key updates on the procurement process and timeline. Updates were provided at the October 2022 and February 2023 Committee meetings - [Minutes of a meeting of Overview and Scrutiny Committee held on Tuesday, 4 October 2022](#) and [Minutes of a meeting of Overview and Scrutiny Committee held on Wednesday, 1 February 2023](#)
- I.5 A Project Board was established to oversee the procurement, which included the Cabinet Member for Health and Wellbeing, Senior Officers from the Council and Publica, South West Audit Partnership (SWAP), legal advisors Trowers & Hamlin and leisure consultants Max Associates. Alongside the board was a project team, which also acted as the evaluation panel for bids received. This consisted of core Council officers, leisure consultants Max Associates and legal advisors Trowers and Hamlin, plus several other specialist officers (Community Wellbeing, Climate Action, Tourism Services, Assets and Council Priorities) who evaluated specific method statements.

- I.6 Leisure Consultants Max Associates, who provided valuable support with the Leisure and Culture Management Option Appraisal, were also commissioned to support the procurement process as project coordinators.
- I.7 The Leisure Management Contract (herein referred to as the 'Leisure Contract') is the operation of Cirencester Leisure Centre, Bourton on the Water Leisure Centre and Chipping Campden Leisure Centre. The Culture Management Contract (herein referred to as the 'Culture Contract') is the operation of the Corinium Museum, Cirencester and the Resource Centre, Northleach.
- I.8 The development of the Leisure Contract utilises the industry standard Sport England's template for a Leisure Operating Contract. Within the Contract sits the Service Specifications which provide details of the Council's requirements and performance standards in respect of the various elements of the services. The Specifications are largely output based, therefore the Council will be adopting a Performance Monitoring System to ensure that the service outcomes it requires are met and adhered to, and that continuous improvement is achieved throughout the Contract period. This will ensure that a high quality service is being delivered and also enables the Council to demonstrate the measurable contribution the services are having to the Council's outcomes.
- I.9 The development of the Culture Contract utilises the current Management Contract as a base document. This contract has been further refined to enhance and rationalise its existing structure and definitions, to capture the outcomes and requirements of the Council. The Council's requirements are set out in the Services Specification and the Council will be adopting a Performance Monitoring system to ensure that the service outcomes are met and adhered to. Contract Monitoring is included in the Specification to ensure that continuous improvement is achieved and close partnership working implemented.
- I.10 Following the Commissioning and Procurement Board in July 2022, it was agreed that both procurements would follow a competitive procedure with negotiation processes and the contract term would be 10 years for both contracts commencing on 1st August 2023, with the option included to extend for up to a further 5 years on each contract. The extension option will be available at the Council's discretion, and will be subject to the established terms and conditions from the contract.

- 1.11 The procurement process for both the Leisure and Culture Contracts commenced on 2nd September 2022, with the publication of the notice within the Official Journal of European Union (OJEU) - please refer to Annex A for detailed project timeline.

2. MAIN POINTS

- 2.1 The procurement process consisted of several stages; OJEU Notice and Standard Selection Questionnaire, Invitation to Submit Initial Tender and negotiation, Invitation to Submit Revised Tender followed by preferred bidder and Contract award.

OJEU and Standard Selection Questionnaire (SSQ)

- 2.2 The Council invited expressions of interest through a SSQ from organisations wishing to enter into a contract with the Council for the provision of the services. This stage was designed as an initial assessment to identify and shortlist suitable potential candidates.
- 2.3 Six leisure organisations expressed an interest in the Leisure Contract at the SSQ stage and two organisations for the Culture Contract. Following assessment (suitability, economic and technical) one contractor was excluded and another subsequently withdrew from the leisure contract. Therefore four contractors were taken through to Invitation to Submit Initial Tender for leisure and two for culture.

Invitation to Submit Initial Tender (ISIT)

- 2.4 This stage applied to Candidates who were shortlisted from the SSQ phase. The full tender stage involved candidates submitting detailed and fully priced responses and method statements. Following evaluation the Council entered into negotiation with candidates, particularly around their capital investment and business viability proposals, in order to inform the Council's requirements for the revised tenders.
- 2.5 The ISIT submissions were received on 9th January 2023. All those invited to the ISIT stage submitted a bid. These were assessed by the evaluation panel on commercial impact (management fee, capital investment and legal markup (amendment or suggested changes to Contract)) and quality (contribution to strategic objectives, social impact, environmental management, research and intelligence), see table 1 and 2 below for weightings.
- 2.6 For the Leisure Contract the commercial and quality assessment of submissions resulted in a scoring range from 52.99% - 71.50%. As a consequence the lowest scoring candidate was

not invited to submit a revised tender; the de-selected candidate's commercial submission would have resulted in a significant cost to the Council and furthermore the assessment of the quality method statements only met or partially met the evaluation criteria set out in the ISIT documents. Therefore three contractors were taken through to the revised tender stage for leisure.

- 2.7 The culture submission assessment of commercial and quality responses presented an overall scoring range of 55.15% - 66.50%. This meant both candidates were invited through to the revised tender stage.

Invitation to Submit Revised Tender (ISRT)

- 2.8 Following negotiation candidates were invited to submit revised tenders in response to the Council's agreed requirements- See EXEMPT Annex B (i) and (ii) for the Leisure and Culture Invitation to Submit Revised Tender documentation.
- 2.9 The ISRT submissions were received on 17th February 2023. All those invited to the ISRT stage submitted a bid. These were then re-assessed by the evaluation panel utilising the same evaluation criteria and weightings, from the ISIT stage as set out in tables 1 and 2 below, which were established using feedback from the cross party Leisure and Cultural Provision Working Group paired comparison exercise.

Table 1: Leisure Invitation to Submit Initial Tender and Invitation to Submit Revised Tender evaluation criteria and weightings

Evaluation Criteria and Weightings	% weighting
Price / commercial	
1 Management Fee	25%
2 Capital investment proposals	15%
3 Viability of business plan	5%
4 Acceptance of commercial terms and conditions	5%
	50.00%
Quality	
1 Delivering Strategic Objectives	20%
2 Social and economic benefits	10%
3 Environmental Management	10%
4 Research, intelligence, and product development	10%
	50.00%
	100.00%

Table 2: Culture Invitation to Submit Initial Tender and Invitation to Submit Revised Tender evaluation criteria and weightings

Evaluation Criteria and Weightings		% weighting
Price / commercial		
1 Subsidy Payment		25%
2 Commercialisation and ability to reduce subsidy		15%
3 Grant funding		5%
4 Acceptance of commercial terms and conditions		5%
		50.00%
Quality		
1 Delivering Strategic Objectives		10%
2 Commercial approach to developing services and assets		10%
3 Staff and volunteering		10%
4 Retail and catering		10%
5 Research, intelligence, and product development		10%
		50.00%
		100.00%

- 2.10 The evaluation panel was satisfied that all organisations complied with the tender process for both the Leisure and Culture Contracts.

Preferred bidder / Award of Contract

- 2.11 Following evaluation, preferred bidders for each Contract have been identified. Those identified are the most economically advantageous Tenders for the Council in line with the evaluation criteria set out in the Tender documentation.
- 2.12 Please see EXEMPT Annex C (i) Leisure Invitation to Submit Revised Tender scorecard and (ii) Culture Invitation to Submit Revised Tender scorecard, for final scores, rankings and preferred bidders for both contracts.
- 2.13 Following a Council decision to award the contracts, a contract award notification letter will be issued to all operators and a mandatory ten day (calendar days) standstill period will be observed. Unsuccessful bidders will be offered feedback detailing why their bid was unsuccessful. This will be followed by a contract mobilisation period to establish and embed the new Contracts, prior to a Contract go live date on 1st August 2023.



3. CONCLUSION AND RECOMMENDATIONS

- 3.1 That Cabinet recommends that Council resolves to enter into a contract with the Leisure Contract preferred bidder for the operation and management of the Council's leisure facilities, as set out in EXEMPT Annex C (i) Leisure Invitation to Submit Revised Tender scorecard, and resolves to enter into a contract with the culture contract preferred bidder for the operation and management of Council's culture facilities, as set out in EXEMPT Annex C (ii) Culture Invitation to Submit Revised Tender scorecard. And, delegate authority to the interim Head of Legal Services for Contract finalisation.
- 3.2 Within the Leisure Contract Invitation to Submit Revised Tender documentation - see EXEMPT Annex C (i), candidates were requested to submit capital investment proposals for the £1.2m investment which the Council has allocated to leisure centre improvements in the capital investment programme. It is recommended that Cabinet delegates authority to the Deputy Chief Executive and s151 Officer, in consultation with Cabinet Member for Health and Wellbeing and the Leadership and Management Team (Chief Executive, Deputy Chief Executive and Director of Governance and Development), to accept the capital investment proposals as set out in the preferred bidder's tender submission.

4. ALTERNATIVE OPTIONS

- 4.1 The Council is under no obligation through the procurement process to accept any tender or any part of any tender and reserves the right to cancel this procurement at any time and the Council shall not be liable for any losses, damages, costs, expenses, or other sums whatsoever to any of the bidders.
- 4.2 Council could decide not to support the key recommendation above, should this be the decision the procurement process will require restarting and the current contract expiry date of July 2023 would be surpassed. This would introduce significant risk in terms of ongoing provision of leisure and cultural services, and the Council would have to consider the future of its Leisure and Culture Services.

5. FINANCIAL IMPLICATIONS

- 5.1 EXEMPT Annex D (i) and (ii) sets out the preferred bidders fee proposal for the Leisure and Culture Contracts respectively and the impact on the revenue budget.

- 5.2 As part of the budget setting process for 2023/24, the draft Revenue Budget and Medium Term Financial (MTFS) considered by Cabinet in November 2022, included an additional £300,000 of revenue budget recognising uncertainty, cost and income pressures in the procurement of the new leisure and culture contracts. Council approved the 2023/24 Revenue Budget and MTFS at their meeting on 15 February 2023, which confirmed this provision to ensure the Council could agree a new contract for the Council's Leisure Centres and Corinium Museum in March 2023.
- 5.3 During the procurement process the Council communicated to all bidders the position around affordability over the contract term and the impact of any management fee profile bidders had submitted.
- 5.4 The Council's position was for bidders to understand how the profile of the fee would impact on the Council's financial resilience over the MTFS period. A higher fee in the initial years of the contract period would draw more heavily from the Financial Resilience Reserve than forecast in the MTFS. This would, by consequence, bring forward the point at which the reserve is fully depleted from 2026/27 and pose a risk to the Council's financial sustainability other things being equal.
- 5.5 To summarise, taking account of the financial analysis completed and scoring of the tenders received for the Leisure and Culture Contracts, the tenders submitted by the preferred bidders provides the best value to the Council and meets or exceeds the contract outcomes.
- 5.6 It is imperative that the Council supports the mobilisation phase to establish and embed the new Leisure and Culture Contract requirements. The Council's Section 151 Officer has confirmed that the Financial Resilience Reserve can be utilised to ensure adequate resources are available during this period and in the early process of embedding the new delivery requirements of the new contracts. Expenditure and commitments in respect of this activity will be reported to Cabinet through the regular Financial Performance reports.

6. LEGAL IMPLICATIONS

Legal powers to enter into Leisure and Culture Contracts

- 6.1 The Council has the power to enter into the contracts. The powers include, in respect of the Leisure Contract, section 19 of the Local Government (Miscellaneous Provisions) Act

1976 which allows a local authority to provide such recreation facilities as it thinks fit. In respect of the Culture Contract section 12 of the Public Libraries and Museums Act 1964 allows the Council to provide and maintain museums and art galleries within its administrative area or elsewhere in England or Wales, and may do all such things as may be necessary or expedient for or in connection with the provision or maintenance thereof. Additionally s.1 of the Local Government (Contracts) Act 1997 gives power to enter into contracts to discharge the Council's functions.

Procurement process

- 6.2 The Council has conducted a procurement process in accordance with the requirements of the Public Contracts Regulations 2015 (as amended), and has identified preferred bidders to enter into the Leisure and Culture Contracts in accordance with the process explained in this and the accompanying Exempt Annex C (i) and (ii).
- 6.3 The Council has elected to procure the preferred bidders to both contracts pursuant to the Competitive Procedure with Negotiation, and the Council should therefore note that it is not permitted to negotiate any further on the principle terms of the Leisure or Culture Contract once it has identified the preferred bidders. It is important therefore for the Council to be satisfied as to the terms upon which the preferred bidders will contract with the Council, as set out in EXEMPT Annex E.

7. RISK ASSESSMENT

- 7.1 There is a risk that the preferred bidders fail to achieve the level of surplus/deficit predicted in their tender returns. In mitigation, the Contracts will be signed under seal which will commit the preferred bidders to the financial terms of their tender regardless of the marketplace fluctuations. The residual risk in these circumstances will therefore be mitigated by the ability to hold the preferred bidders to deliver the full life of the 10 year Contracts.
- 7.2 During the mandatory 10-day standstill period, any unsuccessful bidders could potentially challenge the contract award. Should this happen, all pre contract award discussions must pause until any challenge has been successfully dealt with. This could potentially have a knock on effect to the contract go live date. However, it should be noted that the Procurement team is confident that an open, fair, transparent and robust procurement process has been conducted; meaning the risk of challenge is deemed low.

- 7.3 In the unlikely event the preferred bidder does not enter into contract, the Council will be required to go back out to the market to conduct a new procurement process. This is deemed a low risk as all operators have been fully engaged and keen throughout the procurement exercise.
- 7.4 Following the Contract award there will be a four month mobilisation period to establish and embed the new Contract requirements. This period will be managed and monitored to ensure a successful launch of the new contracts and to ensure business continuity is delivered.
- 7.5 It should be noted that similar to all industry sectors there is a heightened risk of bankruptcy across the Leisure and Culture sector in the post pandemic period of high global energy prices and inflation. This risk will be mitigated by carrying out robust due diligence checks on the preferred bidder at both the pre contract stage and throughout the duration of the contract.

8. EQUALITIES IMPACT

- 8.1 Under equality legislation, the Council has a legal duty to pay 'due regard' to the need to eliminate discrimination and promote equality in relation to:
- Race
 - Disability
 - Gender, including gender reassignment
 - Age
 - Sexual Orientation
 - Pregnancy and maternity
 - Religion or belief
- 8.2 The Council has a duty, in accordance of the Equality Act 2010 to have due regard to the need to:
- (a) eliminate discrimination, harassment, victimisation and any other conduct prohibited by or under the Equality Act 2010;
 - (b) advance equality of opportunity between persons who share a Relevant Protected Characteristic and persons who do not share it; and

(c) foster good relations between persons who share a Relevant Protected Characteristic and persons who do not share it, and the preferred bidders agree to use best endeavours to assist the Council, and to co-operate as necessary in order to ensure that the Council can comply with such duties.

Preferred Bidders obligations

8.3 To assist the Council in complying with its duties under the Equality Act 2010, the preferred bidders must:

- (a) have regard to the Equality and Diversity Guidance;
- (b) have a written equality and diversity policy that, as a minimum, must include:
 - a commitment to the principles of equality and diversity and to observing all applicable legislative requirements;
 - a detailed description of how the preferred bidders will meet the diverse needs of users of the Leisure and Culture facilities;
 - a detailed description of how the preferred bidders will implement, monitor, evaluate and update the policy;
 - a detailed description of how the preferred bidders intend to ensure equality in relation to their own personnel.
 - The identity of a senior person within the preferred bidders organisation with responsibility for the policy and its effective implementation;
 - a detailed description of how complaints and issues are to be dealt with to comply with the 'Equality and Diversity Policy'
- (c) have and implement an equality and diversity training plan for their personnel;
- (d) have and implement a communications plan to promote their policies and procedures for ensuring that the Services are accessible for people with a disability and meet any specific language needs of the users of the Leisure and Culture Facilities.
- (e) Without limiting the generality of any other provision of the awarded contract, the preferred bidders shall not unlawfully discriminate and shall take all reasonable steps to ensure that their Personnel do not unlawfully discriminate as provided by the Equality Act 2010 and/or any other relevant legislation in force from time to time



relating to discrimination in employment and the provision of goods, facilities or services.

- 8.4 The Council has a legal duty to ensure that all existing and new contracts undergo an equality impact assessment. Equality impact assessments are a key element of risk planning, will highlight any potential issues in advance and provide robust evidence of good practice.
- 8.5 To ensure that the Council is complying with its statutory obligations in relation to equalities and diversities and to assist the Council to carry out equalities impact assessments and make decisions that better take account of any equality and diversity needs of users of the Leisure and Culture Facilities, the preferred bidders shall, at the Council's request, use its best endeavours to provide the Council with equality and diversity information in accordance with the Equality and Diversity Guidance.
- 8.6 Any reports which relate to new policies, procedures or services or changes to policies, procedures or services must be accompanied by an appropriate equalities impact assessment (EIA).

9. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

- 9.1 The Leisure buildings have benefited from substantial energy system upgrades through the Public Sector Decarbonisation Scheme (PSDS) programme, and the preferred bidders have committed to ensuring that the energy / carbon saving measures will be actively managed and maintained to ensure the projected benefits are delivered. There may be opportunities in the future for the Council to further enhance the energy / climate measures already in place, and the preferred bidders are willing and able to support this.
- 9.2 No significant ecological risks or issues are foreseen.

10. BACKGROUND PAPERS

- 10.1 None

(END)

ANNEX A This Annex provides details on the timeline of events associated with the project

March 2021	Strategic Outcomes Planning Model (Active Cotswolds) adopted, and authority granted to undertake a leisure management options appraisal to determine the most suitable delivery model, contract scope and contract terms for the Council's leisure facilities.
June 2021	Cross party Leisure and Cultural Provision Working Group established.
July 2021	Leisure and Cultural Provision Working Group undertook paired comparison exercise, to determine the key drivers for the new contracts.
August 2021	Max Associates appointed to undertake an option appraisal.
November 2021	Draft report on options appraisal received from Max Associates following consultation period, this was then reported back to Leisure and Cultural Provision Working Group for comment
January 2022	Final report on Options Appraisal received.
February 2022	Findings of options appraisal reported to Leisure and Cultural Provision Working Group, request to do further analysis on financial elements submitted by group and s151 Officer.
March 2022	Updated Options Appraisal provided to Leisure and Cultural Provision Working Group
April 2022	Option Appraisal report presented to Overview and Scrutiny Committee and Publica Portfolio Board.
May 2022	Options Appraisal report presented to Cabinet and Council. Approval granted agreed to commence the procurement process for the appointment of a leisure management contractor and a cultural management contractor.
June 2022	Max Associates appointed to support the procurement process.
July 2022	Commissioning and procurement meeting to decide on procurement route.

September 2022	Procurement process commenced with OJEU notice publication.
October 2022	Deadline for Standard Selection Questionnaires submission.
October 2022	Update report presented to Overview and Scrutiny Committee.
October 2022	Successful candidates Invited to Submit Initial Tender.
November 2022	Potential candidates attended site tours and pre submission meetings to discuss points of clarification.
January 2023	Deadline for Invitation to Submit Initial Tenders submission.
January 2023	Bidders presentation day, where each potential candidate presented their bids to the evaluation panel.
February 2023	Update report presented to Overview and Scrutiny Committee.
February 2023	Successful candidates Invited to Submit Revised Tenders.
February 2023	Negotiation meetings held with all candidates to discuss clarifications and legal mark ups (amendments/suggested changes) to the Contracts.
February 2023	Evaluation completed and preferred bidders for both Contracts identified.
March 2023	Contract Award report to be presented to Cabinet and Council.
August 2023	Contract start date 1st August 2023.

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