



Monday, 14 November 2022

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OVERVIEW AND SCRUTINY COMMITTEE

A meeting of the Overview and Scrutiny Committee will be held at Council Chamber - Trinity Road on **Tuesday, 22 November 2022 at 4.00 pm.**

Rob Weaver
Chief Executive

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

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

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

AGENDA

1. **Apologies**
2. **Substitute Members**
To note details of any substitution arrangements in place for the Meeting.
3. **Declarations of Interest**
To receive any declarations of interest from Members and Officers, relating to items to be considered at the meeting.
4. **Minutes (Pages 5 - 16)**
To confirm the minutes of the meeting of the Committee held on 4th October 2022 and 18th October 2022 as a true and accurate record subject to any amendments being made.
5. **Chair's Announcements**
6. **Public Questions**
To deal with questions from the public within the open forum question and answer session of fifteen minutes in total. Questions from each member of the public should be no longer than two minutes each and relate issues under the Committee's remit.
7. **Member Questions**
To deal with written questions by Members, relating to issues under the Committee's remit, with the maximum length of oral supplementary questions at Committee being no longer than one minute. Responses to any supplementary questions will be dealt with in writing if they cannot be dealt with at the meeting.
8. **Bromford Housing presentation (Pages 17 - 28)**
Purpose
To receive a presentation and update by Bromford Housing.

Recommendation
To note the presentation given to Members and provide feedback as necessary.
9. **Budget and Medium Term Financial Strategy (Pages 29 - 54)**
Purpose
To receive the draft budget proposals for 2023-24 and latest MTFS forecasts

Recommendations
 1. That the Overview and Scrutiny Committee note the report that went to Cabinet on 4th November 2022
 2. Provide feedback for Cabinet to consider on 9th January 2023
10. **Climate Change Emergency Strategy**

Purpose

To receive a verbal update on progress to-date against the climate change strategy

Recommendation

To note the update given to Members.

11. **Leisure and Culture Options Update**

Purpose

To receive a verbal update on the ongoing work on the Leisure and Culture contract.

Recommendation

To note the update given to Members.

12. **Financial, Council Priority, and Service Performance Report - 2022-23 Quarter 2 (Pages 55 - 162)**

Purpose

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

Recommendations

That the Committee reviews overall progress on the Council priorities, service delivery and financial performance for 2022-23 Q2

13. **Performance Task and Finish Group Update**

Purpose

To receive a verbal update on progress to-date of the group from the Chair of the group.

Recommendation

To note the update given.

14. **Employment Policies Task and Finish Group (Pages 163 - 164)**

Purpose

To receive the draft terms of reference for the group and appoint two other Members to the group

Recommendations

1. To approve the draft terms of reference subject to any amendments made
2. To agree the appointment of two Members to the group.

15. **Quarterly Digest (Pages 165 - 180)**

Purpose

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

16. **Work Plan/Executive Forward Plan (Pages 181 - 198)**

Purpose

To note the Committee's work plan and the Executive Forward Plan.

Recommendation

To note both of the plans and provide feedback upon future items for the Committee to consider.

(END)

Overview and Scrutiny Committee
04/October2022



COTSWOLD
DISTRICT COUNCIL

Minutes of a meeting of Overview and Scrutiny Committee held on Tuesday, 4 October 2022.

Councillors present:

Stephen Andrews - Chair
Claire Bloomer

Gary Selwyn – Vice Chair
Patrick Coleman

Richard Norris

Officers present:

Rob Weaver – Chief Executive
Jo Moore – Chief Finance Officer
Angela Claridge – Director for Governance
Frank Wilson – Group Director
Jon Dearing - Group Manager for Resident Services
Phil Shaw – Business Manager for Development & Sustainability
Scott Williams – Business Manager for Contracts
Rachel Biles – Strategic Projects Lead for Leisure
Jacqueline Wright – Community Wellbeing Manager
Claire Locke – Group Manager for Commissioning
Caleb Harris – Democratic Services
Wayne Smith – Democratic Services

Observers:

Councillors Joe Harris, Mike Evemy, Tony Dale

OS.180 **Apologies**

Apologies had been received from Councillors Gina Blomefield, Roly Hughes, Nigel Robbins, Nikki Ind, and David Cunningham.

OS.181 **Substitute Members**

Substitute Members were Councillors Tony Berry, Sue Jepson, and Clive Webster

OS.182 **Declarations of Interest**

Councillor Webster declared an interest as the Council's representative of the Cotswold National Landscape.

Councillor Andrews and Selwyn declared an interest as members of the Council's Capital Investment Programme Board

There were no declarations of interest from Officers

OS.183 Minutes

“The Committee noted Councillor Layton’s (responsible Cabinet Member for the Cotswold Water Park), update on the successful partnership groups that had worked well together to deliver such important improvements within the park.

Councillor Bloomer was present at the committee meeting but not included on the attendance list.

RESOLVED: The Committee resolved that, subject to the amendments being included, it was agreed that the minutes were an accurate record of the meeting held 4 October 2022.

Voting Record - For 5, Against 0, Abstentions 3, Absent 5

OS.184 Chair's Announcements

The Chair announced that the Committee meeting was being held out of sequence (after Cabinet), due to the additional Bank Holiday for the funeral of Her Late Majesty the Queen. This had led to there being an insufficient notice period to publish agendas before the original Committee date.

The Chair stated that the Committee would be considering the part of the Recovery Investment Strategy during the Committee meeting, but moving to Closed Session for the consideration of exempt Annex.

OS.185 Public Questions

There were no Public Questions

OS.186 Member Questions

There were no Members questions

OS.187 Financial, Council Priority and Service Performance Report - 2022/23 Quarter One

The purpose of the report was to provide an update on progress of the Council’s priorities and service performance and to provide information on the Council’s financial position.

The Chief Executive introduced the report and summarised how the Council’s key priorities had been progressed and how the Council had performed against some of its key performance measures, and the Chief Finance Officer provided a summary of the Council’s financial performance.

The Committee noted that:

- The Council’s Agile Working Policy had launched and Officers had started working from both office and home and other locations.
- The Cost Of Living Crisis is starting to affect residents and their families across the Country including the Cotswolds and this may have a knock on affect for Council services e.g. Council Tax payments.

Overview and Scrutiny Committee
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- Homes for Ukraine had seen a drop off in sponsors possibly due to the increased challenges of the Cost of Living Crisis.
- The number of flood wardens had increased to 11 across the District
- The Town and Parish Council forum was now established and working well
- The number of missed bins had halved, year on year.
- The Digital Skills Centre had opened at Cirencester College
- Share Prosperity Fund bid had delivered investment into the District

The Committee noted there was significant interest from potential tenants of the Council Offices at Trinity Road.

The Committee noted that the CDC were in regular contact through various channels sharing and learning best practices with West Oxfordshire and Forest of Dean Councils.

The Committee welcomed the improvements to the Cotswold Water Park and thanked Councillor Layton for leading on this.

The Committee noted that the 20% Housing Benefit quality checks and 10% Award Accuracy Initiative checks were conducted by the same team to avoid duplications.

RESOLVED: The Committee noted progress on the Council priorities, service delivery and financial performance for 2022-23 Q1.

OS.188 **Leisure and Culture Contracts Procurement Update**

The purpose of this report was to provide the Overview and Scrutiny Committee with an update on the Leisure and Culture Contract Procurements.

The Business Manager for Contracts introduced the report and the Strategic Projects Lead for Leisure provided details of progress with the Leisure and Culture Contract Procurement process.

The Committee noted that:

- The Project Board had been put in place to oversee the project
- The timeline had been established
- Score weightings had been agreed by the Project Board
- Contract Notice had been issued on schedule on 02 September 2022
- No clarification had been sought by potential bidders during the clarification period
- Standard Selection Questionnaires had been issued and received by the 03 October 2022 deadline
- Evaluation of bids had started and for both the Leisure Contract and/or the Culture Contract

Next Steps

- Successfully evaluated bidders would be invited to submit an Initial Tender on 17 October 2022 with a return deadline 03 January 2023.

The Committee noted that more Standard Selection Questionnaires had been received for the Leisure Contract than for the Cultural Contract, although there had been good competition for both, including from those considered 'big players'

RESOLVED: The Committee received, considered and noted the timely on schedule progress of the Leisure and Culture Contracts Procurements.

OS.189 Annual Report of the Community Safety Partnership to the Crime and Disorder Committee

The purpose of the report was to provide an overview of the Cotswold Community Safety Partnership (CCSP) work and achievements against its Action Plan over the period of July 2021 to June 2022.

The Community Wellbeing Manager introduced the report and an infographic that provided an overview of the work and priorities of the CCSP and what it had achieved.

The Committee noted that the CCSP was a statutory partnership set out by the 1988 Crime and Disorder Act, that met quarterly with local organisations with the goal of reducing crime, fear of crime, anti-social behaviour, alcohol and drug misuse and re-offending.

The Committee noted that the CCSP met more regularly (bi-weekly) with CDC officers and police to work on more immediate issues.

The Committee noted that although the report provided details of violent abuse against women and girls, the CCSP recognised the increased incidences of abuse against men and boys.

The Committee noted that although there were no young people in the CCSP, the partnership engaged with young people through the Cotswold Youth Network

The Committee noted that the contracts of the Community Safety Officers (that had been created with Covid funding) had now ended and the posts had been removed.

RESOLVED: The Committee reviewed and noted overall progress of the Cotswold Community Safety Partnership.

OS.190 Planning and Development update

The purpose of this report was to update the Committee on the Planning and Development service and progress with various initiatives to bring the service back to full capacity.

The Group Manager for Residential Services provided a verbal update on the Planning and Development Service and summarised the 5 areas of a new Action Plan to improve the service area.

The Committee noted that:

Enforcement

- Plans were in place to bring service to full strength by December and report to O&S in the new year

Validation

- This had been 19 days to validate, but had improved to 7 days

Communication With Customers

- Recognition that the Applicant was the primary customer but other stakeholders (e.g. Town Councillors, Objectors, 'Landscape and Streetscape', 'Wildlife Diversity') were recognised and kept informed.

- Service is improving.

- Still running at 40% of applications needing input from CDC Planning Officers.

The Committee noted the Planning Advisory Report findings had validated much of what the Planning and Development Service had already recognised and recommendations from the report would be incorporated into the Action Plan.

RESOLVED: The Committee noted the current update of the Planning and Development service and that further updates would be made.

OS.191 CDC questions for the Flood Forum on 21st October

The purpose of the report was for the Committee to consider the questions to be posed to the Flood Forum on 21st October 2022

The Committee noted the questions should be limited to those aimed at Thames Water covering wards in South Cerney, Cirencester Cerney Wick, Siddington and Lechlade.

- Has the new pipe servicing the Steadings development improved water and sewerage and flooding issues in Cirencester?
- Could the Minutes from the Flood Forum be made available in a timely manner (or have the meeting recorded)?
- Could the Flood Forum coordinate the various organisations who can prevent floods e.g. Utility companies, DEA, Councils etc
Could more imaginative flood management measures be considered e.g. flood meadows, tree planting, beavers balancing ponds etc. rather than just a big concrete pipe.

RESOLVED: The Committee suggested a number of questions that should be raised at the Flood Form to be held on the 21 October 2022

OS.192 Quarterly Digest (including County Matters)

The purpose of the report was to consider any issues arising out of the Quarterly Digest for future debate and/or action by the Committee.

No minutes had been received from Quarterly Digest.

NHS services were working closer with Adult Social Care to improve services.

OS.193 Forward Plan and Work Plan

HR processes will be reviewed by an O&S Task and Finish group with Councillor Cunningham as the Chair.

Bromford Housing Association was presenting at the November O&S Committee meeting and other Housing Associations would also be invited.

RESOLVED: The Committee considered the Forward Plan and the Work Plan.

OS.194 Agreement to move into private session

To consider and if so agree to resolve that under section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in schedule 12A of the said Act

RESOLVED: Council agreed to exclude the public and press from the meeting on the grounds that consideration of the following items would likely disclose information that is exempt as defined in schedule 12A of the Local Government Act 1972

Voting Record - For 8, Against 0, Abstentions 0, Absent 5,

OS.195 Recovery Investment Strategy

The purpose of the report was to provide an update on the implementation of the Recovery and Investment Strategy approved by Council on 20 July 2022.

The Cabinet Member For the Economy and Transformation introduced the report and provided an overview of two Recovery and Investment Strategy initiatives that had been progressed.

The Committee noted that investment had been made in access to affordable housing.

The Committee noted that the development of the Trinity Road Council Offices would make the building more energy efficient and enable part of the building to be rented out to other organisations.

The Committee noted that the new Prime Minister and Chancellor of The Exchequer's recent financial initiatives had had a material impact on the bond market and interest rates, and this would materially affect the business cases of potential Recovery and Investment Strategy initiatives.

The remainder of the report was considered by Overview and Scrutiny Committee in Closed Session

RESOLVED: The committee noted the update of Recovery and Investment Strategy

The Meeting commenced at 4.00 pm and closed at 7.00 pm

Chair

(END)

Public Document Pack

Overview and Scrutiny Committee
18/October2022



COTSWOLD
DISTRICT COUNCIL

Minutes of a meeting of Overview and Scrutiny Committee held on Tuesday, 18 October 2022.

Councillors present:

Stephen Andrews
Gina Blomefield
Patrick Coleman

Gary Selwyn
Roly Hughes
Nigel Robbins

Nikki Ind
David Cunningham

Officers present:

Rob Weaver – Chief Executive
Angela Claridge – Director of Governance and Development
Caleb Harris – Democratic Services Officer
Wayne Smith – Democratic Services Officer
Claire Locke – Assistant Director – Property and Regeneration
Mandy Fathers - Business Manager - Environmental, Welfare & Revenue Service

Observers:

Councillor Joe Harris, Leader of the Council
Councillor Mike Every, Deputy Leader and Cabinet Member of Finance
Councillor Tony Dale, Cabinet Member for Economy and Transformation

OS.196 Apologies

Apologies were received from Councillors Clair Bloomer and Richard Norris.

OS.197 Minutes

The Chair stated that the minutes of the meeting held on 4th October 2022 would be considered at the next meeting on 22nd November 2022.

OS.198 Substitute Members

There were no Substitute Members.

OS.199 Declarations of Interest

There were no Declarations of Interest from Members.

There were no Declarations of Interest from Officers.

OS.200 Chair's Announcements

There were no announcements from the Chair.

OS.201 Public Questions

There were no Public Questions

OS.202 Member Questions

There were no Member Questions

OS.203 Called-in Decisions

There were no Called-In Decisions.

OS.204 Performance Task and Finish Group

The purpose of the report was to provide the Overview and Scrutiny Committee with an update on progress for Phase I of the Performance Management and Reporting Task and Finish Group's Work.

In the absence of the Business Manager for Resources, Data and Growth, Councillor Coleman presented a summary of the work completed by the Group.

The Committee noted that the initial review had been completed including the completion of the project's Terms of Reference.

The Committee noted that one-to-one meetings had taken place with Cabinet Members and the Head of the Business Information and Performance Management and new and amended Performance Indicators had been defined.

The Committee noted that the Performance Indicators were designed to provide accurate, strategic views of the Council's 'real' performance, and not just those that make the Council look good.

The Committee noted that the new PIs enabled the measurement of outcomes of more abstract Key Performance Indicators (KPIs) e.g. the Clean and Green agenda and Diversity and Inclusion.

RESOLVED: The Committee noted the update of progress on Phase I of the Performance Management Task and Finish Group.

OS.205 Housing services - relationship with Housing Associations and Cotswold District Council's housing support

The purpose of the (verbal) report was to understand the Relationships Between Housing Associations and Cotswold District Council's Housing Support Service. and compile a list of suitably probing and informative questions that would be put to Housing Association representatives at a future Committee Meeting.

Overview and Scrutiny Committee

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In the absence of the Business Manager for Housing, the Group Manager for Commissioning summarised the relationships that the Council had with Housing Associations.

The Committee noted that the Council was both reactive and proactive working in partnership with Housing Associations to ensure that residents had suitable housing across the District.

The Committee noted that the Council did not control or instruct Housing Associations directly however it did intercede where residents had housing faults and issues that needed to be resolved.

The Committee noted that the Council was committed to preventing homelessness and ensuring groups with specific issues had access to suitable housing.

The Committee noted that Council owned the Housing Register that enable residents to be considered for both Housing Association and Private Rented accommodation.

The Committee noted that the Council supported Housing Association that improved their current housing stock and, delivered increased numbers of new, affordable, low-carbon social housing (using Section 106 funds).

The Committee noted that the Council had different relationships with the various Housing Associations across the District from large providers (e.g. Bromford Housing Association), through medium sized housing providers, to smaller associations (e.g. Cotswold Housing),

RESOLVED: The Committee noted and commented on the Relationships Between Housing associations and Cotswold District Council's Housing Support Service and requested the following questions and queries are provided to Housing Associations from across the District.

Questions	Housing Association
Could all HA's attend a future Committee meeting/drop in sessions to address Members queries and answer their questions?	All Which ones?
Could all HAs publish lists of local/neighbourhood coach/agents and their responsible areas to enable tenants and the Committee and ensure these are kept up to date?	All
Could all HAs provide details of their Housing Allocation criteria/policy/approach and clarify whether the Council (Homeseeker Plus), or the Housing Association, make the final allocation decision for properties?	All
Could all HAs provide details of their vetting policy/approach for future tenants?	
Could all HAs provide details of their anti-social behaviour policy/approach?	All
Could all HAs provide details of their policy/approach to the allocation of covenanted properties?	All
Could all HAs provide details of the different leases they offer and the fault/repair resolution timescales/targets, that tenants should expect (in and out-of-hours) for: <ul style="list-style-type: none">• Loss of power	All

<ul style="list-style-type: none">• Loss of water supply• Loss of waste disposal (blocked toilets, sinks, basins)• Loss of heating (electric/gas/other)• Loss of cooking facilities (cooker, electric/gas)• Loss of security (broken: door, window, lock, fence other)	
Could all HAs provide details of their refurbishment/renewal policy/approach including timescales	All
Could all HA's provide details of planned future building/development of homes including affordable homes.	All
Could all HAs provide details of their 'empty homes' policy and approach, average re-occupy times, number currently empty etc.	All

OS.206 **Car Parking service update**

The purpose of the report was to provide a verbal update on the Car Parking Service.

The Business Manager for Environmental, Welfare and Revenue summarised the current Car Parking Service and focussed on a number of areas for the Committee to note.

The Committee noted that, following a 2021 proposal to Council agreement was made to make Car Parking cashless across the District.

The Committee noted that the slow verification of card payments had caused queues to form particularly in Bourton On-The-Water, however this had been resolved by the installation of a Wi-Fi hot spot that enabled payment by mobile phone.

The Committee noted that a software upgrade that enabled 'off-line payment' i.e. payment without immediate verification, had reduced ticketing times, reduced queues and increased ticket sales.

The Committee noted that 'off-line payment' was now standard across the District and for the remaining phases of the roll-out that should be completed by January 2023.

The Committee noted the Car Parking strategy had been updated to include live information boards showing drivers parking space availability. This may enable greater use of the (season ticket only) Whiteway Carpark, with the agreement of the Rugby Club.

The Committee noted that vehicle usage had changed due to the pandemic, and with less journeys were being made, car park usage had reduced, and future car parking provision in Cirencester will be linked to the Cirencester Town Centre Master Plan.

The Committee noted that cashless car parking may cause issues for residents and visitors unable to pay by any other method except cash.

RESOLVED: The Committee noted the update and provided comment on the presentation and requested that the answers to the questions and further information listed below was made available to the Committee.

Question	Service Area
Could the payment system be configured to prevent payments being made for Free periods e.g. Sundays	
Could daily car parking figures be produced to inform increases and decreases in footfall and driver behaviour on particular days	
Could location and ticket duration car parking figures be produced to inform changes in footfall and driver behaviour in different towns and the effect of increases parking charges e.g. in Tetbury	
Could the website be updated to correctly show where cash is still acceptable, and advise drivers to download the App at home using home Wi-Fi to prevent connectivity issues at car-parks.	Communications
Could further consideration be given to those who only have access to cash e.g. books of tickets available in shops,	
Could a comprehensive review of the strategy be undertaken to include the increase in electric vehicles, the location and availability of charging points, increased electric bike use etc and a plan that covers the entire District.	
Could the number and type of car Parking Complaints be reviewed.	

OS.207 Executive Scrutiny Protocol

The purpose of this report was to produce a Protocol that captures the manner in which the Executive (Cabinet and CDC Senior Management Team) interact with Overview and Scrutiny Committee.

The Protocol had been previously been considered by the Committee.

RESOLVED: The Overview and Scrutiny Committee endorsed the Executive/Scrutiny Protocol, attached at Annex A, in agreement with Cabinet that had previously endorsed, and recommended it was considered at November Council for inclusion in the Constitution.

Voting Record – For 8, Against 0, Abstentions 0, Absent 2,

OS.208 Quarterly Digest

The Chair provided an update from HOSP on the performance of the NHS Foundation Trust (Gloucestershire Royal and Cheltenham General Hospitals) where safety at risks had been raised in the areas of Surgery and Leadership.

OS.209 Executive Forward Plan/Work Plan

The Executive Forward Plan/Work Plan was reviewed.

Overview and Scrutiny Committee

18/October2022

The Meeting commenced at 16:00 and concluded at 18:00

Chair

(END)

Briefing on Housing Update

2022



COTSWOLD
DISTRICT COUNCIL

Agenda

- HomeseekerPlus update
- Local Connection criteria
- Allocations Policy and Verification Procedures
- Affordability Assessments
- Bromford partnership working

HomeseekerPlus Update

- Choice based lettings system commissioned in 2016 in partnership with Gloucestershire Local Authorities and West Oxfordshire
- Cost sharing arrangement reduces annual fees from circa £100k to £13,000 per authority per annum
- Common allocations policy agreed in 2016, refreshed in 2019 and fully reviewed and consulted on in 2021
- Implementation of the current policy April 2022
- Recommissioning work for the IT system currently being undertaken



Local Connection Criteria

Local Connection to the Cotswold District:

- Due to the exceptional demand for Affordable Housing in our District, and those of the Partnership, preference is usually given to applicants with a local connection to our district.
- Local connection is defined as:
 - Those who are, or were in the past, normally resident in the local authority area, and that residence was of their own choice during six out of the past 12 months or during three out of the past five years.
 - Those who are employed in the local authority area
 - Those who have immediate family connections in the local authority area for five years
 - Members of the armed forces
 - Other special circumstances
- Special Circumstances include, but are not limited to the need to be near special medical or support services which are available only in a particular district and where transport links are not sufficient to meet those needs.
- Awarding a local connection under special circumstances may also include assessing applications from households fleeing violence and would therefore not have a connection to any local authority

Local Connection cont.

Local Connection to a particular area or parish within the Cotswold District as required by s106 planning agreements or rural exception sites:

- Additional local connection criteria will apply for properties in rural villages where there are particular shortages of housing sites with planning conditions (Section 106 agreements, Local Letting Plans, affordable housing and rural exception sites) attached to them.
- In these cases, priority will be given to Applicants who are unable to live in their community due to the lack of affordable housing, who have a local connection to the parish or surrounding parishes by means of living in the parish, working in the parish or having immediate family connections to the parish.
- Where this applies the details will be explained in the property advertisement.
- For new developments and in areas where there are known problems, such as antisocial behaviour or abandoned properties, a local lettings plan may be applied. The plan will take into account the needs of the current and new residents and the makeup of the block, street or cluster of streets, to ensure a responsible letting is made. The local authorities will review each letting plan periodically with landlords

Allocations for 2021/20

- During 2021/22:
- 290 Properties were let via HomeseekerPlus
- Of which:
 - 288 had a local connection to the Cotswolds
 - 128 adverts included a Parish Local Connection as required by a s106 or rural exception site agreement
 - Of those 107 went to people with a Local Connection to that specific Parish

Allocations Policy and Verification Procedures

- All households applying to register with HomeseekerPlus and seeking affordable rented accommodation are required to verify their circumstances. This is to ensure that affordable rented properties are allocated fairly and transparently to those most in need
- The verification process includes confirming ID, Address, Household size and Local Connections. This is to ensure that the applicant has the legal right to reside in the UK, live where they say they do, that their bedroom allocation truly reflects the size of their family and that any local connections included on their applications are confirmed.
- Applicants may also be asked to provide information on their circumstances in order to determine if they are eligible for a priority banding – for example if there are assessed and confirmed issues with:
 - Property size / overcrowding
 - Property Condition
 - Homelessness
 - Medical needs
 - Welfare needs
 - Care Leavers / Leaving Supported accommodation
- Applicants are also asked to provide financial information. If on benefits, this will include cross referencing the claim with the Benefits system.

Allocation Policy and Verification Procedures cont.

- For those applicants that are working, self employed or a combination of being on benefits and working, verification of their income is required
- Applicants who have the financial means to secure their own accommodation i.e. high income earners or home owners with significant equity would not qualify to join the scheme. Income thresholds however are not set within the policy to reflect the varying housing cost across the 7 districts.
- Housing Providers will offer either Affordable Rented properties or Social Rented properties for applicants to register their interest in.
- Affordable rents (80% market rate) are higher than Social Rents (60% market rate) so affordability assessments will be carried out by the Housing Provider in accordance with their own Policies to ensure that the applicant has the means to cover the costs of the rent/service charge plus associated bills.
- Applicants on benefits such as Universal Credit are also assessed by Housing Providers as their Housing costs may not cover the full costs of the rent, especially if they are working.
- A full copy of the HomeseekerPlus policy can be found here:

<https://www.homeseekerplus.co.uk/Choice/uploads/NEW%20Homeseeker%20Policy%20March%202022.pdf>

Bidding and Shortlisting

- When a housing provider has a vacant property, an advert is uploaded onto HomeseekePlus
- Adverts are usually made available to applications to view for a week
- Applicants can then register their interest in the property through placing a 'bid'
- Once the end of the advert time is reached, a shortlist of applications is created. This is ranked considering banding priority, the date that priority was awarded and any local connections (if applicable)
- Housing Providers will then be able to view this shortlist and start looking at the applications from the top
- Adverts may have defining criteria such as a level access shower or require a particular local connection to be applied
- Dave Grinter, Associate Director Localities, Bromford will now discuss how applications are assessed before a tenancy can be offered

Bromford partnership working

- Bromford Housing Association hold the largest percentage of affordable housing in Cotswold District
- The Housing Team work in close partnership with Bromford from application stage via HomeseekerPlus and through to working with existing tenants to address issues that threaten their tenancy
- Bromford are also our housing provision partner for our successful Housing First scheme, with Aspire being the support provider
- Through the Housing First scheme we have successfully housed several entrenched rough sleepers. The scheme has been recognised by the Department of Levelling Up, Housing and Communities (DLUHC) with funding for 50% of the costs awarded for 2022-2025

Contact Details

Housing Team

- Caroline.Clissold@publicagroup.uk
- Thomas.see@publicagroup.uk
- Bethan.waters@publicagroup.uk
- Jennifer.sterry@publicagroup.uk
- Housingadvice@Cotswold.gov.uk

Business Manager Housing
HomeseekerPlus Lead
Complex Needs Lead
Temporary Accom. Lead

Bromford

Dave.grinter@Bromford.co.uk

Associate Director Localities

Full details of the Neighbourhood Coach Team to be added to the members portal

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Agenda Item 9



COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	Overview and Scrutiny Committee 22 NOVEMBER 2022
Report Number	AGENDA ITEM 9
Subject	DRAFT BUDGET PROPOSALS 2023-24 AND LATEST MTFS FORECASTS
Wards affected	All
Accountable member	Cllr Mike Every, Deputy Leader and Cabinet Member for Finance Email: Mike.Every@cotswold.gov.uk
Accountable officer	David Stanley Email: David.Stanley@cotswold.gov.uk
Summary/Purpose	To receive the draft budget proposals for 2023-24 and latest MTFS forecasts
Annexes	Annex A – MTFS Revenue forecasts 2023/24 to 2026/27 Annex B – Revised MTFS capital programme 2023/24 to 2026/27 Annex C – Reserves forecasts
Recommendation(s)	<i>Recommendations</i> <i>1. That the Overview and Scrutiny Committee note the report that went to Cabinet on 4th November 2022</i> <i>2. Provide feedback for Cabinet to consider on 9th January 2023</i>
Corporate priorities	<ul style="list-style-type: none"> • Delivering our services to the highest standards • Responding to the challenges presented by the climate crisis • Providing good quality social rented homes • Presenting a Local Plan that's green to the core • Helping residents and communities access the support they need for good health and wellbeing • Supporting businesses to grow in a green, sustainable manner, and to provide high value jobs
Key Decision	YES
Exempt	NO



Consultees/ Consultation	The draft budget proposals will be subject to public consultation through November and December 2022. Feedback from the consultation will be presented to Cabinet in January 2023.
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I. BACKGROUND

- I.1** The report set out below is a copy of the report considered by the Cabinet on 4 November 2022. The Overview and Scrutiny Committee are asked to consider the report and to provide feedback for the Cabinet to consider in January 2023.
- I.2** The Council approved its Medium Term Financial Strategy (MTFS) and set its budget for the 2022/23 financial year on 16 February 2022. This Report provides an update to the MTFS forecast position and sets out the Council's draft budget proposals for the 2023/24 financial year.
- I.3** Under the Local Government Finance Act 1992 (as amended) the Council is required by law to set a balanced budget for the following financial year. Section 114 of the Local Government Finance Act 1998 requires the Section 151 Officer to report to all Members if there is likely to be unlawful expenditure or an unbalanced budget.
- I.4** At this stage, the draft proposals for 2023/24 and the MTFS forecasts are merely an indication of the potential revenue budget position as this year, more than ever, it is difficult to predict the levels of government funding which will be allocated to local government.
- I.5** In formulating draft budget proposals, there will always be a degree of estimation of likely costs and income and necessarily certain assumptions are made which may, or may not, prove to be accurate. The financial position will continue to be monitored with the estimates refreshed over the next few months. These will be finalised once the provisional Local Government Settlement is announced which is expected in mid-December following the Spending Review scheduled for 17 November 2022.
- I.6** Following consideration by the Cabinet, the draft budget proposals will be subject to consultation with residents, businesses, community organisations and Town and Parish Councils. Feedback from the consultation will be considered by the Cabinet on 9 January 2023 and will be used to inform the final budget proposals to be considered by Cabinet and Council in February 2023.



Context

- 1.7** Setting the Council's annual revenue budget is a challenging process but, never more so, than for 2023/24 given the unprecedented global and UK economic crisis and the impact that this has had on inflation and the Council's costs.
- 1.8** Although general inflation is currently 10.1% the Council's finances have been hit hard by the significantly higher inflation on certain costs such as fuel and relief HGV driver costs, incurred in delivering its waste collection services. Whilst the Council is investing in measures to reduce its energy consumption, the significant increase in energy costs has also created further budgetary pressures.
- 1.9** Although the Council has remained largely debt free in 2022/23, this has been predominantly due to the availability of capital receipts to fund capital investment. As with all reserves, the capital receipts reserve is a finite funding pot but there will be an ongoing requirement to undertake capital investment in the assets that the Council owns and its core operational infrastructure.
- 1.10** During 2022/23, the Council did borrow £0.5m through its climate investment initiative but this was to fund specific capital expenditure on electric vehicle charging points and energy reduction measures.
- 1.11** The refreshed capital programme is discussed in more detail below and officers will be working with the Council's Treasury advisors to ascertain whether there will be a requirement to undertake prudential borrowing during 2023/24 to support the capital programme.
- 1.12** Whilst the draft revenue budget proposals will always include indicative estimates of government funding, the recent turmoil within the government and the impact on the UK economy has made it even more difficult to predict what funds will be made available to the Council within the local government settlement for 2023/24.
- 1.13** Given the current volatility and uncertainty, there will also be a number of key financial risks facing the Council and which underpin the draft budget proposals and this report highlights those risks and what action, if any, the Council can take to mitigate those risks.

2. DRAFT BUDGET PROPOSALS 2023/24

Budget process

- 2.1** The Council maintains a robust approach to its budget setting process to ensure that it can continue to deliver services in a sustainable way within the context of a balanced budget. For 2023/24 an incremental budget approach has been taken to the draft budget proposals.



The 2022/23 base budgets have been rolled forward and adjusted for estimates of inflation and other unavoidable cost pressures together with funding changes and potential savings options.

- 2.2** In setting the draft budget and MTFs proposals, modelling has been carried out on indicative levels of central government funding, Council Tax and other income as well as levels of inflation and other cost pressures such as the local government pay award and employers pension contributions.
- 2.3** Whilst there is still more to be done, work has been undertaken on identifying and challenging savings proposals to ensure that the Council is efficient as possible but also, once agreed, savings are robust and deliverable.

Draft Revenue Budget 2023/24 – Summary proposals

- 2.4** Set out in the table below is the draft revenue budget position for 2023/24 based on alternative estimates of government funding using a best, mid and worst case scenario approach.

Table 1: - Indicative Revenue Budget gap 2023/24 – alternative government funding scenarios

	Best	Mid	Worst
	23/24	23/24	23/24
	£000s	£000s	£000s
Council tax - Band D equivalent	6,384	6,369	6,284
Retained business rates	4,218	3,448	3,448
Collection fund (deficit)/surplus			
Grant funding			
Revenue support grant (inc negative RSG)	0	0	0
Rural sparsity delivery grant	632	632	632
Lower tier services grant **	1,435	1,435	1,361
Services grant	129	129	129
Returned NHB	0	0	0
New Homes Bonus*	385	385	142
Total grant funding	2,581	2,581	2,264
Total Funding	13,183	12,397	11,996
Net Budget requirement	13,950	13,950	13,950
Budget (deficit)/surplus	(767)	(1,553)	(1,954)

- 2.5** Explanations for the different scenarios are set out in the funding section below. As can be seen from the table above, with any of the indicative government funding scenarios above, the Council is facing a significant budget gap for 2023/24 ranging from £0.767m as a best case



to £1.954m as a worst case. The 'Mid' scenario is seen as the most likely and credible forecast of future funding.

- 2.6 These scenarios also assume that the Council will be permitted to increase Council Tax by 1.99% or £5 for a Band D, whichever is the greater, or that it will be compensated from any government decision to freeze Council Tax increases.
- 2.7 A reconciliation from the 2023/23 net budget requirement of £12.595m to the estimated net budget requirement of £13.950m for 2023/24 is set out in Table 2 below. It can be seen from this that latest forecasts indicate that the Council is facing around **£3m of expenditure pressures** in the costs of running its core services, predominantly arising from the high levels of actual, and forecast, inflation.
- 2.8 Therefore, the budget gap has arisen from the fact that the indicative central government funding estimates will not, with any scenario, compensate the Council for the unavoidable cost pressures it is now facing.
- 2.9 Outside of central government and core funding, the only mechanisms for the Council to generate additional income is through increasing the charges it makes for services it provides (Fees & Charges) and through investment to generate returns.
- 2.10 The current administration has previously consulted on moving to “full cost recovery” where possible for the services it provides and, given the significant increase in the Council’s cost base, a comprehensive review of fees and charges has been undertaken.
- 2.11 The outcomes of this review are currently being analysed and discussed with Cabinet Members but initial indications are that increasing certain fees to move to, or closer to, full cost recovery could generate an additional £0.400m of Fees & Charges income. In its public consultation, the Council will also outline alternative increases to car parking charges. The draft budget proposals currently indicate that an additional **£0.565m of additional Fees & Charges income** could be generated to assist in offsetting the increased costs the Council is facing.
- 2.12 The Council approved a Recovery Investment Strategy (RIS) to invest in initiatives to meet corporate priorities but which would also generate a revenue return on that investment. This would assist in making the Council more financially self-sufficient and remove the reliance on central government funding which is uncertain and not necessarily in line with need. However, the recent significant increases in interest rates and the current UK economic turmoil mean that borrowing to invest on any significant scale would be unwise to undertake in the short to medium term.



- 2.13 There may still be opportunities that arise from time-to-time but these 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 in the usual way.
- 2.14 The revenue budget proposals above include £0.133m of additional income for 2023/24 arising from initiatives already approved under the Recovery Investment Strategy.
- 2.15 Whilst the Council is facing unprecedented increases in its expenditure budgets, work has nonetheless been undertaken, working with our key partners, to identify opportunities for cost savings. In the draft revenue budget proposals for 2023/24 **total expenditure savings of £1.002m** have been identified.
- 2.16 At this stage of the annual budget planning cycle, it is assumed that any budget gap will be met from a draw down from usable revenue reserves. However, the Council recognises the need for more savings to reduce the gap on an ongoing basis and work will continue with partners to develop further savings proposals.
- 2.17 This report includes forecasts of the Council's reserves and illustrates that there will be sufficient reserves to enable a **balanced budget to be set for 2023/24** in the event that more time is needed to find the additional savings.
- 2.18 This report also includes estimates of the revenue budget position over the medium term but the projected MTFS financial position from 2024/25 onwards will require more work, ahead of the final proposals presented to Cabinet and Council in February 2023.
- 2.19 The capital programme approved in February 2022 has also been reviewed and the revised programme covering the period 2023/24 to 2026/27 can be found at Annex B.
- 2.20 The revised programme commits the Council to £27.171m of capital investment over the MTFS period and the draft revenue budget, in Table 1 above, includes the capital financing costs of the revised programme where borrowing has been identified as the source of funding.
- 2.21 Table 2 below illustrates how the Council's net budget position has changed from the 2022/23 base budget position but more detailed explanations on these changes and the matters discussed above are set out in the remainder of this report.



Table 2: - Reconciliation of changes from the 2023/23 net budget requirement

	£000s
Net budget requirement 2022/23	12,595
Core service expenditure increases	
Base budget pressures 2022/23	1,240
Annual pay award (retained officers)	35
Member allowances	13
Contract inflation & growth	1,051
Other budget pressures	640
Total service increases	2,979
(Expenditure savings)	
Third party contract savings	(500)
Corporate savings	(250)
Other expenditure savings	(252)
Total service savings	(1,002)
Capital Financing increase/(decrease)	11
Income budget pressures	
Investment properties	65
(Increases in income)	
Fees & charges increases/policy changes	(565)
Additional income from Recovery Investment Strategy	(133)
External grant or other funding	0
Other income savings	0
Total income changes	(633)
Net budget requirement 2023/24	13,950

3. FUNDING

- 3.1** The recent mini-budget announcements and subsequent reversals means that there will not be a formal spending review announcement in the autumn as has been the case in recent years. Therefore it is likely that there will only be a one-year Local Government Settlement and not a multi-year settlement. This will mean that financial planning over the MTFS period will remain uncertain and challenging.
- 3.2** There is currently much speculation as to whether the Local Government Settlement will include increased funding to offset the high levels of actual and forecast inflation but, given the recent events and UK economic uncertainty, there is now a widely held view that there will be no significant additional funding.



- 3.3** The Council receives its funding from Council Tax, Business Rates, specific central government grant funding and income it generates through charging for the services it provides (Fees & Charges).

Council Tax

- 3.4** In recent years, local government has been permitted to increase Council Tax by 1.99% or £5 for a Band D property, whichever is the greater, but there has been no indication as to whether this will be the case for 2023/24. For the draft budget it has been assumed that a £5 increase will be permissible or, if the government decides on a Council Tax freeze, that appropriate compensation will be given to local authorities. In the funding scenarios above a modest increase in the Council Tax base has been assumed.

Business Rates

- 3.5** Based on advice from the Council's professional advisors, the current MTFS proposals assume that the Fairer Funding Review (FFR) will be implemented from 2025/26 but this has yet to be confirmed by the current government. As can be seen from the MTFS proposals at Annex A, Cotswold District Council is likely to be a significant loser of funding from the implementation of any such scheme.
- 3.6** Business Rates income is linked to the rateable value of properties (which is reviewed at periodic intervals) multiplied by a number of pence in the £ and this is known as the multiplier. The next Business Rates revaluation is planned to take place on 1 April 2023 and this will result in changes to the rateable values of businesses.
- 3.7** The Valuations Office Agency (VOA) has indicated that data will not be available until later in the year and, therefore, it is unclear at this stage what impact the revaluation will have on business rates in the District.
- 3.8** Under statutory rules the Business Rates multiplier is increased each year by RPI (retail price index). The September 2022 figure for RPI is 12.6% which the government is unlikely to pass on to businesses given the current financial crisis.
- 3.9** In previous years, the government has either capped the increase to business at 2% or frozen the multiplier but compensated local government for this decision. Given the size of the September inflation figure, there is currently uncertainty as to what the government will do in this respect.

New Homes Bonus

- 3.10** One specific grant which is an important source of funding for district Councils is New Homes Bonus. This is a specific grant paid by central government to local councils to incentivise housing growth in their areas. The conditions around the calculation of this grant



has changed over recent years and so the amount receivable has been significantly diminishing (see table 3 below) and there is no guarantee that new homes bonus payments will be payable in any given financial year.

Table 3 – Historic New Homes Bonus Funding

	2019/20	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m
NHB allocations	3.255	3.169	2.093	0.810	0.385*

*based on CTBI form submitted on 14 October 2022

The government has not yet confirmed whether there will be a further round of New Homes Bonus payments in 2023-24 although sector experts believe that they are likely to continue for at least one further year. The draft budget proposals for 2023/24 are based on the assumption that the government will pay at least two further years of NHB. On information drawn from the latest CTBI form submitted on 14 October 2022, the Council should receive £0.385m.

Scenarios of government funding

- 3.11** The level of Government funding available to the Council for 2022/23 has been modelled on three scenarios.
- 3.12 Scenario 1:** reflects the level retained Business Rates income derived from the financial forecast model provided by Pixel, a cash flat settlement, and Council Tax increase of £5 and a forecast Taxbase increase of 1.75%.
- 3.13 Scenario 2:** reflects the level retained Business Rates income derived from the 2022/23 forecast, a cash flat settlement less impact of the reversal of the 1.25% National Insurance contribution increase, and Council Tax increase of £5 and a forecast Taxbase increase of 1.50%. This is seen as the most likely and credible forecast at the time of writing this report.
- 3.14 Scenario 3:** reflects the level retained Business Rates income derived from the 2022/23 forecast, a cash flat settlement less impact of the reversal of the 1.25% National Insurance contribution increase, and Council Tax increase of £5 with no change to the Taxbase forecasts from the 2022/23 MTFS approved in February 2022.



Table 4 – Comparison of Funding

Funding	2022/23	Scenario 1 “Best” 2023/24	Scenario 2 “Mid” 2023/24	Scenario 3 “Worst” 2023/24
	£'000	£'000	£'000	£'000
Total Government Funding	6,468	6,799	6,028	5,712
Council Tax	6,073	6,384	6,369	6,284
Overall Funding	12,541	13,183	12,397	11,996
Increase/(decrease) in Government funding from 2022/23 base		331	(440)	(756)
Increase/(decrease) in overall funding from 2022/23 base		642	(144)	(545)

3.15 The impact of the Fairer Funding Review, changes to Business Rate Retention, levelling up and devolution over the medium term remain uncertain. The Council’s funding advisors are currently modelling for the Fairer Funding Review to be implemented from 2025/26 and estimates of government funding over the MTFS period is included in the table at Annex A.

4. EXPENDITURE

4.1 As highlighted above, the Council is currently facing over £3m of expenditure pressures and these are analysed in the table below:

Table 5 – Estimates of Expenditure Budget Pressures 2023/24

Description of cost pressure	£'000
Base budget pressures 2022/23	1,240
Pay award (retained officers only)	35
Members allowances	13
Contract inflation (including partner indicative pay awards)	701
Growth required for post-Covid demand increases	350
Estimates of contract re-procurement increases	300
IT Cyber Security measures	100
Increased election costs	25
Additional forecast energy costs	95
Miscellaneous small budget pressures	120
Total service cost pressures	2,979
Increased capital financing costs	11
Total expenditure pressures	2,990



- 4.2** The base budget pressures include the additional costs of the indicative flat cash pay award of £1,925 per employee for 2022/23 over and above the 2.5% included in the approved February budget report. This includes both Publica and Ubico pay awards and altogether results in £0.622m of additional costs although confirmation of acceptance of the pay award by the Unions is awaited. For 2023/24 there is an assumption that there will be a 4% pay award but this is purely an estimate at this stage.
- 4.3** The 2022/23 base budget pressures also include an additional £0.310m of cost pressures in relation to fuel inflation. For 2023/24 there is currently an assumption that adding the £0.310m to the base budget will mean that there will be sufficient funds to contain any movements in fuel prices in 2023/24. However, this assumption will be revisited for the final budget.
- 4.4** Post-Covid there has been a permanent, stepped increase in the volume of recycling and residual waste collected and the Council has been in discussions with its partner Ubico regarding a potential contract variation. The Council is currently working with Ubico to see whether there is scope to mitigate the additional costs by utilising any spare capacity. An indicative figure of £0.350m has been included but it is anticipated that the amount required will reduce for the final budget.

Pension Fund

- 4.5** The Council is required to pay employer contribution rates based on the payroll costs for employees who are members of the Local Government Pension Scheme. Whilst Cotswold District Council has very few retained officers, it is still required to meet the costs of the scheme through its contracts with Publica and Ubico.
- 4.6** Historically, the Council also been required to pay lump sum payments to the Gloucestershire Pension Fund as a result of the Cotswold District Scheme being in an overall deficit position. Every three years, the scheme receives a formal revaluation (known as the Triennial Valuation) and the scheme is due to be revalued as at 31 March 2022.
- 4.7** The results of the Triennial will be available in the next few weeks and the draft budget proposals are currently based on estimates received from the Gloucestershire Pension Fund in July 2022 which will undoubtedly change.

5. OTHER INCOME

Fees & Charges

- 5.1** The Council provides a number of statutory and discretionary services which it is permitted to charge for. For some services, the amount the Council is permitted to charge is fixed

and/or set by government, whilst others it has discretion as to the charge although it is not permitted to make a profit.

- 5.2 As highlighted in the background section above, a comprehensive review of Fees & Charges has been undertaken to understand whether the Council is appropriately recovering its costs in the provision of statutory and discretionary services.
- 5.3 Initial analysis has indicated that there are number of services provided which fall considerably short of full cost recovery. However, it is acknowledged that, in some cases, moving to full cost recovery would require substantial increases in fees and so further analysis and benchmarking is required.
- 5.4 This initial review has indicated that the Council will be able to generate an estimated £0.400m of additional income through increasing fees and charges to full cost recovery.
- 5.5 The budget proposals also include an estimate of £0.165m of additional income from car parking charges and the approach to be taken will be outlined in the budget consultation. The table below provides a high-level analysis of the current proposed increases to Fees & Charges.

Table 6 – High-level Summary of proposed Fees & Charges increases 2023/24

Fees & Charges increases	£'000
Car Parking increases	165
General fees & charges increase	225
Garden waste increase	175
Total Fees & Charge/Income increases	565

- 5.6 A separate Fees & Charges report will be submitted to Cabinet for approval, prior to finalisation of the budget proposals for 2023/24, which will set out in detail the planned increases for all individual fees and charges.

Investment property returns

- 5.7 The Council has a number of investment properties which generate rental income to the Council as landlord. During the course of 2022/23 a number of rent reviews have taken place which have led to a reduction in the proposed rent charged.
- 5.8 Whilst the Council is endeavouring to challenge any reduction in rent, an estimate of a **£65k pressure** from lower rent has been included in the draft proposals in order to be prudent.



6. SAVINGS

6.1 In the two years prior to 2022/23 the Council delivered over £1m of revenue budget savings and had planned to deliver an additional £0.822m of savings from returns generated through the Recovery Investment Strategy (RIS). Two RIS investments totalling just over £2.4m have been approved and/or delivered in 2022/23:

- Purchase of Ridgeway House (used as homelessness accommodation) £1.441m
- Trinity Road Agile working project £0.975m

6.2 It is anticipated that positive returns will flow through in 2023/24 and an indicative net saving of £0.131 million from RIS investments has been included in the draft revenue budget proposals.

6.3 The Council's key partners, Publica and Ubico, have been allocated an efficiency target of £0.250m each. Some plans have already been developed, but further work will be required to confirm that the full £0.500m will be deliverable from 1 April 2023.

Table 6 – Savings identified

Description of cost pressure	£'000
Partner contract savings	500
Fees & Charges	565
Corporate savings	250
Miscellaneous service savings	252
RIS net returns	133
Total savings	1,700

6.4 As highlighted above, work is ongoing to identify further savings for inclusion in the final budget proposed in February 2023.

7. CAPITAL PROGRAMME

7.1 The February 2022 approved capital programme has been revised in light of more up-to-date information on existing projects, both in terms of costs and likely expenditure profiles, and the latest MTFS capital programme is attached at Annex B. Key investment planned for 2023/24 is:

- Leisure centres £1.2m
- New waste vehicles £1.6m
- Loan to HA for affordable/carbon neutral homes £2.6m
- Improved ICT and planning systems £0.5m



- Regeneration: Strategic property acquisition £4.4m

7.2 The total investment required over the MTFS period is estimated to be £27.1m and capital financing cost estimates have been included in the revenue budget proposals for those investments which it is anticipated will be funded through prudential borrowing.

7.3 As highlighted above, further planned investments in the Recovery Investment Strategy have now been removed from the revised capital programme and will only be added to the capital programme on an approved business case basis going forward.

8. RESERVES

8.1 Section 32 and 43 of the Local Government Act 1992 requires precepting authorities to have regard to the level of financial reserves (usable reserves) needed, for meeting future expenditure, when calculating the budget requirement. When reviewing their medium term plans and preparing the annual budget local authorities should ensure that they have appropriate levels of reserves to cover the following:

- A working balance to smooth the timing of cashflows and avoid temporary borrowing (General Fund balance);
- A contingency for emergencies or to cover unforeseen events requiring funding (General Fund balance);
- Reserves set aside to meet specific purposes and future expenditure (Earmarked Reserves).

8.2 There are no strict rules as to the level of General Reserve which should be maintained, and Councils will usually have a Reserves policy in place (reviewed annually) which will set out the minimum General Fund balance to be maintained taking into account the specific financial risks the Council is facing.

8.3 Councils are also permitted to hold earmarked reserves where funds are set aside to meet future specific costs and can be held for a variety of purposes. It is good practice to undertake an annual review of these earmarked reserves to ensure that the purpose that the funds were originally set aside for is still required.

8.4 Under Section 25 of the Local Government Act 2003, the local authority's Section 151 Officer is required to report on the adequacy of reserves when the authority is considering its budget requirement. Annex C illustrates that the Council is forecast to have usable reserve balances (revenue and capital) of £22.801m by the end of March 2023. This is considered by the S151 Officer to be adequate at this early stage of the budget setting process.



- 8.5** A review of the approved capital programme has also been undertaken together with the sources of funding for that programme ensuring that borrowing costs are mitigated given the recent, and forecast, increases in interest rates.

General Fund

- 8.6** The General Fund balance was £4.032m as at 31 March 2022. This is forecast to reduce to £2.792m at the end of March 2023 due to the provision for the 2022/23 unbudgeted pressures identified to-date totalling £1.240m.
- 8.7** The Quarter 2 financial monitoring is currently underway which may lead to further pressures being highlighted. Any forecast overspend greater than £1.240m will lead to a further reduction in the General Fund balance as at 31 March 2023.
- 8.8** As highlighted above, there are no specific rules as to the level of General Fund reserve balance which should be maintained. However, the forecast balance represents 22.1% of the net budget requirement for 2022/23 of £12.595m which is a relatively high balance with a general rule of thumb being between 5-10%.
- 8.9** As set out Table 1, the draft budget proposals indicate that, with any of the government funding scenarios, the Council is currently facing a budget gap ranging from £0.0797m to £1.953m. Whilst, further savings proposals are being developed, it would be possible to use part of the General Fund reserve to fund any residual budget gap and enable a balanced budget to be set. Reducing the General Fund balance to around £1.5m would still represent 10.75% of the net budget requirement for 2023/24 (£13.950m).
- 8.10** The appropriate level of General Fund balance will be considered by the Council's S151 Officer in conjunction, with the Deputy Leader and Cabinet Member for Finance, in finalising the budget for 2023/24. Any funds in excess of this minimum level can then be considered for use to bridge any residual budget gap for 2023/24.

Earmarked Reserves

- 8.11** A review of earmarked reserves has been undertaken to establish whether there are any earmarked reserves that have previously been set aside for specific but events may mean that they are no longer required.
- 8.12** In addition, a review of the capital programme, its funding sources and any use of earmarked reserves has similarly been undertaken. This review has identified that previous approval had been given to use £1.875m of the Council Priorities Fund to part-fund the strategic property acquisition, with the balance being funded from the capital receipts reserve.



- 8.13** Recent information provided to officers has indicated that the proposed property acquisition is unlikely to go ahead until later in 2023/24, at the earliest, and therefore it is now proposed that the £1.875m be transferred to a new Financial Resilience Reserve instead.
- 8.14** This reserve will then provide the Council with funds which can be used to smooth the delivery of savings and ensure the Council is able to continue to set a balanced budget.
- 8.15** The intention is that any balance of funding required for the strategic property acquisition will be met through borrowing and the capital financing costs associated with that borrowing have been included within the draft budget and MTFS proposals.
- 8.16** As can be seen from Annex C, the review has also resulted in just over £0.340m of previously earmarked reserves now being identified by officers as potentially available for re-use. The Deputy Leader and Cabinet Member for Finance will review these reserves, in conjunction with his Cabinet colleagues, to confirm that they are no longer required for the intended purpose.
- 8.17** Following this review it is proposed that any reserves which have been agreed are no longer required will also be transferred to the Financial Resilience Reserve which could potentially increase this reserve to £2.215m.

Capital reserves

- 8.18** In addition, local authorities will also maintain usable capital reserves:
- **Capital receipts reserve** - holds the proceeds from the sale of assets, and can only be used for those purposes specified in the capital finance and accounting regulations.
 - **Capital Grants Unapplied Reserve** – this reserve holds capital grants that have been received but have yet to be used to finance capital expenditure.
- 8.19** Following the Council's transfer of its housing stock and the proceeds arising from this transfer, the capital receipts reserve has been an important source of funding for capital investment, mitigating the need to undertake external borrowing.
- 9. RISK ASSESSMENT**
- 9.1** As set highlighted above, the S151 Officer in considering the adequacy of reserves will need to undertake an assessment of the strategic, operational and financial risks facing the Council. The key financial risks currently facing the Council are:
- 9.1.1 Uncertainty of government funding** – as this report highlights, Cotswold District Council is currently facing significant cost pressures arising from the high levels of



inflation. At the same time, the recent turmoil in the Government, the likelihood of the UK officially entering a recession and the high levels of government borrowing indicate that there the UK is likely to be entering into a new era of austerity. Therefore, there is the real risk that not only does the Government not compensate local government for the cost pressures but that there is actually a cut to government funding.

- 9.1.2 Fairer funding review** - Longer term, the impact of the Fairer Funding Review and proposed changes to the Retained Business Rates Scheme pose a significant risk to the level of core Government funding available to Cotswold District Council.
- 9.1.3 Reduced income** – as set out in this report, outside of core funding the main mechanism which the Council has to generate additional income is through charging for the services it provides, outside of those covered by Council Tax. The cost of living crisis, coupled with changes to post-Covid demand for some services, means that there is the risk that the Council is unable to generate the income levels set out in the budget proposals.
- 9.1.4 General cost increases** – whilst the draft budget and MTFS proposals includes assumptions around future levels of cost inflation e.g. pay award, these estimates may prove to be incorrect. There is the possibility that future costs increase higher than projected.
- 9.1.5 Interest rate rises** – With interest rates increasing and forecast to increase even further in 2023/24, any borrowing required to undertake capital investment may become more expensive and lead to additional revenue pressures from increased capital financing costs. As is now the case, any future capital investment proposals will be subject to a robust business case which will include an assessment of affordability of the project over the MTFS period.
- 9.1.6 Pension Fund** – the results of the Triennial Pension Fund valuation could lead to increases (or decreases) to the lump sum deficit payments and/or the employer primary pension contribution rate.
- 9.1.7 Demand for core services** – there is the risk that demand for core services increases which then results in additional costs. An example of this is the sustained increased volumes of recycling and residual waste which have emerged post-Covid as a result of changes to residents' behaviour e.g. permanent or hybrid home-working and permanent shift to on-line purchasing. These changes in behaviour result in increased residual waste and higher volumes of recycling resulting from increased packaging from home deliveries.
- 9.1.8 Legislative changes** - with any changes to legislation there could be additional costs arising for the Council in implementing these changes. There is an assumption that any increased costs will be met from “new burdens” funding provided by the Government. There is always the risk that the new burdens funding does not cover all of the costs incurred.
- 9.1.9 Savings** – the draft budget proposals include savings identified together with savings targets for the Council's partners. Partners are working closely with the Council



to develop their plans to achieve the savings targets, there remains an element of risk associated with these targets.

10. CONSULTATION

10.1 The budget consultation will be run through the Council's new online consultation and engagement platform – Commonplace. This will be complimented by physical copies of the survey available in the Council offices for those who cannot complete the online survey.

10.2 The Council plans to use a wide range of communications channels to share the key budget messages and highlight the consultation to as many residents, businesses and community organisations as possible, encouraging them to take part. This will include:

- 10.2.1** An article in the next edition of "Cotswold News" which is delivered to all households across the District in early November
- 10.2.2** The use of all Council social media channels including Facebook, Twitter, Instagram, Nextdoor and LinkedIn. It will also be shared in local social media groups
- 10.2.3** Videos with Cabinet members explaining the Council's budget and an animated video explaining budget proposals
- 10.2.4** Promotion via the Council's website homepage and banner
- 10.2.5** Media engagement to get local media to cover the consultation
- 10.2.6** A bespoke webpage covering key messages and linking to an online survey
- 10.2.7** Promotion through Town and Parish Councils
- 10.2.8** Promotion in the Council's new E-newsletter
- 10.2.9** Boards positioned in towns and villages across the district
- 10.2.10** Information to businesses via the councils Business Matters newsletter
- 10.2.11** Pull up banners in council customer service spaces
- 10.2.12** Website advertising
- 10.2.13** Promotion to staff and Councillors through internal communications and the Council's Overview and Scrutiny Committee.

10.3 This will be complemented by engagement events in supermarkets across the district where residents will be able to speak to Cabinet members and officers about the budget. They will be held in Cirencester, Tetbury, Moreton-in-Marsh and Stow-on-the-Wold and the dates and times will be promoted in the communications.

10.4 The Consultation will run from 8 November to 9 December 2022. Feedback will be provided to the Cabinet in January 2023.



11. CONCLUSIONS

- 11.1** The report sets out the Council's budget proposals for 2023/24 which will be subject to consultation. Feedback from the consultation process together with any further budget adjustments for 2023/24 will be reported to the Cabinet in January 2023. The final budget proposals, incorporating the Government funding for the Council, will be presented to the Cabinet in February 2023 and will be debated at Council on 15 February 2023.

12. FINANCIAL IMPLICATIONS

- 12.1** There are no direct financial implications of this report itself.

13. LEGAL IMPLICATIONS

- 13.1** Save for any legal duties and requirements set out in the body of the report there are no further legal implications arising directly from the recommendations and the report.

14. EQUALITIES IMPACT

- 14.1** There are no direct implications arising from this result. The equalities impact of policy change or through the implementation of projects referred to in this report will be considered in subsequent reports to the Cabinet or Council as appropriate.

15. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

- 15.1** The budget proposals for 2023/24 and include potential capital investment and associated revenue financing costs for investment in carbon zero affordable homes, electric vehicles charging points and council offices carbon efficiency works.

16. ALTERNATIVE OPTIONS

- 16.1** The Cabinet may consider alternative budget proposals either at the meeting or following the consultation process in January and February 2023.

17. BACKGROUND PAPERS

- 17.1** None

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MTFS Revenue MTFS Forecasts 2023/24 to 2026/27 – Scenarios of Government Funding

	Best					Mid					Worst				
	22/23 £000s	23/24 £000s	24/25 £000s	25/26 £000s	26/27 £000s	22/23 £000s	23/24 £000s	24/25 £000s	25/26 £000s	26/27 £000s	22/23 £000s	23/24 £000s	24/25 £000s	25/26 £000s	26/27 £000s
Council tax - Band D equivalent	6,073	6,384	6,714	7,053	7,403	6,073	6,369	6,681	7,002	7,330	6,073	6,284	6,611	6,948	7,303
Other changes to Council Tax															
Non- recurring CT grants	85					85					85				
Retained business rates	3,462	4,218	4,497	3,020	3,063	3,462	3,448	3,517	3,000	3,060	3,462	3,448	3,517	3,000	3,060
Collection fund (deficit)/surplus															
Grant funding															
Revenue support grant (inc negative RSG)			(75)	(1,137)	(1,162)			(75)	(1,137)	(1,162)			(75)	(1,137)	(1,162)
Rural sparsity delivery grant	632	632	632	632	632	632	632	632	632	632	632	632	632	632	632
Social care support grant															
Market sustainability and fair cost of care funding															
Lower tier services grant **	1,435	1,435	1,435			1,435	1,435	1,435			1,435	1,361			
Services grant	129	129	129			129	129	129			129	129			
Returned NHB		0	62	113	113	0	0	0	0	0	0	0	0	0	0
New Homes Bonus*	810	385	142	0	0	810	385	142	0	0	810	142	142	0	0
Scaling back to fund damping				1,334	410				1,334	410				1,334	410
Total grant funding	3,006	2,581	2,325	942	(7)	3,006	2,581	2,263	829	(120)	3,006	2,264	699	829	(120)
Total Funding	12,626	13,183	13,536	11,015	10,459	12,626	12,397	12,461	10,831	10,270	12,626	11,996	10,827	10,777	10,243
Net budget requirement brought forward	12,595	12,595	13,950	13,626	13,118	12,595	12,595	13,950	13,626	13,118	12,595	12,595	13,950	13,626	13,118
Add:															
Core service cost pressures		2,979	449	429	437		2,979	449	429	437		2,979	449	429	437
Less:															
Core service savings identified		(1,002)	(557)	(967)	(25)		(1,002)	(557)	(967)	(25)		(1,002)	(557)	(967)	(25)
Income increases		(565)	0	0	0		(565)	0	0	0		(565)	0	0	0
Recovery Investment Strategy net income		(133)	0	0	0		(133)	0	0	0		(133)	0	0	0
Other grant/external funding increases		0	(315)	0	0		0	(315)	0	0		0	(315)	0	0
Investment property net income (increases)/decreases		65	0	0	0		65	0	0	0		65	0	0	0
Capital financing costs Increases/(decreases)		11	99	30	15		11	99	30	15		11	99	30	15
Revised net budget requirement	12,595	13,950	13,626	13,118	13,545	12,595	13,950	13,626	13,118	13,545	12,595	13,950	13,626	13,118	13,545
Revised Budget surplus/(deficit)	31	(767)	(90)	(2,103)	(3,086)	31	(1,553)	(1,165)	(2,287)	(3,275)	31	(1,954)	(2,799)	(2,341)	(3,302)

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Revised Capital Programme 2023/24 to 2026/27

	2022/23	2023/24	2024/25	2025/26	2026/27		TOTAL						
Scheme Name	Forecast £'000	Budget £'000	Budget £'000	Budget £'000	Budget £'000	Total scheme budget £'000	Capital receipts £'000	Grant & funding cont £'000	Reserves £'000	Revenue £'000	CMI £'000	Prudential borrowing £'000	Total £'000
Leisure and Communities													
Replacement Leisure Equipment	380				500	880	880	0	0	0	0	0	880
Investment in Leisure Centres	0	1,200	0	0	0	1,200	1,200	0	0	0	0	0	1,200
CLC Pool Works		110				110	110	0	0	0	0	0	110
Government funded decarbonisation	7	27				34	0	34	0	0	0	0	34
Crowdfund Cotswold	41	50	50	50	50	241	241	0	0	0	0	0	241
	428	1,387	50	50	550	2,465	2,431	34	0	0	0	0	2,465
Housing/Planning and Strategic Housing													
Private Sector Housing Renewal Grant (DFG)	1,300	700	700	700	700	4,100	0	4,100	0	0	0	0	4,100
Affordable Housing-Stockwells MiM	550	0	0	0	0	550	0	550	0	0	0	0	550
Affordable Housing - Davies Road MiM (S106)	0	479	0	0	0	479	0	479	0	0	0	0	479
Affordable Housing - Davies Road MiM (S106) Environmental Improvements	0	102	0	0	0	102	0	102	0	0	0	0	102
Affordable Housing - Sunground Avening (S106)	400	0	0	0	0	400	0	400	0	0	0	0	400
Cottsway Housing Association Loan	200	2,600	0	0	0	2,800	2,800	0	0	0	0	0	2,800
Bromford Joint Venture Partnership - Carbon Zero aff homes - feasibility studies, planning etc.	0	0	600	0	0	600	600	0	0	0	0	0	600
	2,450	3,881	1,300	700	700	9,031	3,400	5,631	0	0	0	0	9,031
Environment													
Waste receptacles and growth in properties	55	55	55	55	55	275	275	0	0	0	0	0	275
Litter Bin Replacement	10	10	10	10	10	50	50	0	0	0	0	0	50
Replace/upgrade pay and display machines/upgrade	25			125		150	150	0	0	0	0	0	150
Provision for financing of Ubico Vehicles	198	1,646	46	187	3,550	5,627	198	0	0	0	0	5,429	5,627
Packers Lease Depot - Flood prevention works	13	0	0	0	0	13	13	0	0	0	0	0	13
Electric Vehicle Charging Points	90	150	0	0	0	240	34	6	0	0	200	0	240
Car Park enforcement - vehicle purchase		45				45	45	0	0	0	0	0	45
Car Park improvements - Rissington Road	407					407	315	0	92	0	0	0	407
Changing Places Toilets	163	0	0	0	0	163	0	163	0	0	0	0	163
	961	1,906	111	377	3,615	6,970	1,080	169	92	0	200	5,429	6,970
Retained and Corporate													
Investment in Dyer Street Property Roofs	146	0	0	0	0	146	0	0	146	0	0	0	146
	146	0	0	0	0	146	0	0	146	0	0	0	146
ICT, Change and Customer Services													
ICT Capital	70	150	150	150	150	670	0	0	0	670	0	0	670
Replacement of Idox and Uniform System	0	150	0	0	0	150	150	0	0	0	0	0	150
Planning Documents and Scanning Solution	0	200	0	0	0	200	151	49	0	0	0	0	200
	70	500	150	150	150	1,020	301	49	0	670	0	0	1,020
Rural Broadband	0	0	0	0	0	0	0	0	0	0	0	0	0
UK Shared Prosperity Fund Projects	11	28	134	0	0	173	0	173	0	0	0	0	173
	11	28	134	0	0	173	0	173	0	0	0	0	173
Land, Legal and Property													
Trinity Road Carbon Efficiency Works (Council March 2022)	370	0	0	0	0	370	70	0	0	0	300	0	370
	370	0	0	0	0	370	70	0	0	0	300	0	370
Recovery Investment Strategy													
Tetbury Homeless Property (Cabinet May 2022)	1,441	0	0	0	0	1,441	1,441	0	0	0	0	0	1,441
Trinity Road Agile Working (Council March 2022)	1,195	0	0	0	0	1,195	1,195	0	0	0	0	0	1,195
Strategic Property Acquisition	0	4,360	0	0	0	4,360	2,485	0	0	0	0	1,875	4,360
	2,636	4,360	0	0	0	6,996	5,121	0	0	0	0	1,875	6,996
Total	7,072	12,062	1,745	1,277	5,015	27,171	12,403	6,056	238	670	500	7,304	27,171

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Usable Reserves Forecasts

Reserve type	Opening Bal 1/4/22	Base budgets 22/23	Budgeted transfer to 22/23	Decisions taken since Budget	Forecast Use	Closing Bal 31/3/23	Closing Bal 23/24	Closing Bal 24/25	Closing Bal 25/26	Closing Bal 26/27
	£	£	£	£	£	£	£	£	£	£
GENERAL FUND	(2,552,710)	(31,000)	(1,634,000)	215,000	1,210,000	(2,792,710)	(1,792,710)	(1,792,710)	(1,792,710)	(1,792,710)
EARMARKED RESERVES										
Specific										
*Council Priorities Fund	(2,767,122)	0	(4,055)	1,700,000	146,407	(924,770)	(1,304,770)	(1,652,770)	(2,002,770)	(2,352,770)
*Financial Resilience Reserve	0	0	0	(1,875,000)	0	(1,875,000)	(1,875,000)	(1,875,000)	(1,875,000)	(1,875,000)
*Recovery Investment Strategy [RIS]	(218,410)	0	0	0	162,726	(55,684)	0	0	0	0
*Business Rate Movement Reserve	(4,120,162)	0	0	0	-79,838	(4,200,000)	(400,000)	(400,000)	(400,000)	(400,000)
*Local Plan	(819,241)	0	0	0	228,000	(591,241)	(132,241)	(0)	(0)	(0)
*Covid-19 Reserves	(88,011)	0	0	0	88,011	0	0	0	0	0
*Community-Led Housing Grant	(806,334)	0	0	0	0	(806,334)	(776,334)	(746,334)	(714,334)	(681,334)
	(8,819,280)	0	(4,055)	(175,000)	545,306	(8,453,029)	(4,488,345)	(4,674,104)	(4,992,104)	(5,309,104)
Previously earmarked now available for general use	(732,990)	131,067	0	0	260,384	(341,538)	(341,538)	(341,538)	(341,538)	(341,538)
Committed and Ring-fenced	(3,146,845)	106,807	36,569	209,095	771,977	(2,022,397)	(1,438,170)	(1,271,736)	(1,285,111)	(1,330,479)
Total Earmarked Revenue Reserves	(12,699,114)	237,874	32,514	34,095	1,577,667	(10,816,964)	(6,268,053)	(6,287,378)	(6,618,753)	(6,981,121)
Total Revenue Reserves	(15,251,824)	206,874	(1,601,486)	249,095	2,787,667	(13,609,674)	(8,060,763)	(8,080,088)	(8,411,463)	(8,773,831)
Capital Receipts Reserve	(9,674,000)		(1,655,000)		3,943,000	(7,386,000)	(2,457,904)	(2,840,904)	(3,622,904)	(4,105,904)
Capital Grants Unapplied	(810,285)	0	0	0	(995,614)	(1,805,899)	(1,305,899)	(750,536)	(750,536)	(750,536)
Earmarked Capital										
Car Parking	0	0	(92,514)	0	92,514	0	0	0	0	0
Total Capital Reserves	(10,484,285)	0	(1,747,514)	0	3,039,900	(9,191,899)	(3,763,803)	(3,591,440)	(4,373,440)	(4,856,440)
TOTAL USABLE RESERVES	(25,736,109)	206,874	(3,349,000)	249,095	5,827,567	(22,801,573)	(11,824,566)	(11,671,528)	(12,784,903)	(13,630,271)

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Council Name	COTSWOLD DISTRICT COUNCIL
Name and Date of Committee	OVERVIEW AND SCRUTINY COMMITTEE – 22 NOVEMBER 2022
Report Number	AGENDA ITEM 1212
Subject	FINANCIAL, COUNCIL PRIORITY AND SERVICE PERFORMANCE REPORT – 2022-23 QUARTER TWO
Wards Affected	All
Accountable Member	All relevant Cabinet Members
Accountable Officer	Robert Weaver, Chief Executive Email: robert.weaver@cotswold.gov.uk
Summary/Purpose	To provide an update on progress on the Council's priorities and service performance To provide information on the Council's financial position
Annexes	Annex A – Corporate Plan Action Tracker Annex B - Council Priorities report Annex C - Performance indicator report Annex D - Revenue Summary and Variances Annex E - Summary of gross capital expenditure
Recommendation(s)	<i>That the Committee reviews overall progress on the Council priorities, service delivery and financial performance for 2022-23 Q2</i>
Corporate Priorities	<ul style="list-style-type: none"> • Delivering our services to the highest standards; • Responding to the challenges presented by the climate crisis; • Providing good quality social rented homes; • Presenting a Local Plan that's green to the core; • Helping residents and communities access the support they need for good health and wellbeing; and • Supporting businesses to grow in a green, sustainable manner, and to provide high value jobs
Key Decision	NO
Exempt	NO
Consultees/ Consultation	None



I. BACKGROUND

- 1.1. The Council adopted the Corporate Plan 2020-24 ('the Plan') in September 2020, and included recovery work in response to the impact of Covid-19. A spring 2022 'refresh' of the Plan was completed and approved by Council at its meeting in May 2022. The refresh sought to reflect key achievements since the introduction of the Plan, and clarify the priorities over the remaining period of the Plan (to April 2024).
- 1.2. A high level commissioning statement was approved by Cabinet in January 2020 which sets out the relationship between Publica and the Council and their respective responsibilities. Publica must ensure that it provides the necessary information to the Council so it can assess whether the commissioned services are being delivered in accordance with the agreed quality and standard. The Council's Chief Executive is responsible for reviewing and approving the information provided in this report prior to its publication.
- 1.3. The Council's Chief Executive has received a report on progress towards achieving the Council's priorities and service performance. Having assessed performance in line with the high level commissioning statement, the Chief Executive has noted the progress that has been made to deliver the actions in the Plan as well as the improvements made in service delivery in some services including the Benefits and Planning services since the end of 2021-22.
- 1.4. Particular attention has been drawn to the following:
 - The Council is in the process of appointing a contractor for the Trinity Road office refurbishments and revised layouts which will create space in the West wing to be let to tenants. An invitation to tender over a four week period in September has ended and those submissions are being evaluated. In addition, Cabinet agreed to pursue a more sustainable solution for the roof repairs at Trinity Road. A timeline of the Agile and Atrium Roof Repair projects has been developed which sets out how both projects will proceed in a coordinated way to ensure disruption to staff is minimised;
 - The rising energy prices and higher cost of living is affecting householders, in particular those on low incomes. At the end of Q2, the Council Tax collection rate was over half a percentage point up on the previous year and well ahead of the target but could be impacted as we move through the year. The Council has completed the mandatory £150 Council Tax rebate programme, and the window for applying for the discretionary scheme closed on 2 October 2022. The discretionary scheme is aimed at those who need help most, including people on benefits, people living in shared accommodation and people on a low income that were not eligible for the mandatory scheme. At the end of September 2022, the Council had paid out £3,584,550 to 23,897 households, 95% of households identified as eligible for the rebate have now been paid. Looking further ahead, the Council has reviewed and consulted on the Council Tax Support scheme for the next financial year so that more households can be helped to pay their council tax. The proposals were presented to Cabinet in November 2022 and it was agreed that they should be recommended to Council for approval;



- The Business Rates collection rate is currently looking healthy. The collection rate was depressed over the previous two years due to the impact of Covid-19. The Government is continuing to support certain businesses with extended retail relief of 50% during this

financial year. As part of the Covid Additional Relief Fund (CARF), the Council distributed a total of £1,788,614 to 724 businesses that were not eligible for the extended retail relief but have been affected by Covid-19. These businesses have had their accounts credited which will help to reduce the debt owed;

- The Council is continuing to support the 'Homes for Ukraine' scheme in which people in the UK are sponsoring/hosting a Ukrainian individual or family. As at 30 September 2022 there were 132 sponsors. The need to re-match guests to new sponsors continues to rise as relationships break down or the sponsor does not wish to continue in the Homes for Ukraine scheme after 6 months. A dedicated Ukraine Housing Support Officer was recruited and started in late October 2022 to help with the re-matching, emergency accommodation and move-on advice. New sponsors and guests are being added to the scheme at a rate of a couple a week. Gloucestershire Homes for Ukraine scheme has increased financial support to help reduce the impact of the cost-of-living crisis. All sponsors will receive £125 per month during November/December 2022 and January 2023. In addition, sponsors who continue to provide accommodation beyond the first six months will receive an additional £100 per month on top of the £350 thank you payments. This is subject to any changes being announced by Government;
- Earlier this year, the Council was awarded £1,000,000 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, has been submitted to the Government and is awaiting approval. The Council has been advised that the

Government has delayed providing feedback to councils (nationally) on their Investment Plans. Year one projects have been agreed by the Council 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;

- A total of 71 affordable homes have been delivered so far this year well ahead of the target of 50. During Q2, forty-four homes for social rent were completed at Leaholme Court, Cirencester and 11 for affordable rent were completed (six at Dyers Lane, Chipping Campden and five at Sandy Lane Court, Upper Rissington). After last year's reduced construction activity due to Covid-19 and the challenges of Brexit on availability and cost of materials, development has started stronger in this financial year;



- The Council is continuing to undertake targeted work to combat fly tipping in locations that attract high levels. During Q2, nine enforcement actions were taken; one warning letter, seven Fixed Penalty Notices, and one prosecution. The Council was successful in prosecuting an individual for fly tipping along a bridleway near the B4450 road that leads from Stow-on-the-Wold to Bledington. The Council has also reminded householders of their 'Duty of Care' in relation to builders' waste and to only entrust their waste to an authorised waste carrier.

2. COUNCIL PRIORITY REPORT

2.1 Progress on actions in the Corporate Plan include:

- 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 2 projects are underway and includes a feasibility study of a signalised crossing of the Spine Road, the foot/cycleway into Neigh Bridge Country Park, and a study of public transport options improving connections to Kemble station from Tetbury and Cirencester including links to Cotswold Water Park;
- Two Town and Parish forums were held at Moreton on 27 September and at Trinity Road on 6 October 2022. The presentations /discussions focused on the 'Debate not Hate' initiative, Active Cotswold programme, raising awareness of the work of Cotswold Friends in combating loneliness and isolation, and a Q & A session;
- Following the successful trial of an offline payment solution, the remaining car parks in Phase 1 and 2 will have their machines upgraded. The car parks in Phase 3 will have the option to pay by cash removed in addition to the offline payment software upgrade;
- Cabinet agreed additional funding for the improvement works at Rissington Road car park, Bourton on the Water, in September 2022 so that work can start 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;
- In September 2022, Cabinet agreed to pursue a more sustainable solution for the roof repairs at Trinity Road. The proposed replacement composite panels in the pitched roof should result in an 87% reduction in heat loss energy across each atrium of the roof. The Agile and Atrium Roof Repair projects will be synchronised to minimise the impact on staff and efficiency;
- The Council's first Community Municipal Investment (CMI), named 'Cotswold Climate Investment' (CCI), which targeted a £500,000 fundraise closed on 16 August 2022, fully funded by over 450 investors. The Cotswold Climate Investment will support a range of projects, including installing publicly available off-street electric vehicle charging points (EVCs) around the District to encourage electric vehicle take-up, and improving the energy and carbon performance of the Council's Cirencester offices;



- Crowdfund Cotswold won the Local Government Chronicle (LGC) 'Community Involvement' award in July 2022.

Crowdfund Cotswold continues to attract wide interest across the District. The six projects that applied to the Council's 'Spring Round' completed their campaigns, with a total value of over £123,000, towards which the Council has contributed £38,750. The deadline for the Autumn round was 14 September and includes the largest project seen to date, a new skate park for Fairford;

- The Community Wellbeing team in partnership with 'World Jungle' delivered the Holiday Activity and Food programme (HAF) in the summer holidays. The provision lasted for four weeks in August 2022 and provided a wide range of activities and food boxes mainly for children on free school meals. Over 800 participants took part in 1200 sessions which included 79 children with special needs;
- In partnership with Citizens Advice, the Council has distributed £130,000 from the Household Support Fund to support people in need with costs associated with energy, food and wider essentials. The funding period was April 2022 to September 2022 and we are expecting to secure funding at a similar level for the period of October 2022 to March 2023;
- The £380,000 replacement of fitness equipment across the Council's leisure centres has been delivered by SLM Everyone Active (SLM). Cirencester Leisure Centre's gym refurbishment commenced on 18 September, and the facilities reopened to customers on 3 October 2022. This was followed by Bourton-on-the-Water Leisure Centre's gym refurbishment which commenced on 3 October, re-opening to customers on 15 October.
- The procurement process for the appointment of Leisure and Culture Management Contractors (2 lots) has commenced. The tender notice went out on 2 September 2022 including the first stage Standard Selection Questionnaire (SSQ). The evaluation process will take place in the first two weeks of October and the successful bids will receive an invitation to submit initial tender (ISIT) on 17 October with a return date of 3 January 2023.
- 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 this net carbon zero housing development. Cabinet approved the draft Collaboration Agreement at its meeting in November 2022.

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 REPORT

3.1 Overall performance for the quarter appears mixed. There have been improvements in areas where performance has fallen short of the target (Land Charges and Food Inspections). In



addition, Benefits and Planning have maintained the improvements made in the previous quarter.

- 3.2 There are a number of improvement programmes in progress across services focussed on improving the way services communicate with customers, increasing automation and self-serve options for customers, and improving the monitoring of workflows using case management tools to help services to actively manage resources.
- 3.3 Some of the performance indicators that were short of their targets or showing a downward trend are considered below together with rectifying actions:

- The average call wait time for Q2 was two minutes and 21 seconds but remains comfortably within the three minute standard considered good for local authorities (GovMetric). There was a shortage of staff for the whole of the quarter which included vacant posts as well as staff undertaking User Acceptance Testing (UAT) in preparation for Salesforce 2.0 'go live' in September 2022, and training. Initial feedback from the advisors on Salesforce 2.0 is positive and should lead to some process efficiency gains.

Resolution: Recruitment to posts is progressing and improvements in capacity is expected by Q4. However, turnover of staff results in the loss of experience which increases the overall impact on capacity and service delivery.

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

- At the end of Q2, the percentage of Housing Benefit overpayments due to Local Authority error /delay improved from 0.85% to 0.49% and is now close to the national target of 0.47%. Over the course of the year, the outturn is expected to continue to improve as the caseload increases, smoothing out the variances.

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

- Performance for Land Charges searches despatched within 10 working days improved from 27.8% in Q1 to 75.1% in Q2 (Target: 90%). Performance has fluctuated over a number of quarters due increased workloads when the Stamp Duty holiday was in place and staff turnaround in the Land Charges team. More recently, there was a delay in



despatching Land Charges searches due to a shortage of staff able to complete internal consultee responses in particular in the Planning service.

Resolution: New resources were allocated to improve internal consultee turnaround times. Furthermore, the service has commenced work to improve communication with those services that provide internal consultee responses (starting with Planning) and promote an understanding of the land charge service.

- Overall Planning performance for all types of applications has improved over the last 12 months, with both 'Major' and 'Minor' applications exceeding their targets, while 'Other' applications (mainly householder applications) remains short of the target. The 3.5 vacant Planning Officer posts at the beginning of 2022-23 have been recruited to and those posts

commenced during Q2. The two temporary staff that had been covering the vacancies have left the organisation and their workloads have been re-distributed to the core team.

The Planning Advisory Service has undertaken a review of the Planning service and identified a number of areas for improvement, including a revised approach to using Extensions of Time; communicating with agents and architects on submission of invalid planning applications and considering more succinct planning reports. These actions will form part of a Planning Service Improvement Plan.

Resolution: Retention of staff is likely to remain a challenge. The Business Manager has implemented further actions to make the recruitment and retention of staff more attractive. New starters are supported with a training programme developed to build the professional capacity of the service, and receive support and mentoring from senior planning officers.

There is an improvement programme and roadmap in place. A new Planning Checklist has been created to help improve the quality of the applications submitted, and providing clear guidance to applicants to help reduce the impact of invalid applications on the validation team. The Checklist is at the final stages of consultation and revisions, and once completed, a report will be drafted for sign off by the Cabinet Member for Development Management and Licensing. Other projects include the rollout of the next phase of the Enterprise software to improve case management. The software is in 'beta' and will help define customer touch points i.e. the points at which customers should be contacted during the planning process.

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

- Business Rates collection rate continues to perform strongly at 10-12 percentage points higher than the previous two years, although still slightly lower than the pre-Covid year. It is likely that the Covid Additional Relief Fund distributed to businesses over the last six months has contributed to the improved collection rate even though the funding relates to the previous financial year. Looking ahead, the cost of living crisis and the slow-down in the economy may adversely affect the collection rate over the next few months.



- Performance for 'Major' applications has shown a strong performance over the last six months with all ten applications determined within agreed timescales. Performance for 'Minor' applications has recovered to some extent, and although not back at previous levels, has achieved its target over the last 12 months.
- In-Cab technology continues to have positive benefits on the number of missed bins per 100,000. In Q2, there were 40 missed bins per 100,000 scheduled collections compared to 53 in the previous quarter, and 79 in Q2 of the previous year.
- Processing times for both Council Tax Support new claims (Actual: 20 days, Target: 20 days) and changes (Actual: 3.6 days, Target: 5 days) achieved their targets. It is likely that the cost of living crisis will result in an increase in new claims over the coming months. The service continues to promote the scheme and to signpost customers to the Council's website and partner organisations.
- All but one of the eleven high risk food safety inspection were inspected within timescales. The outstanding inspection has since been completed. A re-design of the service which will increase capacity at the senior level (required for high risk inspections) should help to maintain a good level of performance.

3.5 A full report is attached at Annex C.

4. FINANCIAL PERFORMANCE

Background

4.1 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.

4.2 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.

Inflationary Pressures

4.3 The current level of inflation, as measured by the Consumer Prices Index, is 10.1% (up from 9.9% in August). Although it is not the Government's preferred measure of inflation, the Retail Prices Index is 12.6%. 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).

Energy Costs



- 4.4** 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.

Interest Rates

- 4.5** The Bank of England has increased interest rates eight times since December 2021 in an effort to mitigate inflationary pressures with the latest increase of 0.75% taking the base rate to 3%. The council's treasury management advisors have forecast a further increase by the end of 2022 and again in early 2023. Should the Council take the decision to undertake borrowing to fund its capital programme, this will impact the expenditure required to service any borrowing. No further borrowing is expected in the current financial year. The Council will however benefit from increases in investment income as outlined later in this report.

Financial Performance (Revenue)

- 4.6** At 30 September 2022 the Council had spent £7.289m against its net profiled budget of £7.158m resulting in an overspend of £0.131m. This position is expected to remain challenging in the second half of the financial year with the Council facing significant budget pressures as a result of the following factors:

- Increases in energy costs.
- The impact of the employee pay award.
- The impact of pay and fuel inflation and continued high levels of recycling volumes on our waste contract with Ubico.
- Inflationary increases in minor contracts and other costs.
- 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.
- Some exceptional one off items.

- 4.7** The outturn forecast for 2022/23 of £13.976m results in a forecast overspend of £1.327m. The table below provides members with an overview of the significant outturn variations that have been forecast by budget holders.



Table I – Revenue Budget Outturn Forecast summary

	2022/23 Net Budget (£'000)	2022/23 Profiled Budget to Q2 (£'000)	2022/23 Actuals to Q2 (£'000)	2022/23 Outturn Forecast (£'000)	2022/23 Outturn Variance (£'000)
Revenue Budget					
Environmental & Regulatory Services	473	265	275	500	28
Business Sup. Svcs - Finance, HR, Procurement	1,014	836	833	1,014	0
ICT, Change & Customer Services	1,986	944	974	2,021	35
Assets, Land, Legal & Property	750	322	405	926	176
Chief Executive and Modernisation	88	62	72	97	9
Revenues & Housing Support	342	256	322	443	102
Environmental Services	3,916	1,944	1,914	4,052	136
Leisure & Communities	1,368	190	164	1,367	(1)
Planning & Strategic Housing	1,743	303	373	1,712	(31)
Democratic Services	1,058	548	561	1,064	6
Retained and Corporate	1,359	1,503	1,395	1,447	88
Subtotal Services	14,096	7,175	7,287	14,645	548
Corporate Income & Expenditure	(1,501)	0	0	(1,876)	(375)
Provisions and Risk Items	0	0	0	1,185	1,185
Net Budget Requirement	12,595	7,175	7,287	13,954	1,359
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	0	(12,626)	0
Budget shortfall/(surplus)	(31)			1,327	1,359



Table 2 – Material Variations summary

	2022/23 Forecast variance (£'000)
Significant Budget Variances	
Income (Over)/Under achieved	
Car Park income	343
Recycling Credits/Waste incentive payments	(250)
Garden waste Income	(35)
Additional refuse collection/sale of refuse bags	60
Regulatory income	17
Planning Income	19
Land Charges Income	63
	217
Other Expenditure Pressures/(Underspends)	
Household and recycling minor contracts	(91)
Planning Appeals	(50)
Postage Costs	40
Fines and penalties	28
Other net variances	89
	16
Corporate Income & Expenditure	
Minimum Revenue Provision (MRP)	(124)
Investment and Interest Income	(250)
Estimated impact of Pay Award	382
Reversal of National Insurance increase	(29)
Ubico Contract variations	674
Inflationary increase in Energy Costs	212
Corporate provision for risks	157
	1,023
All other non-material variations	103
	1,359

- 4.8** The forecast outturn is £0.119m above the £1.240m pressure highlighted in the November 2022 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 £2.9m. This is clearly not sustainable and options to reduce the forecast overspend and budget gap must be considered over the coming weeks and months.



4.9 The long term impact of the pandemic and cost of living crisis will continue to be monitored and reported to members during 2022/23. **Whilst the Council has sufficient reserves to support the revenue budget in the short term action will need to be taken to ensure that the Council is financially sustainable over the MTFS period.**

4.10 **Annex D** 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).

Income

4.11 Income from car park fees, fines and permits has continued to be impacted by changes in user behaviour following the pandemic and in part due to the cost of living crisis. Income from car park fees, fines and permits at the 30 September was £0.126m below budget. The outturn forecast is for an income shortfall of £0.344m at year end based on the current downward trend on income and the impact from the refurbishment of the Rissington Road car park from November 2022 in line with the Council Plan.

4.12 As reported in Q1 income from land charges has continued to performed below budget with income received forecast to be £63k 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.

4.13 Income from recycling has exceeded budget. Recycling credits and waste incentive payments from Gloucestershire County Council were £81k higher than estimated as a result of higher levels of recycling and a general increase in commodity values. Income is forecast to be £0.178m higher than budgeted by the end of the financial year. This budget will be reviewed as part of the 2023/24 budget setting process.

4.14 There remains a risk that we will experience further pressure on income from fees and in the second half of the financial year as a result of the cost of living crisis.



Expenditure

- 4.15** 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. Clearly, this is significantly above the level budgeted for with the outturn forecast including an estimate of the shortfall in the Publica contract, retained salary budgets and members allowance budget of £382k.
- 4.16** From the 6th November 2022, the 1.25% point cut to National Insurance rates for employees and employers takes effect across the UK. The employer cut will result in an estimated budget saving of £29k which will mitigate some of the pay award pressure outlined above.
- 4.17** 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 £7.798m. 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 £0.584m including £0.267m for the pay award including increase in agency staff costs. Diesel costs are expected to drive a significant budget variance of £0.309m as a result of high fuel costs.
- 4.18** Due to high levels of garden waste and recycling materials Ubico has operated additional collection rounds at an estimated cost of £0.360m per annum. As part of the Environmental Services Improvement Programme, the Commissioning Team are working with Ubico to deliver services more efficiently and to reduce the cost of the service.
- 4.19** 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.
- 4.20** The Government's announcement that a price cap would be introduced for the unit cost of non-domestic energy has reduced charges to 40.2p p/kw from 55p p/kwh in September 2022. Despite this and the cap on the unit cost, it is currently expected that the total cost of electricity and gas for buildings operated by the council in 2022/23 will be approximately £0.388m against a budget of £0.170m. There still remains uncertainty underpinning these estimates due to the volatility of wholesale markets as well as the impact of changing energy suppliers in April 2022 and the phasing of sites moving from one supplier to another. More detailed work will be undertaken in Q3 to obtain an updated forecast.



- 4.21** As reported in Q1 expenditure in respect of the processing of recycling continues to be underspent and is forecast to be underspent by £91k at the end of the financial year. This budget has been revised as part of the 2023/24 budget setting process

Treasury Management

- 4.22** Dividends from Pooled funds and REIT of £0.250m were received in the first half of the financial year achieving a return of 4.6% (pooled funds) and 2.7% (REIT). Interest from short term cash deposits, money market funds and call accounts was £0.118m higher than budgeted at the end of the second quarter due to larger surplus balances than estimated being available to invest and interest rates rising at higher rate than budgeted. Interest income of £60,000 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 £0.310m higher than budgeted at the end of the financial year.
- 4.23** The Council will not be required to make a budgeted minimum revenue provision charge in 2022/23 resulting in a saving of £0.124m due to the Council not undertaking borrowing to support the capital programme.

Capital Activity

- 4.24** The Council's capital budget for 22/23 including carry forwards from 2021/22 and additional adjustments approved in year is £41.006m. A total of £1.730m has been spent against these schemes at the end of Q2 with a further £3.606m committed.



Table 3 – Capital Programme summary

Capital Programme	2022/23 Budget (£'000)	2022/23 Actuals to Q2 (£'000)	2022/23 Comm. Exp (£'000)	2022/23 Outturn Forecast (£'000)	2022/23 Outturn Variance (£'000)
Disabled Facilities Grants	700	516	314	830	130
ICT-related schemes	550	20	100	120	(430)
Rural Broadband	500	0	0	0	(500)
Car Park schemes	532	0	433	433	(100)
Waste and Recycling schemes	545	14	476	490	(55)
Trinity Road – Carbon Efficiency Works	970	0	90	90	(880)
Bromford JVP – Carbon Zero Affordable Homes	200	0	105	105	(95)
Investment in Lesiure services	1,690	0	380	380	(1,310)
Changing Places Toilets	163	0	163	163	0
Tetbury Homeless Property	1,442	1,144	298	1,442	0
Trinity Road Agile Working	975	24	951	975	0
Recovery Investment Strategy	32,364	0	0	0	(32,364)
All other schemes	375	13	296	309	(66)
TOTAL Capital Programme	41,006	1,730	3,606	5,336	(35,670)

4.25 Cabinet agreed in May 2022 to purchase a property in Tetbury that it previously leased to use as temporary emergency accommodation. Funding of £1.442m for the purchase and capital works was allocated from the Recovery Investment Strategy budget in the capital programme. This purchase was completed in August 2022 at a cost of £1.14m.

4.26 Cabinet have recommended to Council that the Recovery Investment Strategy (RIS) is rescinded. Therefore, a significant element of the capital programme (£32.4m) will not be delivered and will be removed when the capital programme is revised in February 2023. There may still be opportunities that arise from time-to-time but these 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.

4.27 Schemes previously included with the RIS (Tetbury Homeless Property, Trinity Road Agile Working) are now presented individually within Annex E. The strategic property acquisition (£4.36m) which was to be funded from the RIS budget is not expected to take place until 2023/24. This will be included as a separate item in the 2023/24 capital programme approved by Council in February 2023.



- 4.28** A full list of expenditure and explanation for variances against the capital programme is attached to this report at Annex 'E'.

Capital Receipts and Disposals

- 4.29** During the second quarter of 2022/23 the Council sold the vacant Cotswold Club. The property has been sold for £0.375m resulting in a net capital receipt of £0.369m after fees. It is anticipated this will be available to support investment in zero carbon affordable housing projects across the District.

Risks and Uncertainties

- 4.30** 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.

Recommended Actions

- 4.31** A number of recommendations are outlined below to address the projected variation. Subject to Cabinet approval, these will be implemented immediately and will form the framework for future Finance and Performance reports to Cabinet.
- 4.32 Recommended Action #1:** Delivery of contract efficiencies and cost savings must be a priority over the remainder of the financial year for Publica to support the Council's financial position. As part of the existing CDC/Publica Executive meetings framework, regular updates will be provided by the Managing Director and Group Finance Director on the delivery of contract efficiencies coordinating the work of Group Managers and Business Managers. To strengthen the focus, Group Managers and Business Managers will work in consultation with the relevant Cabinet member, to identify savings, cost reduction measures and additional income opportunities. These will then be reviewed as part of the in-year strategy to mitigate the adverse financial position as identified in this report.



4.33 Recommended Action #2: In the event the Council receives one-off income or cost savings, it is proposed this is allocated to the Financial Resilience reserve and not committed to fund existing or new/additional expenditure.

4.34 Recommended Action #3: As part of the final budget preparation process for 2023/24, a review of the Reserves and Balances strategy is undertaken to consider the adequacy of reserves in light of the financial risks faced by the Council

5. CABINET

5.1 This summary performance report will be reviewed by the Cabinet at its meeting on 5 December 2022; and any comments from this Committee will be reported to the Cabinet.

6. FINANCIAL IMPLICATIONS

6.1 As described in Section 4 of the report.

6. LEGAL IMPLICATIONS

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

7. RISK ASSESSMENT

7.1 Contained in this report.

8. EQUALITIES IMPACT

8.1 None.

9. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

9.1 Contained in this report.

10. ALTERNATIVE OPTIONS

10.1 None.

11. BACKGROUND PAPERS

11.1 None

(END)

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Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

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

Deliver the highest standard of services

Ref.	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q2
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. Funding for Clean and Green allocated from UK Shared Prosperity Fund
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/Diane Verran	Joe Harris	On Target	Fifty-one signs of the 160 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 facilitate litter picks. During Q2, there were 14 requests for litter picks from communities involving 92 members of the community and 65 children. Bourton-on-the-Water successfully managed the additional waste created by the high volume of tourists during the spring and summer, through the use of additional bins and additional activity from the Ubico team. Patrols were increased around the Cotswolds Water Park, to try and prevent the litter/ ASB/ fly-tipping
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	Forums held on 27 September at Moreton-in-Marsh and 6 October at Trinity Road

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

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	On Target	Following successful trial of off line parking payment, the remaining car parks in Phase 1 and 2 of the cashless parking project will have their machines upgraded with offline payment software. An order is expected to be put in with the supplier for the upgrades and changes to machines. Lead times are approximately 6 to 8 weeks from date of order
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 so that works can start in November 2022
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 1 delivered by end of March 2022. Phase 2 is underway including the feasibility study of the Spine Road crossing - a pedestrian survey was undertaken on 23 July and traffic counts and site visits are taking place in early October 2022; the foot/cycleway into Neigh Bridge Country Park is on target for completion in the winter 2022; and a travel plan for Cotswold Water Park is being completed - consultations, surveys and data collection took place over the summer

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

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 Every	On Target	Cabinet and Council approved the Council's Medium Term Financial Strategy in February 2022. To be refreshed in the Autumn
SS16		Adopt and implement recovery investment strategy	September 2020	Refreshed annually	David Stanley	Mike Every/Tony Dale	Off target, but discussions are taking place around financial sustainability and future capital investment plans	Refreshed recovery investment strategy was approved by Council in July 2022. The increase in government (and CDC) debt costs have caused concern around borrowing levels and the viability of schemes. At its meeting in November 2022, Cabinet agreed to recommend to Council that the recovery investment strategy be rescinded
SS17		Develop and implement an asset management strategy	March 2021	December 2022	Claire Locke/Andrew Turner	Mike Every	Off Target, but action being taken to ensure delivery	Consultation with s151 officer to start shortly to agree options. Preferred consultants have been identified
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	The Flood Risk Management review group has met and drafted proposals for further consideration by Cabinet
SS19		Roll out the Cotswold Flood Warden Programme	November 2021	November 2022 for the initial pilot year.	Robert Weaver	Andy Doherty	On Target	Eleven registered Flood Wardens have signed up representing the following eight parishes/towns; Bibury, Bourton on the Water, Cirencester, Evenlode, Lechlade, Moreton in Marsh, Northleach and Somerford Keynes. A further seven communities have expressed an interest, and are being followed up
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	Off Target, but action being taken to ensure delivery	Preparation for a relaunch of the pre-application had been completed but was paused due to the impact of Covid and the cost of living crisis. It is expected to receive sign off by the Cabinet Member shortly. The new service will be accompanied by new forms and schedule of charges on the website.
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. The next stage is for a small team to experiment with different ways of communicating with stakeholders which will help us to understand the impact of 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	Design work has been completed - website has been reviewed, and new forms to register enforcement issues and 'harm' checklist are in beta testing. First phase is to implement improvements to the 'front end', then prioritise the number of enforcement complaints before re-designing the 'back office' processes
SS24		Maximise external funding opportunities	December 2020	April 2024	Jon Dearing/Phil Shaw	Juliet Layton	On Target	The launch of the pre-app service will support the maximisation of external funding

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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	In a challenging market, the building control service has maintained its market share and increased it from 54.6% to 55.6% during the first six months of 2022-23 compared to the same period of 2021-22
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. A new guide to the changes to the Building Regulations was well received by customers. The service also entered the Hills housing site in Tetbury for the Regional Build Quality awards which won so will now progress to the National Awards. Further work is being done to improve marketing letters and service offer
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	Off Target, but action being taken to ensure delivery	A strategy for the Council's public conveniences has been drafted – 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. It is now ready for PFH consultation before being brought forward to Cabinet
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 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	External consultants will undertake a review and redesign of the service to ensure it is as economical, efficient and effective as it can be. It will include formalisation of the service arrangements including financial contributions by the partner councils

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Responding to the climate crisis

	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q2
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. Direct partnership between Stroud DC and CDC being explored. District-wide group buying scheme for solar PV and batteries being developed, with county support.
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.
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	Replacement EVCP installed at two sites. Now awaiting outcome of grant funding bid for installations at two other sites before orders are placed.
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.	Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon /Lisa Spivey	On Target	PSDS decarbonisation completed at Cirencester & Bourton Leisure centres and Northleach Resource centre. Procurement of PV for Trinity road underway. Funding for roof repairs at Trinity Road was approved in September 2022
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 Off Street Residential Charging Scheme funding bid before orders can be placed. Significant delays being experienced with appointed contractor, and resolution being sought through alternative providers

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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 could be beneficial
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, but action being taken to ensure delivery	Long term action. Limited current activity, due to focus on CCI
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	Off Target, but action being taken to ensure delivery	Solar Farm investment business case being progressed. Technical / commercial consultants have been appointed and agreement in principle obtained from the main solar farm developer. Uncertainty exists over interest rates from PWLB or GIB which may slow further development.
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 is being 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. Limited current activity, due to focus on CCI
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	On Target	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
CC20		Create a community and wildlife sanctuary at Chesterton Cemetery	December 2021	March 2023	Claire Locke/Andrew Turner	Andrew Doherty	On Target	Detailed land management plan being prepared. 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. Driver liaison post has delivered £14,959 fuel saving which equates to 36.6 tons of CO2. The service is reviewing the collection service and potentially removing a vehicle, however this assessment is completed annually at the end of the year
CC22		Consider changes to the waste and recycling service	April 2022	March 2023	Bill Oddy/Scott Williams	Andrew Doherty	On Target	Frith Consulting has been commissioned to perform a benchmarking and options appraisal on the current service. Final report received

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Providing socially rented homes

	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q2
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 are working in partnership to prepare a planning application for the Down Ampney 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 will continue through this year. The draft Collaboration Agreement with Bromford has been finalised and was approved by Cabinet at its meeting in November 2022.
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	Off target, but discussions pending regarding options for the site	The Kemble site has been paused, and an alternative scheme on the derelict Broadleaze site at Down Ampney is being prepared for delivery first
SH3		Explore direct delivery options Work with partners to increase the supply of social rented accommodation Investigate the feasibility of setting up a housing company	September 2020	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	Provide more affordable housing with the emphasis on social rented accommodation	Adopt an affordable housing delivery strategy that sets out clear aims and objectives	June 2020	Achieved	Rob Weaver Claire Locke	Joe Harris	Complete	Completed
SH5	Embed a Housing First approach to tackling homelessness	Maximise the opportunities of the 'housing first' model	July 2020	April 2024	Jon Dearing/Caroline Clissold	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.
SH6		Acquire the property approved in July 2020, and put this to use	July 2020	Achieved	Jon Dearing/Caroline Clissold	Joe Harris	Complete	Completed
SH7		Participate in a joint Gloucestershire bid for additional government funding	August 2020	Achieved	Jon Dearing/Caroline Clissold	Joe Harris	Complete	Completed
SH8	Work with housing providers to improve the affordability and sustainability of developments across the district	Examine our existing assets and identify opportunities for housing delivery	September 2020	Achieved	Rob Weaver Claire Locke	Joe Harris	Complete	Completed
SH9		Identify opportunities to acquire properties for homeless accommodation	July 2020	April 2024	Claire Locke	Joe Harris / Lisa Spivey	On Target	The Council secured a lease on a property in Tetbury in July 2020 which provided nine self-contained units for homeless people. The Council is in the process of purchasing this property
SH10		Identify and consider sites for delivery of affordable housing	July 2020	April 2024	Claire Locke	Joe Harris	On Target	Focus on Down Ampney initially
SH11		Explore modern methods of construction in the context of our rural setting	April 2021	First site (Stockwells, Moreton-Marsh) approved December 2021	Claire Locke	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 August 2022
SH12		Support young people through a 'rent to buy' scheme	April 2021	April 2024	Jon Dearing	Joe Harris	On Target	Investigations into the delivery model are ongoing, including funding options, legalities and viability.

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Make our local plan green to the core

	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q2
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	Update on the Local Plan project including a report on the responses to the consultation presented to Members in July 2022 A review of the first drafts of policies will commence 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.
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	
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	Given the potential scale and breadth of the work, the project is likely to be scoped with the support of specialist consultants - quotes have been received
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	A second Members' Workshop held on the preferred options for the draft masterplan in September. Preferred options to be reviewed by CDC members and Senior Management and agreed in October 2022.
LP6		Work with Cirencester Town Council to deliver Cirencester neighbourhood development plan			Andy Barge/James Brain	Rachel Coxcoon	On Target	
LP7		Enable appropriate changes of use			Andy Barge/James Brain	Rachel Coxcoon	On Target	Consultation on Framework Masterplan to be aligned with the Cirencester Neighbourhood Plan planned for 2023
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

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LPI1	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	An implementation and engagement plan will be developed as part of the Sustainable Transport Strategy. Attitudinal research (to develop effective messaging around behaviour change) is currently being scoped
LPI2		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	Consultation on the GCC Countywide Cycling Improvement Plan ended on 18 August 2022. The consultation showed a map of where people want to go across the county, based on travel demand and the potential for more cycling
LPI3		Develop a Sustainable Transport Strategy	November 2020	2023, as part of the Local Plan Submission	Andy Barge/Hannah Fountain	Rachel Coxcoon	On Target	Baseline transport carbon forecasting work completed and report produced. The second phase explores options to close the gap between the forecast and the trajectory we need to meet to achieve net zero by 2045. This work is expect to be completed in Oct 2022 and results will be presented to Members

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Support health and wellbeing

	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q2
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 applied to the Council's 'Spring Round' completed their campaigns, with a total value of over £123,000, towards which the Council has contributed £38,750. The deadline for the autumn round was 14 September, some projects are undergoing verification. Wide interest across the District, including a new skate park for Fairford which is the largest project to date
HW3		Coordinate an asset based community development approach	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	A group of residents in Moreton-in-Marsh aiming to establish a community hub are being supported by the team. The 'One Moreton' group is working towards an awareness event on 26 October 2022
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
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	Annual progress report to the Overview and Scrutiny Committee (Crime & Disorder committee) in September 2022
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	Cirencester Leisure Centre's gym refurbishment commenced on 18 September, and reopened to customers on 3 October. This was followed by Bourton-on-the-Water Leisure Centre's gym refurbishment during the first two weeks of October 2022
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 options appraisal has been completed. The procurement will be a competitive tender procedure with negotiation for both lots. The tender notice went out on 2 September 2022 including the first stage Standard Selection Questionnaire (SSQ). The evaluation process will take place in the first 2 weeks of October 2022
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	On Target	Both winter and summer sport assessments have been completed. They will form a single final report to be signed off by the governing bodies for sport and Sport England.
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. This is a long term project which will extend beyond the life of this Corporate Plan to 2025

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HWI 2	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 ran for 4 weeks between 1 August and 26 August 2022. The programme offered a range of activities for children and their families. Free food hampers were also provided for families who are eligible for free school meals
HWI 3		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	£150k from the Clinical Commissioning Group (CCG) aims to tackle health inequalities, improve health and wellbeing. The Council is also part of the Cotswold Integrated Locality Partnership (ILP) comprising senior leaders of health and social care providers and local government. The ILP is currently looking at the wider determinants of health and in particular the impact of deprivation on health and wellbeing outcomes in specific areas of the District
HWI 4		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'
HWI 5		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 has bid for and secured just under £300k from the national Lottery in 2020
HWI 6		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 should take place in the 2022-23 financial year. Each of the venues is at a different stage, with Cotswold Farm Park being the furthest advanced.

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<div> <div>HW17</div> <div>HW18</div> <div>HW19</div> <div>HW20</div> <div>HW21</div> </div>	Promote both mental and physical health equally, to increase awareness of mental health issues and improve the community response to people in crisis	Increase the number of people trained in mental health first aid and suicide prevention	September 2020	March 2023	Rob Weaver Andy Barge/Jacqui Wright	Jenny Forde	Off Target, but action being taken to ensure delivery	Currently in conversations with the comms team about whether or not they will have the resources to support a campaign. The campaign would focus on how to support mental health during the cost of living crisis and signpost to local MH support.
		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	Currently in conversations with the comms team about whether or not they will have the resources to support a campaign. The campaign would focus on how to support mental health during the cost of living crisis and signpost to local MH support. 'Cotswold Chat' has been initiated by Young Glos in partnership with the Council and is being funded through various funding streams incl. Crowdfund Cotswold, GCC, NHS Charities 2gether. The Cotswold Chat programme is the first of its kind. The support is offered both virtually and in person, the case load demographic is aged from 11 years to 25, and all participants must live in the Cotswold District. The criteria for the programme is for the young people to be struggling with their mental health, have issues around schooling/attendance, need support with how to manage their emotions or if they are ready to seek support for a trauma they have experienced. Since its start in April 2021 the programme has supported a total of 56 young people.
		Promote mental health activities and initiatives	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	Currently in conversations with the comms team about whether or not they will have the resources to support a campaign. The campaign would focus on how to support mental health during the cost of living crisis and signpost to local MH support.
		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	Activities put on hold in June 2021 due to the member of staff leaving. Stroud, Forest, Tewkesbury and CDC are developing a 'Rural DA Champions Network' to launch in autumn 2022.
		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.

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HW2 2	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
HW2 3		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	
HW2 4		Develop policies for dementia-friendly homes	February 2021	April 2023	Andy Barge/James Brain	Jenny Forde/Rachel Coxcoon	On Target	
HW2 5		Review local plan policies to facilitate healthy place shaping	October 2020	April 2023	Andy Barge/James Brain	Jenny Forde/Rachel Coxcoon	On Target	
HW2 6		Deliver health and wellbeing initiatives through the local plan	October 2020	April 2023	Andy Barge/James Brain	Jenny Forde/Rachel Coxcoon	On Target	
HW2 7	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	On Target	At the end of September 2022 , £3,584,550 had been paid out to 3,897 households as part of the mandatory and discretionary schemes. The discretionary criteria was subsequently expanded to reach more households. The window for applying closed on 2 October 2022

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Enable a vibrant economy

	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q2
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	Off target, but discussions are taking place around future capital investment strategy	Council approved the Recovery Investment Strategy in July 2022. The increase in government (and CDC) debt costs have caused concern around borrowing levels and the viability of schemes. At its meeting in November 2022, Cabinet agreed to recommend to Council that the recovery investment strategy be rescinded
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 Target	
VE3		Invest in local projects and development opportunities	September 2020	April 2024	Andy Barge/Paul James	Tony Dale	On Target	Discussions ongoing with various partners about each of these initiatives, which are at various stages of progress.
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. Invitation to tender commenced in September 2022 for 4 weeks. Proposal for the Old Station and OMH cottages to be brought back into use for office space and meeting rooms - design options and business case being worked on
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 GVR, 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	Significant improvement in the amount of traffic going to the promoted towns and away from the 'honeypots'. Of the 15 towns being monitored, Bourton's share has dropped from over 27% to under 19%. Real Cotswolds towns now account for 36.8% of traffic. Chipping Campden to be promoted as a Real Cotswolds town to increase the number of domestic visitors
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	Off Target, but action being taken to ensure delivery	The hospitality sector is being affected by rising energy costs and by the impact on consumer spending and cost of living. The draft Economic impact study 2021 indicates improvements on 2020. Liaising with partners to understand the implications of the loss of coach parking in Bourton on the Water and alternatives

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

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 businesses
VE9		Build a reputation as a business-friendly council	July 2020	April 2024	Andy Barge/Paul James	Tony Dale	On Target	Business Matters published in October 2022 providing information on support/grants for businesses, events and courses, and signposting to other helpful organisations. A listening to business event organised in partnership with Business West and GFirst LEP takes place on 18 November
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	The Applied Digital Skills Centre at Cirencester College was officially launched in May 2022. The new centre will help to develop a workforce with the digital skills needed in the 21st century, and also to grow its digital and cyber sectors
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 early next year
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	Ongoing discussions with Fastershire, GCC and commercial infrastructure providers to accelerate delivery. Progress is being made - Superfast now 97.5% coverage, Gigabit is 52.5%.
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	Examination process has concluded. Awaiting Secretary of State decision. Timeframe out of CDC hands

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q2

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. SPF funding for 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		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	Ensure the benefits of the internet and digital technologies are accessible to everyone in the district	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.



COUNCIL PRIORITIES REPORT **July 2022 - September 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 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 2 projects are underway and includes the feasibility study of a signalised crossing of the Spine Road, the foot/cycleway into Neigh Bridge Country Park, and a study of public transport options improving connections to Kemble station from Tetbury and Cirencester including links to Cotswold Water Park;
- Two Town and Parish forums were held at Moreton on 27 September and at Trinity Road on 6 October 2022. The presentations /discussions focused on the 'Debate not Hate' initiative, Active Cotswold programme, raising awareness of the work of Cotswold Friends in combating loneliness and isolation, and a Q & A session;
- The Council's Local Investment Plan, which sets out how the Council proposes to use the £1m UK Shared Prosperity Fund for the period, has been submitted to the Government and is awaiting approval. 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. Further funding of £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;
- Following the successful trial of an offline payment solution, the remaining car parks in Phase 1 and 2 of the cashless parking project will have their machines upgraded. The car parks in Phase 3 will have the option to pay by cash removed in addition to the offline payment software upgrade;
- Cabinet agreed additional funding for the improvement works at Rissington Road car park, Bourton on the Water, in September 2022 so that work can start 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;
- In September 2022, Cabinet agreed to pursue a more sustainable solution for the roof repairs at Trinity Road. The proposed replacement composite panels in the pitched roof should result in an 87% reduction in heat loss energy across each atrium of the roof. The Agile and Atrium Roof Repair projects will be synchronised to minimise the impact on staff and efficiency;
- The Council's first Community Municipal Investment (CMI), named 'Cotswold Climate Investment' (CCI), which targeted a £500,000 fundraise closed on 16 August 2022, fully funded by over 450 investors. The Cotswold Climate Investment will support a range of projects, including installing publicly

available off-street electric vehicle charging points (EVCPs) around the District to encourage electric vehicle take-up, and improving the energy and carbon performance of the Council's Cirencester offices;

- Crowdfund Cotswold won the Local Government Chronicle (LGC) 'Community Involvement' award in July 2022. Crowdfund Cotswold continues to attract wide interest across the District. The six projects that applied to the Council's 'Spring Round' completed their campaigns, with a total value of over £123,000, towards which the Council has contributed £38,750. The deadline for the Autumn round was 14 September 2022 and includes the largest project seen to date, a new skate park for Fairford;
- The Community Wellbeing team in partnership with 'World Jungle' delivered the Holiday Activity and Food programme (HAF) in the summer holidays. The provision lasted for four weeks in August 2022 and provided a wide range of activities and food boxes mainly for children on free school meals. Over 800 participants took part in 1200 sessions which included 79 children with special needs;
- In partnership with Citizens Advice, the Council has distributed £130,000 from the Household Support Fund to support people in need with costs associated with energy, food and wider essentials. The funding period was April 2022 to September 2022 and we are expecting to secure funding at a similar level for the period of October 2022 to March 2023;
- The £380,000 replacement of fitness equipment across the Council's leisure has been delivered by SLM Everyone Active (SLM). Cirencester Leisure Centre's gym refurbishment commenced on 18 September 2022, and the facilities reopened to customers on 3 October 2022. This was followed by Bourton-on-the-Water Leisure Centre's gym refurbishment which commenced on 3 October 2022, re-opening to customers on 15 October 2022;
- The procurement process for the appointment of Leisure and Culture Management Contractors (2 lots) has commenced. The tender notice went out on 2 September 2022 including the first stage Standard Selection Questionnaire (SSQ). The evaluation process will take place in the first two weeks of October and the successful bids will receive an invitation to submit initial tender in mid October with a return date of 3 January 2023;
- 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.

Deliver services to the highest standard



The Context

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

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

Actions we are taking

In February 2022, Cabinet and Council approved the Council's Medium Term Financial Strategy (MTFS) 2022-26. The MTFS identified an overall funding gap of almost £8.9m by March 2026 if left unaddressed. The Recovery Investment Strategy was approved by the Council in July 2022. The 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.

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

The Council recognises that communication is key to establishing excellent working relationships and working alongside our partners to deliver services, as well as engaging our communities and supporting them to take responsibility for the environment around them. Two Town and Parish forums were held on 27 September 2022 at Moreton Area Centre and on 6 October 2022 at Trinity Road. The agenda included the 'Debate not Hate' initiative, an overview of the Active Cotswold programme and recent deliverables; and the work of Cotswold friends to combat loneliness and isolation and support independent living, and how Town and Parish councils can help raise awareness and recruit volunteers.

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. The team carried out Litter and environmental pollution talks at a number of schools, as well as liaising with Town and Parish councils about litter picking and ensuring they have the equipment they need. During Q2, there were 14 requests for litter picks from communities with litter picks taking place in Tetbury, Chipping Campden, Swell, Bourton, Northleach and Cirencester. The litter picks facilitated by the Clean and Green team involved 92 members of the community and 65 children.

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

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

The Overview and Scrutiny Committee received a report on progress at its meeting in June 2022. Much of the focus since then has remained on the 'Active and Sustainable Travel' improvements necessary to deliver the vision. 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 One of the project was delivered by March 2022 and reported in the Q1 update.

Phase Two of the project is underway. Key projects include:

- working with Gloucestershire County Council and Sustrans to assess the feasibility of a signalised crossing of the Spine Road. This is necessary to support increased 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.

Funding for the crossing has been secured but there are engineering and viability challenges that must be overcome before it can be progressed. A pedestrian survey was undertaken on 23 July 2022 and traffic counts and site visits are taking place in October 2022;

- the foot/cycleway into Neigh Bridge Country Park is expected to be completed this winter. This is an off-road route for pedestrians and cyclists and provides a viable alternative to problematic car travel/parking;
- a travel plan for Cotswold Water Park which will identify and prioritise sustainable transport infrastructure improvements in the area. Consultations, surveys and data collection took place over the summer and the travel plan is now being completed. Improvements and measures 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 improving connections to Kemble station from Tetbury and Cirencester (including links to Cotswold Water Park is due for completion in October 2022. This will then support an economic assessment of the potential for new services including those funded through development (e.g. The Steadings);
- additional cycle parking installation (building on phase 1 work).

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. The first two phases were completed but due to poor mobile phone signal strength in some car parks such as Rissington Road and Bourton on the Water; and the volume of card transactions, Phase 3 was paused. A trial of an alternative card payment system in Rissington Road and Old Station car parks commenced in late June 2022. The payment machines in these car parks underwent a software upgrade to support card payments being made offline, with the aim of speeding up the payment process and reducing the number of times the payment systems became disabled. The outcome of the trial was positive, indicating an increase in user accessibility and a decrease in failed transactions and lost charging days per machine. Therefore, the remaining car parks in Phase 1 and 2 (Abbey Grounds, Beeches, Leisure centre and Mangersbury Road) will be converted to off-line payment as soon as possible. Following on, Phase 3 will re-commence with the removal of the option to pay by cash and the off-line payment software upgrade at Brewery, Forum, Waterloo, Sheep Street, West Street, Church Street and Old Market Way. Once approval has been received, an order will be put in with our supplier (Metric) for the upgrades and changes to machines. Lead times are approximately 6 to 8 weeks from date of order. The Council will ensure that additional external comms are put in place as well as any necessary signage within car parks that are being changed to cashless.

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. The Council had instructed that works could not take place between April - September as closure would severely affect the tourist trade in this location and could 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 so that the works can start in November 2022.

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 is awaiting sign off by the Cabinet Member for Development Management and Licensing. The new service will be accompanied by new forms and schedule of charges on the website. In addition, the service has started work on improving both how it communicates with applicants and the timeliness of the communication at key stages of the process. 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. The next stage is a trial of different ways to communicate with all stakeholders which will be taken forward by a small team comprising officers of varying levels of expertise and looking at the impact of the ways we communicate on throughput.

Work is also progressing on improving the customer journey in planning enforcement. There will be an end to end redesign of the enforcement service. The design phase including a review of information and tools on the website, and new forms to register enforcement issues and 'harm' checklist have been completed and are in beta testing. The first phase is to implement the improvements to the 'front end', followed by reducing the backlog of enforcement cases through prioritisation, and finally a re-design of the 'back office' processes. 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

National policy context in Q2 is best characterised by stasis. The conservative party leadership election and the summer parliamentary recess has meant little change or clarity in respect of climate goals or policies. The Climate Change Committee's criticisms in its 2022 progress report to parliament in June stand, and there was no evidence of progress to address these criticisms.

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, consistently exceed what was 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. Notably the UK government justification for granting nearly 900 new North Sea oil and gas exploration licences rests on the idea that home-produced fossil fuels will somehow be lower emission than the equivalent foreign production, and therefore such new licences are in fact consistent with a 2050 net zero carbon commitment.

Consistent with the accelerating frequency and scale of global climate impacts, more attention is turning to adaptation. The Climate Change Committee reported in July 2022 that key national organisations (energy, water, transport and communications providers) need to do more to address the risk of cascading climate impacts on their operations.

In addition to the policy context, in Q2 we have seen a further hardening of, and much greater volatility in, the energy markets, reflecting unpredictability in the events of the Russian invasion of Ukraine. This continues to have grave consequences for expenditure budgets for the Council, and for all residents.

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. In addition, the feasibility of solar PV and electricity storage is being explored, with contractor selection for potential solar PV installation undertaken in collaboration with other Publica Group councils, in order to maximise economies of scale.

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, will be completed by other staff 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 represents one of the most fundamental municipal services that local government offers, presenting councils with huge challenges and potential opportunities in terms of emerging agendas around the environment, climate emergency, and digital services. The Environmental Services Innovation Programme (ESIP) is a partnership between Cotswold District Council, Forest of Dean District Council, West Oxfordshire District Council, Publica and Ubico to deliver shared innovation projects. The ESIP programme focuses on six main priority areas, one of which is to reduce carbon emissions from environmental services. The Council is reviewing the current waste and recycling service over the next year. Frith Consulting has been commissioned to perform a benchmarking and options appraisal of the current service so that we can understand how it compares to nearest neighbours and authorities with a similar geographic and demographic profile. The final report has been received and is being reviewed.

Increases in the cost of borrowing, due to the Bank of England’s intervention to raise 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. Consultancy support is being explored to assess the climate / carbon emissions impacts of potential policies, with close attention to other councils undertaking the same process.

There is a need to improve the existing local electric charging infrastructure capability, encourage the market shift towards an electric future and assist in the achievement of the Council’s carbon-zero by 2030 target. The electric vehicle charge point 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), as well as a backlog with the government’s appointed grant scheme administrator.

The consultants appointed to undertake carbon baselining and forecasting work for the Cotswold District Sustainable Transport Strategy have reported to councillors through a workshop which highlighted the finding that the bulk of private vehicle emissions in the District arise from longer journeys, and that

short in-District journeys are responsible for relatively little of the total. Consultants are now developing proposals for Local Plan policies and actions for the Council to consider.

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

'District-wide enabling' actions

The Council's first Community Municipal Investment (CMI), named 'Cotswold Climate Investment' (CCI), which targeted a £500,000 fundraise closed on 16 August, fully funded by over 450 investors. The Cotswold Climate Investment will support a range of projects, including installing publicly available off-street electric vehicle charging points (EVCs) around the District to encourage electric vehicle take-up, and improving the energy and carbon performance of the Council's Cirencester offices. The scheme is being delivered in partnership with Abundance Investment, the UK's first and biggest regulated green investment platform.

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. The project is now attracting additional potential grant funding that was not foreseen at the outset. Participating district councils in the county have now purchased a comprehensive data set of energy efficiency performance of all houses, which should enable much more effective targeting of future communications, and the identification of homes most in need of upgrading.

In parallel with the initiative to support householders who are able to pay for retrofit measures, government grant support for retrofit measures for lower income households continue to be channelled through Cotswold District Council's partners Severn Wye Energy Agency and Bromford Homes.

In parallel with the Gloucestershire-wide project, Cotswold and Stroud District Councils have benefited from support from the not for profit technical support organisation owned by the LGA, Local Partnerships, to evaluate opportunities for joint working on the retrofit objective. The Local Partnerships report recognises the central importance of supporting domestic retrofit in the two Districts, and provides useful insight and recommendations for action. Conclusions include, for example, the need for a stronger strategic approach, more resources, and better defined roles. Supporting domestic retrofit remains one of the key challenges for all councils.

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 in order 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.

The most recent quarterly report for the Warm and Well programme, operated on behalf of the Council by Severn Wye Energy Agency, reports

some 8.4% of households in the District are in fuel poverty, although this figure will have risen dramatically with the sharp rise in energy costs. Severn Wye Energy Agency will be working with the Council to access the latest round of government funding to support fuel-poor households, the Home Upgrade Grant.

'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 interested in the climate challenge, and researching user needs in order to provide real value.



Provide socially rented homes

The Context

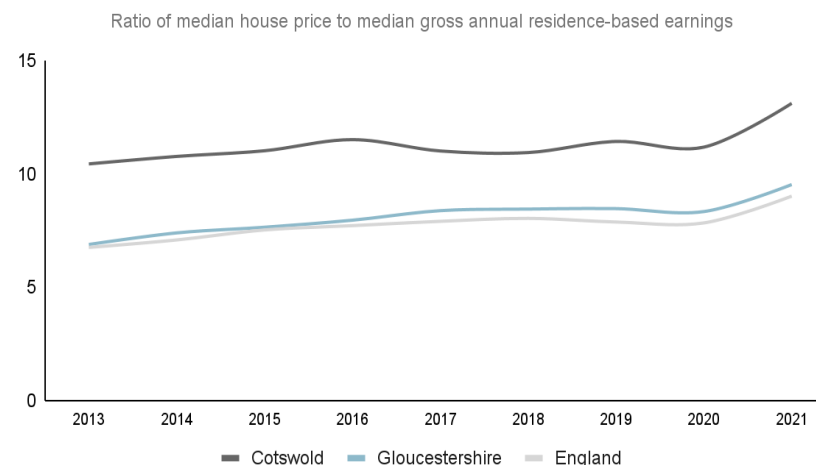
The high quality natural and built environment makes the District a desirable place to live. Cotswold District has a high number of properties owned outright (37.8%, vs 30.6% national average) reflecting the attractiveness of the District as a place to retire or to purchase a second home.

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

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

Actions we are taking

The Council's Affordable Housing Delivery Strategy and action plan was adopted by Cabinet on 8 February 2021 and sets out the delivery strategy for the Council to accelerate provision of social rented and affordable homes for local people. The current focus is to facilitate the affordable housing identified within the Local Plan and through rural exception sites and community-led housing opportunities, and to work with Housing Associations to maximise



affordable housing delivery. The Council plans to go further and bring forward additional affordable homes through enabling and direct intervention which may include provision of land and other funding. In addition, any development the Council acquires or builds must be carbon zero in support of the Council's Climate Change emergency commitment. Although this will increase the cost of affordable housing, it will reduce ongoing revenue costs for tenants. Based on the outcomes from the Member workshop in October 2020, discussions with local Registered Providers (RPs), and a review of delivery options, Officers recommended that the Council establishes a formal partnership with one lead Registered Provider.

An expressions of interest exercise resulted in Bromford being selected as the preferred RP, with the Kemble site to be taken forward via a Contractual Joint Venture (JV). The Kemble site has since been paused, and an alternative scheme on the derelict Broadleaze site at Down Ampney is being prepared for delivery first. The Council and Bromford are working in partnership to prepare a planning application for the Down Ampney site and 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 will continue through this year. Architects have prepared initial scheme designs for this net carbon zero housing development, which will be further shaped by consultation with local people. Legal advice has been refined and the partnership and development will now be taken forward via a Collaboration Agreement. Cabinet agreed to enter into the Collaboration Agreement in November 2022 with Bromford Housing to deliver carbon zero affordable homes, based on the delivery, management and ownership terms set out in the Agreement. It is anticipated that a planning application will be submitted by December 2022.

In December 2021, Cabinet received a report on the potential uses of the Cotswold Club, Cirencester including options to utilise it for homelessness accommodation, social housing and residential accommodation. As the property is a grade II listed building, it was financially unviable to pursue these options. Based on the high level cost appraisal, the financial risks associated with the conversion of a listed property and the opportunity to release capital for reinvestment in carbon zero affordable homes on other sites in the District, Cabinet approved the recommendation that the property be disposed of on the open market in its current condition, and that the capital receipts from the sale be earmarked for investment in carbon zero affordable housing developments on other sites in the District. The Cotswold Club has been sold to the nearby Watermoor Point development in Cirencester and will form an integral part of the buyer's vision to create a key employment destination for the community of Cirencester and the Cotswolds.

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

In July 2021, Full Council approved the allocation of commuted sums grants for 28 social rent homes at Stockwells, Moreton-in-Marsh to be delivered by Bromford Housing Association. The Stockwells regeneration scheme represents an opportunity for the Council and Bromford to create the first social rented, Modern Methods of Construction (MMC) net zero homes within the District. With funding support from the Council, Air Source Heat Pumps will replace traditional gas boilers, reducing CO2 emissions from heating and hot water by around 80%. In addition, the introduction of a large solar PV system will reduce net carbon emissions of the development to zero. Developers started on site in Q2 and expect to complete during the summer 2023.

In March 2021, following recommendation from Cabinet, the Council allocated commuted sums grants to two projects to deliver low carbon affordable housing. A sum of £478,500 was allocated to provide 100% social rent on a scheme of 15 units at Davies Rd, Moreton in Marsh; previously an open market scheme with 40% affordable housing only. A further allocation of £102,000 will be used to enhance the environmental sustainability of the homes. Cottsway Housing Association successfully submitted an application to Homes England for match funding. The developer, Helix Construction has submitted a planning application for reserved matters to finalise the details of the units and the landscaping which was approved in October 2022.

The second project has an allocation of approximately £332,000 from commuted sums grants for a scheme of 14 homes at Sunground, Avening, a rural exception site which will be 100% low carbon affordable housing. The scheme has received Homes England funding through Bromford which is developing the scheme on behalf of Gloucestershire Rural Housing Association (GRHA). The scheme will provide nine social rented and five shared ownership homes for local people, incorporating rainwater harvesting, air-source heating, solar panels and biodiversity measures. The grant agreement has been signed off, and work on site was expected to commence in July 2022 but has been delayed due to issues with utilities. It is anticipated that construction on the units will begin in December 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.

Actions we are taking

The adopted Local Plan 2011 – 2031 has been reviewed and at a meeting of Full Council in June 2020, members unanimously resolved to partially update the Local Plan. A review of Local Plan policies is the first step in the Local Plan process and reveals which policies can be left as they are and which policies are likely to need updating. The process of updating the Local Plan will consider the options available to the Council and local communities. Along with international and national pledges made by the Government, the update will reflect the work being undertaken by other services across the organisation. The Cotswold District Renewable Energy Strategy is a good example of this.

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

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

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

In December 2021, the Council's Cabinet approved an early stage Local Plan public consultation which ran from Friday 4th February to Sunday 20th March. Overall, the consultation was a great success with approximately 7500 individual respondents making 2,900 responses, more than any previous Local Plan Regulation 18 (issues and options) consultation that the Council has undertaken. The consultation generated useful remarks that will help to shape the emerging Local Plan, and some ideas about how to make the next consultation even better. A summary of the consultation responses was also presented to Cabinet at its meeting in July 2022 along with an update on the Local Plan project..

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

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

- the draft Cotswold District Green Infrastructure (GI) Strategy. The GI Strategy forms part of the Local Plan evidence base and responds to the Council's Climate and Ecological emergencies and corporate priorities to improve health and wellbeing. A summary of comments received together with a final edit of the Strategy is now underway;
- an updated Sustainability Appraisal - this is a statutory and iterative process in the production of the Local Plan; it helps to ensure policies promote sustainable patterns of development. An early stage appraisal supported the public consultation;
- an updated Habitats Regulation Assessment - like the Sustainability Appraisal this is a statutory and iterative process; it will examine the effect of proposed development on protected habitats. A scoping document supported the public consultation;
- an updated Strategic Flood Risk Assessment - a key piece of evidence that helps to ensure proposed development is located away from areas that flood.
- an updated Strategic Housing and Economic Land Availability Assessment (SHELAA), which seeks to identify land that could be suitable for allocation in the updated Local Plan. This was published in October 2021 and local communities have commented on the document through the Local Plan consultation.
- a 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 October 2022 to understand the full project costs
- an Affordable Housing Strategy - a draft is being prepared and is expected to be presented to Cabinet at its meeting in December 2022.

An internal review of the first drafts of policies is expected to commence in October 2022. Looking further ahead, submission to Cabinet of the draft Local Plan for consultation is expected in May 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) a framework masterplan. The former examines key issues affecting the town centre such as, the changing nature of

uses in the high street, parking demand and capacity and the future impact on transport modes of achieving zero carbon. The Council has already completed an assessment of possible changes to uses in the town centre and an updated Cirencester Town Centre Health Check; both documents are available on the Council's website. Further feasibility assessments will be carried out in 2022. These include two transport studies, which are due for completion in October 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. 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. Two Members workshops were held in July 2022 and September 2022 to consider the preferred options for the draft Masterplan. 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, responsible for developing and delivering a new Sustainable Transport Strategy to support the partial update of the Local Plan and the transition to a carbon zero future. The first phase of this work, which establishes future "do nothing" transport carbon forecasts for Cotswold District and quantifies the difference between that forecast and the trajectory we need to meet to achieve our aim of net zero carbon emissions by 2045, was completed and shared with Members at a workshop on 4th July 2022. The second phase, exploring options to close that gap through reducing vehicle trips, shifting journeys to more sustainable modes and electrifying journeys is nearing completion in Sept/Oct 2022 and will be presented to Members shortly afterwards (tbc). The outcomes from that work are currently being used to inform the update to the Local Plan 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. A Public Transport Study examining potential locations for a transport interchange in Cirencester and possible improvements to the public transport connections between Cirencester, Tetbury and the rail station at Kemble is due for completion in October 2022 and will help to inform improvements in service provision (including through development) and funding bids.

Support health and well-being



The Context

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

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

Actions we are taking

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

In May 2022, Council approved £360,000 from the Capital Programme to replace fitness equipment across the Council's leisure service to be delivered by SLM Everyone Active. Cirencester Leisure Centre's gym refurbishment commenced on 18 September 2022 with the facilities closing for two weeks, and re-opening to customers on 3 October 2022. This was followed by Bourton-on-the-Water Leisure Centre's gym refurbishment which commenced on 3 October, re-opening to customers on 15 October 2022. During the refurbishments, the gyms will be out of use and members will be encouraged to visit alternative sites. Cirencester Leisure Centre will be offering a temporary gym for those members who wish to use it.

The new fitness equipment is more energy efficient. The reduction in the power demand from the leisure centre's equipment will help to tackle the climate crisis. The new design of gym spaces will also reflect the rising trend in 'functional' fitness training, focusing on more functional fitness space and less on cardio machines. Furthermore, the new equipment is expected to encourage a more diverse range of people to use the facilities. This is especially important at Cirencester Leisure Centre where there has been growth in health and fitness competition from Puregym.

The 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 procurement details were reviewed at the procurement and commissioning board in July 2022 to determine the procurement route and the contract terms. The procurement will be a competitive tender procedure with negotiation for both lots with a contract term of 10 years with an option to extend for up to five years. The tender notice went out on 2 September including the first stage Standard Selection Questionnaire (SSQ). The evaluation process will take place in the first two weeks of October and the successful bids will receive an invitation to submit initial tender in mid October with a return date of 3 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 (during the first part of Q1) and the summer sport assessment in July and August 2022. 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. Once the summer sport assessment report has been received, it will form a single final report with the winter sport assessment report to be signed off by the governing bodies for sport and Sport England. The project is on track for delivery by the end of December 2022. 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.

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 should take place in the 2022-23 financial year 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.

In July 2022, Crowdfund Cotswold won the Community Involvement category at the Local Government Chronicle Awards, which was a welcome reflection on the positive relationship with projects that the programme has helped foster. Six projects applied to the Council's 'Spring Round' completed their campaigns, with a total value of over £123,000, towards which the Council has contributed £38,750. Activity covered play provision, sports/exercise premises, an arts centre and the kitting out of a Cirencester team for the Severn Area Rescue Association, so a very varied range of projects. The deadline for the Autumn round was 14 September 2022, so at the time of writing some projects are undergoing verification, but there has been wide interest from across the District, including the largest project seen to date, a new skate park for Fairford.

The Council is actively engaging with its communities in an asset based community development way of working to promote more resilient, well-connected and active communities. The Community Wellbeing Team, amongst other activities, started to support a group of residents in Moreton-in-Marsh aiming to

establish a community hub. The 'One Moreton' group is going from strength to strength, gaining more members and is now working towards an awareness event on 26 October 2022.

The Council is taking a range of actions to improve equal access to quality services across the District including actions to tackle food poverty and investing and supporting youth engagement work. The Community Wellbeing team in partnership with 'World Jungle' delivered the Holiday Activity and Food programme (HAF) in the summer holidays. The provision lasted for four weeks in August 2022 and provided a wide range of activities and food boxes mainly for children on free school meals. Over 800 participants took part in 1200 sessions which included 79 children with special needs. Seventy-two per cent of the children who participated receive free school meals. The scheme continues to receive very positive feedback, for example: 'Thank you so much for all of the great activities available on the HAF scheme this summer. Both of my children 12 and 6 have been to multiple days and had a fabulous time, made new friends and learnt incredible life skills' and 'I have no idea how I would have survived the summer holidays without Forest School'. The team is currently planning the Christmas HAF provision and is working on a volunteers strategy and programme with the aim of involving communities more proactively in the programme for a more sustainable provision in the longer term. The programme is funded until 2025.

The Council is looking at ways to support residents with the cost of living crisis. The work includes setting up a Member working group, an audit of support that the Council provides including the Household Support Fund and the launch of 'The Longest Table' detailed below, a dedicated website with support information, distribution of leaflets, communications campaign as well as mapping of external support initiatives.

In partnership with Citizens Advice, the Council has distributed £130,000 from the Household Support Fund to support people in need with costs associated with energy, food and wider essentials. The funding period was April 2022 to September 2022 and we are expecting to secure funding at a similar level for the period of October 2022 to March 2023.

The Council has partnered with 'Feeding Change' and is launching a new initiative in Autumn called 'The Longest Table'. This pilot project encourages local communities to host 'community feasts' where people eat together and pay what they can so no one goes hungry, experiences are shared, connections are made and resilience is built. This initiative is funded through the 'Strengthening Local Communities' programme to tackle health inequalities and improve health and wellbeing using an asset based community development approach.

The Cotswold Community Safety Partnership (CCSP), which is coordinated and chaired by the Council, reviewed its priorities and action plan. The infographics provide information about the CCSP and its achievements over the last 12 months.





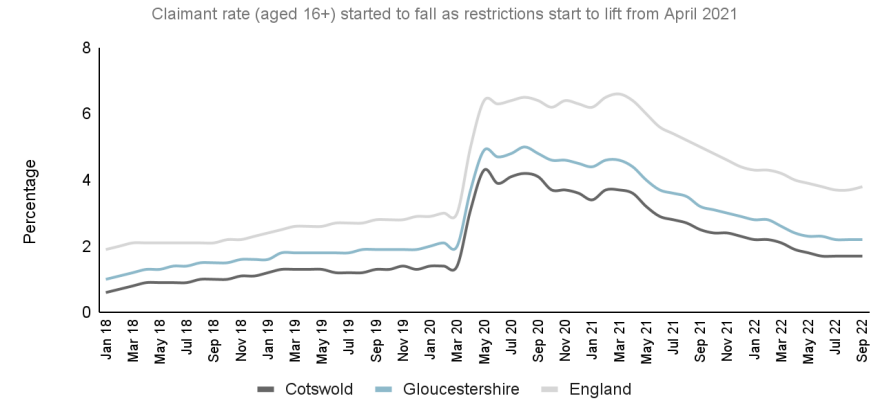
Enable a vibrant economy

The Context

The District supports an economically active population of around 47,700 and has strengths in Finance and Business Services, ICT including Science and Technology, Retail, and Accommodation and Food Services. A large proportion of businesses are small enterprises employing fewer than 10 people. Median wages for people working in the District are below the national average, and affordability of housing is a significant issue for the District, which can result in skill and labour shortages. Historically, unemployment has been relatively low but has risen since the start of the pandemic, although 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.



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 number of jobs in tourism was 13% of the total local job market, up from 8% in 2020. Similarly, visitor spend, at £273m 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 visitors. 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.

Domestic visitor attractions are reporting numbers have fallen since last year. 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.

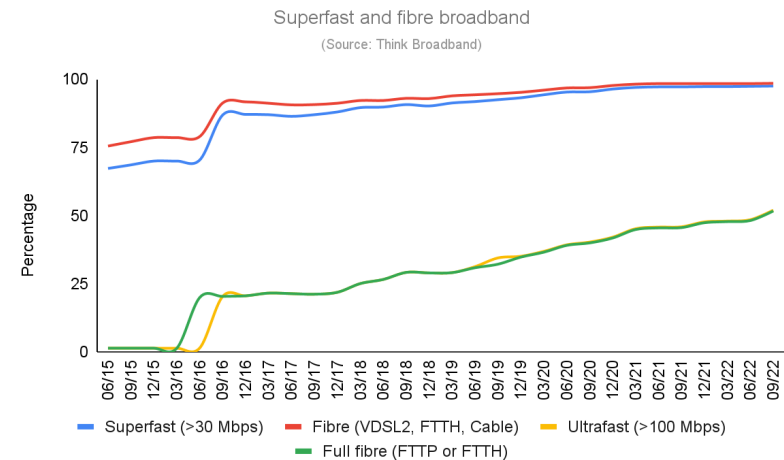
The number of job postings remains high, reflecting difficulties in recruitment. There are many companies at the cutting edge of innovation and the opportunity to grow key sectors like agritech, cyber and digital, medical equipment and environmental technologies.

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 is currently working in Cirencester and has recently announced plans to deliver full fibre to Tetbury, South Cerney, Lechlade, Northleach, Fairford and Bourton-on-the-Water by 2026 at the latest. A detailed timetable is awaited.

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

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 County Council's transport plans for the area as well as discussing potential use of the recently announced Rural England Prosperity Fund.

The Council has now completed the 'Welcome Back Fund' and 'Reopening High Streets Safely' project, designed to assist town centres to recover after lockdown. The Council has successfully recovered all of its spending relating to this fund from the Government, using around £157,000 of the £162,000 allocation. 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, has been submitted to the Government and is awaiting approval. 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.

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%. The next count is due in early October 2022. The smaller towns within the District have much lower vacancy rates and none of these are of concern at this time, although we need to be mindful of the pace of change on the high street 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 due to open in October 2022.

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

Work continues to promote opportunities for engagement with businesses, promote networking, and improve communication. A closed facebook group for businesses has been created and already has 120 members. It is open to all businesses.

The aim of the Real Cotswolds campaign is to encourage interest in less visited towns and away from visitor hotspots by giving greater prominence to less visited towns on the Cotswold Tourism's website, encouraging media interest away from hotspots, controlling where possible the imagery used (e.g. only supplying out of season images of the most popular places). Of the 15 towns being monitored, Bourton's share has dropped from over 27% to under 19%. Real Cotswolds towns now account for 36.8% of traffic. Chipping campden has been added to the Real Cotswold towns with the aim of encouraging more domestic visitors.

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 early next year.
- the new owners of the former Mitsubishi site in Cirencester, now renamed Watermoor Point. The office element is now 75% let and the warehouse is being repurposed for storage for businesses and individuals. The Cabinet Member for Economy and Transformation visited recently to see improvements to the site. 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 10 to well over 50 with the plans to continue to grow significantly. The Council and GFirst will continue to support ZeroAvia in its continued growth.
- Bathurst Developments in relation to the first phase of employment land at The Steadings development. They have appointed a developer partner who is confident about the demand for the units. 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 a decision is now awaited. Kier Highways has been appointed main contractor pending the outcome of the inquiry. The project, which at around £450m, is the biggest infrastructure investment in the District and indeed the whole county for a generation, is designed to reduce congestion and improve road safety on this important link between Cirencester and Gloucester and, more widely, the M4 and M5 motorways. While new road building projects can be seen as environmentally damaging, much of our efforts have been focused on delivering opportunities for environmental improvements as well as economic benefits.

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COTSWOLD
DISTRICT COUNCIL

Delivering great services locally

PERFORMANCE REPORT
July 2022 - September 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

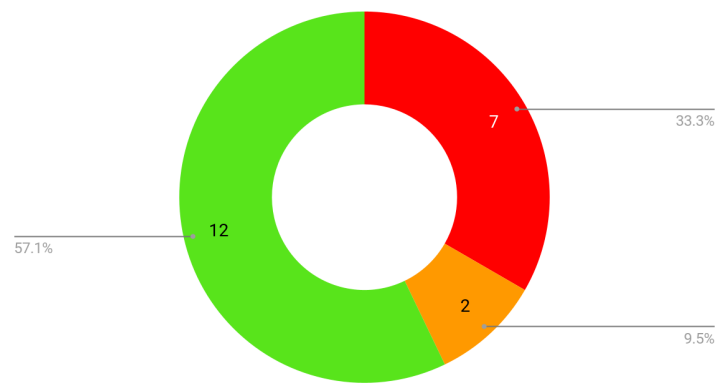
The data has been extracted from LG Inform, a benchmarking tool, which contains a range of routinely published data. It should be noted that:

- 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



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OVERALL PERFORMANCE

Overall performance for the quarter appears mixed but improving. Benefits and Planning have maintained the improvements evident in the previous quarter. Other areas such as Land Charges and Food Inspections where performance has fluctuated over a number of quarters, have also improved this quarter.

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

A common theme highlighted by a number of services is the impact of the cost of living crisis on households, businesses and the Council's services in particular Revenues and Benefits, Planning, Housing Support and Leisure. There are a number of improvement programmes in progress across services focussed on improving the way services communicate with customers, increasing automation and self-serve options for customers, and improving the monitoring of workflows using case management tools

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

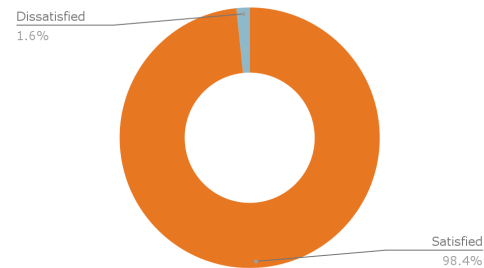
CUSTOMER SERVICE

Customer satisfaction

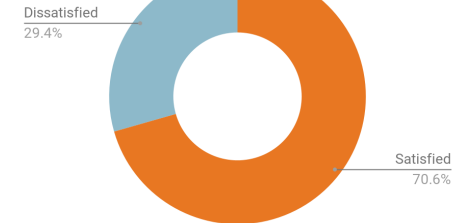
Face to face - 44 respondents



Phone - 61 respondents

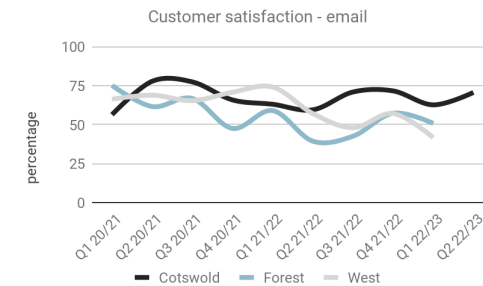
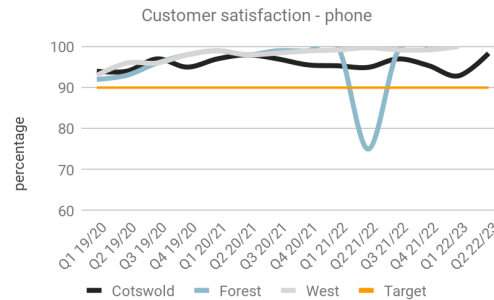
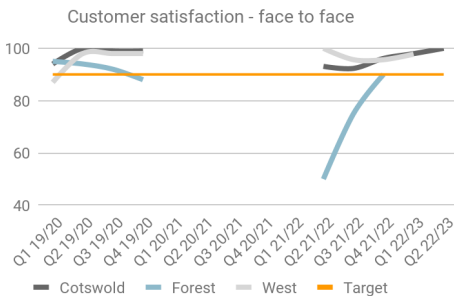


Email - 462 respondents



What's the trend?

Page 120
percentage



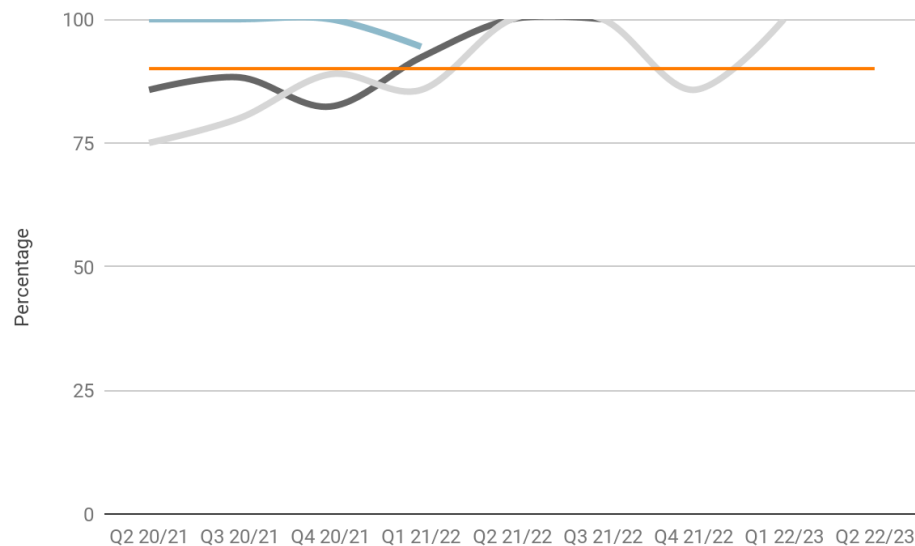
OBSERVATION:

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 and telephone surveys require intervention from the advisor, while email surveys are automatically triggered. During busy times, fewer calls are put through to the survey as the calls waiting to be answered are prioritised. The new Customer Support officer is promoting the surveys within the service and ensuring that all advisors are trained in transferring customers to the survey to maximise the completion rate. Feedback from the advisors suggests that some customers are reluctant to complete the survey even though they are advised that it is anonymous or they abandon the call before the transfer to the survey.

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 lower than f2f and telephone. Over the coming weeks, the new Customer Support officer will be undertaking some detailed work to ascertain the reasons for dissatisfaction and solutions for improving satisfaction via this channel.

Customer satisfaction for the Building Control service



OBSERVATION:

The surveys have been paused temporarily due to a shortage of staff in the service. The service receives very few formal complaints and has not received any complaints in the last six months,

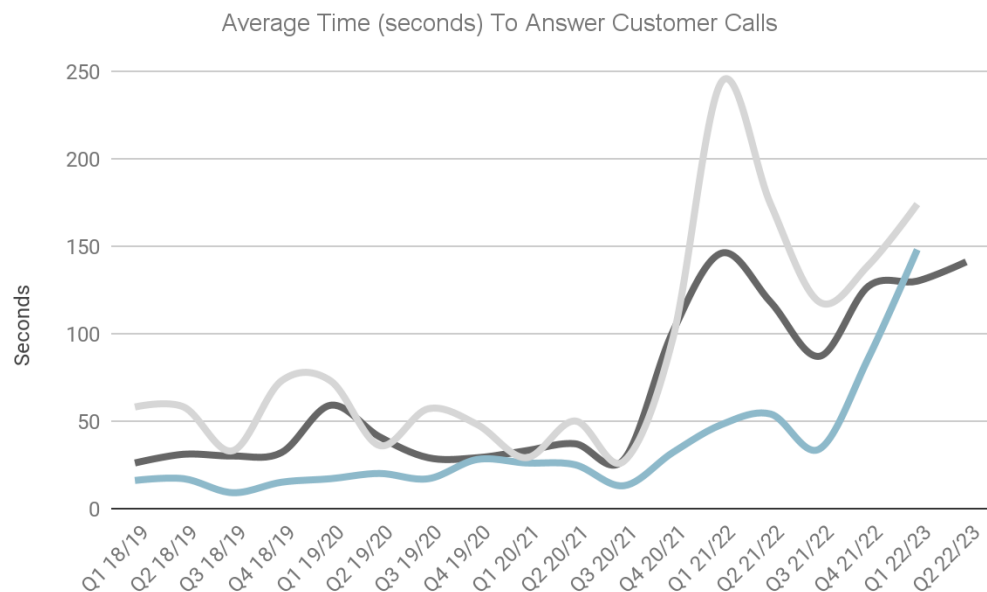
Staff are prioritising workloads, and Technical Support Officers are supporting the Surveyors, who are either in the process of becoming 'licenced' or who will embark on this mandatory training.

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

Overall, the 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

Cotswold Target
 Cotswold
 Forest of Dean
 West Oxfordshire



OBSERVATION

Average call waiting time in Q2 was around two minutes and 20 seconds, comfortably within the three minute standard considered good for local authorities (GovMetric).

A shortage of staff for the whole of the quarter has resulted in a longer call wait times. Recruitment to posts is continuing and improvements in capacity is expected by Q4. Turnover of staff impacts on capacity due to the loss of experience on the team and the time to train staff up.

In addition to supporting queries relating to Council Tax reminders, the annual canvass, and the roll out of the discretionary CT/energy rebate scheme, all staff in the service have undergone training in Salesforce 2.0 which went live on 21 September 2022. Two staff across the partnership were also allocated to Salesforce User Acceptance Testing for 2-3 weeks ahead of 'go live'. Initial feedback from the advisors on Salesforce 2.0 is positive and should lead to some process efficiency gains.

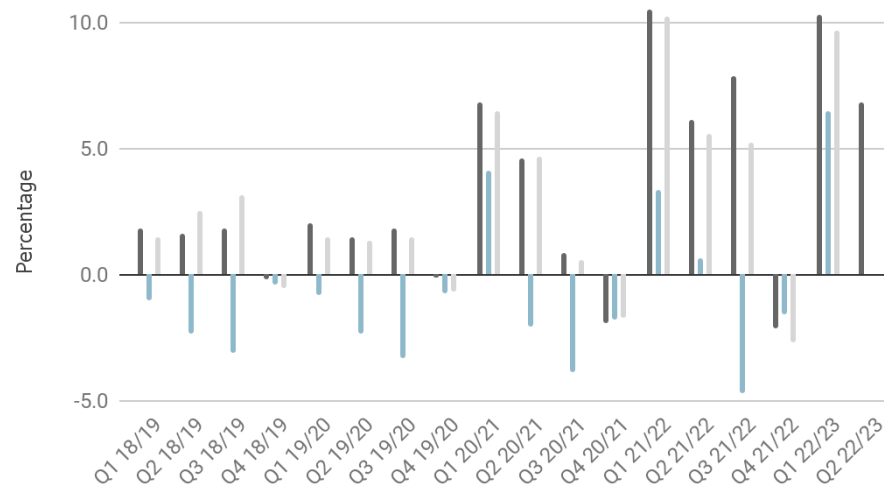
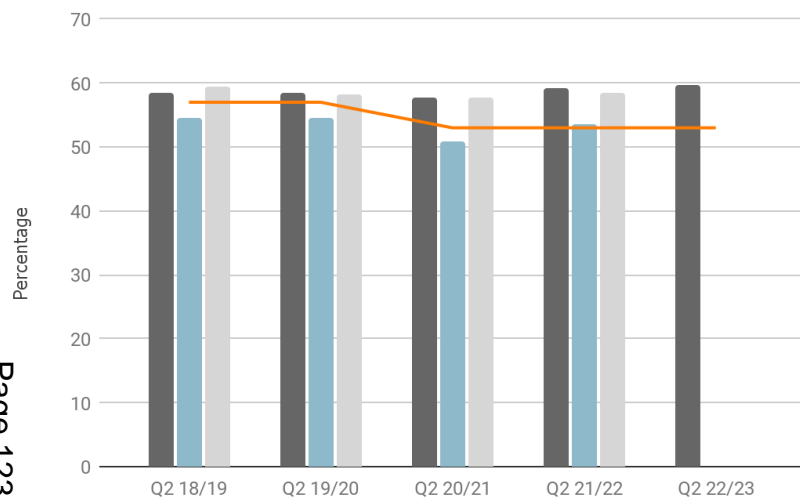
Over the next few weeks, the service is focusing on managing demand through improved engagement with other services; and better understanding the impact of other services' communications with customers/residents on resources in the customer services team throughout the year. The process will be promoted and agreed at the next Publica Business Managers/Group Managers meeting.

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

Revenues and Benefits

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

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



OBSERVATION:

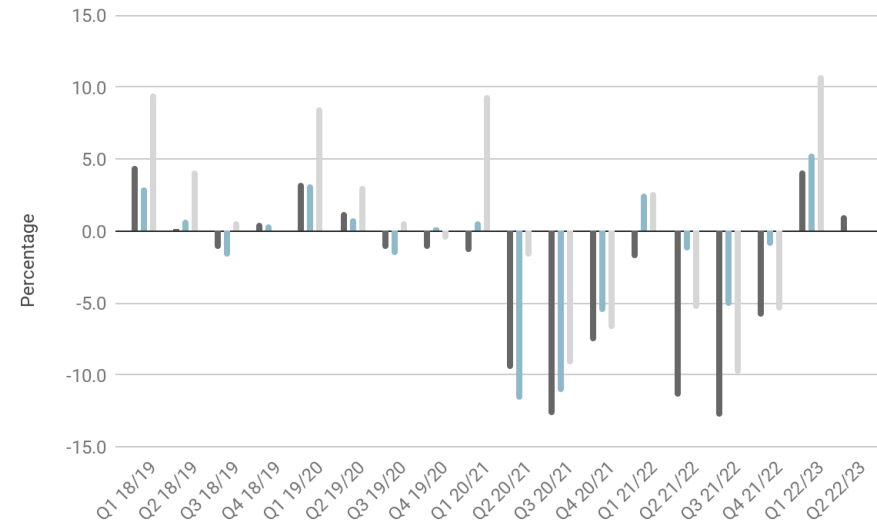
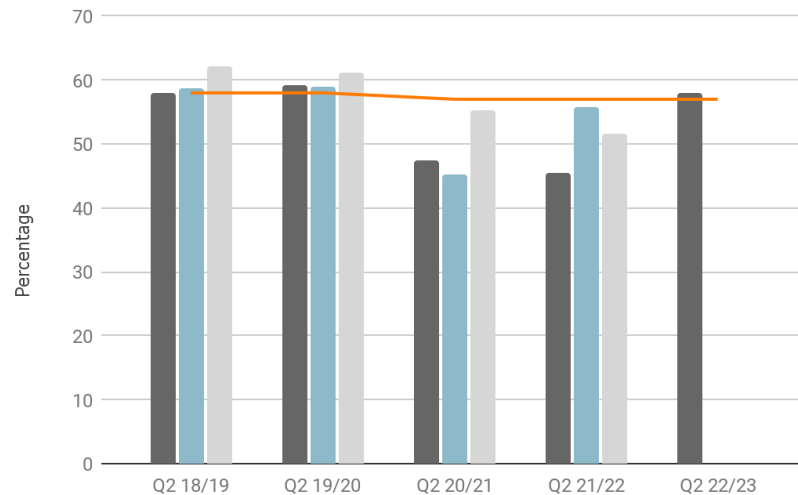
Overall, the collection rate at the end of Q2 appears to be healthy. The improved collection rate will have been helped by recovery action beginning to take effect (following the pause during the first part of the pandemic) with those households in arrears now on repayment schedules, and potentially the roll out of the £150 council tax rebate (paid back to the householder's bank account).

Payments for the £150 mandatory scheme has been completed and the window for applying for the discretionary scheme ended in early October 2022. At the end of September 2022, the Council had distributed £3,584,550 to 23,897 households. The service has been actively working to increase the number of households paying by direct debit to help the roll out of the £150 council tax rebate which is now around 66%-68%.

The rising cost of living could potentially affect collection rates over the next year and beyond, and the service expects some of the newly set up direct debits will be cancelled at a later date. The service continues to support residents, contacting customers by phone and email, and setting up payment plans, as well as referring them to the Client Support team and signposting them to the Council's website and other organisations such as the CAB. The Council has reviewed and consulted on a revised Council Tax Scheme for 2023/4 designed to support more households. The proposals will be presented to Cabinet in November 2022 for recommendation to Council for approval. The debt, however, can only be secured through recovery action and issuing of a liability order.

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

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



OBSERVATION:

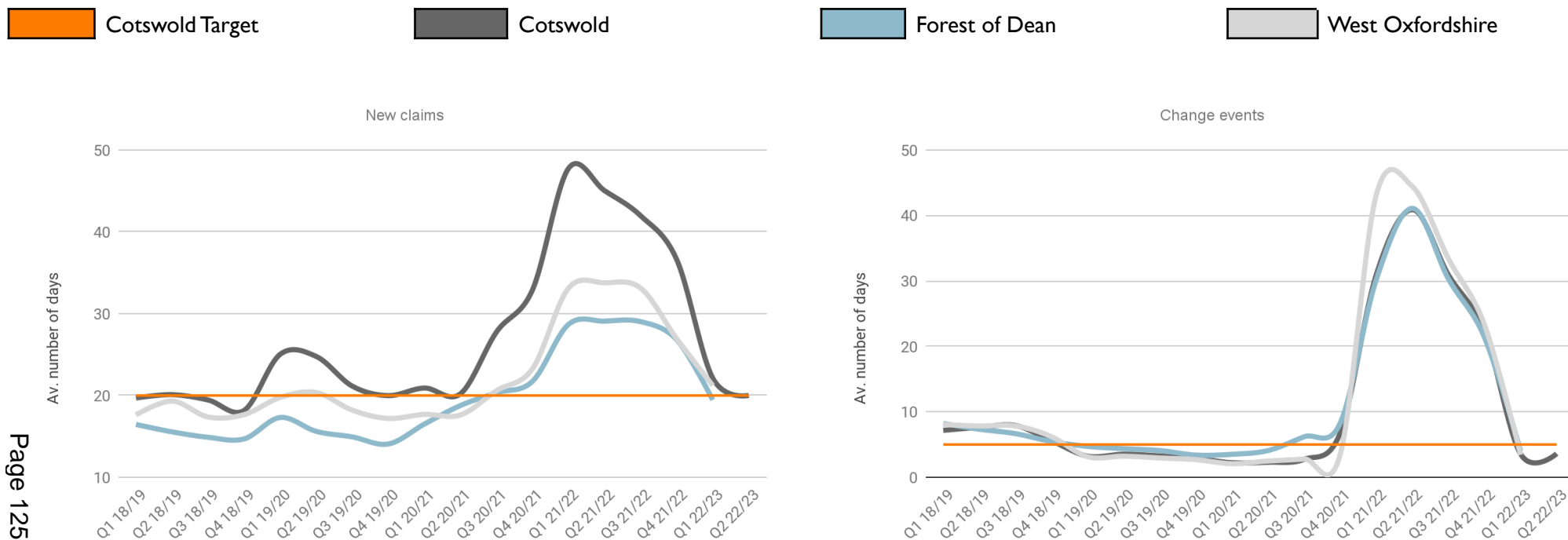
At the end of Q2, the collection rate had increased compared to the same period of the previous year, although it has not yet returned to the level achieved pre-Covid-19.

It is likely that the Covid Additional Relief Fund (CARF) has contributed to the improved collection rate. The CARF was made available to those businesses not eligible for extended retail relief but had been impacted by Covid-19. The Council distributed a total of £1,788,614 to 724 businesses. 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, even though many businesses have been supported by extended retail relief and a range of mandatory and discretionary grants. Extended retail relief will continue through 2022-23 at a relief of 50%. The collection rate is expected to be impacted by the cost of living crisis and slow down in the economy.

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

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



OBSERVATION:

At the end of Q2, the service has maintained the significant improvements made since the end of the last financial year.

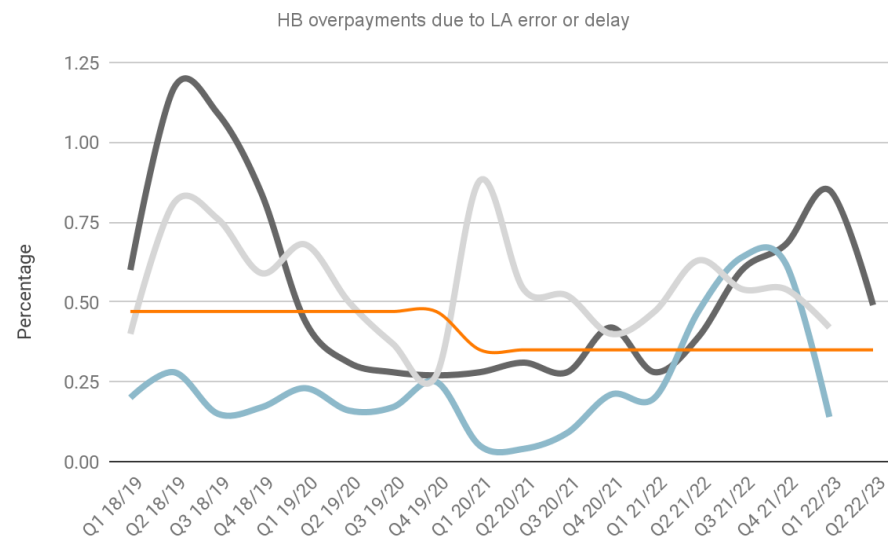
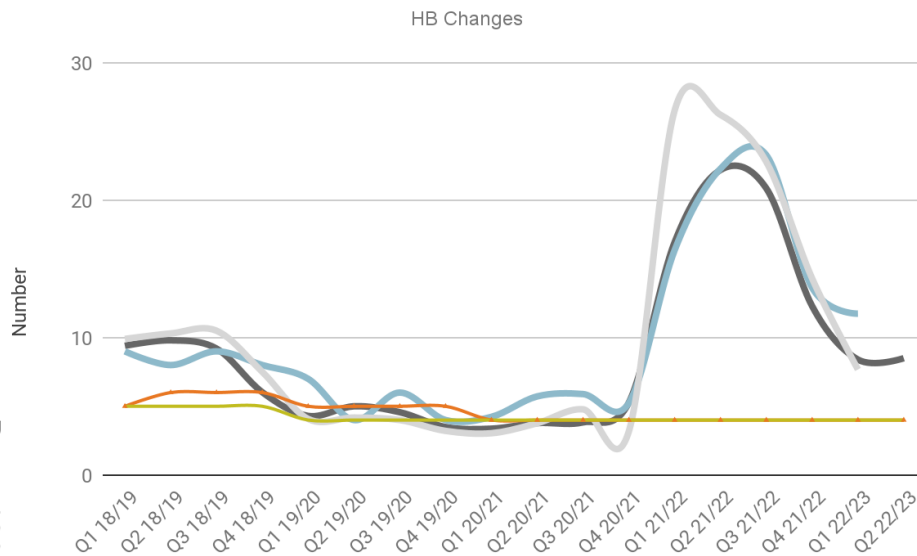
The number of CTS new claims is likely to rise due to the impact of the cost of living crisis on households, and additional resources may be required to support households or distribute further grants /rebates.

The Revenues and Benefits service has supported residents during the roll out of the £150 council tax rebate mandatory and discretionary schemes over the last six months. The service will continue to promote the Council Tax scheme and sign post households in need to the Council's website and other partner organisations. Consultation on the revised Council Tax scheme designed to support a greater number of households has ended, and the results and options will go to Cabinet and Council for decision in November 2022.

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

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

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



OBSERVATION:

The 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 Q2, the level of performance for HB changes has been maintained at an average of around 8.5 days. The number of HB new claims has been decreasing over time and therefore the changes to existing HB claims have also reduced as claimants move to Universal Credit. The reduction in HB changes some of which used to be auto processed is making it harder to achieve the target. However, improvements are expected in Q4 as Pension Credit upratings and new year rent increases from landlords are applied.

A sizable HB overpayment made in error identified in April 2022 resulted in the target being missed last quarter. At the end of Q2, performance has moved close to the national target of 0.47%. Over the course of the year, the outturn is expected to continue to improve as the caseload increases.

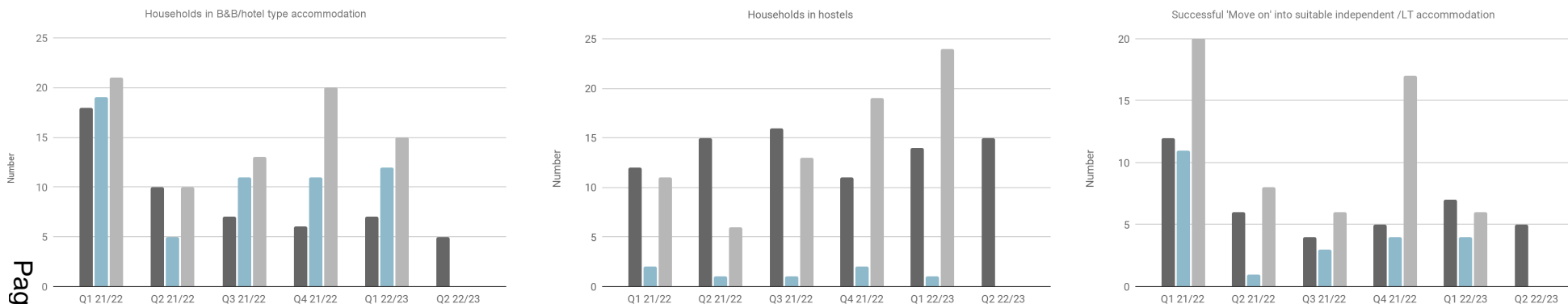
Since April 2022, some resources have been allocated to support the Department for Work and Pension's (DWP) Housing Benefit Award Accuracy (HBAA) initiative to tackle fraud and error. A sample of cases must be checked on a monthly basis. Currently, this is being done manually whilst awaiting a fix from Civica. The software issue is affecting all LAs using Civica

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

Housing Support

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

Cotswold
 Forest of Dean
 West Oxfordshire



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 approaching cold weather during the Autumn/ Winter period, therefore the pressures on the Housing services, systems and pathways remain high.

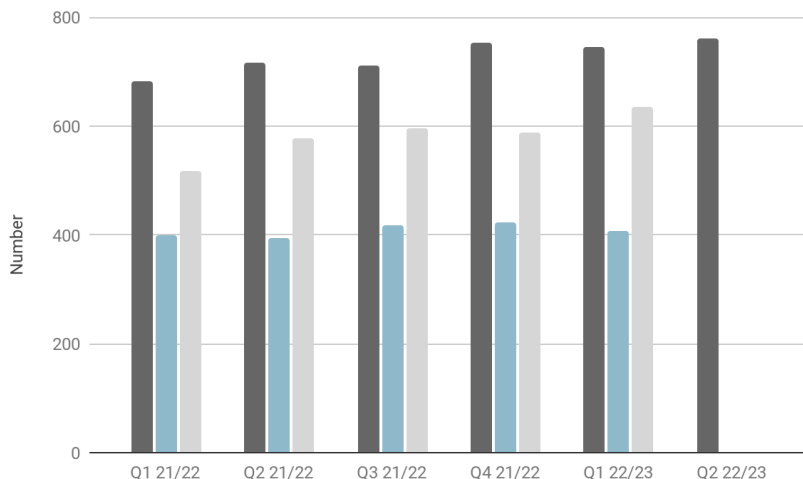
The Housing Team has refocused more resources on the Prevention approach with the recruitment of specialist Complex Needs officers and also moving people on from emergency accommodation as quickly as possible. The number of people contacting for advice are slightly lower in Cotswold District than Forest of Dean District and West Oxfordshire District, however the availability of social housing stock however 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 use of specialist Temporary Accommodation officers is proving invaluable in this task as they are able to offer dedicated support and bespoke solutions for helping clients move on successfully from emergency accommodation.

The team is also focussing on the Homes for Ukraine scheme and providing advice and assistance to Ukrainian families who will need to source their own accommodation as the scheme moves through the initial 12 month period. At the end of Q2, there were 132 sponsors/hosts. The Housing Team has been successful in securing funds from County to recruit a specialist Housing Officer to focus solely on this cohort. The specialist Ukraine Housing Officer will begin 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.

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

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



OBSERVATION:

During Q2, 156 properties were removed from the long term empty homes list and 170 added. A large number of retirement homes that have not sold were added to the list. In addition, there are a number of housing association properties awaiting demolition.

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.

A range of proactive work is being undertaken to both understand the reasons why properties are coming onto the list so that they can be managed and reduced as well as ensuring that the data is up to date so that these properties are having the correct levy applied and charged for.

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

Planning and Strategic Housing

(Cumulative) Percentage of major planning applications determined

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

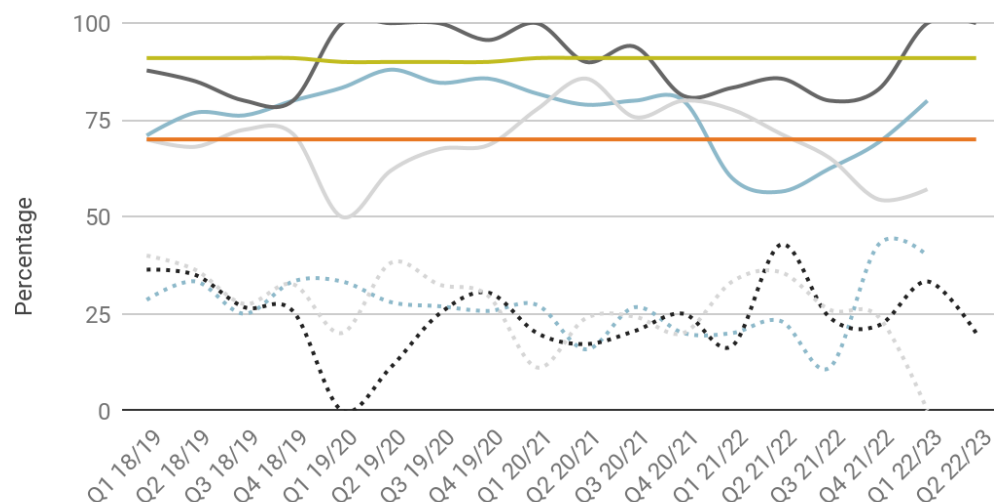
Cotswold Target
 Cotswold
 Forest of Dean
 West Oxfordshire
 Shire Districts' Median

% of all application completed within 13 weeks

----- Cotswold

----- Forest of Dean

----- West Oxfordshire



Note

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

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

OBSERVATION:

All ten 'Major' applications determined in the first six months of the year were determined within agreed timescales.

Overall, planning performance for all types of applications has improved over the last 12 months. This performance should be viewed in the context of a relatively high number of applications coming in (although it has slowed compared to 2021-22 it remains above historical levels) combined with a high turnover of staff due to the national shortage of qualified Planners and more employment choices.

For the first six months of the year, the service has not been operating at full capacity. The 3.5 vacant Planning Officer posts at the end of 2021-22 were recruited to in Q1, with posts commencing during Q2. Although, there were two temps covering the vacancies, they have now left and their work re-distributed to the core team.

Recruitment and retention is expected to remain a challenge. The Business Manager has implemented measures to improve recruitment including the introduction of career graded posts. New starters are supported with a training programme developed to build the professional capacity of the service, and receive support and mentoring from senior planning officers.

As part of an improvement programme, a number of projects are underway. The final revisions to a new planning checklist and guidance designed to improve the quality of the applications submitted, are being completed. Other projects include improving case management using workflow tools, and improving the way the service communicates with customers.

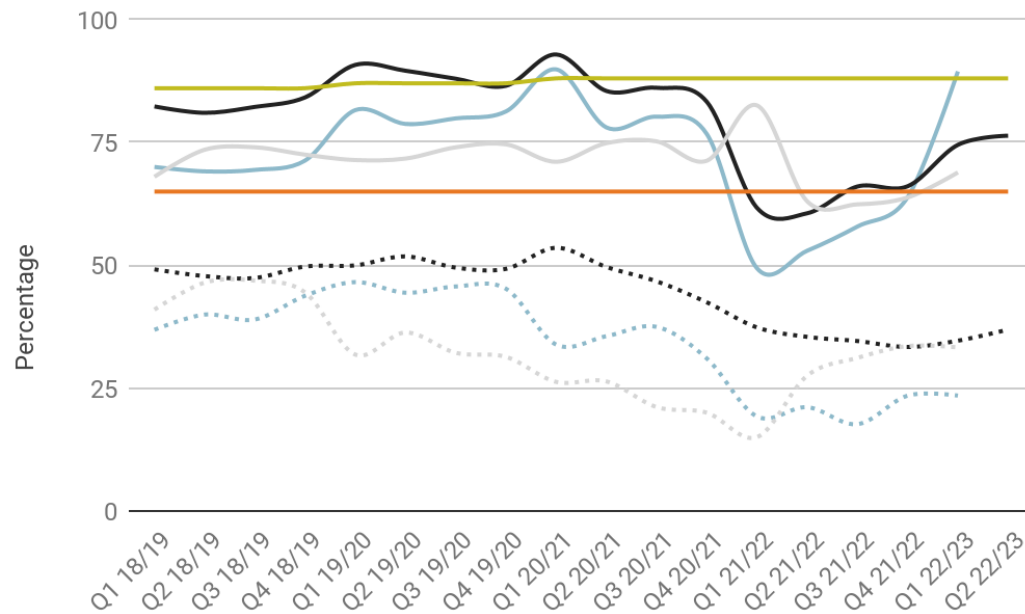
(Cumulative) Percentage of minor planning applications determined

% 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 and is looking relatively stable. .

193 minor applications were determined in the first six months of the year, compared to 202 applications in the same period of the previous year.

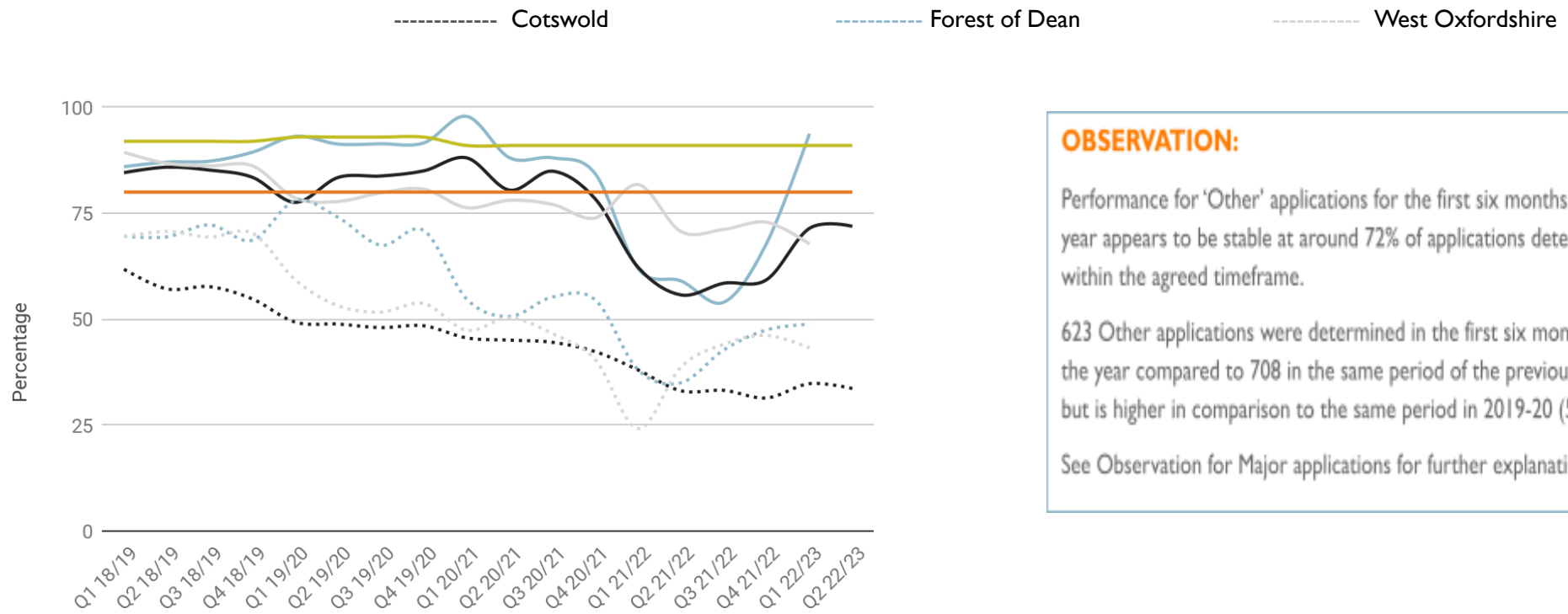
See Observation for Major applications for further explanation

(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



OBSERVATION:

Performance for 'Other' applications for the first six months of the year appears to be stable at around 72% of applications determined within the agreed timeframe.

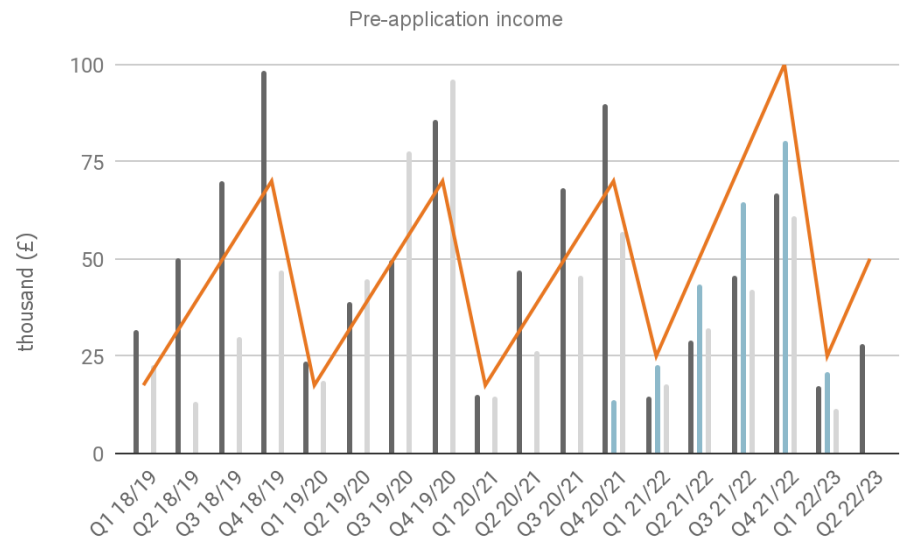
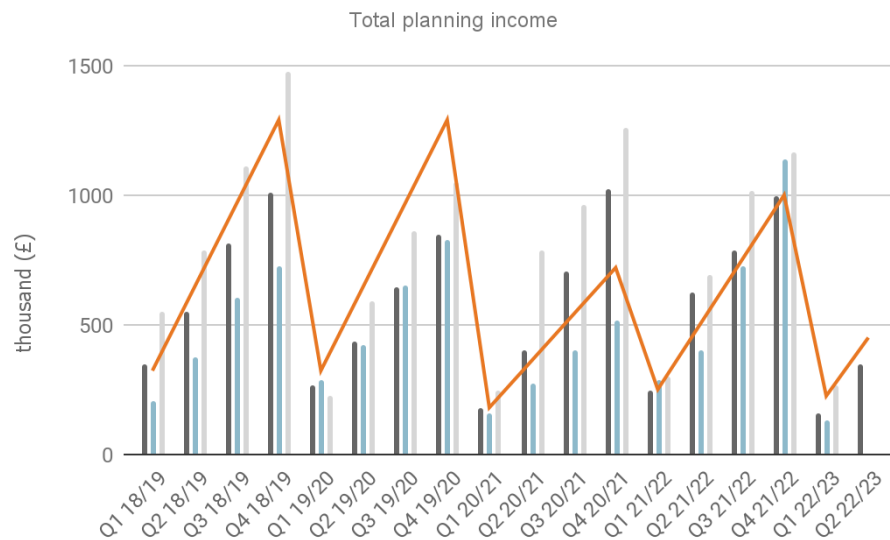
623 Other applications were determined in the first six months of the year compared to 708 in the same period of the previous year but is higher in comparison to the same period in 2019-20 (569)

See Observation for Major applications for further explanation

(Cumulative) Planning income

■ Cotswold Target ■ Cotswold

■ Forest of Dean ■ West Oxfordshire

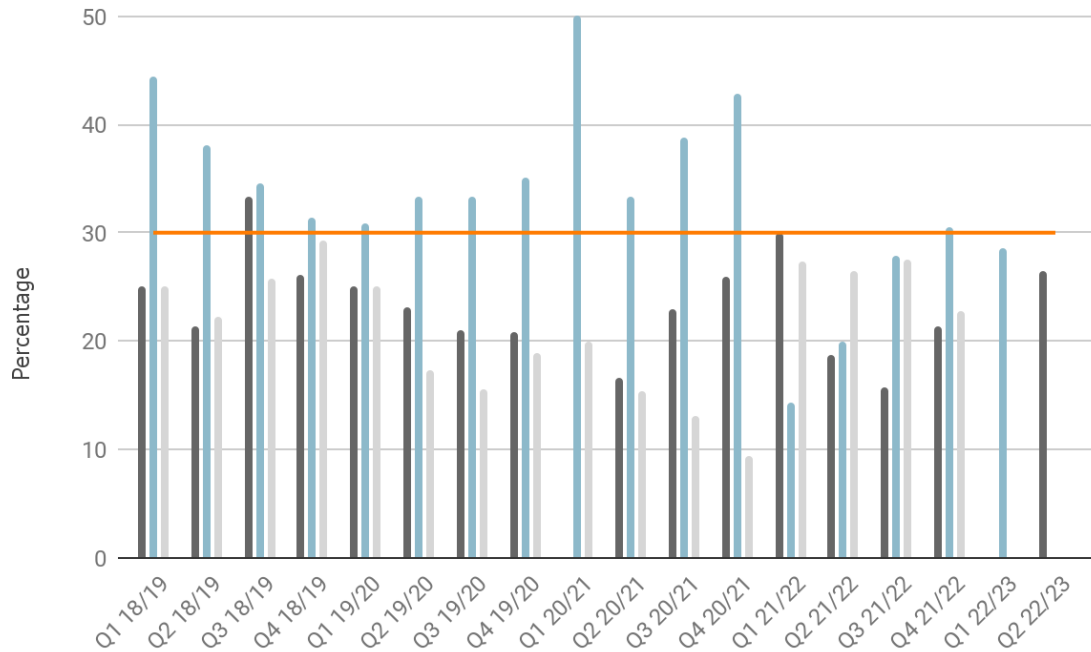


OBSERVATION:

At the end of Q2, total planning income was short of its target. The number of applications received is slowing but remains higher than historical levels. Pre-application income was lower than expected, partly due to smaller scale pre-applications which attract a lower fee. In addition, with less capacity in the service, the focus has been on delivering other aspects of the service. We may be seeing a slow down in larger developments in particular as the cost of living crisis takes hold and the economy slows down.

(Cumulative) Percentage of planning appeals allowed

Cotswold Target
 Cotswold
 Forest of Dean
 West Oxfordshire



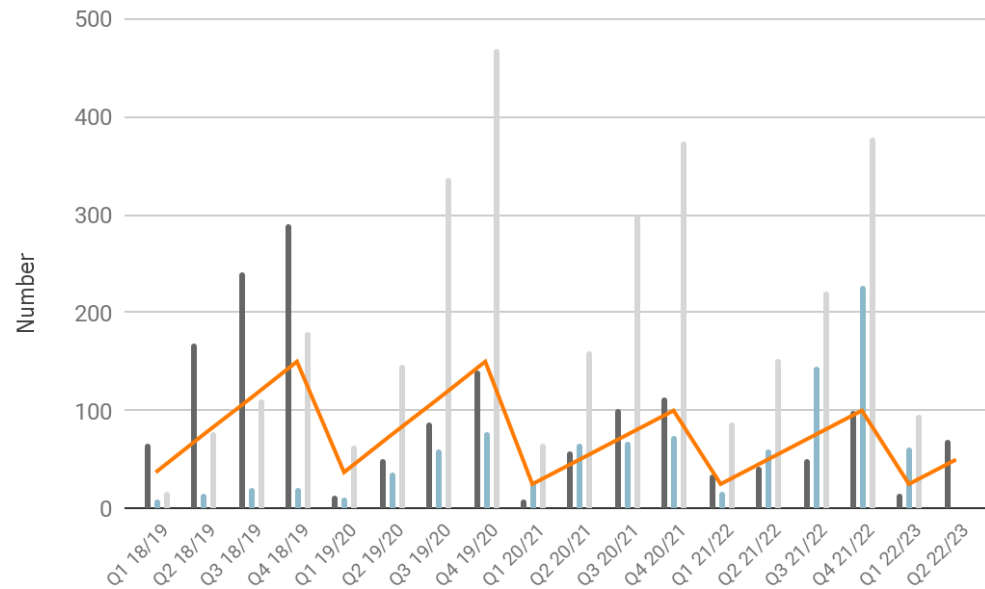
OBSERVATION:

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

Between 1 April 2022 and 30 September 2022, seventeen appeals were decided; 13 decisions were supported, and one decision was split (4.5 decisions allowed).

All four appeals determined in Q1 were supported (appeals allowed = 0%)

(Cumulative) Number of affordable homes delivered



OBSERVATION:

At the end of Q2, seventy-one affordable homes were completed against a target of 50.

Forty-four homes for social rent were completed at Leaholme Court, Cirencester and 11 for affordable rent were completed (six at Dyers Lane, Chipping Campden and five at Sandy Lane Court, Upper Rissington) during Q2.

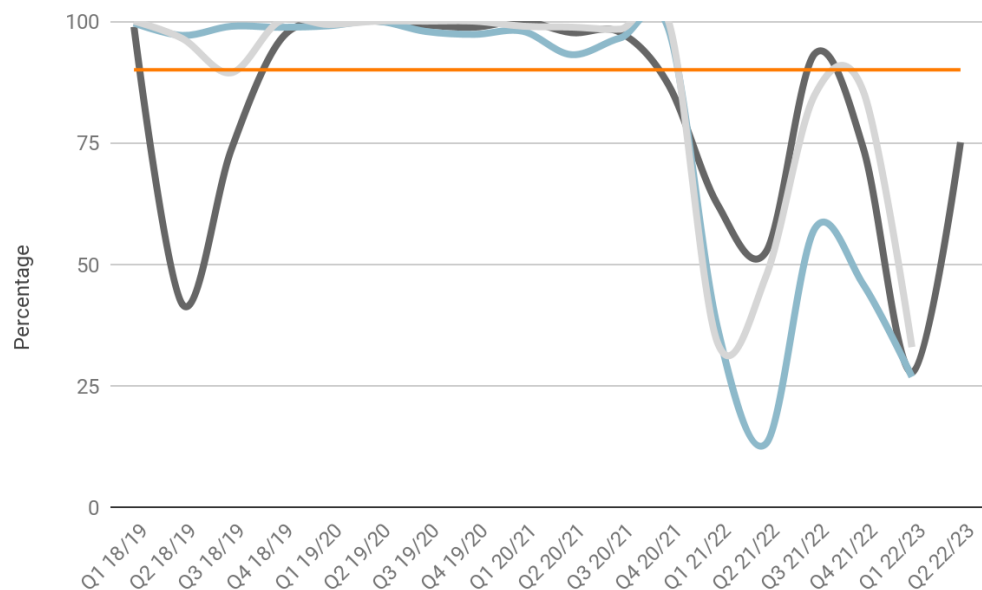
After last year's reduced construction activity due to Covid-19 and the challenges of Brexit on availability and cost of materials, this financial year has started stronger.

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

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

Percentage of land charge searches despatched within 10 working days

Cotswold Target
 Cotswold
 Forest of Dean
 West Oxfordshire



OBSERVATION:

The service has made significant improvements towards achieving its target in Q2. New resources have been allocated to improve internal consultee turnaround times. Furthermore, the service has commenced work to improve communication with those services that provide internal consultee responses (starting with planning) and promote understanding of the land charge service.

The service reports there is no backlog of work, and workloads are generally manageable.

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

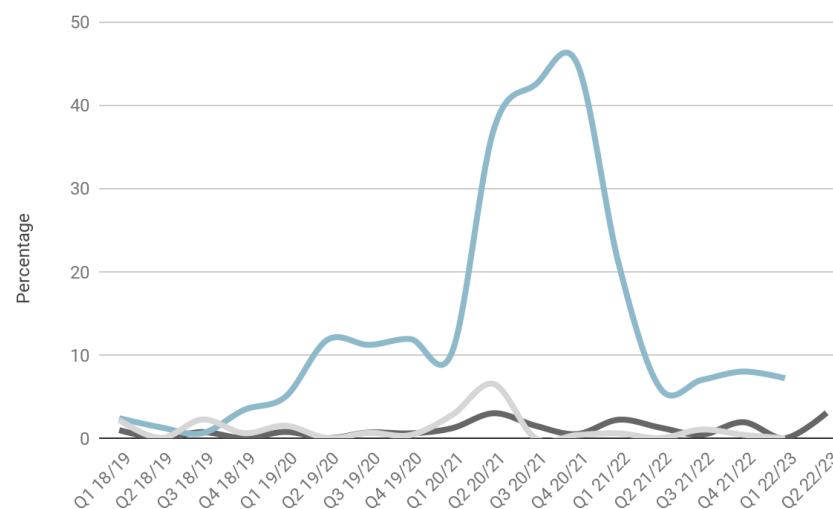
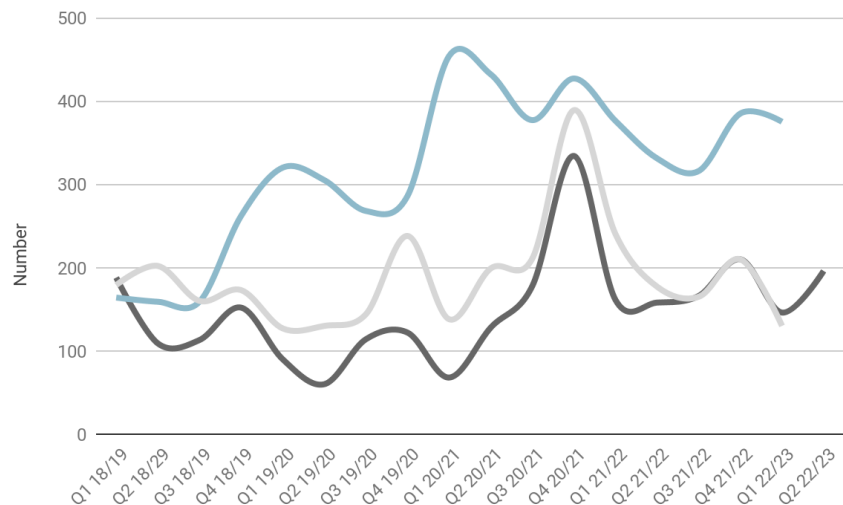
Environmental and Regulatory

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

Cotswold

Forest of Dean

West Oxfordshire



OBSERVATION:

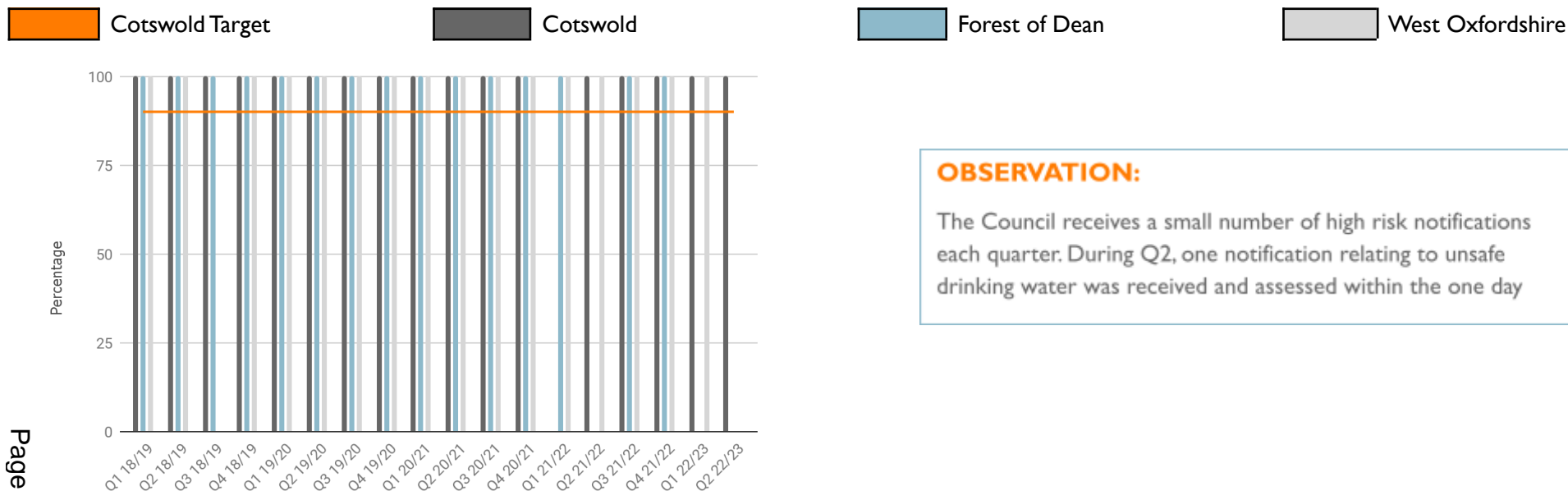
Fly tips increased during lock down and 'stay at home' messages. The number of fly tips collected has since reduced but does not appear to have fallen back to pre-Covid times.

During Q2, 52 flytips were referred for investigation resulting in nine enforcement actions including one prosecution, seven FPNs and one warning letter. The prosecution related to the dumping of black bin bags, soft furnishings, a sofa, cardboard packaging from children's toys, items of clothing and a green waste bin along a bridleway near the B4450 road that leads from Stow-on-the-Wold to Bledington.

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. The Council is also undertaking targeted work in locations which are attracting high levels of fly tipping. A combination of proactive measures to deter fly tipping is used such as signage as well as enforcement activity.

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

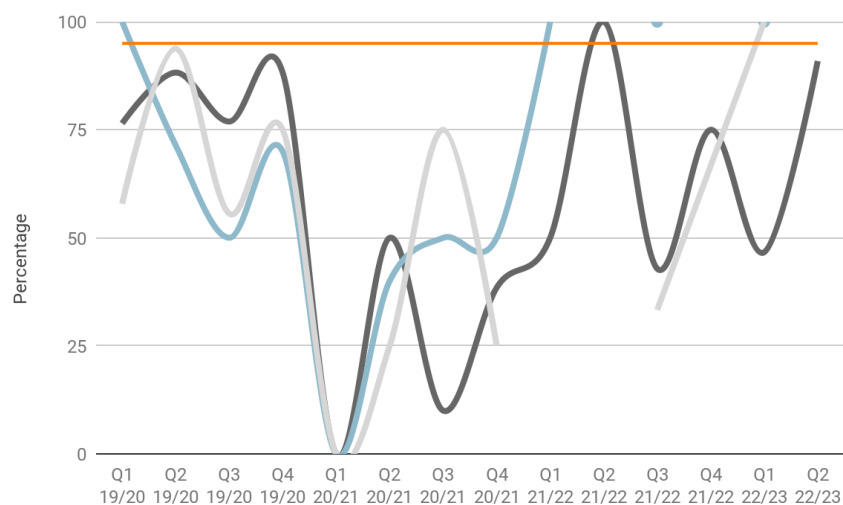
Percentage of high risk notifications (including food poisoning outbreaks, anti-social behaviour, contaminated private water supplies, workplace fatalities or multiple serious injuries) risk assessed within 1 working day



OBSERVATION:

The Council receives a small number of high risk notifications each quarter. During Q2, one notification relating to unsafe drinking water was received and assessed within the one day

Percentage of high risk food premises inspected within target timescales



OBSERVATION:

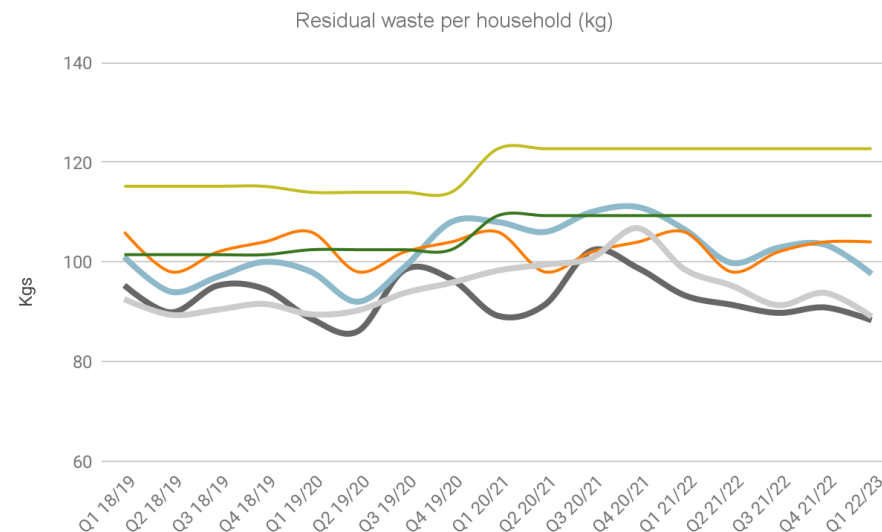
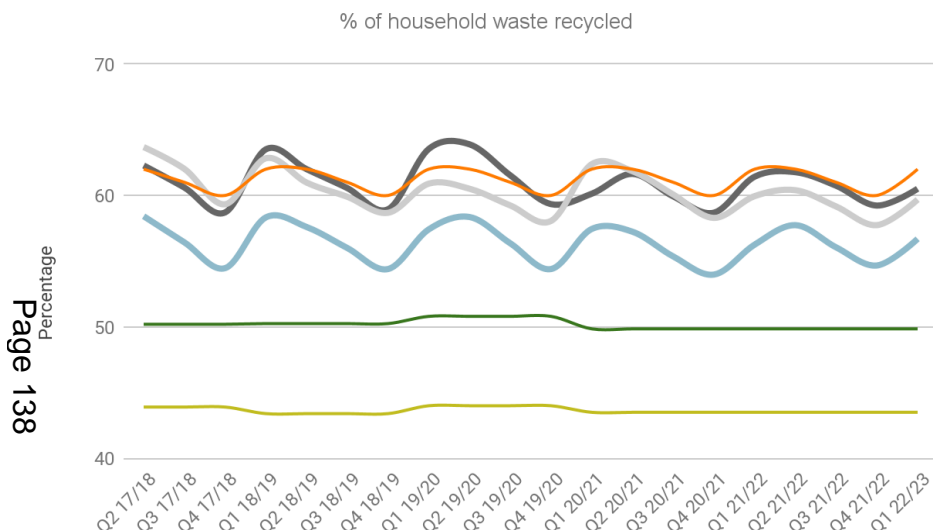
Despite a shortage of staff during the quarter, a good level of performance has been achieved. During Q2, eleven high risk food inspections were due, of which ten were completed within the target timescale. The remaining inspection has since been completed.

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 manage the shortfall in senior officers and approval has been given for an additional senior post from the existing team, although the officer post will not be backfilled

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:

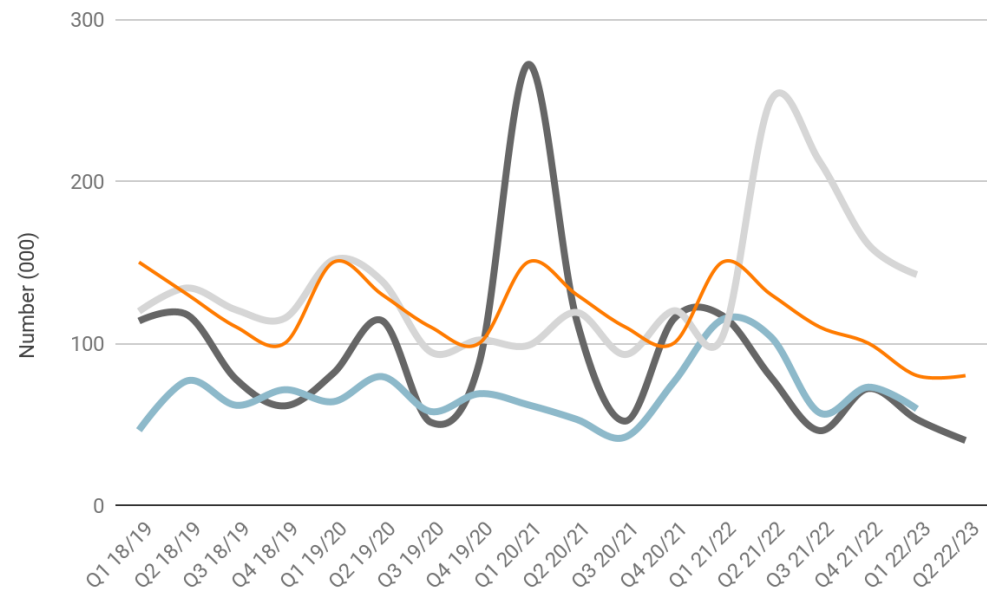
Awaiting September data. The combined recycling rate for April to August 2022 was 59.32% compared to 61.82% in 2021-22. The 2.5 percentage point difference is attributable to a two percentage point fall in the composting rate due to the dry weather conditions over a prolonged period of time; and a half a percentage fall in the dry recycling rate. Although the dry recycling rate at 22.8% for period to August 2022 has fallen from a high of 26.2% for the same period in 2020-21 (Covid year), it is higher than the pre-Covid year, 2019-20 at 20.8%.

Residual waste has fallen by nearly 4% compared to the previous year but not as fast as other waste streams; and is still 1.8% higher than the pre-Covid year. Taking into account the growth in households, the District produced 7kg less per household between April and August 2022 than a year ago. Residual waste per household was 147.4kg, 154.7kg for the same period last year, and 149.6kg in the pre-covid year.

During Q2, the Council supported messages from Gloucestershire Resource and Waste Partnership on social media which focussed on textiles and Second Hand September. The Council also promoted Great Big Green Week which included information on Repair Cafes, as well as giving out tips on BBQ recycling and using up excess vegetables and fruit.

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

Number of missed bin per 100,000 scheduled collections



OBSERVATION:

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

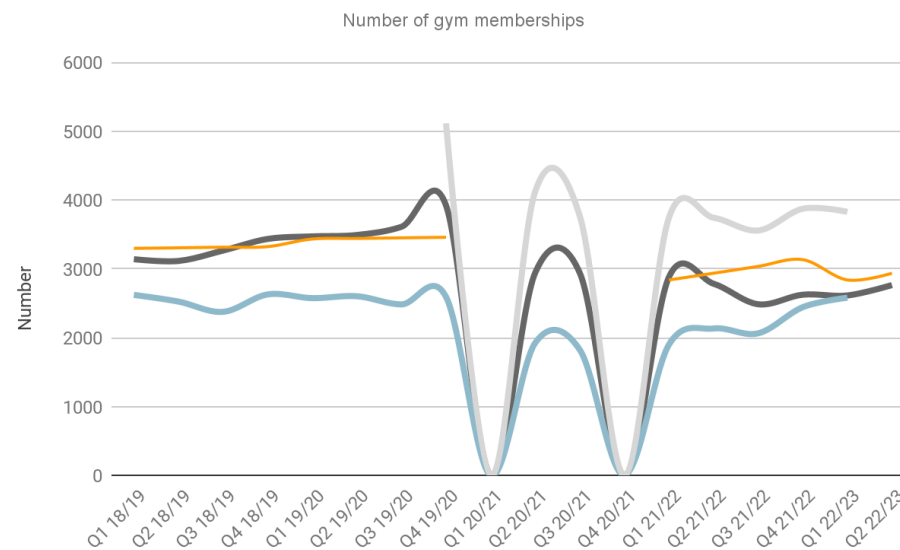
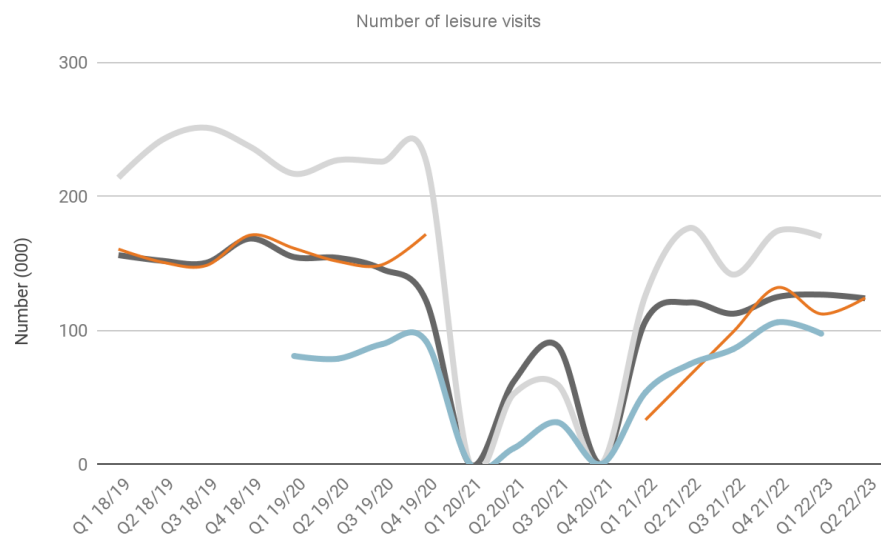
Due to the national day of mourning, collections for that week were moved on by one day with the final collections being completed on the Saturday.

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:

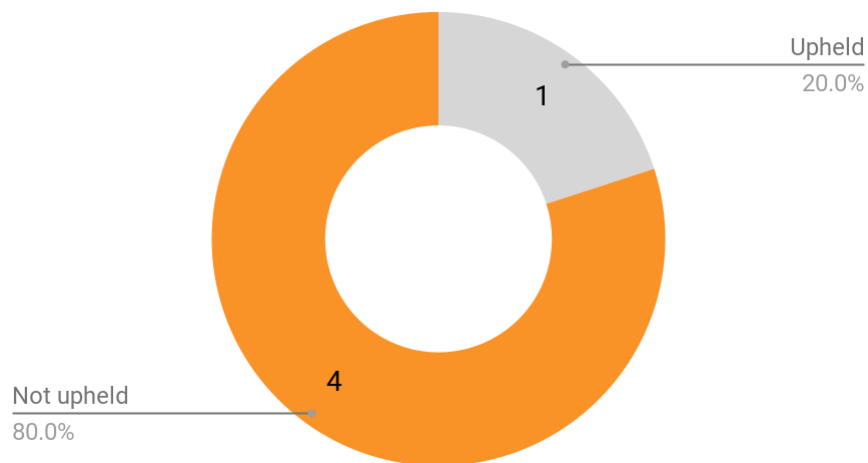
Leisure usage was slightly lower in Q2 due to the closure of Cirencester Leisure centre closed for two weeks while it was being refurbished. However, usage for the year to the end of Q2 has overachieved against the target (Actual: 250,097, Target: 236,000). Since the end of the quarter, Bourton Leisure refurbishment has also been completed. Initial signs are positive indicating that customers are returning to take up memberships. Local competition has been an issue for Cirencester Leisure in particular.

There continues to be a significant financial risk to Leisure Operators due to the energy price increases. Although a Government cap has been introduced for six months this does not remove the higher utility costs and is also only a cap until April 2023. With an average wetside leisure facility using approximately 80% of their energy to operate the swimming pool those sites with a wetside offer are particularly hard hit. SLM has highlighted this concern to the Council with a view to commencing discussions on viable opportunities to reduce the utility costs

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

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

Six complaints decisions at Stage 1



OBSERVATION:

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

The new process has the following stages:

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

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

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

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

Service area	Description	Outcome/learning	Decision	Response time (days)
Development Management	Delays in responding to pre planning application and further correspondence	There was a significant delay in providing a response to the complainant's pre planning application which was due to a shortage of staff and challenges in recruiting to vacant posts. An apology has been issued and acknowledgement that the service provided was not to the expected standard. A partial refund of the fees has been offered	Upheld	10

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Cotswold District Council - Revenue Budget Monitoring								Annex D			
Budget Monitoring 2022/23 - 1st April to 30th September 2022											
	Original Budget £		Budget to Q2 £		Actual £		Under / Over Budget £		Under / Over Budget £	Under / Over Budget £	
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Net Variance	Forecast Net Variance	
Financing	0	-3,006,923	0	-1,503,462	0	-1,503,462	0	0	0	0	
General Government Grant	0	-3,006,923	0	-1,503,462	0	-1,503,462	0	0	0	0	
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	31,175	0	0	0	0	0	0	0	0	0	
Financing	31,175	-12,626,393	0	-1,503,462	0	-1,503,462	0	0	0	0	
Under)/Overspend against budget	37,642,805	-37,642,805	20,660,885	-15,006,462	21,670,308	-15,885,151	1,009,424	-£878,689	130,735	1,380,953	
Net		0		5,654,423		5,785,158		130,735		1,380,953	

Environmental & Regulatory Services		For 01/04/2022 to 30/09/2022										Comments
		Original Budget		Budget to Q2		Actual		Under / Over Budget				
		£		£		£		£		£	£	
Cost Centre Description		Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Net Variance	Forecast Variance	
Building Control - Fee Earning Work		178,097	-360,000	85,893	-180,000	87,333	-149,190	1,440	30,810	32,250	66,000	Est. underachievement on Building Control - Building Regs income.
Building Control - Non Fee Earning Work		56,453	0	27,392	0	27,396	0	5	0	5		
Dangerous Structures		2,500	0	1,250	0	0	0	-1,250	0	-1,250		
Building Control		237,050	-360,000	114,534	-180,000	114,729	-149,190	195	30,810	31,005	66,000	Forecast underspend against Legal and ICT Licence budget.
Emergency Planning		23,311	0	3,960	0	4,694	0	734	0	734		
Environment - Service Management and Support Services		109,504	0	54,752	0	48,510	0	-6,242	0	-6,242	-12,500	
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	107,041	-83,727	108,971	-98,820	1,930	-15,093	-13,164	-26,000	Estimated overachievement of licensing income.
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	138,323	-30,500	130,127	-25,463	-8,196	5,038	-3,158		
Pollution Control		134,057	0	67,029	0	68,024	0	996	0	996		
Food Safety		129,557	-2,000	73,903	-1,000	74,065	-1,668	162	-668	-507		
Health and Safety at Work		0	0	0	0	156	0	156	0	156		
Statutory Burials		1,605	0	750	0	1,577	0	827	0	827		
Abandoned Vehicles		95	0	0	0	0	-600	0	-600	-600		
Public Protection		841,440	-245,720	445,759	-115,227	436,124	-126,551	-9,634	-11,324	-20,958	-38,500	
Environmental & Regulatory Services		1,078,490	-605,720	560,293	-295,227	550,854	-275,741	-9,439	19,486	10,047	27,500	

Business Support Services - Finance, HR, Procurement For 01/04/2022 to 30/09/2022											Comments
Cost Centre Description	Original Budget		Budget to Q2		Actual		Under / Over Budget		£	£	
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Net Variance	Forecast Variance	
S & S Holding Account	0	0	0	0	9,973	-1,312	9,973	-1,312	8,662		Franking machine expense yet to be recharged out to services.
Accountancy	397,197	-29,220	194,053	-14,610	185,190	0	-8,863	14,610	5,747		
Creditors	111,613	-63,580	53,592	0	52,518	0	-1,074	0	-1,074		
Debtors	57,089	-15,480	26,330	0	25,254	0	-1,076	0	-1,076		
Insurances	63,315	-53,690	31,658	0	31,662	0	5	0	5		
GO Support and Hosting	61,398	-50,360	30,699	0	26,818	0	-3,881	0	-3,881		
CDC Counter Fraud Unit	70,163	-77,703	18,391	0	18,412	0	22	0	22		
Accountancy	760,775	-290,033	354,722	-14,610	349,827	-1,312	-4,895	13,298	8,403	0	
Internal Audit	110,121	-21,087	55,061	1	55,055	0	-6	-1	-7		
Glos. Counter Fraud Unit	475,907	-475,907	236,254	-237,953	266,222	-286,776	29,968	-48,823	-18,855		
Audit	586,028	-496,994	291,315	-237,953	321,277	-286,776	29,962	-48,824	-18,862	0	New burdens fuding received for post payment assurance work undertaken. Any underspend at year end will be transferred to Counter fraud earmarked reserve.
Human Resources	575,712	-298,760	282,726	0	286,401	0	3,675	0	3,675		
Health & Safety	35,441	0	17,544	0	17,893	0	349	0	349		
Training & Development	132,421	-61,580	64,743	0	64,804	0	61	0	61		
Human Resources	743,574	-360,340	365,013	0	369,097	0	4,085	0	4,085	0	
Payroll	96,465	-63,750	46,791	0	45,462	0	-1,329	0	-1,329		
Payroll	96,465	-63,750	46,791	0	45,462	0	-1,329	0	-1,329	0	
Central Purchasing	62,256	-23,803	31,128	0	34,948	0	3,820	0	3,820		
Procurement	62,256	-23,803	31,128	0	34,948	0	3,820	0	3,820	0	
Business Support Services - Finance, HR, Procurement	2,249,098	-1,234,920	1,088,967	-252,563	1,120,611	-288,088	31,644	-35,525	-3,882	0	

ICT, Change & Customer Services		For 01/04/2022 to 30/03/2022										Comments
		<u>Original Budget</u>		<u>Budget to Q2</u>		<u>Actual</u>		<u>Under / Over Budget</u>				
		£		£		£		£		£	£	
<u>Cost Centre Description</u>		<u>Expenditure</u>	<u>Income</u>	<u>Expenditure</u>	<u>Income</u>	<u>Expenditure</u>	<u>Income</u>	<u>Expenditure</u>	<u>Income</u>	<u>Net Variance</u>	<u>Forecast Variance</u>	
Business Improvement/Transformation		117,318	0	57,929	0	57,942	0	14	0	14		2020/21 Business Rate covid relief of £11k was awarded in error, now repaid. Forecast includes £24k utilities overspend.
Business Continuity Planning		21,313	0	9,341	0	9,342	0	1	0	1		
Freedom of Information Act		11,403	0	5,702	0	5,700	0	-2	0	-2		
Street Naming		10,403	-20,000	14,058	-10,000	13,869	-9,811	-189	189	0		
Business Transformation		160,437	-20,000	87,029	-10,000	86,853	-9,811	-176	189	13	0	
Moreton-in-Marsh, Offices		75,121	-54,292	33,485	-30,119	52,677	-23,614	19,192	6,505	25,698	35,037	
FOH - Moreton		109,642	-3,665	53,137	-1,245	53,725	-592	588	653	1,241		
Moreton - Stock Trading a/c		0	0	0	0	0	-3,278	0	-3,278	-3,278		
FOH - Trinity Road		580,459	0	288,566	0	287,613	-185	-953	-185	-1,138		
Customer Services		765,222	-57,957	375,188	-31,364	394,015	-27,669	18,827	3,695	22,522	35,037	
ICT		1,046,542	-19,000	477,191	-9,500	481,270	-9,703	4,079	-203	3,876		
Application Support		110,726	0	55,363	0	112,171	-52,863	56,808	-52,863	3,944		
ICT		1,157,268	-19,000	532,554	-9,500	593,441	-62,566	60,887	-53,066	7,821	0	
ICT, Change & Customer Services		2,082,927	-96,957	994,771	-50,864	1,074,309	-100,046	79,538	-49,182	30,356	35,037	

Assets, Land, Legal & Property											
For 01/04/2022 to 30/09/2022											
Cost Centre Description	Original Budget		Budget to Q2		Actual Position		Under / Over Budget		£	£	Comments
	£		£		£		£		£	£	
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Net Variance	Forecast Variance	
Trinity Road, Offices	498,142	-349,689	241,877	-210,400	300,520	-211,091	58,643	-691	57,952	105,487	£22k repairs overspend at Trinity Road Offices. Forecast includes £105k utilities overspend.
Trinity Road Improvements (XC0055)	35,407	0	24,962	0	30,926	0	5,964	0	5,964		
Moreton-in-Marsh, Offices - Maintenance	0	0	4,520	0	4,520	0	0	0	0		
Corinium Museum - Maintenance	26,000	0	13,000	0	1,747	0	-11,253	0	-11,253	-10,000	
Housing Enabling Properties	9,110	-23,476	5,370	-14,648	9,121	-12,553	3,751	2,095	5,845		
22/24 Ashcroft Road	26,314	0	6,547	0	3,714	0	-2,833	0	-2,833	3,640	Underspend due to lower Museum maintenance costs during Q.1 and Q.2. Budget forms part of the Councils wider Buildings Maintenance Fund [BMF].
Asset Management	594,973	-373,165	296,276	-225,048	350,548	-223,645	54,272	1,404	55,676	99,127	
Local Land Charges	112,816	-250,704	54,445	-125,352	51,709	-91,309	-2,735	34,043	31,308	62,616	Underachievement of land charge income.
Land Charges	112,816	-250,704	54,445	-125,352	51,709	-91,309	-2,735	34,043	31,308	62,616	
Legal	358,331	-155,286	172,153	-77,643	162,610	-73,366	-9,543	4,277	-5,266	14,734	Forecast overspend includes estimated costs of forthcoming recruitment and locum cover within internal team.
Legal Services	358,331	-155,286	172,153	-77,643	162,610	-73,366	-9,543	4,277	-5,266	14,734	
Property Services	462,959	0	227,579	0	228,097	0	518	0	518	0	
Property Services	462,959	0	227,579	0	228,097	0	518	0	518	0	
Land, Legal & Property	1,529,079	-779,155	750,452	-428,043	792,963	-388,319	42,512	39,724	82,235	176,476	

£22k repairs overspend at Trinity Road Offices. Forecast includes £105k utilities overspend.

Underspend due to lower Museum maintenance costs during Q.1 and Q.2. Budget forms part of the Councils wider Buildings Maintenance Fund [BMF].

Underachievement of land charge income.

Forecast overspend includes estimated costs of forthcoming recruitment and locum cover within internal team.

Chief Executive and Modernisation	For 01/04/2022 to 30/09/2022										Comments
Cost Centre Description	<u>Original Budget</u>		<u>Budget to Q2</u>		<u>Actual Position</u>		<u>Under / Over Budget</u>		<u>£</u>	<u>£</u>	
	<u>£</u>		<u>£</u>		<u>£</u>		<u>£</u>		<u>Net</u>	<u>Forecast</u>	
	<u>Expenditure</u>	<u>Income</u>	<u>Expenditure</u>	<u>Income</u>	<u>Expenditure</u>	<u>Income</u>	<u>Expenditure</u>	<u>Income</u>	<u>Variance</u>	<u>Variance</u>	
Chief Executive	87,831	0	61,968	0	71,511	0	9,543	0	9,543	9,043	
Chief Executive and Modernisation	87,831	0	61,968	0	71,511	0	9,543	0	9,543	9,043	

Revenues & Housing Support For 01/04/2022 to 30/09/2022											Comments
Cost Centre Description	Original Budget		Budget to Q2		Actual Position		Under / Over Budget		£	£	
	£		£		£		£		£	£	
									Net	Forecast	
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	Variance	
Rent Allowances	12,422,172	-12,083,091	6,206,719	-6,041,546	6,539,996	-6,359,608	333,277	-318,062	15,215	20,067	Postage overspend
Benefits	12,422,172	-12,083,091	6,206,719	-6,041,546	6,539,996	-6,359,608	333,277	-318,062	15,215	20,067	
Homelessness	126,654	-76,266	79,715	-111,602	87,569	-118,437	7,854	-6,835	1,019		
Refugees	0	0	0	0	88,200	-88,200	88,200	-88,200	0		
Homelessness Hostel Accommodation	4,000	-35,500	2,000	-17,750	2,651	-11,581	651	6,169	6,820		
Temporary Emergency Accommodation	87,825	-77,519	43,412	-38,760	48,562	-29,118	5,150	9,641	14,791	33,621	£10k underachieved on rental income, £5k overspend on supplies and services. Work currently ongoing to identify contributions due for out of district homeless placements.
Private Sector Housing Grants	29,723	0	14,862	0	14,877	0	15	0	15		Forecast includes estimated overspend in respect of electricity.
Housing Management	248,202	-189,285	139,989	-168,112	241,859	-247,337	101,870	-79,225	22,645	33,621	
Council Tax Collection	216,001	-143,808	104,726	-25,308	182,016	-79,455	77,290	-54,147	23,143	48,000	Council tax fines and penalties income budget of £14k not achieved. New burdens grant income of £44k income recognised to cover additional costs of resource, postage and software associated with Council tax energy rebate. Includes £18.9k discretionary grant (council tax energy rebate).
NNDR Collection	53,901	-198,555	33,798	-2,000	43,581	-5,267	9,783	-3,267	6,516		Forecast overspend includes £20k postage costs £28k fines and penalties.
Concessionary Travel	15,992	0	7,715	0	6,117	0	-1,598	0	-1,598		
Security Carriers	0	0	0	0	259	0	259	0	259		
Revenues	285,894	-342,363	146,239	-27,308	231,973	-84,722	85,734	-57,414	28,320	48,000	
Business Lockdown Grants	0	0	20,116	0	20,116	0	0	0	0	0	
Business Lockdown Grants	0	0	20,116	0	20,116	0	0	0	0	0	
Revenues & Housing Support	12,956,268	-12,614,739	6,513,063	-6,236,965	7,033,944	-6,691,666	520,881	-454,701	66,180	101,688	

Environmental Services For 01/04/2022 to 30/09/2022										
Cost Centre Description	Original Budget		Budget to Q2		Actual Position		Under / Over Budget			
	£		£		£		£		£	£
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Net Variance	Forecast Variance
Car Parks	887,836	-2,990,292	475,636	-1,535,272	508,731	-1,424,293	33,094	110,980	144,074	397,823
Car Parks - Maintenance	35,700	0	21,456	0	9,823	0	-11,633	0	-11,633	
Car Parks - Tetbury The Chippings	39,075	-54,000	19,537	-27,000	18,104	-18,184	-1,434	8,816	7,382	
Car Parks - Chipping Campden	0	0	0	0	28,481	-31,070	28,481	-31,070	-2,589	
Car Parking	962,611	-3,044,292	516,630	-1,562,272	565,138	-1,473,547	48,509	88,725	137,234	397,823
Cemetery, Crematorium and Churchyards	191,826	-63,830	113,549	-31,915	113,376	-35,970	-173	-4,055	-4,228	-8,000
Cemeteries - Maintenance	29,520	0	14,760	0	7,522	0	-7,238	0	-7,238	
Waste - Cleansing	90	0	0	0	0	0	0	0	0	
Waste - Cemeteries	2,065	0	569	-1,588	1,130	-6,366	561	-4,778	-4,217	-1,287
Animal Control	59,923	-32,505	29,705	-14,203	21,459	-9,518	-8,246	4,685	-3,561	
Public Conveniences	269,607	-84,030	120,562	-58,821	96,007	-34,395	-24,555	24,426	-129	11,421
Recycling	2,631,897	-884,783	1,448,035	-379,743	1,417,535	-460,722	-30,500	-80,979	-111,480	-249,582
Green Waste	1,170,900	-1,099,000	679,963	-1,081,500	682,167	-1,118,372	2,204	-36,872	-34,667	-30,000
Refuse / Recycling Organic & Food Waste	604,839	0	352,823	0	429,876	-70,487	77,053	-70,487	6,566	
Street Cleaning	1,477,116	0	858,259	0	868,277	-396	10,018	-396	9,622	
Household Waste	1,634,608	-68,780	940,561	-34,390	924,790	-1,158	-15,770	33,232	17,462	37,686
Bulky Household Waste	43,537	-57,000	21,768	-28,500	36,278	-50,206	14,510	-21,706	-7,196	
Refuse-Stow Fair	11,372	0	5,687	0	7,596	0	1,909	0	1,909	
South Cerney Depot, Packers Leaze	38,173	-173,500	29,650	-130,125	24,830	-130,125	-4,820	0	-4,820	
Environmental Services Client	8,165,473	-2,463,428	4,615,890	-1,760,784	4,630,842	-1,917,714	14,953	-156,930	-141,977	-239,761

Forecast underachievement of car park income including £120k at Rissington Road (BoTW) due to 4 month closure as a result of capital works. £223k forecast underachievement of car park income [fees - £86k, permits £64k and fines £72k].
£26k electricity overspend, £41k credit card charges due to insufficient budget and £13k credit due from partner Councils for ICT system recharge.

£19k refund for Business Rate in relation to prior years, now 100% relief on PCs. £27k underachievement on PCs fees.

Recycling credits/waste reduction incentive payments exceeding expected budget position, forecast overachievement of £179k. £70k underspend on recycling processing contract.
Over achievement of garden waste fees.

Forecast underachievement on additional refuse collection/sale of refuse bags £60k. £21k underspend on minor contractors fees.
Overachievement on Bulky Waste collections fees.

Environmental Services For 01/04/2022 to 30/09/2022											
Cost Centre Description	Original Budget £		Budget to Q2 £		Actual Position £		Under / Over Budget £		£	£ Forecast Variance	Comments
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Net Variance		
Climate Change	99,768	0	45,321	0	45,330	0	9	0	9	0	
Climate Change	99,768	0	45,321	0	45,330	0	9	0	9	0	
Land Drainage	115,697	-20,000	57,664	-10,000	52,191	-11,330	-5,474	-1,330	-6,804	0	
Flooding	115,697	-20,000	57,664	-10,000	52,191	-11,330	-5,474	-1,330	-6,804	0	
Environmental Strategy	100,487	0	25,000	0	25,168	0	168	0	168	0	
Waste & Recycling Policy	100,487	0	25,000	0	25,168	0	168	0	168	0	
Environmental Services	9,444,036	-5,527,720	5,260,505	-3,333,056	5,318,669	-3,402,591	58,165	-69,535	-11,370	158,061	

Leisure & Communities For 01/04/2022 to 30/09/2022											
Cost Centre Description	Original Budget		Budget to Q2		Actual Position		Under / Over Budget				Comments
	£		£		£		£		£	£	
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Net Variance	Forecast Variance	
Consultation, Policy & Research	91,478	0	44,885	0	46,534	0	1,649	0	1,649		No maintenance costs incurred to date. Budget forms part of the Councils wider Buildings Maintenance Fund [BMF].
Corporate Planning	91,478	0	44,885	0	46,534	0	1,649	0	1,649	0	
Corinium Museum	123,393	0	0	0	1,374	0	1,374	0	1,374		
Collection Management	8,103	0	0	0	353	0	353	0	353		
Northleach Resouce Centre	16,500	0	8,250	0	0	0	-8,250	0	-8,250	-6,500	
Corinium Museum - HLF Project	0	0	0	0	68	0	68	0	68		
Ciren - Centre Management	389,543	-130,761	61,796	-32,691	53,021	-32,690	-8,776	0	-8,775	20,000	
Ciren - Dryside Areas	12,021	-24,021	0	-12,011	0	-11,340	0	670	670		
Cirencester Leisure - Maintenance	33,000	0	33,000	0	27,188	0	-5,812	0	-5,812	6,000	
C Campden - Centre Management	106,113	0	62,538	0	66,611	0	4,073	0	4,073		
Bourton - Centre Management	119,875	0	0	0	0	0	0	0	0		Legal fees for leisure procurement in excess of £50k reserve set aside for leisure contract consultancy costs. Cirencester Leisure Centre roof repairs. Any year-end overspend will be funded from underspends on the BMF in other areas.
Bourton - Maintenance	43,000	0	21,500	0	11,437	0	-10,063	0	-10,063	-20,000	
Leisure Management	851,548	-154,782	187,084	-44,701	160,053	-44,031	-27,032	670	-26,361	-500	
Health Policy	26,876	0	18,602	0	18,605	0	3	0	3		
Community Liaison	101,270	0	60,293	0	58,805	0	-1,488	0	-1,488		
Youth Participation	137,689	-44,478	38,766	0	37,172	0	-1,594	0	-1,594		
Health Development	54,036	0	229,023	-434,584	229,928	-434,584	905	-0	905		
Community Welfare Grants	169,016	0	98,793	0	98,799	0	6	0	6		
Community Liaison	488,887	-44,478	445,476	-434,584	443,308	-434,584	-2,167	-0	-2,168	0	
Community Safety (Crime Reduction)	23,754	0	13,250	0	13,889	0	638	0	638		
Community Safety	23,754	0	13,250	0	13,889	0	638	0	638	0	Cotswolds Tourism Partnership entry membership
Tourism Strategy and Promotion	15,280	0	7,640	0	8,144	0	504	0	504		
Partnership Grants	54,000	0	27,000	0	27,000	0	0	0	0		
Cotswold Tourism Partnership	42,222	0	21,111	-78,658	36,032	-93,579	14,921	-14,921	-0		
Tourism Discover England Fund - Project	0	0	1,684	0	1,684	0	-0	0	-0		
Tourism Policy	111,502	0	57,435	-78,658	72,859	-93,579	15,424	-14,921	504	0	
Leisure & Communities	1,567,169	-199,260	748,130	-557,943	736,643	-572,194	-11,487	-14,251	-25,737	-500	

Planning & Strategic Housing										For 01/04/2022 to 30/09/2022									
Cost Centre Description	Original Budget		Budget to Q2		Actual Position		Under / Over Budget		£	£	Comments								
	£		£		£		£		£	Forecast									
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Net Variance	Variance									
Development Control - Applications	993,643	-999,877	494,979	-499,938	474,122	-389,241	-20,857	110,697	89,840	19,103	£68k underachieved on Planning Apps and £22k underachieved on Pre-App advice, It is anticipated nationally that there will be a reduction in Planning Apps and advice due to the current inflationary impact on building materials and labour costs as well as the 'cost of living' crisis. £15.5k underspend in other contractors fees.								
Development Control - Appeals	131,007	0	62,566	0	33,063	0	-29,503	0	-29,503	-50,000	Underspend on appeals costs, budget to be adjusted in 23/24								
Development Control - Enforcement	196,184	0	96,920	0	96,936	0	17	0	17										
Development Advice	349,312	0	172,858	0	172,890	0	32	0	32										
Planning Advice For Land Charges	11,911	0	5,838	0	5,838	0	0	0	0										
Planning - Section 106 Agreements	0	0	72,598	-52,033	72,598	-52,033	-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	907,787	-551,971	857,475	-441,275	-50,312	110,697	60,385	-30,897									
Heritage & Design	239,364	-25,818	128,912	-12,909	125,018	-4,526	-3,894	8,383	4,489										
Heritage & Conservation	239,364	-25,818	128,912	-12,909	125,018	-4,526	-3,894	8,383	4,489	0									
Housing Advice	289,257	0	137,754	0	136,810	0	-945	0	-945										
Housing Strategy	150,675	0	72,849	0	73,249	-151	400	-151	249										
Housing Partnerships	25,750	0	12,666	0	12,666	0	-0	0	-0										
Community Led Housing	0	0	951	0	951	0	-0	0	-0										
Strategic Housing	465,682	0	224,220	0	223,675	-151	-545	-151	-696	0									
Community Infrastructure Levy	10,000	-10,000	69,086	-723,842	103,886	-761,348	34,800	-37,506	-2,706										
Local Development Framework	359,266	-100	169,422	-50	169,374	-228	-48	-178	-226										
Fwd Plan work for Dev Con	17,410	0	12,271	0	12,275	0	5	0	5										
Local Development Framework Reserve	0	0	55,703	0	55,703	0	0	0	0										
Planning - Service Management and Support Services	16,891	-11,510	30,500	-5,755	33,577	-698	3,077	5,057	8,134										
Planning Policy	403,567	-21,610	336,981	-729,647	374,815	-762,274	37,834	-32,627	5,207	0									
Planning & Strategic Housing	2,790,670	-1,047,305	1,597,900	-1,294,527	1,580,984	-1,208,226	-16,916	86,302	69,385	-30,897									

Democratic Services											For 01/04/2022 to 30/09/2022	
Cost Centre Description	Original Budget £		Budget to Q2 £		Actual Position £		Under / Over Budget £		£	£ Forecast Variance	Comments	
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Net Variance			
Committee Services	120,956	0	47,553	0	47,323	0	-230	0	-230			
Corporate Subscriptions	18,980	0	18,980	0	21,726	0	2,746	0	2,746	2,740		
Committee Services	139,936	0	66,533	0	69,049	0	2,516	0	2,516	2,740		
Press & PR/Communications	76,161	0	37,707	0	39,439	0	1,732	0	1,732	2,000		
Postal Services	42,160	0	20,736	0	22,141	0	1,404	0	1,404			
Communications	118,321	0	58,443	0	61,580	0	3,137	0	3,137	2,000		
Registration of Electors	0	0	25,688	0	25,688	0	0	0	0			
District Elections	0	0	0	0	0	0	0	0	0			
Elections Support/Overheads	139,245	-1,880	61,261	-940	61,969	-186	708	755	1,462			
Parliamentary Elections	0	0	0	0	0	-930	0	-930	-930			
Parish Elections	5,000	-2,000	19,919	0	19,919	0	-1	0	-1			
Police & Crime Commissioner Elect	0	0	0	0	0	0	0	0	0			
Elections	144,245	-3,880	106,868	-940	107,576	-1,116	708	-176	532			
Elections	144,245	-3,880	106,868	-940	107,576	-1,116	708	-176	532	0		
Democratic Representation and Management	122,741	0	61,358	0	64,024	0	2,666	0	2,666			
Councillors Allowances	317,235	0	158,618	0	159,226	0	608	0	608			
Servicing Council	4,170	0	2,085	0	4,608	0	2,523	0	2,523	1,400		
Member Support	444,146	0	222,060	0	227,858	0	5,798	0	5,798	1,400		
Printing Services	236,965	-22,025	106,435	-11,013	104,116	-8,469	-2,319	2,543	224			
Print & Design	236,965	-22,025	106,435	-11,013	104,116	-8,469	-2,319	2,543	224	0		
Democratic Services	1,083,613	-25,905	560,339	-11,953	570,178	-9,585	9,838	2,367	12,205	6,140		

Retained and Corporate Services	For 01/04/2022 to 30/09/2022										
	<u>Original Budget</u>		<u>Budget to Q2</u>		<u>Actual Position</u>		<u>Under / Over Budget</u>		<u>£ Net</u>	<u>£ Forecast</u>	
	£		£		£		£		Variance	Variance	
Cost Centre Description	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income			Comments
Interest Payable and Similar Charges	7,485	0	3,743	0	3,994	0	252	0	252		
Interest and Investment Income	13,000	-653,947	6,500	-290,924	6,325	-446,196	-175	-155,272	-155,448	-250,000	Investment income from pooled funds and accrued interest forecast to be £250k higher than budgeted.
Commercial Properties - General	10,630	4,705	5,420	-148	1,009	-43	-4,411	104	-4,307		
Investment Properties	101,629	-734,380	53,755	-501,867	57,069	-476,040	3,314	25,827	29,141	60,644	Investment property income £24k less than budgeted due to void periods at Abberley House. Improvement works/refurbishment at Brewery Court
Discretionary Pension Payments	1,771,916	0	68,292	0	70,537	0	2,245	0	2,245		
Other Land					412		412	0	412		
Corporate I&E	1,904,660	-1,383,622	137,709	-792,938	139,346	-922,278	1,637	-129,341	-127,704	-189,356	
Corporate Finance	144,157	0	72,079	0	132,119	-68,593	60,041	-68,593	-8,553		
External Audit Fees	70,230	0	35,115	0	50,090	0	14,975	0	14,975	20,875	Housing Benefit audit costs £17k higher than estimated in 2021/22.
Bank Charges	61,065	0	30,533	0	43,066	0	12,534	0	12,534	17,567	Bank charges higher than budgeted. Currently under review.
Savings and Growth Items	-96,959	0	-25,000	0	-25,002	0	-2	0	-2		
Publica Group	0	0	1,804,279	-248,922	1,812,043	-248,921	7,764	0	7,764		
Strategic Directors	648,397	0	348,100	0	350,783	0	2,683	0	2,683		
Corporate Management	826,890	0	2,265,105	-248,922	2,363,099	-317,514	97,994	-68,593	29,401	38,442	
Corona Virus	10,899	0	5,450	0	200,965	-194,500	195,516	-194,500	1,015		
High Street re-opening	0	0	0	0	0	-10,940	0	-10,940	-10,940	-10,940	Claimed grant funding for staff and management time in 21/22 not previously accrued.
Contain Outbreak											
Management Fund	0	0	13,676	0	13,676	0	0	0	0		
COMF - Licencing	0	0	37,244	0	37,244	0	0	0	0		
COMF - Visitor Economy	0	0	33,280	0	33,280	0	0	0	0		
COMF - Events	0	0	32,031	0	32,031	0	0	0	0		
Covid	10,899	0	121,681	0	317,196	-205,440	195,516	-205,440	-9,925	-10,940	
Retained and Corporate	2,742,449	-1,383,622	2,524,495	-1,041,859	2,819,641	-1,445,233	295,147	-403,374	-108,227	-161,854	

2022/23 Capital Budgets and Expenditure Q2					
Project	Budget for the year £	Expenditure £	Variance £	Other Committed Expenditure [2022/23] £	Comments
Disabled Facilities Grants [Better Care Fund]	700,000	515,637	184,363	314,210	There are currently 63 live DFG cases, 26 of which have been approved with committed expenditure of £314,210. Approximately 50% of the remaining 37 cases are likely to be completed this financial year. There are several cases which involve extensions, the estimated expenditure is £800,000. It is anticipated that another 60 referrals will be received in the next six months resulting in a further £100k of expenditure this financial year. Forecast expenditure for this year is approx. £1,100,000. Additional funds to cover any overspend will be requested from the retained funds [Better Care Fund] held by Gloucestershire County Council as was the case in 2021/22.
ICT Infrastructure	200,000	20,094	179,906	100,000	Budget committed for replacement laptops, core network switches, server replacements and core wireless upgrades. Underspend of £80,000 expected at year-end.
Replacement of Idox/Uniform Software [ICT]	150,000	0	150,000	0	Project under review. Project will be put back to 2023/24.
Planning document digitisation [ICT]	200,000	0	200,000	0	This project is dependent on the replacement of the Idox system which has been put back to 2023/24.
Crowdfund Cotswold [Spacehive]	51,000	8,300	42,700	31,600	Six projects were supported in the spring/summer round of this year, of which five were capital. A further four projects are live on Crowdfund Cotswold as part of the autumn/winter round, of which two are capital.
Replace pay and display machines	125,000	0	125,000	25,500	£25,500 to be spent for improvements to Pay and Display machines by upgrading machines to 4G software and hardware to enable cashless parking. Unspent budget will be carried forward to future years.
Recycling and waste vehicles	490,000	14,118	475,882	475,882	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 in 2023/24.

2022/23 Capital Budgets and Expenditure Q2

Project	Budget for the year £	Expenditure £	Variance £	Other Committed Expenditure [2022/23] £	Comments
Car Park Improvements [Rissington Road]	407,000	0	407,000	407,000	Contractor appointed and works due to start 31 st October once main tourist season ends. Expenditure likely at the end of Q3 or start of Q4. A report went to Cabinet in September to request further funding of £70k, which was approved. This additional budget requirement is due to the outcome of the contract tender process and increase in contractor costs of labour and materials. The full budget requirement is now £407k.
Waste Receptacles	55,000	0	55,000	0	This is a rolling fund for the purchase of Waste Receptacles due to growth in properties or replacements. It is anticipated that the budget will be spent in full by the end of this financial year.
Electric vehicle charging points [EVCPs]	600,000	0	600,000	90,000	Charging points have been installed at Beeches Road Car Park, Cirencester and Old Market Way Car Park, Moreton in Marsh. Further EVCPs are to be installed at Rissington Road, Bourton on the Water and Trinity Road Council offices with a commitment of £90k. Expenditure is anticipated in Q4 or may slip into Q.1 2023/24.
Replacement Leisure Equipment	380,000	0	380,000	380,000	The project was approved by Council on 25th May 2022. The Council's leisure contractors, Sports and Leisure Management [SLM], have now taken delivery of the new equipment and the recharge from SLM is expected in Q3.
Investment in Cirencester Leisure Centre	1,200,000	0	1,200,000	0	The Capital budget allocation is being included in the procurement for the new leisure contractor. Projects will be delivered in 2023/24 when a new contractor is secured.
Cirencester Leisure Centre Pool Hall Works	110,000	0	110,000	0	Column encasing works are due to be tendered in Q3 and therefore works should be undertaken in Q4 with expenditure likely in early 2023/24. The remaining part of the pool hall works are to be deferred until the end of operator's contract.
Litter Bin replacement programme	10,000	0	10,000	0	This project will commence in 2023/24.
Packers Leaze Depot – Flood Prevention Works	123,000	4,361	118,639	118,639	Works are complete, awaiting final invoices. Remaining expenditure expected to go through in Q.3.
Bromford Joint Venture Partnership – Carbon Zero Affordable Homes.	200,000	0	200,000	105,000	Urgent decision in July to allocate funding of £105k to underwrite costs for planning application preparation. A further report is being prepared for November Cabinet to agree collaboration agreement and land transfer. Expenditure likely in Q4.
Trinity Road – Carbon Efficiency Works	370,000	0	370,000	0	Specification being prepared, expenditure likely in Q4 or may slip back to Q1 2023/24.

2022/23 Capital Budgets and Expenditure Q2

Project	Budget for the year £	Expenditure £	Variance £	Other Committed Expenditure [2022/23] £	Comments
Dyer Street Property – Roof Works	146,000	0	146,000	146,000	Works now commissioned and will be carried out imminently. Expenditure anticipated in Q3.
Car Park Enforcement – Vehicle Purchase	45,000	0	45,000	0	Purchase on hold. It was intended to purchase an electric vehicle for use by the parking enforcement officers based at Trinity Road Offices. A vehicle is currently being leased and the purchase of an electric vehicle, this has been put on hold until EVCPs are installed within the parking facilities at Trinity Road.
Rural Broadband	500,000	0	500,000	0	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. Officers have been in discussion with the County Council and Fastershire over an extended period of time. Recently the County Council advised Officers that it was not able to make use of the District Council's allocation and it has therefore been removed from the Capital Programme and the funding allocation returned to the central Capital Receipts Reserve.
Tetbury Homeless Property [Cabinet May 2022]	1,442,000	1,144,000	298,000	298,000	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.

2022/23 Capital Budgets and Expenditure Q2

Project	Budget for the year £	Expenditure £	Variance £	Other Committed Expenditure [2022/23] £	Comments
Trinity Road Agile Working [Council March 2022]	975,000	23,618	951,382	951,382	<p>£975k commitment for the implementation of the Council's Agile working policy and Trinity Road roof repairs.</p> <p>Changes required to offices to accommodate existing staff and new tenants. Works will commence in second half of 2022/23 and will be carried forward to 2023/24 as required.</p> <p>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 allocation of budget to fund the repairs and improvements.</p>
Recovery Investment Strategy (unallocated balance)	32,364,000	0	32,364,000	0	<p>A decision was taken in November that Cabinet recommend to Council to rescind the Recovery Investment Strategy. There may still be opportunities that arise from time-to-time but these 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.</p> <p>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.</p> <p>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 will be included as a separate item in the 2023/24 capital programme approved by Council in February 2022.</p>

2022/23 Capital Budgets and Expenditure Q2

Project	Budget for the year £	Expenditure £	Variance £	Other Committed Expenditure [2022/23] £	Comments
Changing Places Toilets	162,500	0	162,500	162,500	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. It is anticipated that all four facilities will be delivered in the current financial year and will help transform the perception of the Cotswolds as an accessible destination. Cotswold Farm Park is the most advanced, with installation anticipated over the next few months, with the others to follow shortly afterwards
	£41,005,500	£1,730,128	£39,275,372	£3,605,713	

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Employment Policies Task and Finish Group

DRAFT Terms of Reference

This terms of reference document is designed to assist councillors and officers in establishing the focus of a task and finish review established by the Council's Overview and Scrutiny Committee. Specifically, the terms of reference emphasise the need for task and finish groups to have a clear purpose, rationale and focus for their work, and to make the best use of the resources available within a given time frame. This document will act as a reference guide throughout the task and finish review process to ensure the review does not deviate from its intended purpose.

Chair	Councillor David Cunningham
Membership	<p><i>Two additional members to be appointed by the Overview and Scrutiny Committee on 22 November 2022.</i></p> <p><i>Membership is recommended to comprise a member from each of the political groups plus one non-aligned member.</i></p>
Officer support	<p>Democratic Services will organise meetings, produce agendas, take notes of meetings and contribute to the drafting of any report to Cabinet or Council (if required).</p> <p>The Assistant Director for Organisational Effectiveness and the Chief Executive and/or Director of Governance and Development will be the principal advisors to the Task and Finish Group.</p>
Background and rationale for the review	The Overview and Scrutiny Committee on 4 October 2022 agreed to establish a task and finish group to oversee a review of the Council's HR policies. It had been identified that some employment policies had not been reviewed for a number of years and may not have always been consistently applied.
Purpose of the review	<p>The purpose of the review is to:</p> <ol style="list-style-type: none"> 1. Oversee the process and timeline for reviewing the Council's employment policies. 2. Oversee the implementation of new/revised employment policies, including the plan for training managers. 3. Consider what future updates the Overview and Scrutiny should receive on the updating of Council policies, following the conclusion of this review.
Indicators of success	<ul style="list-style-type: none"> • Member oversight of the plan for reviewing and updating employment policies. • Assurance that good progress is being made on delivering that plan. • Production of a report to the Overview and Scrutiny Committee at the conclusion of the review.

	<ul style="list-style-type: none"> Findings/recommendations relating to the practice of reviewing, updating and implementing employment policies.
Out of scope	<p>Individual employment matters. Policies other than employment policies.</p>
Method / approach	<p>The Task and Finish Group will receive updates from officers and provide scrutiny and member oversight of the plans for reviewing, updating and implementing the Council's employment policies. Updates from officers may be provided at meetings or by email.</p> <p>This review should not require input from officers or external guests, other than the principal advisors referred to in the "officer support" section.</p> <p>Meetings will be held in private to enable open and frank discussions on matters that are internal to the Council.</p>
Timeline and frequency of meetings	<p>28 October – initial meeting of the Chair and officers to discuss the review. Mid-December TBC – Scrutiny of timetable for reviewing employment policies.</p> <p>Further meetings TBC.</p> <p>21 March 2023 – Report to Overview and Scrutiny Committee.</p>

HEALTH OVERVIEW & SCRUTINY COMMITTEE

Minutes of the meeting of the Health Overview & Scrutiny Committee held on Tuesday 12 July 2022 at 10.00 am at Shire Hall, Gloucester.

Present	Cllr Andrew Gravells MBE (Chair)	Cllr Alan Preest
	Cllr David Brown	Cllr Stephen Hirst
	Cllr Linda Cohen	Cllr Stephen Andrews
	Cllr David Drew (Vice-Chair)	Cllr Adrian Bamford
	Cllr Stephan Fifield	Cllr Collette Finnegan
	Cllr Tim Harman	Cllr Helen Fenton
	Cllr Paul Hodgkinson	Cllr Jill Smith

1. APOLOGIES

Apologies were noted from Cllr Helen Molyneux (representing Forest of Dean District Council). Apologies were also noted from Mary Hutton and Paul Roberts from NHS Gloucestershire.

Chair, Cllr Andrew Gravells, welcomed Cllrs Paul Hodgkinson, Tim Harman and Collette Finnegan as new and returning members to the committee.

2. DECLARATIONS OF INTEREST

No declarations of interest were made at the meeting.

3. MINUTES

The minutes of the meeting held on 17 May 2022 were confirmed and agreed as a correct record of that meeting.

4. PUBLIC QUESTIONS

No public questions were considered at the meeting.

5. INTRODUCTION TO THE INTEGRATED CARE SYSTEM FOR GLOUCESTERSHIRE

The committee received an update on the formation of the One Gloucestershire Integrated Care System (ICS).

Following the passing of the Health and Care Act 2022, significant changes to the structure and governance of local NHS bodies, including changes to the way local health bodies work with Local Government, were introduced. In accordance with the changes, the Gloucestershire Integrated Care System was established, receiving statutory status on 1 July 2022.

Prior to this, a significant amount of work had been involved in the development the NHS Gloucestershire Integrated Care Board, (to be known as NHS

Gloucestershire). The Gloucestershire Integrated Care Board, (ICB), received formal status on 1 July 2022, replacing the NHS Gloucestershire Clinical Commissioning Group. NHS Gloucestershire will be responsible for overseeing the day-to-day running of local NHS health and care services, including the commissioning of services. Represented by Executive and Non-Executive Directors, as well as partner members from local NHS organisations, (NHS Trusts and Primary Care), local authorities and Gloucestershire County Council, the Board, (NHS Gloucestershire), will be responsible for deciding how NHS money is invested.

The NHS Integrated Care Board will work closely with the Gloucestershire Integrated Care Partnership, (to be known as the One Gloucestershire Health and Wellbeing Partnership), bringing together health, social care, public health and other voluntary and community sector partners. The ICP will be aligned with Gloucestershire's existing Health and Wellbeing Board, with a shared chair and members in common. Appointment to the Partnership and work on producing an Gloucestershire Health and Wellbeing Strategy was underway.

Statutory guidance issued by the Department of Health and Social Care in July 2022 on the scrutiny arrangements for the Integrated Care Partnership can be found at the link below:

[Health overview and scrutiny committee principles - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/health-overview-and-scrutiny-committee-principles).

Scrutiny of Integrated Care Partnerships falls under Health Scrutiny, and therefore within the remit of the Gloucestershire Health Overview and Scrutiny Committee. Guidance states: "It is important to note ICPs, as a joint committee between the ICB and partner local authorities, as well as other members agreed by the ICP locally, will be within the scope of HOSCs".

Responding to questions, it was confirmed that regular reports from the NHS Gloucestershire ICB would be presented to the committee, in the form of a One Gloucestershire NHS Integrated Care System (ICS) Performance Report and a One Gloucestershire NHS Integrated Care Board (ICB) Update Report.

Enquiring into the impact of the changes on staff morale, it was explained that Gloucestershire was in a unique position in that it had benefited from having a successful Integrated Care System in place for several years, which had paved the way for a co-operative and collaborative relationship between the Council and its NHS partners. The new formalised methods of working were not that new to the County and, as a result, not anticipated to have a such a significant impact on staff.

A full programme of communications and engagement had commenced in July and would continue throughout the rest of the year, pending approval of the Gloucestershire Integrated Care Strategy.

The role of the NHS Patient Participation Groups would continue, with encouragement for people with a specific interest in the work of the groups to become involved. Noting that it was becoming increasingly difficult to encourage

people to engage, it was suggested that it might be an idea to set up a dedicated reference group from which to evaluate ideas and proposals.

Draft Terms of Reference, setting out the membership, remit, responsibilities, and reporting arrangements of the Partnership would be presented to the County Councils' Constitution Group on 10 October 2022. The recommendations agreed at this meeting would be subject to approval by Gloucestershire Full Council at its meeting on 9 November 2022.

Any changes to the Terms of Reference would need the joint approval of the ICB and Gloucestershire County Council. If adopted, the Terms of Reference would be subject to annual review by the Partnership, and any resulting recommendations brought to the Constitution Committee and to County Council for consideration and approval.

The Heath Overview and Scrutiny Committee to be advised of any changes, and, going forward, responsible for the review and scrutiny of matters relating to the planning, provision and delivery of health services in Gloucestershire.

The update was noted.

6. INTRODUCTION TO LOCAL SCREENING AND IMMUNISATION SERVICES

Dr Matthew Dominey, (Consultant in Public Health: Screening and Immunisation Lead for NHS England and Improvement), gave a detailed update on the progress of screening and immunisation services in Gloucestershire.

To view the presentation please open the link [here](#)

It was reported that the COVID-19 pandemic had had a significant impact on all aspects of screening. Antenatal and new-born screening had continued throughout the pandemic due to the time critical requirement for screening to take place during pregnancy. Cervical screening had paused for a 12 week period at the start of the pandemic. All other screening programmes had ceased at varying points throughout 2020, resulting in backlogs of patient screening.

During the past 2 years, a significant amount of work had been undertaken to prioritise overdue appointments and ensure all programmes were in a position to recover as quickly as possible.

The current position (at the time of the meeting) was as follows:-

- a) All antenatal screening programmes were fully recovered.
- b) The bowel screening programme had recovered and would be extended to ensure people aged 50-59 were eligible for screening. People aged 56 had been invited in 2021/22 and people aged 58 would be invited in 2022/23.
- c) There remained a backlog of women awaiting a breast screening invitation. Significant funding has since been invested to increase capacity and support

recovery with the Gloucestershire programme. The programme was anticipated to recover by the end of July.

- d) Invitations for cervical screening had been delayed for a short period of time but the programme had soon recovered. It was noted that challenges existed in secondary care due to staffing capacity.
- e) The diabetic eye and abdominal aortic aneurysm screening programme had recovered to the extent that everyone eligible for screening had now been invited. There continued to be challenges for both programmes in secondary care. Urgent referrals continued to be prioritised.

The committee welcomed the report that all screening programmes, with the exception of breast screening, (anticipated to recover in July), had now fully recovered.

It was explained that the current position was not without its challenges but that Gloucestershire was in a better than average position nationally. The focus now was on reaching some of the more deprived areas in the county. Ongoing work with GP's and ensuring effective communications was a priority.

The update was noted.

7. NHS DENTISTRY

Steve Sylvester, (Director of Primary Care and Specialised Commissioning), Jo Lawton and Mel Smoker from NHS England gave an update on the provision of NHS Dental Services in Gloucestershire.

It was confirmed that NHS England and NHS Improvement was responsible for the commissioning of dental services across England, having taken over the responsibility from primary care trusts following the reorganisation of the NHS in 2013. NHS England's South West regional offices currently manage its contracts locally, with dental services in Gloucestershire provided in three settings: -

1. Primary care – incorporating orthodontics
2. Secondary care
3. Community services – incorporating special care

Dental practices are managed as independent businesses, operating under contracts with NHS England and NHS Improvement. Many also offer private dentistry. All contract holders employ their own staff and provide their own premises, with some premise costs reimbursed as part of the respective contracts. Dental contracts are commissioned in units of dental activity.

In noting the report, several members expressed their dismay at the seriousness of the situation and admitted that they had not been fully aware of the extent of the issues affecting the county and of the nationwide position.

To view the full report, please open the link [here](#)

Responding to questions, it was agreed to take away the requests and provide a response after the meeting. The following information was clarified by the Director of Public Health: -

The committee asked for more information on oral health, in particular with regard to early years and schools. This update was presented at the Adults Social Care and Communities Scrutiny Committee meeting on 5 July 2022: -

Gloucestershire County Council (GCC) is statutorily responsible for improving the oral health of its local population. Local authorities are expected to do this by providing or commissioning appropriate oral health promotion programmes to meet local need, and by providing or commissioning oral health surveys.

The development of an oral healthcare training package for care home staff is a key priority area within the oral health portfolio. The development of a training offer was originally discussed prior to the COVID-19 pandemic, but capacity in the adult social care system has changed significantly in this time. Individuals from Gloucestershire County Council's Prevention, Communities & Wellbeing (PWC) Hub, Adults Integrated Commissioning, the Clinical Commissioning Group (CCG), Community Dental Service, Gloucestershire Hospitals NHS Foundation Trust and Gloucestershire Health and Care NHS Foundation Trust have therefore come together to develop a county-wide approach to oral healthcare training. This will involve a blended offer of both virtual and face-to-face training, alongside the development of resources that staff can refer to whenever required. The approach will be piloted in approximately 10 care homes across Gloucestershire, including both nursing and residential units, with a wider rollout informed by an evaluation of the pilot.

Responding to questions of supervised tooth-brushing, it has been clarified that NHS England is proposing the rollout of a supervised tooth-brushing programme across all local authorities in the South West. At the time of the meeting, the scheme had not yet been formally agreed, but the proposal was to introduce a targeted programme, aimed at 3-year-old and reception class children in the most deprived areas of Gloucestershire. It was hoped that the programme would be funded for seven years, (five years plus a 2 year extension). Pending further details from NHS England, local public health teams were anticipated to be involved in the procurement process.

Responding to questions on tooth-brushing packs for distribution by health visitors, it was confirmed that the GCC Prevention, Wellbeing and Communities Hub had recently procured 2,750 tooth-brushing packs for Gloucestershire's Health Visiting Service. The packs would be distributed to targeted children aged between nine months and one year during their routine developmental review and provided along with dental advice.

Members are advised that health visitors across Gloucestershire are able to provide advice and support around oral health as part of the healthy child programme. They provide oral health advice, encourage dental attendance and signpost to dental services where required, including identifying families that may need additional

support, (for example, the siblings of children who require a dental extraction due to tooth decay). Gloucestershire County Council's Prevention, Wellbeing and Communities Hub also commission Gloucestershire Healthy Learning and Living, (Gloucestershire's Healthy Schools Programme), to work with schools to develop their health and wellbeing programmes. This includes oral health, alongside healthy eating.

In response to information on the South West Dental Reform Programme established in 2020, and the work involved in progressing the Dental Reform Strategy, (bringing together key stakeholders with responsibility for oral health in the region as well as public and patient voice partners), members requested a further update to the committee later in the year. This was thought to be particularly relevant to the impending decision to delegate dental commissioning to the NHS Gloucestershire Integrated Care Board from April 2023.

It was agreed that a joint update to the committee, (provided by NHS England and the NHS Gloucestershire ICB), be presented at the December committee meeting, supplemented by periodical progress reports at future meetings.

The report was noted.

8. SOUTH WEST AMBULANCE SERVICE FOUNDATION TRUST

Will Warrender, (Chief Executive), Steph Bonser, (County Commander) and Jessica Cunningham, (Executive Director of Operations), gave a detailed update on the work of the South West Ambulance Service Foundation Trust (SWASFT).

The report was taken as read at the meeting. To view the full report, please open the link [here](#). Members were advised of a number of questions submitted by Cllr Stephen Andrews prior to the meeting. The questions were noted.

Following an in-depth discussion, members supported a proposal put forward by the Chair of the Committee, Cllr Andrew Gravells, to undertake a review of issues impacting on urgent and emergency care services in Gloucestershire.

On considering the proposal, members agreed that a workshop be arranged in early September to consider the issues raised at this meeting and in response to recent inspection reports relating to the outcomes of a Local Government Association (LGA) and NHS England Peer Review and a recently commissioned piece of work undertaken in partnership with Newton Europe to improve the experiences and care outcomes of the people of Gloucestershire.

It was reported that Newton Europe would commence its work in mid-July, with the aim of developing an integrated approach to the delivery of urgent and emergency care services in Gloucestershire and improving system flow, based on the needs of the person and carer. The work would encompass the physical health, mental health and social care needs of a person having undergone an urgent or emergency care experience.

The workshop to have the following objectives: -

1. To provide a briefing on the output from the recent LGA/NHSE peer review (urgent and emergency care) conducted in June and the next steps planned;
2. To enable HOSC members and the members of the Adult Social Care and Communities Scrutiny Committee to participate in a discussion with representatives from Newton Europe regarding their work. The discussion to provide an opportunity for members to input into this work directly;
3. Based on the information shared at the workshop, to set the scope on what members might wish to scrutinise at a joint scrutiny session in November.

It was later proposed that a joint scrutiny meeting, involving HOSC and Adult Social Care Scrutiny Committee members be held on 15 November 2022. The meeting would be a single item meeting to allow for a more detailed discussion and robust scrutiny of the issues raised at the workshop.

Invitations to attend the session in November to be sent to the following additional organisations: Primary Care, SWAST, NHS 111 and the Police and Crime Commissioner.

It was anticipated that Newton Europe would complete its work by mid-October and would be in a position to share its initial findings. This, coupled with the action plan from the LGA/NHSE's Peer Review, would provide insight into the challenges facing urgent and emergency care and make proposals on how to address key issues. It was requested that officers provide written reports in advance of the meeting in November to cover the objectives agreed at the workshop in September and to respond to any additional questions raised.

The committee supported the proposals put forward at the meeting and a workshop event was held on 12 September 2022. The action notes from the workshop are attached for information.

9. NHS GLOUCESTERSHIRE CLINICAL COMMISSIONING GROUP PERFORMANCE REPORT

The committee received an update on the performance of the Gloucestershire Clinical Commissioning Group (GCCG) in relation to NHS constitutional and other agreed standards. It was noted that the report at this meeting covered the last period of operation of the GCCG and would be replaced at future meetings with a performance report provided by the NHS Gloucestershire Integrated Care Board.

Included in the update was an update on the Covid-19 & Influenza Autumn Vaccination Programmes

It was reported that the Joint Committee on Vaccination and Immunisation had recommended that the Autumn booster programme offer a further dose of Covid-19 vaccine to: -

- All adults aged 50 years and over
- All those aged 5 to 49 years in a clinical risk group, including pregnant women
- All those aged 5 to 49 years who are household contacts of people with immunosuppression
- All those aged 16 to 49 years who are carers
- All residents in a care home for older adults and staff working in care homes for older adults
- Frontline health and social care workers

The focus was likely to be on Health and Social Care Patients; Care Home Residents and people aged over 75.

In addition, all those over 50 will also be eligible for flu vaccination this year. The flu vaccine for over 50 year olds would be available later in the year, (likely to be November), as there were concerns about stock levels due to the lower uptake last year and therefore possibly less ordering (lower stock availability) by both practices and at national levels.

To view the full report, please refer to the link [here](#).

The report was noted.

10. ONE GLOUCESTERSHIRE INTEGRATED CARE SYSTEM (ICS) REPORT

The committee received an update from the One Gloucestershire Integrated Care System (ICS) Partnership, (the ICP received formal recognition on 1 July 2022).

It was explained that the report at this meeting covered the period from the meeting in May up to 30 June 2022. The current reporting process would be replaced at future meetings with a single report prepared by the NHS Gloucestershire Integrated Care Board.

To view the full report, please refer to the link [here](#).

The report was noted.

11. NHS GCCG CLINICAL CHAIR AND ACCOUNTABLE OFFICERS REPORT

The committee noted the NHS Gloucestershire Clinical Commissioning Group (GCCG) Clinical Chair and Accountable Officer's Information Report.

It was explained that the report covered the last period of operation of the GCCG and would be replaced at future meetings with a single report prepared by the NHS Gloucestershire Integrated Care Board.

To view the full report, please refer to the link [here](#).

12. WORK PLAN

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

The dates of future meetings were noted.

The following suggestions were made at the meeting as items for scrutiny at future meetings: -

1. Dietary healthcare - access to services
2. Dentistry Update
3. Familiarisation visits to SWAST
4. Information on the NHS 111 service

CHAIRPERSON

Meeting concluded at 1.00pm

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HOSC/ASCC Scrutiny Workshop

12 September 2022

Summary Action Notes

1. Welcome

Members welcomed Stuart Appleby, Sam Newton and Joseph Greasley from Newton Europe to the workshop.

2. LGA Peer Review Process

Professor Sarah Scott advised members of the process that had been undertaken during the LGA Peer Review in June 2022. Members were reminded that the aim of the peer review was to act as a critical friend and not as an inspection. There had been no member or political involvement during the peer review and member involvement would be via the scrutiny committee function.

It was explained that the peer review had involved 7 focus groups/60 members of staff had been interviewed/involved in surveys.

Members were advised that an action plan/recommendations relating to the review of urgent and emergency care had been produced and were being progressed by the former CCG/NHS ICB. Ellen Rule (NHS Integrated Care System) explained that the action plan would be tailored to the various frameworks and shared as required.

In response to a question, members were advised that the peer review had looked at collective working approaches around pathways of care and the configuration of services in terms of Gloucestershire Royal and Cheltenham General Hospitals.

Professor Sarah Scott informed both committees that it was timely to host a workshop at the beginning of the review process as it would give members an opportunity to consider examples of efficiency learning and to share their views/make suggestions prior to the joint scrutiny meeting on 15 November 2022. Members noted the time framework for the review work going forward.

Members questioned if the relevant parts of the service were joined up and if patient records were duly considered. There was some concern about the levels of care provided, in terms of a patient feeling unwell/the first point of contact with GP or Ambulance Service, to the patient leaving hospital.

It was noted that the professionals who had taken part in the peer review had considerable experience in emergency and urgent care and that the review would bring together the views of a wide range of staff. Officers explained that the interview/survey process had given them a clear idea of what was actually happening on the ground in terms of thoughts and culture.

Members were reminded that there were many types of social care and that the ultimate goal was to support patients to living healthier lives within their own communities. It was agreed that the peer review would be a good foundation to build

from and to develop thoughts and ideas. However, negative outcomes and statements should not be lost sight of during the process.

The Chairman referred to the time and effort that had gone into this piece of work and thanked officers, including NHS and Newton colleagues, for their hard work in bringing everyone together at the workshop. Cllr Gravells requested that the outcomes of the workshop be shared with those members unable to attend today's session.

3. Newton Presentation

Members received a detailed presentation from Stuart Appleby, Sam Newton and Joseph Greasley from the Newton Europe Consultancy Organisation. Members noted the work of the team in supporting health work redesign and ways of working and delivering better outcomes for staff.

Newton explained that it would be looking closely at NHS Gloucestershire/GCC partner organisations methods of working and would be undertaking a range of exercises to compile information in order to achieve better outcomes. Members attention was drawn to slide 2 of the power-point presentation, which detailed the Newton preferred 'person focussed' principle model of working.

The consultants explained that they intended to use a wide ranging breadth, depth of skill and knowledge in order to better understand engagement opportunities. They welcomed the opportunity to look at the support offered to a person who has been hospitalised.

In their view, it was necessary to look at the patient's journey in order to build an understanding in a timely manner of the treatment and care available. Case reviews would provide a core learning experience and review the support available in the community. Newton recognised the need and ability to positively affect a person's care pathway, while galvanising staff to do something different.

Noting some of the opportunities available to staff to achieve better outcomes from doing the best job possible, there was also acknowledgement of the need to align services/care and to provide a positive impact/boost morale for frontline workers.

Members suggested that the focus of the work needed to be on acute care, focussing on care provided from the front door/diagnostic stages of the treatment through to the back door/discharge from hospital. It was also important to take into account/consider other aspects of work involved in the chain of care.

Members questioned if alleged failures/weaknesses in the work of GP's would contribute to the review, and asked if examples of acute cases, whereby infections had not been detected at an early stage, (resulting in hospital admissions), would be included in the case studies. This was felt to be particularly relevant in cases whereby the Ambulance Service had received instruction from the GP for patients to be transported to hospital when perhaps primary care treatment might have been more appropriate.

Ellen Rule, (NHS Integrated Care System) explained that the focus of the review intended to consider 100 cases, detailing the patient's journey from emergency/acute care to the point of discharge. The review process would also consider whether there were any alternative options to the care provided. Officer's recognised the need for forward thinking in order to build a sustainable service for the future. Responding to a member question, it was explained that GP and hospital colleagues would also be engaged with case reviews.

It was also explained that the scope of the study would be to reflect on an initial briefing paper and presentation previously circulated to members. Officers reiterated that the review had been commissioned to gain an understanding of the whole service. The Chair advised members that the workshop was the beginning of the improvement process and not the end. Members were urged to come forward with key points/proposals from which to scope/contribute to the work at the joint scrutiny meeting on 15 November 2022.

Members suggested that the review be outward looking and include contributions from SWAST and the NHS 111 service. Some members asked who retained/collated patient data, especially from the point of when a person required/received treatment in an ambulance, including details of the information exchange process involved. It was explained that a data pack would be considered and that the data collection exercise would form part of the journey in an effort to join up information and services. Members were informed that the NHS was undertaking innovative work and had been nominated for a prize. The performance dashboard for patients receiving treatment aimed to support the care and discharge process, which allowed for a collective approach in terms of the patient pathway. Officers explained that significant progress had been made but that there was still a significant way to go.

Members noted that Newton Consultancy had national experience but would retain an external perspective, while continuing to look for examples of best practice as part of the learning journey. Newton advised members that it's work would take at least two years as part of an extensive transition programme. It was noted that there would be no quick fixes in what was a very complex area of work.

Newton intended to compile data sets and study data flows, and were keen to share experience without making assumptions. Members recognised there were hot spots around emergency care. During the discussion, it was suggested that it might be beneficial for a small group of members, (four or five) to visit the NHS 111 service call centre and SWAST Headquarters.

Responding to a question, it was suggested that in terms of the data angle, Newton would share their views and perspectives and would attempt to accelerate data that could impact the patient's pathway. The consultants explained that not all data was available in digital format and written notes would need to be considered.

Members expressed concern that, whilst the level of care and information provided at the start of the patient journey appeared to be acceptable, this was less so at the hospital discharge stage. Members supported the view that individual cases would need to be reviewed, in order to gain a wider understanding of the position. An

example of this was noted in relation to the number of patients detained in hospital on IV antibiotics and perhaps hadn't needed to be. It was suggested that some of the patients could have been treated with oral medication and able to have been discharged earlier. Emphasis was placed on patient files being reviewed and acted on accordingly.

One member referred to the cost of living/heating crisis that might materialise over the winter and expressed concern about the impact inferior living conditions/accommodation might have on people's health. Officers recognised there was a wider social responsibility across the partnership, and agreed this could be a key factor in the discharge process. This and other issues influenced by the cost of living crisis would need to be duly considered. Professor Scott explained that GCC had been working in association with the District Authorities and the Commissioned Home to Hospital Service and that this was an ongoing area of work, given the broader issues. Members were encouraged to raise any housing issues identified within their divisions with the District Council.

The issue of governance was raised during the discussion. It was agreed it would be a question of collectively holding the service to account rather than focussing on individual roles and functions. Newton said that it aimed to focus its work on delivering a better health and social care system to enable the transformation work to progress. HOSC's focus would be to bring together health and care and to scrutinise the work being undertaken in transforming the system. It was noted that the Integrated care board work would also be accountable.

4. Member Discussion

During the discussion the following points were noted:

- a) It was suggested consideration should be given to the term 'front door services' as A&E was not always the first point of contact. In many cases, it was quite often the ambulance service that acted as the critical emergency care resource.
- b) Members noted that case study review data would be considered as part of the review process. The aim of this approach would be to conduct a comprehensive review of a wide range of services, for which the mandate/terms of reference had already been shared with members.
- c) It was agreed it would be useful to look at GP/Primary Care Services in order to create an informed understanding of the issues impacting on the care system. One member questioned whether paramedics based at GP surgeries were being used for triage work rather than conducting their own assessments, and if this was an effective use of resources. Officers explained that paramedics had taken on an additional role in terms of 'see and treat' and 'hear and treat'.
- d) Members reiterated the request for a small delegation of the committee to visit SWAST Headquarters & the NHS 111 Call Centre in order to understand what

is happening on the ground. In addition, it was suggested other members might like to arrange a visit to other sources of provision, and that their findings be collated and shared with the committee.

- e) The general consensus of members welcomed the commissioning of Newton and looked forward to the outcomes and findings of the review.
- f) Some members expressed concern that the A&E department appeared to be seen as a 'go to service', and reinforced the need to re-educate the public perception of what services A&E provided. Ellen Rule, (NHS ICS), advised that a communication programme had been developed to highlight the fact that people should only use A&E only when they really needed to. Work would continue on the communications campaign, (as part of the NHS winter plan), including efforts to make it more concise and user friendly.
- g) Cllr Gravells asked officers to highlight examples of best practice/awards/stories, as part of the review. Ellen Rule, (NHS ICS), informed members that Gloucestershire had been successful in a nationwide GP satisfaction survey and how this had been a positive step in boosting the morale of primary care colleagues.
- h) Members reflected on the negative stories reported in the press and suggested more positive elements of the service needed to be promoted.
- i) Commenting on the difficulties experienced by some patients in getting a GP appointment, including the number of people, when unable to get a GP appointment, who opted to visit A&E, members requested an update report on the numbers. Ellen Rule, (NHS ICS), advised that 'see & treat' and 'hear and treat' appointments were available via minor injuries units.
- j) Members were asked to submit questions in advance of the joint HOSC/ASCC meeting on 15 November 2022. At the meeting, members would receive an update and presentation on key outcomes from the review. In the meantime, Newton would continue its intensive data gathering from a wide range of services until the end of October 2022.

Closed 14:25pm

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COTSWOLD DISTRICT COUNCIL OVERVIEW AND SCRUTINY WORK PLAN CIVIC YEAR

2022-23

Chair: Cllr Stephen Andrews

Vice-Chair Cllr Gary Selwyn

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

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

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

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

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

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

- Accountability – an environment where responsibility for services and decisions is clear and where those holding responsibility can and are answerable for success and failure;
- Transparency – the publication, proactively, of information relating to services and decisions to allow local people, and others, to hold policymakers and decision-makers to account; and,
- Involvement – rules, principles and processes whereby a wide range of stakeholders (including elected representatives) can play active roles in holding to account, and influencing and directing the development of policy.

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

Meeting Date	Topic	Objectives for Scrutiny	Relevant Cabinet Member	Lead Officer	Method
21 st June 2022	Waterpark Strategy		Juliet Layton, Cabinet Member for Development Management and Licensing	Philippa Lowe	Overview and Scrutiny Committee
	Performance Task and Finish Group update			Stuart Rawlinson	Overview and Scrutiny Committee
	Q4 2021-22 Performance Report			Rob Weaver	Overview and Scrutiny Committee
	Quarterly Digest			-	Overview and Scrutiny Committee
	Work Plan/Executive Forward Plan			-	Overview and Scrutiny Committee

20th September 2022					
	Q1 2022/23 Performance Report	- Noting the updates within the Q1 Report.		Mary-Ann Forest/Rob Weaver	Overview and Scrutiny Committee

Meeting Date	Topic	Objectives for Scrutiny	Relevant Cabinet Member	Lead Officer	Method
	Crime and Disorder Committee – Community Safety Partnership report	<ul style="list-style-type: none"> - Reviewing the Community Safety Partnership and the plans for the year ahead. 	Jenny Forde, Cabinet Member for Health and Wellbeing	Jacqui Wright	
	Planning and Development	<ul style="list-style-type: none"> - Reviewing the performance of the development area. - Oversight of strategic development. - Reviewing the service performance of the Planning team and progress up to present. 	Juliet Layton, Cabinet Member for Development Management and Licensing	Phil Shaw	Presentation
	Leisure and Culture Options Update (outcome of Full Council 25.05.2022)	<ul style="list-style-type: none"> - Noting the update on contract process since 25th May 2022 	Jenny Forde, Cabinet Member for Health and Wellbeing	Scott Williams	Short Written report
	Recovery Investment Strategy	<ul style="list-style-type: none"> - Scrutiny of risks, management and timing of delivery of the strategy in a report. - Governance of the strategy and consultation with the Capital Programme Investment Board. - Looking at information from the board around achievability of investments. 	Tony Dale, Cabinet Member for Economy and Council Transformation	Jo Moore	Report and documents from Capital Programme Investment board.
	CDC questions for the Flood Forum on 21 st October	<ul style="list-style-type: none"> - Providing information and notification of the flood forum in advance of the meeting on 21st October. 		Lawrence King	Overview and Scrutiny Committee
	Quarterly Digest	<ul style="list-style-type: none"> - Reviewing outcome of meetings at a county level 		-	Overview and Scrutiny Committee
	Work Plan/Executive Forward Plan	<ul style="list-style-type: none"> - Reviewing the forthcoming business in the Work Plan and the Executive Forward Plan. 		-	Overview and Scrutiny Committee

Meeting Date	Topic	Objectives for Scrutiny	Relevant Cabinet Member	Lead Officer	Method
18 th October 2022					
	Performance Task and Finish Group	- To note the update from the task and finish group		Stuart Rawlinson	Overview and Scrutiny Committee
	Local Plan Update		Rachel Coxcoon, Cabinet Member for Climate Change and Forward Planning	James Brain	Overview and Scrutiny Committee
	Car parking		Tony Dale – Cabinet Member for the Economy and Council Transformation		Overview and Scrutiny Committee
	Executive Scrutiny Protocol	- To receive the updated protocol and provide comment		Angela Claridge, Director for Governance	Overview and Scrutiny Committee
	Quarterly Digest			-	Overview and Scrutiny Committee
	Work Plan/Executive Forward Plan			-	Overview and Scrutiny Committee

Meeting Date	Topic	Objectives for Scrutiny	Relevant Cabinet Member	Lead Officer	Method
22nd November 2022	Budget/Medium Term Financial Strategy	To review the draft budget and consultation responses prior to approval of budget by Full Council	Mike Evemy, Deputy Leader of the Council and Cabinet Member for Finance		Overview and Scrutiny Committee
	Housing – Bromford Presentation and Q&A		Joe Harris, Leader of the Council		Overview and Scrutiny Committee
	Climate Change Emergency		Rachel Coxcoon, Cabinet Member for Climate Change and Forward Planning		Overview and Scrutiny Committee
	Leisure and Culture Options Update (outcome of Full Council 25.05.2022)		Jenny Forde, Cabinet Member for Health and Wellbeing		Overview and Scrutiny Committee
	Q2 2022/23 Performance Report				Overview and Scrutiny Committee
	Quarterly Digest			-	Overview and Scrutiny Committee
	Work Plan/Executive Forward Plan			-	Overview and Scrutiny Committee

Meeting Date	Topic	Objectives for Scrutiny	Relevant Cabinet Member	Lead Officer	Method
24 th January 2023	Budget		Mike Every, Deputy Leader of the Council and Cabinet Member for Finance	-	Overview and Scrutiny Committee
	Ubico Business Plan				Overview and Scrutiny Committee
	Broadband Fastershire				Overview and Scrutiny Committee
	Leisure and Culture Options Update				Overview and Scrutiny Committee
	Quarterly Digest			-	Overview and Scrutiny Committee
	Work Plan/Executive Forward Plan			-	Overview and Scrutiny Committee

21st March 2023					
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Meeting Date	Topic	Objectives for Scrutiny	Relevant Cabinet Member	Lead Officer	Method
	Neighbourhood Planning				
	Leisure & Culture Options Update				
	Publica				
	Q3 2022/23 Performance Report				
	Quarterly Digest			-	Overview and Scrutiny Committee
	Work Plan/Executive Forward Plan			-	Overview and Scrutiny Committee

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COTSWOLD
DISTRICT COUNCIL

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

NOVEMBER 2022 – DECEMBER 2022

Published 7th November 2022

The Forward Plan

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

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

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

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

Key Decisions

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

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

In financial terms, the Council has decided that a key decision is any executive decision which requires a budget expenditure of £150,000 or more, or one which generates savings of £150,000 or more.

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

Matters To Be Considered in Private

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

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

Documents and Queries

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

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

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

Contact Details:

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

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

The Council's Executive Arrangements

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

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

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

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

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

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

Councillor	Portfolio Area	Areas of Responsibility
Joe Harris	Leader	Coordination of executive functions, Policy framework including the corporate plan, Public Housing and homelessness, Town and Parish Council liaison, Clean and Green campaign, UBICO (including street cleaning)
Mike Every (Deputy Leader)	Finance	Financial strategy and management, Revenue and Benefits Grants
Rachel Coxcoon	Climate Change and Forward Planning	Climate change and energy planning, Sustainable transport, Strategic forward planning, Local plan, Community Infrastructure Levy and Section 106, Allowable solutions
Tony Dale	Economy and Council Transformation	Car parking operations and strategy, Business transformation, Local Enterprise Partnership and county-wide partnerships, Economic development, Recovery Investment Strategy, Tourism and visitor information centres, Chamber of commerce liaison
Andrew Doherty	Waste and Recycling	UBICO (Waste and Recycling), Waste and recycling, Flooding
Jenny Forde	Health and Wellbeing	Refugee support, Public health, well-being and mental health, Improving social mobility and tackling social isolation, Crime, disorder and safety, Supporting and safeguarding people, Health centres, museums and culture, Young people
Juliet Layton	Development Management and Licensing	Development Management, Heritage and design management, Environmental and regulatory services, Cotswold Water Park
Lisa Spivey	Corporate Services	Property and asset management, Trinity Road transformation, Democratic services, Communications and consultation, Customer experience and channel shift

Item for Decision	Key Decision (Yes / No)	Likely to be Considered in Private (Yes / No)	Decision – Maker	Date of Decision	Cabinet Member	Lead Officer	Consultation	Background Documents
Council Tax Support Scheme Proposals for 2023/24	Yes	No	Cabinet Council	7 Nov 2022 16 Nov 2022	Mike Evemy, Deputy Leader and Cabinet Member for Finance	Jon Dearing	Council Leader and Deputy Leader. Portfolio Holder, Chief Executive and Deputy Chief Executive, Monitoring Officer and Interim Head of Legal Services.	
Counter Fraud and Anti-Corruption Policy Approval	No	No	Cabinet	7 Nov 2022	Mike Evemy, Deputy Leader and Cabinet Member for Finance	Emma Cathcart	Audit Committee – September 2022	
Long Term Council Tax Empty Premium Exemption on Proposed Demolition Properties	No	No	Cabinet	7 Nov 2022	Mike Evemy, Deputy Leader and Cabinet Member for Finance	Jon Dearing	Council Leader and Deputy Leader. Portfolio Holder, Chief Executive and Deputy Chief Executive, Monitoring Officer and Interim Head of Legal Services.	None
Delivery of carbon zero affordable homes through a collaboration agreement with Bromford Housing	Yes	Yes	Cabinet	7 Nov 2022	Joe Harris, Leader of the Council	Claire Locke/ Andrew Turner	Parish Council, Neighbours to scheme, Ward Member, wider public	

Association and the transfer of land at Broadleaze, Down Ampney								
Budget and MTFS	Yes	No	Cabinet	7 Nov 2022	Mike Evey, Deputy Leader and Cabinet Member for Finance	David Stanley	Publica officers, Cabinet Member and portfolio holder	
Rural England Prosperity Fund	Yes	No	Cabinet	7 Nov 2022	Tony Dale, Cabinet Member for the Economy and Transformation	Paul James	Cabinet Members, Senior Management, Key stakeholders from the rural community e.g. Gloucestershire Rural Community Council, National Farmers Union, Royal Agricultural University, Council for the Protection of Rural England, Cotswold National Landscape	Rural England Prosperity Fund prospectus - https://www.gov.uk/government/publications/rural-england-prosperity-fund-prospectus
Motion referred to Cabinet from Council: Providing warm places for people struggling to heat their homes during the day.	No	No	Cabinet	7 Nov 2022	Jenny Forde, Cabinet Member for Health and Wellbeing	Claire Locke		
Cost of Living Report	No	No	Cabinet	7 Nov 2022	Jenny Forde, Cabinet Member	Claire Locke		

					for Health and Wellbeing			
Schedule of meetings	No	No	Council	16 Nov 2022	Joe Harris, Leader of the Council	Andrew Brown		
Executive Scrutiny Protocol	No	No	Council	16 Nov 2022	Joe Harris, Leader of the Council	Angela Claridge	Cabinet – 03/10/2022 O&S - 18/10/2022	CDC Constitution. Cabinet Minutes (03/10/2022) O&S Minutes (18/10/2022)
Cost of Living Working Group report	Yes	No	Council	16 Nov 2022	Joe Harris, Leader of the Council	Claire Locke		
Recovery Investment Strategy	No	N	Cabinet Council	7 Nov 2022 16 Nov 2022	Tony Dale, Cabinet Member for the Economy and Transformation	David Stanley		
Agile Working Capital Expenditure Report	Yes	No	Cabinet Member Delegated Decision	TBC	Lisa Spivey, Cabinet Member for Corporate Services	Claire Locke	Consultations within the Agile Working Project Report March 2022	Agile Working Project report
Draft Q2 Financial and Performance Report	No	No	Cabinet	5 Dec 2022	Mike Evemy, Deputy Leader and Cabinet Member for Finance	David Stanley		
Old Station – Permission to proceed	Yes	No	Cabinet	5 Dec 2022	Councillor Lisa Spivey	David Stanley	Capital Programme Investment Board	

with investment and request for funding					Cabinet Member for Corporate Services		Town Council Civic Society	
Peer Review Update	No	No	Cabinet	5 Dec 2022	Joe Harris, Leader of the Council	Rob Weaver		
Green Economic Growth Strategy – Six Monthly Update	No	No	Cabinet	5 Dec 2022	Councillor Tony Dale, Cabinet Member for Economy and Council Transformation	Paul James	Cotswold Economic Advisory Group	Green Economic Growth Strategy 2021-25
Infrastructure Funding Statement	No	No	Cabinet	5 Dec 2022	Councillor Rachel Coxcoon, Cabinet Member for Climate Change and Forward Planning	James Brain/Jasper Lamoon	Internal consultations with CDC Finance	
Council Tax Exceptional Hardship Policy	No	No	Cabinet	9 Jan 2023	Mike Evely, Deputy Leader and Cabinet Member for Finance	Mandy Fathers	Portfolio Holder, Leader, Monitoring Officer, Head of Legal, Group Manager for Resident Services, Publica Group Finance Director, Chief Finance Officer, Finance Business Partner, Chief Executive	

Flood Management Service Review	No	No	Cabinet	9 Jan 2023	Andrew Doherty, Cabinet Member for Waste and Recycling	Phil Martin		
Public Toilet Financial Review	No	No	Cabinet	9 Jan 2023	Lisa Spivey, Cabinet Member for Corporate Services	Maria Wheatley	Cabinet Member for Corporate Services, Chief Executive, Interim Deputy Chief Executive, Business Manager for Environment, Housing and Revenue.	
Whipping Requirements in the Constitution	No	No	Council	18 Jan 2023	Joe Harris, Leader of the Council	Angela Claridge	Constitution Working Group of Members – 05/10/2022	CDC Constitution
Procurement and Contract Management Strategy – Draft for Consultation	No	No	Cabinet	6 Feb 2023	Mike Every, Deputy Leader and Cabinet Member for Finance	Ciaran Okane	Approved by the Audit Committee on the 28th April 2022	Procurement and Contract Management Strategy.

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