

Public Document Pack



COTSWOLD
DISTRICT COUNCIL

Friday, 7 July 2023

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CABINET

A meeting of the Cabinet will be held at Council Chamber - Trinity Road on **Monday, 17 July 2023** at **6.00 pm**.

Rob Weaver
Chief Executive

To: Members of the Cabinet
(Councillors Joe Harris, Mike Evemy, Tony Dale, Juliet Layton, Lisa Spivey, Claire Bloomer, Paul Hodgkinson and Mike McKeown)

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

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

AGENDA

1. **Apologies**
2. **Declarations of Interest**
To receive any declarations of interest from Members and Officers, relating to items to be considered at the meeting.
3. **Minutes (Pages 7 - 16)**
To approve the minutes of the previous meeting on 19 June 2023.
4. **Chair's Announcements**
5. **Public Questions**
To deal with questions from the public within the open forum question and answer session of fifteen minutes in total. Questions from each member of the public should be no longer than one minute each and relate to issues under the Cabinet's remit. At any one meeting no person may submit more than two questions and no more than two such questions may be asked on behalf of one organisation.

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

The response may take the form of:

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

6. **Member Questions**
No Member Questions have been submitted prior to the publication of the agenda.

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

A Member may only ask a question if:

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

An answer may take the form of:

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

7. **Rural England Prosperity Fund (Pages 17 - 24)**

Purpose

To inform Cabinet of the approval of the Council's Rural England Prosperity Fund submission and to endorse the approach the Council is taking to allocating the funding.

Recommendations

That Cabinet resolves to:

- 1) Note the approval of the Council's submission to the Government for the Rural England Prosperity Fund (REPF);
- 2) Note that the first year allocation of £191,073 has been approved, with the second year allocation of £573,219 approved subject to compliance with the Government's Memorandum of Understanding;
- 3) Endorse the approach to allocating the funding as set out in section 4.
- 4) Delegate authority to the Chief Executive to agree the details of the REPF grant schemes and to make final decisions on funding in consultation with the Cabinet Member for Economy and Council Transformation, having regard to the recommendations of the Assessment Panel.
- 5) Delegate authority to the Chief Executive in consultation with the Cabinet Member for Economy and Council Transformation to agree arrangements and enter into a contract with a third party provider for administering the grant schemes and providing support to businesses, community groups and Town and Parish Councils in delivering their projects.

8. **Planned Expenditure of the Homelessness Prevention Grant - Homes for Ukraine top up 2023-2024 (Pages 25 - 38)**

Purpose

To consider the planned expenditure of the Homelessness Prevention Grant – Homes for Ukraine top up 2023/2024

Recommendations

It is recommended that Cabinet:

- 1) Approve the expenditure detailed within section 3 of this report
- 2) Approve the delegation of any amendments to these allocations to the Business Manager - Housing in consultation with the Leader of the Council and the Deputy Chief Executive Officer subject to compliance with the ring fenced grant conditions
- 3) Approve the delegation of decisions on any other uplifts or grants that may be given over the financial years 2023-24 to address increased demands on the Housing Service to the Business Manager - Housing in consultation with the Leader of the Council and the Deputy Chief Executive Officer subject to compliance with the ring fenced grant conditions

9. **Infrastructure Funding Statement 2022/23 (Pages 39 - 62)**

Purpose

To notify Cabinet of the Infrastructure Funding which provides an overview of all Community Infrastructure Levy (CIL) and Section 106 monies collected, held and spent.

Recommendation

That Cabinet resolves to note publication of the Infrastructure Funding Statement

10. **Updated Procurement and Contract Management Strategy (Pages 63 - 86)**
Purpose
To present an updated draft Procurement and Contract Management Strategy for comment and consideration by Cabinet.
- Recommendation
That Cabinet resolves to:
- 1) Approve the updated Procurement and Contract Management Strategy and recommend it for approval by Council.
11. **Council Priority and Service Performance Report - 2022-23 Quarter 4 (Pages 87 - 162)**
Purpose
To provide an update on progress on the Council's priorities and service performance
- Recommendation
That Cabinet resolves to:
- 1) Note overall progress on the Council priorities and service performance for 2022-23 Q4 and the post reporting period events.
12. **2022/23 Final Revenue and Capital Outturn Report (Pages 163 - 196)**
Purpose
This report sets out the outturn position for the 2023/24 financial year.
- Recommendations
That Cabinet resolves to:
- 1) Reviews and notes the financial position set out in this report.
 - 2) Approve the carry forward of unspent capital budget included in table 5 of £1.114m into the 2023/24 Capital Programme.
13. **2023/24 Revenue and Capital Financial Performance Report - High Risk budgets (Pages 197 - 208)**
Purpose
This report provides members with an initial view on the financial challenge for the Council in the current financial year.
- Recommendations
That Cabinet resolves to:
- 1) To note the initial view on high-risk budgets/financial performance
 - 2) Agree to establish a new earmarked reserve "Treasury Management Risk" as set out in para 5.13 of this report
14. **Review and future support for grant maintained visitor information centres (Pages 209 - 218)**
Purpose
To advise Cabinet of the outcome of an 18 month review of the four grant-aided Visitor Information Centres (VICs) and their performance against Service Level Agreement measures. To consider future support for existing grant-aided VICs.

Recommendations

That Cabinet resolves to:

- 1) Note the content of the review's outcome.
- 2) Agree forward funding from the Council Priorities Fund (CPF) of £9,000 for a transitional period to the end of December 2023 for costs associated with Bourton on the Water VIC .
- 3) Enter into discussion and consultation with relevant parties to recoup the Council from the unallocated balance of the Bourton Tourism Levy.

15. **Commercial Solar Photovoltaic Installations on Council Assets (Pages 219 - 236)**

Purpose

To seek agreement to invest in the installation of solar PV on the roofs of buildings owned and in some cases leased by the Council based on the business cases set out within this report. To agree to enter into a contract with the preferred contractor for the installation of the solar PV.

Recommendations

- 1) Agree to recommend that Full Council should agree to proceed with the investment in roof mounted solar PV based on the business cases in this report, and that,
 - 2) The Council seeks to enter into sale agreements, for the electricity generated, with the tenants, with the terms of these agreements and the decision to proceed with some but not all tenants delegated to the Deputy Chief Executive Officer in consultation with the Deputy Leader and Cabinet Member for Finance.
 - 3) Agree to enter into contract with the preferred contractor identified in Annex A, for the provision and installation of Solar PV. and related equipment.
 - 4) Delegate to the Deputy Chief Executive Officer the decision to exclude any tenanted sites based on further Due Diligence associated with energy usage or vulnerability around continued tenant occupation.
 - 5) Delegate to the Deputy Chief Executive Officer the decision to adjust the indicative electricity sale price to tenants as long as changes to the projected project returns are in-line with projections contained within this report.
 - 6) Agree to recommend that Full Council should set aside funding for contingency costs of £27,000 from the Council Priorities Fund with delegation to the Deputy Chief Executive Officer to allocate subject to the business case still being viable or expenditure being unavoidable due to structural condition of the building.
- Allocate revenue funding of £3,400/year for a part-time shared Energy Manager post and include in the next budget update. Noting that this will be funded from Solar PV income.

16. **Decision to provide a Cotswold residents' group-buying scheme for solar PV panels (Pages 237 - 256)**

Summary

To obtain Cabinet approval for the Council to enter an arrangement with a company, Switchd Ltd trading as MakeMyHouseGreen, to co-brand and promote a district-wide domestic rooftop solar group purchasing scheme.

The scheme's aim is to increase the uptake of solar PV in the district by building on the trust that residents have in the Council as a statutory body, and reducing risk, increasing confidence and ensuring cost-effectiveness for homeowners considering the purchasing rooftop solar PV and battery systems.

Recommendations

That Cabinet resolves to:

- 1) Approve the Council's engagement with Switchd Ltd to run a district-wide householder support programme for purchasing solar panels.
- 2) Delegate authority to the Head of Climate Action, in consultation with Cllr Mike McKeown, CDC's Heritage and Design Manager, Publica's Business Manager for Communications and Marketing and Publica's Head of Legal Services to enter into a contract with Switchd Ltd and run a programme of Council communications to support the scheme.

17. **Schedule of Decisions taken by the Leader of the Council and/or Individual Cabinet Members (Pages 257 - 258)**

To note the Schedule of Decisions taken by the Leader of the Council and Individual Cabinet Members.

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

19. **Matters exempt from publication**

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

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

20. **Exempt annexes for Item 15 (Pages 259 - 268)**

21. **Exempt annexes for Item 16 (Pages 269 - 282)**

22. **Cleaning and Maintenance of Public Conveniences (Pages 283 - 290)**

Purpose

To provide a summary of options for the delivery of the public convenience cleaning and maintenance service

Recommendations

That Cabinet resolves to:

- 1) Approve a further one-year extension under a contract waiver for the cleaning and maintenance of Public Conveniences with Danfo.
- 2) Approve the reduced specification/service requirements for the one-year extension.
- 3) Request officers to conduct an in-depth review of service provision to be carried out during the period of extension to inform future contract options.

(END)

Agenda Item 3

Cabinet
19/June2023



COTSWOLD
DISTRICT COUNCIL

Minutes of a meeting of Cabinet held on Monday, 19 June 2023.

Councillors present:

Joe Harris - Chair
Tony Dale
Lisa Spivey

Mike Evemy – Vice Chair
Claire Bloomer
Paul Hodgkinson

Mike McKeown

Officers present:

Robert Weaver, Chief Executive
David Stanley, Deputy Chief Executive and
Chief Finance Officer
Jan Britton, Managing Director - Publica
Andrew Brown, Democratic Services Business
Manager
Caleb Harris, Senior Democratic Services
Officer

Ana Prelici, Democratic Services
Mandy Fathers, Business Manager for
Environmental, Welfare and Revenue Service
Charlie Jackson, Assistant Director - Planning
and Sustainability
Chris Kent, Revenues Manager
Phil Shaw, Business Manager - Development
Management

Observers:

Councillors David Fowles, Nikki Ind, Angus Jenkinson and Jeremy Theyer

122 Apologies

Apologies were received from Councillor Layton.

123 Declarations of Interest

There were no declarations of interest from Members.

There were no declarations of interest from Officers.

124 Minutes

RESOLVED that the minutes of the meeting of Cabinet held on 13th March 2023 be APPROVED as a correct record.

Voting Record - 3 For, 0 Against, 3 Abstention, 2 Did not vote/absent

For	Against	Abstention	Did not vote/absent
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Joe Harris		Claire Bloomer	Juliet Layton
Mike Evemy		Lisa Spivey	Mike McKeown
Tony Dale		Paul Hodgkinson	

I25 Chair's Announcements

The Leader noted the raising of the flag ceremony that had taken place at the Council Offices and the sacrifices the Armed Forces make for civilian operations as well as military operations.

The Leader made reference to Pride Month and the importance of supporting to protect the rights of all people.

I26 Public Questions

There no public questions.

I27 Member Questions

A Member Question was submitted Councillor Twells and a written response was provided directly to the Member as requested and published as an additional document to the agenda.

I28 Business Rates Discretionary Relief (exceeding £10,000)

The purpose of the report was to consider three renewal applications in respect of Discretionary Rate Relief, each in excess of £10,000 for the 2022/23 Business Rates liability.

The Deputy Leader and Cabinet Member Finance introduced the report and explained that this report was required to come to a meeting of the whole Cabinet as the amount of discretionary relief was over £10,000. This was beyond the protocols for an Individual Cabinet Member Decision Meeting

It was noted that this was for the operations of the leisure centre in Bourton-on-the-Water and the Leisure Centre and Corinium Museum under contract by SLM Everyone Active in Cirencester for the 21/22 Financial Year.

It was outlined that Paragraph 2.5 stated that the contract was signed on the assumption that the relief would be granted. Therefore the relief being granted would honour the leisure contract commitments to SLM Everyone Active.

RESOLVED: That Cabinet;

- a) APPROVED the Discretionary Rate Relief applications in respect of the Corinium Museum, Bourton Leisure Centre and Cotswold Swimming Pool and Leisure Centre.

Voting Record - 6 For, 0 Against, 0 Abstention, 2 Did not vote/absent

For	Against	Abstention	Did not vote/absent
Claire Bloomer			Juliet Layton
Joe Harris			Mike McKeown

Lisa Spivey			
Mike Evemy			
Mike McKeown			
Paul Hodgkinson			
Tony Dale			

129 Business Rates Discretionary Relief Reconsideration

The purpose of the report was to reconsider an application for Discretionary Rate Relief submitted under Section 47 of the Local Government Finance Act 1998 for the financial year 2021/22.

The Deputy Leader and Cabinet Member for Finance introduced the report.

It was outlined that the policy of the Council was not to blanket grant relief but to consider the assets of the organisations applying for relief.

It was noted that at the time of the decision meeting on 9th May 2022, the information supplied to the Deputy Leader was sufficient to indicate there were the financial resources to cover the business rates.

It was outlined that that new information on the reserve amount of £68,000 which was 3-6 months operating costs supplied by the applicant, had led to the recommendation to reconsider the original decision to refuse relief.

It was noted that £561.81 was the Council's share of the rate relief in the recommendation as set out in paragraph 4.1.

RESOLVED: That Cabinet

a) APPROVED the reconsideration of the original decision not to award a Discretionary Rate Relief submitted under S47; and approve the relief of £1,404.53

Voting Record - 6 For, 0 Against, 0 Abstention, 2 Did not vote/absent

For	Against	Abstention	Did not vote/absent
Claire Bloomer			Juliet Layton
Joe Harris			Mike McKeown
Lisa Spivey			
Mike Evemy			
Mike McKeown			
Paul Hodgkinson			
Tony Dale			

130 Hybrid Mail contract award

The purpose of the report was to consider the results of a procurement exercise to award a new contract for the provision of external printing and postage for the council and its partners

Cabinet
19/June2023

The Leader of the Council invited the Business Manager for Environmental, Welfare & Revenue Service as the accountable officer.

It was outlined that following the procurement exercise, that the Cabinet was asked to consider the awarding of a contract to IMail to deliver external printing and posting on behalf of the Council.

It was outlined that 'hybrid mail' was a type of mail where the process of printing, enveloping and posting of mail is done by an external company on behalf of the council.

In paragraph 4.2, it was noted that an initial saving of £12,000 was outlined in comparison to continuing with the current arrangement with Royal Mail, with further savings anticipated later down the track as consumables and printer usage are reduced.

It was outlined that the contract would be for 3 years plus one year.

The Leader of the Council noted that the Council had approached officers about savings that could be made by challenging existing practices.

It was outlined that this was a good example of delivering savings at a time when budgets would be constrained

Following a question about the protection of personal information, it was noted that companies carrying out this service would have to adhere to GDPR and this would be built into the contract.

The Deputy Chief Executive advised that as part of the Budget approved in February 2023 there was £20,000 removed from the bottom line based on the original business case assumption for the contract. Therefore it was important the quarterly financial monitoring reports track the savings so they remain on target.

Councillor Jenkinson as an observer asked about suppliers in the region and whether these had been considered. It was explained by the officer that this contract was decided as part of the procurement framework and if a local company was not part of the listed companies, it would not be considered.

The Leader noted that issues around local suppliers not always being considered within the framework local authorities have to adhere to, is something that the Council would continue to challenge.

RESOLVED: That Cabinet:

1) APPROVED the contract for external printing and postage from 1 August 2023 to Imail for a period of 3 plus 1 year

Voting Record - 7 For, 0 Against, 0 Abstention, 1 Did not vote/absent

For	Against	Abstention	Did not vote/absent
Claire Bloomer			Juliet Layton
Joe Harris			
Lisa Spivey			

Mike Evemy			
Mike McKeown			
Paul Hodgkinson			
Tony Dale			

131 Write off in excess of £5,000 relating to a business

The purpose of the report was to seek the approval of Cabinet for the writing off of business rates debts in excess of £5,000.

The Deputy Leader and Cabinet Member introduced the report and outlined how this was a follow on from a previous decision taken on 7 December 2020. The previous decision was relating to the collection of outstanding business rates and the final settlement agreement to secure the repayment of £75,307.27 which removed secured charges of £100,034.71.

It was outlined that the decision taken at the time was part of the advice given by the Insolvency Practitioner who was instructed to recover the monies owed.

It was noted that four additional properties that should have been considered as part of the settlement agreement but it was not presented at the time of the original report.

It was therefore asked that Cabinet approve the write-off of £11,384.40 in the outstanding accounts as the monies would not be obtained.

Following Cabinet Member questions about any future potential opportunities to secure the money, it was noted that this was not possible in this case due to the settlement agreement with the company

RESOLVED: That Cabinet APPROVED the write off of the outstanding accounts totalling £11,384.40

Voting Record - 7 For, 0 Against, 0 Abstention, 1 Did not vote/absent

For	Against	Abstention	Did not vote/absent
Claire Bloomer			Juliet Layton
Joe Harris			
Lisa Spivey			
Mike Evemy			
Mike McKeown			
Paul Hodgkinson			
Tony Dale			

132 Development Management Improvement Programme

Cabinet
19/June2023

The purpose of the report was to provide an update on progress against Phases I and II of the DM Improvement Programme and make recommendations for further improvements (Phase III), following the Planning Advisory Service report.

As the Cabinet Member for Planning and Regulatory Services had given apologies, The Business Manager for Planning and Sustainability introduced the report to Cabinet.

It was noted that the Overview and Scrutiny Committee did pre-scrutinise this item but did not provide any recommendations to Cabinet.

It was noted that the Covid-19 pandemic measures and a 40% increase in workload for officers had caused the drop in service performance.

It was highlighted in paragraph 2.3 that an action plan had been created following discussions from management in Publica and the Chief Executive in 2021 which set out changes to improve the overall service.

It was noted that there was sustained improvement over the past six quarters in terms of the targets set out and customer satisfaction levels.

The report had come to Cabinet as there were also areas which required political approval as detailed in paragraph 5.0 onwards. It was also noted that the measures outlined were part of the best practice from the Planning Advisory Service.

It was noted that the Constitution Working Group would examine the proposals regarding the processes for the Member Referral Panel, and then put recommendations to Council.

It was noted that the background context of planning services is that local authorities nationally were under pressure due to historic budget constraints. Furthermore, the strict planning policies within the Area of Outstanding Natural Beauty are a unique challenge for the Council.

It was also noted that whilst there were frustrations within the National Planning Policy Framework, but that this was the legislation the Council had to abide by in fulfilling its statutory duty.

The Chief Executive noted a request for communications around the Development Management Improvement Plan if it was endorsed.

The improvements around the use of officer resources which had allowed them to process applications more efficiently was welcomed.

It was noted that the improvement of enforcement with the introduction of a 'harms checklist has helped to reduce the backlog of cases.

It was noted that there were still issues around getting responses from statutory consultees to planning applications, and work needed to be done to encourage participation.

It was welcomed by Cabinet about the protocol regarding negotiations which should help strengthen the position of officers determining applications.

Cabinet
19/June2023

Councillor Ind as an observer noted that residents are not being kept updated on enforcement matters, and there could perhaps communication points built within the checklist. It was noted by the officer that there would be a series of new customer journey to give residents the information they need.

Councillor Jenkinson as an observer and a member of the Overview and Scrutiny Committee asked about enforcement in the northern part of the Cotswold District. It was noted by the officer that case officers would be allocated specific areas where possible to improve communication with residents, without compromising on the performance of enforcement practice.

RESOLVED: That Cabinet AGREED to:

- 1) NOTE the improvement progress to date, and
- 2) APPROVE the changes detailed in paragraph 5.1

Voting Record - 7 For, 0 Against, 0 Abstention, 1 Did not vote/absent

For	Against	Abstention	Did not vote/absent
Claire Bloomer			Juliet Layton
Joe Harris			
Lisa Spivey			
Mike Evemy			
Mike McKeown			
Paul Hodgkinson			
Tony Dale			

133 Green Economic Growth Strategy Six Monthly Update

The purpose of the report was to update Cabinet Members on the progress in delivering the Council's Green Economic Growth Strategy.

The Cabinet Member for Economy and Council Transformation introduced the report.

It was noted that the Council's economic strategy had been much developed since 2019.

Some key projects such as the Innovation Village and ZeroAvia were noted by Cabinet as being key to promoting sustainable economic growth in the District.

There were also infrastructure improvements such as the A417 'Missing Link' which would help to support economic growth in the district.

The officer outlined that the third recommendation would help to provide more frequent updates to Members away from the Cabinet agenda.

It was noted that access to housing was important and that this should be part of the economic strategy. The Cabinet Member highlighted the work done by the Royal Agricultural University and others to encourage young people to stay within the District.

Cabinet
19/June2023

In response to questions around the differences in economic differences between the north and south of the district, the Cabinet Member highlighted projects around the Fire Services College and green industries.

There were questions around changes to the high street, and ensuring these shops meet the needs of residents. In response, the Cabinet Member recognised the challenges of the high street but pointed to innovations with local businesses and highlighted how the Council is working to support them have an active e-commerce presence.

It was also noted how the impact of the Covid-19 pandemic had changed the approach to tourism and the impact of visitor information centres within the District.

RESOLVED:

- 1) That progress in delivering the Green Economic Growth Strategy is NOTED.
- 2) That Cabinet AGREED to a review and refresh of the Strategy is undertaken in light of progress to date, the Administration's priorities following the elections in May 2023 and the emerging Gloucestershire Economic Strategy.
- 3) That Cabinet AGREED to future updates on the Green Economic Growth Strategy being dealt with via Member briefings rather than a report to Cabinet, unless a formal decision is required.

Voting Record - 7 For, 0 Against, 0 Abstention, 1 Did not vote/absent

For	Against	Abstention	Did not vote/absent
Claire Bloomer			Juliet Layton
Joe Harris			
Lisa Spivey			
Mike Every			
Mike McKeown			
Paul Hodgkinson			
Tony Dale			

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

Cabinet NOTED the schedule of decisions taken as presented.

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

There were no issues arising from the Overview and Scrutiny Committee or the Audit Committee.

136 Matters exempt from publication

The Leader announced that Item 16 would be considered in public session, as the exemption applied to the agenda item was relating to a deceased individual. Therefore, it was deemed that the information regarding the write-off could be discussed in open session.

137 Write off in excess of £5,000 relating to an individual

Cabinet
19/June2023

The purpose of the report was to seek the approval of Cabinet for the writing off of council tax debt in excess of £5,000.

The Deputy Leader and Cabinet Member for Finance introduced the report.

The circumstances of the deceased individual were outlined to Cabinet, and that the outstanding amount of £7306.65 could not be recovered from an estate. This was because the contact details for a next of kin was not known.

The Deputy Leader did reassure however that if any information emerges regarding a residual estate, the Council would make a claim against this for the Council Tax liability.

RESOLVED: That Cabinet:

- 1) APPROVED the write off of £7306.65 as detailed within the report

Voting Record - 7 For, 0 Against, 0 Abstention, 1 Did not vote/absent

For	Against	Abstention	Did not vote/absent
Claire Bloomer			Juliet Layton
Joe Harris			
Lisa Spivey			
Mike Evemy			
Mike McKeown			
Paul Hodgkinson			
Tony Dale			

The Meeting commenced at 6.00 pm and closed at 7.30 pm

Chair

(END)

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Agenda Item 7



COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET 17TH JULY 2023
Subject	RURAL ENGLAND PROSPERITY FUND
Wards affected	All
Accountable member	Cllr Tony Dale, Cabinet Member for Economy and Council Transformation Email: tony.dale@cotswold.gov.uk
Accountable officer	Claire Locke, Assistant Director (Property and Regeneration) Email claire.locke@cotswold.gov.uk
Report author	Paul James, Economic Development Lead Email: paul.james@cotswold.gov.uk
Summary/Purpose	To inform Cabinet of the approval of the Council's Rural England Prosperity Fund submission and to endorse the approach the Council is taking to allocating the funding.
Annexes	None
Recommendation(s)	<p><i>That Cabinet resolves to:</i></p> <ul style="list-style-type: none"> <i>a) note the approval of the Council's submission to the Government for the Rural England Prosperity Fund (REPF);</i> <i>b) note that the first year allocation of £191,073 has been approved, with the second year allocation of £573,219 approved subject to compliance with the Government's Memorandum of Understanding;</i> <i>c) endorse the approach to allocating the funding as set out in section 4.</i> <i>d) delegate authority to the Chief Executive to agree the details of the REPF grant schemes and to make final decisions on funding in consultation with the Cabinet Member for Economy and Council Transformation, having regard to the recommendations of the Assessment Panel.</i> <i>e) delegate authority to the Chief Executive in consultation with the Cabinet Member for Economy and Council Transformation to</i>



	<i>agree arrangements and enter into a contract with a third party provider for administering the grant schemes and providing support to businesses, community groups and Town and Parish Councils in delivering their projects.</i>
Corporate priorities	<ul style="list-style-type: none"> ● Responding to the challenges presented by the climate crisis ● 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	Gloucestershire Rural Community Council, Cotswold National Landscape, Cotswold Economic Advisory Group, Farm491, Royal Agricultural University.

I. EXECUTIVE SUMMARY

- I.1 In September 2022, the Government allocated capital funding to rural councils through what is known as the Rural England Prosperity Fund (REPF). This Council’s provisional allocation was £764,292 subject to approval of a submission to Government setting out how the Council planned to use the funding. This was approved in April 2023, during the ‘pre-election period’ meaning there has been some delay to being able to move this forward.
- I.2 This report sets out how the Council intends to operate the grant schemes for the various elements of the REPF, both for business and community-related applicants, and how the Council proposes to resource the promotion and administration of the grant schemes. In both respects, Officers have been in discussion with the other rural district councils in Gloucestershire to agree, as far as possible, a common approach to the grants across the County and a shared resource for promoting and administering the grants. Cabinet is asked to endorse the proposed approach and delegate authority to the Chief Executive in consultation with the Cabinet Member for Economy and Council Transformation to agree the final details and enter into contracts to deliver the scheme.



2. BACKGROUND

- 2.1 On 3rd September 2022, the Government published its prospectus for the Rural England Prosperity Fund (REPF). Cotswold District Council was given an indicative allocation of £764,292 over two years, starting in April 2023. Following a report to Cabinet in November 2022, the Council made a submission to Government setting out how it intended to use this funding. The submission was approved on 6th April 2023.
- 2.2 This fund is intended to be complementary to the UK Shared Prosperity Fund (UKSPF), which has previously been reported to Cabinet. Whereas the UKSPF is a mix of revenue and capital, the REPF is purely capital. It is intended to succeed EU funding programmes LEADER and the Growth Fund, which were part of the Rural Development Programme for England (RDPE).
- 2.3 The fund is designed to address the specific rural challenges of lower productivity, poorer connectivity and access to key services. The funding is provided to support new and existing small businesses to develop new products and facilities that will be of benefit to the local economy and to provide new and improved community infrastructure. The whole of the Cotswold District is eligible for funding.
- 2.4 As with the UKSPF, spending from the REPF has to be aligned to 'interventions' with associated outputs and outcomes as set out in the relevant document published on the gov.uk website - see https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1101590/Rural_England_Prosperty_Fund_interventions_objectives_outputs_and_outcomes_list.pdf

3. STAKEHOLDER ENGAGEMENT

- 3.1 Officers consulted with a range of stakeholders prior to submitting the proposal to Government and worked with colleagues at Forest of Dean District Council to arrange a half day workshop on this subject on 21st October 2022 at Hartpury College/University. This was opened up to all four District Councils in Gloucestershire who have received an indicative allocation under this fund and other stakeholders. This event attracted a number of partners who discussed local needs and opportunities for using the funding.



3.2 A 'Call for Projects' was issued in October 2022 via a special Business Matters newsletter, to Town and Parish Councils and other stakeholders and details were also posted on the Business Support page of the Council's website. This asked interested parties to submit details of potential projects which could help shape our submission to the Government. By the closing date for the 'Call for Projects', over 60 responses had been received from a variety of organisations, indicating the nature of funding needs in our District and that there is likely to be no shortage of applications once we open the process for bids.

4. THE COUNCIL'S SUBMISSION AND THE PROPOSED APPROACH TO ALLOCATING FUNDING

- 4.1 The Council's submission, in line with the prospectus guidance, was based on the needs of the area. Officers undertook an analysis of a wide range of data, noting that the District scores well on most indicators but performs relatively poorly in terms of 'Barriers to Housing and Services' - a reflection of long travel time to access services and high property prices/relatively low wages. The District also has a relatively older population and has seen significant population growth, highlighting the need for adequate community infrastructure.
- 4.2 The Council's submission earmarked £410,000 of the funding for grants to business and £354,292 for community-related projects, made up of £100,000 for active travel, £150,000 for heritage buildings (in particular The Old Station in Cirencester) and £104,292 for grants to village halls and community buildings.
- 4.3 The Cabinet report in November set out a preference to work jointly across the four rural authorities in Gloucestershire creating a common application form, timetable and, if possible, a common or at least similar assessment framework and rules in relation to minimum and maximum grants and the amount of match funding required from applicants.
- 4.4 Discussions between Officers and counterparts in the other rural districts have been taking place in order to agree on a similar approach across the county. In addition, the REPF was discussed at April's meeting of the Cotswold Economic Advisory Group (CEAG). The CEAG were supportive of a common approach where feasible. It has not been possible to achieve a standard set of guidelines for the size of grants, largely because the amount of funding allocated to each district varies from £400,000 to £764,292. However, it is still the intention to work towards a shared application form, assessment framework and timetable.



- 4.5 In Cotswold District Council's case, the CEAG felt that the minimum grant for businesses should be £5000 and the maximum £50,000 and that applicants for business grants should be required to contribute match funding so that they have some 'skin in the game'. A match funding level of 50% is felt to be reasonable for business grants and would be consistent with the requirements of LEADER funding, which the REPF is designed to replace. This is the approach recommended by Officers.
- 4.6 The CEAG also recommended that the Council should go out for applications in a single round, particularly given the requirement to achieve spend before 31st March 2025, and go out for a second round only if insufficient applications of the necessary quality were received. Again, Officers support this approach.
- 4.7 In relation to the community elements of the scheme, it is recommended that a slightly different set of criteria is applied. For the £100,000 allocated for improvements to digital connectivity and energy efficiency at village halls and community buildings, it is recommended that a minimum grant of £2,000 and maximum grant of £10,000 is used. Again, it is felt that some level of match funding would be desirable and it is recommended that a level of 20% is required, with applicants encouraged to use Crowdfund Cotswolds where appropriate. Our decisions on these applications should be informed by a countywide Village Hall Digital & Energy Audit to be undertaken by Gloucestershire Rural Community Council to which the Council has been asked to contribute £2120, funded from UKSPF.
- 4.8 In relation to the sums earmarked for heritage and cultural buildings and active travel schemes, it is recognised that these will be fewer in number and, by their nature, be larger and more expensive projects. It is therefore recommended that the minimum grant should be £10,000 and maximum grant should be £50,000 with a minimum match funding requirement of 20%. For all of the grant schemes, it is recommended that the ability exists to award above the recommended maximum grant level in exceptional circumstances if available funding allows and, in particular, when the proposed projects deliver against a number of the REPF interventions, outputs and outcomes. It is recommended that authority is delegated to the Chief Executive, in consultation with the Cabinet Member for Economy and Council Transformation, to agree the final details of the grant schemes.
- 4.9 The report in November referred to the establishment of an Assessment Panel similar to that being used for the UK Shared Prosperity Fund. As well as a Cabinet Member, CDC Retained Officer, and other Publica officers, the panel will include external stakeholders. It



is recommended that there are different external stakeholders used as members of the Assessment Panel for business grants and for community-related projects.

- 4.10 The UKSPF funding provides a 4% administration fee to cover the costs of managing the programme of activities, which is being used to fund the UKSPF Project Manager role jointly with Forest of Dean and West Oxfordshire Councils. Under the terms of the UKSPF Memorandum of Understanding with the Government, it is possible to use UKSPF funding to administer REPF grants. While the UKSPF Project Manager and the Council's Economic

Development Lead will be involved in delivering aspects of the REPF programme, some additional resource will be required to support and administer all the individual grants to businesses and community groups that would be involved. Applications would need to be evaluated, approvals issued, work agreed and funding monitored. It is felt that there are economies of scale to be achieved by administering the grant schemes across a number of district councils. Discussions have been taking place with the other rural district councils and Cotswold, Forest of Dean and Tewkesbury Councils have agreed to jointly seek tenders for administration of the REPF scheme in the three districts. Separate tenders are being sought for the business and community grant schemes, recognising that likely bidders will have expertise in one or other area, rather than both.

- 4.11 It is recommended that authority is delegated to the Chief Executive, in consultation with the Cabinet Member for Economy and Council Transformation, to agree arrangements for the promotion and administration of the schemes and enter into contracts to deliver them. This activity would be funded through the UKSPF.

5. CONCLUSIONS

- 5.1 The Rural England Prosperity Fund is a welcome source of funding to support rural businesses and communities. The 'Call for Project Ideas' run last Autumn indicates there will be strong demand for the funding available. Administering such a grant scheme is a significant task and the Council needs to ensure there are sufficient resources available to do so efficiently and effectively.
- 5.2 There is a desire to see a grant scheme with a common application process, common timetable and, as far as possible, common rules and guidelines across Gloucestershire and Officers are working with colleagues across the four rural district authorities to try to achieve this. In terms of the administration of the scheme, the Council is seeking tenders jointly with Forest of Dean District Council and Tewkesbury Borough Council.



- 5.3 It is intended to open up applications for the REPF as soon as details are agreed and arrangements are in place, running a single application process for both 2023/24 and 2024/25 given the need to spend all monies by the end of March 2025. Discussions with the

other councils indicate it is likely that the application process for the REPF will open in September/October 2023. It is recommended that applications to the REPF run alongside applications to the UKSPF for 2024/25 funding which would assist those projects which need both revenue and capital funding as it would enable them to apply to both funds simultaneously. Due to the need to commit funds by the end of March 2024, UKSPF applications for 2023/24 will open ahead of this. If REPF funds remain after the initial call for projects, a further application process can be opened up at a later date.

6. FINANCIAL IMPLICATIONS

- 6.1 There are no direct financial implications at this stage. Projects agreed will be included in the capital programme and be funded from the REPF. Any allocation unspent would need to be returned to the Government at the end of each financial year. However, schemes will be managed to reduce the risk of this occurring. The cost of administering the scheme will be met from the UK Shared Prosperity Fund. Regular monitoring of spend and reporting to Government will be undertaken by the UKSPF Project Manager in conjunction with the Economic Development Lead and other relevant Officers.

7. LEGAL IMPLICATIONS

- 7.1 There are no legal implications arising directly from this report. The Council will require project promoters to enter into a legal agreement with the Council and the Council will need to undertake due diligence before grants are awarded. The Council will also need to ensure that grants are awarded in line with rules on Subsidy Control (formerly State Aid).

8. RISK ASSESSMENT

- 8.1 Each project will be assessed in terms of risks and managed using the Project Management Framework.

9. EQUALITIES IMPACT



9.1 Each project supported by the REPF will be assessed for its equalities impact.

10. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

10.1 The REPF prospectus states that Councils should consider how any investments from the Fund contribute to nature recovery and Net Zero objectives, including reaching Net Zero by 2050, resilience to natural hazards and the 25 Year Environment Plan.

11. ALTERNATIVE OPTIONS

11.1 Having been allocated the Rural England Prosperity Funding and had its submission to Government approved, the Council is obligated to deliver a grant scheme in accordance with the Fund's rules. The Council has considered various options in relation to the size of grant, requirement for match funding etc and has concluded that the proposals set out in this report are the best way forward. The Council could also have decided to act in isolation in respect of how its grant scheme is structured and delivered, but it is felt that working with the other Gloucestershire rural district councils offers the best way to provide clarity for potential applicants and to realise any economies of scale in the administration of the scheme.

12. BACKGROUND PAPERS

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

None.

These documents will be available for inspection online at www.cotswold.gov.uk or by contacting democratic services democratic@cotswold.gov.uk for a period of up to 4 years from the date of the meeting.

(END)

Agenda Item 8



COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	Cabinet 17th July 2023
Subject	Planned Expenditure of the Homelessness Prevention Grant – Homes for Ukraine top up 2023-2024
Wards affected	All
Accountable member	Cllr Joe Harris, Leader of the Council joe.harris@cotswold.gov.uk
Accountable officer	Jon Dearing, Assistant Director, Resident Services Email: jon.dearing@cotswold.gov.uk
Report author	Caroline Clissold Business Manager - Housing Email: caroline.clissold@cotswold.gov.uk
Summary/Purpose	To consider the planned expenditure of the Homelessness Prevention Grant – Homes for Ukraine top up 2023/2024
Annexes	Annex A – Department of Levelling Up, Housing and Local Communities Allocation of Homelessness Prevention Homes for Ukraine top up Grant Letter, 12 th June 2023 Exempt Annex B – Equalities Impact Assessment (EIA)
Recommendation(s)	<p><i>It is recommended that Cabinet:</i></p> <p><i>1) Approve the expenditure detailed within section 3 of this report</i></p> <p><i>2) Approve the delegation of any amendments to these allocations to the Business Manager - Housing in consultation with the Leader of the Council and the Deputy Chief Executive Officer subject to compliance with the ring fenced grant conditions</i></p> <p><i>3) Approve the delegation of decisions on any other uplifts or grants that may be given over the financial years 2023-24 to address increased demands on the Housing Service to the Business Manager - Housing in</i></p>



	<i>consultation with the Leader of the Council and the Deputy Chief Executive Officer subject to compliance with the ring fenced grant conditions</i>
Corporate priorities	<ul style="list-style-type: none">• Deliver the highest standard of service• Support health and wellbeing
Key Decision	No
Exempt	NO
Consultees/ Consultation	Member with Responsibility for Housing Chief Executive Deputy Chief Executive / S151 Officer Monitoring Officer Deputy Chief Executive Head of Legal Services



1. EXECUTIVE SUMMARY / BACKGROUND

- 1.1 The Department of Levelling Up, Housing and Communities (DLUHC) has provided an annual grant allocation to assist with the Prevention of Homelessness for several years in varying different formats and amounts. This was recently changed to a two year award for 2023 onwards.
- 1.2 DLUHC awarded Cotswold District Council through the Homelessness Prevention Grant £144,956 for 2023-24 rising to £153,004 in 2024-25
- 1.3 On the 12th June 2023 DLUHC announced that a £150 million UK Homelessness Prevention Grant top up has been awarded to assist local authorities with the additional pressures faced by Homelessness services relating to the Homes for Ukraine (HfU) scheme.

2. MAIN POINTS

- 2.1 Cotswold District Council received a letter from DLUHC on the 12th June 2023 advising that the Council had been awarded an additional £155,966 from the Homelessness Prevention top up grant
- 2.2 This grant is ring fenced for homelessness targeting those most in need and to ensure local authorities are resourced to take action to prevent homelessness and to continue to implement the Homelessness Reduction Act 2017.
- 2.3 The purpose of this specific top up is to assist the Council with maximising the support available to the Ukrainian cohort living with Hosts in the district under the Homes for Ukraine scheme to find sustainable accommodation.
- 2.4 The grant can also be used to support wider homelessness pressures and other refugee groups however all funds must be spent by the end of March 2024.
- 2.5 Full details of the Grant conditions are set out in the letter from DLUHC – Annex A

3. PROPOSAL

- 3.1 Cotswold DC's Housing Team have seen significant homelessness pressure increases over the course of the pandemic and recent cost of living crisis.
- 3.2 However the additional work generated by the Homes for Ukraine (HFU) scheme alongside other Refugee schemes such as the Afghan Resettlement Scheme has seen workloads increase even further, specifically in the management side of the staff structure and the strategic representation at the various new local and countywide meetings that have been created to discuss these issues.



- 3.3** Staffing and management structure is therefore a priority area that needs to be addressed using this grant.
- 3.4** Given the short term nature of the fund and that there is only 9 months left before this must be spent, recruiting additional staffing through usual channels is unlikely to be successful. Usual recruitment times are also lengthy, averaging three months before new staff can be successfully recruited. It is therefore likely that we will need to use agency staff as we are unlikely to attract a high quality applicant for a 6 month contract.
- 3.5** There is sufficient knowledge and experience within the current Housing Team to regrade an existing post to take on the new management responsibilities however this post will then need to be backfilled.
- 3.6** It is therefore proposed that a new post is created for the duration of the Grant period - Resettlement and Complex Needs Manger - and shared across the Publica Authorities. West Oxfordshire has the highest level of need / workload in this area so this will be shared 50/25/25 i.e. Cotswold DC's share will be 25%.
- 3.7** Although the new role will need to be evaluated it is likely that this will be a Level 3 Specialist or Manager level
- 3.8** Additional resourcing will also be needed to provide direct support to the Ukrainian and other Refugee groups to assist with finding alternative sustainable accommodation.
- 3.9** The remainder of the grant will be used to provide a flexible prevention approach to avoid the need for emergency accommodation, however where homelessness cannot be prevented, the grant will be used to support the costs of providing emergency accommodation:

Item	Full costs	CDC cost
Resettlement and Complex Needs Manager (subject to Job Evaluation)	Circa £45,000 (to be shared % 50/25/25)	£11,250
Additional HfU family / Prevention support staff		£35,000



Flexible Prevention Grant to include, but not limited to: Rent in Advance Deposits Tenancy Set Up / Furniture / White goods Emergency Accommodation costs		£109,716
Total		£155,966

4. ALTERNATIVE OPTIONS

4.1 None considered as the allocation is ring fenced to specific outcomes.

5. FINANCIAL IMPLICATIONS

5.1 There are multiple complex funding streams supporting the work of the housing team particularly with regard to homeless prevention and Refugee schemes. Some of these funding streams are subject to bids and some are allocations. Often these come through at short notice and require officers to investigate options and put together work packages in short time frames

5.2 The proposals set out in section 3 are aimed at addressing the expectations set out by DLUHC and available accommodation in the Cotswold District. There are limited options and significant costs associated with the provision of emergency accommodation within the district, as well as a shortage of longer term accommodation.

5.3 The proposal is therefore aimed to ensure that resourcing and finances are available to assist with reducing the use and time spent in expensive short term, emergency accommodation benefiting both the Council and the client.

5.4 The impact on the revenue budget will be cost neutral.

5.5 Any staffing related costs are subject to evaluation so are approximate and will require appropriate contract variations to the Publica Contract.

6. LEGAL IMPLICATIONS



- 6.1 Spending allocations need to follow the ring fenced grant schemes.
- 6.2 Save from the above there are no other legal implications arising directly from this report

7. RISK ASSESSMENT

- 7.1 There is a reputational risk to the Council if it does not use this grant funding effectively for the specific purposes set out in the DLUHC letter to Chief Executives on the 12th June 2023
- 7.2 DLUHC require a full financial breakdown of how the Homelessness Prevention Grant has been spent at the end of each financial year. If it has not been spent in full, or has not complied with the conditions of the Grant, the Council could be required to return all or some of it.
- 7.3 There is also a risk that rising demands on the service from ongoing financial and housing challenges facing residents of the Cotswold District Council area during the ongoing pandemic and Cost of Living Crisis could impact on the Council's ability to deliver a full statutory Housing service if resources are not adequate to meet demand

8. EQUALITIES IMPACT

- 8.1 Please see attached Equalities Impact Assessment – Annex B

9. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

- 9.1 None

10. BACKGROUND PAPERS

- 10.1 None

(END)



Department for Levelling Up,
Housing & Communities

Emma Payne

*Director – Resettlement and
Humanitarian Directorate*

Penny Hobman

*Director – Homelessness and
Rough Sleeping Directorate*

**Department for Levelling Up,
Housing and Communities**

2 Marsham Street
London
SW1P 4DF

To Local Authority Chief Executives in England

12 June 2023

Dear Local Authority Chief Executive,

**HOMELESSNESS PREVENTION GRANT – 2023/2024 HOMES FOR UKRAINE
FUNDING TOP-UP TO SUPPORT GUESTS INTO SUSTAINABLE
ACCOMMODATION**

Thank you for your continuing work to support our Ukrainian guests and others at risk of homelessness across the UK.

We are pleased to update you on the allocation of the £150 million funding for 2023/24 to support Ukrainians into sustainable accommodation that was announced in December. This is in addition to the tariff and thank you payments provided to councils for each arrival in their area.

The purpose of the £150 million UK-wide funding is to help local authorities and the devolved administrations support Ukrainian guests as they move into their second year and to reduce the risk of homelessness. This includes, for example, supporting guests into independent living, supporting employment access, and facilitating ongoing sponsorship. Within England the funding will be administered via a top up to the Homelessness Prevention Grant (HPG) in line with the existing grant conditions. Local authorities are best placed to understand the support needed for local communities and can use this funding to support Ukrainians as well as other people at risk of homelessness.

As set out in December, the funding has been allocated to England, Wales, Scotland, and Northern Ireland on the basis of numbers of Ukrainian arrivals. As such, £109,397,777 will be allocated across English local authorities. To reflect broader pressures on local authorities alongside those arising from the Ukrainian cohort, in England, 66% of the funding will be allocated using the HPG formula, on the same basis as the core HPG allocation for 2023/24. The remaining 34% will be allocated based on the Homes for Ukraine arrival numbers reported for each LA as of 4 April 2023, as the closest date to the beginning of this financial year for which arrival numbers are published.

The details of [allocations to local authorities can be found on gov.uk](#), alongside a [technical note](#) setting out the allocation approach.

Conditions of funding

As a top-up to the existing Homelessness Prevention Grant, this grant is ringfenced for homelessness to target those most in need and to ensure local authorities are resourced to take action to prevent homelessness and continue to implement the Homelessness Reduction Act 2017.

The purpose of this specific top up is for you to maximise supporting the Ukrainian cohort into sustainable accommodation, for example through access to the private rental sector, employment support, facilitating ongoing sponsorship into guests' second year and other upstream support, in line with the flexibility that the HPG conditions afford. This funding may also be used to support with wider homelessness pressures. We expect to provide funding for 2023/24 in August. Reporting requirements will be in line with the existing HPG requirements.

We will be holding a webinar on Wednesday 14 June at 14:00 to discuss details of this announcement. A calendar invite will follow shortly. If you have any questions in the meantime, please don't hesitate to contact HomelessnessPolicy@levellingup.gov.uk.

We will also be providing an FAQ document on the £150m funding, as well as an overview fact sheet on all funding available to local authorities for humanitarian and resettlement routes.

Yours sincerely,



Emma Payne
Director – Resettlement and
Humanitarian Directorate



Penny Hobman
Director – Homelessness and
Rough Sleeping Directorate

Equality and Rurality Impact Assessment Form

When completing this form you will need to provide evidence that you have considered how the ‘protected characteristics’ may be impacted upon by this decision. In line with the General Equality Duty the Council must, in the exercise of its functions, have due regard for the need to:

- a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

This form should be completed in conjunction with the guidance document available on the Intranet

Once completed a copy should be emailed to Cheryl.sloan@publicagroup.uk to be signed off by an equalities officer before being published.

1. Persons responsible for this assessment:

Names: Caroline Clissold	
Date of assessment: 19/06/2023	Telephone: 01594 812309 Email: caroline.clissold@publicagroup.uk

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Name of the policy, service, strategy, procedure or function:

Planned Expenditure of the Homelessness Prevention Grant 2023-2025 top up – Homes for Ukraine (HfU)
Is this a new or existing one? Top Up Grant to address homelessness pressures

3. Briefly describe it aims and objectives

The Homelessness Prevention Grant is allocated each year to local authorities to provide funds to assist with the prevention of homelessness and to limit the use of Bed and Breakfast type accommodation. A top up grant has been received for 2023-24 to assist Homelessness Teams with managing the additional pressures on services from the Homes for Ukraine cohort. The top up may also be used to address other pressures within the Housing service, but is ring fenced to Homelessness Prevention. Expectations of how the Grant should be spent is set out by the Department of Levelling Up, Housing and Local Communities (DLUHC) in a grant letter sent to Chief Executive’s – see below.

4. Are there any external considerations? (e.g. Legislation/government directives)

As a top up to the existing Homelessness Prevention Grant, the grant is ring-fenced for homelessness to target those most in need and to ensure local authorities are resourced to take action to prevention homelessness and continue to implement the Homelessness Reduction Act 2017.

More detailed delivery expectations are set out in the Department of Levelling Up, Housing and Local Communities Allocation of Homelessness Prevention Grant Letter, December 2021 (Annex A).

The Homelessness Reduction Act 2017 (along with various other Housing Legislation) provides the statutory framework against how the Housing Team provide advice and assistance to households who are threatened with homelessness.

5. What evidence has helped to inform this assessment?

Page 64	Source	✓	If ticked please explain what
	Demographic data and other statistics, including census findings	✓	Regular monitoring of local housing trends and data obtained from HomeseekerPlus which is reported to central government via our H-CLIC reporting requirements
	Recent research findings including studies of deprivation	<input type="checkbox"/>	
	Results of recent consultations and surveys	<input type="checkbox"/>	
	Results of ethnic monitoring data and any equalities data	<input type="checkbox"/>	
	Anecdotal information from groups and agencies within Gloucestershire	<input type="checkbox"/>	
	Comparisons between similar functions / policies elsewhere	<input type="checkbox"/>	
	Analysis of audit reports and reviews	<input type="checkbox"/>	
	Other:	<input type="checkbox"/>	

6. Please specify how intend to gather evidence to fill any gaps identified above:

No gaps identified

7. Has any consultation been carried out?

No

NA

If NO please outline any planned activities

NA

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8. What level of impact either directly or indirectly will the proposal have upon the general public / staff? (Please quantify where possible)

Level of impact	Response
NO IMPACT – The proposal has no impact upon the general public/staff	<input type="checkbox"/>
LOW – Few members of the general public/staff will be affected by this proposal	<input checked="" type="checkbox"/>
MEDIUM – A large group of the general public/staff will be affected by this proposal	<input type="checkbox"/>
HIGH – The proposal will have an impact upon the whole community/all staff	<input type="checkbox"/>
Comments: e.g. Who will this specifically impact?	

9. Considering the available evidence, what type of impact could this function have on any of the protected characteristics?

Negative – it could disadvantage and therefore potentially not meet the General Equality duty;

Positive – it could benefit and help meet the General Equality duty;

Neutral – neither positive nor negative impact / Not sure

	Potential Negative	Potential Positive	Neutral	Reasons	Options for mitigating adverse impacts
Age – Young People			✓	The proposal is inclusive to people of different age groups, but it is not specific to age	
Age – Old People			✓	The proposal is inclusive to people of different age groups, but it is not specific to age	
Disability			✓	The proposal is inclusive to people with disabilities but is not specific to disability	
Sex – Male			✓	The proposal is inclusive to all gender groups, but it is not specific to gender	
Sex – Female			✓	The proposal is inclusive to all gender groups, but it is not specific to gender	
Race including Gypsy and Travellers			✓	The proposal is inclusive to people of all races, but it is not specific to race	
Religion or Belief			✓	The proposal is inclusive to people of all religions, but it is not specific to religion	
Sexual Orientation			✓	This proposal is inclusive to all types of sexual orientation, but it is not specific to sexual orientation	
Gender Reassignment			✓	The proposal is inclusive to all gender groups, but it is not specific to gender	
Pregnancy and maternity			✓	The proposal is inclusive to people who are pregnant and/or on maternity, but it is not specific to this group	
Geographical impacts on one area			✓	The proposal is inclusive to the whole of Cotswold district	
Other Groups			✓	This proposal is inclusive to all other groups that are not mentioned – see note	Although the Grant is to be used to assist the Homes for Ukraine cohort into more sustainable accommodation, the grant can also be used to assist all other

					homelessness groups with preventing homelessness
Rural considerations: ie Access to services; leisure facilities, transport; education; employment; broadband.			✓	The proposal is inclusive to the whole of Cotswold district	

10. Action plan (add additional lines if necessary)

Action(s)	Lead Officer	Resource	Timescale
NA			

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11. Is there is anything else that you wish to add?

NA

Declaration

I/We are satisfied that an equality impact assessment has been carried out on this policy, service, strategy, procedure or function and where an negative impact has been identified actions have been developed to lessen or negate this impact. We understand that the Equality Impact Assessment is required by the District Council and that we take responsibility for the completion and quality of this assessment.

Completed By:	Caroline Clissold	Date:	19/06/2023
Line Manager:	Jon Dearing	Date:	19/06/2023
Reviewed by Corporate Equality Officer:	Cheryl Sloan	Date:	20/06/2023

Agenda Item 9



COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	Cabinet Meeting 17 July 2023
Subject	Infrastructure Funding Statement 2022/23
Wards affected	All
Accountable member	Councillor Juliet Layton Cabinet Member for Planning and Regulatory Services Email: Juliet.layton@cotswold.gov.uk
Accountable officer	Andy Barge – Assistant Director for Communities Email: andy.barge@cotswold.gov.uk
Report author	Jasper Lamoon – Infrastructure Delivery Lead Email: jasper.lamoon@cotswold.gov.uk
Summary/Purpose	To notify Cabinet of the Infrastructure Funding which provides an overview of all Community Infrastructure Levy (CIL) and Section 106 monies collected, held and spent.
Annexes	Annex A – Infrastructure Funding Statement 2022/23
Recommendation(s)	<i>That Cabinet resolves to note publication of the Infrastructure Funding Statement</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
Key Decision	NO
Exempt	NO
Consultees	None



1. BACKGROUND

- 1.1** In the CIL legislation changes of September 2019, the government introduced a requirement for Councils to produce a yearly 'Infrastructure Funding Statement' (IFS). The first statement, covering the financial year 2019/20 was published in December 2020. Annex A provides the fourth edition of the report covering the 2022/23 financial year.
- 1.2** The aim of the IFS is to increase transparency by providing a statement of accounts of all financial and non-financial developer contributions relating to S106 Agreements and CIL collected, held and spent by a Local Authority per financial year. The report has therefore been kept succinct and factual.
- 1.3** The IFS is split into three sections: The Infrastructure List, the CIL Report and the S106 Report. The CIL and S106 Reports contain factual data about the collection and spending of funding for infrastructure in the District as set out in the CIL regulations, while the Infrastructure List is a statement of infrastructure projects that the Council expects to be wholly or partly funded by CIL. This is an evidence based list derived from infrastructure needs identified in the Council's adopted Local Plan.
- 1.4** This IFS also contains information on the neighbourhood proportion (the element of funding given to Town and Parish Councils) of CIL. Please note that it is the Town and Parish Councils responsibility to report on any expenditure of their neighbourhood proportion although CDC does provide them with a template to do so. A summary of expenditure that we have been informed of can be found under Appendix D of the IFS.

2. CIL Report

- 2.1** CIL is a non-negotiable rate on new development which is indexed each year. The rate for 2023 is set at £89.31/sqm for residential developments and £66.98/sqm for retail developments.
- 2.2** In March 2023, the Council launched a call for bids from infrastructure providers to access collected CIL funds. The deadline for submitting bids is 31 May 2023 and it is anticipated that a spending proposal will be brought to Cabinet and Full Council (as required) in September this year.
- 2.3** The Community Infrastructure Levy Regulations 2010 (as amended) set out which figures need to be reported on in the IFS. The full IFS can be found at Appendix A, but the main



figures are as follows: in 2022/23, the Council collected £1,581,247.85 and issued Demand Notices for a total value of £1,958,874.50. A Demand Notice is issued when a development commences and the CIL becomes due in line with the instalment policy. £261,103.61 was collected for Town and Parish Councils and a total of £2,047,757.96 in CIL reliefs was granted (set by national legislation). At 1 April 2023 the CIL Strategic Fund held £1,991,618.04.

3. S106 Report

- 3.1** The Community Infrastructure Levy Regulations 2010 (as amended) specify which figures need to be reported. The full IFS with all figures can be found at Appendix A.
- 3.2** The Council secured £258,562.50 and one self-build plot in S106 agreements signed in 2022/23.
- 3.3** In 2022/23, the Council collected a total of £2,184,740.00 from S106 agreements and spent £1,166,079.49 of the S106 funds it held.
- 3.4** A total of £1,086,406.18 of S106 funds is allocated for spending, leaving a total of £1,763,377.89 of non-allocated S106 funds being held by the Council.

4. INFRASTRUCTURE LIST

- 4.1** The Infrastructure List is a continuation of last year's list. All projects on the list are identified in the Cotswold District Local Plan 2011-2031 as critical to the delivery of the local plan.

5. FINANCIAL IMPLICATIONS

- 5.1** There are no financial implications on the Council's base revenue budget as a result of this report.
- 5.2** The Council collects S106 contributions from developers when stipulated certain conditions are met as part of the S106 agreement. S106 funding held by the Council is generally transferred to Gloucestershire County Council and/or Town/Parish Councils when certain conditions have been met.
- 5.3** Funding held by the Council from the Community Infrastructure Levy for the purpose of capital infrastructure works will be used in conjunction with major infrastructure providers and any proposed scheme will be subject to the CIL governance procedures as approved at the Cabinet meeting held on 6th December 2021.



6. LEGAL IMPLICATIONS

- 6.1 Save from the legislative requirements set out in this Report there are no further legal implications arising directly from the Report.

7. RISK ASSESSMENT

- 7.1 Not applicable

8. EQUALITIES IMPACT

- 8.1 Not applicable

9. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

- 9.1 As agreed in the CIL spending governance procedure (Cabinet decision December 2021) 10% of the CIL Strategic Fund will be set aside to deliver infrastructure projects that will help deliver the objectives in the Council's Climate and Ecological Emergencies Action Plans.

10. ALTERNATIVE OPTIONS

- 10.1 It is a legal requirement to publish an Infrastructure Funding Statement. The option of not publishing one has not been considered.

11. BACKGROUND PAPERS

- 11.1 None.

(END)



COTSWOLD DISTRICT COUNCIL

Infrastructure Funding Statement

1 April 2022 to 31 March 2023

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1. Introduction

- I.1. The Infrastructure Funding Statement (IFS) is an annual report, which provides a summary of all financial and non-financial developer contributions relating to Section 106 Legal Agreements (S106) and the Community Infrastructure Levy (CIL) collected and spent by Cotswold District Council.
- I.2. The aim of the IFS is to increase transparency by providing a statement of accounts per calendar year. The report has therefore been kept succinct and factual.
- I.3. This report covers the period 1 April 2022 to 31 March 2023, which is referred to as '2022/23' in this report.
- I.4. As required by the CIL regulations (paragraph 121A 1a), it also includes a statement of infrastructure projects that Cotswold District Council expects to be wholly or partly funded by CIL called 'The Infrastructure List'.
- I.5. This IFS only contains information on infrastructure funding collected and spent by Cotswold District Council and should be read in conjunction with Gloucestershire County Council's Infrastructure Funding Statement to get a full picture of infrastructure funding that is collected and spent in Cotswold District.
- I.6. For more information on CIL collection and spending, please see our website www.cotswold.gov.uk/CIL.

2. Infrastructure List

- 2.1. The Infrastructure List, which can be found in Table I on the next page, is a continuation of last year's list. All projects on the list were identified in the [Cotswold District Local Plan 2011-2031](#) as critical to the delivery of the local plan.
- 2.2. Projects on the list are shown in alphabetical order by Parish.
- 2.3. Cotswold District Council is the custodian of the CIL funds, but is not responsible for the delivery of the projects. Partnership working with Gloucestershire County Council (which is the highways, education and lead local flood authority) will be required to deliver the infrastructure needed to support development in Cotswold District.
- 2.4. Infrastructure providers are able to request funding to deliver projects once a year. The first invitation for bids was launched in March 2023, with a decision on spending expected to be made in the summer of the same year. 10% of funds available have been set aside for infrastructure projects that help deliver actions related to the Council's Climate and Ecological Emergencies. The remaining 90% of available funds will be spent on projects aimed at delivering essential and critical infrastructure identified in Cotswold District Council's adopted Local Plan. More information can be found on the [Council's CIL pages](#).
- 2.5. Although the Infrastructure List does not have the same legal restrictions as the regulation 123 list, the Council does not anticipate requesting S106 financial obligations for the infrastructure projects on the list.
- 2.6. [Cotswold District's Infrastructure Delivery Plan \(IDP\)](#) identifies all critical and essential infrastructure projects to deliver the Cotswold District Local Plan 2011-2031. The IDP is currently being reviewed in light of the [Cotswold District Local Plan 2011-2031 review](#). The Infrastructure List will take into account any changes identified in the IDP review.

Table 1 - Infrastructure List

Parish	Project
Kemble	Junction improvements at A429 / A433, between Cirencester and Kemble
Kemble	Re-use of the former railway line for cycling
Lechlade	Junction improvements at A417 / Whelford Road, between Fairford and Lechlade
Moreton-in-Marsh	Improvements to A429 (Fosse Way)
Moreton-in-Marsh	Junction improvements at A429 (High Street)/A44 (Oxford Street)
Moreton-in-Marsh	Junction improvements at A429 (High Street)/A44 (Bourton Road)
Stow-on-the-Wold	Improvement of Unicorn junction (A436/B4068)
Tetbury	Junction improvements at A433 (London Road / Long Street) / Hampton Street / New Church Street
South Cotswolds	SUDS and soft measure interventions to manage flood risk

3. CIL Report

- 3.1. The total value of CIL set out in all demand notices issued in 2022/23 was **£1,958,874.50** as shown in Appendix A.
- 3.2. A total of **£1,581,247.85** was collected from CIL receipts as shown in Appendix B. A breakdown of this total can be found in Table 2 below.
- 3.3. The difference between the amount raised in demand notices and the amount actually collected is due to the CIL instalment policy. CIL payments are paid by instalments spread over time to assist the viability of developments. The [instalment policy](#) can be found on the Council's website.

Table 2 – Breakdown of CIL receipts collected in 2022/23

Components of CIL receipts	Amount (£)
Administration (5%)	79,062.45
Neighbourhood contribution (15% or 25%)	261,103.61
Strategic Infrastructure Fund	1,241,081.79
Total	1,581,247.85

- 3.4. The total amount of CIL expenditure for 2022/23 spent on administrative expenses pursuant to regulation 61 was **£79,062.45 (5%)**. There was no expenditure from the Strategic Infrastructure Fund and no CIL receipts from the current nor previous years were allocated but not spent. A call for bids was launched in March 2023 and it is anticipated that there will be expenditure from the Strategic Infrastructure Fund in the 2023/24 financial year.
- 3.5. The total amount of Neighbourhood CIL passed to town/parish councils under regulation 59A was **£193,012.22** as shown in Appendix C. Please see our website for [individual spending reports submitting by the town/parish councils](#), although we have provided a summary of expenditure we are aware of to date in Appendix D. No funds were requested under regulation 59E (return of unspent funds).
- 3.6. The Council retained **£1,991,618.04** of CIL receipts at the end of the reported year. This consisted of **£1,241,081.79** collected during 2022/23 and **£750,506.17** collected in previous years. Please note that last year's IFS noted a final balance of **£750,536.25**, however, a small neighbourhood CIL payment to Weston Subedge was missed, which has been corrected in this financial year.

3.7. The Council granted a total of **£2,047,757.96** of relief from paying CIL as per part 6 of the CIL regulations 2010 as amended. This consisted of **£ 1,107,988.79** of self-build housing relief, **£608,381.74** of residential extension relief, **£197,259.43** of residential annex relief, **£114,632.29** of social housing relief and **£19,495.71** of charitable relief. The requirements for receiving the reliefs above are set in national legislation. The Council does not have any discretionary powers to amend these.

4. Section 106 Report

4.1. The total amount of money to be provided under planning obligations that were entered into in 2022/23 was **£258,562.50**.

Table 3 – Financial contributions required from planning obligations signed in 2022/23

Reference	Location	Type	Amount (£)
22/00204/FUL	Church Farm Buildings, Westcote	Affordable Housing	141,750.00
20/04147/FUL	Coln House School, Horcott Road, Fairford	Affordable Housing	116,812.50
Total			258,562.50

4.2. The Council also entered into S106 agreements during the reporting year that will deliver the following non-monetary contribution.

Table 4 – Non-monetary contribution required from planning obligations signed in 2022/23

Reference	Location	Type
20/04147/FUL	Coln House School, Horcott Road, Fairford	1 Self/Custom-Build Plot

4.3. The Council collected **£2,184,740.00** from planning obligations entered into this or previous years.

Table 5 – Financial contributions received in 2022/23

Reference	Location	Type	Amount (£)
12/02678/FUL	Former Moreton Bowls Club, Hospital Road, Moreton-in-Marsh	Affordable Housing	267,559.21
16/00054/OUT	The Steadings, Cirencester	Community Management Trust	99,950.89
16/00054/OUT	The Steadings, Cirencester	Town Centre Car Parking	18,076.57
16/00054/OUT	The Steadings, Cirencester	Monitoring	22,713.84
16/00054/OUT	The Steadings, Cirencester	Offsite Sports Facilities	249,877.24
16/02598/OUT	Land off Berkeley Close, South Cerney	Playgroup Facilities	14,943.64
18/01615/FUL	Land at Ullenwood Court, Ullenwood, Coberley	Affordable Housing	931,348.00
19/01692/FUL	Old Quarries, Rectory Lane, Avening	Affordable Housing	67,331.00
19/04223/FUL	Land to the South of Quercus Road, Tetbury	Libraries	3,288.49
19/04223/FUL	Land to the South of Quercus Road, Tetbury	Early Years Education	51,456.20

19/04749/OUT	Land West of Davies Road, Moreton-in-Marsh	Primary Education	35,921.00
20/02697/FUL	Land adjacent to Mitchell Way and Wellington Road , Upper Rissington	Affordable Housing	182,520.93
20/02697/FUL	Land adjacent to Mitchell Way and Wellington Road , Upper Rissington	Early Years Education	27,477.92
20/02697/FUL	Land adjacent to Mitchell Way and Wellington Road , Upper Rissington	Secondary Age (16-18) Education	9,776.81
20/02697/FUL	Land adjacent to Mitchell Way and Wellington Road , Upper Rissington	Secondary Age (11-16) Education	23,658.46
21/03208/FUL	Barley Court, Bath Road, Tetbury	Bus Stop Improvements	400.00
22/00204/FUL	Church Farm Buildings, Westcote	Affordable Housing	141,750.00
98.01495	Lower Mill Estate, Somerford Keynes	Nature Conservation Works	36,689.80
Total			2,184,740.00

4.4. The Council spent **£1,166,079.49** collected from planning obligations.

Table 6 – Total amount of planning obligations spent in 2022/23

Reference	Spent on	Recipient	Amount (£)
Various	Affordable Housing at Stockwells, Moreton-in-Marsh	Bromford Housing Association	550,000.00
Various	Affordable Housing at Land at The Sunground, Avening	Gloucestershire Rural Housing Association	333,320.00
21/03208/FUL	Bus Stop Improvements	Gloucestershire County Council	400.00
16/00054/OUT	Community Management Trust	Steadings Community Management Trust	99,950.89
19/04223/FUL	Early Years Education	Gloucestershire County Council	52,006.88
20/02697/FUL	Early Years Education	Gloucestershire County Council	27,477.92
13/05306/FUL	Falls Prevention Class (venue cost)	Tetbury Town Council	900.00
19/04223/FUL	Libraries	Gloucestershire County Council	3,323.68
98.01495	Nature recovery project – grazing (LME)	Lower Mill Estate	7,192.73
98.01495	Nature recovery project – grazing (LME)	Lower Mill Estate	1,962.90
98.01495	Nature recovery project - Wild Flower and Bulb planting (lake 99)	Somerford Keynes Parish Council	348.89
16/02598/OUT	Playgroup Facilities	South Cerney Playgroup	16,867.33

19/04749/OUT	Primary Education	Gloucestershire County Council	35,921.00
20/02697/FUL	Secondary Age (11-16) Education	Gloucestershire County Council	23,658.46
20/02697/FUL	Secondary Age (16-18) Education	Gloucestershire County Council	9,776.81
13/05306/FUL	Volunteer drivers - transport for the elderly (advert cost)	Community Connexions	2,972.00
Total			1,166,079.49

4.5. The Council has allocated **£1,086,406.18** of collected S106 funds.

Table 7 – Allocated S106 funds

Reference	Allocated to	Amount (£)
Various	Affordable Housing (Land West of Davies Road, Moreton-in-Marsh)	580,500.00
14/01483/OUT	Redesdale Hall / Integrated Transport Hub	255,300.14
16/00054/OUT	Cirencester Leisure Centre	250,606.04
Total		1,086,406.18

4.6. The Council currently holds **£1,763,377.89** collected from S106 obligations before 2022/23 that has not been allocated.

Table 8 – Non-allocated S106 funds

Reference	Location	Contribution for	Amount (£)
02/02286/OUT	S106 Fairford Water Ski Club	Footpath/Cycleway	735.62
12/02678/FUL	Former Moreton Bowls Club, Hospital Road, Moreton-in-Marsh	Affordable Housing	218,514.53
13/02391/OUT	Highfield Farm, Tetbury	Sports and Leisure Centre	51,542.04
13/02942/OUT	Kingshill Development Cirencester	Community Facilities	66,940.34
13/05306/FUL	Land North Of Cirencester Road, Tetbury	Public Sector Care	41,147.87
14/02365/OUT	Land Parcel off Broad Marston Road, Mickleton	Healthcare	15,077.68
14/02365/OUT	Land Parcel Off Broad Marston Road Mickleton	Sustainable Transport	3,085.21
16/00054/OUT	The Steadings, Cirencester	Monitoring	22,780.09
16/00054/OUT	The Steadings, Cirencester	Town Centre Car Parking	18,129.29
18/01615/FUL	Land at Ullenwood Court, Ullenwood, Coberley	Affordable Housing	931,736.06
20/02697/FUL	Land adjacent to Mitchell Way and Wellington Road , Upper Rissington	Affordable Housing	182,596.98

00.00975	Lake 75 Cotswold Water Park	Cotswold Water Park Cycleways	3,344.44
98.01495	Lower Mill Estate, Somerford Keynes	Cotswold Water Park Cycleways	44,215.63
98.01495	Lower Mill Estate, Somerford Keynes	Cotswold Water Park Biodiversity Strategy	163,532.11
Total			1,763,377.89

4.7. Gloucestershire County Council's (GCC) Infrastructure Funding Statement (<https://www.gloucestershire.gov.uk/planning-and-environment/planning-policy-old-menu/infrastructure-funding-statement-ifs/>) outlines how much money has been allocated to projects in Cotswold District and how much has been spent overall on education, highways, etc.

Appendix A – CIL Demand Notices Issued 2022/23

Reference	Parish	Amount (£)
21/04124/FUL	Ampney Crucis	3,157.97
20/02285/FUL	Ampney Crucis	43,492.89
19/01692/FUL	Avening	27,758.40
19/00725/OUT	Avening	42,903.20
21/02092/FUL	Barnsley	1,171.81
20/02848/FUL	Baunton	1,336.02
21/03742/OUT	Blockley	8,883.40
22/00133/FUL	Bourton On The Water	10,081.95
21/03284/FUL	Chedworth	16,089.55
20/04521/FUL	Chipping Campden	1,515.13
20/02101/FUL	Cirencester	13,586.03
21/03413/FUL	Down Ampney	35,766.29
22/02158/FUL	Fairford	106,383.01
21/02227/FUL	Hazelton	64,872.41
19/01846/FUL	Kemble	42,459.59
20/03222/FUL	Lechlade	1,142.93
22/02413/FUL	Lechlade	6,206.03
22/02784/FUL	Lechlade	19,695.33
21/04732/FUL	Lechlade	23,150.63
19/03646/FUL	Little Rissington	15,483.68
19/03003/OUT	Little Rissington	66,257.20
22/04292/FUL	Little Rissington	67,248.52
22/02138/FUL	Long Newnton	10,006.77
20/02504/FUL	Longborough	20,260.15
19/01988/FUL	Lower Slaughter	17,087.77
19/00086/OUT	Moreton In Marsh	618,570.52
19/03261/FUL	Naunton	3,363.69
19/03380/OUT	North Cerney	30,994.10
20/02965/FUL	Oddington	6,618.66
20/04549/FUL	Oddington	46,409.09
22/03365/FUL	Sapperton	9,063.37
19/02100/FUL	Siddington	16,755.46
22/00578/FUL	Somerford Keynes	5,204.26
22/03342/FUL	Somerford Keynes	9,455.53
22/00121/FUL	Somerford Keynes	11,812.52
21/02717/FUL	Somerford Keynes	13,268.06

21/04279/FUL	South Cerney	2,500.00
19/04042/FUL	Temple Guiting	7,962.40
20/00727/FUL	Temple Guiting	11,150.98
22/01212/FUL	Tetbury	18,602.02
21/04497/FUL	Tetbury	47,304.35
20/02718/FUL	Turkdean	27,543.05
21/02211/FUL	Upper Rissington	21,332.36
21/04082/FUL	Upper Rissington	70,150.97
20/02697/FUL	Upper Rissington	78,828.43
20/04548/FUL	Upper Rissington	169,440.74
22/02422/FUL	Westcote	25,909.36
20/00561/AGRPAN	Windrush	10,524.15
22/03960/FUL	Withington	30,113.77
	Total	1,958,874.50

Appendix B – CIL Receipts 2022/23

Towns and Parishes that have a Neighbourhood Development Plan in place at the time a development is permitted receive 25% of the collected funds. Otherwise the Neighbourhood Portion is 15%.

Please note that there is no Neighbourhood Portion on collected surcharges. These are included in the Amount Received column below, but they are deducted before calculating the Neighbourhood Portion.

Reference	Parish	Amount Received (£)	Neighbourhood Portion (£)	Neighbourhood Percentage
21/02081/FUL	Ampney Crucis	8,639.22	1,295.88	15.00%
20/02504/FUL	Ampney Crucis	2,026.02	303.90	15.00%
21/02081/FUL	Ampney Crucis	8,639.21	1,295.88	15.00%
19/01692/FUL	Avening	2,775.84	416.38	15.00%
19/00725/OUT	Avening	4,290.32	643.55	15.00%
21/02092/FUL	Barnsley	117.18	17.58	15.00%
20/04575/FUL	Batsford	3,514.97	497.25	15.00%
20/04575/FUL	Batsford	3,714.97	557.25	15.00%
19/03257/FUL	Blockley	12,080.88	1,812.13	15.00%
21/03742/OUT	Blockley	888.34	133.25	15.00%
22/00133/FUL	Bourton On The Water	10,081.95	1,512.29	15.00%
19/03964/FUL	Chedworth	15,906.08	2,385.91	15.00%
21/03284/FUL	Chedworth	1,608.96	241.34	15.00%
21/03251/FUL	Chedworth	19,744.01	2,961.60	15.00%
20/04521/FUL	Chipping Campden	1,515.13	0.00	N/A
21/02126/FUL	Chipping Campden	10,656.13	1,598.42	15.00%
21/02126/FUL	Chipping Campden	10,656.12	1,598.42	15.00%
21/01876/FUL	Chipping Campden	38,915.01	5,837.25	15.00%
19/02636/FUL	Cirencester	2,168.35	0.00	N/A
20/02616/FUL	Cirencester	15,786.07	1,992.91	15.00%
21/04425/FUL	Cirencester	174.23	26.13	15.00%
20/02101/FUL	Cirencester	1,358.60	203.79	15.00%
21/01739/FUL	Cirencester	3,552.00	532.80	15.00%
21/04425/FUL	Cirencester	1,568.04	235.21	15.00%
21/01566/FUL	Condicote	11,226.00	1,683.90	15.00%
21/01566/FUL	Condicote	11,226.50	1,683.98	15.00%
21/01566/FUL	Condicote	0.50	0.08	15.00%
20/00954/FUL	Didmarton	569.69	85.45	15.00%
20/00954/FUL	Didmarton	5,127.22	769.08	15.00%
21/03413/FUL	Down Ampney	3,576.63	536.49	15.00%

18/02520/FUL	Fairford	12,101.13	1,815.17	15.00%
21/01993/FUL	Fairford	10,775.25	1,616.29	15.00%
20/01080/FUL	Fairford	56,776.36	7,311.39	15.00%
18/02520/FUL	Fairford	12,101.13	1,815.17	15.00%
20/01080/FUL	Fairford	3,676.40	551.46	15.00%
20/03217/FUL	Fairford	20,858.74	3,128.81	15.00%
20/03589/FUL	Fairford	22,873.33	5,718.33	25.00%
21/01993/FUL	Fairford	10,775.25	1,616.29	15.00%
21/00436/FUL	Fairford	17,893.79	2,684.07	15.00%
21/02227/FUL	Hazleton	6,452.91	919.54	15.00%
21/02227/FUL	Hazleton	343.29	51.49	15.00%
21/02227/FUL	Hazleton	29,038.10	4,355.72	15.00%
18/02796/FUL	Icomb	2,500.00	0.00	N/A
19/03417/FUL	Kemble	9,176.81	1,376.52	15.00%
20/00833/FUL	Kemble	10,406.85	1,561.03	15.00%
19/01846/FUL	Kemble	4,245.96	636.89	15.00%
19/03417/FUL	Kemble & Ewen	41,295.64	6,194.35	15.00%
20/00833/FUL	Kemble & Ewen	46,830.83	7,024.62	15.00%
20/03057/FUL	Kingscote	8,828.18	1,324.23	15.00%
20/03222/FUL	Lechlade	1,142.93	0.00	N/A
21/04732/FUL	Lechlade	2,315.06	578.77	25.00%
20/01390/FUL	Little Rissington	17,640.49	2,271.07	15.00%
20/03811/FUL	Little Rissington	14,160.44	2,124.07	15.00%
19/03646/FUL	Little Rissington	6,466.87	921.53	15.00%
20/03811/FUL	Little Rissington	25,000.00	3,095.28	15.00%
21/04124/FUL	Little Rissington	2,842.17	426.33	15.00%
19/03646/FUL	Little Rissington	323.34	48.50	15.00%
21/03173/FUL	Little Rissington	27,827.99	4,174.20	15.00%
19/03003/OUT	Little Rissington	6,625.72	993.86	15.00%
22/02138/FUL	Long Newnton	1,000.68	150.10	15.00%
20/02504/FUL	Longborough	9,117.07	1,367.56	15.00%
20/04412/FUL	Moreton In Marsh	4,153.58	623.04	15.00%
19/00086/OUT	Moreton In Marsh	61,857.05	9,278.56	15.00%
19/03261/FUL	Naunton	280.31	0.00	N/A
19/03380/OUT	North Cerney	13,640.44	1,943.76	15.00%
21/03691/FUL	Northleach With Eastington	1,216.39	304.10	25.00%
20/04549/FUL	Oddington	4,640.90	321.14	15.00%
20/02965/FUL	Oddington	661.87	99.28	15.00%
22/03519/FUL	Oddington	853.59	128.04	15.00%

19/02328/FUL	Poulton	1,908.32	0.00	N/A
19/02806/FUL	Preston	39,746.40	5,586.96	15.00%
21/00635/FUL	Sapperton	823.95	123.59	15.00%
20/02033/FUL	Sezincote	16,629.03	2,494.35	15.00%
20/02033/FUL	Sezincote	19,129.02	2,869.35	15.00%
20/03916/FUL	Somerford Keynes	730.90	182.73	25.00%
20/03592/FUL	Somerford Keynes	17,255.44	2,588.32	15.00%
21/02705/FUL	Somerford Keynes	44,653.16	11,163.29	25.00%
20/02617/FUL	Somerford Keynes	263.17	39.48	15.00%
20/03092/FUL	Somerford Keynes	1,066.28	159.94	15.00%
20/03601/FUL	Somerford Keynes	449.95	67.49	15.00%
21/02717/FUL	Somerford Keynes	1,326.81	331.70	25.00%
22/00578/FUL	Somerford Keynes	520.43	130.11	25.00%
20/04183/FUL	Somerford Keynes	1,506.42	225.96	15.00%
20/03916/FUL	Somerford Keynes	3,289.05	822.26	25.00%
22/00121/FUL	Somerford Keynes	1,181.25	295.31	25.00%
21/01001/FUL	Somerford Keynes	15,695.61	3,923.90	25.00%
20/02617/FUL	Somerford Keynes	2,368.50	355.28	15.00%
20/03092/FUL	Somerford Keynes	4,798.25	719.74	15.00%
20/03092/FUL	Somerford Keynes	0.01	0.00	15.00%
20/03601/FUL	Somerford Keynes	4,049.53	607.43	15.00%
21/02717/FUL	Somerford Keynes	5,970.63	1,492.66	15.00%
22/03342/FUL	Somerford Keynes	945.55	236.39	25.00%
20/03916/FUL	Somerford Keynes	3,289.05	822.26	25.00%
20/03592/FUL	Somerford Keynes	51,676.32	7,751.45	15.00%
20/03092/FUL	Somerford Keynes	4,798.25	719.74	15.00%
21/02705/FUL	Somerford Keynes	107,702.28	26,925.57	25.00%
19/04420/FUL	South Cerney	66,838.75	10,025.81	15.00%
22/00606/FUL	Southrop	3,464.71	426.84	15.00%
20/01722/FUL	Stow On The Wold	37,806.78	5,671.02	15.00%
20/01722/FUL	Stow-on-the-Wold	37,806.78	5,671.02	15.00%
19/04042/FUL	Temple Guiting	796.24	119.44	15.00%
20/00727/FUL	Temple Guiting	1,115.10	167.27	15.00%
20/00864/FUL	Tetbury	56,490.94	13,778.83	25.00%
21/04497/FUL	Tetbury	23,652.17	5,913.04	25.00%
22/02913/FUL	Tetbury Upton	8,031.27	2,007.82	25.00%
20/02718/FUL	Turkdean	2,754.31	413.15	15.00%
20/02697/FUL	Upper Rissington	7,882.84	1,182.43	15.00%
20/04548/FUL	Upper Rissington	86,907.50	12,417.13	15.00%

21/04082/FUL	Upper Rissington	7,015.10	1,052.27	15.00%
20/04548/FUL	Upper Rissington	82,533.24	12,379.99	15.00%
20/03726/FUL	Westcote	2,617.17	392.58	15.00%
22/00204/FUL	Westcote	48,269.54	7,240.43	15.00%
22/02422/FUL	Westcote	2,590.94	388.64	15.00%
20/00563/AGRPAN	Windrush	787.15	118.07	15.00%
20/00563/AGRPAN	Windrush	3,542.17	531.33	15.00%
20/00561/AGRPAN	Windrush	1,052.42	157.86	15.00%
20/00563/AGRPAN	Windrush	3,542.16	531.32	15.00%
21/01145/FUL	Withington	3,156.00	473.40	15.00%
	Total	1,581,247.85	261,103.61	

Appendix C – Neighbourhood CIL (NCIL) transferred to Town/Parish Councils

Neighbourhood Zone	NCIL Transferred (£)
Ampney Crucis	3,943.01
Batsford	614.42
Bibury	2,829.84
Blockley	4,026.96
Bourton-on-the-Water	1,512.29
Boxwell with Leighterton	153.00
Chedworth	7,368.28
Chipping Campden	3,250.79
Cirencester	2,222.84
Coberley	782.92
Condicote	3,742.10
Didmarton	85.45
Fairford	29,480.83
Hazleton	971.03
Kemble & Ewen	2,937.55
Kingscote	2,648.46
Lechlade	17,516.33
Little Rissington	8,924.25
Longborough	303.90
Maugersbury	384.54
Mickleton	1,132.41
Moreton-in-Marsh	9,970.82
North Cerney	454.68
Northleach with Eastington	304.10
Oddington	1,445.96
Ozleworth	2,009.56
Sapperton	123.59
Sezincote	2,494.35
Somerford Keynes	16,518.98
South Cerney	11,139.79
Stow-on-the-Wold	6,931.25
Tetbury	21,194.17
Upper Rissington	24,179.01
Westcote	392.58
Weston Subedge	30.00
Whittington	874.12
Windrush	118.07
Total	193,012.22

Appendix D – Neighbourhood CIL Expenditure in 2022/23

Cotswold District Council has been notified of the following expenditure of Neighbourhood CIL in 2022/23.

Reference	Location	Amount (£)
Ampney Crucis Parish Council	Ampney Crucis Boules Court restoration	1,000.00
Ampney Crucis Parish Council	New Play Equipment at Ampney Crucis Playground	5,000.00
Ampney Crucis Parish Council	Replacement defibrillators for the village	4,019.30
Bourton-on-the-Water Parish Council	MUGA remedial works at The Naight play area	1,629.25
Chedworth Parish Council	New Front Doors for Chedworth Village Hall	5,233.34
Maugersbury Parish Council	Cardiac arrest response and defibrillator training course	175.00
Notgrove Parish Meeting	New screen for Notgrove Village Hall	557.12
Oddington Parish Council	Refurbishment of playground	1,559.91
Stow-on-the-Wold Town Council	Installation of security on King Georges Field and the QEII field	1,260.23
Bibury Parish Council	Village Notice Board at Arlington Village Green	1,245.00
Bibury Parish Council	Defibrillator at Football Club	1,584.84
Somerford Keynes Parish Council	Village Lake boardwalk anti slip treads	3,474.37
Kingscote Parish Council	Maintenance and refurbishment of Kingscote telephone box which houses a community defibrillator	480.00
		27,218.36

Appendix E – Glossary

Charitable relief – Exemption to pay CIL on buildings for charitable use (paragraph 43 of the CIL regulations)

CIL Instalment Policy – The CIL regulations allow for CIL charges to be paid by instalments, provided the charging authority has published an instalment policy. [Cotswold District Council's instalment policy](#) can be found on its website.

CWP – Cotswold Water Park

Demand Notice – A notice issued by the Council in line with the CIL regulations upon commencement of a CIL liable development. The Demand Notice states the amount to be paid and when it needs to be paid.

Liability Notice – A notice issued by the Council in line with the CIL regulations upon granting permission of a CIL liable development. The Liability Notice states the amount of CIL liability and how this liability was calculated.

Liable Floorspace – The floorspace of a development which will incur a CIL charge.

Neighbourhood CIL – Element of collected CIL monies which is transferred to the local Parish or Town Council in which the development took place. The standard contribution consists of 15% of collected CIL monies, which rises to 25% if the Parish or Town Council has a neighbourhood plan in place. The monies need to be returned to the District Council if they have not been spent on infrastructure within 5 years of receipt.

Residential extension/annex relief – Exemption to pay CIL on self-build residential extensions or annexes (paragraph 42A of the CIL regulations)

Self-build housing relief – Exemption to pay CIL on self-build residential dwellings (paragraph 54A of the CIL regulations)

Social housing relief – Exemption to pay CIL on affordable housing (paragraph 49 of the CIL regulations)

Surcharges – The CIL regulations require for a series of surcharges to be applied when the CIL procedures have not been followed correctly. [An overview of the surcharges](#) can be found on Cotswold District Council's website



Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	Cabinet – 17 June 2023.
Subject	UPDATED PROCUREMENT AND CONTRACT MANAGEMENT STRATEGY
Wards affected	All
Accountable member	Councillor Mike Evey Deputy Leader – Cabinet Member for Finance mike.evey@cotswold.gov.uk
Accountable officer	Mr David Stanley Deputy Chief Executive/S151 Officer david.stanley@cotswold.gov.uk
Report author	Ciaran O’Kane Senior Procurement Business Partner. Email: ciaran.okane@cotswold.gov.uk
Summary/Purpose	To present an updated draft Procurement and Contract Management Strategy for comment and consideration by Cabinet.
Annexes	Annex A – DRAFT PROCUREMENT AND CONTRACT MANAGEMENT STRATEGY.
Recommendation(s)	<i>That Cabinet resolves to:</i> <i>1. Approve the updated Procurement and Contract Management Strategy and recommends it for approval by Council</i>
Corporate priorities	Procurement supports all key Council Priorities: <ul style="list-style-type: none"> • Deliver the highest standard of service • Respond to the climate crisis • Provide socially rented homes • Make our local plan green to the core • Support health and wellbeing • Enable a vibrant economy

Key Decision	NO
Exempt	NO
Consultees/ Consultation	Cotswold District Council – Audit Committee Leadership Management Team. Publica Commissioning and Procurement Board.

1. EXECUTIVE SUMMARY

- 1.1 The current version of the Procurement and Contract Management Strategy has been in place since 2015. Following the UK’s withdrawal from the European Union, Central Government advised that an overhaul of the 2015 Public Procurement Regulations would take place. The new Procurement Bill has encountered a number of delays and has yet to be laid before Parliament.

2. BACKGROUND

- 2.1 The revision of the current Procurement and Contract Management Strategy was partly in response to the Internal Audit recommendation as well as the Team recognising the importance of the Council having a Strategy that incorporated the latest available guidance from Government including Social Value and climate change.

3. MAIN POINTS

- 3.1 The Government introduce updates to current legislation through the publication of Procurement Policy Notes (PPN’s). The draft Procurement and Contract Management strategy includes all relevant updates
- 3.2 An update from Central Government in Spring 2023 confirmed that the review of the Procurement would not be published until 2024, at the earliest, which the Team felt was too long to wait for. Therefore, the proposed Procurement and Contract Management Strategy now incorporates current relevant best practice as well as the latest information from Government. Depending on what comes out of the final guidance, further revisions to the Strategy may be required



3.3 The revised Strategy has been developed by a multi- disciplinary group which included the Council's Chief Finance Officer and Group Managers.

4. ALTERNATIVE OPTIONS

4.1 Not Applicable.

5. CONCLUSIONS

5.1 The updated Procurement and Contract Management Strategy will ensure that Social Value and the climate change agenda are embedded in both the commissioning and procurement process.

5.2 The revised Strategy also reinforces the Councils principle – 'Providing value for money for our residents and businesses by using our resources wisely and investing in the district's fabric and future' through effective commissioning and the procurement of goods, services and works.

6. FINANCIAL IMPLICATIONS

6.1 There are no financial implications from this report. However, compliance with the Councils Contract Rules will support the best use of taxpayers' money.

7. LEGAL IMPLICATIONS

7.1 There are no specific legal implications from this report or the Strategy, however the Council continues to have a legal duty to comply with the Publica Procurement Regulations.

8. RISK ASSESSMENT

8.1 There is a potential risk that the Procurement and Contract Management Strategy may need to be further update when the Procurement Bill is laid in Parliament. The Procurement team will advise accordingly if significant updates are required.

9. EQUALITIES IMPACT

9.1 The are no specific equalities implications from this report however the Council continues to have a legal duty to comply with Modern Slavery legislation.

10. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

10.1 The Strategy has been revised to recognise the importance of climate change and the Council's key priority to become a Carbon Neutral Council by 2030.



COTSWOLD
DISTRICT COUNCIL

10.2 The Strategy recognises that supply chains are the biggest contributor to the overall carbon output of local councils and advocates engaging with suppliers at the earliest opportunity to make climate intentions and ambitions clear at the pre-procurement stages is key to reducing the Council's carbon footprint.

11. BACKGROUND PAPERS

11.1 Not applicable.

(END)

Procurement and Contract Management Strategy

Approved 2023

By



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Background

Following the UK's withdrawal from the European Union, the Government announced its intention for a radical overhaul of public procurement law and a green paper was published on this topic in January 2021. The Government has stated its aim is to provide the UK with a modern, fit for purpose set of rules, to minimise the bureaucratic burden for contracting authorities and businesses, and to facilitate innovation and the participation of SMEs.

However, any change to procurement law is not expected until "at least 2023" but it is important that in the meantime, our procurement activities are undertaken consistently to a high standard and in line with best practice to achieve economic and social benefits for all of our communities.

This Strategy will be further updated as and when new legislation becomes available.

I. Introduction

Publica provides Procurement Services to its Partner Councils, Ubico and Cheltenham Borough Homes. The Services include

- Supporting and guiding officers in line with best practices and Procurement principles;
- Commissioning – considering **all** options before a decision has been made to provide a service;
- Assisting with Procurement of the appropriate goods, services or works in line with internal and external policies;
- Effective supplier and contract management;
- Disposal of assets (if necessary).

Demand for local public services is rising, and cost pressures are increasing, yet government funding to councils has reduced markedly and looking forwards there is great uncertainty surrounding the future of local government funding. It is therefore important that Procurement deliver better results for public services by

- Maximising the value – including the 'social value' achieved from every £1 spent;
- Generating income ('commercialisation') – where possible;
- Being Innovative and working with Innovative supplier.

In addition, Local Authorities and their communities are faced with many Economic, Social and Environmental challenges.

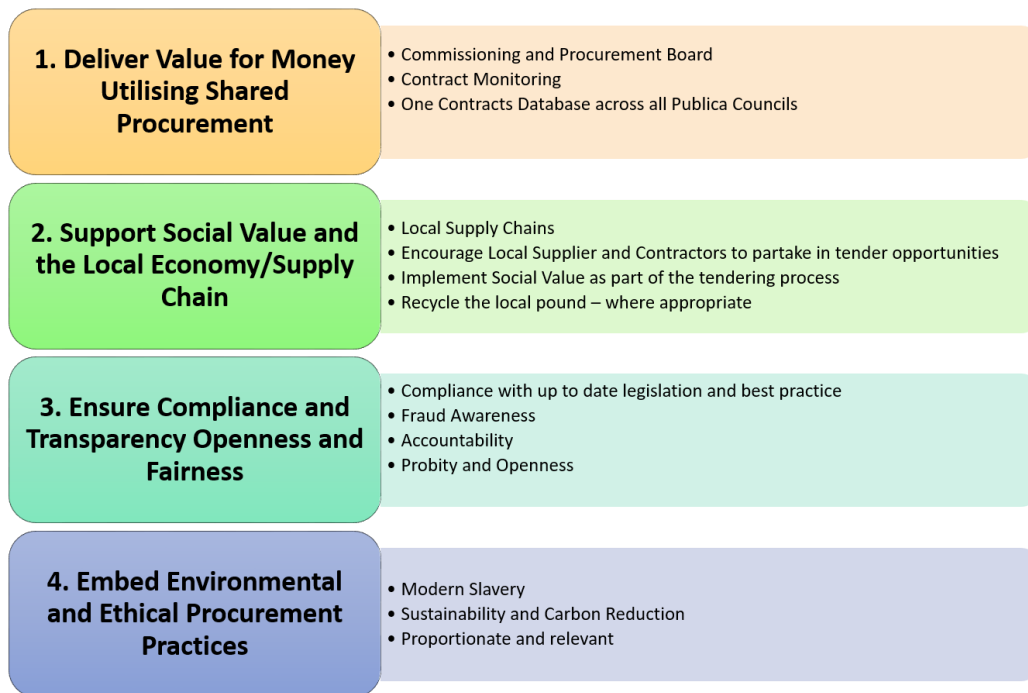
Publica procurement will provide leadership and make best use of resources through partnership, being effective commissioners and working with budget holders, suppliers and other stakeholders. We will aim to develop a common approach to procurement across all partners ensuring the processes and documentation are standardised and establishing a joint contracts database which will lead to effective commissioning, improved practises and financial savings.

This document sets out Publica's strategic approach to procurement and contract management. It is not intended to be a procurement or contract management manual; however, the principles contained within the strategy should be applied to all procurement activity. Consideration of this strategy is not optional and it should be read in conjunction with the Contract Procedure Rules, Commissioning and Procurement User Guide and other relevant organisational policies.

2. Our Vision

Our vision for Procurement and Contract Management over the term of this strategy is to demonstrate value for money through the effective Commissioning and Procurement of goods, services and works on a whole life basis in terms of generating benefits to the community and Councils, whilst minimising the impacts to the environment.

Meeting this vision and ensuring success of this strategy will depend on the implementation and effectiveness of all of the following key principles.



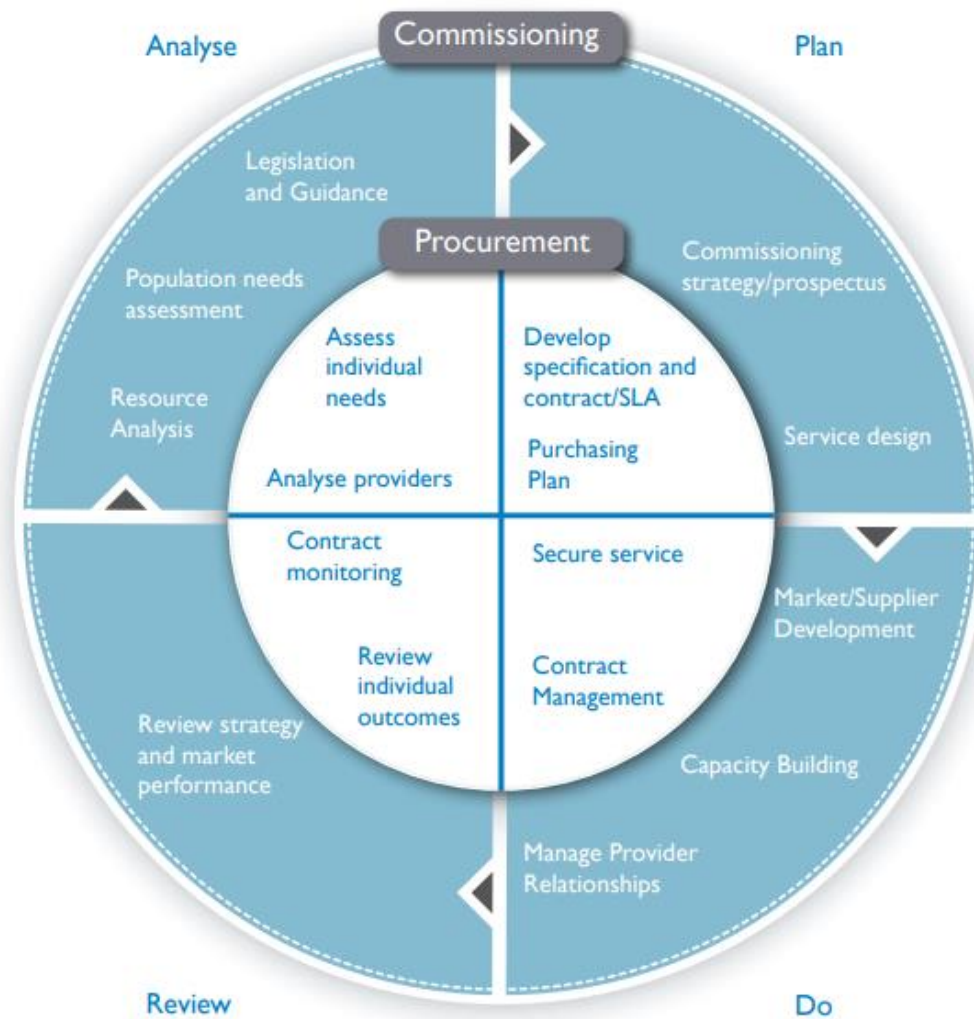
3. Effective Commissioning and Procurement

A key Publica Business Priority is to get Commissioning right. [The Publica Commissioning and Procurement User guide](#) sets out the importance and principles of effective Commissioning and Procurement. In addition, Procurement by its very nature is well placed to support delivery of all of the Business Priorities.

Publica is mindful that the impact of procurement is far greater than processes, objectives, principles, and that effective Commissioning and Procurement can incorporate a wide-ranging socio – economic agenda.

To ensure Publica carry out effective Commissioning and Procurement the team will maintain a forward plan with details of upcoming relevant procurements. The forward plan will be a discussion point at Commissioning and Procurement Board who meet on a monthly basis. The Board includes Senior Managers all relevant stakeholders.

3.1 Commissioning Cycle



4. Procurement and the Climate Emergency

There is now a renewed focus on environmental issues, due to the Climate Emergency, statutory obligations and local authority targets as well as clear links from climate change to economic recovery, jobs, skills, protecting the vulnerable and healthy communities.

Public partner councils have all declared climate emergencies and each are faced with local targets to achieve 'Net Zero' or be 'Carbon Neutral' by 2030. A vital mechanism to respond and contribute to these challenges is **Effective Commissioning, Procuring and Contract Management**.

Supply chains are the biggest contributor to the overall carbon output of local councils and often it is an accumulation of small factors that add up to make a difference. An example of this might be the carbon emissions due to transport of products by suppliers. This often is not something that the councils can control, but it certainly influences the levels of emissions the council contributes to as a whole. One way in which procurement will make a significant change is through influencing the supply chain, and encouraging climate action by suppliers.

Engaging with suppliers at the earliest opportunity to make climate intentions and ambitions clear at the pre-procurement stages is key to reducing the Councils carbon footprint.

The consideration of environmental issues will be embedded in all the Council's procurement of goods, services and works, reducing the impact of activity and enhancing and protecting our environment.

Key Actions

- adopt the principles of resource and waste minimisation for materials, energy, water, air and land in support of carbon reduction and climate change, reusing and recycling wherever possible;
- consider the costs and benefits of environmentally-friendly goods, services and works;
- Challenging at the pre-tender stage the product, material, design and works selected to ensure environmental considerations are part of procurement decision making;
- wherever possible and practicable, specify a requirement in line with nationally or locally agreed specifications; where such exact specification is not possible, enable suppliers to submit offers for environmentally-friendly alternatives;
- work in partnership with other public bodies to maximise sustainable procurement gains through collaboration and information sharing;
- Ensure that all organisations have equal access to procurement opportunities, from larger organisations to SME's and the voluntary sector, in order to ensure fair and equitable opportunities for all.

Delivery

- Utilise the Councils Impact Assessment Tool (IAT) which will consider a wide range of impacts that a procurement or the project it delivers will have on the environment and social factors. Enabling works, materials or services to be reconsidered before procurement commences to limit negative impacts and maximise benefits. Before starting a tender process the IAT will help to identify key environmental opportunities in higher value contracts.
- Mandate that any environmental requirements identified as part of the toolkit process must be included in any tender specification;

- Ensure that all procurements require suppliers to submit information on their environmental policies and practices and for larger contracts, on their key performance indicators;
- Using open tenders to encourage local suppliers, unless there is a specific need or benefit offered by securing contracts via Procurement Frameworks;
- Making ethical considerations using Blueprint for Better Business principles
- Promoting purpose driven and responsible local supply chains;
- Encouraging innovation related to more sustainable goods, works and services, through effective market research and use of outcome specifications.

These actions will be delivered by the qualitative scoring of tenders based on:

- The environmental and sustainability policies that suppliers are demonstrating they are putting into practice. Considering matters like reduced packaging in the supply chain, sustainable travel and locally sourced products;
- Where feasible evaluating whole life costs when sourcing goods and services.

Contract performance

- Make sure that the relevant climate and sustainability requirements and performance are embedded into the contract and contract monitoring;
- Move towards measuring the carbon emissions and savings that result from the council's contracts.

Championing sustainability in the first instance will allow councils to set expectations and give suppliers the chance to adapt or discuss how they might make improvements. It equally gives suppliers the opportunity to share their climate innovations and insights, and for councils to learn from them.

5. Modern Slavery

Procurement Regulations make certain modern slavery offences grounds for mandatory exclusion of bidders from public procurement. (This forms part of the tender evaluation exercise). Standard procurement documentation requires bidders to self-certify their compliance with the Modern Slavery Act 2015.

We are committed to ensuring the suppliers with whom we do business understand the risks of modern slavery in supply chains, and take appropriate action to identify and address those risks, with particular focus on supporting victims of modern slavery.

Modern slavery risks will be addressed during the procurement process: -

- When identifying the need, approach to be taken and the market - **pre-procurement**
- When deciding the requirement - **specification stage**
- When selecting suppliers to invite to tender - **selection stage.**

- When awarding the contract - **award stage**.
- In the performance of the contract - **contract conditions and contract management**.

6. Social Value

Publica will take a holistic approach when considering its activities and take into account the wider economic, social and environmental effects of their actions.

In essence, Social Value serves as an umbrella term for these broader effects, and organisations, which make a conscious effort to ensure that these effects are positive, can be seen as adding social value by contributing to the long-term wellbeing and resilience of individuals, communities and society in general.

Publica and its partner councils should consider social value through their policy and spending decisions to maximise the benefit for their communities. In addition, Publica and its partner councils encourage their supply chains to pay their staff and sub-contractors a Living Wage.

See Appendix I for Publica Social Value statement

7. Contract Management

Contract Management is concerned with the continuous review and management of the contractual terms and/or service level agreement secured through the procurement process to ensure suppliers and partners deliver the outcomes agreed. Managing the contracts and relationships with our delivery partners, is imperative to ensure that:

- the strategic priorities agreed at the outset are delivered in a cost effective and timely manner;
- non-compliance or variation is identified early for escalation and resolution
- risks and costs are managed;
- Contract reviews are undertaken and lessons learnt inform the commissioning and procurement process to ensure continuous improvement.

Officers responsible for managing and monitoring contracts must ensure:

- A copy of the original contracts is accessible to them and reviewed regularly, to ensure they are aware of the contracted terms.

- That contractors' business continuity plans are in place and are reasonable. Periodic reviews of these plans should be undertaken.

7.1 Contract Management Principles

The following principles will underpin Publica's approach to contract management

- **Ensure that contracts are known and understood by all those who will be involved in their management** – Make sure that adequate resource are identified and appointed well before award of contracts and that there is an effective handover or transition from sourcing to contract management.
- **Be clear about accountability, roles and responsibilities** - Ensure contract ownership, management processes and governance mechanisms are clear with defined roles and responsibilities at appropriate levels of seniority. Make sure contracts have a documented Contract Management Plan.
- **Establish and use strong governance arrangements to manage risk and enable strategic oversight** – ensure that governance structures are proportionate to size and risk of contracts, are suitably empowered and support the business outcomes and objectives.
- **Adopt a differentiated approach based on risk** – distinguish between tactical and strategic contracts and direct the strongest resource to contracts where the risks and rewards are highest. Consider a self-managing approach for lower risk contracts.
- **Manage contracts for business/public service outcomes** – the owners of the required outcomes should be accountable for successful contract performance and should work closely with procurement to manage contracts.
- **Accept that change will happen and plan for it** – develop flexible approaches to change through joint working with suppliers; accept that change will affect both parties during the contract life, but control costs with robust change control mechanisms. Ensure that controls are in place to prevent changes from altering the strategic intent of the contract.
- **Measure and report on performance and use KPI's and data efficiently to incentivise good performance** – administer contracts proactively and efficiently, making maximum use of benchmarking and performance measurement data. Ensure KPIs and incentives are appropriate and proportionate to the contract.
- **Drive continuous improvement, value for money and capture innovation** - actively use contract tools and provisions to leverage the relationship, continually drive value for money and seek out and implement innovative ideas for improvement.
- **Accept that successful delivery of major projects is best achieved through a single fully integrated team** – where the supplier and client work as a single team with one focus, delivery of the successful outcomes.

8. Fraud

The Publica partners are committed to countering fraud and corruption and officers who procure goods, services and works must be fully aware of the rules and procedures that support this aim.

Successful counter fraud and anti-corruption arrangements should be the consequence of effective business systems, governance practices and controls, specifically the:

- Contract Procedure Rules
- Financial Rules
- Whistle Blowing Policy
- Employee's Code of Conduct or Business Conduct Policy, and
- Counter Fraud and Anti- Corruption Policy and Fraud Response Plan

Please see Appendix 2

9. Freedom of Information Act 2000

The Freedom of Information Act 2000 (FOI) may affect suppliers and contractors to the Council. Procurement related information is likely to be the subject of a number of requests under the FOI Act.

That information must be provided unless it is covered by one of the Act's exemptions.

Requests for information are retrospective which means that any information an external party has provided in the past or may provide in the future will be subject to FOI e.g. contracts, tender documents, development proposals. Personal data is exempt under FOI, because it is already within the terms of the Data Protection Legislation.

10. Data Protection

The Data Protection Legislation consist of the UK- General Data Protection Regulation (GDPR) and Data Protection Act 2018(DPA 2018) (and regulations made thereunder) and the Privacy and Electronic Communications Regulations 2003 (SI 2003/2426).

Article 28 of the Data Protection Legislation adds a requirement upon controllers (the organisation who determines the purposes and manner in which personal data is processed) to ensure that certain provisions are included in contracts where there is personal data being passed from one party as the controller to another acting as a processor of that personal data.

The aim of the Article is to ensure that a controller of data who passes personal data to the processor controls how that processor can use that data. In order to achieve this, the Article stipulates that any processing of personal data by a processor shall be governed by a contract containing certain Information.

Procurement will therefore ensure that Data Protection Legislation is addressed where required at each stage of a regulated procurement and recorded appropriately on the Contract register by:

- ascertaining what type of personal data will be held as part of the contract and where that data will reside
- identify how the data will be obtained, how it will be stored and who it will be shared with
- identify which suppliers are affected by Data Protection Legislation and record accordingly on the Contract register

11. What is next?

Over the past number of years, the Procurement team have made a lot of service improvements to the Procurement service, however there is still a lot to do. Strategic actions over the coming years include but are not limited to the following;

Task	Details
Category Management	Improve our strategic approach to category management so that we can segment spend into areas which contain similar or related products and services enabling opportunities for consolidation and efficiency.
Regulation	Prepare and adapt to upcoming changes to regulations following publication of the new Procurement Bill.
Spend Analysis	Introduce spend analysis as a process to analyse the historical spend (purchasing) data across Publica to provide answers to questions concerning spend visibility, compliance and control.
Further improve self-serve provision.	Improve self – service provision by establishing in-house frameworks and Dynamic Purchasing Systems for key areas of spend. This will release the procurement

	team to concentrate on strategic areas of procurement.

Appendix I - Social Value Statement



Background

The Public Services (Social Value) Act 2012 (the Act) provides a legal obligation on public bodies to consider how the services they commission and procure, over the thresholds provided for in the Public Contract Regulations, might improve the social, economic and environmental well-being of the local area and how, in conducting procurement it can secure Social Value.

Whilst the obligation only applies to above threshold procurements for services (or mixed contracts where services is a large part of the contract), Officers should consider Social Value in all of the Publica Council's procurement requirements when it is proportionate and relevant to do so.

The aim of the Act is not to alter the commissioning and procurement processes, but to ensure that, as part of these processes, the Publica Council's consider the wider impact of the services delivered. This also includes encouraging Officers to talk to stakeholders, including the local community, to design better services, and explore finding new and innovative solutions.

The Publica Councils have a combined annual spend of ***** on a range of goods and services. The Act provides a significant opportunity to think creatively about how we can secure wider social, economic and environmental benefits from this spend.

In addition, the Publica Councils want this statement to be the start of a conversation about how we use our wider processes, resources and influence to support value in our local areas.

1. What is Social Value?

The Social Value Act does not define what 'Social Value' means. Therefore, the Publica Councils has proposed the following definition of Social Value that links back to the Publica Councils vision:

Social Value is the wider social, environmental and economic benefits that we will secure from commissioning and procuring activities.

2. The Social Value Model

The Social Value model sets out the Governments Social Value priorities for Procurement. There are five themes and eight policy outcomes, which flow from these themes. These are

Themes		Policy Outcomes
Theme 1	COVID -19 recovery	Help local communities to manage and recover from the impact of COVID-19
Theme 2	Tackling economic inequality	Create new business, new jobs and new skills
		Increase supply chain resilience and capacity
Theme 3	Fighting climate change	Effective stewardship of the environment
Theme 4	Equal opportunity	Reduce the disability employment gap
		Tackle workforce inequality
Theme 5	Wellbeing	Improve health and wellbeing
		Improve community cohesion

There should be a clear 'golden thread' from the government priorities to the development of strategies and business cases for programmes and projects, through to our Procurement specifications.

3. How we will deliver Social Value

The Publica Councils procure a wide range of goods and services, and it is recognised that there can be no 'one size fits all' model. This statement should be applied in a proportionate manner and be tailored to reflect the service, goods or works that are being procured. It is the role of commissioners and procurement leads to consider, on a contract-by-contract basis, the potential Social Value outcomes that could be delivered through the procurement exercise and the most appropriate procurement strategy to achieve these.

We will apply Social Value in a way that is fair and transparent to all providers.

In addition, the Publica Councils aspire to ensure that the concept of Social Value is considered in all our organisational change activities including those applying to how we assess services that are delivered directly by the Council.

The Publica Councils contract rules dictate the procurement process to be followed above specific thresholds. Therefore, our approach to Social Value will be as follows:

Informal – all procurement below £25,000

Officers will ensure that the specification/statement of requirement takes in to account our Social Value priorities and that all bidders are given the opportunity to contribute to Social Value regardless of the category of the procurement.

Formal – all Procurements above £25,000

Officers will ensure that the specification/statement of requirement takes in to account our Social Value priorities and include relevant and proportionate Social Value outcomes that the Publica Councils wish to see from the procurement exercise. Officers may wish to include consultation with community groups to ensure that any practical support is not prescribed but co-created with the community.

Officers will also consider making Social Value a contractual obligation within the specification/statement of requirement where it is appropriate to do so. Examples could include

- Reducing carbon footprint
- Recruiting apprentices for a specific project
- Community wellbeing
- Encouraging core contractors and suppliers to pay their own employees a Living Wage and ensuring the principles of the Living Wage filter through the supply chain.

Social Value can be included as evaluation criteria and be assessed in line with Price and Quality.

4. Consultation

It is important that the local communities are engaged in shaping and deciding what is important to them, as well as engaging with the market to understand their ideas for how they can contribute our Social Value policy outcomes. In order to ensure our proposed ideas really do add Social Value we need to engage with communities to understand their existing assets and then use this information to build the Social Value requirements. This will ensure that we are adding and not simply duplicating the value already existing within the community as this could have an adverse impact.

Appendix 2 - Fraud Awareness



Fraud can occur at all stages of the procurement cycle and can be internal, external or both where there is collusion. Officers must be aware of the risks, detailed below, and the fact that they apply not just to large, high value contracts but also to low level spend. Officers engaged in all stages of the process need to be alert to the possibility of abuse when raising or approving requisitions, when writing or evaluating specifications, as well as further on in the process once the contract has been awarded.

Pre-tendering risks:

- **Needs assessment** – Need or timing tailored to benefit a specific supplier
- **Bid tailoring** – Narrow, broad or vague specifications
- **Bid splitting** – To circumvent approval thresholds.
- **Contract waivers** – To circumvent a fair and proper tendering process.
- **Abuse of position/conflict of interest/bribery** – Officers, Members or Suppliers acting inappropriately and for personal gain.

Tendering/bid evaluation risks:

- **Leaking confidential information** – staff providing details to contractors for unfair advantage.
- **Influencing the evaluation** – staff influencing an outcome for a preferred supplier.
- **Fictitious companies bidding** – to mislead and influence the evaluation process.
- **Cartels/collusive bidding/inflated bids** – suppliers colluding to influence the outcome.
- **Cover pricing** – obtaining artificially inflated prices to give a misleading impression of the extent of competition

Post-tendering risks:

- **Poor Contract Management** – allows abuse and possible fraud by the supplier.
- **Claims for fictitious services/goods** – charging for goods not supplied.
- **Charging for different quality goods/product substitution** – inferior goods supplied for inflated prices and altered contract terms.
- **Fictitious companies/staff/contractors** – diverting payments.

Fraud awareness and training for all staff involved in the procurement process is mandatory and includes training on the fraud indicators officers must be alert to.

To manage the risk of bribery and corruption, procedures for declaring gifts and hospitality and conflicts of interest are also mandatory and the organisation encourages a culture of transparency that is supportive of whistleblowing.

Segregation of duties, a centralised contract register and proactive contract management further mitigate the risk from fraud.

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Agenda Item 11



COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET – 17 JULY 2023
Subject	COUNCIL PRIORITY AND SERVICE PERFORMANCE REPORT – 2022-23 QUARTER FOUR
Wards affected	All
Accountable member	All relevant Cabinet Members
Accountable officer	Robert Weaver, Chief Executive Email: robert.weaver@cotswold.gov.uk
Report author	Gemma Moreing, Business Intelligence & Performance Lead Email: gemma.moreing@cotswold.gov.uk
Summary/Purpose	To provide an update on progress on the Council's priorities and service performance
Annexes	Annex A – Post Reporting Period Events Annex B – Corporate Plan Action Tracker Annex C - Council Priorities report Annex D - Performance indicator report
Recommendation(s)	<i>That Cabinet resolves to:</i> <i>1. Note overall progress on the Council priorities and service performance for 2022-23 Q4 and the post reporting period events.</i>
Corporate priorities	<ul style="list-style-type: none"> ● Deliver the highest standard of service ● Respond to the climate crisis ● Provide socially rented homes ● Make our local plan green to the core ● Support health and wellbeing ● Enable a vibrant economy
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Publica Directors, Assistant Directors, Business Managers, Service Managers and Service Leads



I. BACKGROUND

- I.1** The Council adopted the Corporate Plan 2020-24 ('the Plan') in September 2020, and included recovery work in response to the impact of Covid-19. A spring 2022 'refresh' of the Plan was completed and approved by Council at its meeting in May 2022. The refresh sought to reflect key achievements since the introduction of the Plan, and clarify the priorities over the remaining period of the Plan (to April 2024).
- I.2** A high level commissioning statement was approved by Cabinet in January 2020 which sets out the relationship between Publica and the Council and their respective responsibilities. Publica must ensure that it provides the necessary information to the Council so it can assess whether the commissioned services are being delivered in accordance with the agreed quality and standard. The Council's Chief Executive is responsible for reviewing and approving the information provided in this report prior to its publication.
- I.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 drawn particular attention to the following:
- The Council has appointed a contractor for the Trinity Road office refurbishments. The revised layouts will create space in the West wing to be let to tenants. The refurbishment to a number of side offices off the West Atrium is nearly complete as is the work to the WCs by the bistro. Tenders have been received for the roof repairs;
 - The rising energy prices and higher cost of living is affecting householders, in particular those on low incomes. Both Cabinet and Council received a report on how the Council is responding to the Cost of Living and Warm Places Motions. Funding allocations for specific initiatives were approved including match funding of £20,000 for the Council Tax Hardship Fund which could be used to provide one-off support in specific financial circumstances, and £40,000 from the Council Priorities Fund towards establishing a food network. Existing external funding of £75,000 which the Council receives for community based activity has been ringfenced to the 'Cotswold Connected Community and Food Programme';
 - The collection rates at the end of the year for the Council sits at 98.02% which is higher than the collection rate for last year. The improved collection rates will have been helped by recovery action beginning to take effect with those households in arrears now on repayment schedules, and potentially the roll out of the £150 council tax rebate (generally paid back to the householder's bank account but some will have had their accounts credited), which has now ended. The rising cost of living has affected the annual in-year collection rates. The service reports that overall customer contact with the service has increased and the number of applications for reductions in council tax in



special circumstance (Section 13A) is rising. The Council will be introducing a hardship fund from April 2023. The Council Tax Support schemes have been revised in line with inflation to support more households and will be introduced in 2023-24. As expected, workloads did increase during Q4 as both the Revenues and Benefits teams implemented the additional £25 payment to all working age and pension age individuals in receipt of Council Tax Support; as well as the alternative energy payments. The payments were administered well but customer contact can impede the speed of payment.

- The business rates collection rate is continuing to improve since emerging from the pandemic and was over five and a half percentage points higher than the previous year, although still lower than historical levels. Recovery is expected to take longer due to the impact of the cost of living crisis. Extended retail relief continued through Q4 at a relief of 50%, and will increase to 75% in 2023-24 for leisure and retail businesses. However, the criteria for eligibility is more stringent than during covid times so some businesses will miss out. The service will be writing to those businesses affected. In addition, some businesses will see their rates increase as a result of the business rates revaluation 2023-24. The service is continuing to support 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. All in year recovery processes are up to date, and plans are in place to redesign the recovery process in the first part of 2023-24;
- The Council is continuing to support the 'Homes for Ukraine' scheme in which people in the UK are sponsoring/hosting a Ukrainian individual or family. As at 31 March 2023 there were 73 active hosts/households with 197 guests. Some guests are being re-matched with new sponsors as relationships break down or the sponsor does not wish to continue in the scheme;
- Earlier this year, the Council was awarded £1m from the UK Shared Prosperity Fund for the period 2022-23 to 2024-25. The Council's Local Investment Plan, which sets out how the Council proposes to use the funding, was approved by government in December 2022. A further £764,292 was indicatively allocated to the Council from the Rural England Prosperity Fund for financial years 2023-24 and 2024-25. An addendum to the Local Investment Plan was submitted to the government at the end of November 2022 and it was approved in early April;
- The £380,000 replacement of fitness equipment across the Council's leisure centres has been delivered by SLM Everyone Active (SLM). Gym memberships are up by nearly 20% compared to last year. Rising energy costs continue to be a key issue for leisure operators. The government has announced that the scheme to protect high energy usage companies will not include leisure centres. The risk of high prices will also impact on the Council where a risk share for higher than usual utility tariffs is included in the leisure contract. SLM will continue to raise its concerns with the relevant bodies.



2. COUNCIL PRIORITY REPORT

2.1 Progress on actions in the Corporate Plan include:

- Cabinet approved funding for the Growth Hub in March 2023. The legal agreement with them requires them to focus on start-ups and provide an outreach service across the District and includes a target for the number of new businesses created.
- Rissington Road car park, Bourton on the Water opened to the public in March 2023 following the improvement works. There are few small areas to finish off, but all bays are accessible.
- Crowdfund Cotswold continues to attract wide interest across the District. The last project from the autumn round, Fairford Skatepark, successfully hit its target in March. This is the largest project so far, with a campaign target of almost £100,000. The Spring round launched with an online workshop on 1 March, with a deadline of 26 April.
- The Holiday Activity and Food programme will run activities again during the Easter Holidays and offer families Co-op food boxes in addition to the supermarket vouchers that they will receive from GCC. Cotswold Connected Community and Food programme is already supporting several community food and learning initiatives for families that will take place in 2023 throughout the district.
- Work is progressing on the Changing Places Toilets project (£162,500 award from government). Cotswold Farm Park now completed. Abbey Grounds, Cirencester has works underway. The remaining two (Birdland and Cotswold Country Park and Beach) are less well-advanced but will be delivered during 2023-2024.
- The procurement process for Leisure and Culture Management Contractors is now complete and contracts have been signed with Freedom Leisure.
- The Council and Bromford Housing have entered into a Collaboration Agreement to deliver the Down Ampney housing development. The second public consultation has completed. Planning submission expected in the coming weeks. The planned programme of consultation continues through this year and will help to shape the initial scheme designs for a net carbon zero housing development.
- The A417 Missing Link scheme was approved in November 2022; and Kier Highways has been appointed as the main contractor. The £460m project is designed to reduce congestion and improve road safety on this important link between Cirencester and Gloucester and, more widely, the M4 and M5 motorways. Kier have started on site with various preparatory works and are presenting to the next meeting of the Cotswold Economic Advisory Group in April.
- A Town and Parish Council Forum was held on 7 March as a hybrid event in the Council Chamber and on-line. Headline topics were the Council's budget and the Flood Warden scheme.
- Cabinet approved framework decarbonisation targets on 13 March 2023 for the Sustainable Transport Strategy. Work is now underway on the final (Phase 3)



decarbonisation report. A Final Strategy Summary document will then be produced for general distribution in Q1

- Community Safety Partnership secured £50k of the Government's Safer Streets funding and launched a community consultation in March to ascertain which areas of the district residents may feel unsafe in and why.

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

3. SERVICE PERFORMANCE

3.1 Overall, performance appears to be mixed. No indicators progressed to 'Red' from last quarter's status.

3.2 Over the last year, a number of services have highlighted the potential impact of the cost of living crisis on households, businesses and the Council's services in particular Revenues and Benefits, Planning, Housing Support and Leisure. Some services such as Revenues and Benefits have reported increased customer contact and workloads while Planning has reported a slow-down in applications and potentially fewer applications for large developments due to a loss of confidence in the housing market. The business rates collection rate has been depressed over the last couple of years due to Covid and may now take longer to recover.

3.3 There were three 'Amber' indicators this quarter where performance was close to target. Some targets have been set to be challenging and are exceptionally difficult to meet when numbers are low and then converted into percentages. There will be a review of targets at the beginning of the new financial year.

3.4 There are a number of improvement programmes in progress across services focussed on improving the way services communicate with customers, increasing automation and self-serve options for customers (OpenPortal in Revenues and Benefits and the Channel Choice project), and improving the monitoring of workflows using case management tools to help services to actively manage resources (Enterprise in Planning).

3.5 Some of the performance indicators that were short of their targets or showing a downward trend are considered below together with rectifying actions:

- % of Non-domestic rates collected

Extended retail relief continued through Q4 at a relief of 50%, and will increase to 75% in 2023-24 for leisure and retail businesses. However, the criteria for eligibility is more stringent than during covid times so some businesses will miss out. The service will be writing to those businesses affected. Some businesses will see their rates increase as a result of the business rates revaluation 2023-24. A higher level of uncollected business rate income is likely to result in a reduction in the amount of business rate income retained by the Council, putting further pressures on the Council's finances.



The Resolution: 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. All in year recovery processes are up to date, and plans are in place to redesign the recovery process in the first part of 2023-24

- Processing time for new CTS claims and CTS change events

The service is heavily reliant on customers providing the correct information and the cost of living crisis has had an impact on overall customer contact and workloads in the service .

The Resolution: A report has been developed around defective claims that will indicate where to focus website improvements etc. System improvements and automation are helping reduce repeat contact.

- Planning determination times for all types of applications has improved over the last 12 months, with both 'Major' and 'Minor' applications exceeding their targets. Planning determination times for 'Other' applications (mainly householder applications) has also continued to improve but at a slower rate, partly due to being unable to secure extensions of times. This outturn is reported cumulatively from the beginning of the year which means that fluctuations and improvements are flattened. (SEE ANNEX A)

Resolution: Performance is expected to continue to improve, although there is an acknowledged backlog of applications which is being worked through so it is possible that there will be some fluctuations. Workloads are more manageable as the number of applications continues to slow in line with the national trend. Better capacity in the DM team means that there is more scope for upskilling but a shortage of ecologists is still delaying response times for some planning applications.

As a result of the PAS (Planning Advisory Service) report, further improvements and revisions have been compiled in a report which is due to go to cabinet in Q1 of 2023-24

The validation checklist was launched in February as part of the improvement roadmap. It has largely been well received and a better quality of applications is being received. The sections around Biodiversity and Sustainability have had more significant changes and, following feedback from agents, these sections will be reviewed.

- Total Income achieved in Planning and Pre-application advice income

At the end of Q4, total planning income for the Council was short of the target. Due to the cost of living crisis and the slow down in the economy, we may be seeing a slow down in larger developments in particular. Pre-application income target has also not been met, partly due to smaller scale pre-applications which attract a lower fee. In addition, the focus over the last few quarters has been on delivering other aspects of the service, especially the determination of applications.



The Resolution: The pre-app process and charges will be reviewed in Q1 of 2023-24. It is likely that we will continue to see fewer larger developments due to loss of confidence in the housing market coupled with the fact that Cotswold has a 5 year land supply so gets fewer speculative applications which tend to attract large fees.

- % of official searches completed within 10 days

There has been improvement in performance but it is still below target

The Resolution: Internal consultation turnaround times are now easier to monitor with a useful dashboard and relationships with other services are being built upon. The Land Charges Service Lead has met with all services to ensure they understand the requirements for timely responses and any late responders have been highlighted to Service Leads in line with the new process.

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

- At the end of Q4, the average time taken to process Housing Benefit changes decreased to 7.14 days;
- In Q4, eleven enforcement actions were issued at Cotswold for fly tipping offences. The surveillance cameras have delivered results by identifying potential perpetrators and PACE interviews have followed on the strength of the footage. There has been a reduction in fly tipping at the camera points;
- The number of missed bins per 100,000 decreased in Q4 . The number of missed bins for Q4 was 75 per 100,000, well within the target;
- Services delivered face to face and telephone are indicating high satisfaction for services, and the number of survey responses has increased. Q4 saw significant impetus to get advisors to push the survey to residents;
- Following the refurbishments at Cirencester Leisure and Bourton Leisure visits continued to increase and the number of gym memberships were over target;
- The Food Safety team completed 15 out of 16 high risk food inspections despite issues with access and availability of senior officers who complete these inspections. The remaining inspection has since been completed;
- Three customer satisfaction surveys for the Building Control service were completed in the quarter, of which all customers were fully satisfied.

3.7 A full report is attached at Annex C.

3.8 From Quarter One 2023-24, where possible, broader benchmarking will be included in the report in order to gain a more robust and insightful evaluation of performance.



4. OVERVIEW AND SCRUTINY COMMITTEE

- 4.1 This summary performance report will be reviewed by the Overview and Scrutiny Committee at its meeting on 11 July 2023; and any comments from the Committee will be reported to the Cabinet.

5. FINANCIAL IMPLICATIONS

- 6.1 There are no direct financial implications from this report. The 2022/23 finance performance report will be presented to July Cabinet as a separate agenda item.

6. LEGAL IMPLICATIONS

- 6.1 None specifically as a result of this report. However, a failure to meet statutory deadlines or standards in some services may expose the Council to legal challenge and/or financial liability.

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. BACKGROUND PAPERS

- 10.1 None

(END)

ANNEX A

Quarter Four Performance – Post Reporting Period Events

Due to the nature of the reporting cycle, naturally some important events can occur after the reporting period that are material to contextualising performance in the report. As these events tend to be irregular they are noted here, rather than dominating the text of each thematic area.

1. Development Management 2 Year Planning Application Performance Average:

Although performance in application processing speed for the Development Management Service has improved over the last 5 quarters (currently running at 83% for April), the Government uses a rolling 2-year cycle to monitor performance based on our reporting to them. This means that our current performance is impacted by the events at the end of pandemic restrictions in 2021, where higher numbers of applications resulted in decreased application processing times.

Our current 2 year rolling performance is now slightly below the required level of 70% applications processed within statutory time limits, with a target to bring the rolling average back on track by the beginning of July (Quarter 2). A performance improvement plan is in place to achieve this, which focuses on ensuring planning performance agreements with customers are recorded within the system and ensuring that applications are processed well in advance of deadlines.

2. Audit of Council Tax Arrears

A recent audit of the Council Tax Services indicated that a significant sum of arrears had accumulated during challenging circumstances associated with the pandemic. The recovery of these arrears had been suspended to support customers in difficult financial circumstances and to facilitate the adoption of a new Council Tax platform enabling self service payments. The recovery process has now been reinstated and the current cycle is up to date, resulting in significant improvements in the collection of those arrears through manageable payment schedules for those residents affected.

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Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q4

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

Deliver the highest standard of services

Ref.	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q4
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	Linked to Clean & Green
SS2		Improve road sweeping regimes	November 2020	April 2024	Bill Oddy/Scott Williams	Joe Harris	Complete	An enhanced level of road sweeping along the ring road has been introduced as part of the Clean and Green Cotswold initiative
SS3		Replace worn and damaged street nameplates	September 2020	167 replaced by April '22 Approx. 120 scheduled for replacement summer/autumn 2022	Claire Locke/Alfred Tolley	Joe Harris	Complete	All 160 street name plates scheduled for replacement have been installed, with a few exceptions that require specialist action i.e. wall mounted at height in central Cirencester and require road closure to enable access.
SS4		Keep areas of open space tidy	April 2021	April 2024	Andy Barge/Scott Williams	Joe Harris	On Target	Linked to Clean & Green
SS5	Deliver an excellent Town and Parish Council engagement programme	Maintain contact with all town and parish councils through a regular newsletter	October 2020	Achieved	Angela Claridge	Joe Harris	Complete	Completed
SS6		Deliver programme of engagement for town and parish councils	October 2021	April 2024 Planning seminar held March 2022	Angela Claridge	Joe Harris	On Target	A Town and Parish Council Forum was held on 7 March as a hybrid event in the Council Chamber and on-line. Headline topics were the Council's budget and the Flood Warden scheme.
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 Evely	Complete	All three phases have been completed. All the machines have been upgraded with offline payment software to improve payment processing. The service will continue to monitor performance
SS8		Determine the feasibility of 'pay on exit' parking, and implement if appropriate	March 2021	May 2022	Jon Dearing/Maria Wheatley	Mike Evely	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 Evely	Complete	Completed
SS10		Make the Whiteway car park operational	January 2020	Achieved	Jon Dearing/Maria Wheatley	Mike Evely	Complete	Completed
SS11		Deliver Improvements to Rissington Road Car Park, Bourton on the Water	November 2022	March 2023	Claire Locke/Andrew Dike	Mike Evely	Complete	Works completed and Car park opened on 29 March 2023. EVCP to be installed by the end of May 2023, cabling already in place.

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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	New footpath cycle link to Neigh Bridge and associated works are under construction. A review of delivery of Spine Road Crossing will be required following assessment of Safety Audit. COMF funding is being considered for use in initial traffic calming measures to try to reduce speeds as first key step.
SS15	Establish financial resilience to enable investment in our priorities	Adopt and implement a clear financial strategy that reflects the changing economy and our identified needs	September 2020	Refreshed annually	David Stanley	Mike Evemy	On Target	
SS16		Adopt and implement recovery investment strategy	September 2020	Refreshed annually	David Stanley	Mike Evemy/Tony Dale	Cancelled	The Recovery Investment Strategy was rescinded in November 2022 due to concerns around borrowing levels and the viability of the schemes. There may still be opportunities that arise from time-to-time for example through transformation that will be considered on a business case basis
SS17		Develop and implement an asset management strategy	March 2021	December 2022	David Stanley/Claire Locke	Mike Evemy	Off Target, but action being taken to ensure delivery	Information on assets, income and costs provided to S.151 to enable brief to be prepared for consultant appointment. Appointment being led by David Stanley. Procurement has commenced.
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 recommendations presented in the FRM review report were not supported by CDC which means that the current limitations of the service due to the size of the team will continue in the Cotswolds. There have been discussions at CDC with the FRM officers and planning manager to discuss how the new cooperative working arrangement with Thames Water that is being piloted at WODC can be extended to include CDC. The purpose of the pilot is for the district council to better understand how it can influence the work of Thames Water with a view to reducing spills into watercourses as well as how TW can respond in a more efficient manner to sewerage and flood incidents. The planning consultee service for new developments up to 9 new dwellings continues to reduce the risk from new developments. Additionally, a renewed three year delegated land drainage consent and enforcement agreement has been entered into with GCC.
SS19		Roll out the Cotswold Flood Warden Programme	November 2021	November 2022 for the initial pilot year.	Robert Weaver	Andy Doherty	On Target	There are now 22 registered Flood wardens, from Bibury (2), Bledington, Bourton on the Water (2), Cirencester (6), Evenlode, Fairford, Lechlade, Moreton in Marsh (4), Northleach, Somerford Keynes, Southrop and Upper Slaughter. Further prospective wardens have come forward from Chipping Campden, Lower Slaughter, Naunton, Northleach and South Cerney. In addition to the January Flood Wardens Event, GRCC's lead officer presented the scheme at CDC's Town and Parish Council Forum in early March. The lead officer has since left GRCC, who were in the process of recruiting at the time of writing.
SS20	Provide a trusted, inclusive and transparent planning service	Restructure our team to ensure resilience	September 2020	Achieved	Frank Wilson	Juliet Layton	Complete	Completed
SS21		Relaunch our pre-application service	September 2020	June 2022	Jon Dearing/Phil Shaw	Juliet Layton	Complete	Completed. The new fees and charges for both pre-app advice as well as other non-statutory work (that are currently not being charged for) were approved by Cabinet in February and implemented on 1 April 2023
SS22		Improve communication with residents	January 2021	April 2024	Jon Dearing/Phil Shaw	Juliet Layton	On Target	The CDC based team has continued the trial of different ways of keeping customers informed. The work of this team coupled with planning officer workloads reducing back towards pre pandemic levels and the greater emphasis being placed on client engagement has substantially reduced the complaints from applicants that they are unaware of what is happening. Whilst not part of the project it would also appear that the concerns previously expressed by other parties that engage with the planning process (consultees, neighbours/Town and Parish Councils etc) have also substantially reduced
SS23		Develop an ICT enabled proactive approach to planning enforcement	April 2021	April 2024	Jon Dearing/Phil Shaw	Juliet Layton	On Target	The task for this quarter and the following quarter was to reduce the backlog of outstanding cases such that the team could implement the new processes from a strong starting position. Backlogs have been substantially reduced even though the team has had one post filled by agency staff over this period
SS24		Maximise external funding opportunities	December 2020	April 2024	Jon Dearing/Phil Shaw	Juliet Layton	On Target	Pre app charges were amended and the new prices were commenced in April

Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of 2022-23 Q4

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	60% market share over the 4th quarter
SS26		Maximise opportunities for income generation	April 2021	Ongoing, as an iterative review process.	Jon Dearing/Andrew Jones	Juliet Layton	On Target	Local awards are to be presented on 12/5/23 to raise the profile of the service. This includes awards for social housing which will assist in building relationships with providers.
SS27	Provide modern and clean public toilets	Reviewing our estate	April 2022	September 2022	Jon Dearing/Mandy Fathers	Lisa Spivey	Complete	The outcome of the estate review will feed into the Strategy for the provision of public toilets
SS28		Explore opportunities for 'comfort partnerships'	April 2021	September 2022	Jon Dearing/Mandy Fathers	Lisa Spivey	Complete	The resources required to monitor and ensure that the facilities provided by the comfort partners are to standard and remained accessible were deemed to be too burdensome and will not be taken forward
SS29		Develop a strategy for the provision of public toilets	April 2022	September 2022	David Stanley/Jon Dearing/Mandy Fathers	Lisa Spivey	Superseded	A strategy for the Council's public conveniences has been drafted but there is now a change of direction. A report on the costs of provision and new charges was considered at Cabinet in February 2023. There will be a site by site review to roll out card readers to enable cashless payment
SS30	Review how the Council commissions its Legal Services	Complete the review of legal services	March 2022	May 2022	David Stanley	Joe Harris	Complete	Cabinet agreed to retain and enhance the in-house legal team in July 2022, and has since been agreed by partner Councils
SS31		Implement Council decision, following review	May 2022	April 2023	David Stanley	Joe Harris	On Target	

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Responding to the climate crisis

	Our aims	Our actions	Commencement	Date due,Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q4
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	District-wide owner-occupier rooftop PV / battery scheme: Further discussion has been held with the proposed scheme provider (https://www.switchd.co.uk/) and further internal procurement checks undertaken as preparation for a Cabinet report in Q1. Support / advice has been given to a local group (Thameshead energy, Somerford Keynes) that is running an 'informal' localised rooftop PV bulk buying scheme, which may expand
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	Budget allocation for part time comms / engagement support has been secured.
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. First investor communication has been sent out; projects funded by the investment are underway. Provisional discussion is being held with county partners regarding other potential focus areas for future CMI fund raises.
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	This links to, and is encompassed by, CC2
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	ORCS grant funding agreed for Rissington Road and Trinity Road. Rissington Road to be installed by the end of May 2023, Trinity Road expected by Q2 2023/24. Better communication has now been established with GCC regarding district-wide installation of on-street charge points.
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		
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 is not yet viable for rural district use. Situation is being kept under review.
CC9		Improve energy efficiency of council premises	March 2021	Phase 1 complete - higher efficiency gas boilers installed at Trinity Rd, LED lighting completed at Moreton Area Centre. Due December 2023	Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon /Lisa Spivey	On Target	Procurement of PV for Trinity Road and New Brewery Arts is underway. Procurement complete and business cases prepared. Report to be submitted to June Cabinet
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	Trinity Road ORCS funding agreed, expected installation by Q2 2023/24.

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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 crossover between some of the actions in the Climate Change action plan and the Corporate Plan - progress is provided here against those actions. Given activities since the adoption, a mid term review will be undertaken starting Q4 2023/4
CC15	Increase renewable energy generation within the district	Complete an options appraisal of community energy generation	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon	Off Target and no action has yet been agreed to resolve the situation	Long term action, which needs review and re-fresh. Currently ad-hoc support is being provided to community energy developments in the district, but not a systematic district-wide options appraisal.
CC16		Secure investment in renewable energy such as photovoltaic farms and electricity generation from our own estate and in partnership with others	April 2024	Investment options considered at Council July 2022	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon	Cancelled	The recovery investment strategy was rescinded in November 2022
CC17		Support community-led and community-owned renewable energy projects	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon	On Target	Long-term ongoing action. Support continues to be provided to individual community energy groups in the district as they come forwards with proposals.
CC18		Support neighbourhood-wide climate action	September 2020	April 2024	Rob Weaver Claire Locke/Chris Crookall-Fallon	Rachel Coxcoon	Off Target, but action being taken to ensure delivery	Long term action. Need for review to clarify the objective, given overlaps with other objectives (eg retrofit support, rooftop PV/battery initiative, etc). Review to be integrated with Climate Emergency Strategy update starting Q4 2023/4
CC19	Take a leadership role on the ecological emergency and nature recovery in the Cotswolds	Adopt and implement the ecological emergency action plan	July 2020	Plan approved July 2020 Cotswold Water Park Nature Recovery Plan published February 2022	Rob Weaver Jon Dearing/Sophia Price	Juliet Layton	Off Target, but action being taken to ensure delivery	HRA work: - Cotswold Beechwoods is proceeding well and the funds for delivering the off-site mitigation have now been promoted. - Progress at North Meadow is very slow, final draft of visitor survey report now submitted; mitigation strategy second rough draft has been produced. The Government has now announced that mandatory BNG will definitely happen in November 2023 for developments of over 9 units or equivalent. Almost no preparation for this has been undertaken. New Assistant Biodiversity Officer appointed, due to start end April.
CC20		Create a community and wildlife sanctuary at Chesterton Cemetery	December 2021	March 2023	Claire Locke/Andrew Turner	Andrew Doherty	On Target	Works should be complete by the end of March.
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	Ongoing
CC22		Consider changes to the waste and recycling service	April 2022	March 2023	Bill Oddy/Scott Williams	Andrew Doherty	On Target	Ongoing

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Providing socially rented homes

	Our aims	Our actions	Commencement	Date due,Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q4
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	Second public consultation completed. Planning submission expected in the coming weeks.
SH2		Progress a Council led, carbon neutral social housing on Council owned sites in Kemble and/or Southrop	October 2022	March 2024	Rob Weaver/Claire Locke/Andrew Turner	Joe Harris / Lisa Spivey	Cancelled	The Kemble site was paused due to challenges with the site including ecological constraints, and an alternative scheme on the derelict Broadleaze site at Down Ampney is being prepared for delivery first. Following a review of the Kemble site in the context of the cost of living crisis and constraints, Cabinet agreed that the site was not viable for housing development. Cabinet agreed in January 2023 to lease the land for use as allotments and community gardens
SH3		Explore direct delivery options 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	
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	The initial Support Provider, Aspire have now withdrawn from the project. This element has now been picked up by P3 ensuring the continuation and longevity of the scheme.
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	
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	Caroline Clissold	Joe Harris	On Target	The Stockwells regeneration scheme will be the first social rented, Modern Methods of Construction (MMC) net zero homes within the District. Developers started on site in Q2 and expect to complete Summer 2023
SH12		Support young people through a 'rent to buy' scheme	April 2021	April 2024	Jon Dearing	Joe Harris	Superseded	This scheme has been superseded by a First Homes scheme launched by the government last year. Any new development must provide a proportion of its properties as First Homes which provides a heavily discounted option (between 30 -50% of the market value) for people to buy properties

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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 Q4
LP1	Develop an updated local plan that delivers our corporate priorities and promotes both carbon neutral development and infrastructure	Identify and allocate land for future housing and businesses.	July 2020	Submit in 2023; Examination 23/24; and adoption 23/24	Andy Barge/James Brain	Rachel Coxcoon	On Target	Officers continue to update the evidence base and local plan policies. As a result of the emerging planning reforms and updates to the NPPF an update to the Local Development Scheme is required. An item has been added to the Forward Plan for July's Cabinet.
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			Andy Barge/James Brain Jon Dearing/Phil Shaw	Juliet Layton	On Target	
LP5	Develop a coordinated strategy for Cirencester town centre that responds positively to the changing nature of the high street	Deliver Cirencester town centre masterplan	2020/21	Framework masterplan has been commissioned and is due to be delivered during 2022; this will include community and stakeholder engagement	Andy Barge/James Brain	Rachel Coxcoon	On Target	Feasibility and viability assessments of sites will be underway in Spring/Summer 2023. The Access and Movement Study is being procured and a consultant will be appointed by the end of Spring 2023 with the study being completed by the end of Autumn 2023. Key stakeholder engagement is due to commence in Winter 2023 along with a consultation on the draft Masterplan.
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	
LP8		Identify sustainable transport options			Andy Barge/Hannah Fountain	Rachel Coxcoon	On Target	
LP9	Create a programme of work that demonstrates our commitment to public consultation and engagement in the planning process	Update our local development scheme	August 2020	SCI updated November 2020; LDS updated on May 2021; Commonplace online consultation system procured November 2021	Andy Barge/James Brain	Rachel Coxcoon	Complete	Completed
LP10		Update our statement of community involvement			Andy Barge/James Brain	Rachel Coxcoon	Complete	Completed
LP11	Deliver a sustainable transport strategy	Promote sustainable methods of transport to reduce reliance on car usage for short journeys	To be confirmed in the publication of our local development scheme	April 2024 planning and implementation	Andy Barge/Hannah Fountain	Rachel Coxcoon	On Target	
LP12		Work with Gloucestershire County Council to provide better sustainable transport routes and options	September 2020	April 2024 planning and implementation	Andy Barge/Hannah Fountain	Rachel Coxcoon	On Target	
LP13		Develop a Sustainable Transport Strategy	November 2020	2023, as part of the Local Plan Submission	Andy Barge/Hannah Fountain	Rachel Coxcoon	On Target	Cabinet approved framework decarbonisation targets on 13th March 2023. Work now being completed on the final (Phase 3) decarbonisation report. Final Strategy Summary document will then be produced for general distribution - expected completion end May 2023. Implementation strategy then to be produced to follow (TBC - part of new project phase). Tender process for Cirencester Access and Movement Study closed 24th April. Expecting contracts awarded and consultants on board by mid May.

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Support health and wellbeing

	Our aims	Our actions	Commencement	Date due,Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q4
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	The last project from the autumn round, Fairford Skatepark, successfully hit its target in March. This is the largest project so far, with a campaign target of almost £100,000. The Spring round launched with an online workshop on 1 March, with a deadline of 26th April.
HW3		Coordinate an asset based community development approach	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	We have successfully recruited to our second Community Builder (CB) post in March. Cotswold Connected Community and Food programme has had 7 applications so far, all of which have been successful. For example, the team supported the start up of the first community pantry in Cirencester, a community food programme for families in and around Cirencester as well as three more courses for the Digital Inclusion Training in Bourton. The team has also supported the set up of 'Teen Cafe' in Northleach. We continue to collaborate with Bromford neighbourhood coaches and community groups in Northleach and Cirencester with door knocking planned for spring/summer. Works in the argos alley way have commenced. The community payback team have started painting the walls and railings with masonry paint and anti-graffiti top coating in March and will complete their work in May. In Q1 new lighting will be installed as well as floor art and two big plant pots.
HW4		Host regular community forums with community groups and community leaders	July 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	This is ongoing. We are hosting biweekly meetings called the Cotswold Community network. At each meeting we are inviting a guest speaker from either public or voluntary sector to talk about their services/initiatives
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	CSP has applied for an secured £50k of the Government's Safer Streets funding (administered by the OPCC). The funding aims to improve feelings of safety. We have launched a community consultation in March that was live for two weeks asking residents to tell us about areas in the district where they may feel unsafe and why. A panel has been formed to look at proposals, do site visits, engage with local communities and organisations and to decide which of the proposed areas will receive a 'makeover' using the funding. The CSP has also applied for and secured £6.8k for community engagement activities from the same fund. A sub group will be planning three events between may and September which will be 'family fun days' that will include representation from the CSP and emergency services to showcase partnership work and to increase confidence in public services. The events will be accompanied by a community consultation mainly researching perception/fear of crime, fraud and how to report crime/ASB. The CSP is going to review its priorities in Q1 of 23/24 following the strategic needs assessment of Safer Gloucestershire and their refreshed priorities.

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HW6	Promote healthy lifestyles, fun and self-care for all ages	Complete a review of our leisure services	July 2020	May 2022	Rob Weaver / Scott Williams	Jenny Forde	Complete	Completed
HW7		Deliver the Council's Leisure strategy.	November 2020	April 2024	Rob Weaver / Scott Williams	Jenny Forde	On Target	Leisure strategy developed and action plans created for the three themes. Being delivered as part of the Active Cotswold Programme
HW8		Deliver capital programme to replace fitness equipment across the Leisure estate	March 2022	September 2022	Bill Oddy/Stuart Wilson	Jenny Forde	Complete	Completed
HW9		Undertake a Leisure and Culture management options appraisal to inform decision on future service delivery, and implement the agreed model(s).	May 2022	July 2023	Bill Oddy/Scott Williams	Jenny Forde	Complete	Procurements for Leisure and Culture complete and contracts being finalised with preferred bidders.
HW10		Develop a updated Playing Pitch Strategy (PPS) to inform planning and investment in pitch-based facilities	February 2022	December 2022	Scott Williams/Rachel Biles	Jenny Forde	Off Target, but action being taken to ensure delivery	Final Stage D has taken place, final comments on strategy to be included. Due to receive final completed version by June 2023.
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	This priority needs to be reframed as the focus won't be on referrals but implementing new community based PA opportunities. We have successfully engaged and negotiated a district membership with Mr Motivator so that local community groups and people from disadvantaged backgrounds can have access to his content for free. Mr Motivator will also hold a live event in June/July to launch our partnership. We have developed an launched a 'Community Fit Kit' which has so far been taken up by a Bromford resident group in Cirencester as well as the Friendship cafe in Tetbury and the Churn project. Kate, our Community Support Officer for PA is approaching and is being invited by various groups to trial seated exercise classes and to offer equipment that groups can use on their own after an introduction on how to use it safely. This way, we are getting people moving that are not currently exercising at all. We have planned a series of six outdoor exercise classes in Fairford for June/July, if the community is interested then these classes can continue. The aim is to implement those classes elsewhere going forward. Working with Cirencester College on delivering free Dementia and Parkinson's classes in Cirencester in Q1.

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HW12	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 will run activities again during the Easter Holidays and offer families Co-op food boxes in addition to the supermarket vouchers that they will receive from GCC. We are currently planning a legacy project for the HAF for which funding will potentially cease in 2025. We would like to take our learning and formed partnerships to continue supporting families in the district beyond 2025. We are working with partners like The Long Table, Feeding Gloucestershire and the Food bank to develop a Cotswold Food Network. We are currently developing the networks aims and objectives and a joint launch event with Feeding Gloucestershire is being planned for 22nd June. Cotswold Connected Community and Food programme is already supporting a number of community food and learning initiatives for families that will take place in 2023 throughout the district.
HW13	Improve equal access to quality services across the district	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	The ILP engagement sessions have resulted in planning and delivering healthy eating cooking classes for disadvantaged families that have been very successful. The group is looking at continued community engagement in this area, more healthy eating cooking classes, Create surveys that can be distributed at events to capture people's feedback at events and community groups, Generate community buy in and identify a community champion, Empower the community, Identify what collected resources we have available, Link in with Tesco and other supermarket community champions, Engage local businesses to see how they can support, Explore opportunities at Cirencester college, Explore opportunity to host activities at Cirencester hospital. We have bid for and secured £149,995 from the ICB (Strengthening Local Communities) and will work with the ILP in Q1 to plan how the funding will be used.
HW14	Continue to invest in dementia-friendly communities, improve understanding and communication, and reduce loneliness and isolation	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	The Dementia friendly Bourton group has grown and is planning a range of activities going forward. They are also planning on engaging with other towns in the North of the district to share their learning. A district-wide alliance is still work in progress mainly due to lack of resources and capacity in the system.
HW15	Work with the Cotswold Youth Network to increase investment in, and support for, youth engagement work	July 2020	March 2023	Andy Barge/Jacqui Wright	Jenny Forde	On Target	We are in regular contact with the youth network and youth activity providers working in our district. We are currently working with 'The Door' to look at how holistic support for families and young people can be funded and implemented in our district.
HW16	Work with partners to implement four Changing Places Toilet facilities	September 2021	April 2023	Paul James	Jenny Forde	On Target	Cotswold Farm Park now completed. Abbey Grounds, Cirencester has works underway. The remaining two (Birdland and Cotswold Country Park and Beach) are less well-advanced but will be delivered during the current financial year.

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HW17		Increase the number of people trained in mental health first aid and suicide prevention	September 2020	March 2023	Rob Weaver Andy Barge/Jacqui Wright	Jenny Forde	On Target	A newsletter with a range of information on mental health advice, support and resources has been sent out to Town and Parish Councils. We are currently preparing comms for mental health awareness week in May to be shared with local communities.
HW18		Provide targeted mental health campaigns and support	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	
HW19	Promote both mental and physical health equally, to increase awareness of mental health issues and improve the community response to people in crisis	Promote mental health activities and initiatives	September 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	
HW20		Continue to deliver the 'hidden harm' project and targeted work to raise awareness of domestic abuse, in partnership with Gloucestershire Domestic Abuse Support Service	July 2020	April 2024	Andy Barge/Jacqui Wright	Jenny Forde	On Target	The commissioning process for the Rural DA Champions network is almost completed. Due to a restructure at Stroud DC, CDC is now taking the lead for the contract and the project will start in Q1 23/24.
HW21		Work with the DWP, businesses, education and the voluntary sector to create more employment and learning opportunities for young people	September 2020	March 2023	Andy Barge/Jacqui Wright	Jenny Forde/Tony Dale	Complete	The New Start project is completed. The project has faced staffing issues and funding has therefore been withdrawn by DWP. Similar support is however being provided by other organisations.
HW22	Ensure our housing and built environments enable residents to live healthy lives	Plan places with active travel and high-quality green infrastructure	October 2020	April 2023	Andy Barge/James Brain/Hannah Fountain/Sophia Price	Jenny Forde/Rachel Coxcoon	On Target	See Make our local plan green to the core
HW23		Develop design codes that focus on climate change and protect people from overheating risk	October 2020	April 2023	Andy Barge/James Brain/Chris Crookhall Fallon/Sophia Price	Jenny Forde/Rachel Coxcoon	On Target	
HW24		Develop policies for dementia-friendly homes	February 2021	April 2023	Andy Barge/James Brain	Jenny Forde/Rachel Coxcoon	On Target	
HW25		Review local plan policies to facilitate healthy place shaping	October 2020	April 2023	Andy Barge/James Brain	Jenny Forde/Rachel Coxcoon	On Target	
HW26		Deliver health and wellbeing initiatives through the local plan	October 2020	April 2023	Andy Barge/James Brain	Jenny Forde/Rachel Coxcoon	On Target	
HW27	Support residents through the 'cost of living crisis', recognising the disproportionate impact on low income households	Roll out the new £150 Council Tax rebate promptly	April 2022	November 2022	Jon Dearing/Mandy Fathers	Mike Every	Complete	Completed

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Enable a vibrant economy

	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	Comment for Q4
VE1	Use our investments and assets to boost the local economy	Accelerate the Recovery Investment Fund to bring large scale investments to the Capital Investment Programme Board in order to reach our £1m Revenue target	December 2021	Strategy goes to Council in May 2022 Investment decisions July 2022	David Stanley/ Paul James/Chris Crookall-Fallon	Tony Dale	Cancelled	The recovery investment strategy was rescinded in November 2022
VE2		Focus on growing commercial revenues in the Council that underpin a 'Green Evolution'	December 2021	Car Parking fees revised for 2022/23 April 2024	David Stanley	Tony Dale	On Hold	On hold as this action needs to be reviewed in light of the rescinded investment strategy
VE3		Invest in local projects and development opportunities	September 2020	April 2024	Andy Barge/Paul James	Tony Dale	On Target	Investment opportunities, including in Cirencester town centre, continue to be looked at on a case by case basis.
VE4		Use our assets to generate jobs locally	April 2021	April 2024	Claire Locke/Paul James	Tony Dale	On Target	Several potential opportunities for Trinity Road being considered. Position with the Old Station and OMH as per Q3.
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	
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	
VE7		Increase tourism's contribution to the economic, social and environmental sustainability of our communities	April 2021	April 2024 19 Training videos created April 2021 Business survey February 2022, to inform actions in 2022/23	Andy Barge/Chris Jackson	Tony Dale	On Target	
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	Cabinet approved funding for the Growth Hub in March 2023. The legal agreement with them requires them to focus on start-ups and provide an outreach service across the District and includes a target for the number of new businesses created.
VE9		Build a reputation as a business-friendly council	July 2020	April 2024	Andy Barge/Paul James	Tony Dale	On Target	Business Matters continues to be issued monthly. Business Engagement visited continue, although paused during the pre-election period. They will recommence post-election.

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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	Farm491 funding for new offices agreed from UKSPF. Proposals for a Centre for Sustainable Aviation appear to be gathering momentum. Rural England Prosperity Funding has now been agreed, so will create more opportunities.
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	No significant update from Q3. Steadings employment land planning application still to be determined. RAU Innovation Village moving forward but still some way from delivery.
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	
VE13		Support businesses to enhance their digital presence	July 2020	March 2022	Andy Barge/Paul James	Tony Dale	Complete	£30k allocated from VWelcome 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	As Q3. County Council Digital Household Scheme has gone out to tender.
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	Preparatory work underway. Construction will start later in the year.
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	Cirencester College T level building being opened later in April. Discussions being held with Cirencester College about linking with sustainable aviation businesses in the district in terms of skills and training.
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	Legal agreement for UKSPF funding for Growth Hub requires them to operate an outreach service covering the whole district. It is anticipated that for the north of the district, the Moreton Area Office will be used as a base.
VE19	Ensure the benefits of the internet and digital technologies are accessible to everyone in the district	Establish needs	October 2020	December 2020	Andy Barge/Paul James	Tony Dale	Complete	Completed
VE20		Identify partners that can deliver improvements	January 2020	March 2021	Andy Barge/Paul James	Tony Dale	Complete	Completed
VE21		Develop and implement an action plan to improve digital inclusion	June 2021	April 2024	Andy Barge/Paul James	Tony Dale	Off Target, but action being taken to ensure delivery	Work is progressing through partnership activity, although there is limited collective capacity to make headway. A headline report outlines eight recommendations to help tackle the digital divide and frames a range of questions revolving around next steps. This is supported by digital exclusion risk mapping, community asset mapping (what's out there already) and a 'what we know about closing the digital divide report. Focus on competing priorities, such as UKSPF and REPF has slowed progress on this. https://www.digitaldivides.co.uk

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COTSWOLD
DISTRICT COUNCIL

COUNCIL PRIORITIES REPORT
January 2023 - March 2023

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

- Cabinet approved funding for the Growth Hub in March 2023. The legal agreement requires them to focus on start-ups and provide an outreach service across the District and includes a target for the number of new businesses created.
- Rissington Road car park, Bourton on the Water, opened to the public in March 2023 following the improvement works. There are few small areas to finish off but all bays are accessible.
- Crowdfund Cotswold continues to attract wide interest from across the District. The last project from the autumn round, Fairford Skatepark, successfully hit its target in March. This is the largest project so far, with a campaign target of almost £100,000. The Spring round launched with an online workshop at the beginning of March.
- The Holiday Activity and Food programme ran activities again during the Easter Holidays and offered families Co-op food boxes in addition to the supermarket vouchers that they receive from GCC. Cotswold Connected Community and Food programme is already supporting a number of community food and learning initiatives for families that will take place in 2023 throughout the District.
- Work is progressing on the Changing Places Toilets project (£162,500 award from government). Cotswold Farm Park is now completed. Abbey Grounds, Cirencester has works underway. The remaining two (Birdland and Cotswold Country Park and Beach) are less well-advanced but will be delivered during the current financial year.
- The procurement process for Leisure and Culture Management Contractors is now complete and contracts are being finalised with preferred bidders.
- The Council and Bromford Housing have entered into a Collaboration Agreement to deliver the Down Ampney housing development. The second public consultation has been completed. Planning submission is expected in the coming weeks. The planned programme of consultation will continue through this year, and will help to shape the initial scheme designs for a net carbon zero housing development.
- The A417 Missing Link scheme was approved in November 2022; and Kier Highways has been appointed as the main contractor. The £460m project is designed to reduce congestion and improve road safety on this important link between Cirencester and Gloucester and, more widely, the M4 and M5 motorways. Kier has started on site with various preparatory works and is presenting to the next meeting of the Cotswold Economic Advisory Group in April.
- A Town and Parish Council Forum was held on 7 March as a hybrid event in the Council Chamber and on-line. Headline topics were the Council's budget and the Flood Warden scheme.

- Cabinet approved framework decarbonisation targets on 13 March 2023 for the Sustainable Transport Strategy. Work is now underway on the final (Phase 3) decarbonisation report. A Final Strategy Summary document will then be produced for general distribution in Q1
- Community Safety Partnership secured £50k of the Government's Safer Streets funding and launched a community consultation in March to ascertain which areas of the district residents may feel unsafe in and why.

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

Following a refresh and public consultation of the Council's draft budget proposals for 2023-24 last quarter, a summary of results was presented to Cabinet in January 2023. The results from this consultation were taken into consideration prior to agreement of the Revenue Budget, Capital Programme and MTFS agreed on the 15 February 2023.

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. During Q4, there were 93 requests for litter picks from communities with litter picks taking place across the district with over 230 people involved. Bourton-on-the-Water are eager to set up a community composting project and we are currently in the process of deciding a location. Other projects, still in the development, include planters around the district, community herb gardens and other civic pride projects.

The Council has developed a 'Strategy on a Page' for the Cotswold Water Park with the key ambition for it to reach its full potential as a 'lovely place to walk and cycle where people can get from place to place enjoyably, safely and easily', while also having regard for its importance as a natural habitat with a number of nationally designated Sites of Special Scientific Interest (SSSI) and Special Areas of Conservation. The Strategy has four elements with many proposed activities focussed on 'Active and Sustainable Travel' improvements. The Council has been working with Cotswold Lakes Trust, Sustrans and Gloucestershire County Council to make improvements around Cotswold Water Park that will make it easier for people to walk and cycle around the area as well as helping to disperse visitors more evenly across the Water Park.

Phase Two of the project is underway, and include:

- working with Gloucestershire County Council and Sustrans to assess the feasibility of a signalised crossing of the Spine Road. The aim is to increase use of the National Cycle Network route 45 (the Old Railway Path) and generally improve safety and access for pedestrians and cyclists between Cirencester/South Cerney and Cotswold Water Park/Cricklade/Swindon as there are currently no formal crossings of the Spine Road. Designs for the crossing were prepared by Sustrans in Jan 2023, but were not approved for delivery by Gloucestershire County Council's capital programme management board. Further research is being conducted with the aim of identifying a way forward;
- The foot/cycleway into Neigh Bridge Country Park will be an off-road route for pedestrians and cyclists and provides a viable alternative to problematic car travel/parking. Construction was completed 20-31 March 2023.
- The Cotswold Water Park travel plan was completed in January 2023. It identifies and prioritises sustainable transport infrastructure improvements in the area which could form a focus for future work/funding bids as well as forming material considerations for the updated Local Plan and Infrastructure Delivery Plan;
- A study of public transport options to improve connections to Kemble station from Tetbury and Cirencester (including links to Cotswold Water Park) was completed in December 2022. Short term preferred options centre on the provision of an hourly scheduled bus service between Cirencester, Kemble and Tetbury, but the study also identifies a viable opportunity to deliver a (possibly seasonal) service to the Water Park in the future;
- Cycle stand installation locations have been identified in Fairford, Lechlade and South Cerney. A contractor has been appointed and installation will commence in April/May 2023.

Improvements to the Rissington Road car park, Bourton on the Water to improve the customer experience and to ensure compliance with industry standards started on site in November 2022 and concluded by opening to the public on 29 March 2023. There are a few small areas of work to finish off but all bays are accessible.

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. At the cabinet meeting 6 February 2023 the decision was made to increase the 10 charged units to 40p to start 1 April as a result of current income only providing one third of the required budget to maintain the facilities. In addition, Cabinet delegated the decision to install cash and card payment facilities on a site-by-site basis to the Assistant Director for Resident Services in consultation with the Cabinet Member for Corporate Services.

The overarching aim of the improvement work in the Planning service is to provide a trusted, inclusive and transparent planning service. The pre-application service has been launched following approval of the fee schedule. In addition, the service has started work on improving both how it communicates with applicants and the timeliness of the communication at key stages of the process. A series of customer 'touch points' has been introduced to help applicants know where they are in the planning process. The three 'touch points' are at 7 days from receipt, the application is acknowledged; during the next 7 days, the case officer makes contact and introduces themselves providing high level comments on the application; and at five weeks, the case officer gives detailed feedback and agrees whether an extension of time is required. Anecdotally, the improved communication appears to be yielding positive benefits with fewer

complaints from applicants about not being kept informed of progress. Furthermore, a small team has started a trial to understand the impact of the way we communicate and the extent of that communication on throughput. For example, what is the impact on throughput if the case officer undertakes all communication with stakeholders versus communication being undertaken by a case officer assistant.

An end to end redesign of the enforcement service is underway starting with improvements in the front end for registering enforcement issues. The backlog reduction phase of the project is currently underway. Once the backlog has been reduced, the 'back office' processes will be re-designed. The report on the enforcement project has been drafted for Cabinet and will be submitted in Q1 of 2023-24. 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

Q4 2022/23 saw much national policy activity. The Net Zero Review was published and of the 129 individual recommendations made, only one substantially relates to action by Local Authorities (streamlining planning and environmental permitting for new generation). The energy security strategy (Powering up Britain) published on 30 March was designed to remedy the failure of the previous net-zero strategy to meet the 2050 Net Zero target. Key elements include investments in floating offshore wind, green hydrogen, EV charging networks, export finance and sustainable aviation fuel, and initiatives including streamlining planning permission for solar and offshore (but not on-shore) wind, extending the boiler upgrade scheme, supporting heat pumps, and re-branding the ECO+ home insulation scheme.

A notable publication (March) was the Climate Change Committee's 2023 Report to Parliament on progress in adapting to climate change, which finds very limited implementation of adaptation measures to prepare for climate risks across 13 indicators (from community preparedness to transport to nature and water supply). The report also highlights impacts from extreme weather events, and calls for the next National Adaptation Programme period to be far more ambitious.

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

Changes now underway at Trinity Road will increase space efficiency reducing the Council's office footprint, and reduce associated energy costs and carbon emissions. Procurement of an installer of solar PV and battery storage at Trinity Road and one other tenanted site has recently been completed, with a business case and Council investment decision being brought forward in June.

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

'Indirect Control' actions

Waste and recycling collection, aside from being the Council's single largest source of emissions, presents all councils with huge challenges and potential opportunities in environment, the climate emergency, and digital services. The Environmental Services Innovation Programme (ESIP) is a partnership between

Cotswold District Council, Forest of Dean District Council, West Oxfordshire District Council, Publica and Ubico to deliver shared innovation projects, and reducing carbon emissions is one of the six main priority areas. More substantial carbon savings will have to be realised over a longer timeframe, making use of emerging technologies such as electric RCVs which are not currently viable for Cotswold District's rural collection routes.

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

'Place Shaping' actions

Work is underway to build the necessary evidence base for draft climate policies for the Local Plan (LP) partial update, taking account of feedback from the Regulation 18 public consultation, as well as the results of recent examinations of other authorities' Local Plans which contain ambitious climate policies. Sustainable transport consultants are drafting LP policies in line with the findings of the district-wide Sustainable Transport Strategy research, which have been reported to councillors already.

A district-wide carbon emissions 'pathways' study, which builds on similar work already undertaken for the Cotswold National Landscape, is underway and initial results have been reviewed. The study will establish how steeply emissions need to fall in each sector of the District's economy in order to meet international and national net zero carbon commitments, and will report during Q1. In addition work is starting on the updated Cotswold Design Code, which will incorporate more climate aspects.

Nationally, as locally, the provision of electric vehicle charging infrastructure continues to lag EV purchases. There is a need to grow the number of local electric vehicle charge points (EVCPs), and encourage the shift towards an electric future. The EVCP business case was agreed by Cabinet in March 2022 for Council-owned car parks providing 20 charging connections. Following the replacement of outdated EVCPs at Old Market Way car park, Moreton-in-Marsh and The Beeches car park, Cirencester, further installations are currently running behind schedule due principally to delays in responses from electricity distribution network operators (DNOs) and extreme pressures on all EVCP installers who are trying to keep pace with the rapid growth of the EVCP market. Nonetheless the Rissington Road car park chargers will be installed in late May/early June, and funding from the DfT's On-Street Residential Charging Scheme has been received for both the Rissington Road and Trinity Road car parks, which will be available to local residents without off-street parking to charge overnight and outside of office hours.

'District-wide enabling' actions

Retrofitting homes to reduce costs, energy consumption and carbon emissions is an essential component of national emissions reduction, but remains a huge challenge. The announcements of the energy security strategy (Powering up Britain) include some measures that support home energy retrofit, but there is still no consistent national strategy or funding facility to support owner occupiers, and there remains no clarity on the expected future role of local authorities. In order to make progress, a Gloucestershire-wide Local Authority partnership, led by Stroud District Council, 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 partnership has been successful in a bid to UK innovation funding for an additional role that will help coordinate district-level action.

In respect of support for residents for purchasing rooftop PV and battery storage, discussions continue with service providers that are able to channel good value solutions to householders. This area of activity remains a priority, since it is a good opportunity to leverage the Council's brand and reputation to increase householders' trust in solar PV solutions.

'Engaging' actions

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



Provide socially rented homes

The Context

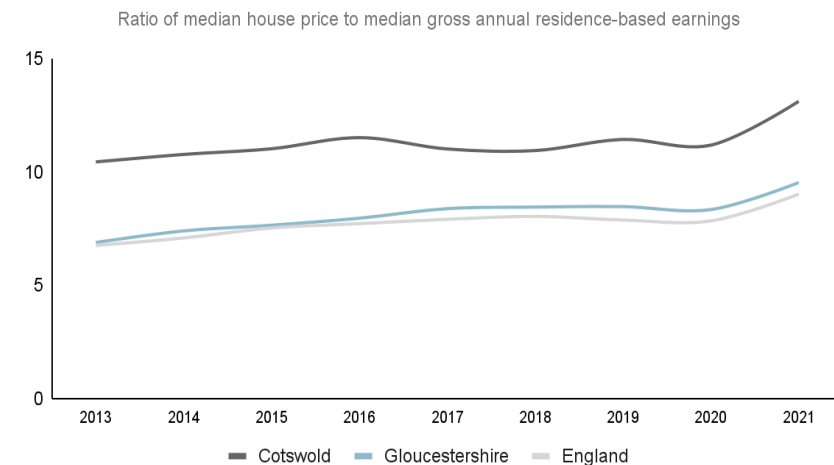
The high quality natural and built environment makes the District a desirable place to live. Cotswold District has a high number of properties owned outright (37.8%, vs 30.6% national average) reflecting the attractiveness of the District as a place to retire or to purchase a second home.

House prices and rents are relatively high. Residents can expect to pay on average 13 times their earnings on purchasing a home in the District (2022 figure not yet available). At the end of June 2022, the median property price in Cotswold District was £394,300 compared to £260,000 in England. House prices are falling due to the cost of living crisis, while rents are increasing. There is a shortage of good quality rented accommodation that is genuinely affordable. Affordable housing helps to meet the District's housing needs and can include low cost home ownership or rented accommodation which typically has a discount of around 20% on the market rent, however this may still not be truly affordable for some residents. Social rented homes have a rent that is lower than affordable rent and therefore provides homes for those on lower incomes or in receipt of full Housing Benefit.

The relatively high house prices and increasingly high rents, coupled with the lower than average earnings from local jobs, means housing affordability is a significant challenge for residents in the District and is being made worse by the cost of living crisis.

Actions we are taking

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



on the outcomes from the councillor workshop in October 2020, discussions with local Registered Providers (RPs), and a review of delivery options, Officers recommended that the Council establish a formal partnership with one lead Registered Provider.

An expressions of interest exercise resulted in Bromford being selected as the preferred RP, with the Kemble site to be taken forward via a Contractual Joint Venture (JV). Due to challenges with the site including ecological challenges, the Kemble site was paused, and an alternative scheme on the derelict Broadleaze site at Down Ampney is being prepared for delivery first. Following a review of the Kemble site in the context of the cost of living crisis, the substantial subsidy that would be needed to deliver these homes and the ecological constraints, it was concluded that housing development on this site is not viable. In January 2023, Cabinet agreed to lease the land for use as allotments and community gardens.

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

The Old station, Sheep street was previously assessed for service provision such as homelessness accommodation and other housing options but the conversion was found to be unaffordable. In December 2022, Cabinet agreed to develop the Old Station and Memorial Cottages for cultural and community use, working with local organisations to produce detailed designs, obtain quotations for the renovations and seek external grant funding. If sufficient external funding can be secured a report will be brought back to Council for agreement to proceed. However, if insufficient funding can't be secured to achieve a minimum break even position for the Council, then the Council will need to consider other options such as the sale of the property. The Council is currently working with local organisations who are applying for external grant funding to support the delivery of this renovation and conversion.

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

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

The 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.



Make our local plan green to the core

The Context

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

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

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

Actions we are taking

At a meeting of Full Council in June 2020, members unanimously resolved to partially update the Local Plan 2011-2031. A review of Local Plan policies is the first step in the Local Plan process and reveals which policies can be left as they are and which policies are likely to need updating. The process of updating the Local Plan will consider the options available to the Council and local communities. Along with international and national pledges made by the Government, the update will reflect the work being undertaken by other services across the organisation.

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

The Local Development Scheme (LDS) is published on the Council's website, and sets out key stages in the local plan making process. This document will be updated in Summer 2023 which will set out the next milestones and will indicate when the next formal public consultation will be held. A Local Plan Programme Board, that has membership of all political parties, is monitoring the progress of the Local Plan partial update.

An early stage Local Plan was consulted on in 2022. Overall, the consultation was a great success with approximately 7,500 individual respondents making 2,900 responses, more than any previous Local Plan Regulation 18 (issues and options) consultation that the Council has undertaken. The consultation

generated useful remarks that are helping to shape the emerging Local Plan, as well as ideas as to how to make the next consultation even better. A summary of the consultation responses was presented to Cabinet at its meeting in July 2022.

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

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

- Cotswold District Green Infrastructure (GI) Strategy. The GI Strategy forms part of the Local Plan evidence base and responds to the Council's climate and ecological emergencies and corporate priorities to improve health and wellbeing. A summary of comments received together with a final edit of the Strategy is now underway and will be presented later this year together with the draft Local Plan Partial Update;
- Sustainability Appraisal - this is a statutory and iterative process in the production of the Local Plan; it helps to ensure policies promote sustainable patterns of development;
- Habitats Regulation Assessment - like the Sustainability Appraisal this is a statutory and iterative process; it will examine the effect of proposed development on protected habitats.;
- Strategic Flood Risk Assessments - a key piece of evidence that helps to ensure proposed development is located away from areas that flood.
- Strategic Housing and Economic Land Availability Assessment (SHELAA - which seeks to identify land that could be suitable for allocation in the updated Local Plan). The latest version was published in October 2021 and local communities have had the opportunity to comment on the document through the Local Plan consultation. An update is due to be published later this year.
- Carbon impact and evidence base - a joint project with West Oxfordshire will provide evidence to support zero carbon policies. Officers met prospective consultants in late 2022 to discuss the project brief, establish indicative costs and confirm capacity to deliver this project;
- Transport assessments in Cirencester (including Kemble VeryLight Railway) – the Council's consultants, ITP, have produced a final draft, findings of which were presented to the funding body (GEGJC) in March 2023. A project brief for Transport and Access Study for Cirencester, which will also examine parking needs, is currently being set up. The project is expected to be fully commissioned in April 2023 for delivery by the end of August;
- Design Code – a broad document covering all aspects of design within a Cotswold context including architectural, urban, landscape, ecological and sustainable design. This project is expected to be commissioned in Spring 2023;

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

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

Work continues on the Cirencester Town Centre Masterplan project which was officially rebooted in January 2021. The project is split into two discrete parts, (1) feasibility assessments; and (2) Framework Masterplan.

(1) There are various town centre issues that need exploring to support the production of a masterplan, for example, the changing nature of uses in the high street, parking demand and capacity and the future impact on transport modes of achieving zero carbon. The Council has already completed an assessment of possible changes to uses in the town centre and an updated Cirencester Town Centre Health Check. Both documents are available on the Council's website. Further feasibility assessments were carried out in 2022 including two transport studies which were completed in Autumn 2022. The first of these evaluates potential locations for a transport interchange in the town centre. The second – a component of the Sustainable Transport Strategy (see below) - establishes a possible trajectory to zero carbon transport in Cirencester by 2045, helping to inform the vision of the town's future transport and movement needs, including future parking requirements. Officers will continue to work on these assessments during 2023.

(2) In April 2022, the Council commissioned consultants, Mace, to prepare a Framework Masterplan which will bring the whole project to life and invite local communities to engage and shape the future of their town centre. Councillor workshops were held in July and September 2022 to consider the preferred options for the draft Masterplan. Work continues on drafting the Framework Masterplan along with preparations for stakeholder engagement and communication later this year. The Masterplan project aligns and supports the Council's Local Plan partial update and Cirencester Town Council's emerging Neighbourhood Plan.

In March 2021, the Council appointed its first Sustainable Transport Strategy Lead officer, who is responsible for developing and delivering a new Sustainable Transport Strategy to support the partial update of the Local Plan and the transition to a carbon zero future. The first stage of work on the Sustainable Transport Strategy has been concluded with the latest results presented to informal Cabinet in December 2022, and shared with other partners and stakeholders. The initial phase established future "do nothing" transport carbon forecasts for Cotswold District and quantified the difference between that forecast and the trajectory we need to meet to achieve our aim of net zero carbon emissions by 2045. The next phase explored options to close that gap, identifying high level targets for vehicle mileage reduction to 2045 and interventions to achieve this shift in both rural and more urban areas. In broad terms, the District needs to achieve:

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

These framework targets were approved by Cabinet in March 2023 and will now be used to direct the next stage of work focusing on identifying the optimum implementation of measures/interventions to deliver these targets. This is likely to include a number of studies such as the District-wide access and movement study, transport attitudes and behaviours study and work-related transport study.

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



The Context

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

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

Actions we are taking

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

The leisure management options appraisal including the Corinium Museum has been completed to determine the most suitable delivery model, contract scope and contract terms for the Council's leisure facilities when the current contract expires on 31 July 2023. The procurement process for Leisure and Culture Management Contractors is now complete and contracts have been signed with Freedom Leisure

Another project in the Leisure Strategy is the development of a Playing Pitch Strategy which will include an assessment of the District's current and future needs for playing pitches for football, rugby, hockey, tennis and polo. Consultants, KKP are undertaking the project, and have now completed both the winter sport assessment and the summer sport assessment. Both assessments were informed by consultation (1-2-1, telephone and online) with town and parish councils, educational establishments and sports clubs, and have been reviewed by sporting governing bodies with KKP and council officers. The National Governing Bodies have reviewed both assessment reports and signed them off. KKP is pulling together the final action plan which

will accompany the report for sign off by Sport England. The report will be the evidence base for current, unmet and future demand for playing pitches and will be used to support developer contribution requests and external funding bids. Once signed off, a report will be prepared for Cabinet. All National Governing Bodies of the relevant sports have signed off the report, just awaiting feedback from Sport England, A steering group is due to meet at the end of March 2023.

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. Cotswold Farm Park has been completed, the three other venues will not now be completed until the 2023/24 financial year.

In quarter 4, the last of the Autumn round projects, Fairford Skatepark, reached its funding target, having raised almost £100k. This is the biggest project on the platform so far. On 1 March, the Council launched the Spring funding round, through an online workshop hosted by Spacehive, accompanied by a press release and ongoing awareness raising through the Council's social media feeds.

The Council's 'Connected Community and Food programme' (£75K) has supported seven applications so far to support local communities to set up community activities and food projects such as community pantries or fridges, community feasts and cooking courses. Successful projects include a new Community pantry in Cirencester, a series of 'Getting Connected Digital Technology Course for Older People' in Bourton on the Water and Family Engineering events.

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

As part of the 'Active Cotswold' programme, the Council has launched the 'Community Fit Kit'. The Community Fit Kit is a basic start-up exercise kit and includes yoga mats, kettlebells and resistance bands and a 'how to' demonstration card along with a chair workout plan for those less mobile. There is also information available about healthy eating and nutrition for those who are looking to improve their lifestyle as a whole. The sports equipment was sourced from local sports shop, D&J Sports, in Cirencester at a discounted cost for the Council. Basic first aid information is also provided with the kit. It is primarily aimed at beginners, people going through rehabilitation or people who are returning to exercise after being less active and are looking to move more. However, the equipment will be available to all customers who have access to the community room. The Community Fit Kit is currently located in one Bromford community room but the Council has a number of Fit Kits available for distribution.

The Council, on behalf of the Cotswold Community Safety Partnership (CSP) has secured £50k from the Home Office's Safer Streets Fund administered by the Office of the Police and Crime Commissioner, which includes interventions aimed at tackling neighbourhood crime, anti-social behaviour and Violence Against Women and Girls (VAWG), improving the safety of public spaces for all. This was secured by members from the Office of the Police and Crime Commissioner for Gloucestershire, totalling over two million pounds for the county. In March, the Council launched and completed a public

consultation where we encouraged communities to help us identify areas in the district that feel unpleasant, unsafe and may attract anti-social behaviour. These could be alleyways, under paths, parks and others. We had a good number of responses and received over 30 proposals. The Cotswold CSP will shortlist the proposals and engage with the shortlisted areas to make a final decision on the areas that will benefit from the funding to transform them into more pleasant, looked after and safe spaces. The final decision is expected by the end of May 2023.

The Council has started to refurbish the alleyway between Argos and Salvation Army in Cirencester, connecting Waterloo and Dyer Street. We are working in partnership with HM Prison and Probation Service and the Community Payback Team that has almost finished the first part of the project by cleaning and painting the alley walls. The walls will also receive an anti-graffiti coating. The second phase of the project will see new lighting as well as floor art installed and two large plant pots at the back of the Salvation Army building, with the kind help of the South Cerney 'Men in Sheds' and 'Phoenix Gardeners'. We are also working with police to look at possible CCTV installation. We are aiming to finish all works by the end of May 2023.



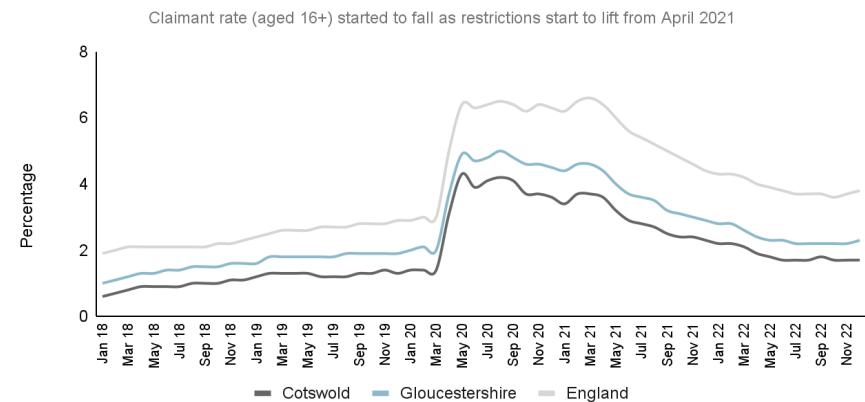
Enable a vibrant economy

The Context

The District supports an economically active population of around 47,700 and has strengths in finance and business services, ICT including science and technology, retail, and accommodation and food services. Around 90% of businesses are small enterprises employing fewer than 10 people. Median wages for people working in the District are below the national average, and affordability of housing is a significant issue for the District, which can result in skill and labour shortages. Historically, unemployment has been relatively low but increased during the pandemic, but has fallen back significantly to 1.7% and it has been at this level for the last few months, slightly above the pre-pandemic level. The national and global economies face further uncertainty as a result of the Russian invasion of Ukraine and sharply rising prices, particularly for energy and fuel, which is impacting on disposable income and living standards. This may lead to unemployment rising for a time.



Source: ONS, Annual Population Survey



Source: ONS, Crown Copyright Reserved (Nomis)

The Cotswolds is well-known as a popular visitor destination and the visitor economy accounts for a significant proportion of the local economy – 7,000 jobs or 18% of the total local job market in 2019. However the local visitor economy continues to face significant challenges as it seeks to recover

post-pandemic: staff retention and recruitment, coupled with significant increases in wage costs; steep rises in other major cost areas, particularly energy and food & drink products; while at the same time the cost of living crisis is having an impact on consumer spending power and driving demand for value for money. Another lingering side effect from the pandemic is customer reluctance to book much ahead: lead in times for accommodation providers have shortened significantly and this has complicated business planning and projections.

Overall though demand has remained fairly strong and there is considerable optimism in some areas: corporate hospitality and overseas visitors in particular. Overall overseas visitor numbers are not expected to return to pre-pandemic levels until the end of 2024 but the North American market, which is particularly important for the Cotswolds, is at the forefront of the revival.

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

The lack of a reliable broadband connection especially in rural districts can add to social isolation as well as reduce opportunities to be economically active. Openreach has been working in Cirencester and has announced plans to deliver full fibre to Tetbury, South Cerney, Lechlade, Northleach, Fairford and Bourton-on-the-Water by 2026 at the latest. A detailed timetable is awaited, but work in Bourton-on-the-Water is due to start in 2023. Gigaclear are on site at Moreton-in-Marsh and were due to connect 700 premises by the end of 2022 and 1700 by September 2023. Fairford, Tetbury, Bourton-on-the-Water, South Cerney and Stow-on-the-Wold are due to be delivered in 2023. However, there are still some areas where broadband is poor and even superfast connectivity is not sufficient for some businesses to operate in the way they wish to. The Council is working with the Fastershire Project to address these areas. The County Council has recently taken a decision to increase the level of the Fastershire Community Broadband Grant to make it more attractive to the infrastructure providers and is also introducing the Gloucestershire Digital Household Scheme to use 4G technology to deliver connectivity in remote locations where fibre is not practical or is prohibitively expensive. A Fastershire Business Grant of up to £20,000 is also being introduced. The coverage of superfast (>30mbps) has increased slightly and ultrafast (>100mbps)/full fibre has moved up quite quickly 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 from Chris Crookall-Fallon on how businesses can play their part in tackling climate change and reviewed the economic health dashboard for the District.

In 2022, the Council was awarded £1 million over three years from the UK Shared Prosperity Fund for the period 2022-23 to 2024-25. The Council's Local Investment Plan, which sets out how the Council proposes to use the money, was approved by the government in early December 2022. The fund has three themes – Community and Place, Supporting Local Business and, in year three, People and Skills. Year one projects have been decided, following a call for Expressions of Interest and include 'Clean and Green' projects and a feasibility study for the Old Station building in Cirencester. Officers have been working to get the 2022-23 projects underway. A further £764,292 was allocated to the Council from the Rural England Prosperity Fund for financial years 2023-24 and 2024-25. This is a capital-only fund to support rural businesses to diversify with new products and services and to provide new community infrastructure. An addendum to the Local Investment Plan was submitted to the government at the end of November 2022 and it was approved in early April. The proposed approach has been to allocate funding for business grants, for active travel and for community projects, including assisting village halls with sustainability-related improvements. An application process will be opened and details issued to councillors once approval for the plan has been received from the government.

Town centres are important from both an economic and civic pride perspective. The number of vacant town centre retail units is a measure of a town centre's health and how the Council is meeting its objective of helping town centres to recover from the Covid-19 pandemic. A survey undertaken in August 2021 showed Cirencester had a town centre vacancy rate of 11%, three percentage points below the national average. The vacancy rate improved further in April 2022 to just under 6% and in October 2022 to just under 5%. The latest count at the end of March 2023 showed the vacancy rate edging up to just above 5%, with a number of the remaining units either under offer or undergoing refurbishment. The smaller towns within the District generally have lower vacancy rates and none of these are of concern at this time, although we need to be mindful of the pace of change on the high street and the potential impact of the cost of living crisis. In some of the smaller towns, a loss of retail space to residential is of more concern as it can affect the town's 'critical mass' and therefore its ability to attract visitors.

Much of Cotswolds Tourism's work this quarter has been centred on working towards Visit England accreditation for a new Local Visitor Economy Partnership (LVEP) alongside other strategic partners from across the wider region. This new approach for destination management will bring forward opportunities to access specialist Visit England business support, potential funding and longer term bring the regional tourism organisations into a closer working collaboration. Key themes will cover accessibility, sustainability, skills, data and business support as well as focussing on continuing to work together to promote overseas and business events.

As a response to findings in our Sustainable Tourism Survey we recently held our first local connections event. This was a 'speed dating' event to introduce local accommodation providers (hotels and self-catering) to a variety of small local service providers ranging from soap makers to tour guides, gin makers to electric bike hire. Feedback has been very positive with many of the businesses now looking to work together.

There have been two Cotswold innovation workshop meetings organised by Gloucestershire Community Rail Partnership held this quarter, bringing together Cotswolds Tourism, Cotswold DC sustainable transport officer and a few businesses to scope short and longer term actions an expanded group could work on. This could link into the new LVEP sustainable transport action plan that will need to be developed from a tourism perspective.

Cotswolds Tourism team have been supporting Bourton Visitor information centre set up a trial coach booking service to help monitor demand for coach parking spaces and gather data while a potential long term solution is found for when the private coach parking ends in December.

Work continues to promote the area via media visits, digital engagement and highlighting new products to buyers and media. A recent Visit England media event, kindly supported by local business Larkswold supplying beeswax wraps and Cotswold Lavender giving free samples, showcased the region as an opportunity to focus on wellness and sustainable crafts.

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 at some point during 2023. A public launch of the project took place on 20 January 2023 and attracted considerable media attention.
- the new owners of the former Mitsubishi site in Cirencester, now renamed Watermoor Point. The office element is now over 80% let and the warehouse is being repurposed for storage for businesses and individuals. The Cabinet Member for Economy and Transformation visited recently to see improvements to the site. A recent meeting of the Cotswold Economic Advisory Group was hosted at Watermoor Point.
- ZeroAvia which has relocated from Cranfield to Cotswold Airport. ZeroAvia is a leading innovator in decarbonising aviation, and is developing a hydrogen-electric powered aircraft. The Council is working with the Inward Investment Team at GFirst LEP to support ZeroAvia which has increased its staff numbers from 15 to 97 with the plans to continue to grow significantly. The Council and GFirst will continue to support ZeroAvia in its continued growth.
- Bathurst Developments in relation to the first phase of employment land at The Steadings development. They have appointed a developer partner who is confident about the demand for the units. A reserved matters planning application has been submitted for this phase and is awaiting determination.

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

On infrastructure, the Development Consent Order (effectively the planning application) for the A417 Missing Link was submitted to the Planning Inspectorate by Highways England in June 2021. The examination finished in May 2022 and the scheme was approved by the Secretary of State in November 2022. Kier Highways has been appointed main contractor. The project, which at around £460m, is the biggest infrastructure investment in the District and indeed the whole county for a generation, is designed to reduce congestion and improve road safety on this important link between Cirencester and Gloucester and, more widely, the M4 and M5 motorways. While new road building projects can be seen as environmentally damaging, much effort has been focused on delivering opportunities for environmental improvements as well as economic benefits. There will be opportunities for local suppliers, contractors and skills. For example, the Council has been in discussions with Kier and the Cotswolds National Landscape regarding a Drystone Walling Academy to help train people to build the 10km of drystone walling included in the scheme. Kier have started on site with various preparatory works and are presenting to the next meeting of the Cotswold Economic Advisory Group in April.

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COTSWOLD
DISTRICT COUNCIL

Delivering great services locally

PERFORMANCE REPORT
January 2023 - March 2023

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:

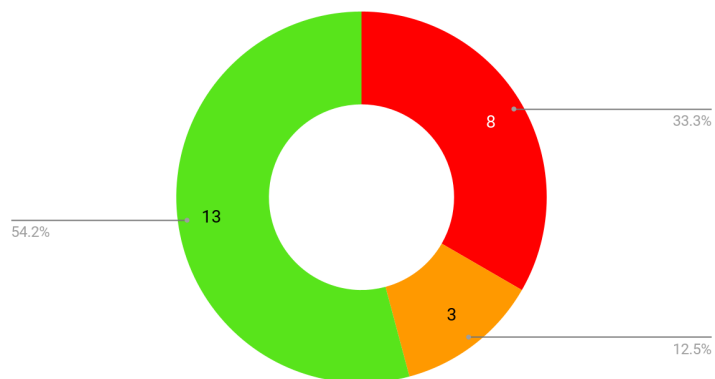
- the extracted data may differ from the Council's own data;
- the median and top (best 25%) quartile lines are based on annual outturns but applied to the quarterly data;;
- 2021/22 benchmarks are not yet available, so the previous year's benchmarks have been used, and will be revised during each benchmarking exercise.
- Where possible, from Quarter One 2023-24, additional benchmarking information will be included.

Note; some charts are missing data in this report as no data was collected at those variables.

KEY PERFORMANCE METRICS

At a glance...

Summary of Performance



OVERALL PERFORMANCE

Overall, performance appears to be mixed. No indicators progressed to 'Red' from last quarter's status.

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

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

Indicators with targets	Status
Customer satisfaction - phones	Green
Customer satisfaction - F2F	Green
Satisfaction for Building Control service	Green
CT collection rate	Green
NNDR collection rate	Red
Average days to process CTS new claims	Green
Average days to process CTS change events	Green
Average days to process HB change events	Red
% HB overpayment	Orange
% major applications determined within time	Green
% minor applications determined within time	Green
% others applications determined within time	Red
Total planning income	Red
Pre-application advice income	Red
% appeals allowed	Green
Affordable homes delivered	Red
% land charge searches dispatched within time	Red
% high risk notifications assessed within time	Green
% high risk food premises inspected within time	Orange
Residual waste per household (kg)	Green
% combined recycling rate	Orange
Missed bins per 100,000	Green
Leisure visits	Green
Gym memberships	Green

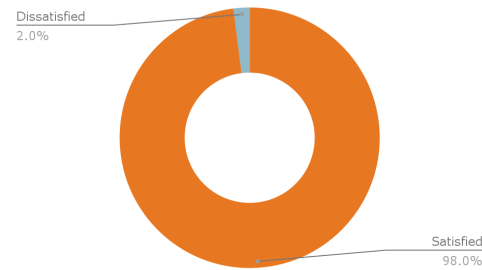
CUSTOMER SERVICE

Customer satisfaction

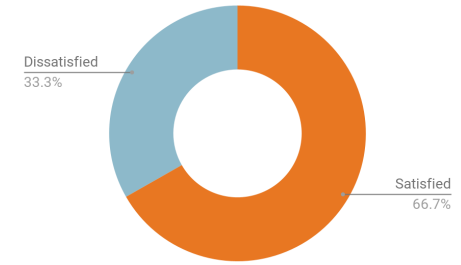
Face to face - 45 respondents



Phone - 338 respondents

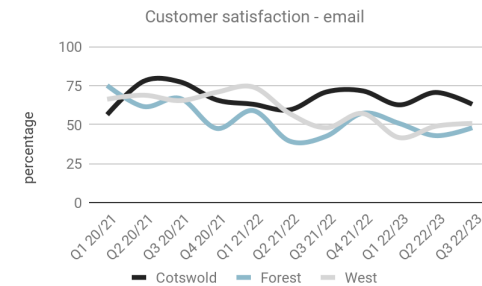
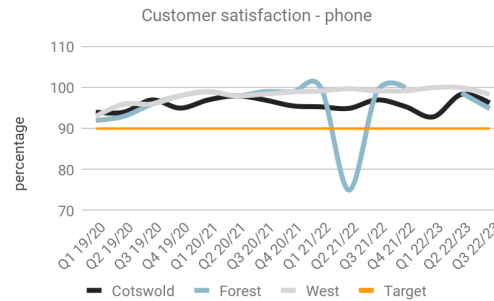
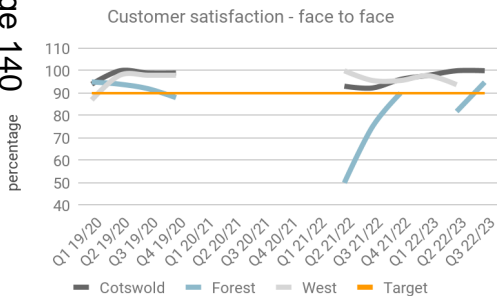


Email - 582 respondents



What's the trend?

Page 140



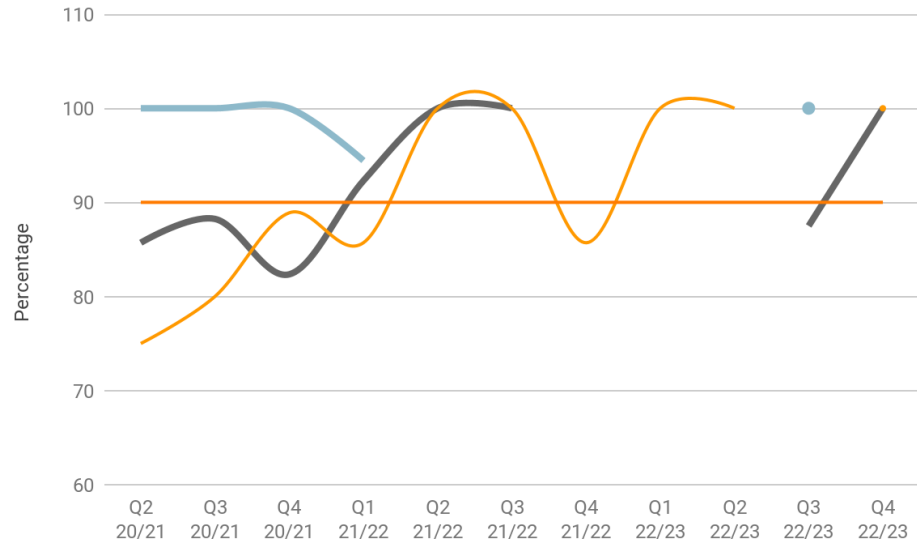
OBSERVATION

Services delivered face to face and telephone are indicating high satisfaction for services, and the number of survey responses has increased. Q4 saw significant impetus to get advisors to push the survey to residents.

F2F and telephone surveys require intervention from the advisor, while email surveys are automatically triggered.

In terms of email surveys, all outbound emails sent by customer services from Salesforce contain a link to the survey. A piece of work was undertaken to review the responses from the email surveys due to the more negative responses. Upon review it appears to be dissatisfaction surrounding service failure; missed bins, container deliveries, responses from Planning or Housing etc. System and process improvements by the individual services are being implemented which may affect these figures in the future.

Customer satisfaction for the Building Control service



OBSERVATION:

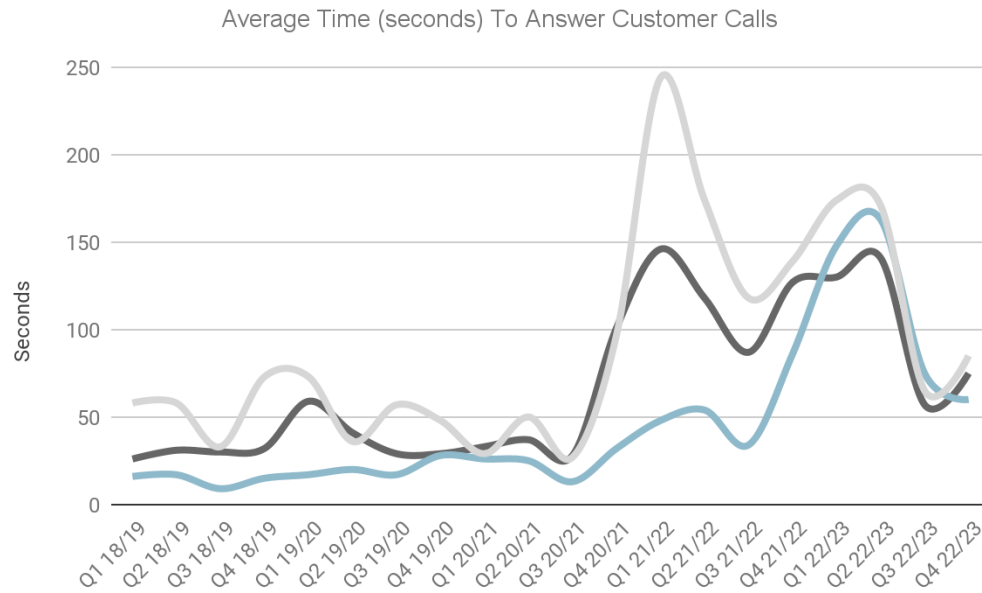
Each month, the service conducts telephone interviews with customers who have received a completion certificate during the month. The customer rates the service on helpfulness of staff, quality of technical advice and other information, responsiveness, value for money, and overall satisfaction.

Due to work pressures in the service, very few surveys have been completed over the last year.

During Q4, the Council had 3 surveys completed; all customers indicated that they were fully satisfied.

An alternative way of surveying customers needs to be identified. Survey Monkey has previously been used but did not yield a high response rate. This work needs to be included in the wider work on satisfaction in services.

Telephone calls - average waiting time



OBSERVATION

Average waiting time for increased slightly during Q4 as expected. Workloads were higher in Q4 due to annual billing, garden waste renewals and the introduction of voter ids.

The staggered approach to comms regarding annual billing and garden waste sign ups has had a positive impact surrounding managing demand.

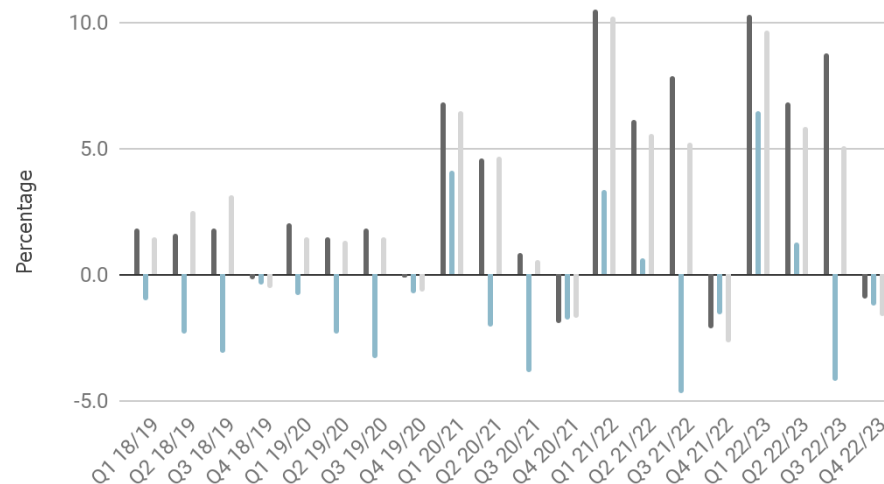
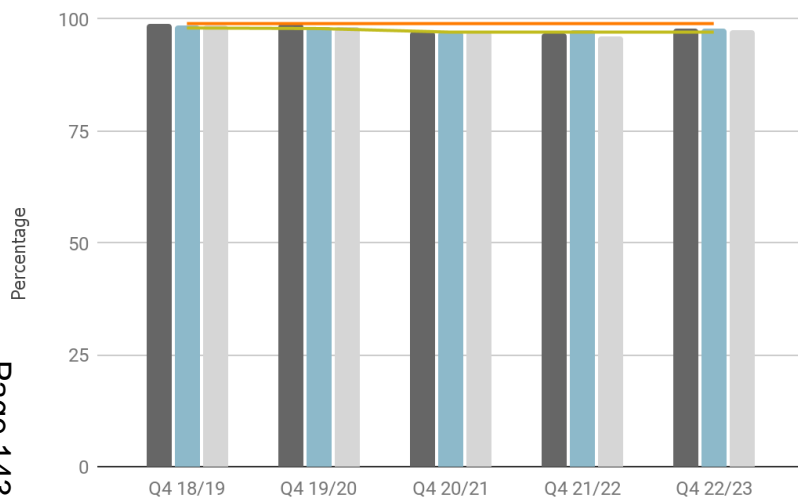
The service continues to have a higher turnover of staff as advisors move onto other roles within the business but a new highly structured training programme means that new starters can usually be ready for all phone lines within 3 months.

Despite an increase in calls from Q3, the annual number of calls continues to drop in line with improved online reporting and the advisors promoting the online services with leaflets and QR codes. There was a 13% drop in calls from 2021-22 to 2022-23

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:

The collection rates at the end of the year for the Council sits at 98.02% which is higher than the collection rate for last year. The improved collection rates will have been helped by the recovery cycle being up to date with those households in arrears now on repayment schedules, and potentially the roll out of the £150 council tax rebate (generally paid back to the householder's bank account but some will have had their accounts credited), which has now ended.

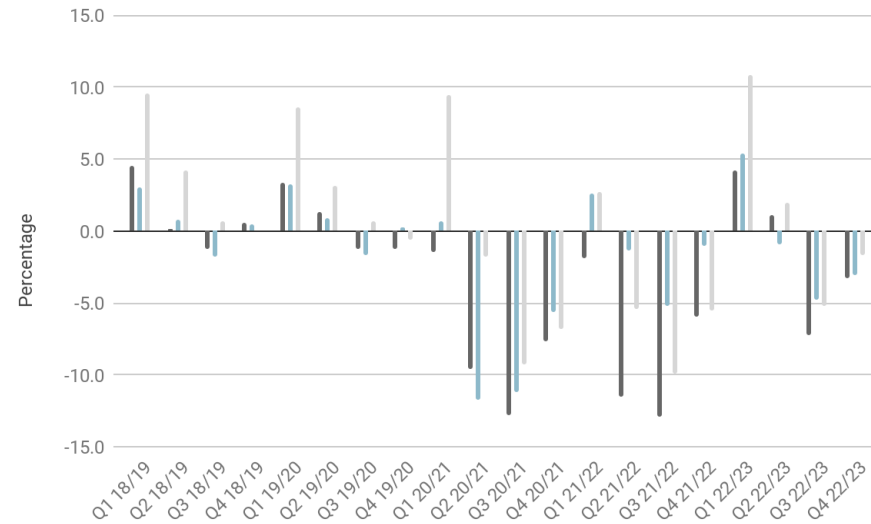
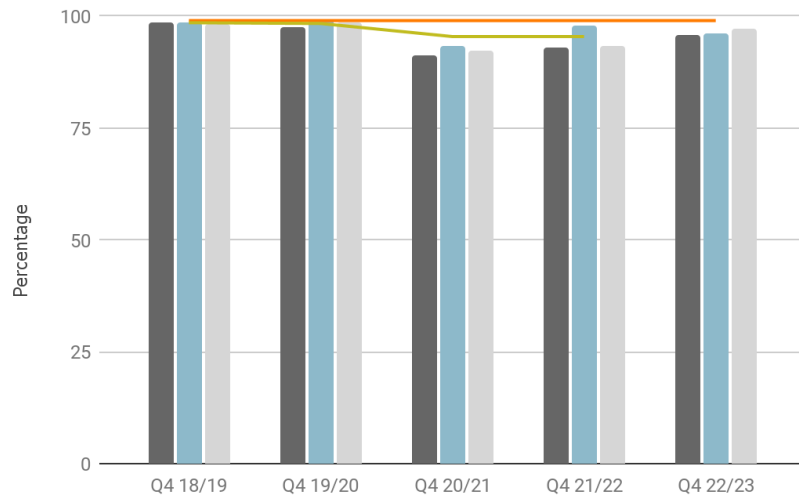
The rising cost of living has affected the annual in-year collection rates. The service reports that overall customer contact with the service has increased and the number of applications for reductions in council tax in special circumstance (Section 13A) is rising. The Council will be introducing a hardship fund from April 2023. The Council Tax Support schemes have been revised in line with inflation to support more households and will be introduced in 2023-24.

As expected, workloads did increase during Q4 as both the Revenues and Benefits teams implemented the additional £25 payment to all working age and pension age individuals in receipt of Council Tax Support; as well as the alternative energy payments. The payments were administered well but customer contact can impede the speed of payment.

Running a regular reminder schedule helps in maximising collection across the authorities.

(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:

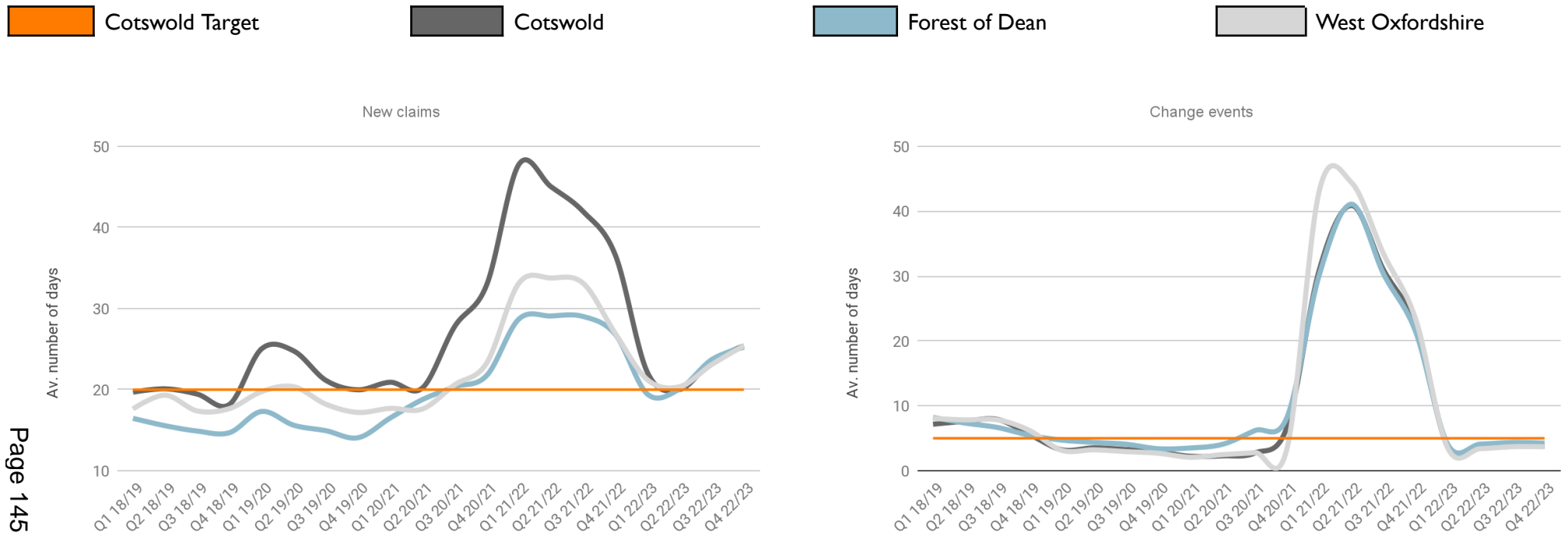
At the end of the year, the collection rates for the Council had increased compared to the same period of the previous year, although they have not yet returned to the level achieved pre-Covid-19.

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

Extended retail relief continued through Q4 at a relief of 50%, and will increase to 75% in 2023-24 for leisure and retail businesses. However, the criteria for eligibility is more stringent than during covid times so some businesses will miss out. The service will be writing to those businesses affected. In addition, some businesses will see their rates increase as a result of the business rates revaluation 2023-24.

The service is continuing to support 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. All in year recovery processes are up to date, and plans are in place to redesign the recovery process in the first part of 2023-24

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



OBSERVATION:

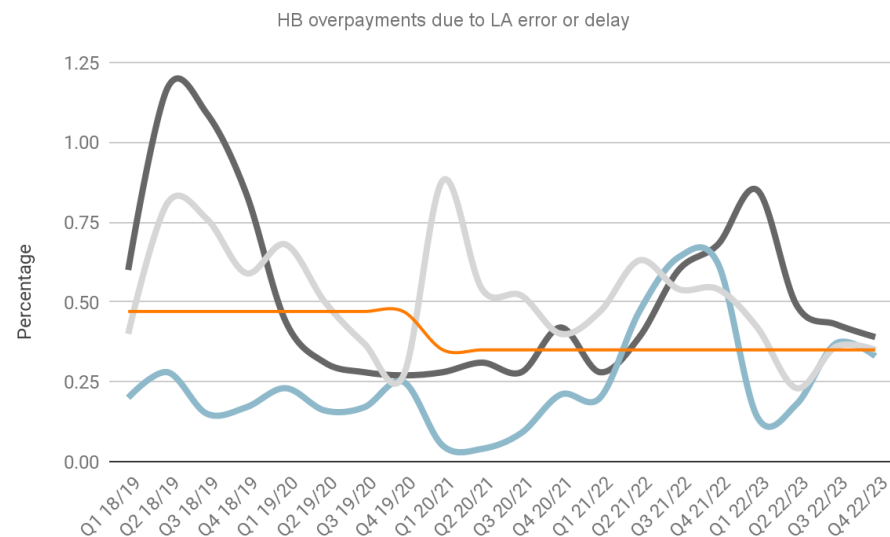
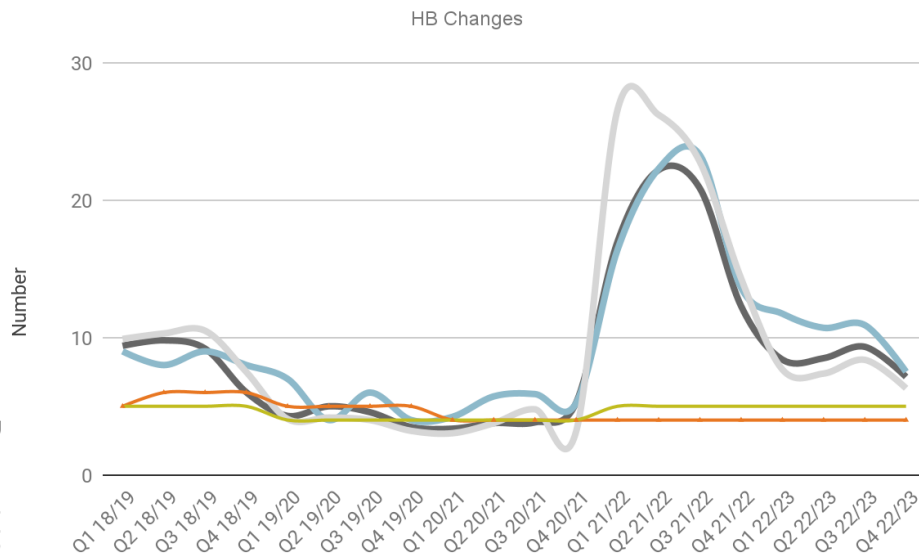
At the end of Q4, the average days to process new CTS claims increased for the Council while the average processing days for CTS changes remained within the target.

The service is heavily reliant on customers providing the correct information. A report has been developed around defective claims that will indicate where to focus website improvements etc.

The cost of living crisis has had an impact on overall customer contact and workloads in the service. However system improvements and automation are helping reduce repeat contact.

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

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



OBSERVATION:

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

At the end of Q4, the average days to process HB changes decreased.

The majority of Housing Benefit customers will be moved over to Universal Credit which will eventually diminish the numbers of claims and changes for Housing Benefit.

The Council is within the national target of 0.47% following a sizable overpayment made in error identified early in the financial year.

The service is mindful of the impact of increased workloads on delays to processing HB changes which could impact on HB subsidy.

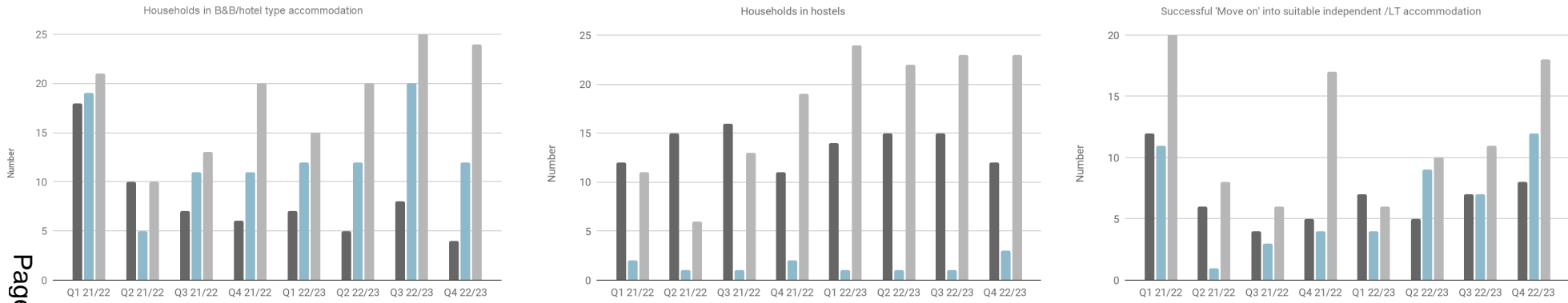
Measures are in place to ensure that HB overpayments due to local authority error are reduced as far as possible. Around 20% of the HB caseload is checked by Quality Assurance officers who target areas which have high error rates such as calculation of earnings. In addition to this work, the service is signed up to the Department for Work and Pension's (DWP) Housing Benefit Award Accuracy (HBAA) initiative to tackle fraud and error.

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



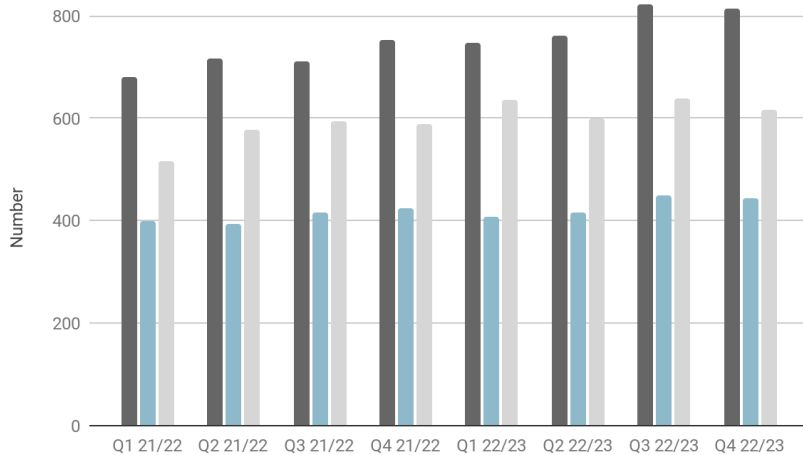
OBSERVATION:

Although the numbers of people contacting the Housing Team are traditionally lower in Cotswold District compared to the Forest of Dean and West Oxfordshire, contacts continue to rise across all three in the wake of the current cost of living crisis, and the evolving Refugee schemes, specifically Homes for Ukraine and Afghan Resettlement. The Council's owned and managed hostels continue to operate at capacity however the use of specialist Temporary Accommodation officers are able to offer dedicated support and bespoke solutions for helping clients move on successfully from emergency accommodation.

The Housing Team has refocused more resources on the prevention approach using our Homelessness Prevention Grants to put in place measures 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. Our grant funded Complex Needs officers continues to prevent homelessness at the earliest possible stage, ensuring that numbers of people needing emergency accommodation remains low.

The team is also providing advice and assistance to Ukrainian families who will need to source their own accommodation as the scheme moves through the initial 12 month period. The specialist Ukraine Housing Officer (funding secured from County) is working with families and hosts to prevent homelessness wherever possible and assist families to secure their own accommodation in the private sector. Where this is not possible, the Officer will assist in sourcing rematches to different Hosts through the Homes for Ukraine scheme or source emergency accommodation when needed until a longer term solution can be found.

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



OBSERVATION:

During Q4, the total number of properties for the Council's long term empty homes is 813; 175 were added and 184 were removed.

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. Improved reporting is helping to identify and better target properties

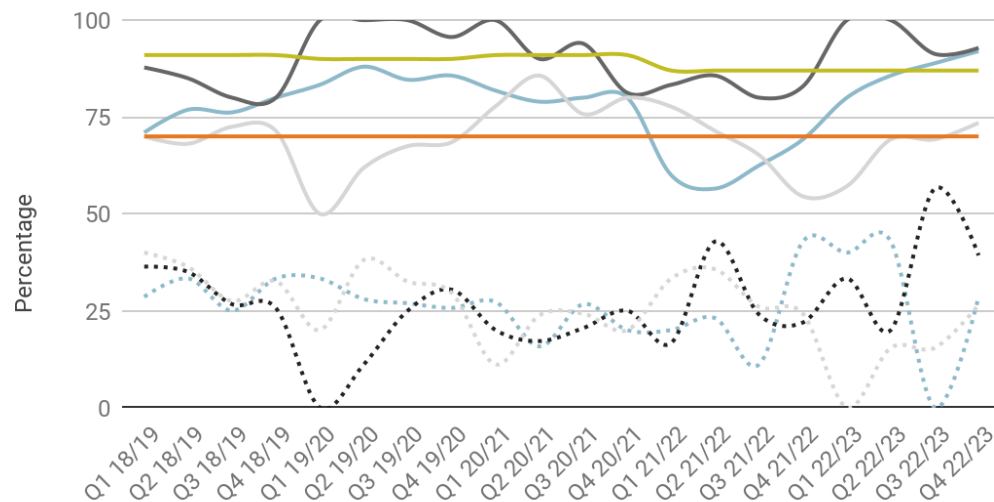
Planning and Strategic Housing

(Cumulative) Percentage of major planning applications determined

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



% of all application completed within 13 weeks



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Percentage

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:

Five 'Major' applications were determined in the quarter, and 25 for the year so far.

Overall, planning determination times for all types of applications have made good improvements over the course of the year, with the majority of targets now being met or exceeded. In fact the last 5 quarters have seen improvements.

Workloads are more manageable as the number of applications continues to slow in line with the national trend. Better capacity in the DM team means that there is more scope for upskilling but a shortage of ecologists is still delaying response times for some planning applications.

As a result of the PAS report, further improvements and revisions have been compiled in a report which is due to go to cabinet in Q1 of 2023-24

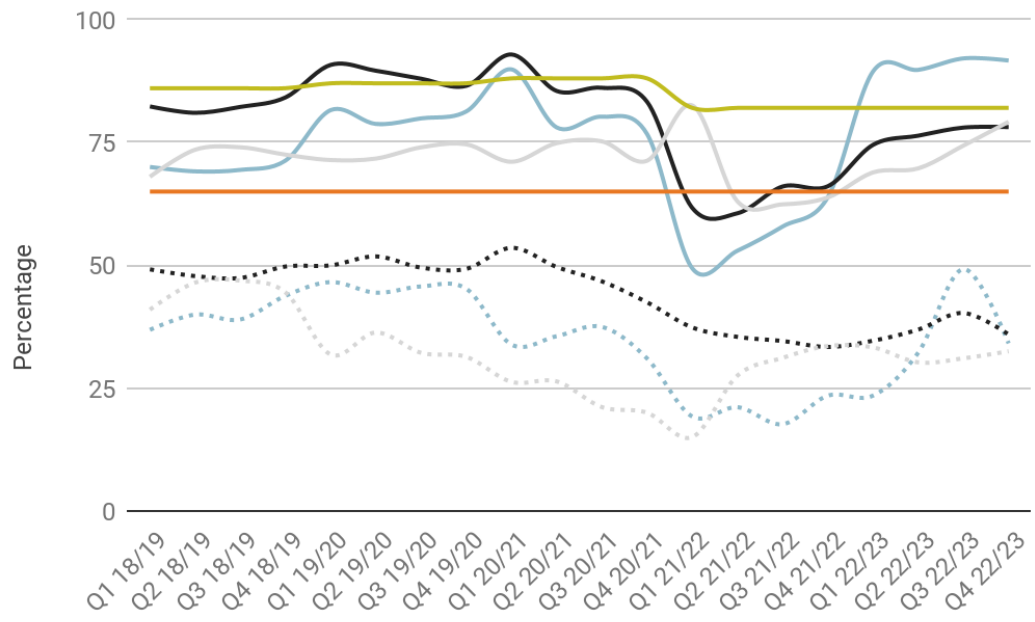
The validation checklist was launched in February as part of the improvement roadmap. It has largely been well received and a better quality of applications is being received. The sections around Biodiversity and Sustainability have had more significant changes and, following feedback from agents, these sections will be reviewed.

(Cumulative) Percentage of minor planning applications determined

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



% of all applications completed within 8 weeks



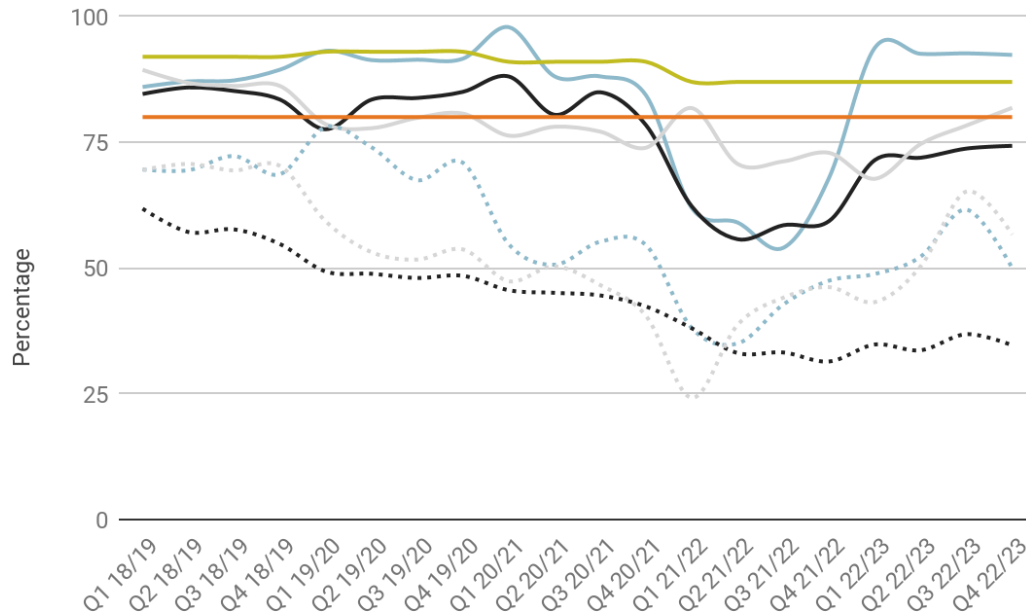
OBSERVATION:
 Performance for 'Minor' applications has been improving..
 119 minor applications were determined in Q4, compared to 83 applications in the same period of the previous year.
 See Observation for Major applications for further explanation

(Cumulative) Percentage of other planning applications determined

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



% of all applications completed within 8 weeks



OBSERVATION:

Improvements are being made but at a slower rate than for 'Majors' and 'Minors' partly due to being unable to secure extensions of times. In addition, this outturn is reported cumulatively from the beginning of the year which means that fluctuations and improvements are flattened. The cumulative outturn to the end of Q4 was 74.3% compared to 59.3% at the end of Q4 last year.

See Observation for Major applications for further explanation

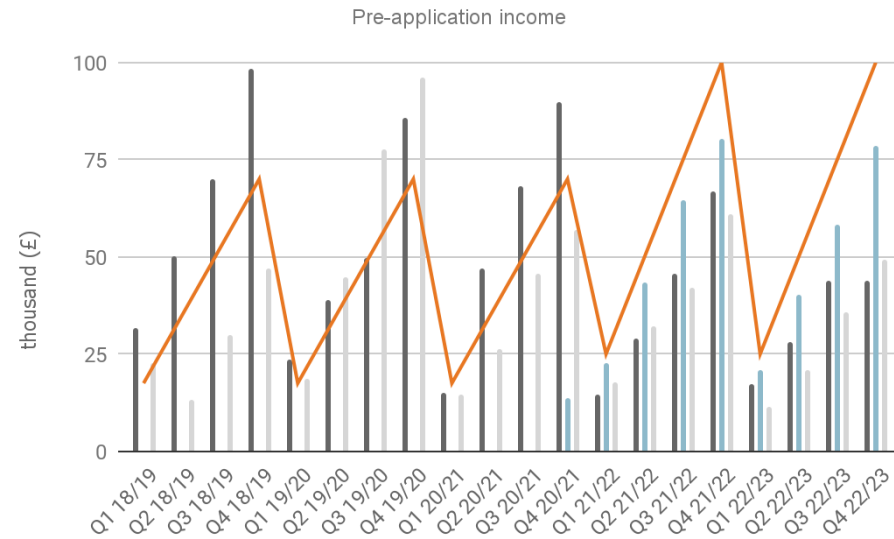
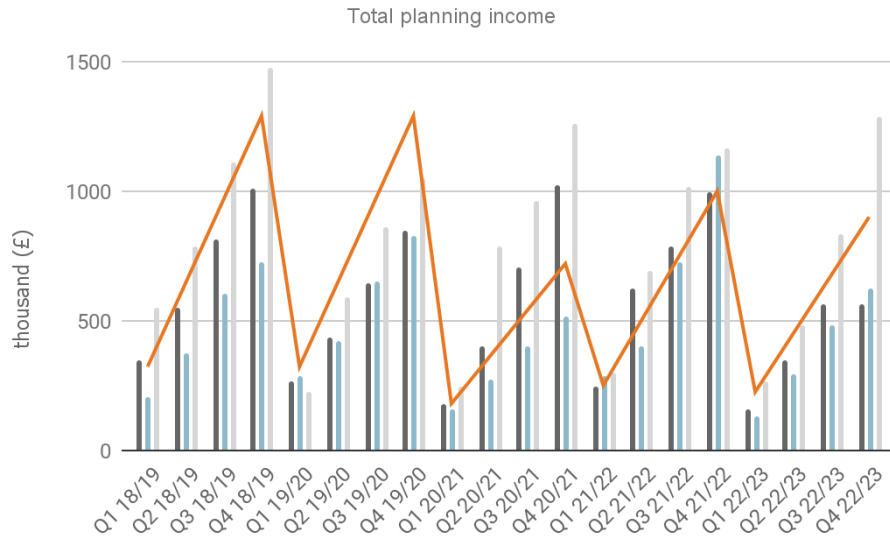
(Cumulative) Planning income

 Cotswold Target

 Cotswold

 Forest of Dean

 West Oxfordshire

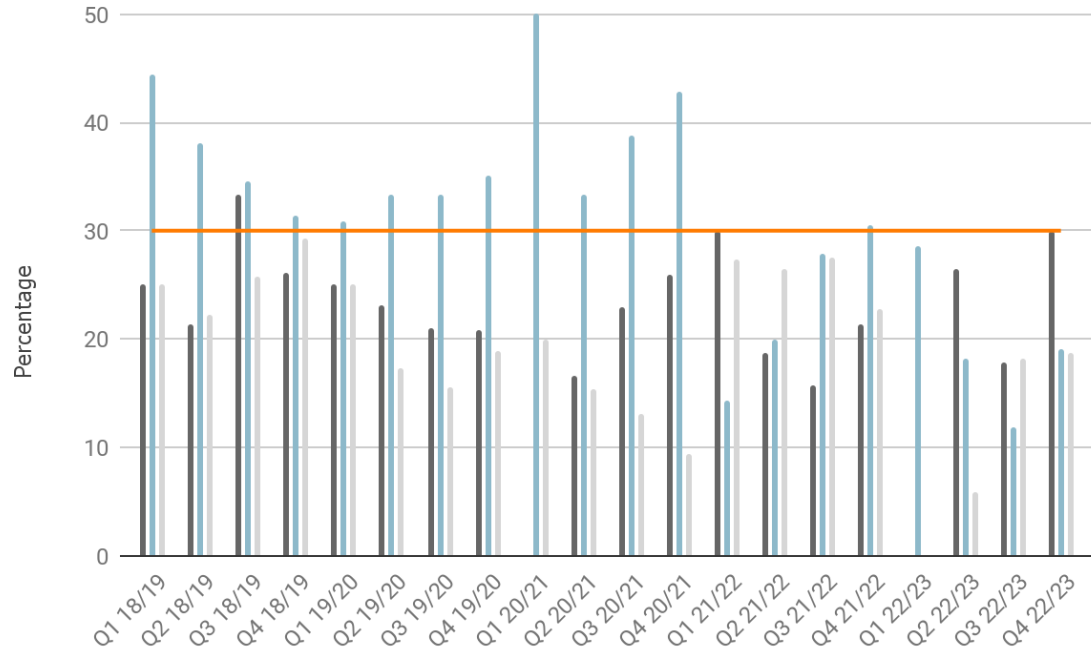


OBSERVATION:

At the end of Q4, total planning income for the Council was short of the target. Due to the cost of living crisis and the slow down in the economy, we may be seeing a slow down in larger developments in particular. Pre-application income target has also not been met, partly due to smaller scale pre-applications which attract a lower fee. In addition, the focus over the last few quarters has been on delivering other aspects of the service, especially the determination of applications. The pre-app process and charges have been reviewed and will be introduced in Q1 of 2023-24.

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

(Cumulative) Percentage of planning appeals allowed



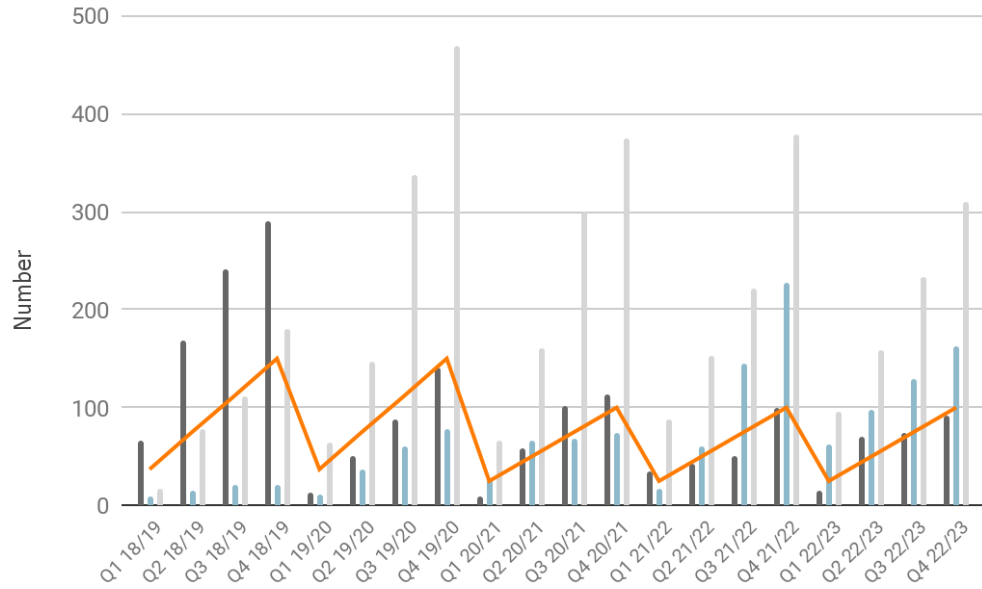
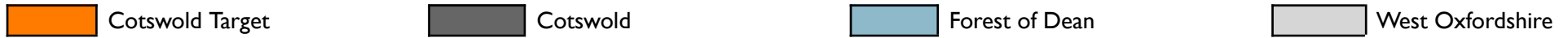
OBSERVATION:

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

Between 1 January 2023 and 31 March 2023, ten appeals were decided; of which seven decisions were supported.

Although, this is right on the target of 30%, numbers are low and this is the highest the level has been since Q1 2021-22

(Cumulative) Number of affordable homes delivered



OBSERVATION:

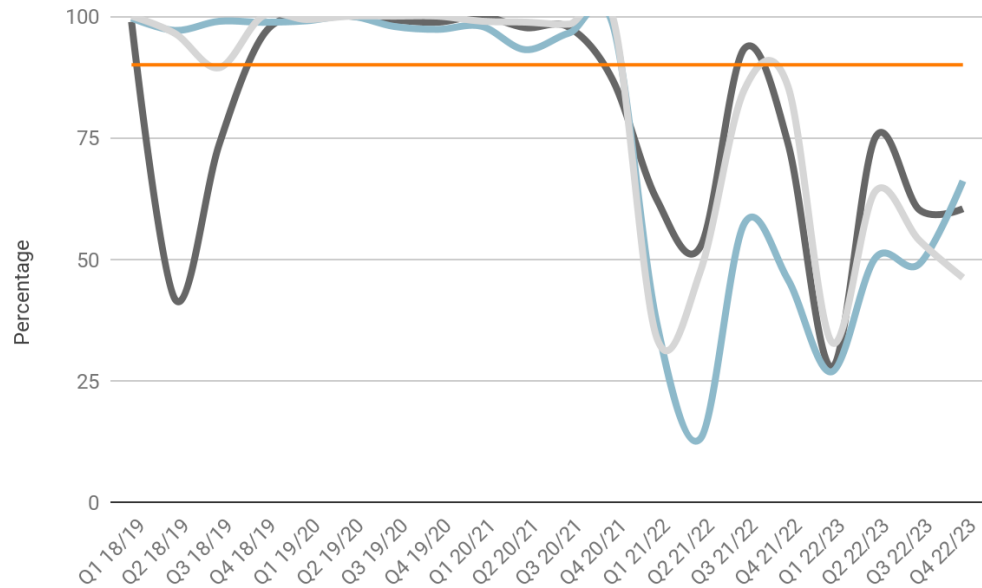
At the end of Q4, ninety-two affordable homes were completed against the annual target of 100. Eighteen properties were delivered in Q4; 8 Affordable Rent and 10 Social Rent.

The service reports that completions fluctuate over the year. A housing development period is at least 12 months, with some schemes phased over several years.

In partnership with Bromford Housing Association, the Council has started the redevelopment of Stockwells cul-de-sac in Moreton into 28 social rented homes.

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



OBSERVATION:

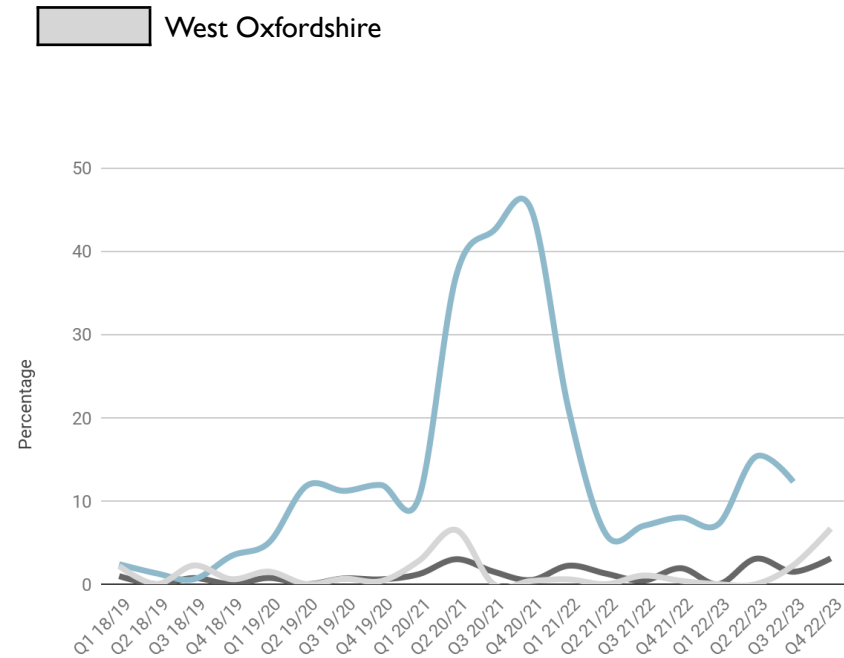
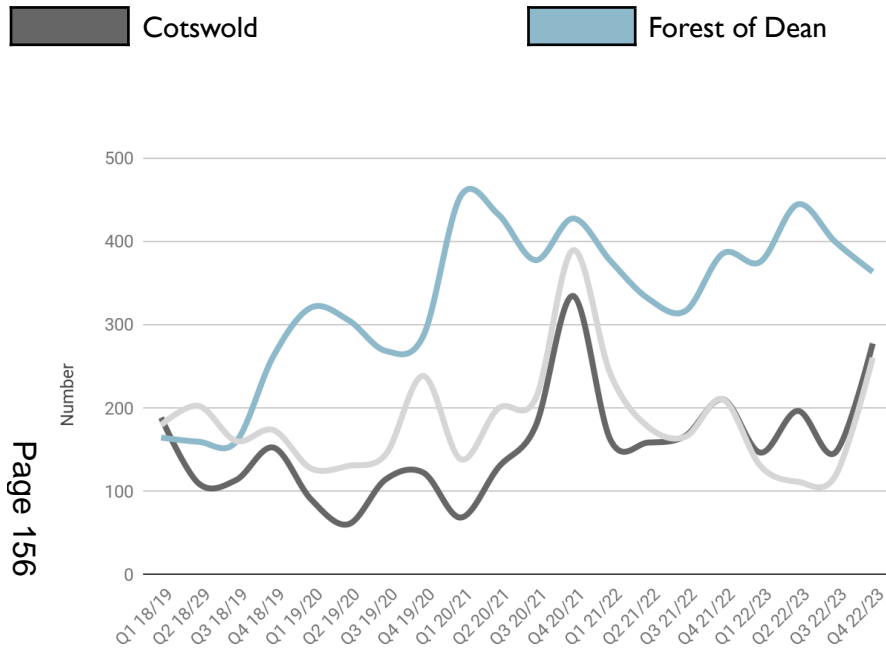
There has been improvement in performance..

Internal consultation turnaround times are now easier to monitor with a useful dashboard and relationships with other services are being built upon. The Land Charges Service Lead has met with all services to ensure they understand the requirements for timely responses and any late responders have been highlighted to Service Leads in line with the new process.

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

Environmental and Regulatory

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



OBSERVATION:

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

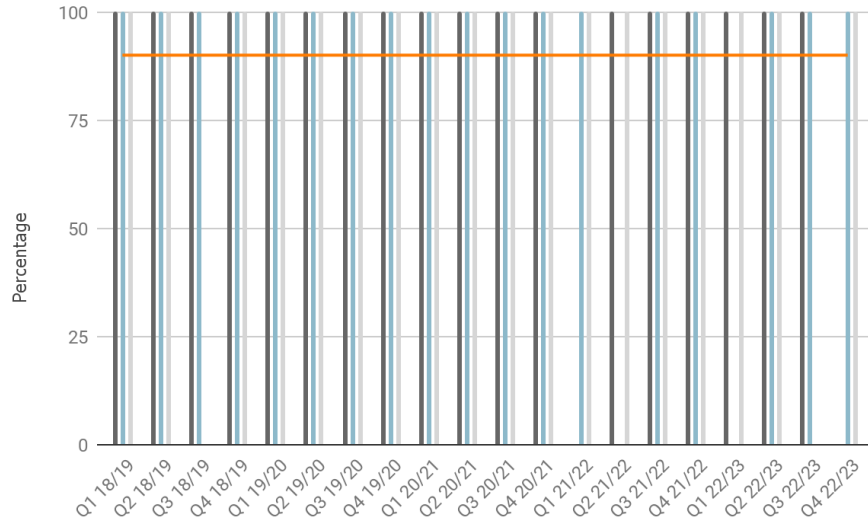
Q4 saw a large spike in numbers of fly tips. The cost of living crisis may be keeping the numbers relatively high due to an inability or reluctance to pay for the disposal of both household and business waste.

In Q4, eleven enforcement actions were issued at Cotswold.

The surveillance cameras have delivered results by identifying potential perpetrators and PACE interviews have followed on the strength of the footage. There has been a reduction in fly tipping at the camera points.

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

Cotswold Target
 Cotswold
 Forest of Dean
 West Oxfordshire

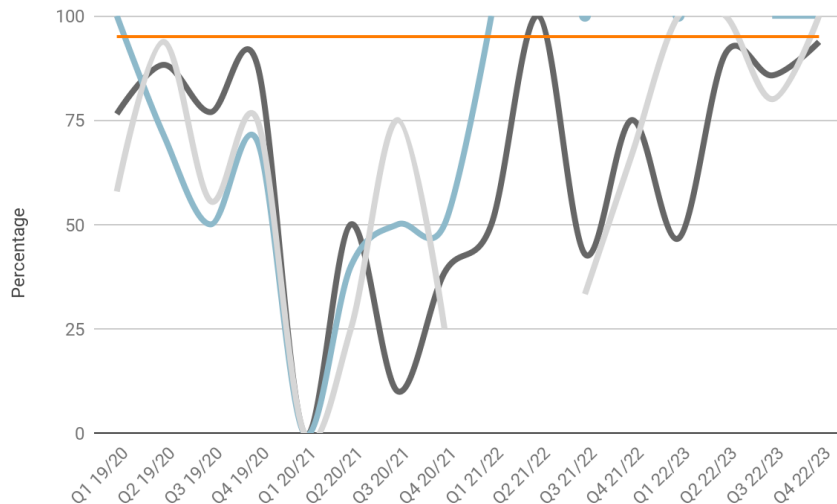


OBSERVATION:

The Council receives a small number of high risk notifications each quarter. During Q4, no notifications were received.

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Percentage of high risk food premises inspected within target timescales

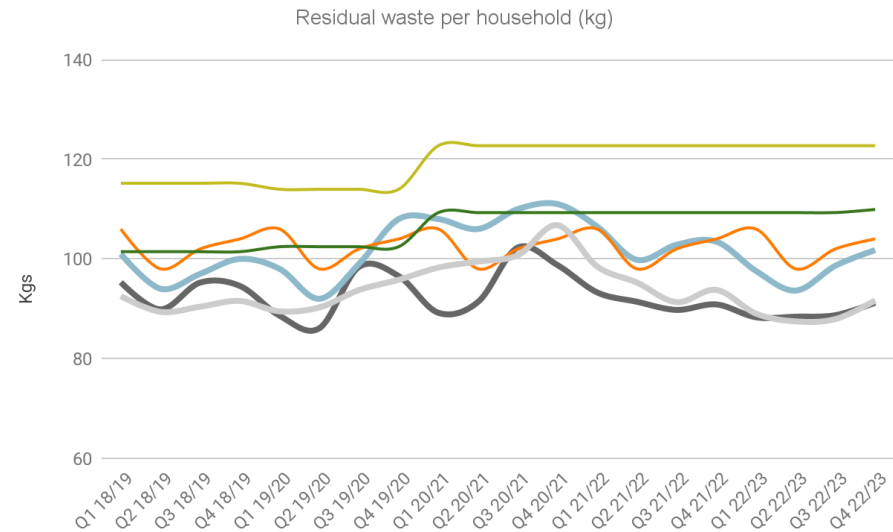
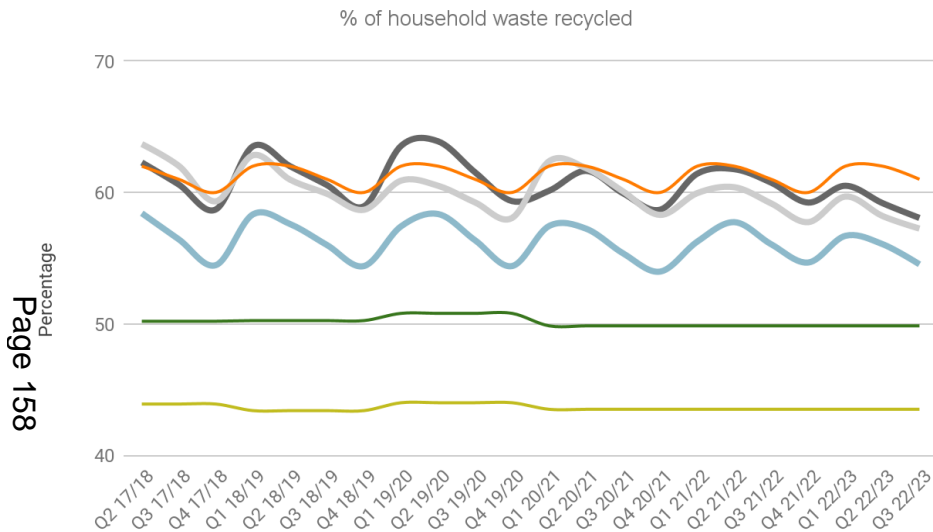


OBSERVATION:

During Q4, Cotswold completed fifteen out of sixteen high risk food inspections within the target timescale. The one inspection which was inspected 3 days after the timescale was slightly late due to issues with access and availability of senior officers who complete these inspections.

Waste Management

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



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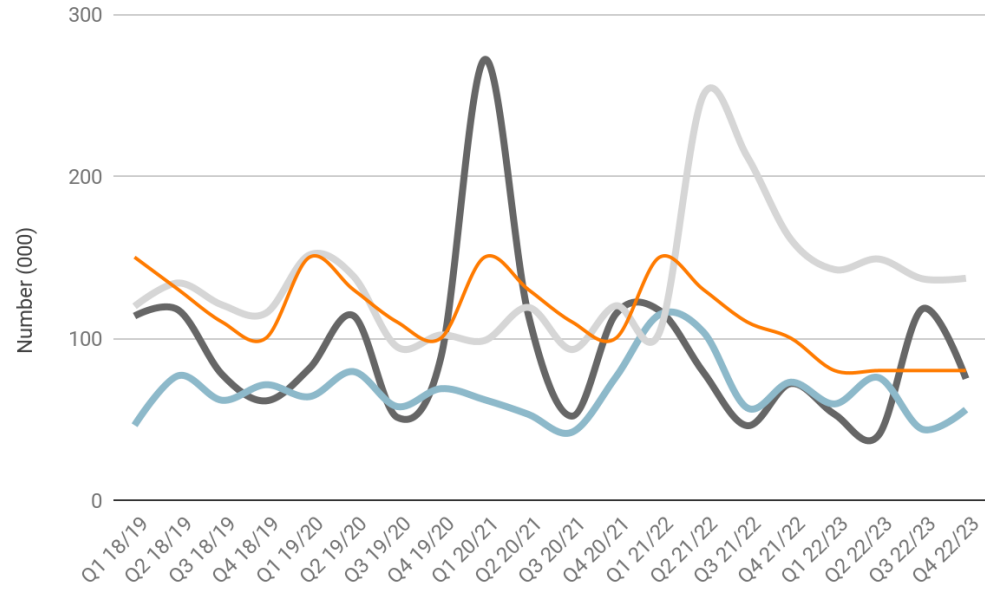
OBSERVATION:

The combined recycling rate for January to March 2023 was 56.90% compared to 59.23% in 2022. The lower rates have been mostly attributed to the cost of living crisis and the potential that consumers may view more sustainable options as a luxury they can no longer afford.

Since emerging from the pandemic, total household waste (tonnages) have fallen, however, residual waste has not fallen as fast as other waste streams. Taking into account the growth in households, the District produced nearly 5 kg less residual waste per household than last year.

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

Number of missed bin per 100,000 scheduled collections



OBSERVATION:

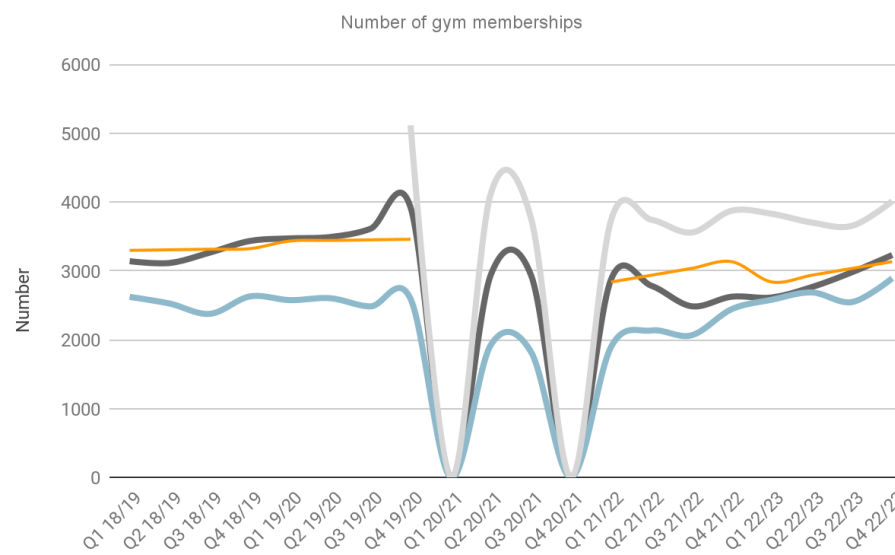
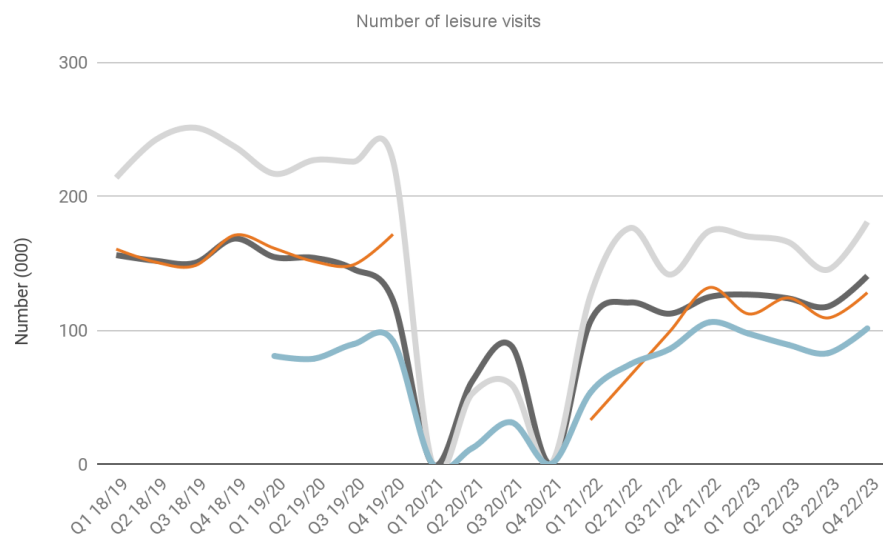
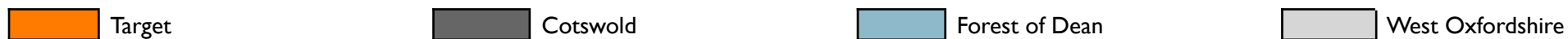
The number of missed bins per 100,000 decreased in Q4 .
 The number of missed bins for Q4 was 75 per 100,000, well within the target.

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:

The leisure targets were reviewed at the end of 2021-22 which resulted in increases in the target for visitor numbers.

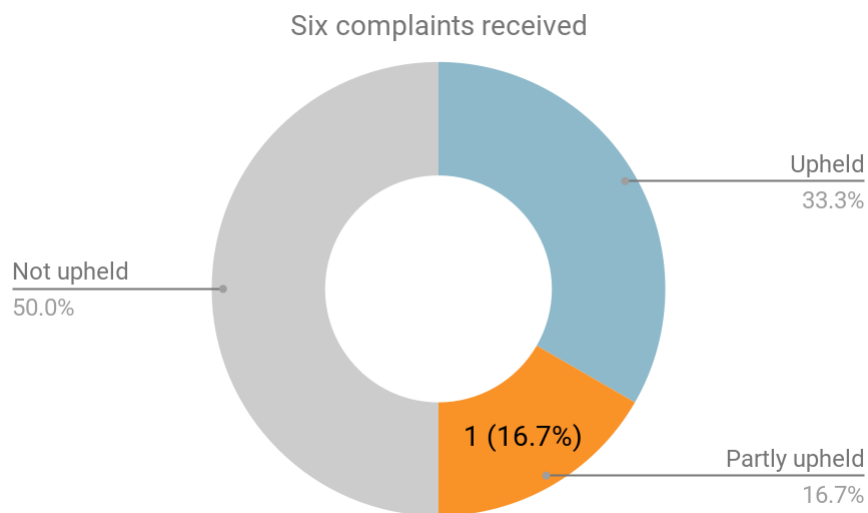
The cost of living crisis and impact on household budgets as well as high energy costs to run the leisure facilities are key issues for the Councils' leisure operators. As households have less disposable income, less pay to play activities may be undertaken.

Following the refurbishments at Cirencester Leisure and Bourton Leisure visits continued to increase and the number of gym memberships are over target.

The government has announced that leisure centres will not be protected under the scheme for high energy usage companies. The risk of current high prices will also impact on the Council where a risk share for higher than usual utility tariffs is included in the leisure contracts. The leisure operators will continue to raise its concerns with the relevant bodies

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

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



OBSERVATION:

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

The new process has the following stages:

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

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

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

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

Service area	Description	Outcome/learning	Decision	Response time (days)
Waste & Recycling	Green Waste Bin not collected	Crew error/ reminders put in place for future collections	Upheld	12
Assets of Community Value	Upset with speed of decision for asset of community value status	Council accepts it did not respond within statutory timescale. Does not accept prejudice in decision.	Partly Upheld	30
Revenues & Benefits	Wrong Banding on Council Tax, now rectified and wants to be eligible for Rebate	Not continued as a complaint, dealt with by department using appeals process	Upheld	No response sent

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Agenda Item 12



COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET – 17 JULY 2023
Subject	FINANCIAL PERFORMANCE REPORT 2022/23 OUTTURN
Wards affected	All
Accountable member	Cllr Mike Evemy, Deputy Leader and Cabinet Member for Finance Email: mike.evemy@cotswold.gov.uk
Accountable officer	David Stanley, Deputy Chief Executive and Section 151 Officer Email: david.stanley@cotswold.gov.uk
Report author	Michelle Burge, Chief Accountant Email: michelle.burge@publicagroup.uk
Summary/Purpose	This report sets out the outturn position for the 2023/24 financial year.
Annexes	Annex A – 2022/2023 Revenue Variances and Outturn Annex B – 2022/2023 General Fund and Revenue Reserves Annex C – 2022/23 Capital Programme Outturn
Recommendation(s)	<i>That Cabinet:</i> <i>1. Reviews and notes the financial position set out in this report.</i> <i>2. Approve the carry forward of unspent capital budget included in table 5 of £1.114m into the 2023/24 Capital Programme.</i>
Corporate priorities	Deliver the highest standard of service
Key Decision	NO
Exempt	NO
Consultees/ Consultation	None



1. BACKGROUND

- 1.1 This report provides members with an update on the outturn position for the financial year 2022/23. The purpose of this report is to notify members of any significant variations to budget, highlight any key financial issues and approve the carry forward of unspent capital budget to 2023/24.
- 1.2 The Council has faced several external budget pressures throughout 2022/23 which will continue to impact the Council's finances over the medium-term. There remains significant uncertainty around inflation and interest rates which exert an influence over the Council's budget both directly and indirectly.

2. EXECUTIVE SUMMARY

- 2.1 This report sets out the financial outturn position for the 2022/23 financial year.
- 2.2 The reported outturn of an adverse variance of £1.274m against budget is in line with forecast outturn position reported at Q3 of £1.220m.
- 2.3 Material changes since Q3 are listed below:
 - Assets, Land, Legal and Property. Expenditure in respect of double glazing at Querns Road property of £0.020m forecast in Q4 of 2022/23 delayed until 2023/24. Recharges to tenants at Trinity Road offices were £0.015m higher than estimated at Q3 due to higher energy costs.
 - Planning and Strategic Housing. Appeals expenditure £0.040m higher than forecast at Q3 due to higher proportion of costs in final quarter of 2022/23 and a small number of costs miscoded to legal cost centre not identified until Q4.
 - Car park income remained below budgetary expectations with a net income shortfall of £0.433m (£0.409 reported in Q3). Energy costs was also £0.016m higher than estimated due to delays in receiving invoices from suppliers.
 - Cemetery fees overachieved against budget by £0.034m, £0.028m higher than forecast at Q3, due to higher proportion of fees being received in final quarter of financial year.
 - Public Conveniences. Net overspend of £0.034m (£0.007m forecast at Q3, adverse movement of £0.027m) Due to lower level of fees collected in final quarter of financial year and higher cleaning costs following increase in contract charge.
 - Revenues and Benefits. £0.150m overachievement of income from council tax liability order identified in final quarter of 2022/23 due in part to covid related backlog where debt was not pursued during the pandemic. This offset additional postage and IT costs in relation to the council tax energy rebate scheme enabling £0.136m of



new burdens grant to be transferred to earmarked reserves to fund future resource pressures.

- Retained. £0.042m expenditure in relation to repair work at Old Station property to make safe a wall to be funded from UKSPF grant funding rather than from base budget. Bank charges £0.015m higher than estimated at Q3, work underway to review. Surplus contributions refunded from Publica of £0.166m and a further £0.041m of underspend from higher than estimated 3rd party contract charges and additional government grant funding for resource pressures.
- Corporate income and expenditure. £0.200m of revenue budget is to be utilised to finance the capital programme to minimise the use of capital receipts resulting in a nil underspend against the RCCO budget. (£0.100m underspend forecast at Q3).

2.4 The impact from inflation and the wider external economic environment has been significant with limited movement between Q3 and outturn. The material items which have had an adverse impact on the Council's revenue budget are summarised below:

- Pay Award- Publica contract, (£0.339m adverse variance) (£0.300m reported at Q3)
- Ubico contract (Waste and Recycling, Street Cleaning). The net variation on the contract of £0.479m (£0.839m gross adverse variance, £0.479m after contribution from earmarked reserve) due to pay award, diesel costs and service growth (£0.437m reported at Q3)
- Energy costs – Gas and Electricity prices (£0.303m adverse variance) (£0.248m reported in Q3)
- A shortfall in income from Car Parks (net shortfall of £0.433m), Planning (£0.190m), Building control (£0.082m) and Land Charges (£0.078m).



Table ES1 Revenue Budget Outturn

Table ES1 Revenue Budget Outturn Revenue Budget - Summary Table	2022/23 Original Net Budget £'000	Revised Net Budget £'000	2022/23 Outturn £'000	2022/23 Outturn Variance £'000
Subtotal Services	14,840	15,464	17,237	1,773
Less Reversal of Accounting Adjustments	-1,367	-1,636	-1,633	3
Revised Subtotal Services	13,473	13,828	15,604	1,776
Corporate Income and Expenditure (Note 1)	-878	-5,365	-5,937	-572
Net Budget Requirement	12,595	8,463	9,667	1,204
Funded by:				
Council Tax	-6,158	-6,145	-6,066	79
Retained Business Rate	-3,462	658	657	-1
Government Funding - Grants	-3,006	-3,007	-3,015	-8
TOTAL Funding	-12,626	-8,494	-8,425	70
Budget shortfall/(Surplus)	-31	-31	1,242	1,274

Table ES2 Capital Programme 2022/23 Outturn

Capital Programme	2022/23 Original Budget (£'000)	2022/23 Revised Budget (£'000)	2022/23 Outturn (£'000)	2022/23 Outturn Variance (£'000)
Leisure and Communities	1,741	428	444	16
Housing/Planning and Strategic Housing	900	2,383	1,975	-408
Environment	1,963	961	740	-221
ICT, Change and Customer Services	550	70	55	-15
Rural Broadband	500	0	0	0
UK Shared Prosperity Fund Projects	0	11	14	3
Land, Legal and Property	516	516	95	-421
Transformation and Investment	35,000	1,510	1,237	-273
TOTAL Capital Programme	41,170	5,879	4,560	-1,319

- 2.5** The outturn on the Council's Capital Programme takes into account decisions made in November 2022 and February 2023 around the rescinding of the Recovery Investment Strategy (RIS) and reprofiling of the capital budget to reflect anticipated slippage on schemes.
- 2.6** As set out in the 2023/24 Revenue Budget, Capital Programme and Medium-Term Financial Strategy report, the capital programme for 2022/23 has reduced from £41.005m to £5.879m for the reasons set out in the paragraph above. The outturn represents an underspend/slippage of £1.237m.

3. 2022/23 REVENUE BUDGET

- 3.1** As at the 31 March 2023, the Council is reporting a deficit of £1.242m against an original budgeted surplus of £0.031m. The Council has faced significant budget pressures as a result of the following factors:
- Inflationary pressures, the level of inflation has remained stubbornly high, the Council is subject to specific inflationary pressures on its services (e.g., fuel cost of waste and recycling services)
 - High energy prices
 - Continuing impact of higher fuel costs and increased level of recycling volumes on our waste contract with Ubico.
 - Pressure on income including car parking fees, planning fees and other fees and charges due to the cost-of-living crisis and permanent changes to behaviour post Covid-19.
- 3.2** The outturn for 2022/23 results in an adverse variance of £1.274m. The table below provides members with an overview of the significant outturn variations reported.



Table 1 - Revenue Budget Outturn Summary

	2022/23 Original Net Budget £'000	2022/23 Revised Net Budget £'000	2022/23 Outturn £'000	2022/23 Outturn Variance £'000
Table 1 - Revenue Budget Outturn Summary				
Environmental & Regulatory Services	473	493	506	13
Business Support Services - Finance, HR Procurement	1,014	1,022	1,098	76
ICT, Change & Customer Services	1,986	2,024	2,046	22
Assets, Land, Legal & Property	750	774	929	155
Chief Executive and Modernisation	88	145	162	17
Revenues & Housing Support	342	137	172	35
Environmental Services	3,916	4,345	5,190	845
Leisure & Communities	1,368	1,640	1,560	-80
Planning & Strategic Housing	1,743	1,406	1,573	167
Democratic Services	1,058	1,174	1,205	31
Retained and Corporate	2,102	2,303	2,794	491
Subtotal Services	14,840	15,463	17,235	1,772
Less: Reversal of accounting adjustments	-1,367	-1,636	-1,633	3
Revised Subtotal Services	13,473	13,827	15,602	1,775
Corporate Income and Expenditure (Note 1)	-878	-5,365	-5,937	-572
Net Budget Requirement	12,595	8,462	9,665	1,203
Funded by:				
Council Tax	-6,158	-6,145	-6,066	79
Retained Business Rate	-3,462	658	657	-1
Government Funding - Grants	-3,006	-3,007	-3,014	-7
TOTAL Funding	-12,626	-8,494	-8,423	71
Budget shortfall/(Surplus)	-31	-31	1,242	1,274



Table 2 Corporate Income and Expenditure

Corporate Income and Expenditure	2022/23 Original Net Budget £'000	Revised Net Budget £'000	2022/23 Outturn £'000	2022/23 Outturn Variance £'000
Note 1 Corporate Income and Expenditure				
Savings/Corporate Items	-97	-92	-47	45
Interest Payable	7	7	9	2
Interest Receivable	-654	-654	-1165	-511
Minimum Revenue Provision	125	125	0	-125
RCCO	200	200	200	0
Transfer to/(from) Earmarked Reserves (Including Business Rate Reserve transfer)	-459	-4,951	-4,934	17
Total	-878	-5,365	-5,937	-572

- 3.3** A full list of all cost centres and budget variances is attached to this report at Annex A. These figures are subject to external audit review during the autumn; however, the figures are not expected to change materially from those being reported.
- 3.4** Annex A includes details of both the original and 'Budget Q4', the variances have been reported against the 'Budget Q4' that is the budget adjusted to reflect accounting adjustments such as changes in depreciation and movements to/from reserves. These adjustments have no overall impact on the net budget.

Treasury Management

- 3.5** Dividends from Pooled Funds and REIT on £0.449m were received in the 2022/23 financial year, achieving a return of over 4% (pooled funds) and around 2.5% (REIT). Interest from short term cash deposits with the Debt Management Office (DMO) was £0.401m and from Money Market Funds £0.204m by the end of the financial year due to interest rates rising at a higher rate than budgeted and larger surplus balances than estimated being available to invest. Interest income of £72,000 budgeted as a result of planned service loans was not achieved as drawdown is expected in 2023/24. Total investment income was £0.510m higher than budgeted by the end of the financial year.
- 3.6** The Council has not been required to make a minimum revenue provision charge in 2022/23 resulting in a saving of £0.125m as a result of the Council not undertaking borrowing support the capital programme.

Retained Business Rates and Pooling



- 3.7** The Council administers Business Rates (National Non-Domestic Rates) on behalf of the Government. The Council retains some Business Rates income as part of its core Government Funding. For the 2022/23 financial year, after adjustments for prior year deficits, tariff and levy payable to government and Section 31 grant to compensate for reliefs granted this amounts to £3.4 million in line with the budget and forecast.
- 3.8** The accounting arrangements for Business Rates are complex. Statute requires recognition of items charged in one financial year to be resolved in the following year i.e., the deficit arising in 2022/23 (shortfall in collectable rates vs expected due to the Government reliefs) will be repaid to the Collection Fund in 2023/24.
- 3.9** A transfer of £4.120m has been made from earmarked reserves to contribute towards the deficit of £4.896m reported in 2021/22.
- 3.10** The Gloucestershire Business Rates Pool was set up in 2013/14 to maximise the business rate income retained within the County and to support economic growth within the area of the Local Enterprise Partnership. The Council has benefitted from being part of the Gloucestershire 50% pool in 2022/23. A gain of £309,000 is recognised in the 2022/23 outturn.

Council Tax

- 3.11** Retained Council tax income amounts to £6.065m in 2022/23. This includes a transfer of £12,624 from a compensation grant earmarked in 2020/21. The underachievement of budgeted income of £0.079m is due to having fully utilised the Council Tax income guarantee grant (TIG) in prior years resulting in the deficit on the collection fund being funded through the general fund.

Transfers to/from Earmarked Reserves

- 3.12** The outturn position includes a number of transfers between earmarked reserves. The largest of these is a transfer from the Business Rate Smoothing Reserve of £4.121m as detailed in 3.9 above.
- 3.13** The government provided further new burdens funding throughout the year in relation to the implementation of business rate relief and council tax rebate energy support schemes, surplus funding has been transferred to an earmarked reserve to support resource costs in 2023/24.
- 3.14** Annex 'B' summarises the proposed movements made between the revenue account to/from earmarked reserves in 2022/23 and the adjustments that will be undertaken in Q1 of 2023/24.

General Fund Balance



- 3.15 As at 1 April 2022, the Councils General Fund balance stood at £2.553m. The budget set in February 2022 estimated that there would be a revenue surplus of £0.031m resulting in an increase to the General Fund. The lump sum payment to the LGPS in 2020/21 of £3.628m provided capacity in the revenue budget to top up the General Fund balance by £1.634m in 2022/23. Due to the overspend on the Council budget (after movements to/from earmarked reserves), there will be a net contribution from the General Fund balance of £0.449m.
- 3.16 The budget approved in February 2023 recommended that the General Fund balance is maintained at a minimum level of £1.760m and that a Financial Resilience Reserve is created to enable the Council to mitigate short term fluctuations in income and expenditure. As shown in table 3 below this would result in a movement from the General Fund to Financial Resilience Reserve of £1.153m resulting in a General Fund balance at 31 March 2023 of £1.760m and Financial Resilience Reserve balance of £1.153m. Further adjustments and transfers from reserves will be made in Q1 of 2023/24 as illustrated in Annex 'B'.

3.17 **Table 3 General Fund Balance**

	2022/23 Budget £'000	2022/23 Outturn £'000
Opening Balance	-2,536	-2,553
Transfer to General Fund to 'pay back' lump sum LGPS contribution	-1,634	-1,634
Revenue budget (surplus)/deficit	-31	1,274
Movement to Financial Resilience Reserve	0	1,153
General Fund Closing Balance 31/3/23	-4,201	-1,760

4. CAPITAL PROGRAMME

- 4.1 Council approved the revised Capital Programme for 2022/23 at their meeting on 15 February 2023 recognising changes made during the year, predominantly the rescinding of the Recovery Investment Strategy. The revised capital programme for 2022/23 was £5.879m. A total of £4.56m has been spent against these schemes at the end of the financial year.



Table 4 Capital Programme Summary

Capital Programme	2022/23 Original Budget (£'000)	2022/23 Revised Budget (£'000)	2022/23 Outturn (£'000)	2022/23 Outturn Variance (£'000)
Leisure and Communities	1,741	428	444	16
Housing/Planning and Strategic Housing	900	2,383	1,975	-408
Environment	1,963	961	740	-221
ICT, Change and Customer Services	550	70	55	-15
Rural Broadband	500	0	0	0
UK Shared Prosperity Fund Projects	0	11	14	3
Land, Legal and Property	516	516	95	-421
Transformation and Investment	35,000	1,510	1,237	-273
TOTAL Capital Programme	41,170	5,879	4,560	-1,319

- 4.2** The outturn of £4.560m results in an underspend/slippage of £1.319m with a carry forward on the unspent capital budget into 2023/24 of £1.114m requested in respect of the following schemes:

Table 5 Carry Forward of Unspent Budget

Capital Programme by Service Area	C/Fwd to 2023/24 (£'000)	Notes:
Leisure and Communities Crowdfund Cotswold	 4	Balance of Capital allocation to be carried forward for future schemes supported via Crowdfund Cotswold and to fund the small legacy sum of £2,000 outstanding from the preceding scheme, the Community Projects Fund.
Housing/Planning and Strategic Housing Private Sector Housing Renewal Grant (DFG)	 208	£1.3m transferred to CDC in 2022/23. Actual £1.1m. Balance required to fund 2023/24 DFGs.
Environment Electric Vehicle Charging Points	 50	Slippage. Allocation required for future EVCP installations funded by CMI.



Changing Places Toilets	123	Facilities still to be installed at Cirencester Abbey Grounds, Birdland at Bourton on the Water and Cotswold Country Park and Beach.
ICT, Change and Customer Services		
ICT Capital	65	Slippage due to supply shortages. Laptops (£40k) Chips (£25k)
Land, Legal and Property		
Trinity Road Carbon Efficiency Works (Council March 2022)	370	Works delayed to 2023/24 including Solar PV, budget carried forward to 2023/24.
Transformation and Investment		
Tetbury Homeless Property (Cabinet May 2022)	294	Balance of Capital allocation for purchase of Ridgeway House, Tetbury. Capital works required as detailed in purchase report
TOTAL Capital Programme	1,114	

- 4.3 A full list of expenditure and explanations for variances against the capital programme is attached to this report at Annex 'C'.

Capital Receipts and Disposals

- 4.4 The Council received no capital receipts and did not make any asset disposals during the final quarter of 2022/23. During the second quarter of 2022/23 the Council sold the vacant Cotswold Club. The property sold for £0.375m resulting in a net capital receipt of £0.369m after fees. It is anticipated that this will be available to support investment in net carbon affordable housing projects across the district.

5. ALTERNATIVE OPTIONS

- 5.1 None

6. CONCLUSIONS

- 6.1 This report presents the Council's outturn financial position for 2022/23. As the report sets out, an overspend of £1.243m is reported for the financial year which is to be financed from the General Fund Balance. This is broadly in line with the position reported in Q3. Inflationary



and service pressures identified during 2022/23 remain challenging and are expected to continue throughout 2023/24.

- 6.2** The newly established Cabinet Transform Working Group (CTWG) will need to consider the impact of the outturn and the impact on earmarked reserves as part of their oversight of the savings and transformation programme.

7. OVERVIEW AND SCRUTINY COMMITTEE

- 5.1** This report was reviewed by the Overview and Scrutiny Committee at its meeting on the 11th July; and any comments from that Committee will be reported to the Cabinet.

6. FINANCIAL IMPLICATIONS

- 6.1** The financial implications are set out within this report.

7. LEGAL IMPLICATIONS

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

8. RISK ASSESSMENT

- 8.1** Contained in this report.

9. EQUALITIES IMPACT

- 9.1** None.

10. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

- 10.1** None

11. BACKGROUND PAPERS

- 11.1** None

(END)

Revenue Budget Outturn 2022/23										
For 01/04/2022 to 31/03/2023										
Service Area	Original Budget		Q4 Budget		Actual		Under / Over Budget			Comments
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	
Environmental & Regulatory Services	1,078,490	-605,720	1,098,976	-605,720	1,099,631	-593,418	655	12,302	12,957	
Business Support Services - Finance, HR, Procurement	2,249,098	-1,234,920	2,260,098	-1,237,748	2,300,254	-1,202,101	40,156	35,647	75,803	Target counter fraud savings achieved across other service areas.
ICT, Change & Customer Services	2,082,927	-96,957	2,120,557	-96,957	2,201,262	-155,677	80,705	-58,720	21,985	Moreton Area Centre underachievement of rental income and higher than estimated utilities.
Assets, Land, Legal & Property	1,529,079	-779,155	1,552,749	-779,155	1,718,233	-788,932	165,484	-9,777	155,707	Underachievement of land charge income, maintenance underspend and overspend on utilities.
Chief Executive and Modernisation	87,831	0	145,413	0	219,670	-57,600	74,257	-57,600	16,657	Consultancy costs re grievance investigation and policy review.
Revenues & Housing Support	12,956,268	-12,614,739	12,999,644	-12,862,239	13,519,828	-13,347,473	520,184	-485,234	34,950	Underachievement of hostel rental income and higher than estimated utility costs.
Environmental Services	9,444,036	-5,527,720	9,888,305	-5,543,720	10,771,686	-5,582,262	883,381	-38,542	844,839	Underachievement of car park income and overspend in respect of Ubico waste, green waste, recycling and street cleaning contracts due to higher than budgeted pay increases and diesel costs.
Leisure & Communities	1,567,169	-199,260	2,236,145	-595,692	2,375,304	-814,961	139,159	-219,269	-80,110	Maintenance and community grants (Crowdfund) budget.
Planning & Strategic Housing	2,790,670	-1,047,305	2,920,311	-1,514,078	3,435,342	-1,862,773	515,031	-348,695	166,336	Underachievement of planning and pre app planning fees, underachievement of other fees and charges.
Democratic Services	1,083,613	-25,905	1,199,729	-25,905	1,254,159	-49,345	54,430	-23,440	30,990	Small overspends across cost centres.
Retained Services	1,108,449	-1,383,622	1,835,804	-1,905,268	2,903,891	-2,946,475	1,068,087	-1,041,207	26,880	Includes cost of living payrise in excess of budget, surplus returned from Publica. Higher than budgeted audit and bank charges. Investment income £511k higher than budgeted. Pension strain unbudgeted costs of £198k. Investment property net income £98k net overspend due to void periods during roof repairs and rent reviews.
Cost of Services (Gross)	35,977,630	-23,515,303	38,257,731	-25,166,482	41,799,261	-27,401,018	3,541,530	-2,234,536	1,306,994	
Cost of Services (Net)		12,462,327		13,091,249		14,398,243				

Revenue Budget Outturn 2022/23										
For 01/04/2022 to 31/03/2023										
Service Area	Original Budget		Q4 Budget		Actual		Under / Over Budget			Comments
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	
Financing										
Minimum Revenue Provision (MRP)	124,607	0	124,607	0	0	0	-124,607	0	-124,607	No MRP required as no borrowing undertaken in prior year to finance capital spending.
Revenue Contribution to Capital Outlay (RCCO)	200,000	0	200,000	0	200,000	0	0	0	0	
Reversal of Depreciation/Amortisation		-1,366,718		-1,636,272		-1,632,399	0	3,873	3,873	
Transfer (from)/to Reserves		-458,998		-4,951,202		-4,934,357	0	16,845	16,845	
Transfer to GF in lieu of pension deficit contributions	1,634,000		1,634,000		1,634,000		0	0	0	
General Government Grants	0	-3,006,923	0	-3,006,923	0	-3,014,126	0	-7,203	-7,203	Underachievement due to full utilisation of Council Tax Income Guarantee grant in 21/22.
Council Tax Income	0	-6,157,828		-6,145,154	0	-6,065,562	0	79,592	79,592	
Non-domestic rates income and expenditure	0	-3,461,642		658,520	0	657,048	0	-1,472	-1,472	Includes £309k surplus from pool and increase in budget to reflect transfer from BR smoothing reserve of £4.12m
Budgeted surplus contribution to General Fund	31,175	0	31,175	0	0	0	-31,175	0	-31,175	Budgeted contribution to General Fund not made due to deficit position.
	0	0	0	0	1,242,845	0	3,385,748	-2,142,902	1,242,845	Overspend against Budget
									1,274,020	Deficit

Environmental & Regulatory Services										
For 01/04/2022 to 31/03/2023										
Cost Centre Description	Original Budget		Q4 Budget		Actual		Under / Over Budget			Comments
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	
Building Control - Fee Earning Work	178,097	-360,000	178,097	-360,000	182,298	-281,625	4,201	78,375	82,575	Underachievement of Building Control Fees
Building Control - Non Fee Earning Work	56,453	0	56,453	0	56,309	0	-144	0	-144	
Dangerous Structures	2,500	0	2,500	0	0	0	-2,500	0	-2,500	
Building Control	237,050	-360,000	237,050	-360,000	238,607	-281,625	1,557	78,375	79,932	
Emergency Planning	23,311	0	23,311	0	22,965	0	-346	0	-346	Underspend on IT licenses and legal expenses
Environment - Service Management and Support Services	109,504	0	109,504	0	97,702	0	-11,802	0	-11,802	
Private Sector Housing - Condition of Dwellings	224	0	224	0	216	0	-8	0	-8	
Home Energy Conservation	158	0	158	0	153	0	-5	0	-5	
Licensing	217,003	-190,720	217,003	-190,720	223,731	-255,611	6,728	-64,891	-58,163	Overachievement of licensing fees including taxis, premises and Homes of Multiple Occupation
Caravan Sites - Itinerates	105	0	105	0	102	0	-3	0	-3	
Caravan Sites - Licensed	105	0	105	0	102	0	-3	0	-3	
Environmental Protection	225,716	-53,000	225,716	-53,000	219,543	-43,322	-6,173	9,678	3,505	
Polution Control	134,057	0	142,273	0	137,211	0	-5,062	0	-5,062	
Food Safety	129,557	-2,000	129,557	-2,000	136,291	-9,860	6,734	-7,860	-1,126	
Health & Safety	0	0	12,270	0	12,270	0	0	0	0	
Statutory Burials	1,605	0	1,605	0	10,644	0	9,039	0	9,039	
Abandoned Vehicles	95	0	95	0	93	-3,000	-2	-3,000	-3,002	
Public Protection	841,440	-245,720	861,926	-245,720	861,024	-311,793	-902	-66,073	-66,975	
Environmental & Regulatory Services	1,078,490	-605,720	1,098,976	-605,720	1,099,631	-593,418	655	12,302	12,957	

Business Support Services - Finance, HR, Procurement										
For 01/04/2022 to 31/03/2023										
Cost Centre Description	Original Budget		Q4 Budget		Actual		Under / Over Budget			Comments
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	
Accountancy	397,197	-29,220	408,197	-29,220	409,350	-30,392	1,153	-1,172	-19	£73k income budget represents target savings expected to be generated from counter fraud activity across the organisation. Savings generated will be reflected in other service areas or in the collection of council tax and business rates.
Creditors	111,613	-63,580	111,613	-63,580	109,755	-66,128	-1,858	-2,548	-4,406	
Debtors	57,089	-15,480	57,089	-15,480	56,695	-16,092	-394	-612	-1,006	
Insurances	63,315	-53,690	63,315	-53,690	64,215	-55,841	900	-2,151	-1,251	
GO Support and Hosting	61,398	-50,360	61,398	-50,360	61,702	-46,285	304	4,075	4,379	
CDC Counter Fraud Unit	70,163	-77,703	70,163	-77,703	70,185	0	22	77,703	77,725	
Accountancy	760,775	-290,033	771,775	-290,033	771,902	-214,738	127	75,295	75,422	
Internal Audit	110,121	-21,087	110,121	-21,087	112,629	-21,087	2,508	0	2,508	
Glos. Counter Fraud Unit	475,907	-475,907	475,907	-478,735	502,639	-505,467	26,732	-26,732	-0	
Audit	586,028	-496,994	586,028	-499,822	615,268	-526,554	29,240	-26,732	2,508	
Human Resources	575,712	-298,760	575,712	-298,760	575,603	-298,760	-109	0	-109	
Health & Safety	35,441	0	35,441	0	36,408	0	967	0	967	
Training & Development	132,421	-61,580	132,421	-61,580	140,557	-71,168	8,136	-9,588	-1,452	
Human Resources	743,574	-360,340	743,574	-360,340	752,568	-369,928	8,994	-9,588	-594	
Payroll	96,465	-63,750	96,465	-63,750	94,552	-63,750	-1,913	0	-1,913	
Payroll	96,465	-63,750	96,465	-63,750	94,552	-63,750	-1,913	0	-1,913	
Central Purchasing	62,256	-23,803	62,256	-23,803	65,964	-27,131	3,708	-3,328	379	
Procurement	62,256	-23,803	62,256	-23,803	65,964	-27,131	3,708	-3,328	379	
Business Support Services - Finance, HR, Procurement	2,249,098	-1,234,920	2,260,098	-1,237,748	2,300,254	-1,202,101	40,156	35,647	75,803	

ICT, Change & Customer Services										
For 01/04/2022 to 31/03/2023										
Cost Centre Description	Original Budget		Q4 Budget		Actual		Under / Over Budget			Comments
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	
Business Improvement/Transformation	117,318	0	117,318	0	117,295	0	-23	0	-23	
Business Continuity Planning	21,313	0	21,313	0	21,191	0	-122	0	-122	
Freedom of Information Act	11,403	0	11,403	0	11,381	0	-22	0	-22	
Street Naming	10,403	-20,000	28,403	-20,000	27,800	-18,600	-603	1,400	797	
Business Transformation	160,437	-20,000	178,437	-20,000	177,668	-18,600	-769	1,400	631	
Moreton-in-Marsh, Offices	75,121	-54,292	75,121	-54,292	112,630	-41,566	37,509	12,726	50,234	Overspend due to higher than budgeted gas (£13k and electricity (£14k), underachievement of income from room hire and rental voids (£11k). Higher than estimated spend in respect of Business Rates due to inclusion of 2021/22 expenditure underpaid in 2021/22 (£11k)
FOH - Moreton	109,642	-3,665	109,642	-3,665	109,594	-9,080	-48	-5,415	-5,463	
Moreton - Stock Trading a/c	0	0	0	0	13,702	-13,702	13,702	-13,702	0	
FOH - Trinity Road	580,459	0	580,459	0	581,249	-238	790	-238	552	
Customer Services	765,222	-57,957	765,222	-57,957	817,175	-64,587	51,953	-6,630	45,323	
ICT	1,046,542	-19,000	1,066,172	-19,000	1,061,701	-30,937	-4,471	-11,937	-16,408	Underspend printing/telephone
Application Support	110,726	0	110,726	0	144,719	-41,553	33,993	-41,553	-7,561	
ICT	1,157,268	-19,000	1,176,898	-19,000	1,206,420	-72,490	29,522	-53,490	-23,969	
ICT, Change & Customer Services	2,082,927	-96,957	2,120,557	-96,957	2,201,262	-155,677	80,705	-58,720	21,985	

Land, Legal & Property										
For 01/04/2022 to 31/03/2023										
Cost Centre Description	Original Budget		Q4 Budget		Actual		Under / Over Budget			Comments
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	
Trinity Road, Offices	498,142	-349,689	501,992	-349,689	650,375	-378,364	148,383	-28,675	119,708	Overspend due to higher than budgeted electricity and gas bills for Trinity Road Offices.
Moreton-in-Marsh, Offices - Maintenance	35,407	0	35,407	0	31,023	0	-4,384	0	-4,384	
Property and Estates Projects	0	0	0	0	300	0	300	0	300	
Corinium Museum - Maintenance	26,000	0	26,000	0	3,166	0	-22,834	0	-22,834	Maintenance underspend
Housing Enabling Properties	9,110	-23,476	9,110	-23,476	11,821	-19,250	2,711	4,226	6,938	
22/24 Ashcroft Road	26,314	0	30,814	0	20,663	0	-10,151	0	-10,151	Maintenance underspend
T Barry Haulage Depot, South Cerney	0	0	0	0	0	0	0	0	0	
Asset Management	594,973	-373,165	603,323	-373,165	717,349	-397,614	114,026	-24,449	89,577	
Local Land Charges	112,816	-250,704	112,816	-250,704	105,605	-180,791	-7,211	69,913	62,702	Underachievement of land charge income
Land Charges	112,816	-250,704	112,816	-250,704	105,605	-180,791	-7,211	69,913	62,702	
Legal	358,331	-155,286	377,776	-155,286	444,305	-213,791	66,529	-58,505	8,024	
Legal Services	358,331	-155,286	377,776	-155,286	444,305	-213,791	66,529	-58,505	8,024	
Property Services	462,959	0	458,834	0	450,974	3,264	-7,860	3,264	-4,595	
Property Services	462,959	0	458,834	0	450,974	3,264	-7,860	3,264	-4,595	
Land, Legal & Property	1,529,079	-779,155	1,552,749	-779,155	1,718,233	-788,932	165,484	-9,777	155,707	

Chief Executive and Modernisation										
For 01/04/2022 to 31/03/2023										
Cost Centre Description	Original Budget		Q4 Budget		Actual		Under / Over Budget			Comments
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	
2020 Vision	0	0	26,203	0	26,203	0	0	0	0	Overspend due to grievance investigation consultancy costs and redundancy costs.
Chief Executive	87,831	0	119,210	0	193,467	-57,600	74,257	-57,600	16,657	
Managing Director & Support	87,831	0	145,413	0	219,670	-57,600	74,257	-57,600	16,657	
Chief Executive and Modernisation	87,831	0	145,413	0	219,670	-57,600	74,257	-57,600	16,657	

Revenues & Housing Support										
For 01/04/2022 to 31/03/2023										
Cost Centre Description	Original Budget		Q4 Budget		Actual		Under / Over Budget		Variance	Comments
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income		
Rent Allowances	12,422,172	-12,083,091	12,422,172	-12,023,091	12,117,246	-11,714,561	-304,926	308,530	3,604	
Benefit Fraud Investigation	0	0	0	0	31	0	31	0	31	
Benefits	12,422,172	-12,083,091	12,422,172	-12,023,091	12,117,277	-11,714,561	-304,895	308,530	3,634	
Homelessness	126,654	-76,266	160,030	-162,702	337,377	-339,160	177,347	-176,458	889	
Refugees	0	0	0	0	376,609	-383,404	376,609	-383,404	-6,795	
Homelessness Hostel Accommodation	4,000	-35,500	4,000	-35,500	24,440	-43,804	20,440	-8,304	12,136	Overspend on gas and repairs and maintenance.
Temporary Emergency Accommodation	87,825	-77,519	87,825	-77,519	85,795	-62,064	-2,030	15,455	13,425	Underachievement of rental income.
Private Sector Housing Grants	29,723	0	29,723	0	29,716	0	-7	0	-7	
Housing Management	248,202	-189,285	281,578	-275,721	853,938	-828,432	572,360	-552,711	19,649	
Council Tax Collection	216,001	-143,808	226,001	-344,872	419,003	-529,616	193,002	-184,744	8,258	£150k overachievement of court income from liability orders due in part to covid related backlog where debt was not pursued during pandemic. Additional software and post charges due to implementation of energy rebate scheme funded from new burden funding received in March 2023. Surplus new burdens transferred to reserves.
NNDR Collection	53,901	-198,555	53,901	-218,555	115,993	-274,863	62,092	-56,308	5,783	Overspend due to licences and software offset by New Burdens BR relief grant
Concessionary Travel	15,992	0	15,992	0	12,731	0	-3,261	0	-3,261	
Security Carriers	0	0	0	0	887	0	887	0	887	
Revenues	285,894	-342,363	295,894	-563,427	548,613	-804,479	252,719	-241,052	11,667	
Revenues & Housing Support	12,956,268	-12,614,739	12,999,644	-12,862,239	13,519,828	-13,347,473	520,184	-485,234	34,950	

Leisure & Communities										
For 01/04/2022 to 31/03/2023										
Cost Centre Description	Original Budget		Q4 Budget		Actual		Under / Over Budget			Comments
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	
Consultation, Policy & Research	91,478	0	91,478	0	89,938	-1,435	-1,541	-1,435	-2,976	
Corporate Planning	91,478	0	91,478	0	89,938	-1,435	-1,541	-1,435	-2,976	
Corinium Museum	123,393	0	134,575	0	133,825	0	-750	0	-750	
Collection Management	8,103	0	8,103	0	8,837	0	734	0	734	
Northleach Resouce Centre	16,500	0	19,135	0	4,565	0	-14,570	0	-14,570	Underspend on maintenance budget.
Corinium Museum - HLF Project	0	0	0	0	0	0	0	0	0	
Ciren - Centre Management	389,543	-130,761	646,242	-130,761	639,212	-130,760	-7,030	1	-7,029	
Ciren - Dryside Areas	12,021	-24,021	12,021	-24,021	15,843	-22,426	3,822	1,595	5,417	Maintenance overspend due to roof and lighting repairs and maintenance. Net overall underspend on Council Building Maintenance Fund.
Cirencester Leisure - Maintenance	33,000	0	33,000	0	57,057	0	24,057	0	24,057	
C Campden - Centre Management	106,113	0	114,217	0	118,290	0	4,073	0	4,073	
Bourton - Centre Management	119,875	0	139,902	0	139,902	0	0	0	0	
Bourton - Maintenance	43,000	0	43,000	0	945	0	-42,055	0	-42,055	Underspend on maintenance budget.
Leisure Management	851,548	-154,782	1,150,195	-154,782	1,118,476	-153,186	-31,719	1,596	-30,123	
Health Policy	26,876	0	35,626	0	35,552	0	-74	0	-74	
Community Liaison	101,270	0	101,270	0	110,222	-12,114	8,952	-12,114	-3,162	
Youth Participation	137,689	-44,478	111,455	0	73,982	0	-37,473	0	-37,473	Underspend in respct of community grants via crowdfund.
Health Development	54,036	0	417,681	-397,040	503,470	-488,854	85,789	-91,814	-6,025	
Community Welfare Grants	169,016	0	169,016	0	168,823	0	-193	0	-193	
SPF Community and Place	0	0	0	0	46,630	-45,751	46,630	-45,751	879	
SFP Supporting Local Businesses	0	0	0	0	5,172	-5,172	5,172	-5,172	0	
Community Liaison	488,887	-44,478	835,048	-397,040	943,851	-551,891	103,631	-154,851	-46,048	
Community Safety (Crime Reduction)	23,754	0	45,990	0	45,048	0	-942	0	-942	
Crime Prevention Initiatives	0	0	0	0	0	0	0	0	0	
Community Safety	23,754	0	45,990	0	45,048	0	-942	0	-942	
Tourism Strategy and Promotion	15,280	0	15,280	0	15,259	0	-21	0	-21	
Partnership Grants	54,000	0	54,000	0	54,000	0	0	0	0	
Cotswold Tourism Partnership	42,222	0	44,154	-34,028	86,575	-76,449	42,421	-42,421	-0	
Tourism Discover England Fund - Project	0	0	0	-9,842	22,158	-32,000	22,158	-22,158	0	
Tourism Policy	111,502	0	113,434	-43,870	177,992	-108,449	64,558	-64,579	-21	
Leisure & Communities	1,567,169	-199,260	2,236,145	-595,692	2,375,304	-814,961	139,159	-219,269	-80,110	

Environmental Services											
For 01/04/2022 to 31/03/2023											
Cost Centre Description	Original Budget		Q4 Budget		Actual		Under / Over Budget			Comments	
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance		
Car Parks	887,836	-2,990,292	918,903	-2,990,292	1,008,325	-2,576,741	89,422	413,551	502,973	Under achievement of car parking income including £120k at Rissington Road (BoTW) due to 5 month closure for capital works. £433k underachievement of car park income (fees £309k, fines £70k and permits £54k). £35k energy overspend, £17k cash collection overspend, £36k overspend on card charges. Budget updated to reflect in 23/24.	
Car Parks - Maintenance	35,700	0	35,700	0	26,690	0	-9,010	0	-9,010		
Car Parks - Tetbury The Chippings	39,075	-54,000	39,075	-54,000	55,441	-67,434	16,366	-13,434	2,932		
Car Parks - Chipping Campden	0	0	0	0	59,706	-56,145	59,706	-56,145	3,561		
Bourton on the Water Tourism Levy	0		8,439	0	48,463	-40,025	40,024	0	-0		
Car Parking	962,611	-3,044,292	1,002,117	-3,044,292	1,198,625	-2,740,345	196,508	303,947	500,455		
Cemetery, Crematorium and Churchyards	191,826	-63,830	208,030	-63,830	200,026	-98,551	-8,004	-34,721	-42,725		Higher than budgeted cemetery fees (£34k)
Cemeteries - Maintenance	29,520	0	29,520	0	15,114	0	-14,406	0	-14,406		Maintenance underspend
Waste - Cleansing	90	0	90	0	0	0	-90	0	-90		
Waste - Cemeteries	2,065	0	2,065	0	10,018	-7,953	7,953	-7,953	-0		
Animal Control	59,923	-32,505	59,923	-32,505	33,043	-14,625	-26,880	17,880	-9,001		
Public Conveniences	269,607	-84,030	269,607	-84,030	271,575	-51,587	1,968	32,443	34,411	Income from PCs £32k lower than budgeted.	
Recycling	2,631,897	-884,783	2,828,734	-884,783	2,981,934	-966,728	153,200	-81,945	71,255	Higher than budgeted recycling credits. Recycling handling contract underspent by £65k. Budgets adjusted for both minor recycling contracts and recycling credits adjusted in 23/24. Ubico contract overspent by £197k due to higher than budgeted diesel and cost of living pay rise costs and higher than estimated spend in respect of hire of vehicles. Supplies and services overspent by £21k including sacks and IT licences for in cab technology. Budget adjusted to reflect transfer from Council Priorities Fund of £171k.	
Green Waste	1,170,900	-1,099,000	1,256,721	-1,099,000	1,383,278	-1,137,102	126,557	-38,102	88,455	£54k overachievement on green waste licences, £25k underachievement of fleet savings. £9k overachievement on sale of garden sacks. £114k overspend on Ubico contract due to higher than budgeted diesel and cost of living pay rise costs. Budget adjusted to reflect transfer from Council Priorities Fund of £86k.	
Refuse / Recycling Organic & Food Waste	604,839	0	604,839	0	784,393	-162,095	179,554	-162,095	17,459	Overspend on Ubico contract due to higher than budgeted diesel and cost of living pay rise costs.	
Street Cleaning	1,477,116	0	1,477,116	0	1,635,671	-16,196	158,555	-16,196	142,359	Overspend on Ubico contract due to higher than cost of living pay rise costs and higher than estimated spend in respect of hire of vehicles.	
Household Waste	1,634,608	-68,780	1,737,518	-68,780	1,739,520	-2,285	2,002	66,495	68,497	£66k underachievement of income from sale of refuse bags and additional refuse collections. 19k underspend on minor waste collection contracts. £22k overspend on Ubico contract due to higher than budgeted diesel and cost of living pay rise costs. Budget adjusted to reflect transfer from Council Priorities Fund of £103k.	
Bulky Household Waste	43,537	-57,000	43,537	-57,000	73,157	-102,228	29,620	-45,228	-15,608	Overachievement of income from bulky waste collection (£45k). Overspend in respect of higher contract charges due to higher levels of collection (£30k).	
Refuse-Stow Fair	11,372	0	11,372	0	13,389	0	2,017	0	2,017		
South Cerney Depot, Packers Leaze	38,173	-173,500	61,925	-173,500	147,450	-252,808	85,525	-79,308	6,218		
Environmental Services Client	8,165,473	-2,463,428	8,590,997	-2,463,428	9,288,568	-2,812,157	697,571	-348,729	348,842		

Environmental Services										
For 01/04/2022 to 31/03/2023										
Cost Centre Description	Original Budget		Q4 Budget		Actual		Under / Over Budget		Variance	Comments
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income		
Climate Change	99,768	0	106,971	0	102,887	0	-4,084	0	-4,084	
Climate Change	99,768	0	106,971	0	102,887	0	-4,084	0	-4,084	
Land Drainage	115,697	-20,000	115,697	-36,000	109,180	-29,760	-6,517	6,240	-277	
Flooding	115,697	-20,000	115,697	-36,000	109,180	-29,760	-6,517	6,240	-277	
Environmental Strategy	100,487	0	72,523	0	72,425	0	-98	0	-98	
Waste & Recycling Policy	100,487	0	72,523	0	72,425	0	-98	0	-98	
Environmental Services	9,444,036	-5,527,720	9,888,305	-5,543,720	10,771,686	-5,582,262	883,381	-38,542	844,839	

Planning & Strategic Housing										
For 01/04/2022 to 31/03/2023										
Cost Centre Description	Original Budget		Q4 Budget		Actual		Under / Over Budget			Comments
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	
Development Control - Applications	993,643	-999,877	939,195	-999,877	908,011	-838,246	-31,184	161,631	130,446	Underachievement of Planning and Pre App Planning Fees (£190k). Underspend of £59k supplies and services
Development Control - Appeals	131,007	0	131,007	0	143,259	-2,500	12,252	-2,500	9,752	
Development Control - Enforcement	196,184	0	196,184	0	195,790	0	-394	0	-394	
Development Advice	349,312	0	349,312	0	348,634	0	-678	0	-678	
Planning Advice For Land Charges	11,911	0	11,911	0	11,885	0	-26	0	-26	
Planning - Section 106 Agreements	0	0	0	0	282,759	-282,759	282,759	-282,759	0	
Development Services Holding Account	0	0	82,982	0	82,982	0	-0	0	-0	
Development Management	1,682,057	-999,877	1,710,591	-999,877	1,973,320	-1,123,506	262,729	-123,629	139,100	
Heritage & Design	239,364	-25,818	238,366	-25,818	224,919	-10,999	-13,447	14,819	1,372	
Heritage & Conservation	239,364	-25,818	238,366	-25,818	224,919	-10,999	-13,447	14,819	1,372	
Housing Advice	289,257	0	289,257	0	286,737	0	-2,520	0	-2,520	
Housing Strategy	150,675	0	107,621	0	107,797	-151	176	-151	25	
Housing Partnerships	25,750	0	25,750	0	25,692	0	-58	0	-58	
Community Led Housing	0	0	980	0	980	0	-0	0	-0	
Housing Enabling Reserve	0	0	4,557	0	4,557	0	0	0	0	
Strategic Housing	465,682	0	428,165	0	425,763	-151	-2,402	-151	-2,553	
Community Infrastructure Levy	10,000	-10,000	10,000	-117,582	261,048	-368,361	251,048	-250,779	0	
Local Development Framework	359,266	-100	361,254	-100	358,129	-336	-3,125	-236	-3,362	
SC111 Habitat Regulation Assessment	0	0	0	-30,285	4,125	-34,410	4,125	-4,125	0	
Fwd Plan work for Dev Con	17,410	0	17,410	0	21,087	0	3,677	0	3,677	
Local Development Framework Reserve	0	0	137,634	-328,906	132,724	-323,996	-4,910	4,910	-0	
Planning - Service Management and Support Services	16,891	-11,510	16,891	-11,510	34,228	-1,014	17,337	10,496	27,833	
Planning Policy	403,567	-21,610	543,189	-488,383	811,340	-728,117	268,151	-239,734	28,148	
Planning & Strategic Housing	2,790,670	-1,047,305	2,920,311	-1,514,078	3,435,342	-1,862,773	515,031	-348,695	166,067	

Lower than budgeted income (OS and Photocopying) (£10k). Overspend professional services (£12k)

Democratic Services										
For 01/04/2022 to 31/03/2023										
Cost Centre Description	Original Budget		Q4 Budget		Actual		Under / Over Budget			Comments
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	
Committee Services	120,956.00	0.00	120,340.00	0.00	121,651.79	0.00	1,311.79	0.00	1,311.79	
Corporate Subscriptions	18,980.00	0.00	18,980.00	0.00	24,324.46	0.00	5,344.46	0.00	5,344.46	
Committee Services	139,936.00	0.00	139,320.00	0.00	145,976.25	0.00	6,656.25	0.00	6,656.25	
Press & PR/Communications	76,161.00	0.00	77,302.00	0.00	76,942.48	0.00	-359.52	0.00	-359.52	
Postal Services	42,160.00	0.00	42,160.00	0.00	51,256.99	0.00	9,096.99	0.00	9,096.99	£4k overspend on postal charges and franking machine purchase
Communications	118,321.00	0.00	119,462.00	0.00	128,199.47	0.00	8,737.47	0.00	8,737.47	
Elections	144,245.00	-3,880.00	250,698.00	-3,880.00	272,747.62	-21,157.47	22,049.62	-17,277.47	4,772.15	
Elections	144,245.00	-3,880.00	250,698.00	-3,880.00	272,747.62	-21,157.47	22,049.62	-17,277.47	4,772.15	
Democratic Representation and Management	122,741.00	0.00	122,741.00	0.00	127,194.21	0.00	4,453.21	0.00	4,453.21	
Councillors Allowances	317,235.00	0.00	326,373.00	0.00	335,705.13	0.00	9,332.13	0.00	9,332.13	£3k overspend conference accommodation.
Servicing Council	4,170.00	0.00	4,170.00	0.00	5,938.85	0.00	1,768.85	0.00	1,768.85	
Member Support	444,146.00	0.00	453,284.00	0.00	468,838.19	0.00	15,554.19	0.00	15,554.19	
Printing Services	236,965.00	-22,025.00	236,965.00	-22,025.00	238,397.51	-28,187.54	1,432.51	-6,162.54	-4,730.03	
Print & Design	236,965.00	-22,025.00	236,965.00	-22,025.00	238,397.51	-28,187.54	1,432.51	-6,162.54	-4,730.03	
Democratic Services	1,083,613.00	-25,905.00	1,199,729.00	-25,905.00	1,254,159.04	-49,345.01	54,430.04	-23,440.01	30,990.03	

Retained Services										
For 01/04/2022 to 31/03/2023										
Cost Centre Description	Original Budget		Q4 Budget		Actual		Under / Over Budget			Comments
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance	
Interest Payable and Similar Charges	7,485	0	7,485	0	9,518	0	2,033	0	2,033	Overachievement of investment income from pooled funds and accrued interest. Cost of external investment property valuations for 22/23 statement of accounts offset by saving in Publica employee charge.
Interest and Investment Income	13,000	-653,947	13,000	-653,947	13,157	-1,164,623	157	-510,676	-510,519	
Commercial Properties - General	10,630	4,705	10,630	4,705	22,031	-16,706	11,401	-21,411	-10,010	
Old Memorial Hospital (inc Cottages)	22,174	-7,160	22,174	-7,160	12,844	-7,200	-9,330	-40	-9,370	
Cotswold Club	520	0	520	0	2,892	-50	2,372	-50	2,322	
Dyer Street	0	-120,000	0	-120,000	0	-120,150	0	-150	-150	
Social & Services Club, Chesterton Lane	0	0	0	0	0	0	0	0	0	
Old Station	25,497	0	27,197	0	18,651	0	-8,546	0	-8,546	
Brewery Court, Arts & Niccol Centre	860	-56,486	860	-56,486	20,291	-57,501	19,431	-1,015	18,416	
GCC Depot, Chesterton Lane	1,150	-960	1,150	-960	1,150	-1,098	0	-138	-138	
Abberley House/44 Black Jack St.	18,230	-88,744	18,230	-88,744	45,103	-60,658	26,873	28,086	54,958	Lower than budgeted income and service recharges due to void rental periods whilst roof repairs and refurbishment/repair work undertaken. (£29k) Overspend on electricity gas, repairs and refurbishment undertaken to attract new tenants.
Compton House	1,500	-14,200	1,500	-14,200	968	-14,377	-532	-177	-710	
1st Floor Church Rms, Bourton-on-the-Water	0	-4,395	0	-4,395	3,384	-5,204	3,384	-809	2,575	
Bourton VIC	1,568	-8,000	1,568	-8,000	1,568	-8,000	0	0	0	
Wilkinson's West Bromich	10,130	-130,855	10,130	-130,855	5,255	-117,384	-4,875	13,471	8,596	Underachievement of rental income following rent review.
Superdrug Hereford	0	-61,500	0	-61,500	0	-62,152	0	-652	-652	
Tesco's Seaford	0	-92,080	0	-92,080	742	-92,878	742	-798	-56	
27 -27A Dyer Street	20,000	-150,000	20,000	-150,000	47,347	-146,550	27,347	3,450	30,797	Underachievement of rental income following rent review.
Discretionary Pension Payments	137,916	0	137,916	0	339,046	0	201,130	0	201,130	Overspend due to Pension strain costs as part of employee exit package.
Other Land	0	0	0	0	1,062	0	1,062	0	1,062	
(Gains) / Losses on the disposal of fixed assets	0	0	0	0	0	-5,060	0	-5,060	-5,060	Income from Ubico scrap vehicle sales below capitalisation threshold.
Corporate I&E	270,660	-1,383,622	272,360	-1,383,622	545,008	-1,879,592	272,648	-495,970	-223,322	

Retained Services											
For 01/04/2022 to 31/03/2023											
Cost Centre Description	Original Budget		Q4 Budget		Actual		Under / Over Budget			Comments	
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Variance		
Corporate Finance	144,157	0	144,157	0	254,812	-111,954	110,655	-111,954	-1,299	Overspend due to higher than budgeted Housing Benefit fees and additional audit fees. Higher than budgeted bank charges. Budgeted savings (movement in bad debt provision) not achieved. Net impact of cost of living pay rise in excess of budget (£339k), surplus contributions from Publica contract £166k and a further £41k of savings (net) including 1n year review of third party contract charges resulted in overachievement of income	
External Audit Fees	70,230	0	70,230	0	143,059	-18,435	72,829	-18,435	54,394		
Bank Charges	61,065	0	61,065	0	93,496	0	32,431	0	32,431		
Savings and Growth Items	-96,959	0	-91,959	0	-15,105	-32,244	76,854	-32,244	44,610		
Publica Group	0	0	497,843	-497,843	697,347	-565,044	199,504	-67,201	132,303		
Previous / End of Year Adjustment	0	0	0	0	630	0	630	0	630		
Strategic Directors	648,397	0	683,397	0	689,600	0	6,203	0	6,203		
Corporate Management	826,890	0	1,364,733	-497,843	1,863,839	-727,676	499,106	-229,833	269,272		
Corona Virus	10,899	0	0	0	177,517	-194,500	177,517	-194,500	-16,983		Repaid test and trace grants. Claimed grant income for staff and management time in 21/22 not accrued.
High Street re-opening	0	0	0	0	429	-10,940	429	-10,940	-10,511		
Business Lockdown Grants	0	0	15,334	-23,803	55,226	-57,966	39,892	-34,163	5,729		
Contain Outbreak Management Fund	0	0	0	0	128	0	128	0	128		
Restart Grants	0	0	8,000	0	8,000	0	0	0	0		
COMF - Licencing	0	0	89,698	0	107,029	-17,331	17,331	-17,331	-0		
COMF - Visitor Economy	0	0	55,915	0	56,215	0	300	0	300		
COMF - Events	0	0	29,764	0	32,031	0	2,267	0	2,267		
COMF - DHSC	0	0	0	0	58,470	-58,470	58,470	-58,470	-0		
Covid	10,899	0	198,711	-23,803	495,045	-339,207	296,334	-315,404	-19,070		
Retained Services	1,108,449	-1,383,622	1,835,804	-1,905,268	2,903,891	-2,946,475	1,068,087	-1,041,207	26,880		

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Annex B - General Fund and Earmarked Reserves

	Detail Code	Op Bal 1/4/22	(Transfers to)	Utilisation of	Movement between	Cl Bal 31/3/23	2023/24 Reserve adjs.	Revised Balances	As per MTFS	Diff
		£	£	£		£				
General Fund		(2,552,710)	(1,634,000)	1,274,000	1,152,710	(1,760,000)	0	(1,760,000)	(1,760,000)	0
Earmarked Revenue Reserves										
Financial Resilience Reserve	XX9688	0			(1,152,710)	(1,152,710)	(2,058,276)	(3,210,986)	(3,289,924)	78,938
Council Priorities Reserve	XX0757	(2,767,122)	(8,352)	516,859	40,000	(2,218,615)	1,218,615	(1,000,000)	(1,000,000)	0
Business Rate Movement	XX0793	(4,120,162)		4,120,162		0		0	(4,200,000)	4,200,000
Transformation & Investment Programme	XC0092	(218,410)		23,571		(194,839)	94,839	(100,000)	(100,000)	0
Corporate Property Reserve						0	(250,000)	(250,000)	(250,000)	0
Environmental Services Investment Programme						0	(58,267)	(58,267)	(58,267)	0
Local Plan	XC0047	(819,241)		142,051		(677,190)		(677,190)	(553,941)	(123,249)
Covid-19 Reserves	XX0854,	(88,011)		40,918	20,000	(27,093)	27,093	0	0	0
Community Led Housing Grant	XX0799	(806,334)		980		(805,354)		(805,354)	(806,334)	980
New Burdens	XX0856	(410,678)	(164,867)	217,292		(358,253)	266,428	(91,825)	(91,825)	0
Other commitments from the Council										
Priorities Fund	XC0092	(826,467)		172,728		(653,739)	375,657	(278,082)		(278,082)
Other Revenue Earmarked Reserves	XX*	(2,301,445)	(615,656)	488,671	(60,000)	(2,488,430)	230,050	(2,258,380)	(1,576,328)	(682,052)
Total Earmarked Revenue Reserves		(12,357,870)	(788,875)	5,723,232	(1,152,710)	(8,576,223)	(153,861)	(8,730,084)	(11,926,620)	3,196,535
Total Revenue Reserves		(14,910,580)	(2,422,875)	6,997,232	0	(10,336,223)	(153,861)	(10,490,084)	(13,686,620)	3,196,535
Earmarked Capital Reserves										
Rissington Road Car Park	XX9747	(92,513)	0	92,000		(513)	513	0		0
Dyer Street Roof	XX9750	(248,731)	0	95,383		(153,348)	153,348	0		0
Total Earmarked Capital Reserves		(341,244)	0	187,383	0	(153,861)	153,861	0	0	0
TOTAL EARMARKED RESERVES		(15,251,824)	(2,422,875)	7,184,615	0	(10,490,084)	0	(10,490,084)	(13,686,620)	3,196,535

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Annex C - Capital Programme 2022/23

	2022/23 Original Budget (£'000)	2022/23 Revised Budget (£'000)	2022/23 Actuals to Q4 (£'000)	2022/23 Outturn Variance (£'000)	Commentary
Capital Programme by Service Area					
Leisure and Communities					
Replacement Leisure Equipment	380	380	364	(16)	Equipment has been purchased and installed.
Investment in Leisure Centres	1,200	0	0	0	The Capital budget allocation is included in the new leisure contract. Projects will be progressed in partnership with Freedom Leisure during 2023/24.
CLC Pool Works	110	0	0	0	Contract currently out to tender, the bid submission deadline has been extended to 18 th July. Property are working with the incoming Leisure Services provider to align this scheme with their capital programme. Works are likely to commence later in 2023/24.
Government funded decarbonisation	0	7	33	26	Funded from Public Sector Decarbonisation grant.
Crowdfund Cotswold	51	41	47	6	Crowdfund Cotswold operates two annual rounds and spend is complete for this year, there remains a small legacy sum of £2,000 outstanding from the preceding scheme, the Community Projects Fund, which will be spent early 2023/24.
Housing/Planning and Strategic Housing	1,741	428	444	16	
Private Sector Housing Renewal Grant (DFG)	700	1,300	1,092	(208)	117 Disabled Facility Grant (DFG) applications have been completed during 2022/23 resulting in expenditure of £1.092m. The high level of DFGs is expected to continue in 2023/24 with £385k of expenditure already committed and a further 69 current cases awaiting a decision.
Affordable Housing-Stockwells MiM	0	550	550	0	A capital grant for affordable housing has been transferred to Bromford Housing Association to redevelop a site of 24 existing homes to provide 28 new social rented homes at Stockwells, Moreton-in-Marsh. The grant has been funded from S106 commuted sums held by the Council for affordable housing.
Affordable Housing - Avening/Davies Road MiM (S106) Env Improvements	0	333	333	0	A capital grant for affordable housing has been transferred to Gloucestershire Rural Housing Association. The money will be spent to provide 14 homes for social rent and shared ownership for local people at The Sunground in Avening. The grant has been funded from S106 commuted sums held by the Council for affordable housing.
Cottsway Housing Association Loan	0	200	0	(200)	Loan to be drawn down in June 2023/24.
Bromford Joint Venture Partnership	200	0	0	0	Expenditure expected in 2023/24.
Environment	900	2,383	1,975	(408)	
Waste & Recycling receptacles	55	55	55	0	Budget utilised in full on waste receptacles due to growth in properties or replacements.

Capital Programme by Service Area	2022/23 Original Budget (£'000)	2022/23 Revised Budget (£'000)	2022/23 Actuals to Q4 (£'000)	2022/23 Outturn Variance (£'000)	Commentary
Litter Bin Replacement	10	10	0	(10)	This project will commence in 2023/24.
Replace/upgrade pay and display machines/upgrade	125	25	26	1	£25,500 has been spent on improvements to Pay and Display machines including upgrading machines to 4G software and purchasing hardware to enable cashless parking. No further expenditure is planned for this year.
Provision for financing of Ubico Vehicles	490	198	53	(145)	Budget based on Ubico fleet replacement programme. A Quad Bike and Van have been purchased during 222/23. The budget is committed in full as part of the fleet replacement programme. Due to lead times on these vehicles being up to 12 months, the actual expenditure will fall in 2023/24.
Packers Leaze Depot - Flood prevention works	68	13	95	82	Works are complete. The project is overspent due to additional costs due to differences in the ground structure from initial expectations resulting in the design being altered to allow for increased drainage. There were also increases in labour and material costs. The overspend will be funded from any underspend on the council's revenue Building Maintenance Fund [BMF] and Revenue Contribution from Capital Outlay (RCCO)
Electric Vehicle Charging Points	600	90	31	(59)	Charging points have been installed at Beeches Road Car Park, Cirencester and Old Market Way Car Park, Moreton in Marsh. Work in preparation to install EVCPs at Rissington Road, Bourton on the Water is complete as part of the Rissington Road car park refurbishment and EVCP's will be installed in 2023/24. Installation at Trinity Road Council offices will follow in 2023/24. Whilst an initial commitment of £290k was allocated, a change in supplier should see costs reduce. Expenditure is anticipated in Q2 2023/24. The second phase of installations are now being planned.
Car Park enforcement - vehicle purchase	45	0	0	0	Purchase on hold. It was intended to purchase an electric vehicle for use by the parking enforcement officers based at Trinity Road Offices. A vehicle is currently being leased and the purchase of an electric vehicle has been put on hold until EVCPs are installed within the parking facilities at Trinity Road.
Car Park improvements - Rissington Road	407	407	440	33	Improvement works at Rissington Road car park, Bourton-on-the -Water are now complete. The site re-opened to the public on Monday 27 th March. It is expected that these project will be overspent due to a large additional amount of ground infill material for levelling surface work and additional height barrier work .

	2022/23 Original Budget (£'000)	2022/23 Revised Budget (£'000)	2022/23 Actuals to Q4 (£'000)	2022/23 Outturn Variance (£'000)	Commentary
Capital Programme by Service Area					
Changing Places Toilets	163	163	40	(123)	The Council was awarded £162,500 by the Government to assist with installing 'Changing Places' Toilets in locations across the District. The toilets are larger and more accessible to people who cannot use standard accessible toilets. These improvements will help transform the perception of the Cotswolds as an accessible destination. Facilities at Cotswold Farm Park were completed within the financial year. Toilets are to be installed at Cirencester Abbey Grounds, Birdland at Bourton on the Water, Cotswold Country Park and Beach and Cotswold Farm Park during 2023/24.
ICT, Change and Customer Services	1,963	961	740	(221)	
ICT Capital	200	70	55	(15)	World-wide computer chip shortages are creating supply issues. Networking equipment that was ordered in January 2022 has still not been received and delivery is now not expected until May 2023 resulting in £25k of committed expenditure slipping to 2023/24.
Replacement of Idox and Uniform System	150	0	0	0	Project expected to commence in 2023/24. Also referred to as the Planning Modernisation Project. This project is expected to include revenue expenditure and has therefore been removed from the capital programme in 2023/24
Planning Documents and Scanning Solution	200	0	0	0	This project is dependent on the replacement of the Idox system which is expected to commence in 2023/24.
	550	70	55	(15)	
Rural Broadband	500	0	0	0	Cabinet received a report on the progress of rollout of high quality broadband across the District in January 2022 and authorised Officers to work with Fastershire to devise a scheme to make effective use of the £500,000 allocated in the Capital Programme for investment in broadband across the District. The County Council advised Officers that it was not able to make use of the District Council's allocation. Openreach and Gigaclear continue to roll out broadband improvements on a commercial basis in the District.
UK Shared Prosperity Fund Projects	0	11	14	3	
Land, Legal and Property					
Trinity Road Carbon Efficiency Works (Council March 2022)	370	370	0	(370)	Works delayed to 2023/24 including Solar PV. Budget will be carried forward to 2023/24.
Corporate Properties - Capital Works (Dyer Street)	146	146	95	(51)	Project complete.
	516	516	95	(421)	

Capital Programme by Service Area	2022/23 Original Budget (£'000)	2022/23 Revised Budget (£'000)	2022/23 Actuals to Q4 (£'000)	2022/23 Outturn Variance (£'000)	Commentary
Transformation and Investment					
Recovery Investment Strategy	32,583	0	0	0	A decision was taken in November 2022 to rescind the Recovery Investment Strategy. Schemes planned to be previously funded from the Recovery Investment Strategy Balance including the Tetbury Homeless Property and Trinity Road Agile Working are now presented individually within this Annex. The strategic property acquisition (£4.36m) which was to be funded from the Recovery Investment Strategy budget is now not expected to take place until 2023/24, discussions continue with the landowner. This has been included as a separate item in the 2023/24 capital programme approved by Council in February 2023.
Tetbury Homeless Property (Cabinet May 2022)	1,442	1,441	1,148	(293)	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.
Trinity Road Agile Working (Council March 2022)	975	69	89	20	£975k commitment for the implementation of the Council's Agile working policy and Trinity Road roof repairs. Changes are required to offices to accommodate existing staff and new tenants. Work commenced in the second half of 2022/23. Due to more extensive roof repairs and replacement being required at Trinity Road to provide a more permanent solution to ongoing issues with condition, a further £220k has been allocated to this scheme in 23/24.
	35,000	1,510	1,237	(273)	
TOTAL Capital Programme	41,170	5,879	4,560	(1,319)	

Agenda Item 13



COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET – 17 JULY 2023
Subject	2023/24 FINANCIAL PERFORMANCE – HIGH-RISK BUDGETS
Wards affected	All
Accountable member	Cllr Mike Evemy, Deputy Leader and Cabinet Member for Finance Email: mike.evemy@cotswold.gov.uk
Accountable officer	David Stanley, Deputy Chief Executive and Section 151 Officer Email: david.stanley@cotswold.gov.uk
Report Author	David Stanley, Deputy Chief Executive and Section 151 Officer Email: david.stanley@cotswold.gov.uk
Summary/Purpose	This report provides members with an initial view on the financial challenge for the Council in the current financial year
Annexes	N/A
Recommendation(s)	<ol style="list-style-type: none"> 1. To note the initial view on high-risk budgets/financial performance 2. Agrees to establish a new earmarked reserve “Treasury Management Risk” as set out in para 5.13 of this report
Corporate priorities	<ul style="list-style-type: none"> • Delivering our services to the highest standards
Key Decision	NO
Exempt	NO
Consultees/ Consultation	N/A



1 BACKGROUND

- 1.1 This report provides members with an initial view on the financial challenge for the Council in the current financial year. The purpose of this report is highlight to members the significant risks, uncertainties and external economic factors that may influence financial performance in the year. The report does not provide an indication on budget variations or the outturn forecast. This will be provided in the Q1 Financial Performance report in September 2023.

2 EXECUTIVE SUMMARY

- 2.1 This report sets out the key risks, uncertainties and external economic factors that may have an impact on the Council's finances over the 2023/24 financial year.
- 2.2 The 2023/24 General Fund revenue budget is supported by £0.860m from the Financial Resilience Reserve. The report identifies a number of external economic factors and high-risk budget areas that may increase pressure on the Council's Financial Resilience Reserve.
- 2.3 Inflation has remained higher than the Government's target with CPI, RPI and core CPI rates a cause for concern.
- 2.4 The Bank of England has raised the base rate to 5.00% to tackle inflationary pressure in the economy. This has led to increased mortgage rates which are likely to add pressure to household budgets.
- 2.5 High-risk budgets have been identified on the basis of prior year financial performance, impact from inflation or income loss. Budgets where savings are yet to be delivered in full (e.g. Publica and Ubico savings targets totalling £0.5m) are a specific risk although the Cabinet Transform Working Group (CTWG) will be considering proposals from service delivery partners in due course. Section 5 of the report provides further detail on these areas.
- 2.6 The report recommends Cabinet establish a new earmarked reserve "Treasury Management Risk" which will mitigate the risk around future borrowing and potential changes to the accounting treatment on Pooled Funds.

3 INTRODUCTION

- 3.1 The Council approved the revenue budget and capital programme at their meeting on 15 February 2023.



3.2 Revenue budget supported by £0.860m from the Financial Resilience reserve with estimates for the year based on board assumptions around expectations for inflation and interest rates.

3.3 The Council has a legal obligation to set a balanced budget each year and to ensure that the budget remains balanced during the financial year. A summary of the General Fund revenue budget is set out in the table below.

	2023/24 Original Net Budget (£'000)
Revenue Budget	
Environmental & Regulatory Services	485
Business Sup. Svcs - Finance, HR, Procurement	1,120
ICT, Change & Customer Services	2,359
Assets, Property & Regeneration	718
Publica Executives and Modernisation	131
Revenues & Housing Support	615
Environmental Services	4,830
Leisure & Communities	1,918
Planning & Strategic Housing	1,947
Democratic Services	1,095
Retained and Corporate	2,277
Subtotal Services	17,494
Less: Reversal of accounting adjustments	(1,636)
Revised Subtotal Services	15,858
Corporate Income & Expenditure	(1,495)
Provisions and Risk Items	0
Net Budget Requirement	14,363
Funded by:	
Council Tax	(6,311)
Retained Business Rates	(4,389)
Government Funding - Grants	(2,905)
Government Funding - NHB	(290)
Collection Fund (surplus) / Deficit	393
TOTAL Funding	(13,503)
Budget shortfall/(surplus)	861

3.4 This report provides members with a high-level overview of the service budgets considered to be 'high-risk' (define) and the wider external economic environment. Important for members to understand how these may impact on the Council's finances in 2023/24 and influence the approach to the budget setting process/MTFS update that will be considered by Cabinet in the Autumn.



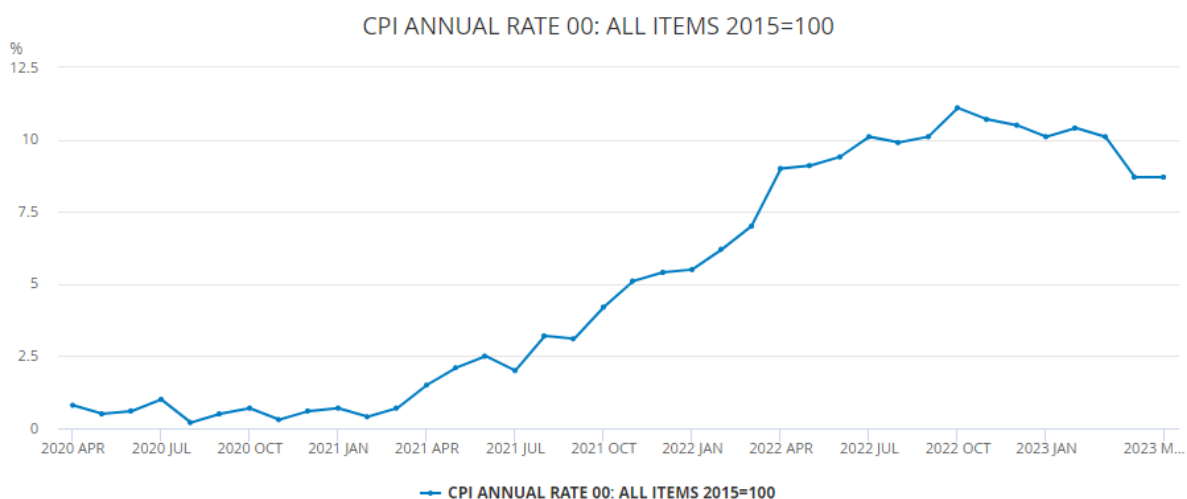
- 3.5 Q1 Financial Performance report to Cabinet in September will include a detailed budget monitoring position and forecast for the financial year.

4 EXTERNAL ECONOMIC ENVIRONMENT

- 4.1 As reported to members over the previous financial year, there are a number of external economic factors that will have an impact on the Council's financial performance over the current financial year.

Inflationary Pressures

- 4.2 The level of inflation, as measured by the Consumer Prices Index, for May 2023 is 8.7% (no change from April, down from 10.1% in March). Although it is not the Government's preferred measure of inflation, the Retail Prices Index is 11.3% (down from 11.4% in April, 13.5% in March). Core inflation (as defined by the Office for National Statistics as the CPI Rate excluding energy, food, alcohol and tobacco) increased to 7.1% in April (up from 6.8% in April, 6.2% in March). It is this measure that is concerning the Bank of England and has led to further increases in interest rates.



- 4.3 Although general inflation has reduced since the start of the calendar year, the Council is subject to specific inflationary pressures on its services (e.g. fuel costs on waste and recycling service) which have tended to track higher than CPI and RPI.
- 4.4 The Council will need to take into account the inflationary pressures when monitoring financial performance during the year.



Inflationary Pressures – Pay Award

- 4.5 With inflation remaining relatively high and not reducing as quickly as anticipated, this may lead to higher wage demands for both private and public sector workers.
- 4.6 The assumption made for the 2023/24 budget was for an average Pay Award of 4% across Publica, Ubico and Retained staff. Inflationary provision of £1.2m has been included in the budget for the pay award across Publica and Ubico contracts and for retained staff costs.
- 4.7 Local Government Employers made a final offer to the unions of a £1,925 per FTE employee pay award and if this had been accepted this would have given rise to an increase of between 6% and 7% on staffing costs across Publica and Ubico contracts.
- 4.8 The unions have rejected this offer and are seeking a pay increase of RPI Inflation plus 2% at every spinal column point. The impact of such an increase across all services would be in the region of £0.7m over and above the budgeted provision.
- 4.9 At the time of writing this report it is unclear when the pay award will be settled and at what level. The unions are currently balloting members on strike action.

Energy Costs

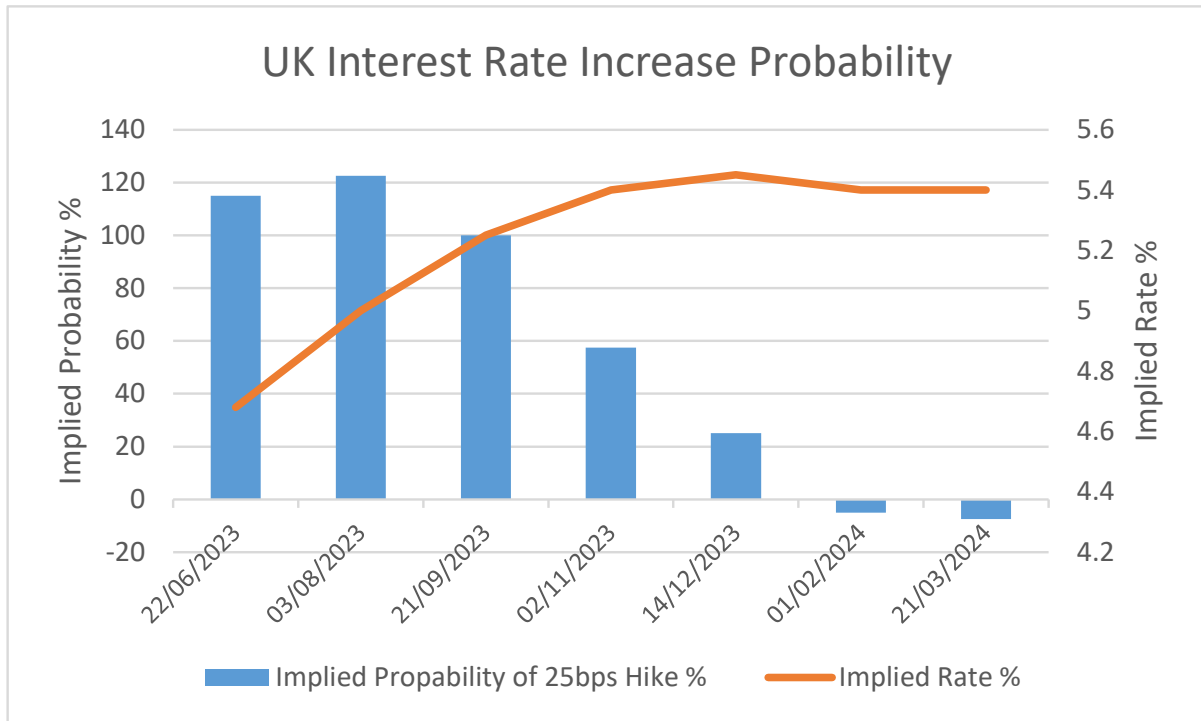
- 4.10 The 2023/24 budget and MTFs recognised the significant increase in Energy prices experienced during the previous financial year. Government support for businesses through the energy price cap ended in March 2023.
- 4.11 Wholesale gas and electricity prices have reduced significantly from the historically high levels experienced during 2022. However, the market is still subject to significant volatility and prices are still more than double what they were at the beginning of 2021. Retail prices remain well above the pre-2021 average meaning the Council will continue to pay much more for energy than it did prior to 2021/22. At this stage it is too early to assess whether the additional amounts included in the budget are adequate. The Council is investing in measures provide green energy (Solar PV) and to reduce its energy consumption over the medium-term.

Interest Rates

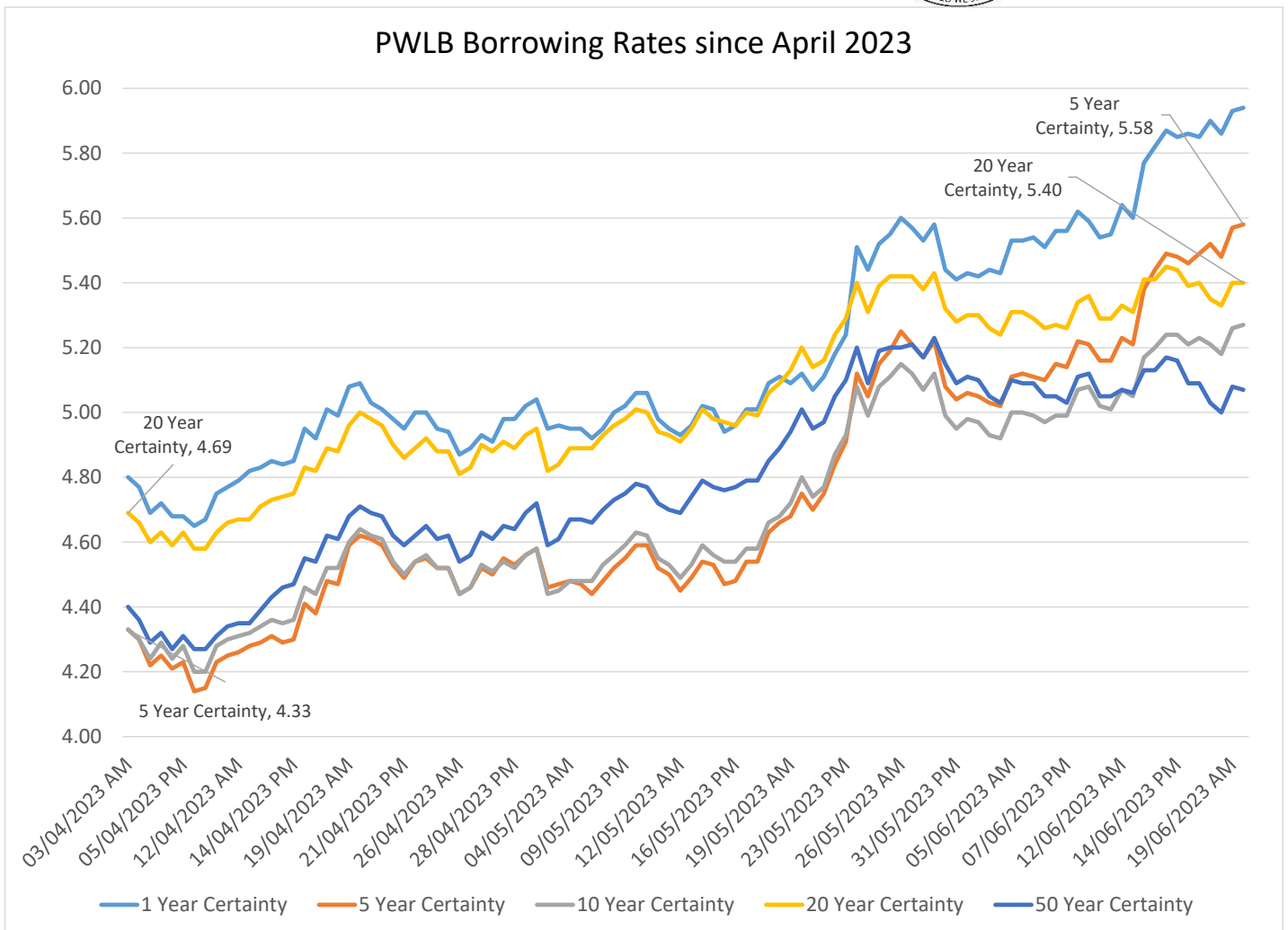
- 4.12 The Bank of England has increased interest rates 13 times since December 2021 in an effort to mitigate inflationary pressures with the latest increase of 0.50% taking the base rate to 5.00% on 22 June 2023. The council's treasury management advisors have forecast further



increases during the year with an expectation that the base rate may peak at 5.25% to 5.75%. The graph below is derived from Arlingclose’s analysis of the probability of further interest rate increases which was prepared before the recent decision to raise rates on 22 June 2023.



4.13 In order to support the Capital Programme, the Council will need to undertake borrowing during the current financial year although this is dependent on a number of factors. Clearly, with interest rates already, this will impact the expenditure required to service the debt. At the time of writing, PWLB rates have been increasing steadily over the first quarter of the financial year in response to implied Bank Base Rate increases.



4.14 The Council has limited and reducing internal resources to support the capital programme (capital receipts, earmarked reserves). This is not unique to Cotswold District Council with reports in specialist press (e.g. Public Finance) of Councils shelving or scrapping planned capital projects as others costs continue to rise and/or the need to find savings to balance the budget.

4.15 With interest rates expected to remain relatively high during the financial year, the Council will need to ensure capital expenditure and capital financing decisions are made 'in the round'. This will ensure that existing and new capital schemes are not considered in isolation and are prioritised against the Council's Corporate Plan and reference to affordability and deliverability.

4.16 An updated Asset Management Strategy is being prepared which will review and assess the Council's assets and bring forward recommendations for the retention or disposal of the Council's land and property holdings linked to the Council's Corporate Plan and Medium-



Term Financial Strategy (MTFS). Asset disposals would generate a capital receipt which could be utilised in place of external borrowing. The Asset Management Strategy will be considered by Cabinet in the Autumn.

4.17 The Council may benefit from increases in investment income due to the higher interest rates, as outlined in paragraphs 5.11 to 5.13 of the report.

Cost of Living impact

4.18 With inflation rates remaining unchanged in May 2023 with Core CPI increasing there is clearly ongoing pressure on household budgets. It is widely expected that the Bank of England will continue to raise interest rates to tackle inflationary pressures.

4.19 There is also concern around the impact on households from recent increases in mortgage interest rates offered by lenders. With the average 2-year fixed mortgage deal now above 6% it is likely that a greater proportion of household income will be allocated to mortgage interest payments. This may also impact the rental market for properties acquired through buy-to-let mortgages which may see disposals or an increase in rent to mitigate high buy-to-let mortgage costs.

4.20 The Government has so far ruled out any direct intervention arguing that this would place further inflationary pressure on the economy. Whilst mortgage rates of 6% could be seen as reflecting the longer-term interest rate (and certainly much lower than the peak of 15% in the 1980s and 1990s), mortgage holders are more leveraged than before (larger mortgages and lower incomes vs. monthly payments).

4.21 These pressures may lead to increased demand for services providing support to vulnerable individuals and communities, and the Council will need to consider how it would respond to the additional financial pressures outlined above in a targeted and effective way with voluntary and third sector partners.

5 FINANCIAL PERFORMANCE

5.1 For the purposes of this report, General Fund revenue budgets have assessed as high risk using the following criteria:

- DPS: Delivery planned savings
- FPPY: Financial performance of service in prior financial years (2022/23 and 2021/22)
- LOI: Impact of loss of income on revenue budget
- INF: Impact of inflationary pressures
- INT: Impact of interest rates (positive and negative impact)



5.2 General Fund revenue budgets have been assessed against the criteria outlined above with the high-risk budgets set out in the table below.

Budget Area	Risk Assessment	Expenditure Budget (£'000)	Income Budget (£'000)
Ubico Contract: Waste & Recycling, Street Cleaning	FPPY, LOI,	8,275	(2,431)
Car Parks	FPPY, LOI		(3,010)
Public Conveniences	FPPY, LOI		(88)
Development Management	FPPY, LOI		(895)
Building Control	FPPY, LOI		(360)
Commercial Properties	LOI		(658)
Partner Savings Targets (Publica, Ubico)	DPS	(500)	
Treasury Management – Interest Receivable	FPPY, INT		(830)
Treasury Management – Interest Payable	INT	99	

5.3 Although budget monitoring is yet to be completed for the Q1 Financial Performance report, the high-level assessment of the financial risks and performance to the end of June 2023 is summarised below. Members should treat the initial view as an indication of the direction of travel rather than a detailed review of income and expenditure with associated projections for the financial year.

5.4 **Ubico Contract:** As outlined in paragraphs 4.5 to 4.9, there is a financial risk associated with the outcome negotiations on the pay award for 2023/24 and until this is concluded it is difficult to forecast the outturn position with certainty. The reduction in diesel prices will mitigate some of the financial risk around the pay award, with income from fees and charges (Garden Waste, sale of recycling material) and contributions (Recycling Credits) on target. The table below sets out the Gross and Net cost of services provided by Ubico with £8.275m of Gross Expenditure supported by £2.5m from fees, charges and other contributions. Clearly, inflationary pressure through the Pay Award (paragraphs 4.5 to 4.9) will lead to an overspend against the contract sum without any offsetting actions. The additional contract sum required in 2022/23 was £0.6m.



	Expenditure			Income	Net Service Cost LAB (£'000)
	Ubico Contract Costs LAB (£'000)	Other Service Costs LAB (£'000)	Gross Service Cost LAB (£'000)	Income LAB (£'000)	
Waste, Recycling, Street Cleaning and Grounds Maintenance Services					
Bulky Household Waste (Non-Ubico Service)	0	57	57	(79)	(22)
GM - Car Parks	63	0	63	0	63
GM - Cemetery, Crematorium and Churchyards	175	0	175	0	175
Garden Waste Collection	1,315	37	1,352	(1,301)	51
Household Waste	1,622	158	1,780	(24)	1,756
Recycling	2,933	310	3,243	(1,106)	2,137
Refuse / Recycling Organic & Food Waste	685	0	685	0	685
Street Cleaning	1,465	38	1,503	0	1,503
GM - Trinity Road, Offices	16	0	16	0	16
Grand Total	8,275	599	8,874	(2,509)	6,365

- 5.5 **Car Parks:** Based on weekly income monitoring, car park revenue is 7% above the same period last year (Weeks 1 to 10 up to 11 June 2023). Whilst this is encouraging, the period covers represents around 16% of the annual income from Car Park fees with Q2 performance (July to September) being critical as this accounts for over 30% of the annual income. The 2022/23 outturn on Car Park income was an income shortfall of £0.408m with £0.120m attributable to the income loss at Rissington Road Car Park. A 7% increase y/y, other things being equal, would reduce the income shortfall significantly when compared to 2022/23 although caution should be exercised as car park income will not follow a linear uplift.
- 5.6 **Public Conveniences:** Cabinet approved increases to the service charges for the Council's Public Conveniences from 01 April 2023. Whilst the budgeted level of income from service charges increased to £88k, the service requires an ongoing subsidy of £0.194m given the cost of maintaining the 15 sites the Council operates. There has been a reduced level of usage since the Covid pandemic with an income shortfall of £32k in 2022/23 and £26k in 2022/23.
- 5.7 **Development Management:** Overview and Scrutiny Committee and Cabinet considered the Development Management Improvement Programme report at their meetings in June 2023 in response to the Planning Advisory Service (PAS) review. Whilst this report did not provide any information on the financial performance in the current financial year it did outline improvements that have been made to processes and also set out a number of additional pre-application and discretionary fees that have been adopted from April 2023. The report also outlined the investment being made in the IDOX IT system. Clearly, there remains a significant financial risk to the revenue budget and performance on both income and expenditure will be monitored closely.



- 5.8 **Building Control:** The building control service operates in a competitive market and the Council will need to review performance against income targets during the year. Over the previous two financial years there has been an income shortfall of £78k and £59k.
- 5.9 **Commercial Properties:** The Council receives rental income from a number of commercial properties with £0.658m of gross income included in the revenue budget. The majority of properties are fully occupied although there is some concern around the level of rental income that will be attained on multi-tenanted properties given historic levels of under-occupancy and difficulty in attracting new tenants.
- 5.10 **Partner Savings Targets:** The General Fund revenue budget includes a savings target of £0.250m for both Publica and Ubico. Options for the delivery of these savings from each service partner are being considered by the Cabinet Transform Working Group (CTWG) and will be proposed to Cabinet in due course. Clearly, this remains a significant financial risk in the revenue budget.
- 5.11 **Treasury Management:** As set out in paragraphs 4.12 to 4.14, increases in the Bank of England Base Rate will have both a positive and negative impact on the revenue budget. Investment income from Treasury Management activities is likely to be above the budgeted level for the year with higher interest rates. Performance of the Council's longer-term investments (Pooled Funds, Real Estate Investment Trusts) remains strong. Income and capital performance of the investments is monitored and benchmarked with strategic advice provided by the Council's Treasury Management advisors, Arlingclose, on investment and borrowing activities.
- 5.12 Performance and benchmarking information is provided by Arlingclose around 3-4 weeks after the end of the quarter and will be included in the Q1 Financial Performance report to Cabinet and to members of Audit and Governance Committee through the regular Treasury Management reports.
- 5.13 With the expectation of improved investment returns during the financial year, it is recommended that any additional investment income above the budgeted level is transferred to a new earmarked reserve ("Treasury Management Risk") to manage higher borrowing costs in the short-term and to mitigate potential changes to the accounting treatment of gains and losses on pooled funds from March 2025.



6 CONCLUSIONS

- 6.1 This report sets out the initial view of the Council's revenue budget position for 2023/24 and an assessment of the potential impact on the Council's finances from the wider economic environment. The detailed Q1 Financial Performance report will be considered by Cabinet at their meeting in September and will provide the budget monitoring position and outturn forecast for the year.
- 6.2 Issues outlined in this report will also need to be considered as part of the 2024/25 Budget Strategy and update of the Medium Term Financial Strategy.
- 6.3 The Cabinet Transform Working Group (CTWG) will need to consider the financial risks and uncertainties set out in this report. Specifically, the group will need to understand the financial impact of partner savings proposals and whether they will help the Council to maintain a balanced budget for the year.

7 FINANCIAL IMPLICATIONS

- 7.1 The financial implications are set out in Section 5 of this report.

8 LEGAL IMPLICATIONS

- 8.1 None other those identified in 3.3 of the report

9 CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

- 9.1 None

10 ALTERNATIVE OPTIONS

- 10.1 None

(END)

Agenda Item 14



COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	Cabinet - 17 July 2023
Subject	Review future support for grant-maintained Visitor Information Centres
Wards affected	Directly - Bourton Village, Bourton Vale, Campden & Vale, Stow, Tetbury Town, Tetbury Upton, Tetbury East & Rural. (Location of facilities) Indirectly - All - a wider tourism reach
Accountable member	Cllr Tony Dale – Cabinet Member for Economy and Council Transformation Email: Tony.Dale@cotswold.gov.uk
Accountable officer	Philippa Lowe - Business Manager - Localities Email: Philippa.Lowe@cotswold.gov.uk
Report authors	Chris Jackson - Shared Tourism Services Manager Email: chris.jackson@cotswold.gov.uk Sally Graff – Tourism & Business Support Manager Email: sally.graff@cotswold.gov.uk
Summary/Purpose	To consider future support for existing grant-aided Visitor Information Centres (VICs).
Annexes	Annex – VIC footfall
Recommendation(s)	<i>That Cabinet resolves to:</i> <i>1. Agree forward funding from the unallocated balance of the Bourton Tourism Levy of £6,000 for a transitional period to the end of December 2023 for costs associated with Bourton on the Water VIC running the coach booking system.</i>

Corporate priorities	<ul style="list-style-type: none"> • Deliver the highest standard of service
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	<ul style="list-style-type: none">• Respond to the climate crisis• Enable a vibrant economy
Key Decision	No
Exempt	No
Consultees/ Consultation	Bourton Visitor Information Centre Ltd, Chipping Campden Visitor Information Centre (CEE Ltd), Tetbury Visitor Information Centre, Stow Visitor Information Centre, Tetbury Town Council, Stow Town Council, Gloucestershire Library Service, Bourton Parish Council, Chipping Campden Town Council and Local Ward Councillors.



1. EXECUTIVE SUMMARY

- 1.1. A report to Cabinet in December 2021 agreed a review of Visitor Information Centres (VICs) and grant funding was extended for an 18 month period which ends at the end of September 2023.
- 1.2. Since the pandemic there have been significant changes in the way that visitors access information and increasing budgetary pressures on the Council.
- 1.3. This report recommends that when the extension period ends, Bourton on the Water VIC receives £6,000 in transitional funding in recognition of the VIC's role in managing coach parking in the village.

2. MAIN POINTS

- 2.1. Historically, the District Council ("the Council") provided annual Visitor Information Centre grant support to centres in Bourton on the Water, Chipping Campden, Stow on the Wold and Tetbury. The grants were annual amounts of:
 - Bourton on the Water £24,000
 - Chipping Campden £10,000
 - Stow on the Wold £10,000
 - Tetbury £10,000
- 2.2. Grants have remained at the same level since 1 April 2009 and were last reviewed in December 2021, when the Council agreed to continue to grant-fund the VICs for a further 18 month period. No funding was put in place for this financial year beyond the 30th September 2023.
- 2.3. The funding extension was subject to updated Service Level Agreements (SLAs) which highlighted the need to move from reactive information provision to proactive partnership with local businesses and moving towards self-sufficient delivery models, capitalising on opportunities presented by a digital approach.
- 2.4. Each VIC was asked to consider ways they could operate differently to cut expenditure, such as using volunteers or co-locating premises, and to increase revenue.
- 2.5. The VICs are all very different and engagement varies significantly: the levels of support and involvement from the local town or parish council; the engagement with local businesses, event organisers and the resident community; the online presence and engagement with visitors via local websites and social media channels; and the amount of collaboration with Cotswolds Tourism.
- 2.6. The 2021 review suggested that the Cotswolds Tourism team might trial a criteria-based commission grant system, however this has not proved feasible. It is difficult to benchmark



each information centre with their very different situations, set ups and local priorities; and, notably, many other towns already provide visitor information provision with no grant from the council.

- 2.7. The last few years have seen major changes in visitor and business behaviour, many of which are set to be permanent. The increasing importance of digital information provision via both websites and increasingly social media was apparent before Covid. However, the pandemic turbocharged the move to digital with visitors needing up to the minute information, businesses instigating booking systems and pre-booking becoming the norm. Prior to the pandemic most visitors accessed information online pre-visit, not once they were in-destination. In 2019, Cotswolds.com saw 47% of visitors accessing the website via mobiles, 53% by desktop/tablet; in 2020, 61% were using mobiles. Post-pandemic these figures have hardly changed (2023: 61% mobile). Visitor numbers to the Cotswolds.com website increased 27% from 2019 to 2022 (1.2m to 1.5m unique visitors) and social media followers grew 53% (from 91,227 to 139,799).
- 2.8. At the same time, footfall to VICs has continued to fall - a continuation of a longer term trend seen nationally across VICs. In 2022, combined visitor numbers to the four VICs were 30% lower than 2019. See Annex for more information.

VIC	2019/2020 visitors (pre pandemic)	2022 visitors	Change	Comments
Bourton on the Water	67,172	52,191	22% down	
Chipping Campden	29,608	15,319	48% down	Overseas visitors not recovered
Stow on the Wold	62,675*	44,848*	29% down	*Combined library/visitors footfall
Tetbury	12,855	8,792	32% down	

- 2.9. A further relevant change, driven both by the move to digital and by the growing importance of environmental concerns, has been the reduction in printed leaflets. Many attractions have stopped printing hard copy leaflets and almost all have reduced their print runs. Browsing and 'picking up a few leaflets' was a key motivator for visiting VICs.
- 2.10. Regionally and nationally, the pandemic saw the permanent closure of many VICs including Burford and Witney, as well as Oxford and Bath. Locally, the award-winning information



centre in Gloucester has been downgraded to an information point and other VICs are under review. Many towns in the wider Cotswolds area operate visitor information points (Lechlade, Dursley, Painswick, Cirencester Town Council) with no grant funding from the district councils.

- 2.11. Changes to visitor behaviour mean there is no longer the absolute requirement of a face to face service and alternative options are available to access information whilst in the destination as well as pre-plan and pre-book visits.
- 2.12. While the majority of visitors no longer rely on VICs, there is no doubt that some visitors enjoy the face to face contact, the in-depth knowledge and insights that VIC staff provide on the local area and appreciate a map of the town/village, staff acting as local ambassadors and helping enhance the overall visitor experience.
- 2.13. If VICs are to have a future, it is as specialised local information points, offering something unique that cannot easily be found online. This is likely to be the really in-depth local knowledge of the local residents that live and work there.
- 2.14. When the current grant funding ends at the end of September 2023, the Council will no longer provide any funding for VICs.

3. ALTERNATIVE OPTIONS

- 3.1. The Council looks to make available transitional funding to all four of the VICs, though savings from other service budgets would need to be identified for this, or reserve funding used.

4. CONCLUSIONS

- 4.1. The Council has to make strategic decisions around budget allocation and prioritise focus on measures that have a district wide benefit. Visitor information centres offer a local service popular with their business community, however it is increasingly hard to justify the expenditure given budgetary pressure and the localised nature of the service, especially given the ongoing move to digital and decreasing footfall.
- 4.2. It is proposed that Bourton VIC receives £6,000 in transitional financial support in recognition of their role in managing coach parking and the larger drop in grant funding.
- 4.3. It is proposed that non-financial, transitional, strategic support is offered to all four towns until the end of December 2023 by the council's economic development lead, working closely with the local town and parish councils alongside input from the tourism team. The purpose of the support is to work alongside the VICs towards a self-sustaining business model and provide signposting to known funding opportunities for projects which facilitate digital engagement. This could include connecting to business support or training and



potential opportunities to bid for relevant funding from the UK Shared Prosperity Fund or Rural England Prosperity Fund to support sustainable future delivery models.

5. FINANCIAL IMPLICATIONS

- 5.1. The 2023/24 General Fund revenue budget and Medium Term Financial Strategy approved by Council in February 2023 only provided funding for the Visitor Information Centres for the first half of the financial year. Therefore, funding for the VICs will end on 30th September 2023 with no provision within the budget to extend financial support beyond that date. If the Council wished to continue to fund the VICs it would need to reduce costs and find savings from other service budgets.
- 5.2. The recommendation included within this report is for the Council to allocate £6,000 from the unallocated balance of the 2022/2023 Bourton Tourism Levy.

6. LEGAL IMPLICATIONS

- 6.1. Under the terms of the agreements with the various Visitor Information Centres, the notification of the outcome of the review must be made known to them no later than 31 July 2023.

7. RISK ASSESSMENT

- 7.1. If the Visitor Information Centres do not secure alternative funding or use a different operating model, such as volunteers to support their running, there is a risk of the VICs having to close or limit opening hours.
- 7.2. The centres will not be subject to any service level agreement and as a result direct visitor enquiries, currently dealt with by the VIC staff, may be redirected to the Council's tourism team.
- 7.3. There may potentially be dissatisfaction among local businesses should the information centres close especially if properties were to remain empty.
- 7.4. Bourton on the Water VIC is located in a council building for which rent is paid to Cotswold District Council. Should the VIC leave and the building remains unoccupied there would be a loss of income of approx £8,000 annually.

8. EQUALITIES IMPACT

- 8.1. There could be an impact on the older demographic visiting the region, most of whom are able to access information online but who have a preference for face to face contact. It does not prevent those visitors from visiting these locations as information is available online, local tour guides often brief visitors being dropped off in locations and local businesses often help direct people.



- 8.2. There are now dedicated specialist information sites for visitors with specific disabilities that signpost those businesses that have facilities. There is also a national focus for accessibility and inclusion via VisitEngland that the new Cotswolds Plus Local Visitor Economy Partnership will be looking to align to in the longer term.

9. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

The move away from paper-based visitor information by encouraging a drive to a digital focus for the whole district's visitor economy supports the Council's action on climate change.

10. BACKGROUND PAPERS

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

Previous council reports of:

- 10.1. Review of grant funding & service level agreements for the grant maintained Visitor Information Centre December 2021.
- 10.2. Tourism review 2021.
- 10.3. These documents will be available for inspection online at www.cotswold.gov.uk or by contacting democratic services democratic@cotswold.gov.uk for a period of up to 4 years from the date of the meeting.

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Cabinet Report Review future support for grant-maintained Visitor Information Centres - July 2023

Annex - VIC footfall

Change in VIC footfall 2019 to 2022

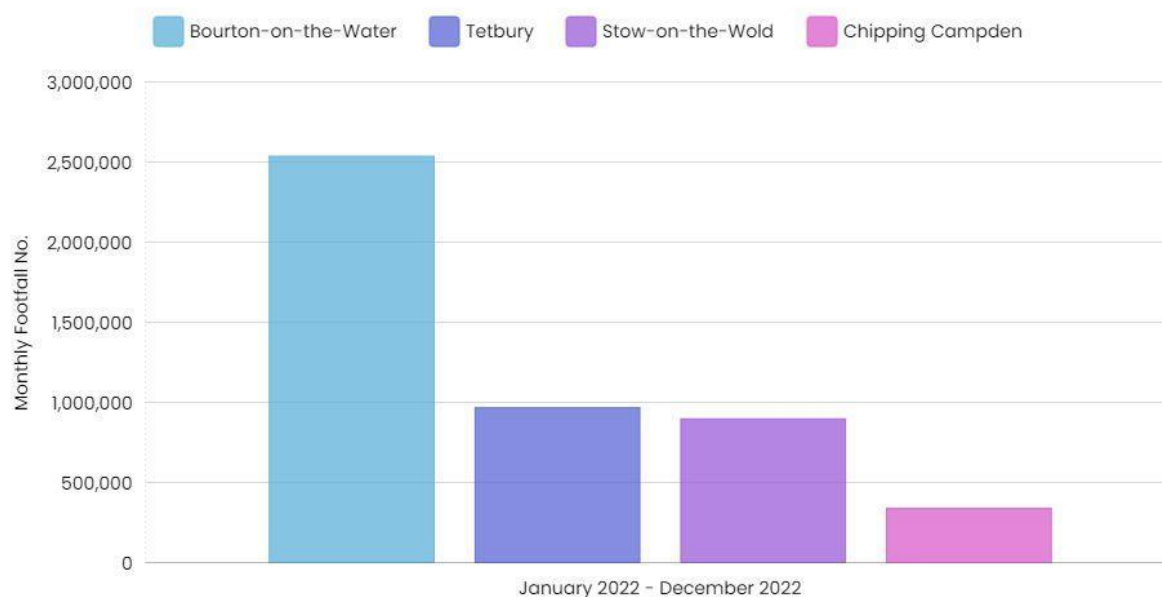
VIC	2019/2020 visitors (pre pandemic)	2022 visitors	Change
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Chipping Campden	29,608	15,319	48% down
Stow on the Wold	62,675*	44,848*	29% down
Tetbury	12,855	8,792	32% down

*Combined library/visitors footfall

Overall footfall in the four towns/villages

Total overall footfall in the town/village centres to help understand the number of people in each destination

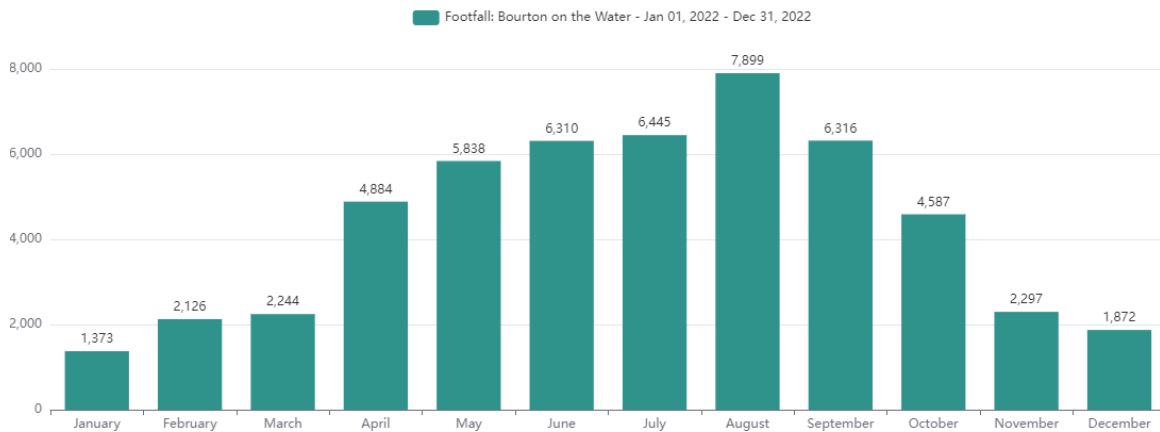
(2022 data from Town & Place AI)



Individual VIC footfall

Bourton on the Water

(2022 data) Total 52,191 = 2% of overall village location footfall



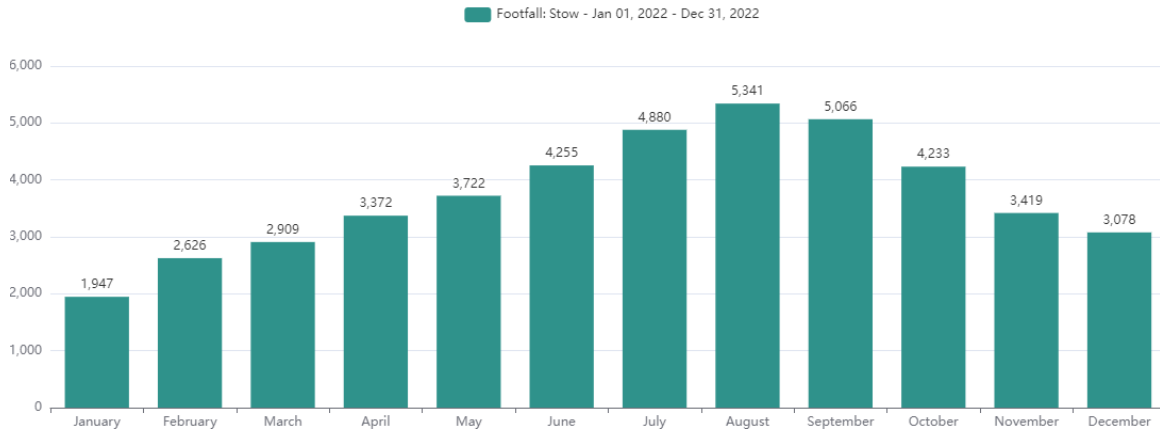
Chipping Campden

(2022 data) Total 15,319 = 4% of overall footfall



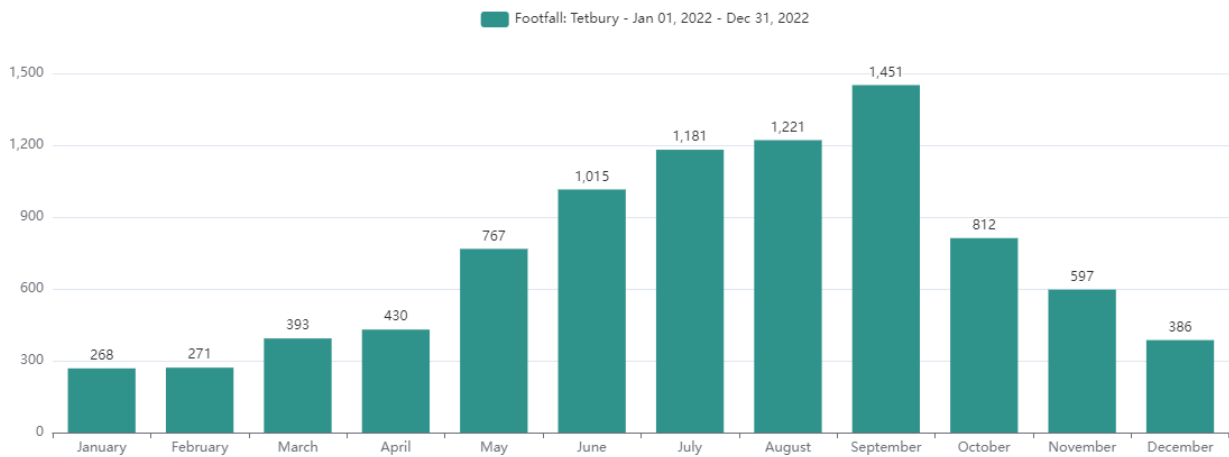
Stow on the Wold

(2022 data) Total 44,848 = 5% of overall footfall. **Note combined library/VIC visitors*



Tetbury

(2022 data) Total 8,792 = 1% of overall footfall.



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Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET 17 July 2023
Subject	COMMERCIAL SOLAR PHOTOVOLTAIC INSTALLATIONS ON COUNCIL ESTATE
Wards affected	All
Accountable member	Cllr Mike Evely, Deputy Leader and Cabinet Member for Finance Email: mike.evely@cotswold.gov.uk
Accountable officer	Claire Locke Assistant Director Property and Regeneration Email: claire.locke@publicagroup.uk
Report author	Christopher Crookall-Fallon - Head of Climate Action Email: Christopher.Crookall-Fallon@publicagroup.uk
Summary/Purpose	To seek agreement to invest in the installation of solar PV on the roofs of buildings owned and in some cases leased by the Council based on the business cases set out within this report. To agree to enter into a contract with the preferred contractor for the installation of the solar PV.
Annexes	Annex A - EXEMPT - Procurement Tender outcome summary Annex B - EXEMPT Business cases Annex C - Climate Impact Assessment Annex D - EXEMPT Lease risk summary
Recommendation(s)	<i>That Cabinet resolves to:</i> <i>1) Agree to recommend that Full Council should agree to proceed with the investment in roof mounted solar PV based on the business cases in this report, and that,</i> <i>2) The Council seeks to enter into sale agreements, for the electricity generated, with the tenants, with the terms of these agreements and the decision to proceed with some but not all tenants delegated</i>



	<p><i>to the Deputy Chief Executive Officer in consultation with the Cabinet Member for Finance.</i></p> <p><i>3) Agree to enter into contract with the preferred contractor identified in Annex A, for the provision and installation of Solar PV. and related equipment.</i></p> <p><i>4) Delegate to the Deputy Chief Executive Officer the decision to exclude any tenanted sites based on further Due Diligence associated with energy usage or vulnerability around continued tenant occupation.</i></p> <p><i>5) Delegate to the Deputy Chief Executive Officer the decision to adjust the indicative electricity sale price to tenants as long as changes to the projected project returns are in-line with projections contained within this report.</i></p> <p><i>6) Agree to recommend that Full Council should set aside funding for contingency costs of £27,000 from the Council Priorities Fund with delegation to the Deputy Chief Executive Officer to allocate subject to the business case still being viable or expenditure being unavoidable due to structural condition of the building.</i></p> <p><i>7) Allocate revenue funding of £3,400/year for a part-time shared Energy Manager post and include in the next budget update. Noting that this will be funded from Solar PV income.</i></p>
Corporate priorities	<ul style="list-style-type: none"> ● Deliver the highest standard of service ● Respond to the climate crisis
Key Decision	Yes
Exempt	<p>Yes: Exempt annex A containing named bidders - commercially sensitive Exempt annex B containing commercially sensitive information</p> <p>No: Annex C and D</p>
Consultees/ Consultation	<p>Chief Finance Officer Procurement team Legal team</p>



I. EXECUTIVE SUMMARY

- 1.1 This report seeks Cabinet approval to bring to full Council a recommendation to invest in Solar Photovoltaic (Solar PV) and battery equipment at the Trinity Road office and one Council-owned tenanted property in Cirencester, using funding provided by members of the public through the 2022 Cotswold Climate Investment.
- 1.2 In round numbers the total investment sums will be £210k for the Trinity Road offices and £59k for the tenanted site (£268k total, if both sites proceed).
- 1.3 Making an investment in solar PV contributes to reducing the climate impact of electricity consumption within the Council's estate (both Council-occupied and tenanted). Benefits to the Council include a) delivering a part of its commitment to becoming net zero carbon in operation by 2030, b) generating a return on investment (as per the financial model in the business case annex), c) fulfilling one of the stated purposes of the Cotswold Climate Investment, and d) supporting a tenant organisation in their own carbon reduction journey.
- 1.4 An open procurement process has been undertaken to establish accurate installation costs, and the winning contractor is an established PV installer. No substantive costs will be incurred and no contract for installation will be entered until full Council decision.
- 1.5 A key investment decision factor is the likely future price of power, which affects the value of PV electricity consumed at Trinity Road, and the price of power sold to the tenant in the Cirencester property. Most power sector commentators expect power prices to remain firmly above the levels that were common a few years ago, but professional economic forecasters give a range of expectations. This lack of certainty must be considered when reviewing the financial model in Annex B.
- 1.6 The 25 year financial model at Annex B takes account of the cost of power to the Council which is largely known for the next two years, and from then on takes a reasonable central estimate of future power price, provided by a professional consultant. For the tenanted property, the report seeks delegated authority for the Deputy Chief Executive and Section 151 Officer to agree a selling price for power which both provides sufficient return to the Council and is acceptable to the tenant. A firm price proposal will



be put to the tenant following Cabinet decision. Solar panels have a realistic expected lifetime of 25 years or more.

- 1.7 The business case for installing panels on Trinity Road appears strong, even with inevitable uncertainty over future power price. The business case for the tenanted property is less strong, and depends on the agreement of the tenant to take the power. The two investments in aggregate have a reasonable business case.
- 1.8 This PV installation is viewed as a pilot project that should give the Council confidence and experience in replicating such installations in other Council-owned and tenanted properties, subject to a future business cases.
- 1.9 To ensure that PV assets are maintained and their performance monitored, and that tenants are correctly charged for PV power consumed, additional technical / financial staff resources will be required. This report identifies in outline how such additional resources could service, and be combined with, other related energy needs, and proposes an annual contribution by the Council to part-fund an energy manager post which will both administer the solar PV investment and deliver energy savings across the Council estate.

2. BACKGROUND

- 2.1 Cotswold District Council's Climate Emergency Strategy identified solar PV on council-owned buildings as a carbon reduction action with a potentially viable return on investment, whether to off-set the cost of purchased electricity in council-occupied properties, or to sell zero carbon electricity to tenants of commercial properties. Solar PV, whilst not a panacea, is an important part of meeting the Council's objective of becoming operationally net zero carbon by 2030.
- 2.2 In anticipation of the investment in Solar PV on council owned properties, the Council issued £0.5m of Cotswold Climate Investment 'bonds' to the public in 2022, earmarked for Solar PV, building energy efficiency improvements, and Electric Vehicle Charging Points (EVCPs) in the Council's Car Parks. The PV investments identified in this report will draw down part of this borrowing, whose relatively low interest rate supports the viability of the schemes.

- 2.3 The Council owns a number of buildings which are let commercially to provide a return on investment which underpins the delivery of core services to the public. A number of these office and warehouse buildings have roofs which could be suitable for the installation of Solar PV and could generate energy to power the activities within the buildings.
- 2.4 Tenants are responsible for paying their own utility bills, but the Council could sell PV-generated energy to tenants in parallel with their existing supply arrangements, subject to suitable legal agreements being in place.
- 2.5 The capital investment is capable of providing a return on capital sufficient to meet the Council's expectations and reflect future uncertainties, and this commitment to decarbonisation would align well with the Council's Climate Emergency Strategy.
- 2.6 Viability for rooftop PV is site dependent, so the focus of this pilot phase is on larger buildings. Smaller properties could be considered in future phases.
- 2.7 A fully compliant open procurement has been undertaken, including a "meet the buyer" event at pre tender stage in order to attract both local and national PV installers to partake in the procurement exercise. Four bids were received and the summary of those bidders is set out in Annex A. Bidders were assessed on a combination of quality and price. The preferred bidder is Ecovision Ltd which achieved a combined score 74.90%.

3. ENERGY MANAGEMENT

- 3.1 The Council procures energy (gas and power) through a broker. Due to extreme market volatility since the invasion of Ukraine, the Council's current cost of both gas and power is relatively high, but should fall over the next two years. Future energy costs are uncertain, but most energy sector commentators warn that prices are unlikely to fall to pre-Ukraine levels for many years.
- 3.2 Energy supply contracts are currently managed from existing resources across Council and Publica teams. Given the complexity of the administrative arrangements associated with Solar PV and EVCPs (e.g. energy generation and general PV performance, sale to the grid and billing to tenants) a dedicated role is needed to support the Council and maximise investment performance and returns.



- 3.4 EVCPs (existing, under construction and planned) have fees set which aim to recover costs (installation, electricity, maintenance and back office services) and generate a small surplus for reinvestment. The business case for EVCP, as agreed by Cabinet in March 2022, set-aside funding of £7,800 for staff resources to support the administration of energy-related maintenance and administration.
- 3.5 Installation of the Solar PV and the associated management of energy costs and subsequent tenant agreement will require further staff resources. It is proposed that partner Councils (Cotswold, Forest of Dean and West Oxfordshire) fund a dedicated shared Energy Manager (part-time) from a proportion of the projected income from Solar PV. If this post demonstrates significant savings, a recommendation may be made in the future to increase this resource. Each council is asked to fund one day per week, to provide a shared post of three days (22.5 hours). This post is estimated to have an FTE salary of £42,500/year, this equates to £25,500 pro-rata and totals £33,600 with on-costs. The cost to each council would be £11,200.
- 3.6 Taking account of the staff resources already identified in the EVCP business case, Cotswold District Council is asked to top-up with £3,400 per annum for this post.

4. BUSINESS CASE METHODOLOGY

- 4.1 Business cases have been prepared which set out the capital costs and anticipated revenue return (annex B). This is based on the sale of energy to tenants, or the avoidance of purchased electricity, to provide a return on investment. For business cases purposes it has been assumed that capital expenditure is financed from the Cotswold Climate Investment Bond. The principal assets (the solar arrays) have an expected life of at least 25 years.
- 4.2 This report seeks approval for the Section 151 officer, in consultation with others, to agree an appropriate sale price for PV-generated electricity to the Council's tenant. It is proposed that such a sale price would seek a mid-point between:
- firstly, the minimum target return identified by the Section 151 officer that relates both to the Council's project-specific cost of capital and future revenue risk, and
 - secondly, the currently known, and estimated future, cost of grid electricity to the tenant.

Such a price mid-point would seek a balance between the objectives of achieving carbon reductions, supporting the viability of a tenant's business (which in turn reduces risk to

the Council as landlord), supporting a tenant's journey towards decarbonisation, and maximising financial return to the Council.

Clearly if no such mid-point is achievable (for example if a tenant has a current or expected future cost of electricity below the Council minimum) then the site investment is very unlikely to proceed.

- 4.3 The cost of electricity for the Trinity Road office is known with fairly high confidence for the first year of operation and thereafter we have assumed that power cost will be in line with the central estimate of market price of power provided by a professional consultant. It is important to recognise that the confidence level on such industry economic forecasts decreases the further in the future the projection is made. It is nonetheless necessary to use such projections in order to derive the IRR, RoI etc on a 20 year business case.
- 4.4 Battery storage has been proposed by the successful tenderer for both CDC sites. The batteries enable excess solar electricity to be stored and used at times when there is little or no solar generation, thereby maximising the amount of solar electricity used on-site.
- 4.5 The supply and installation of Solar PV is a fixed price provided by the installer. Adding a contingency sum to cover any unforeseen costs is therefore likely to unfairly skew the business case. However there is a risk that unforeseen costs do occur principally associated with the building structure itself. For project budgeting purposes a 10% contingency sum of £27,000 will be earmarked from the Council Priorities Fund (CPF). Utilisation of the contingency sum is subject to approval by Deputy Chief Executive and Section 151 Officer on the basis that incurring the costs still delivers a positive business case, or ceasing the project at that point is not feasible, or costs are essential due to building defects and would have to be incurred anyway.

5. FINANCIAL IMPLICATIONS

- 5.1 The report proposes a methodology that will be used for assessing the financial viability for the installation of Solar PV on Council-owned properties. The report recommends that in the first phase of properties to be assessed, Solar PV should be installed on 2 properties - Council Offices at Trinity Road, and a tenanted building in Cirencester.

- 5.2 As discussed in the report, the principal driver for investment in Solar PV is to reduce the climate impact of the Council's energy consumption as part of the commitment to become net zero carbon by 2030. Solar PV installations will provide the Council with an ongoing financial benefit and return on investment, although members should note the volatility in energy prices over the last 12 months and projections of future prices does impact on the certainty of financial returns.
- 5.3 Initial capital expenditure of £0.268m is required to deliver Solar PV on the 2 properties in the first phase. The financial modelling undertaken by the project team (based on a number of assumptions around energy usage and future energy prices) indicates a central estimate of return on investment of 9.3% with an average payback period of 14 years.
- 5.4 With significant volatility in the energy market over the last 12 months and a degree of uncertainty around when the market will stabilise over the medium-term, it is difficult to provide members with certainty around the financial returns on an annual basis. The financial modelling over a 20-year period shows positive cash flows from the investment taking into account running costs, annual inspections and routine maintenance. Where energy is sold to tenants, future electricity prices have been modelled based on market intelligence and an assessment of the size of each Solar PV installation.
- 5.5 Members should review the risks set out in Section 7 of this report. The financial returns set out in this report and through the financial modelling are not guaranteed and will be subject to fluctuation over the life of each installation. The only certainty at the initial stage of each scheme is the capital outlay on the installation of Solar PV with estimates of future income from the sale of energy to tenant over the remaining asset life period.
- 5.6 The Council approved the Capital Programme and Capital Financing at their meeting in February 2023. Whilst the business case has assumed capital financing costs, the Deputy Chief Executive and Section 151 Officer will consider the capital financing of the investment alongside the capital financing requirements associated with the wider capital programme. This will take into account the level and availability of internal resources (e.g. capital receipts) alongside external resources (e.g. prudential borrowing). Recent increases in the Bank of England base rate and expectations of further interest rate rises has led to increases in the Public Works Loan Board (PWLB) rates. Should the Council need to undertake prudential borrowing to support the capital programme over the immediate short-term, this may put pressure on the revenue budget given the increased cost of capital and may make future capital expenditure and financing decisions more challenging.



- 5.7 As noted in paragraph 2.2 of the report, the Council has financing already in place to support the Solar PV investment through the Cotswold Climate Investment bonds. However, as set out in the paragraph above, there will be other factors over the duration of the programme that will have an influence on the capital financing position. The financial implications of the capital financing and treasury management decisions will be reported to members through the regular financial performance reports to Cabinet and through the treasury management reporting to Audit and Governance Committee.

6. LEGAL IMPLICATIONS

- 6.1 The responsibilities of the Council as landlord and its ability to alter buildings whilst tenants are in occupation will vary depending on individual lease agreements. Tenants will have existing energy contracts in place with third party providers. The Council cannot insist that existing tenants switch to the supply that the Council installs and therefore this needs to be mutually agreed, with a contract for the energy purchase put in place. Where PV is installed and a tenant ends their tenancy, the Council will market the property with green energy provision and would require that any incoming tenant purchases energy generated from the solar PV.
- 6.2 External legal support is being sought to provide a suitable contract for selling PV power to tenants. The estimated cost of such external legal support is non-material in the context of the overall project investment cost (approximately £1,100 or 0.3% of capex). The final iteration of the financial model, which will govern the Section 151 Officer's approval to proceed, will include the external legal support cost, which will not have a material impact on project Rol.
- 6.3 As a landlord, the Council will have a responsibility to meet Government's Minimum Energy Efficiency Standards (MEES) for non-domestic buildings. The current regulations require all tenanted non-domestic buildings to have an Energy Performance Certificate (EPC) of no lower than a rating of E. From 1st April 2018 any commercial property that has an EPC of lower than an 'E' cannot be rented out to new tenants, or renew any existing tenancy contracts until at least an 'E' rating is obtained. From 1st April 2023 all tenanted commercial properties must have an EPC rating of no lower than 'E' to continue being leased. There are exemptions to the MEES for properties such as listed buildings. The installation of Solar PV would therefore make a notable contribution to lowering the EPC. The Government is also currently reviewing the potential to



introduce a further target of an EPC of B by 2030. The Council is currently preparing a plan to consider the works required in non-compliant buildings.

6.4 Save the above there are no other legal implications arising directly from this report.

7. RISK ASSESSMENT

7.1 At a high level, key financial risks may be broken down into: a) uncertainty on quantity of electricity generated and either sold to tenant or consumed in Trinity Road; b) uncertainty over whether electricity will continue to be consumed at the assumed rate (either by the tenant or Council), and c) uncertainty over the price charged to the tenant, or the value of displaced purchased electricity for Trinity Road.

7.2 On uncertainty over quantities of energy: Generation of solar PV is known to a high degree of confidence (typical variability of +/- 5-10% in an individual year, much less variability over the project length). Consumption of PV generated electricity can be modelled with high confidence given that the tenanted site and Trinity Road have highly granular historic data on energy consumption.

7.3 On uncertainty over maintaining consumption: The Council has a medium-long term commitment to Trinity Road, and the agile working strategy will bring new tenants and staff on site. The Cirencester tenant has a long-term commitment to the site and operates a stable business. For both sites, electricity consumption in the future is more likely to rise than fall, since over time decarbonisation will push energy services (notably space heating) away from gas and towards electricity.

7.4 On uncertainty over price / cost: For Trinity Road the financial modelling takes known (or close to known) prices for two years, and then assumes electricity cost will follow a central estimate provided by a professional consultancy. Nonetheless it should be noted that no economic models claim to accurately predict future energy cost. For the tenanted property the tenant has disclosed their year-ahead electricity price. An agreement with the tenant would include both the starting price for PV power sold into the premises, and an escalator.

7.5 The business cases have been prepared based on capex costs provided by the preferred bidder. There is a risk that there are unforeseen costs, particularly relating to roof structures and therefore a contingency sum has been built into the business case to mitigate this risk. There is a risk however that an issue arises with significant costs that affect the viability of the scheme. Every effort will be made to avoid this and a decision to



proceed would be made in consultation with the Deputy Chief Executive and Section 151 Officer.

- 7.6 The current construction and materials market is volatile and inflationary pressures have seen costs rise dramatically in the last 12 months. Bidders have been asked to hold fixed prices for 90 days from bid submission, for the initial installations. Any delays in decision making or placing purchase orders could see prices rise. It should be noted that further phases of installations on additional buildings will be the subject of a re-tender process, with learning from this initial phase embedded. Further phases should be relatively quick and easy to tender as specifications, tender evaluation and the financial model are likely to stay fairly similar. It should be noted however that costs are likely to rise if inflation continues to increase material costs.
- 7.7 The business case is predicated on income being generated from the sale of energy to tenants (or for Trinity Road, purchased electricity cost being avoided). There is little income from sale to the grid at tenanted premises at this point in time but this will continue to be reviewed. For Trinity Road any electricity 'spilled' to the grid will be able to attract a market value. There is risk around the continual purchase of the energy if the tenant breaches the purchasing agreement, fails to pay invoices for energy, or terminates the tenancy and a prolonged void period occurs. As some of these risks will be largely determined by the demand for that unit, information on risk is provided on a building specific basis (see Annex D).
- 7.8 At present the volatile energy market means that purchase of green energy from the Council should be attractive to tenants. However, future market conditions are unknown and significant cost reductions could mean the Council energy offer is less attractive to tenants.
- 7.9 The cost for replacement batteries has not been included within the 20 year model as research shows that batteries should last the twenty year life of this business case. In addition replacement could not be costed at today's prices as the technology will change and costs are likely to reduce as the technology becomes more commonplace. Extended warranties will be explored but breakdown and repair or replacement costs will remain a risk.
- 7.10 Certain pre-investment risks cannot be resolved until further technical work is carried out as step one of the contract. These include gaining permission to connect from the electricity distribution operator, and confirming suitability of roof structures to support panels. Whilst unlikely, if such risks manifested and were unresolvable, installations



would not be able to proceed. However the scheduling of activity means that any such blocks would precede any commitment of capital investment, and therefore capital would not be at risk.

8. EQUALITIES IMPACT

8.1 There is no identified Equalities Impact from this proposal.

9. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

9.1 Installing Solar PV will reduce the use of fossil fuels in the Council's estate (it will reduce 'Scope 2' emissions in the Council's annual carbon emissions reporting). It will provide tenants with a renewable form of energy, which may also offer them cost savings.

9.2 Information on the estimated carbon savings from the commercial PV installations is shown below:

Trinity Road:

Annual avoided emissions impacts:			
Average avoided monthly kWh		11,245 kWh/month	
	Nitrogen Oxides	185	kg/yr
	Methane	88	kg/yr
	Carbon Dioxide	34,132	kg/yr
Annual avoided emissions equivalencies:			
Avoided emissions	CO ² avoidance	84,486	average passenger vehicle miles
equivalencies	CO ² emissions	4.2	average home's annual electricity use
	Carbon sequestered by	1,551	tree seedlings grown for 10 years

Tenanted property:

Annual avoided emissions impacts:			
Average avoided monthly kWh		3,020 kWh/month	
	Nitrogen Oxides	50	kg/yr
	Methane	24	kg/yr
	Carbon Dioxide	9,168	kg/yr
Annual avoided emissions equivalencies:			
Avoided emissions	CO ² avoidance	22,692	average passenger vehicle miles
equivalencies	CO ² emissions	1.1	average home's annual electricity use
	Carbon sequestered by	417	tree seedlings grown for 10 years



- 9.3 The project has a number of climate and ecological impacts which have been considered and mitigated where possible. For a full breakdown, please see Annex C.
- While delivering renewable energy to the selected buildings and to the grid will reduce greenhouse gas emissions (GHGs), there will also be emissions produced from the manufacture, delivery and installation of the solar panels, known as the embodied carbon. However research shows that carbon savings and energy generation across the lifetime of the solar panels will be significantly more than the carbon emitted or energy consumed in their manufacture and installation¹. Additionally, the Council have requested that contractors minimise the embodied carbon of the contract.
 - The mining and material extraction processes associated with manufacturing the solar panels will affect soil and waterway health in manufacturing and mining locations.
 - There are known issues around the sustainability of materials used for solar panels over which we do not have control. However, the Council have requested that consideration be given to decommissioning so that the panels can be repaired as needed and recycled at end-of-life.

10. ALTERNATIVE OPTIONS

10.1 The Council could decide not to install Solar PV for its own offices and commercial estate.

11. BACKGROUND PAPERS

The Council's Climate Emergency Strategy 2020-2030:

https://www.cotswold.gov.uk/media/8d8eab9716634de/cdc-climate-emergency-strategy-adopted-2020_09_23.pdf

The Cotswold Climate Investment:

<https://www.cotswold.gov.uk/environment/cotswold-climate-investment/>

(END)

¹ e.g. <https://www.carbonbrief.org/solar-wind-nuclear-amazingly-low-carbon-footprints/>

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Annex C - Climate Impact Assessment

Commercial Rooftop Solar PV



Criteria	Score	Justification
GHGs	2	<u>Moderate, long-term positive impact.</u> This project will reduce GHGs by delivering renewable electricity to the buildings and to the grid. There is some increase in GHGs from manufacture, delivery, installation and recycling of solar panels (embodied carbon) but this is generally accepted as being lower than the carbon savings from decarbonising the grid (operational carbon) ¹ . The Council sought to mitigate embodied carbon by asking contractors to account for this when selecting solar technologies. However, the overall carbon benefit is only 'moderate' as the scope of work does not include measures or financial incentives to reduce the overall energy use of the building. Additionally, the carbon benefits of battery storage (where this is proposed) are unclear.

¹ e.g. <https://www.carbonbrief.org/solar-wind-nuclear-amazingly-low-carbon-footprints/>

Air quality	0	<u>Not net change.</u> Increasing renewable energy generation reduces the use of fossil fuels for electricity generation which is responsible for air pollution. However, this impact is minor in the grand scale of the energy system and is counteracted in the short-term by the air pollution associated with the transportation of materials and contractor travel.
Sustainable transport	0	<u>No net change.</u> No impacts identified and no measures included in the tender specification to incentivise a shift towards active travel.
Land use change	0	<u>No net change.</u> Solar panels are on roofs, not on the ground, so there is no impact on land use.
Biodiversity	0	<u>No net change.</u> No impact unless panels are on roofs found to be used by nesting birds or bats. Biodiversity surveys will be undertaken where applicable.
Soil and waterway health	-2	<u>Moderate negative impact beyond the delivery location.</u> Mining and other processes relating to the manufacture of solar panels affects soil and waterway health in these mining and manufacturing locations.
Climate change adaptation and resilience	0	<u>No net change.</u> Though installing renewable energy reduces reliance on fossil fuels and supports tenants in being better prepared for phasing out fossil fuels, the project does not impact on adaptation to future climate impacts.
Energy use	0	<u>No net change.</u> We are displacing the energy currently used from one source to another but not changing the amount of energy used as energy efficiency measures were not incorporated into the project. There is a risk that the selected electricity price for tenants may increase energy use if the cost is significantly lower than their existing contracts but this is unknown at this stage. However, use of renewable energy is positive.
Sustainable materials	-2	<u>Moderate, short-term negative impact.</u> Solar panels are usually manufactured internationally so have significant embodied carbon. Many of the materials/metals used are not sourced sustainably but the Council does not have much influence over this. However, solar panel materials can be recycled at end-of-life (such as aluminium and glass) and panel recycling technology continues to improve so a high level of material recovery is expected by the time these panels reach end-of-life.
Waste	-2	<u>Moderate, long-term negative impact.</u> The production of solar panels will inevitably mean waste will be produced when they reach end-of-life. The Council included a requirement in the tender documentation for contractors to consider decommissioning and end-of-life, with 25-year product guarantees for the panels. It is therefore assumed that the solar panels will be repaired as needed and recycled at end-of-life, to mitigate the waste impact.

Food	0	<u>No net change.</u> No impact on food.
Health	0	<u>No net change.</u> Reducing air pollution from fossil fuel use will have a negligible impact on health at a local and national level given the scale of this project. Depending on purchasing agreements, the project may alleviate financial stress of some tenants by improving resilience to market fluctuations. To be updated following agreements.
Housing	0	<u>No net change.</u> No impact on housing.
Education	1	<u>Moderate, short-term positive impact.</u> Apprenticeship and/or training opportunities were included in the contractor's social value offering, alongside community engagement to provide information on the benefits of renewable energy. The final social value commitments are still to be agreed with the Council.
Built community	0	<u>No net change.</u> The addition of solar will not impact the sense of place, green space, or connectivity infrastructure.
Cultural community	0	<u>No net change.</u> This is not a community-based solar model and no other cultural impacts or benefits are anticipated.
Accessibility	2	<u>Moderate, long-term positive impact.</u> The project presents no barriers to access and may improve access to energy information as part of the metering and monitoring included in the work. Metering and monitoring will be available to tenants and the Councils. The Council will be funding the capital costs of the solar panels to remove the financial barrier to installing them.
Local economy and jobs	2	<u>Moderate, long-term positive impact.</u> Slight, long-term positive impact. In providing lower, more stable energy costs to companies occupying the tenanted units, this project also aims to support the economic stability of those businesses. The chosen contractor has also stated that they are committed to working with local engineers.
Safety	-1	<u>Moderate, short-term negative impact.</u> There are health and safety risks associated with the work but these are mitigated by the contractor's health and safety practices, and the Council included this consideration in the tender criteria. There is risk of harm through the supply chain, associated with forced labour in the production of solar panels, and contractors have been asked to consider this. There is a risk of vandalism and this will be monitored post-project.

Democratic voice	1	<u>Moderate, short-term positive impact.</u> Tenants have been engaged throughout the process so far and will continue to be involved in the shaping of the project, particularly during the purchase agreement process.
Equity	0	<u>No net change.</u> No impacts on groups with protected characteristics.



Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET 17 JULY 2023
Subject	Cotswold residents' group-buying scheme for solar panels
Wards affected	All
Accountable member	Cllr Mike McKeown, Cabinet Member for Climate Change and Sustainability Email: Mike.McKeown@cotswold.gov.uk
Accountable officer	Claire Locke, Assistant Director Email: claire.locke@cotswold.gov.uk
Report author	Christopher Crookall-Fallon, Head of Climate Action Email: chris.crookall-fallon@cotswold.gov.uk
Summary/Purpose	<p>To obtain Cabinet approval for the Council to enter an arrangement with a company, Switchd Ltd trading as MakeMyHouseGreen, to co-brand and promote a district-wide domestic rooftop solar group purchasing scheme.</p> <p>The scheme's aim is to increase the uptake of solar PV in the district by building on the trust that residents have in the Council as a statutory body, and reducing risk, increasing confidence and ensuring cost-effectiveness for homeowners considering the purchasing rooftop solar PV and battery systems.</p>
Annexes	Exempt Annex A – Customer acquisition fee Exempt Annex B - MMHG partnership presentation slides
Recommendation(s)	<p><i>That Cabinet resolves to:</i></p> <ol style="list-style-type: none"> <i>1. Approve the Council's engagement with Switchd Ltd to run a district-wide householder support programme for purchasing solar panels.</i> <i>2. Delegate authority to the Head of Climate Action, in consultation with Cllr Mike McKeown, CDC's Heritage and Design Manager,</i>



	<p><i>Publica's Business Manager for Communications and Marketing and Publica's Head of Legal Services to enter into a contract with Switchd Ltd and run a programme of Council communications to support the scheme.</i></p>
Corporate priorities	<ul style="list-style-type: none">● Deliver the highest standard of service● Respond to the climate crisis
Key Decision	No
Exempt	Marked annexes only
Consultees/ Consultation	<p>Cllr Mike McKeown, Cabinet Member for Climate Change and Sustainability Climate lead officers within the Publica Group Assistant Director, Property and Regeneration, Publica Group Business Manager, Marketing and Communications, Publica Group</p>

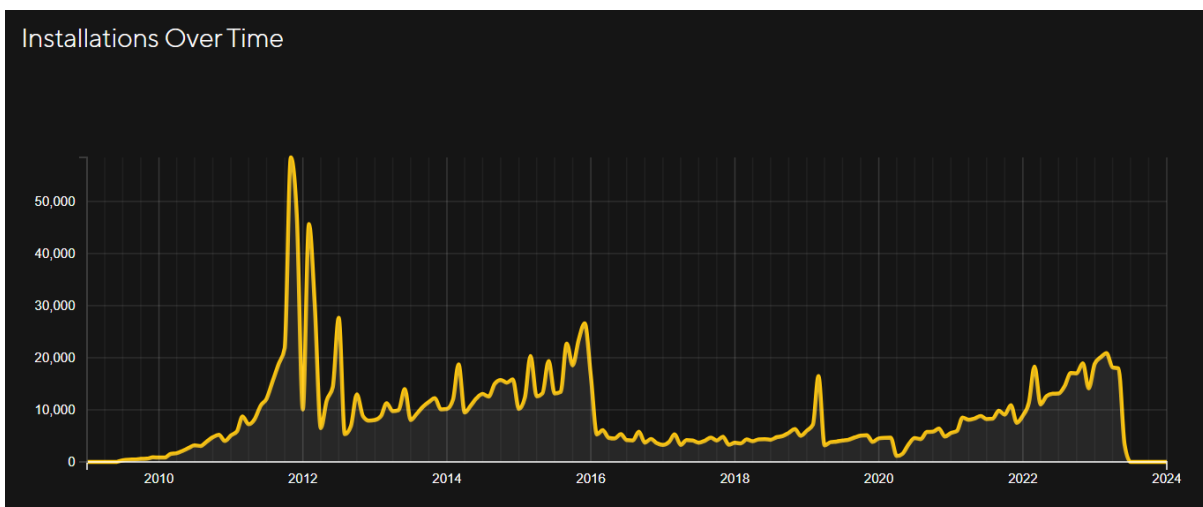


1. EXECUTIVE SUMMARY

- 1.1** This report proposes that the Council should enter a partnership with MakeMyHouseGreen (MMHG), a specialist provider of a proven web platform that supports customers through the specification, purchase and operation of domestic solar PV and batteries.
- 1.2** Residential solar PV can reduce household carbon emissions and energy cost, and can make a small contribution to the Council's target of a net zero carbon district by 2045.
- 1.3** Cotswold lags neighbouring districts in the extent of installed domestic solar PV. Potential customers can find purchasing solar PV daunting, and have natural concerns about bad faith actors. The proposed scheme builds on the trust that residents have in the Council to give greater confidence in purchasing solar PV, which may contribute to an increased rate of installation in the district.
- 1.4** The website operated by MMHG on behalf of the Cotswold-promoted scheme will be co-branded between the Council and MMHG. There is no charge from MMHG for partnering on a co-branded scheme, but a small allocation (£2k) has been made for optional direct marketing costs. Non-direct costs will be incurred in staff time to develop and execute a communication campaign to support the scheme.
- 1.5** MMHG fulfils the requirements of a partner for delivery of this scheme to residents, and due diligence has been carried out to ensure the company and its product is sound.
- 1.6** The suggested initial duration of the scheme, which may be regarded as a pilot, is two years. This period can readily be shortened or extended if necessary. Commencement of the scheme will be as soon as possible following Cabinet approval.
- 1.7** Key risks for the Council include potential reputational damage in the event of poor customer experience (mitigated by due diligence in partner selection and continuous oversight of installations and customer satisfaction), and unforeseen time pressure on officers or councillors in the event of any queries or complaints being directed at the Council (mitigated by clear communication to residents on the correct channels for customer queries, and adequate customer service capacity in MMHG).

2. BACKGROUND

- 2.1 Residential rooftop solar photovoltaic (PV) panels have the potential to reduce household electricity cost and carbon emissions, and to make a modest contribution to the Council's goal of a net zero carbon district by 2045.
- 2.2 It is important to note that the dominant source of household carbon emissions is from heating, not electricity. So whilst solar PV makes a contribution to carbon reduction, and is generally cost effective, it is not a single or simple answer to decarbonising home energy.
- 2.3 Whilst a typical rooftop solar array in a favourable location will generate about as much electricity as a household consumes in a year, the timing match of generation-consumption is relatively weak, with generation concentrated in the summer daytime but consumption higher in the winter and in the evenings. Note however that the use of a battery to store electricity (which is included in this proposed scheme) overcomes some of this mis-match and for this reason has become a very popular add-on to new PV systems.
- 2.4 Notwithstanding the relatively modest carbon benefit, consumer demand for rooftop PV has grown strongly recently, even without a feed-in tariff to award generation. The graph below¹ shows installations per month from 2009 – driven by generous feed-in tariff subsidies until 2016, then a less generous tariff rate until 2019 (the spike in 2019 was the final month of the feed-in-tariff scheme), and then showing growing demand in response to the increase in and instability of the cost of electricity to households.



- 2.5 Take-up of solar PV to date by Cotswold district residents (5.33% of households)² is by coincidence equal to the average of all UK council areas (average 5.33%, median 4.88%), but

¹ Data from MCS <https://datadashboard.mcscertified.com/InstallationInsights>

² Data from MCS <https://datadashboard.mcscertified.com/InstallationInsights>



is lower than a selection of neighbouring and near-neighbour council areas (see table below):

	MCS Certified PV Installations	% of Households with PV	Gross disposable household income as % of UK average
	Total	installations	average
Cotswold	1930	5.33%	105.6%
South Gloucestershire	6674	5.94%	105.9%
Wiltshire	14946	7.11%	105.5%
Stroud	4069	7.92%	105.6%
West Oxfordshire	3602	8.15%	117.4%
Tewkesbury	3324	9.13%	105.6%
Forest of Dean	3358	9.41%	105.6%

- 2.6 The BEIS (now DESNZ) 2021 report ‘UK Rooftop Solar Behavioural Research’³ concluded: *“The potential to drive greater adoption of solar PV to help meet net zero commitments is encouraging given: a) the cost of solar panel installation has declined by 60% since 2010; b) there have been very positive experiences of household Adopters in this study, with expectations met or exceeded in terms of efficiency savings, ease of purchase, maintenance and reliability, and environmental benefits; c) solar offers less disruption and greater familiarity relative to other low carbon measures such as wall and floor insulation and heat pumps; d) the technology is effective at offsetting carbon.*
- 2.7 The same report drew conclusions that support the principle of a Council-led and endorsed district-wide support scheme, eg: *“There is no stand-out incentive that would encourage the installation of solar panels, but ... Risk mitigation is the strongest single incentive. ... Capability of accessing information was ... low, with the perceived difficulty of the buying, installation, and maintenance process also a strong motivational barrier. Central government and local authorities have a potential role to play in... facilitating an approved list of suppliers – both being strong motivators for Considerers... Providing clear and trusted information about the process is a further way to address these barriers...”*

3

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1001896/uk-rooftop-solar-panel-behavioural-research.pdf



- 2.8** Whilst there are good reliable sources of information and guidance for homeowners⁴, it is nonetheless understandable that homeowners who would like to install solar panels can be hesitant to commit, and may fear mis-selling and cowboy installers, given the unfamiliarity of solar technology and the information asymmetry between customer and the solar industry. There are some well publicised examples of mis-selling⁵ despite surveys showing generally high customer satisfaction⁶. An internet search of solar installers returns hundreds of options, and a search on mis-selling returns many advertisements for legal firms offering no-win-no-fee deals to pursue compensation – strengthening the impression of an industry full of bad faith actors.
- 2.9** Purchasing solar panels (and possibly an associated battery to store electricity) is a significant financial commitment for a homeowner – reported to be between around £6,769⁷ and £9,020⁸ for a typical 3.5kWp installation (excluding batteries) at 2023 prices.
- 2.10** In principle, ‘solar street’ type area-based group buying or bulk buying schemes offer the opportunity for cost effectiveness and quality assurance for participants, but care must be taken to ensure that due diligence on scheme partners is thoroughly carried out, and cost saving is not the only, or even the main, objective of such schemes.
- 2.11** A report to Cabinet in February 2022 proposed joining a solar PV scheme which operates on a different model to that proposed here, that had been (and continues to be) used by many Local Authorities. Concerns raised about customer experience, subsequent to that Cabinet decision, led to the Council deciding not to proceed. It is important to note that council-endorsed group buying schemes are not an automatic guarantee of customer

⁴ Good examples are Energy Saving Trust (<https://energysavingtrust.org.uk/advice/solar-panels/>); Which? (<https://www.which.co.uk/reviews/solar-panels/article/solar-panels/is-solar-pv-a-good-investment-alzWf7E3P0dO>); The trade association Solar Energy UK (<https://solarenergyuk.org/resource/everything-under-the-sun-the-facts-about-solar-energy/>); Money Saving Expert (<https://www.moneysavingexpert.com/utilities/free-solar-panels/>)

⁵ Eg the BBC Inside Out episode of 2019 reporting gross mis-selling <https://www.bbc.co.uk/news/uk-england-49566130>

⁶ A 2018 Which? survey found that 93% of solar PV system owners were satisfied with it and solar power is the UK's most popular energy generation technology, consistently scoring over 80% in BEIS public attitude tracker polls.

⁷ Specific cost of PV installation, 2023 year to date average value, £1,934/kWp reported by MCS <https://datadashboard.mcscertified.com/InstallationInsights>

⁸ Specific cost of PV installation, 2023 year to date median value, £2,578/kWp, reported by DESNZ monthly solar PV cost tracker, <https://www.gov.uk/government/statistics/solar-pv-cost-data>

satisfaction⁹, and such concerns have been central to the subsequent search for a partner that should be able to provide more confidence to residents and Cabinet members.

3. PROPOSAL

- 3.1 It is proposed that the Council should enter a collaboration arrangement with Switchd Ltd (<https://www.switchd.co.uk/>) trading as MakeMyHouseGreen (MMHG) (<https://makemyhousegreen.com/>), to offer to Cotswold district residents a reliable and trustworthy way to explore, specify and buy solar PV (and batteries if appropriate), for a provisional period of two years. No charge is made by MMHG for the co-branded service, since MMHG revenues depend on sales volume, not on charging for co-branding.
- 3.2 The purpose of the scheme will be to leverage the trust that residents have in the Council to provide extra reassurance in the solar PV buying process, thereby reducing perceived risk and helping to overcome residents' hesitation, leading to an increased uptake of solar PV in the district.
- 3.3 The scheme would entail residents being guided through a mainly online and social media-based promotion campaign to a Council-branded 'landing' web page. The page would explain the scheme, provide high level objective advice (such as recommending that residents seek at least one quotation in addition to the MMHG one), provide links to other reliable sources of information, reiterate existing Council guidance (such as the Net Zero Toolkit, and the importance of taking a whole-house view when planning low carbon retrofit interventions) and invite residents to follow through to the website of the Council's scheme partner, MMHG.
- 3.4 The MMHG website supporting the scheme will be co-branded between Cotswold District Council and MMHG, reinforcing the reassurance to residents that comes from the Council's endorsement and co-design of the scheme. The co-branding will continue through the resident's 'customer journey' up to the point where the resident books a phone consultation with the company, at which point the branding will be MMHG only.
- 3.5 The key messages to residents will focus on the transparency of the process, the lack of pressure selling, the Council's selection / endorsement of the partner and their business process, the Council's ongoing oversight of installation rate and customer satisfaction, the


⁹ <https://www.theguardian.com/money/2023/mar/13/solar-panel-firm-leaves-londoners-in-the-dark-about-installations>



partner's track record, and householders' ongoing ability to track system performance after installation (refer to exempt Annex B for further detail). The focus of the messages will not be on cost saving, since least cost is not necessarily a desirable objective (in isolation). Nonetheless it should be noted that MMHG reports typical installation costs per kWp lower than the averages reported by government and MCS. Note however that there is no guarantee that MMHG installation costs will be consistently lower than competitors, on a comparable basis.

- 3.6** MMHG's business model yields a notional discount / commission / customer acquisition fee per customer (refer to exempt Annex A). This sum is available for distribution between stakeholders as determined by the scheme promoter (the Council). The recommendation here is that the bulk of this modest discount is passed through to residents (identifying that the discount comes about through the Council's creation / endorsement of the scheme), with a minor part retained by the Council to offset costs. The logic here is that a) the direct cost to the Council of promoting the scheme is modest, therefore there is no need for the Council to recoup a significant financial outlay, and b) the customer discount may have a positive effect in encouraging scheme uptake among residents.
- 3.7** In order to visualise the process, the following two screenshots show the initial landing page and linked co-branded MMHG page used by the DIY and building materials business Wickes, which very recently launched its partnership with MMHG on a very similar basis to the Council partnership proposed here:




Ideas & AdviceStore LocatorBasket

[Offers](#) [Kitchens](#) [Bathrooms](#) [Building Materials](#) [Doors & Windows](#) [Gardens & Landscaping](#) [Flooring & Tiling](#) [Painting & Decorating](#) [Electrical & Lighting](#) [Heating & Plumbing](#) [Tools & Workwear](#) [Saving Energy](#)

[FREE Click & Collect within 30 minutes](#) [FREE delivery on orders over £85](#) [FREE returns](#) [FREE design appointment](#)


[Home](#) > [Solar panels for your home](#) | Sustainable energy



Solar Panel Installation


Solar electricity panels capture the sun's energy and convert it into electricity that you can use in your home.

What are the benefits?



Cut your energy bills

Sunlight is free, so once you've paid for the initial installation, your electricity costs will be reduced and you can sell any excess to the grid reducing your energy bills.



Cut your carbon footprint

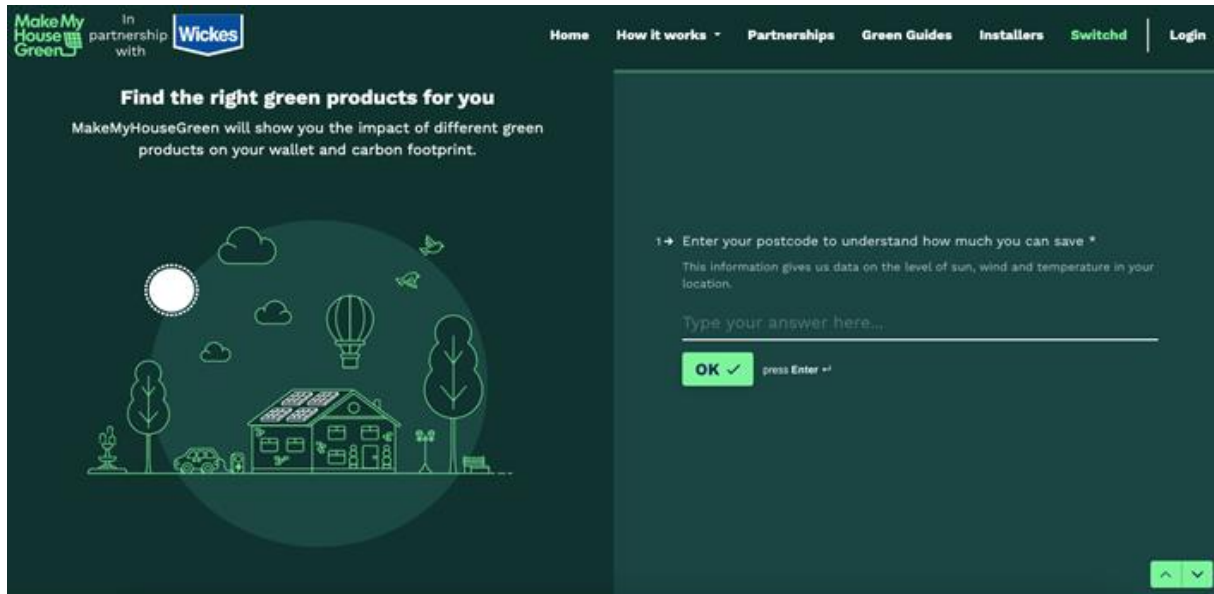
Solar electricity is low-carbon, renewable energy. A typical home solar system could save around one tonne of carbon per year, depending on your roof type and others.

You can model how solar would work on your home with our partner, **MakeMyHouseGreen**, who give accurate cost and saving figures that are specific to your home. Scroll down for more details.

[Visit MakeMyHouseGreen*](#)



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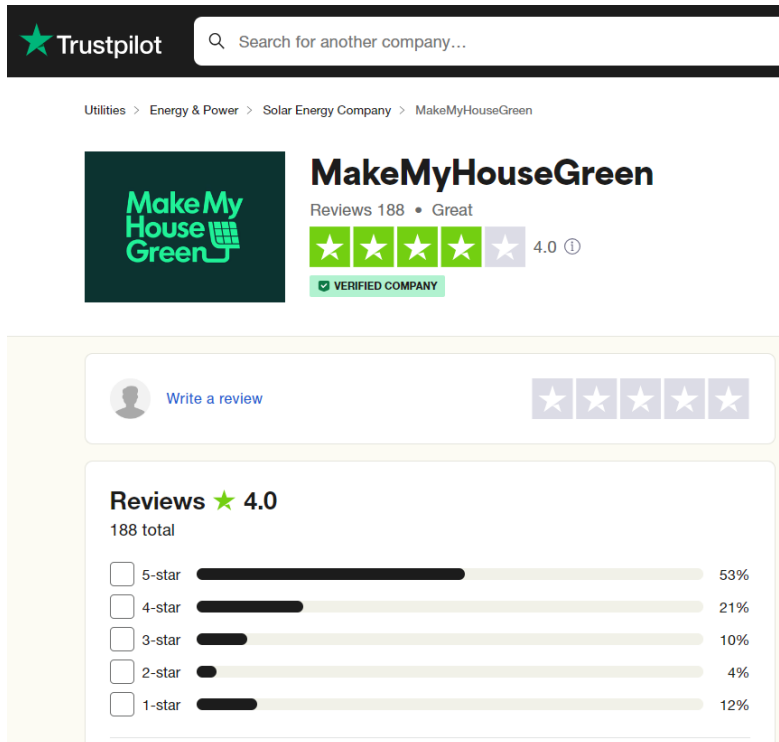
The Cotswold District Council logo would appear on the MMHG website in a similar way to the Wickes logo above.

4. SCHEME PARTNER SELECTION AND DUE DILIGENCE

- 4.1 Since deciding not to proceed with a previous solar group-buying scheme, officers have explored a number of alternatives that could achieve the same or similar outcome. No service providers have been found that directly replicate the business model of the previous scheme, and smaller-scale, locally-based schemes tied to an individual installer have shown weaknesses.
- 4.2 The following criteria were applied, and met, as part of the due diligence on the proposed service provider, MMHG:
 - a) High willingness to co-develop the service to suit the Council's and district's needs;
 - b) transparency on numbers of residents (anonymised) moving through each phase of the customer journey;
 - c) transparency on any complaints or negative feedback that arises, and responses to those by MMHG;
 - d) stated minimum response time by MMHG to any customer concern / complaint;
 - e) ability to run the scheme at any scale from town to district or larger;

- f) responsibility staying with the Council for promoting the scheme, and Council control over messaging;
- g) Council control of the initial landing page to guide residents;
- h) transparency of the partner's business process, including installer vetting / selection and management;
- i) good record of reviews on customer satisfaction reporting sites;
- j) good warranties provided for equipment and installation;
- k) vetting of solar panel suppliers to minimise the risk of forced labour in the panel supply chain;
- l) maintaining tight central control of equipment procurement, scheduling, installation process and post-installation performance, rather than simply sub-contracting the entire process to third parties;
- m) flexibility to choose a depth of engagement, branding and control by the Council;
- n) ability of the Council to oversee rate of installation and degree of customer satisfaction through regular and frequent reporting.

4.3 MMHG's current Trustpilot scores are shown below. All customers are encouraged to submit a review to Trustpilot. The 188 reviews reported are in the context of around 450 completed installations, but some reviews are from customers who did not continue through to an installation. MMHG has provided a credible narrative to explain some of the negative feedback, and how business processes have been improved during a phase of rapid business growth.



4.4 In respect of business maturity, investment and partners, note that:

- a) Switchd Ltd was established five years ago, the MMHG brand about two years ago.
- b) Nationwide Building Society invested in Switchd Ltd some years ago, in order to grow the MMHG offer and run a solar PV pilot programme for Nationwide members (branded throughout as Nationwide, rather than the co-branded approach proposed here). Nationwide BS has an extremely low tolerance to reputational risk.
- c) The Dunn and Bradstreet (D&B) report for Switchd Ltd is satisfactory.
- d) Two recent businesses choosing to work with MMHG are Wickes and Santander, each rolling out the offer to their own customer base. Switchd Ltd reports that other high street names are in negotiation.

4.5 In terms of precedent, note that this will be the first collaboration between MMHG and a Local Authority. If successful, MMHG would like to see this replicated in local government. Note that the other Publica councils have been party to discussions with MMHG and at least one is likely to replicate this scheme if the Cotswold-led pilot is successful.



4.6 Regarding support for local economic development and added value to the district economy, note that at present MMHG reports sufficient installer capacity close to the district that additional demand created by the scheme can be met in the short term. In the event of demand rising more quickly than expected, MMHG is willing and keen to recruit further installer(s) within or close to the district. This is one of the advantages of the MMHG model, in contrast to other wide-area Local Authority schemes that have contracted with national providers.

5. ALTERNATIVE OPTIONS

5.1 Option 1: Do not proceed, and do not provide any assistance to Cotswold residents that are interested in but hesitant to purchase rooftop solar PV.

5.2 Option 2: Do not proceed with the MMHG partnership, but create web pages within the Council's website to signpost residents to sources of reliable and objective guidance, to increase their knowledge and confidence in respect of solar PV and battery purchases, and reduce the risk of poor outcomes.

5.3 Option 3: Do not proceed with the co-branded MMHG partnership, but instead work closely with MMHG to build a fully Cotswold District Council branded and controlled version through MMHG's 'white label' proposition, similar to the approach taken by Nationwide. This option would entail a cost (see Financial Implications section and exempt Annex B) but would enable the Council to present to residents a fully featured PV purchasing platform under Council-only branding throughout the customer journey, and (in principle) complete Council control over all aspects of the scheme, including equipment and installer selection.



6. CONCLUSIONS

- 6.1** A co-branded MMHG collaboration demonstrates a pro-active approach by the Council to minimising PV purchase risk to residents, improving resident confidence and, in principle, increasing the speed of uptake of solar PV in the district.
- 6.2** Domestic PV usefully reduces purchased electricity cost and carbon emissions for homeowners and makes a very modest contribution to the district-wide carbon emissions objective.
- 6.3** We recommend that a Council-MMHG co-branded approach is cost effective for the Council and strikes the right balance between visibility of the Council's commitment and engagement with residents, the effectiveness of the scheme, and the degree of Council control, cost and complexity.

7. FINANCIAL IMPLICATIONS

- 7.1** There is no direct cost in entering the arrangement with MMHG in which the first phases of the customer journey are co-branded between the Council and MMHG. MMHG's profit is underpinned by the volume of sales, not charging for the co-branding.
- 7.2** There is a staff time cost in designing and running a promotion / information campaign to drive traffic to the Council's scheme landing page, and staff time in creating the landing page and further managing the scheme.
- 7.3** The direct cost of targeted social media advertising for the scheme is likely to be no more than £1,000 per year. It is proposed that a £2,000 budget for scheme direct costs should be earmarked from the climate studies fund.
- 7.4** If a decision was taken to pursue alternative option 3 and develop a fully Council-branded ('white label') offer for residents, a separate negotiation would be needed with MMHG, and the cost (estimate) is explained in exempt Annex B.



8. LEGAL IMPLICATIONS

- 8.1 Procurement has confirmed that the Council may enter a contract with MMHG, after no equivalent commercial offer has been found.
- 8.2 The contract for installation of panels will be between the homeowner and provider and any poor performance could be addressed by the homeowner enforcing their usual consumer rights. There is a theoretical possibility that homeowners might attempt to hold the Council liable in negligence law for poor service when that service has been endorsed by the Council, but as long as we have taken all reasonable steps to ensure the provider is reputable and reliable we could be able to resist claims against us. In any case there is a general rule that claims for financial loss or property damage could not be made in negligence law and would have to be addressed as a breach of contract.

9. RISK ASSESSMENT

- 9.1 The principal risks in relation to proceeding with the preferred option are:
- a) **Risk:** Reputational damage in the event of poor customer experience. **Mitigation:** i) published customer satisfaction scores show a generally high level of satisfaction; ii) discussion with the contractor demonstrating that steps have been taken to address the causes (principally customer communication) of some earlier poor scores; iii) contractor transparency over capacity in their customer-facing team (six FTEs); iv) transparency over statistics on the customer journey and any complaints that arise; v) transparency over MMHG's selection / vetting process for sub-contracted installers; vi) the Council's ability to track residents' progress (anonymously) through the the customer journey, and degree of customer satisfaction, through frequent reports from MMHG's platform.
 - b) **Risk:** Unforeseen time and resource pressure on either members or officers in the event that complaints or queries are submitted direct to the Council instead of MMHG (such events have been seen in other Local Authorities not linked to MMHG). **Mitigation:** i) clarity provided to users on channels for complaints or queries; ii) minimising risk of adverse outcomes as per point a) above.
 - c) **Risk:** Overall programme fails to reach, help or persuade sufficient residents to purchase PV. **Mitigation:** i) No target has been set for the number of households that express interest or go through to installation, given that there is no associated revenue



target to meet; ii) any early evidence of a lack of engagement can be used to refine the promotion campaign.

- d) **Risk:** Programme takes longer to launch than anticipated. **Mitigation:** i) It will be necessary to work within the capacity limitations of the comms team, but whilst we should launch as soon as possible there is presently no hard deadline for launching the scheme. It will benefit the scheme if we do it 'right' rather than do it 'quick'.
- e) **Risk:** Criticism directed at the Council for supporting technology that is only available to relatively well-off homeowners with capital to spare. **Mitigation:** i) Communicating that the Council advice is aimed at all householders, including those with less capital to spare that may be at risk of mis-selling of PV, particularly mis-selling of financing packages; ii) using the scheme to give links to Council partners (such as Severn Wye Energy Agency's Warm and Well scheme) and other sources of objective advice showing which least cost interventions give the greatest energy cost savings.
- f) **Risk:** Criticism directed at the Council for promoting solar PV over lower cost or higher priority carbon saving measures as set out in the 'whole house' and 'fabric first' retrofit principles described in the Council's own Net Zero Carbon Toolkit¹⁰. **Mitigation:** i) Communicating clearly (eg through the scheme landing page) that we encourage residents to follow fabric-first principles and to do all they can to decarbonise their homes following a logical 'hierarchy'; ii) using interest in the PV scheme to reinforce such 'hierarchy' messages, accepting that this may lead some residents (if motivated by climate more than cost) to abandon or postpone a PV investment; iii) communicating that, notwithstanding fabric-first principles, there is evident consumer interest in solar PV and therefore the Council's objective is to help ensure that those residents that want to invest do so with least risk.

9.2 The principal risks in relation to alternative option 1 (not proceeding with the scheme) are missing the opportunity to support residents and accelerate uptake of a technology that can make a modest contribution to the district-wide goal of emissions reduction.

9.3 The principal risk in relation to alternative option 2 (not running a scheme but providing signposting advice) is the likely smaller 'reach' of such advice, and the lower value-add in terms of evidencing the Council's commitment to the climate objective.

9.4 The principal risks in relation to alternative option 3 (building a fully Council-branded service under a 'white label' arrangement) would include a) that the expenditure, compared to the very low cost approach proposed in this report, may not result in a correspondingly higher

¹⁰ <https://www.cotswold.gov.uk/media/05couqdd/net-zero-carbon-toolkit.pdf>



engagement and larger numbers of residents coming through the scheme, resulting in poorer cost effectiveness overall, and b) the potential for criticism of the Council committing limited funds to a scheme that, undeniably, benefits better-off households.

10. EQUALITIES IMPACT

- 10.1** No equalities impacts foreseen in relation to protected characteristics defined in equality legislation.
- 10.2** It should be noted that concerns have been raised within the PV industry in respect of the risk of forced labour in the PV supply chain (principally relating to the exploitation of the Uighur minority population in China in the manufacture of silicon, a key input to all solar panels). This risk has been flagged by the Council in its own direct procurement of solar PV, and has been flagged here with the scheme provider MMHG. The Council has been assured that the equipment wholesaler used by MMHG conducts regular due diligence and factory audits of its brands to ensure no use of forced labour. We should note here that ‘no use of forced labour’ is very hard to guarantee, given poor disclosure and the complexity of supply chains for Chinese manufactured panels.

11. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

- 11.1** The principal beneficial climate impact of rooftop solar PV is the displacement of grid electricity, thereby saving the carbon emissions associated with national electricity generation. This carbon saving is achieved whether the PV electricity is wholly consumed within the house / building, or whether it is exported back into the grid.
- 11.2** It is worth noting that a typical domestic solar PV installation of about 3.5kWp will generate roughly as much electricity as a typical mid-size house consumes in a year. Therefore, ignoring the definitions of ‘green tariffs’ and ignoring the time-of-day and seasonal mis-match between solar generation and electricity demand, a standard PV installation can be considered to ‘offset’ or displace the entire annual carbon footprint of the home’s electricity consumption.
- 11.3** It is important to note that household electricity consumption generally has a much smaller carbon footprint than home heating (usually gas or oil), so saving carbon through PV generation will normally be a relatively modest contribution to reducing overall household emissions. This balance is set to change in the future however, as more households move to electric space heating (heat pumps) and to electrification of private vehicles (which will increase electricity consumption).



- 11.4 For the district as a whole it is worth noting that domestic electricity emissions account for only about 7% of total estimated district-wide emissions¹¹. This does not mean that tackling domestic electricity emissions is not important, but simply emphasises the scale of the challenge in other sectors.
- 11.5 Each average 3.5kWp installation will save about 580 kgCO₂e per annum, based on the government's latest published estimate¹² of average annual carbon intensity of electricity. It is important to note that the carbon intensity (kgCO₂e/kWh) of UK grid electricity has fallen steeply over the last decade, and is set to fall further, quickly. This is good news, but means that the lifetime carbon savings from solar PV installed now are harder to estimate, and will become less each year. This does not mean that the investment is not worthwhile from an emissions perspective.
- 11.6 In respect of energy and carbon payback period for PV systems, it should be noted that hard data is hard to come by. Environmental Product Declarations (EPDs) are less available for PV systems than for many other building materials. Energy and carbon payback time depends on where panels are made and the carbon intensity of the grid electricity they displace. Using carbon intensity values estimated by Etude¹³ (one of the authors of the Council's Net Zero Carbon Toolkit) indicates a carbon payback time of around 3-4 years. Energy payback time¹⁴ may be taken as roughly half the carbon payback time (around 1.5 years).

12. BACKGROUND PAPERS

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

- Cotswold District Council Climate Emergency Strategy, September 2020
https://www.cotswold.gov.uk/media/8d8eab9716634de/cdc-climate-emergency-strategy-adopted-2020_09_23.pdf
- Cotswold District Council Net Zero Carbon Toolkit, 2021
<https://www.cotswold.gov.uk/media/05couqdd/net-zero-carbon-toolkit.pdf>

¹¹ 2020 data from <https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2020>

¹² 2022 data from <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2022>

¹³ <https://etude.co.uk/how-we-work/low-embodied-carbon-of-pv/>

¹⁴ <https://radar.brookes.ac.uk/radar/file/108c4e1c-f9e2-4973-86b6-bd0b7d992585/1/Solar%20cell%20energy%20payback%20times%20and%20environmental%20issue%20-%202020%20-%20Fthenakis%20Leccisi%20Raugei.pdf>



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12.2 These documents will be available for inspection online at www.cotswold.gov.uk or by contacting democratic services democratic@cotswold.gov.uk for a period of up to 4 years from the date of the meeting.

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CABINET – 17th July 2023

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

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

Cabinet Member	Meeting Date	Subject	Decision(s)
Deputy Leader and Cabinet Member for Finance – Councillor Mike Evey	30th June 2023	Transfer of Land at Fortey Road, Northleach to Northleach with Eastington Town Council	The Cabinet Member considered the recommendations of the officer and resolved to APPROVE to the transfer of the land known as Land at Fortey Road, Northleach owned under titles GR343929, GR343865, GR343840, GR343824 and part of GR343802 to Northleach with Eastington Town Council with a dowry of £10,000.
Deputy Leader and Cabinet Member for Finance – Councillor Mike Evey	30th June 2023	Community Welfare Grant 2023 Report	The Cabinet Member considered the recommendations of the officer and resolved to AGREE a roll forward of current arrangements until new arrangements commence, anticipated to be 1 April 2024

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