

# Public Document Pack



**COTSWOLD**  
DISTRICT COUNCIL

Monday, 19 February 2024

Reissued: 20 February

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## OVERVIEW AND SCRUTINY COMMITTEE

A meeting of the Overview and Scrutiny Committee will be held in the Council Chamber - Council Offices, Trinity Road, Cirencester, GL7 1PX on **Tuesday, 27 February 2024 at 4.00 pm.**

Rob Weaver  
Chief Executive

To: Members of the Overview and Scrutiny Committee  
(Councillors Gina Blomefield, Gary Selwyn, David Cunningham, Angus Jenkinson, Dilys Neill, Michael Vann, Tony Slater, Clare Turner, Jon Wareing and Tristan Wilkinson)

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**  
To receive any apologies for absence.  
  
The quorum for the Overview and Scrutiny Committee is 3 members.
2. **Substitute Members**  
To note details of any substitution arrangements in place for the Meeting.
3. **Declarations of Interest**  
To receive any declarations of interest from Members and Officers, relating to items to be considered at the meeting.
4. **Minutes (Pages 5 - 14)**  
To approve the minutes of the meeting held on 30 January and the special meeting held on 21 November.
5. **Matters Arising from Minutes of the Previous Meeting**  
To consider actions outstanding from minutes of previous meetings
6. **Chair's Announcements**  
To receive any announcements from the Chair of the Overview and Scrutiny Committee.
7. **Public Questions**  
A maximum of 15 minutes is allocated for an “open forum” of public questions at committee meetings. No person may ask more than two questions (including supplementary questions) and no more than two such questions may be asked on behalf of one organisation. The maximum length of oral questions or supplementary questions by the public will be two minutes. Questions must relate to the responsibilities of the Committee but questions in this section cannot relate to applications for determination at the meeting.  
  
The response may take the form of:
  - a) A direct oral response (maximum length: 2 minutes);
  - 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.
8. **Member Questions**  
A maximum period of fifteen minutes is allowed for Member questions. Questions must be directed to the Chair and must relate to the remit of the committee but may not relate to applications for determination at the meeting.

Questions will be asked in the order notice of them was received, except that the Chair may group together similar questions.

The deadline for submitting questions is 5.00pm on the working day before the day of the meeting unless the Chair agrees that the question relates to an urgent matter, in which case the deadline is 9.30am on the day of the meeting.

A member may submit no more than two questions. At the meeting the member may ask a supplementary question arising directly from the original question or the reply. The maximum length of a supplementary question is one minute.

The response to a question or supplementary question may take the form of:

- a) A direct oral response (maximum length: 2 minutes);
- 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.

9. **River Quality/Sewage – 30 minutes**

Purpose

To receive a presentation on the work of the Council around river quality and sewage.

Recommendation

That the Overview and Scrutiny Committee agrees any recommendations it wishes to submit to the Cabinet meeting on 7 March.

Invited

Councillor Lisa Spivey, Cabinet Member for Communities and Public Safety  
Phil Martin, Assistant Director for Business Services

10. **Q3 Performance Report 2024 (Pages 15 - 98) - 20 minutes**

Purpose

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

Recommendation

That the Overview and Scrutiny Committee scrutinises the report and agrees any recommendations it wishes to submit to the Cabinet meeting on 7 March.

Invited

Councillor Joe Harris, Leader of the Council  
Robert Weaver, Chief Executive  
Alison Borrett, Senior Performance Analyst

11. **Q3 Financial Performance Report 2024 (Pages 99 - 120) - 20 minutes**

Purpose

This report sets of the latest budget monitoring position for the 2023/24 financial year.

Recommendation

That the Overview and Scrutiny Committee scrutinises the report and agrees any recommendations it wishes to submit to the Cabinet meeting on 7 March.

Invited

Councillor Mike Evemy, Deputy Leader and Cabinet Member for Finance  
David Stanley, Deputy Chief Executive and Section 151 Officer

12. **Publica Review - Local Partnerships Transition Plan (Pages 121 - 156) - 60 minutes**

Purpose

To consider the Local Partnerships report and for Cabinet to approve the recommendations therein.

Recommendation

That the Overview and Scrutiny Committee scrutinises the report and agrees any recommendations it wishes to submit to the Cabinet meeting on 7 March.

Invited

Councillor Joe Harris, Leader of the Council  
Robert Weaver, Chief Executive

13. **Report back on recommendations (Pages 157 - 160)**

For the Committee to note the Cabinet's response to any recommendations arising from the previous Overview and Scrutiny Committee meeting.

14. **Updates from Gloucester County Council Scrutiny Committees**

Purpose

To receive any verbal updates on the work of external scrutiny bodies:

Gloucestershire Economic Growth Scrutiny Committee – Cllr Angus Jenkinson  
Health Overview & Scrutiny Committee – Cllr Dilys Neill

15. **Work Plan and Forward Plan (Pages 161 - 176)**

For the Committee to note and review its work plan and to select Cabinet decisions for pre-decision scrutiny at future committee meetings.

(END)

Overview and Scrutiny Committee  
30/January2024



COTSWOLD  
DISTRICT COUNCIL

## Minutes of a meeting of Overview and Scrutiny Committee held on Tuesday, 30 January 2024

### Councillors present:

Gina Blomefield – Chair

David Cunningham

Angus Jenkinson

Dilys Neill

Michael Vann

Tony Slater

Clare Turner

Patrick Coleman

### Officers present:

David Stanley, Deputy Chief Executive and  
Chief Finance Officer

Andrew Brown, Democratic Services Business  
Manager

Ana Prelici, Democratic Services Officer

Angela Claridge, Director of Governance and  
Development (Monitoring Officer)

Kira Thompson, Election and Democratic  
Services Support Assistant

Beth Boughton, Ubico Managing Director

Rob Heath, Ubico Operations Director

### Cabinet Members:

Councillor Mike Evemy, Deputy Leader and Cabinet Member for Finance

Councillor Paul Hodgkinson, Cabinet Member for Health, Wellbeing and Culture

### **OS.27 Apologies**

Apologies were received from Councillors Jon Wareing and Gary Selwyn.

### **OS.28 Substitute Members**

Councillor Patrick Coleman substituted for Councillor Gary Selwyn. Clare Turner acted as Vice-Chair in the absence of Councillor Selwyn.

### **OS.29 Declarations of Interest**

There were no declarations of interest.

### **OS.30 Minutes**

There were no amendments to the minutes.

RESOLVED: To approve the minutes of the meeting held on 8 January 2024.

### **OS.31 Actions Arising from the Minutes**

Overview and Scrutiny Committee  
30/January2024

The Chair noted that this item was now a regular agenda item and welcomed its addition, stating that the document summarising actions was very useful.

It was noted that the next budget consultation survey would be added to the work plan for 2024/25 to be presented before publication.

### **OS.32 Chair's Announcements**

The Chair welcomed Councillor Tristan Wilkinson onto the Committee and thanked Councillor Roly Hughes for their work. Councillor Hughes resigned from the Committee due to a diary conflict.

The Chair stated that they would not be able to attend the next meeting and that Councillor Gary Selwyn, the Vice-Chair would Chair it, with Councillor Clare Turner acting as Vice-Chair.

The Chair also referenced the recommendation to Cabinet and Council to form a Moreton-in-Marsh Working Group, stating that this had been agreed by Council, which was welcome.

The Chair stated that a work planning meeting would be set up in March, inviting all Members to have an input onto the Committee's work plan for 2024/25.

### **OS.33 Public Questions**

There were no Public Questions.

### **OS.34 Member Questions**

Councillor Angus Jenkinson asked a Member Question, addressed to Councillor Paul Hodgkinson, the Cabinet Member for Health and Wellbeing;

“I am pleased to see the policy of encouraging active transport for both health and climate benefits, and indeed — often — social benefit. Are there other situations in the Cotswold District like one in Moreton-in-Marsh and will the cabinet member work with planning to identify what can be done to address such issues? The reference problem is this: Fosseyway Garden Centre is a major destination retail centre in the town providing a very much wider variety of services and products than its name suggests. These include leisure activities for children. It is located a little outside the centre of town and could be a pleasant walk, but it is not. The path that was supposed to be built has never happened because it was contingent on other developments. Meanwhile, a large estate is being built almost opposite with regular periods of roadworks. Even without these the road has heavy traffic, including freight, and yet there is no path to reach the centre from the town without walking on the road or along a muddy track/grass verge. We have people in the town without cars, who are effectively cut off from this. Mothers with pushchairs or young children cannot possibly walk to the retail centre. The situation that is being called out is therefore one in which developments are failing to provide essential infrastructure that supports active transport in a timely way. Can we not make the creation of such fundamental infrastructure an early or prior requirement rather than a residual one that can await years?”

Councillor Hogkinson thanked Councillor Jenkinson for their question, stating that they would discuss it with Councillor Layton to provide a full response to Councillor Jenkinson but agreed that the Council was committed to enabling active transport wherever possible.

### **OS.35 Review of Leisure and Cultural Services provision**

The Cabinet Member for Health, Leisure and Culture introduced the purpose of the report, which was to consider the Council's role in contributing to healthy communities through its leisure and cultural services.

The report provided updates on the delivery of the Active Cotswold leisure strategy, mobilisation of the new leisure and cultural contract and the Council's work with other health and wellbeing partners.

The recently adopted playing pitch strategy was referenced and future plans and initiatives were described.

The Cabinet Member provided an update to members stating that they were confident that the service provision was improving after the appointment of Freedom Leisure as the provider. The Cabinet Member also took the opportunity to highlight community based leisure initiatives such as the Mr Motivator session. The Cabinet Member also highlighted the importance of the Council's cultural services provision.

The Cabinet Member thanked officers for their work.

The Committee discussed the report, asked questions on the various aspects of the report;

- Questions were raised about missing information in the printed report. It was explained that this was an issue with printing the bold text which had not affected the online version.
- Questions raised about Chipping Campden and the need for information.
- Members asked about the Active Environment work stream, and the fact that the recruitment of a new Sustainable Transport Officer was on hold. The Cabinet Member stated that in light of financial pressures, there was no budget to replace the role in the upcoming or current financial year, but that they would discuss this with Senior Officers.
- There was discussion on the economic value of cultural investments, and the Cabinet Member emphasised the value of this in retaining young people within the district and promoting tourism.
- The Business Manager for Health and Wellbeing confirmed that Social Prescribers were working across their communities, including training as walking leaders and working with GPs. The Health and Wellbeing Business Manager also added that once a new Community Support Officer was appointed they would be working closely with Town and Parish Councils to do this.
- Work was undertaken through the Community Food Programme to recognise and utilise the benefits of allotments to wellbeing.

As part of this, the Cabinet Member stated that written response would be circulated to the following;

- Members discussed that references to bowls were not made in the strategy despite being a popular sport in the Cotswolds. The Cabinet Member stated that this was due to Sports England classification, and stated that a written explanation would be recirculated to Members.

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- Members asked for the costs for the capital programme of work, including figures on the capital fund required to complete works and the quotes that were behind target on page 25 of the report.
- Members requested further detail on the 14 projects within Crowdfund Cotswold.

The Committee agreed to review the future performance of leisure provision against performance indicators on a yearly basis.

RESOLVED: To note the update and revisit the topic in a year's time.

**OS.36 24/25 Ubico Business Plan Engagement**

The Chair reminded members to focus on the budget items at the strategic level due to the busy agenda.

The Deputy Leader as the Cabinet Member for Finance provided an overview of the fees and charges report. They highlighted that the Council reviews fees annually and the current report considered a 6.7% inflation change. Certain charges were proposed to remain unchanged, especially where services were already delivered at a cost basis. Specific attention was given to the garden waste charge, with a proposed increase to £64 for a green bin license and a 50p increase for sacks and containers.

Members raised the following points, on which the Cabinet Member stated a written response would be provided on specific fees and charges relating to crematorium use including the scattering of cremated remains, and casino charges, where the charge existed but did not seem to be applicable.

RESOLVED: To note the report.

**OS.37 2024/25 Budget – Fees and Charges Report**

The Chair reminded members to focus on the budget items at the strategic level due to the busy agenda.

The Deputy Leader as the Cabinet Member for Finance provided an overview of the fees and charges report. They highlighted that the Council reviews fees annually and the current report considered a 6.7% inflation change. Certain charges were proposed to remain unchanged, especially where services were already delivered at a cost basis. Specific attention was given to the garden waste charge, with a proposed increase to £64 for a green bin license and a 50p increase for sacks and containers.

Members asked questions on which the Cabinet Member stated a written response would be provided. The response would be provided on specific fees and charges relating to crematorium use including the scattering of cremated remains, and casino charges, where the charge existed but did not seem to be applicable.

RESOLVED: To note the report.

**OS.38 Budget and Medium Term Financial Strategy 2024/25**

The Deputy Leader (as the Cabinet Member for Finance) introduced the item and outlined the Council's financial position. Following debate at the Full Council meeting in November the



Council resolved to request a budget with a surplus, which the Deputy Leader stated was reflected within the budget.

The Deputy Chief Executive (Section 151 Officer) added that they were still awaiting the final Local Government settlement, which was due in February.

Members discussed the report, and asked questions of the Cabinet Member and Deputy Leader, during which the following points were raised;

- The risks outlined in the report, and how this related to the Publica review. The Deputy Leader stated that the assumption was that there was no update in the cost of services for the 2024/25 financial year, but that the Committee would be updated if this were to change.
- Members highlighted the value of member training on financial matters, and the Deputy Chief Executive took the opportunity to remind Members of the upcoming briefing on the Budget the following week.
- Members also discussed that other authorities had been able to charge more council tax following a referendum, but the Deputy Leader stated this would be too risky due to a cost of £200,000 to hold a referendum with no guarantee on income. It was also stated that the Council had lobbied the Government through the LGA for a raising of the council tax limit without a referendum requirement from £5 to £10 (for a band D property), but this had been declined.
- Some minor typographical and syntax errors were noted. It was confirmed that they would be addressed.
- Members discussed that the only tools available to the Council to achieve a balanced budget were to increase charges and cut spending on services, the Deputy Leader stated that it was important to look at ways to reduce cost through efficient delivery, and take difficult decisions as early as possible to maximise income. However, there was still an expected funding gap between spending and Government funding in future years, which is why the Council required a surplus in the coming financial year.
- Efficiencies through better use of technology were also discussed, which various service areas such as planning were exploring.
- Members asked for further detail on the environmental spending, which the Deputy Chief Executive stated could be found in Annex D of the report.
- Members also asked about further investment of £1.2million into leisure centres which was being made, noting that the service had been contracted to a new provider. It was stated that this was for refurbishment and improvement to these, such as structural improvements and roof works.

The Chair recognised the work of Officers and Members and thanked them.

RESOLVED: To note the report.

### **OS.39 Updates from Gloucestershire County Council Scrutiny Committees**

At 18:21 the Committee took a break before commencing onto the next item and resumed at 18:28. Upon reconvening, the Chair reordered the agenda, looking at external scrutiny reports before proceeding on the agile working and public convenience reports.

The Chair thanked the Members who represented the Council on external scrutiny bodies for their clear and detailed reports, which was on Members' desks and on the website.

Overview and Scrutiny Committee

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Councillor Dilys Neill was asked what the acronym “ACE” in the report referred to. Councillor Neill explained that this was “adverse childhood experiences”.

Councillor Angus Jenkinson explained that the Committee meetings due to be attended were cancelled, but that they had shared work undertaken outside of meetings.

RESOLVED: To note the updates.

#### **OS.40 Work Plan**

Members discussed the items on the work plan raising the following points;

- The Head of Climate Action had departed the organisation, so the emphasis would be on the ecological emergency instead.
- The Publica Transition Plan was due to be looked at by the Overview and Scrutiny Committee at the meeting in February but was contingent on external partners, so an additional meeting would provisionally be set up in March in case of slippage.
- The Democratic Services Business Manager encouraged Members to consider what they wished to consider as part of the Sewage item.

A Work Planning Meeting would be set up in March or April. The Chair encouraged members to consider items they would like to consider at this.

RESOLVED: To note the work plan.

#### **OS.41 Matters Exempt from Publication**

The Chair explained that annexes related to the subsequent items were exempt, and proposed entering a private session so that these could be discussed.

The proposal was seconded by Councillor Cunningham.

The proposal was agreed by the committee unanimously and carried.

RESOLVED: That the Committee exclude the public and press for the remainder of the meeting under section 100A of the Local Government Act 1972 on the grounds that their presence could involve the likely disclosure of exempt information as described in Paragraph 3 of Schedule 12A of the Local Government Act 1972, with the public interest in maintaining the exemption outweighing the public interest in disclosing the exempt information.

#### **OS.42 Agile working and future tenancies at Trinity Road Council Offices**

The Deputy Leader introduced the item. The purpose of the item was to update Cabinet on the work that has been completed to make changes to the Trinity Road offices to facilitate agile working and free up space for tenants and to make recommendations on a future tenant for the space created

The Deputy Leader also explained that as the MTFS did not yet assume any income from the let of offices, the resultant letting would generate a boost in income to the MTFS regardless.

RESOLVED: To note the proposal.

**OS.43 Report of the Public Conveniences Review Group**

Councillor Tony Slater, as the Chair of the review group introduced the report. Councillor Slater summarised the report, which had been distributed to Members ahead of the meeting. The Chair of the review group thanked members of the group and officers on the

The charge was discussed, and Members of the working group explained that bringing the charge up to 70p was considered to be a good balance. The Cabinet Member welcomed the recommendation, but stated that they would wait until more data was available following the installation of card readers in order to make a decision on this.

The Cabinet Member thanked members and officer for their work on the report.

**OS.44 Exempt Annex A- Agenda item 13**

**OS.45 Exempt Annex B - Agenda Item 14**

The Meeting commenced at 4.01 pm and closed at 17:15

Chair

(END)

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**Minutes of a meeting of Overview and Scrutiny Committee held on Tuesday, 21 November 2023**

Councillors present:

Gina Blomefield  
Angus Jenkinson  
Dilys Neill

Gary Selwyn  
Michael Vann  
Clare Turner

Officers present:

Ana Prelici, Democratic Services Officer

Observers:

Councillor Daryl Corps, Paul Hodgkinson, Nikki Ind and Jeremy Theyer

Guests:

Tom Pierpoint, GWR Director of Business Development

**OS.305 Apologies**

There were no apologies.

**OS.306 Substitute Members**

There were no substitute members.

**OS.307 Declarations of Interest**

There were no declarations of interest.

**OS.308 Future Plans for Provision of Railway Services**

The Chair stated that the Great Western Railway (GWR) Director of Business Development had initially been invited to discuss Rail Ticket Office closures, the decision of which had been reversed. However, the Chair still felt the meeting would be useful.

The Director of Business Development for GWR introduced the item, providing an overview of the current challenges faced by the railway industry, including financial constraints and the impact of the COVID-19 pandemic. They highlighted GWR's commitment to improving services, mentioning successes such as the Green Park station in Reading which had been opened earlier in 2023. The Director of Business Development also discussed ongoing industrial relations challenges and efforts to improve performance.

Members asked questions of the GWR representative and discussed the following points;

- At Green Park and Newbury station, the ticket office is a low, glassless desk to encourage customers to use machines, but still provide support to those unable to use the machines.
- Frustrations were raised regarding cancelled trains.
- One of the Members representing Moreton-in-Marsh raised a constituent's issue, who had raised issues regarding the waiting area. As it stands the waiting area would remain closed when the station wasn't staffed, although GWR were open to discussion if local community groups wished to assist with this. The GWR Director for Business Development stated that they would investigate ways to open the Kemble and Moreton-in-Marsh waiting areas, they were at present closed for stretches of day due to antisocial behaviour, which had caused complaints from local residents.
- The GWR Director for Business Development stated that they would take away a member query regarding the solution for the repair work on the Moreton-in-Marsh foot bridge, which was an ongoing issue.
- The Robin bookable bus service run by Gloucestershire County Council was connecting train stations to the North of the Cotswolds. Members suggested that GWR link up with this, as it was currently underused, and the Director for Business Development for GWR agreed this would be a good idea.
- Working days, including weekends, were key to the industrial disputes, so although weekend travel had increased, it was difficult to increase staffing on these days. GWR recognised the need to do so in order to service passengers who were travelling for leisure.

The Chair summed up the discussion and thanked the Director for Business Development for attending the meeting. The Chair stated that they now received emails with business updates from GWR and encouraged the rest of the members to sign up to these as they were very useful. The Director for Business Development stated that members could be added to the stakeholder database.

The Meeting commenced at 12.00 pm and closed at 1.15 pm

Chair

(END)

# Agenda Item 10



**COTSWOLD**  
DISTRICT COUNCIL

Council name	<b>COTSWOLD DISTRICT COUNCIL</b>
Name and date of Committee	<b>CABINET – 7 MARCH 2024</b>
Subject	<b>COUNCIL PRIORITY AND SERVICE PERFORMANCE REPORT – 2023-24 QUARTER THREE</b>
Wards affected	All
Accountable member	Councillor Joe Harris, Leader of the Council Email: <a href="mailto:joe.harris@cotswold.gov.uk">joe.harris@cotswold.gov.uk</a>
Accountable officer	Robert Weaver, Chief Executive Email: <a href="mailto:robert.weaver@cotswold.gov.uk">robert.weaver@cotswold.gov.uk</a>
Report author	Alison Borrett, Senior Performance Analyst Email: <a href="mailto:democratic@cotswold.gov.uk">democratic@cotswold.gov.uk</a>
Summary/Purpose	To provide an update on progress on the Council's priorities and service performance
Annexes	Annex A - Corporate Plan Action Tracker Annex B - Council Priorities report Annex C - Performance indicator report
Recommendation(s)	That Cabinet resolves to:  I. Note overall progress on the Council priorities and service performance for 2023-24 Q3.
Corporate priorities	<ul style="list-style-type: none"> <li>• Deliver the highest standard of service</li> <li>• Respond to the climate crisis</li> <li>• Provide socially rented homes</li> <li>• Make our local plan green to the core</li> <li>• Support health and wellbeing</li> <li>• Enable a vibrant economy</li> </ul>
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Cotswold District Council retained senior managers, Publica Directors, Assistant Directors, Business Managers, Service Managers and Service Leads.



## **1. BACKGROUND**

- 1.1 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. In essence, Publica as contracting agent for the Council must ensure that the Council has sufficient information to challenge the performance of services provided by Publica and others. A similar approach is taken in relation to financial performance data, which will be presented to the Chief Executive and the Chief Finance Officer; and where it will be for the Chief Finance Officer to advise in terms of assurance.
- 1.2 The Council's Chief Executive is responsible for reviewing and approving the information provided in this report prior to its publication.

## **2. COUNCIL PRIORITY REPORT**

- 2.1 The Council adopted the Corporate Plan 2020-24 ('the Plan') in September 2020. A spring 'refresh' of the Plan was completed and subsequently approved by Council at its meeting in May 2022.
- 2.2 Progress on key actions identified in the Corporate Plan for Q3 include:
- Rollout of phase two in the Cotswold Water Park Strategy for cycle stand installations, with 27 out of the 46 stands now deployed across water park locations within Fairford, Lechlade, and South Cerney.
  - The Digitalisation of Planning Enforcement focuses on developing an ICT-enabled proactive approach to the service. New online forms for reporting suspected breaches of planning control have completed user testing and are scheduled for launch in February. These forms aim to improve case triage, expedite responses to high-priority reports, and enhance the overall customer experience by clearly outlining service standards and communication timelines.
  - Installation of Solar PV on the roof at Trinity Road Council offices is on track, the installation is set to commence in the coming months.
  - The sixth round of Crowdfund Cotswold concluded on September 13<sup>th</sup>, with four projects selected in November. Among these, 'Moreton Cinemarsh' successfully reached its funding target shortly before Christmas. Projects in Bourton on the Water and Ampney Crucis have achieved over 90% of their funds, and another project in Kemble has garnered significant support. The Council has awarded a total of £24,000 towards these projects, which have a collective value of over £215,000.
  - The Community Wellbeing initiated a free "Grow Your Own" education course at Roots & Seeds in Cirencester. Scheduled to run for 10 weeks starting in January, this





collaborative effort with Cirencester College, Roots & Seeds and Down to Earth Stroud seeks to equip participants with skills for cultivating their own food. The course aims to address various challenges, including the Cost of Living, reducing isolation, and enhancing mental health.

- The Safer Streets Round 5 Funding of £50,000 has been allocated to Cirencester and Moreton in Marsh, with the majority of the funding to be administered and actions taken forward by the local Council.
- The Holiday Activity Food programme continues to be a success, with 703 children booking a total of 782 activities during the holiday season.
- In collaboration with Kingsley House Care Home, a Dementia Café has been established in Tetbury, featuring bi-weekly visits from Mind Song.
- The Changing Places Toilet Facilities are complete at Cotswold Farm Park, Abbey Grounds, Cirencester and Birdland, Bourton-on-the-Water. The design for Cotswold Country Park & Beach has now been approved and will be delivered early in 2024.
- Gloucestershire Domestic Abuse Support Service (GDASS) have successfully recruited a Rural Domestic Abuse Champions Network Co-Ordinator with training workshops organised for new champions in February.

### 2.3 Off target actions of the Corporate Plan behind schedule at Q3 include:

- **Develop and implement an Asset Management Strategy (SS17).**

**Update:** As previously reported, consultants were commissioned in November, with data gathering and interviews with key staff taking place in December. A strategy is now being prepared. There was a slight delay in the appointment and, therefore, the completion of work as there were some negotiations around the scope of work and costs. An Asset Management strategy will be presented to April Cabinet.

- **Install EV charging points across the District and provide electric vehicle charging points at all Council premises (CC6 and CC12).**

**Update:** As previously reported, there have been considerable delays initially tied to the previous supplier and more recently associated with the Distribution Network Operator (DNO) SSE. The installation at Trinity Road, Cirencester, and Rissington Road, Bourton on the Water, began in late December, with a connection date currently awaited from the DNO. It is anticipated connections will be made by the end of April. Applications are currently being prepared for government funding to contribute towards the cost of installing more charging points across other Council owned car parks. Priority will be given to locations that would provide a good geographical spread of EVCP infrastructure district-wide; however, electrical grid capacity and other external factors may limit the ability to install chargers in some locations.

- **Adopt and implement the ecological emergency action plan (CC19)**

**Update:** The Habitat Regulations Assessment (HRA) system is currently operational, and functioning; however, additional efforts are needed for the delivery of mitigation and



monitoring components. Concurrently, a brief document addressing the enhanced biodiversity duty and its reporting requirements has been prepared.

Defra has confirmed that mandatory Biodiversity Net Gain (BNG) will be in effect on 12 February. Starting from this date, BNG will be applicable to all major applications, and it will extend to small sites from 2 April.

The implementation of (BNG) involves the acquisition of Mycelia software to streamline the process, with ongoing assessment by officers of supplementary guidance released by the government in late November.

- **Deliver a Council led, carbon neutral social housing scheme on the Down Ampney site (SHI).**

**Update:** There have been a number of delays to the project with new drainage designs received by Bromford Housing Association in late November. Upon review, it was determined that the design was not adoptable. Consequently, revised designs have been produced and agreed by the project team and lead Members and a Planning application is due to be submitted in early February.

- **Develop and implement an action plan to improve digital inclusion (VE21).**

**Update:** Work is progressing through the partnership with a headline report produced outlining eight recommendations to help tackle the digital divide and framing 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.

- 2.4** 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** Service performance above target:

- Percentage of Council Tax Collected (Tracking Well Toward Achieving the 99% Year-End Target. 94% collected by end of Q3)
- Processing times for Council Tax Support Change Events (4 days against a target of 5 days)
- Customer Satisfaction (98% against a target of 90%)
- Percentage of major planning applications determined within agreed timescales (93% against a target of 70%)
- Percentage of minor planning applications determined within agreed timescales (88% against a target of 65%)
- Percentage of other planning applications determined within agreed timescales (86% against a target of 80%)
- Percentage of Planning Appeals Allowed (cumulative) (19% against a target of 30%)



- Percentage of official land charge searches completed within 10 days (92% against a target of 90%)
- Percentage of high risk food premises inspected within target timescales (100% against a target of 95%)
- Missed Bins per 100,00 (47 against a target of 80)

### 3.2 Service Performance below target:

#### **Percentage of Non-domestic rates collected (Currently 81% against a target of 87% for the end of Q3 – 99% Year-End Target)**

During Q3, the collection rate has slightly increased by 0.88% compared to this time last year, with collection rates c. 2% lower than pre-pandemic levels. The service indicates that many businesses since the pandemic have opted to extend the payment of Business Rates over 12 months instead of the usual 10 months to evenly distribute the cost over the year.

**The Resolution:** In accordance with previous years' data, there has been a notable uptick in the collection rate during the fourth quarter, particularly when individuals opt for a 12-month payment plan. Consequently, this is not a concern at present.

The service recently completed a thorough improvement programme designed to enhance operational processes. As a result, successful dashboards were implemented, providing detailed insights into individual performance and establishing smart targets for objective measurement of success. Process mapping was conducted to identify areas for optimisation and efficiency, leading to the implementation of weekly work programmes and increased automation. This has facilitated a more streamlined approach to service delivery, leading to a considerable reduction in the backlog of work. The improvements have enabled the service to stay up to date with reminders, which should prove beneficial during Q4 when striving to meet the 99% collection target for the year.

#### **Processing times for Council Tax Support New Claims (21 days against a target of 20 days) and Housing Benefit Change of Circumstances (8 days against a target of 4 days)**

Q3's standalone figures show that Council Tax New Claims are being processed in 16 days, against the target of 20 days and Housing Benefit Changes of Circumstance are being processed in 5 days against a target of 4 days, however, as the targets are cumulative the rolling statistics are above target for average processing days.

(Processing times for Council Tax Support Change Events however remains well within the target of 5 days.)

**The Resolution:** Automation of the work received directly from the Department for Work and Pensions (DWP) and customers remains at a level of 60-70%, allowing for a heightened focus on applications and other reported changes. The Universal Credit (UC) section of DWP is actively investigating improvements to the data sent to local authorities via a Working



Group. Once implemented, there is potential, in collaboration with our software supplier, to automate additional DWP work items.

The automation of processing applications for the DWP and the trial for reduced phone line opening hours have released capacity for officers to process claims, contributing to the reduction in the outstanding workload and processing times.

During Q3, the service effectively reduced the outstanding workload to clear the backlog by December. However, partly due to the Christmas break, there has been a natural increase in the number of outstanding applications.

It's important to emphasise that the processing times commence from the moment the service receives an application, irrespective of its completion status. Therefore, even incomplete applications are included in the count from receipt, potentially exaggerating the figures.

#### **Number of Affordable Homes Delivered (45 against a target of 75)**

Fifteen properties including 8 for affordable rent and 6 for shared ownership have been delivered in Cotswold at Cirencester, Evenlode and Siddington. A total of 45 affordable homes have been delivered year to date, against a target of 75.

**The Resolution:** Delays were encountered at one housing development site due to the insolvency of the main contractor, leading to the site remaining inaccessible for several months before a replacement contractor could be legally engaged. The legal issues have since been resolved, a new contractor has been engaged, and construction has recommenced. Although completions were initially expected this quarter, further delays have occurred, pushing them back to the next quarter or early next financial year.

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.

#### **Number of visits to the leisure centres (103,149 visits against a target of 109,003) & (Snapshot) number of gym memberships (2,941 against a target of 3,035)**

During Q3 visits to the leisure facilities dropped by just over 25,000 in comparison to last quarter and just over 14,000 in comparison to Q3 2022-23. Gym memberships saw a modest decline of approximately 5% compared to the previous quarter and around 1% compared to the same period last year.

**The Resolution:** The leisure facilities' management transitioned to Freedom Leisure at the beginning of August, and some of the declines can be linked to this change. Furthermore, adverse weather conditions during recent storms led to a leak at Cirencester Leisure Centre, causing damage to an electrical control panel for the swimming pool. Consequently, the pool was temporarily closed during the repair work. However, despite these challenges, the service reports that contractors Freedom Leisure continue to actively promote the leisure centres, resulting in an uptick in memberships and visits month on month.

### **3.3 A full performance report is attached at Annex C.**



- 3.4** As previously agreed, where possible, broader benchmarking has been included in the full performance report to gain a more robust and insightful evaluation of performance. Where benchmarking data is not currently available or outdated, this is noted, and further investigations will be undertaken to look at options.

**4. OVERVIEW AND SCRUTINY COMMITTEE**

- 4.1** This report will be reviewed by the Overview and Scrutiny Committee at its meeting on 27 February 2024. Any comments provided by the Committee will be documented and integrated into this report prior to its publication for Cabinet Members.

**5. FINANCIAL IMPLICATIONS**

- 5.1** There are no direct financial implications from this report.

**6. LEGAL IMPLICATIONS**

- 6.1** None specifically because 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)

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Cotswold District Council Corporate Plan 2020-2024 Update: Progress by end of Q3 2023-2024

<b>Green</b>	On target
<b>Amber</b>	Off target but action being taken to ensure delivery (where this results in a reviewed target date, this is made clear in the table)
<b>Red</b>	Off target and no action has yet been agreed to resolve the situation
<b>Complete</b>	Action completed
<b>Cancelled</b>	Superseded/cancelled
<b>On Hold</b>	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 Q3
SS1	Ensure that road and street cleaning across the district is undertaken proactively and to a high standard, as part of the 'Clean and Green Cotswolds' initiative.	Maintain verges	November 2020	April 2024	Bill Oddy / Simon Anthony	Joe Harris	On Target	Review currently taking place. No further update.
SS2		Improve road sweeping regimes	November 2020	April 2024	Bill Oddy/ Simon Anthony	Joe Harris	Complete	Review complete and being taken to transform group.
SS3		Replace worn and damaged street nameplates	September 2020	167 replaced by April '22 Approx. 120	Claire Locke	Joe Harris	Complete	
SS4		Keep areas of open space tidy	April 2021	April 2024	Andy Barge/Simon Anthony	Joe Harris	On Target	Review currently taking place. No further update.
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	
SS6		Deliver programme of engagement for town and parish councils	October 2021	April 2024	Angela Claridge	Joe Harris	On Target	
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	Tony Dale	Complete	
SS8		Determine the feasibility of 'pay on exit' parking, and implement if appropriate	March 2021	May 2022	Jon Dearing/Maria Wheatley	Tony Dale	Complete	
SS9		Review charging periods at all car parks	March 2021	April 2022	Jon Dearing/Maria Wheatley	Tony Dale	Complete	
SS10		Make the Whiteway car park operational	January 2020	Achieved	Jon Dearing/Maria Wheatley	Tony Dale	Complete	
SS11		Deliver Improvements to Rissington Road Car Park, Bourton on the Water	November 2022	March 2023	Claire Locke/Andrew Dike	Tony Dale	Complete	

SS12		Produce a strategy on a page	November 2021	Achieved	Andy Barge/Philippa Lowe	Juliet Layton	Complete	
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	
SS14	Develop, implement and deliver a strategy for the Cotswold Water Park	Deliver on funded projects	November 2021	March 2023	Andy Barge/Philippa Lowe	Juliet Layton	On Target	27 of the 46 new cycle stands have now been installed as part of phase 2 of provision. Locations are at the Memorial Hall in Lechlade; Hilary Cottage Surgery & the Football Club in Fairford; the One Stop Shop, Village Hall and Upper Up Playing Field in South Cerney. A number of meetings have been held with GCC managers and officers to discuss options for progressing to the feasibility to the next design stage. An updated proposition is awaited from GCC but discussions were positive and GCC have confirmed their support. There is still an on-going issue regarding the detailing of the finish of the new cycle way access point to the car park at Neigh Bridge which again has been raised with GCC for resolution.
SS15		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	Establish financial resilience to enable investment in our priorities	Adopt and implement recovery investment strategy	September 2020	Refreshed annually	David Stanley	Mike Evemy/Tony Dale	Cancelled	
SS17		Develop and implement an asset management strategy	March 2021	#####	David Stanley/Claire Locke	Mike Evemy	Off Target, but action being taken to ensure delivery	Consultants were commissioned in November, with data gathering and interviews with key staff taking place in December. A strategy is now being prepared. There was a slight delay in the appointment and, therefore, the completion of work as there were some negotiations around the scope of work and costs. An Asset Management strategy will be presented to April Cabinet.
SS18	Create maximised flood protection measures for	Provide advice and guidance Promote and deliver flood mitigation measures, where appropriate	September 2020	April 2024	Phil Martin/Laurence King	Lisa Spivey	On Target	The recent storm Henk caused only minor disruption and so far only one property is reported to have flooded internally. The FRM team liaised with UBiCO to help residents in fear of being flooded by using pumps but principally by clearing trash screens of debris across the district. A new working group has been set up to meet with the water companies that serve the Cotswolds with a view to scrutinising and exploring their investment plans as well as their responses to local sewerage issues raised to CDC.



SS19	residential and commercial properties	Roll out the Cotswold Flood Warden Programme	November 2021	November 2022 for the initial pilot year.	Robert Weaver	Lisa Spivey	On Target	GRCC is currently in the middle of a recruitment process for Community Flood and Resilience Officer, interviewing in the week commencing 15th January. These staffing challenges notwithstanding, an event was held in Chedworth in October, and a further event planned for February to allow discussion on flooding events over the winter 2023/2024. 24 flood wardens have been recruited and supported, across 13 settlements, with further residents keen to stay engaged with the project.
SS20	Provide a trusted, inclusive and transparent planning service	Restructure our team to ensure resilience	September 2020	Achieved	Frank Wilson	Juliet Layton	Complete	
SS21		Relaunch our pre-application service	September 2020	June 2022	Charlie Jackson/Phil Shaw	Juliet Layton	Complete	
SS22		Improve communication with residents	January 2021	April 2024	Charlie Jackson/Phil Shaw	Juliet Layton	On Target	Better communication now more embedded in processes. Final phase will be to improve data for monitoring of customer contacts
SS23		Develop an ICT enabled proactive approach to planning enforcement	April 2021	April 2024	Charlie Jackson/Phil Shaw	Juliet Layton	On Target	Enforcement project continues. Process has been reviewed and new forms have been user tested at all three sites and are nearly ready for use. Next stages will be changes to website/self service information
SS24		Maximise external funding opportunities	December 2020	April 2024	Charlie Jackson/Phil Shaw	Juliet Layton	Complete	Additional 100k funding secured from Central Government to assist in heritage and ecology support to DM
SS25	Provide an efficient and competitive building standards service	Compare local markets	March 2021	Monthly, to understand market share	Charlie Jackson/Phil Shaw	Juliet Layton	On Target	Market testing has occurred and is ongoing. Market share is holding up
SS26		Maximise opportunities for income generation	April 2021	Ongoing, as an iterative review process.	Charlie Jackson/Phil Shaw	Juliet Layton	On Target	Fees have been reviewed against the competitors. BC are not legally enabled to make "profits" and so cost recovery is the desired aim.
SS27	Provide modern and clean public toilets	Reviewing our estate	April 2022	#####	Jon Dearing/Mandy Fathers	Mike Evely	Complete	
SS28		Explore opportunities for 'comfort partnerships'	April 2021	#####	Jon Dearing/Mandy Fathers	Mike Evely	Complete	
SS29		Develop a strategy for the provision of public toilets	April 2022	#####	David Stanley/ Jon Dearing/Susan Hughes	Mike Evely	Superseded	
SS30	Review how the Council	Complete the review of legal services	March 2022	May 2022	David Stanley	Joe Harris	Complete	

SS31	commissions its Legal Services	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	
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	Mike McKeown	Off Target, but action being taken to ensure delivery	Cotswold Home Solar was launched at the start of September and had strong initial interest. The communications team is working on ways to refresh and sustain a marketing campaign to make sure as many residents as possible can make use of the scheme.
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	Charlie Jackson	Mike McKeown	On Target	
CC3		Promote the opportunity to invest in the Cotswold Climate Investment, CMI, launched in partnership with Abundance Investment	April 2022	June 2022	David Stanley	Mike McKeown	Complete	
CC4		Work with partners to establish a Climate Action Network in the District, to support locally driven initiatives	May 2022	April 2024	Charlie Jackson	Mike McKeown	On Target	
CC5		Prepare and agree an EV Charging Point Delivery Plan	October 2020	Achieved	Rob Weaver Claire Locke	Mike McKeown	Complete	
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 Charlie Jackson	Mike McKeown	Off Target, but action being taken to ensure delivery	The installation at Trinity Road, Cirencester, and Rissington Road, Bourton on the Water, began in late December, with a connection date currently awaited from the DNO. It is anticipated connections will be made by the end of April. Applications are currently being prepared for government funding to contribute towards the cost of installing more charging points across other Council owned car parks. Priority will be given to locations that would provide a good geographical spread of EVCP infrastructure district-wide; however, electrical grid capacity and other external factors may limit the ability to install chargers in some locations.
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	Mike McKeown/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	Mike Evely/Mike McKeown	On Target	Driver behaviour modification software has been installed on Council HGV waste fleet (28 vehicles), resulting in a reduction of both fuel consumption and emissions. Quarterly reports on reductions are made to the Environmental Services Partnership Board, the first of which was delivered in December 2023
CC9		Improve energy efficiency of council premises	March 2021	Phase 1 complete - higher efficiency gas boilers installed at Trinity Rd, LED lighting completed at Moreton Area Centre	Claire Locke	Mike Evely/Mike McKeown	On Target	Solar PV will be installed on the roof of Trinity Road Council offices, subject to Planning approval, early in the New Year.
CC10		Secure energy-efficient, 100% green energy for all Council premises, using renewable energy where possible	March 2021	Achieved	Claire Locke	Mike Evely/Mike McKeown	Complete	
CC11		Complete Public Sector Decarbonisation scheme at our Leisure centres	March 2021	Achieved	Claire Locke	Mike McKeown/Paul Hodgkinson	Complete	
CC12		Provide electric vehicle charging points at all Council premises	September 2020	Phase 1 completion due autumn 2022 April 2024	Claire Locke	Mike Evely/Mike McKeown	Off Target, but action being taken to ensure delivery	EVCPs for pool cars/vans has been installed and will be available once building works is complete. Publically available EVCP are covered by CC6.
CC13	Achieve a reduction in carbon emissions for the district	Adopt our climate change strategy	September 2020	#####	Rob Weaver Claire Locke	Mike McKeown	Complete	
CC14		Deliver our climate change action plan	September 2020	April 2024	Rob Weaver Charlie Jackson	Mike McKeown	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 2023/24
CC15		Complete an options appraisal of community energy generation	September 2020	April 2024	Rob Weaver Charlie Jackson	Mike McKeown	Off Target and no action has yet been agreed to resolve the situation	Options to support this being considered as part of work to refine priorities over the next four year term

CC16	Increase renewable energy generation within the district	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 Locken	Mike McKeown	Cancelled	
CC17		Support community-led and community-owned renewable energy projects	September 2020	April 2024	Rob Weaver Charlie Jackson	Mike McKeown	Off Target, but action being taken to ensure delivery	Options to support this being considered as part of work to refine priorities over the next four year term
CC18		Support neighbourhood-wide climate action	September 2020	April 2024	Rob Weaver Charlie Jackson	Mike McKeown	Off Target, but action being taken to ensure delivery	Options to support this being considered as part of work to refine priorities over the next four year term
CC19	Take a leadership role on the ecological emergency and nature recovery in the Cotswolds	Adopt and implement the ecological emergency action plan	July 2020	Plan approved July 2020 Cotswold Water Park Nature Recovery Plan published February 2022	Rob Weaver Jon Dearing/Sophia Price	Juliet Layton	Off Target, but action being taken to ensure delivery	The Habitat Regulations Assessment (HRA) system is currently operational, demonstrating effective functionality; however, additional efforts are required for the delivery of mitigation and monitoring components. Simultaneously, a paper addressing the upgraded biodiversity duty and its reporting requirements has been prepared. Biodiversity Net Gain (BNG) implementation includes the acquisition of Mycelia software to streamline the process, with ongoing assessment by officers of supplementary guidance released by the government in late November. Defra has confirmed that mandatory BNG will go live on 12 February. From this date, BNG will apply to all major applications. BNG will apply to small sites from 2 April
CC20		Create a community and wildlife sanctuary at Chesterton Cemetery	December 2021	March 2023	Claire Locke/Andrew Turner	Mike Evely	Off Target, but action being taken to ensure delivery	There have been some delays but phased delivery has been rescope and agreed with contractor.
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 2024	Simon Anthony	Mike Evely	On Target	Ongoing - discovery work, particularly with regards to vehicle fuel due to start in Spring 24
CC22		Consider changes to the waste and recycling service	April 2022	March 2024	Simon Anthony	Mike Evely	On Target	Further modelling work is continuing.

**Providing socially rented homes**

Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	
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SH1	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	Off Target, but action being taken to ensure delivery	There have been a number of delays, partly due to the MMC contractor going into administration but also with slow progress by the Architects. Drainage designs were received by Bromford Housing Association in late November but they flagged the design was not adoptable. Revised designs have been produced and agreed by the project team and lead Members and a Planning application is due to be submitted in early February.
SH2	Deliver social rented and affordable rented accommodation across the district	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	Cancelled
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	Charlie Jackson/ 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
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	Complete
SH6		Acquire the property approved in July 2020, and put this to use	July 2020	Achieved	Jon Dearing/Caroline Clissold	Joe Harris	Complete
SH7		Participate in a joint Gloucestershire bid for additional government funding	August 2020	Achieved	Jon Dearing/Caroline Clissold	Joe Harris	Complete
SH8	Work with housing providers	Examine our existing assets and identify opportunities for housing delivery	September 2020	Achieved	Rob Weaver Claire Locke	Joe Harris	Complete
SH9		Identify opportunities to acquire properties for homeless accommodation	July 2020	April 2024	Claire Locke	Joe Harris	On Target

SH10	to improve the affordability and sustainability of developments across the district	Identify and consider sites for delivery of affordable housing	July 2020	April 2024	Charlie Jackson	Joe Harris	On Target	
SH11		Explore modern methods of construction in the context of our rural setting	April 2021	First site (Stockwells, Moreton-Marsh) approved	Charlie Jackson	Joe Harris	On Target	
SH12		Support young people through a 'rent to buy' scheme	April 2021	April 2024	Jon Dearing	Joe Harris	Superseded	

### Make our local plan green to the core

	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	
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	Charlie Jackson/ James Brain	Juliet Layton	On Target	Housing Requirement paper approved by Council, it concludes there has not been a significant change in housing needs since the Local Plan was adopted in 2018 and therefore the LP housing requirement remains up-to-date and does not need updating. The Local Plan continues to identify a sufficient supply of sites to meet total plan needs (by 2031) and shorter term requirements (5YHLS and Housing Delivery Test). The regulation 18 consultation programmed for Jan 2024 will show any additional housing sites.
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.		Revised Timetable approved by Cabinet: Submit in Q2 2025; Examination 25/26; and adoption Q3 2026	Charlie Jackson/ James Brain	Juliet Layton	On Target	Draft policies will feature in the regulation 18 consultation document programmed for January 2024.
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 Charlie Jackson/ James Brain	Lisa Spivey	On Target	Sewage workshop undertaken in October 2023, which explores natural interventions.
LP4		Develop a new Cotswold Design Guide - building for the future in the Cotswolds	March 2022	March 2023	Charlie Jackson/ James Brain Jon Dearing/Phil Shaw	Juliet Layton	On Target	LDA (design consultants) commissioned in October 2023. Project due to complete in July 2024.

LP5	Deliver Cirencester town centre masterplan		Framework masterplan has been commissioned and is due to be delivered during 2022; this will include community and stakeholder engagement	Charlie Jackson/James Brain	Juliet Layton	On Target	During the summer months the council has commissioned various feasibility studies to aid the preparation of the masterplan e.g. it appointed Systra to assessment parking demand within the town centre and measures to meet needs in the future. A consultation on an emerging draft is scheduled to run alongside the Cirencester NDP (Reg14) and Cotswold District Local Plan (Reg18) consultation document in January 2024.	
LP6	Develop a coordinated strategy for Cirencester town centre that responds positively to the changing nature of the high street	2020/21	Revised Timetable approved by Cabinet and is now due to be delivered Q2 2025	Charlie Jackson/James Brain	Juliet Layton	On Target	Cirencester NDP (Reg14) is programmed to be consulted upon in January 2024	
LP7	Work with Cirencester Town Council to deliver Cirencester neighbourhood development plan						Policy S1 (cirencester) is being updated and will form part of the partial update.	
LP8	Enable appropriate changes of use						The Sustainable Transport Decarbonisation Strategy identifies a series of carbon reduction interventions in Cirencester and the wider district. During the summer months the Council commissioned Systra to prepare an access and movement study to examine parking needs and opportunities to improve active travel. The council has completed a public transport study that examined the links between Kemble to Cirencester and an assessment of sites to locate a new public transport hub in Cirencester Town Centre.	
LP9	Identify sustainable transport options							
LP9	Create a programme of work that demonstrates our commitment to public consultation and engagement in the planning process	August 2020	SCI updated November 2020; LDS updated on May 2021; Commonplace online consultation system procured November	Charlie Jackson/James Brain	Juliet Layton	Complete		
LP10	Update our local development scheme							
LP10	Update our statement of community involvement					Complete		
LP11	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	Charlie Jackson	Juliet Layton	Off Target, but action being taken to ensure delivery	Regulation 18 Consultation is underway (1 February to 24 March 2024) for the Local Plan update which will partly provide potential opportunities to improve sustainable methods of transport within the District.	
LP12	Deliver a sustainable transport strategy	Work with Gloucestershire County Council to provide better sustainable transport routes and options	September 2020	April 2024 planning and implementation	Charlie Jackson	Juliet Layton	Off Target, but action being taken to ensure delivery	The Assistant Director is currently reviewing resourcing and delivery options.

LP13	Develop a Sustainable Transport Strategy	November 2020	2023, as part of the Local Plan Submission	Charlie Jackson	Juliet Layton	Off Target, but action being taken to ensure delivery	The Sustainable Transport Decarbonisation Strategy identifies a series of carbon reduction interventions in Cirencester and the wider district. The draft report has been received from the Consultants with a members briefing to be organised in Spring 2024.
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### Support health and wellbeing

	Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating	
HW1		Review and revise our community grants scheme to focus on our priorities	May 2020	Agreed September 2020 Launched February	Rob Weaver Andy Barge/ Joseph Walker/ Jacqui Wright	Lisa Spivey	Complete	
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	Lisa Spivey	On Target	The sixth round of Crowdfund Cotswold closed on 13th September. Four projects were taken forward for decision in November. Of these, one, 'Moreton Cinemarsh', hit its funding target shortly before Christmas. Projects in Bourton on the Water and Ampney Crucis have raised over 90% of their funds, with a further project in Kemble attracting a high number of supporters, but with some distance to travel to its funding target. The spring round will launch in February, but there's already some interest.



HW3	Encourage resilient, well-connected and active communities that take responsibility for their own health and wellbeing goals	Coordinate an asset based community development approach	September 2020	April 2024	Andy Barge/Jacqui Wright	Lisa Spivey	On Target	<p>The Grow Your Own initiative has taken shape through collaborations between Roots and Seed, Down To Earth, and Cirencester College, resulting in the commencement of the Grow Your Own course starting on January 24. Concurrently, plans for GYO planters at Chesterton Bromford Housing are underway, aiming to establish a community garden space, and efforts are ongoing to develop the GYO area at Chesterton Primary School. Engagements within the Chesterton community have flourished through events such as 'Meet your CB's' at Chesterton Church, where connections were fostered among The Salvation Army, Bromford Housing, and Chesterton Primary School through activities like carol singing and a crochet club for parents. A weekly Community Hub has been established at Chesterton Primary School to facilitate connections among Chesterton families. Engagements have extended to the broader community through participation in the Cirencester Foodbank Warm for Winter Roadshow in Lechlade and South Cerney, attendance at the Youth and Wellbeing council meeting in Bourton, and 'Meet the CB's' sessions at Upper Rissington to enhance community connections. Noteworthy outreach initiatives include visits to Tetbury Monday Club, participation in the Working 4 Wellbeing Well-being Event, and attendance at The Barn Theatre Launch event. Engagements have further expanded through the 'Meet the CB's' initiative and the NHS Bus collaboration,</p>
HW4	Host regular community forums with community groups and community leaders	July 2020	April 2024	Andy Barge/Jacqui Wright	Lisa Spivey/Claire Bloomer	Complete	Cotswold Community Network is now running bi-weekly.	
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	Lisa Spivey/Claire Bloomer	On Target	<p>The CSP has drafted its priorities and action plan for 2024/25 which will commence in April 24. The Safer Streets Round 5 Funding (£45k) has been allocated to Cirencester and Moreton in Marsh and the vast majority of the funding will be administered and actions taken forward by the local Council. Round 4 has seen allocations to local councils across the whole district.</p>	
HW6	Complete a review of our leisure services	July 2020	May 2022	Rob Weaver / Scott Williams	Paul Hodgkinson	Complete		
HW7	Deliver the Council's Leisure strategy.	November 2020	April 2024	Rob Weaver / Jacqui Wright	Paul Hodgkinson	On Target	Captured in Active Cotswold Programme	

HW8		Deliver capital programme to replace fitness equipment across the Leisure estate	March 2022	#####	Bill Oddy/Stuart Wilson	Paul Hodgkinson	Complete	
HW9		Undertake a Leisure and Culture management options appraisal to inform decision on future service delivery, and implement the agreed	May 2022	July 2023	Bill Oddy/Scott Williams	Paul Hodgkinson	Complete	
HW10	Promote healthy lifestyles, fun and self-care for all ages	Develop a updated Playing Pitch Strategy (PPS) to inform planning and investment in pitch-based facilities	February 2022	December 2022	Jackie Wright/Rachel Biles	Paul Hodgkinson	Complete	Playing Pitch Strategy has been adopted
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	Paul Hodgkinson	On Target	Captured in Active Cotswold Programme
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	Claire Bloomer	On Target	<p>During the Christmas Holidays the Council in partnership with World Jungle offered another great HAF programme (Holiday Activities and Food) for children on Free School Meals, in the Cotswold district. 65% of children on Free School Meals were provided with an activity, succeeding our target of 50%. 703 children booked onto 782 activities during the Xmas holiday. We also opened some activities to all school children in the district, but 83% of places went to children on Free School Meals.</p> <p>HAF aims to be as inclusive as possible with 51% of children attending having an EHCP in place, and 28% from the BAME community. Our providers also offered children with special educational needs, 65 places, with extra support in place and offering a system for children to see the venue, meet the staff beforehand, which helps to make the sessions less anxious.</p>

HW13	Improve equal access to quality services across the district	Work with relevant services and organisations to provide more - and better - quality healthcare services	September 2020	April 2024	Andy Barge/Jacqui Wright	Paul Hodgkinson	On Target	
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	Claire Bloomer	On Target	Dementia Friendly Tetbury - have helped set up a Dementia Café at Kingsley House Care Home with Mind song visiting bi-weekly.
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	Paul Hodgkinson	On Target	
HW16		Work with partners to implement four Changing Places Toilet facilities	September 2021	April 2023	Paul James	Claire Bloomer	On Target	Birdland's facility opened in December 2023, meaning that three out of the four projects are now completed. The design for Cotswold Country Park & Beach has now been approved and is expected to start on site soon.
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	Paul Hodgkinson	On Target	
HW18		Provide targeted mental health campaigns and support	September 2020	April 2024	Andy Barge/Jacqui Wright	Paul Hodgkinson	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	Paul Hodgkinson	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	Lisa Spivey/Claire Bloomer	On Target	The DA Champions Coordinator has started their role and existing DA Champions have been contacted. Some have moved on but there are still some active champions remaining. New training sessions have been planned: Part 1 of the first training session for new champions will be 10-12 Thursday 22nd February 2024 with Part 2 on Thursday 29th February 10-12.
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	Paul Hodgkinson	Complete	Excess space at Trinity Road can be rented out once necessary works have taken place. A number of parties are interested in taking space.
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	Charlie Jackson/James Brain/Sophia Price	Juliet Layton	On Target	
HW23		Develop design codes that focus on climate change and protect people from overheating risk	October 2020	April 2023	Charlie Jackson/James Brain/Chris Crookhall Fallon/Sophia Price	Juliet Layton	On Target	
HW24		Develop policies for dementia-friendly homes	February 2021	April 2023	Charlie Jackson/James Brain	Juliet Layton	On Target	
HW25		Review local plan policies to facilitate healthy place shaping	October 2020	April 2023	Charlie Jackson/James Brain	Juliet Layton	On Target	
HW26		Deliver health and wellbeing initiatives through the local plan	October 2020	April 2023	Charlie Jackson/James Brain	Juliet Layton	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	#####	Jon Dearing/Mandy Fathers	Mike Evely	Complete	

## Enable a vibrant economy

Our aims	Our actions	Commencement	Date due, Achieved	Officer	Cabinet Member	RAG Rating		
VE1	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	David Stanley/ Paul Jamesn	Tony Dale	Cancelled		
VE2	Use our investments and assets to boost the local economy	Focus on growing commercial revenues in the Council that underpin a 'Green Evolution'	December 2021	Car Parking fees revised for 2022/23	David Stanley	Tony Dale	On Hold	
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	Excess space at Trinity Road can be rented out once necessary works have taken place. A number of parties are interested in taking space.
VE5		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	Support successful businesses in the visitor economy with higher visitor spend and footfall spread across the District rather than just the 'honeypot' locations	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	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. Monthly monitoring meetings are held with the Growth Hub.
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. Several Business Engagement visits have taken place in recent months with photos/videos taken for social media use.

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 and have now been completed. Proposals for a Centre for Sustainable Aviation at Cotswold Airport are moving forward. The Rural England Prosperity Fund Business Grant applications have now closed. A number of grants have been agreed for projects which will create jobs.
VE11		Secure the provision and occupation of new commercial space	March 2021	visions agreed for Local Plan special policy areas by March 2023 April 2024	Andy Barge/Paul James	Tony Dale	On Target	No significant update. Steadings employment land planning application awaiting resubmission to take into account the comments from planning officers. 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	Charlie Jackson/James Brain	Tony Dale/Juliet Layton	On Target	
VE13		Support businesses to enhance their digital presence	July 2020	March 2022	Andy Barge/Paul James	Tony Dale	Complete	
VE14		Develop a 'shop local' campaign to encourage residents to support local businesses	July 2020	April 2024	Andy Barge/Paul James	Tony Dale	Complete	
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	County Council Digital Household Grant scheme is now live. Officers continue to liaise with Fastershire and the main infrastructure companies like Openreach and Gigaclear to bring forward improvements in the district.
VE16		Support completion of the A417 'missing link'	September 2020	April 2024: Development Consent Order hearing underway	Jon Dearing/Phil Shaw	Tony Dale	On Target	No Change
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	On Target	Cirencester College T level building now completed. UKSPF funding includes provision in Year 3 (2024/25) to support those furthest from the labour market and for green skills. Officers are liaising with key contacts in the County Council about this.
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. A Business Navigator is now in post to help provide this service. For the north of the district, the Moreton Area Office will be used as a base and the first event there, a marketing workshop, is being held on 20th February.

VE19	Ensure the benefits of the internet and digital technologies are accessible to everyone in the district	Establish needs	October 2020	#####	Andy Barge/Paul James	Tony Dale	Complete	
VE20		Identify partners that can deliver improvements	January 2020	March 2021	Andy Barge/Paul James	Tony Dale	Complete	
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. <a href="https://www.digitaldivides.co.uk">https://www.digitaldivides.co.uk</a>

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COTSWOLD  
DISTRICT COUNCIL

COUNCIL PRIORITIES REPORT  
**October 2023 - December 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.
- Crowdfund Cotswold continues to attract wide interest from across the District, with four projects selected during the sixth round. Among these, 'Moreton Cinemarsh' successfully reached its funding target shortly before Christmas. Projects in Bourton on the Water and Ampney Crucis have garnered over 90% of their funds, and another project in Kemble has achieved significant support. The Council has awarded a total of £24,000 towards these projects, which have a collective value of over £215,000.
- The Holiday Activity Food programme continues to be a success, with 703 children booking a total of 782 activities during the holiday season.
- The Changing Places Toilet Facilities are complete at Cotswold Farm Park, Abbey Grounds, Cirencester and Birdland, Bourton-on-the-Water. The design for Cotswold Country Park & Beach has now been approved and will be delivered early in 2024.
- The Digitalization of Planning Enforcement focuses on developing an ICT-enabled proactive approach to the service. New online forms for reporting suspected breaches of planning control have completed user testing and are scheduled for launch in February. These forms aim to improve case triage, expedite responses to high-priority reports, and enhance the overall customer experience by clearly outlining service standards and communication timelines.
- The Safer Streets Round 5 Funding of £50,000 has been allocated to Cirencester and Moreton in Marsh, with the majority of the funding to be administered and actions taken forward by the local Council.
- Rollout of phase two in the Cotswold Water Park Strategy for cycle stand installations, with 27 out of the 46 stands now deployed across water park locations within Fairford, Lechlade, and South Cerney.
- Installation of Solar PV on the roof at Trinity Road Council offices is on track, the installation is set to commence in the coming months.

## 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 the 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 while remaining true to the Council's commitments on climate change and a green economy.

### Actions we are taking

Phase Two elements of the Water Park Strategy include projects to make it easier for people to walk and cycle around the area, which disperses visitors more widely and enables people to be more physically active.

Funded projects include a new foot/cycle path at Neigh Bridge that is largely complete, with outstanding issues still being pursued with Gloucestershire County Council (GCC) in liaison with the Cotswold Lakes Trust. Work is ongoing to deliver 52 new cycle stands, with 27 already installed in locations in Lechlade, Fairford and South Cerney. Plans are in place for additional stands in those locations and more are being investigated.

A new section of bridleway under Wildmoor Lane has been commissioned and will be delivered by GCC Rights of Way team following an agreement from the landowner to dedicate the required land.

The on-going objective to deliver a crossing on the Spine Road is still seen as a critical project and efforts are focused on maintaining the momentum gained on key steps already achieved. After prior discussions between GCC and Cotswold District Council Officers to determine the next steps, including funding allocation options from the Contain Outbreak Management Fund (COMF) and Community Infrastructure Levy (CIL) for supporting both the design and delivery phases, the next meeting is slated for February 2024.

Work is also under way to agree a Memorandum of Understanding with Wiltshire Council regarding both Cotswold and Wiltshire Council's approach to local plan policy development, which takes a holistic approach to the Water Park area.

While the provision of toilets is not a statutory function, the Council provides 15 public conveniences across the District that support shoppers and tourism and prevent negative environmental health impacts from a 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. Work is complete to install card readers at all of the charged public toilets.

The overarching aim of the improvement work in the Planning service is to provide a trusted, inclusive and transparent planning service. In that regard, performance has improved markedly over the last year or so and the Government has confirmed that it no longer is minded to consider designating the Council for poor performance. Following the work already undertaken on the pre-application service, validation checklist, fee schedule, communication with applicants and timeliness of communication at key stages of the process, the recent priority has been the reduction in backlogs in the enforcement function and designing and testing the new enforcement form. This work is preparatory to implementing the new processes in that element of the service starting with improvements in the front end for registering enforcement issues and then a series of customer touch points and a customer journey to help keep customers informed. This project is underway and is expected to deliver a reduction in repeat customer contact and chasing, as well as a reduction in the number of non-breach cases from improved online reporting facilities and back office triage. Additionally, new online forms for reporting suspected breaches of planning control have undergone user testing and are set for launch in February. These forms are designed to enhance case triage, expedite responses to high-priority reports, and improve the overall customer experience by clearly outlining service standards and communication timelines.

The further improvement works arising from the PAS report were agreed upon by Cabinet in June and have been added to the action plan, with delivery largely on track. In light of the Council's decision to repatriate the DM function, some elements of the improvement programme have however, had to be abandoned or severely curtailed as they relied upon shared services and contracts. The next main piece of work that will go live is the new process associated with the impending requirements to deliver BNG alongside the determination of Planning Applications.



### The Context

In terms of national policy, the government's announcement to relax decarbonisation targets extended the deadline for ending the sale of new fossil-fueled cars from 2030 to 2035, and the date for concluding the installation of gas-fired boilers in new homes was pushed back from 2025 to 2035. Some observers note that these changes may not significantly alter the actions of housebuilders or car manufacturers, as they are already largely committed to these transitions. However, others express concern that these adjustments could impact the UK's timely achievement of its net-zero goals and its international standing as a climate leader.

Professor Piers Forster, Chair of the Climate Change Committee, emphasised, 'We remain concerned about the likelihood of achieving the UK's future targets, especially the substantial policy gap to the UK's 2030 goal. Around a fifth of the required emissions reductions to 2030 are covered by plans that we assess as insufficient. Recent policy announcements were not accompanied by estimates of their effect on future emissions, nor evidence to back the Government's assurance that the UK's targets will still be met. We urge the Government to adopt greater transparency in updating its analysis at the time of major announcements.'

### Actions we are taking

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

#### 'Direct Control' actions

The business case and Council investment decision for solar PV and battery storage at the Council's offices at Trinity Road, along with another tenanted site, were approved by Cabinet and Council in July. System design discussions are currently in progress with the appointed installer, and installation is anticipated to commence early in the New Year, pending planning approval. Additionally, the installation of electric vehicle charge points in the Trinity Road car park, accessible to the public, commenced in December 2023.

#### '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 the environment, the climate emergency, and digital services. While the bulk of waste collection vehicle replacements are scheduled for some years, attention is now turning to the potential for electrification of part of the waste collection fleet. The new leisure services operator is in place, and a new application for government

funds has been made, which, if successful, will enable the installation of further solar PV power on the Cirencester leisure centre, further reducing the cost of electricity for the site.

### **‘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. Consultants have been appointed to deliver an updated evidence base and policies for renewable energy in the district, and an evidence base and policies for sustainable construction, both key planks of the updated LP. Further installations of electric vehicle charge points in Council-owned carparks continue to run behind schedule. The charging points at Rissington Road and Trinity Road car parks commenced in December 2023.

### **‘District-wide enabling’ actions**

Cotswold Home Solar was launched at the start of September and had strong initial interest. The communications team is working on ways to refresh and sustain a marketing campaign to make sure as many residents as possible can make use of the scheme. 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 the national retrofit strategy, such as it is, remains the preserve of a non-statutory body (the Construction Leadership Council) and the national retrofit hub is in a very early stage of development. The increase in the Boiler Upgrade Scheme grant to £7.5k announced in September should encourage more households to fit low carbon heat pumps.

### **‘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, aiming to replicate the success of West Oxfordshire District Council’s ‘Green Light’ communications platform.

## Provide socially rented homes

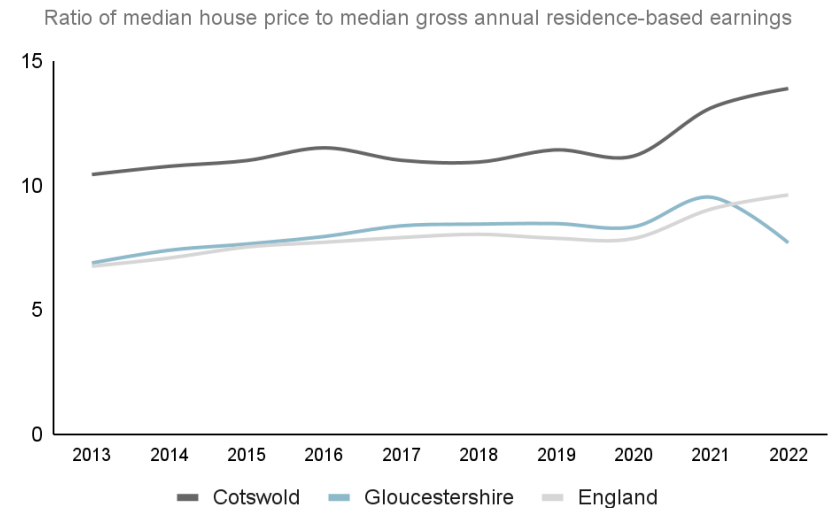


### The Context

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. the 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. At the end of September 2022, the median property price in Cotswold District was £400,000, compared to £275,000 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 provide homes for those on lower incomes or in receipt of full Housing Benefits.

The relatively high house prices and increasingly high rents, coupled with the lower than average earnings from local jobs, mean 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 set out the delivery strategy for the Council to accelerate the 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 the 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. A revised valuation of the land based on its redesignation to community gardens has been undertaken to facilitate a lease agreement. This is now being finalised.

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. It has previously been highlighted that the Planning application would 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 could not be determined until a Mitigation Strategy was in place. Swindon Borough Council have now completed the mitigation strategy, so applications in the affected area can now be processed. There have been some delays with the submission of the Planning Application as concerns regarding drainage were raised during the public consultation. Initial drainage designs were rejected by Bromford Housing Association as the drainage would not have been adoptable. Consequently, revised designs have been produced and agreed by the project team and lead Members and a Planning application is due to be submitted in early February.

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. The Council have been working with New Brewery Arts, who have prepared designs and costings to extend and renovate both buildings to provide Art studios, related offices and space that could be used for multiple community and small business purposes. Unfortunately, in December, New Brewery Arts concluded that the capital costs involved and the relatively limited grant funding that could be secured meant neither building is viable for renovation and conversion. Cabinet will therefore consider a report in February on options for retaining or disposing of both buildings. A structural survey revealed a gable end wall of the Old Station was unstable and therefore structural scaffolding has been installed to render the wall safe until building works can take place. Procurement of the wall repair works was completed in July and a decision to proceed with works will be included in the February report.

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 the net carbon emissions of the development to zero. Developers started on site in Q2 2022-23; however, delays have been encountered due to the insolvency of the main contractor, leading to the site remaining inaccessible for several months before a replacement contractor could be legally engaged. The legal issues have since

been resolved, a new contractor has been engaged, and construction has recommenced. Although completions were initially expected during Q3, further delays have occurred, pushing them back to Q4 or early next financial year.

In March 2021, the Council allocated commuted sum 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. This scheme is slightly ahead of schedule currently, with the handover of all 15 homes due in April 2024. The scheme is on track in terms of the environmental sustainability standards and the developer is targeting an EPC A rating, which, if achieved, would be in excess of the agreed standard. Funding for the start on site stage has been paid to Cottsway by CDC in line with the grant agreement.

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 Autumn 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 Very Light 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.
- **Design Code** – a broad document covering all aspects of design within a Cotswold context including architectural, urban, landscape, ecological and sustainable design. Design consultants, LDA, were commissioned in October 2023 with the project due to complete in July 2024.
- **Housing Strategy** - a draft strategy will be published for public consultation in Autumn 2023. With the aim of adopting the strategy in early 2024.

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 at the end of 2023 / early 2024. In August 2023 the council published a review of its local plan housing requirement which concludes that housing needs have not changed significantly and therefore it can continue to demonstrate over five years supply of housing land.

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.



## Support health and well-being

### 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 and reported to the Portfolio Board.

The leisure management options appraisal, including the Corinium Museum, was completed to determine the most suitable delivery model, contract scope and contract terms for the Council's leisure facilities for when the previous contract expired on 31 July 2023. The procurement process to appoint a new external Leisure and Culture Management Contractor is complete and the new contract with Freedom Leisure commenced 1 August 2023. A report on the progress of Active Cotswold and contract mobilisation is due to be presented to Overview and Scrutiny on 30th January 2024.

Another project in the Leisure Strategy was the development of a Playing Pitch Strategy, which included an assessment of the District's current and future needs for playing pitches for football, rugby, hockey, tennis and polo. The strategy report was signed off by the National Governing Bodies of Sport and Sport England. The report is the evidence base for current, unmet and future demand for playing pitches and will be used to support developer contribution requests and external funding bids. The final report was received June 2023 and was adopted by Cabinet November 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. The Changing Places Toilet Facilities are complete at Cotswold Farm Park and Abbey Grounds, Cirencester and Birdland. Cotswold Country Park and Beach is in the planning and procurement stages and will be delivered early in 2024.

The sixth round of Crowdfund Cotswold closed on 13th September. Four projects were taken forward for decision in November. Of these, one, 'Moreton Cinemarsh', hit its funding target shortly before Christmas. Projects in Bourton on the Water and Ampney Crucis have raised over 90% of their funds, with a further project in Kemble attracting a high number of supporters but with some distance to travel to its funding target. The Council has awarded a total of £24,000 towards these projects, which have a collective value of over £215,000. The spring round will launch in February, but there's already some interest.

The Council, as part of the Cotswold Food Network, hosted two free Christmas events in Cirencester and Moreton in Marsh for all residents in the District to attend. This was an opportunity for people to come together and find out what support is available to them and information on help with the Cost of Living etc. from the CDC Community Wellbeing Team and various partner organisations, including the Foodbank and local charities. The events featured the provision of fresh food, hot beverages, baked goods, children's activities, and a free raffle. All items were sourced and donated by local businesses engaged by the team, with some businesses contributing staff for assistance. Attendees enjoyed the events with the leftover food donated to the local Food Pantry.

In collaboration with Feeding Gloucestershire, as part of the broader Food Network, the Council hosted a network meeting to discuss Community Growing Projects, attracting active participation. A spreadsheet capturing outcomes and details from the meeting was developed, with a second meeting undertaken on January 9th to discuss next steps and project evolution.

Following meetings initiated by the CDC Community Wellbeing team to explore Community Growing options, a free Grow Your Own (GYO) education course is planned at Roots & Seeds, Cirencester, starting in January for 10 weeks. The course, a joint effort with Cirencester College and Down to Earth Stroud, aims to empower participants with skills to grow their own food, addressing issues such as the Cost of Living, reducing isolation, and improving mental health. Roots & Seeds will provide a space for a Community Growing Scheme, run by volunteers, with plans to expand such community courses in the District.

During the Christmas Holidays, the Council, in collaboration with World Jungle, successfully implemented the Holiday Activities and Food (HAF) programme for children on Free School Meals in the Cotswold district. Exceeding our target of 50%, 65% of children on Free School Meals participated in activities, with 703 children booking a total of 782 activities during the holiday season. While some activities were open to all school children in the district, 83% of the available slots were filled by children on Free School Meals. The HAF program prioritises inclusivity, with 51% of attending children having an EHCP in place and 28% belonging to the BAME community. Additionally, our providers reserved 65 places for children with special educational needs, offering extra support and a system to familiarise children with the venue and staff beforehand, contributing to a more comfortable and less anxious experience during the sessions.



Applications for support for individuals aged over 55 in Tetbury and the surrounding villages persist, facilitated by the Steepleton Section 106 Care contribution funding. Recent applications have been received from entities such as Tetbury Goods Shed, Tetbury Men in Sheds and the Friendship Café, among others. Funding is released upon the sale of each 25% of homes within the Steepleton development, and the next instalment is expected imminently.

Following a Community and Statutory Services meeting in Chipping Campden last year, we identified two key areas requiring improvement and support within the Chipping Campden area. Firstly, addressing the needs of young people concerning drug and alcohol use, coupled with a deficiency in youth provision. Secondly, enhancing mental health support across all age groups. Given the challenges faced by statutory services in providing these services due to the rural nature of the district and funding constraints, the CDC is collaborating with local Police and Drug and Alcohol Services. Together, we are actively engaging with the community by walking the streets in the area to establish better connections and gain a deeper understanding of local issues. Additionally, efforts are underway to explore funding options for a counsellor specialising in trauma-based therapy, a service currently lacking in the Cotswold district, particularly in our more rural towns and villages.

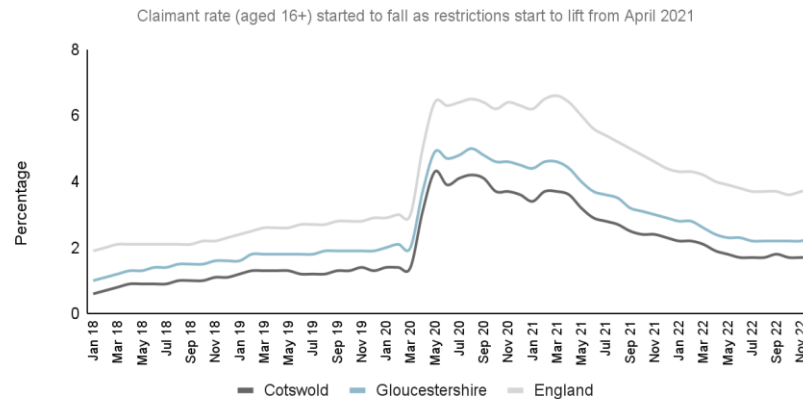


The Context

The District supports an economically active population of around 47,100 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. It has fallen back significantly to 1.7% - the lowest in the county, but still slightly above the pre-pandemic level. The national and global economies have faced 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. Although energy and fuel costs, and the overall inflation rate, have dropped back, they are still significantly higher than prior to the invasion and food inflation continues to run at a high level.



Source: ONS, Annual Population Survey



Source: ONS, Crown Copyright Reserved (Nomis)

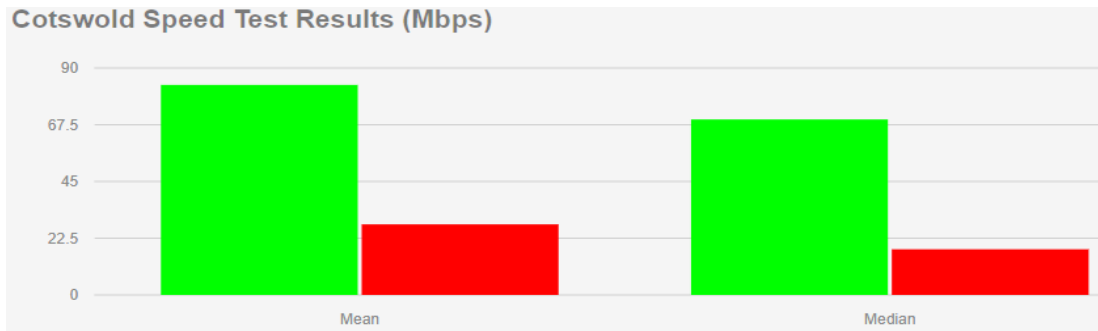
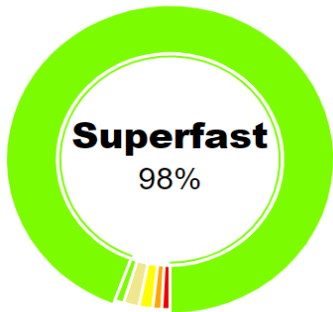
Businesses within the visitor economy, particularly within hospitality, continue to face a particularly challenging scenario: increases in wage costs – not only to recruit and retain staff amid continuing labour shortages, but also with the increase in the minimum wage; significant, continuing increases in costs, particularly for

food and drink purchases; and all against the backdrop of a major squeeze on customer spending. The rising cost of living has impacted consumer behaviour and spending with shorter staying trips, less day trips and an increased interest in cheaper or free options for things to do.

Provisional figures at a national level, show overseas visitor numbers for 2023 were up 30% on 2022 but still 7% down on 2019 levels. At a local level our annual economic impact study (South West Research Company Ltd – published December 2023) showed that visitor related spend in Cotswold District in 2022 totalled £342million with 576,000 staying visitor trips and 5.5million day visits. Estimated FTE employment was 4,417 - 13% of all employment.

The number of job postings remains high, reflecting continuing challenges 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. 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 has also introduced 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. This reflects the ongoing work by the infrastructure providers and the fact that commercial activity is concentrated on providing a full fibre service to the ‘easier to reach’ areas whereas the last 2% who do not yet have superfast broadband fall firmly within the ‘difficult to reach’ category, which the County Council schemes are seeking to address.



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 Club, the Federation of Small Businesses and GFirst LEP. Most recently, the Group met with students from Cirencester College to understand their outlook on work and the challenges and opportunities they are facing.

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 largely been completed, including 'Clean and Green' initiatives, new offices at The Growth Hub/Farm491 and a feasibility study for the Old Station building in Cirencester. Cabinet in March 2023 agreed to allocate up to £135,000 a year for 2023-24 and 2024-25 to the Growth Hub in Cirencester to provide business support. One positive benefit of this funding is that the Growth Hub has been able to expand its outreach programme across the District, particularly in the north in areas like Moreton-in-Marsh and Chipping Campden. The Business Navigator for the outreach programme will use the Council's Moreton Area Office as their base when working in the area. The first business event in the north of the District, a marketing workshop, will be held on 20th February. An application process has been run for the remaining 2023-24 and 2024-25 funding and a report is going to Cabinet in January seeking approval for the 2024-25 projects, including contributions to the former House of Fraser in Cirencester and a net zero housing exemplar scheme in Down Ampney.

A further £764,292 was allocated to the Council from the Rural England Prosperity Fund over the 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 2023. The approach has been to allocate funding for business grants, for active travel and for community projects, including assisting village halls with sustainability-related improvements. The Council has procured a delivery partner for the business grants (ALP Synergy Ltd) and the village hall grants (Gloucestershire Rural Community Council) jointly with the Forest of Dean District Council. The business grant applications have closed and have been considered by the Grants Panel. A number have been approved and others are awaiting further information before a final decision is made. Applications for the grants for village halls, active travel and community and heritage buildings have closed and are in the process of being considered.

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 September 2023 showed the vacancy rate at 5.7%, with a number of the remaining units either under offer or undergoing refurbishment. The longest-standing vacant building, the former House of Fraser on the Market Place, has now been let to the Grace Network although is not yet occupied. The smaller towns within the District generally have lower vacancy rates, although the vacancies in Tetbury and Moreton-in-Marsh have increased slightly. Neither 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 and we will continue to monitor closely. 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.

The provision for coach parking in Bourton on the Water has now ended. Unfortunately, no viable alternative solution had yet been found, although local stakeholders are continuing efforts to find a workable solution.

Cotswolds Plus, one of just 22 nationally accredited Local Visitor Economy Partnerships (LVEPs) is now well established. Led by Cotswolds Tourism, the Cotswold Plus LVEP partners include Marketing Cheltenham, Visit Gloucester, Visit Gloucestershire, Visit DeanWye and the Cotswold National Landscape. The LVEP is working to provide a unified voice for the regional visitor economy, to ensure better co-ordination of regional activity and to help align local and regional priorities with national strategic goals.

The LVEP has eight agreed workstreams: sustainability (transport and active travel); sustainability (business practices and bio-diversity); accessibility and inclusion; skills and training; research and data; business support; travel trade; and business events. Each workstream has an associated action plan clearly outlining work areas where the LVEP will lead activity, areas where the LVEP will look to influence and areas where the LVEP will monitor relevant activities being undertaken by other organisations. A number of co-ordinated bids have been submitted to partner councils for UKSPF/REF funding to enable some of this activity to take place.

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, the Business Manager for Localities 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, although this is likely to evolve as the project progresses. 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 in place for some time. It is anticipated that a planning application for the site will be submitted at some point in Spring 2024. A public launch of the project took place on 20 January 2023 and attracted considerable media attention. The council continues to liaise actively with the university on this project.

- The former Mitsubishi site in Cirencester, is now renamed Watermoor Point and is home to a number of businesses. The office element is now over 90% let. The owners have also introduced an innovative and flexible co-warehousing solution, offering businesses a private, secure space within the warehouse, ranging from 1,000 to 10,000 square feet. Businesses also benefit from shared mechanical handling equipment and an on-site qualified forklift driver. Watermoor Point has been granted planning permission to install an additional 310 PV solar panels in addition to its existing 50kWh array, demonstrating its commitment to sustainability.
- ZeroAvia, which relocated from Cranfield to Cotswold Airport in 2021, 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 150 onsite, with the plans to continue to grow significantly. The Council and GFirst will continue to support ZeroAvia in its continued growth. Other sustainable aviation businesses, such as Vertical Aerospace and S&C Thermofluids, are already based at Cotswold Airport and the council is working with the airport's owners and others to promote it as a hub for such innovative businesses.
- Bathurst Developments in relation to the first phase of employment land at The Steadings development. They have appointed a developer partner. A reserved matters planning application has been submitted for this phase and is awaiting resubmission to reflect the comments made by the Council's planning officers.

The Applied Digital Skills Centre at Cirencester College was officially launched at an event held in May 2022. The 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 was also awarded £4m of funding from the Government for a new T-level building, which has now been completed and 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. The College has most recently been awarded £3.5 million, in June 2023, to create a Student Wellbeing Hub.

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. Kier have started on site with various preparatory works and presented to a recent meeting of the Cotswold Economic Advisory Group. National Highways is looking to restart the A417 Business Forum, which will give local businesses the opportunity to be engaged with the project.



**COTSWOLD**  
DISTRICT COUNCIL

Delivering great services locally

**PERFORMANCE REPORT:**  
**October 2023 - December 2023**

# Summary Index

Area	KPI Name	RAG	Page
Revenues, Benefits and Housing	<a href="#">Percentage of Council Tax Collected</a>	Green	6
	<a href="#">Percentage of Non Domestic Rates collected</a>	Red	7
	<a href="#">Processing times for Council Tax Support new claims</a>	Orange	8
	<a href="#">Processing times for Council Tax Support Change Events</a>	Green	9
	<a href="#">Processing times for Housing Benefit Change of Circumstances</a>	Red	10
	<a href="#">Percentage of Housing Benefit overpayment due to LA error/admin delay</a>	Green	11
	<a href="#">(Snapshot) Long Term Empty Properties</a>	Grey	12
	<a href="#">(Snapshot) Number of households in B&amp;B/hotel-type accommodation &amp; Hostels (LA owned or managed); and Number of successful 'Move On' into suitable independent/long-term accommodation from B&amp;Bs/hotels/hostels</a>	Grey	13
Customer Experience	<a href="#">Customer Satisfaction - Telephone</a>	Green	14
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	<a href="#">Percentage of minor planning applications determined within agreed timescales (including AEOT)</a>		22
	<a href="#">Percentage of major planning applications determined within agreed timescales (including AEOT)</a>		23
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Area	KPI Name	RAG	Page
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	<a href="#">Percentage of high risk food premises inspected within target timescales</a>		30
	<a href="#">% High risk notifications risk assessed within 1 working day</a>	N/A	31
	<a href="#">Percentage of household waste recycled</a>		32
	<a href="#">Residual Household Waste per Household (kg)</a>		33
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Leisure	<a href="#">Number of visits to the leisure centres &amp; (Snapshot) Number of gym memberships</a>		35

## 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).

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. It 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.

Benchmarking has been included wherever possible and additional investigations are underway to provide it for those metrics that are missing comparisons.

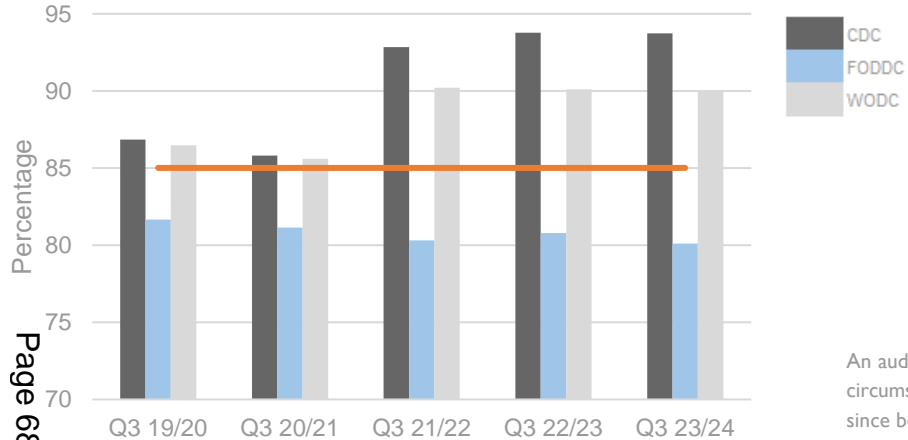
A RAG (red, amber, green) status has been applied to each KPI to provide a quick visual summary of the status of that KPI for the quarter. Additionally, RAG status has been added to the direction of travel for each metric to show how the performance against last quarter and the same quarter compared to last year is progressing.

# Overall Performance

The Council's performance has been mixed, with commendable progress in Council Tax Collection Rates and Processing times for Council Tax Support and Housing Benefit. However, there are some indicators that are exhibiting a negative trend including Non-domestic Rates Collection Rates and Number of Affordable Home Delivered.


The Council remains committed to further improving its performance and service delivery and actively investing in the development and implementation of automation and self-serve options for customers. By providing accessible and efficient self-help tools, customers can address their queries and concerns independently, leading to a decrease in the need for repeated interactions with services. It will continue to monitor and assess the impact of improvement programs in reducing customer contact and enhancing operational efficiency.

# Percentage of Council Tax Collected



## Direction of Travel

Against last Quarter: N/A

Against last Year:  Slightly declined since last year

**Q3 – Higher is Good**

Target: 85%

Actual: 93.73%

## How do we compare?

Council tax collected by 31 March 2023 as a % of amount collectable - SPARSE  
There are 181 district councils in England. All 3 councils are predominantly rural

2022-23 Benchmark	%	District Rank	County Rank	Predominantly Rural Rank	Quartile
Cotswold	97.97	52/181	3/6	32/72	Second
Forest	97.76	70/181	4/6	40/72	Second
West	97.12	94/181	4/5	49/72	Third

An audit of the Council Tax Services indicated that a significant sum of arrears had accumulated during challenging circumstances associated with the pandemic. While the recovery of arrears had been suspended for a time, it has since been reinstated and the current recovery cycle is up to date with the service reporting progress in collecting previous year's debt. The below table shows the percentage of aged debt that has been collected and the total outstanding:

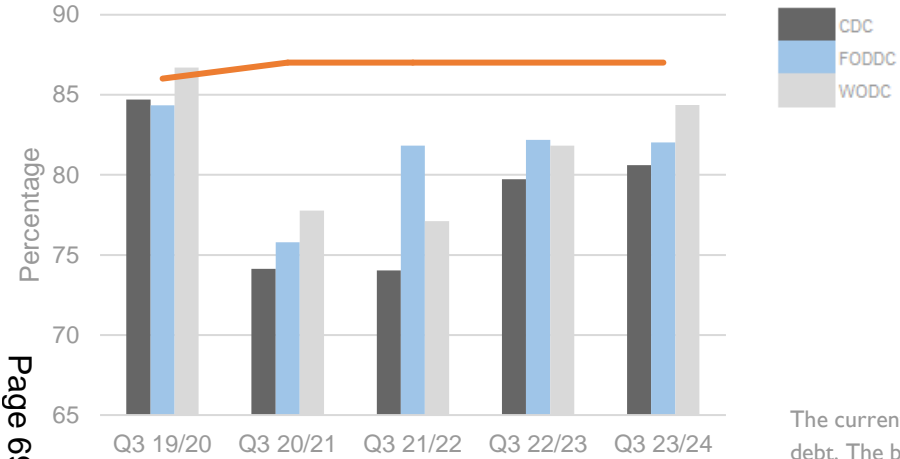
	2020-2021	2021-2022	2022-2023	Total Outstanding
<b>Balance at Quarter End</b>	£652,510.82	£970,260.40	£1,137,634.06	£2,760,405.28
<b>% collected</b>	27.38%	29.49%	34.42%	

By the end of March 2023, authorities in England had collected £35.7 billion of council tax that related to 2022-23 (plus an additional £800 million of aged debt) and achieved an average in-year collection rate of 96.0%, an increase of 0.2 percentage points over 2021-22 (source: [gov.uk](https://www.gov.uk)).

The collection rates remain well above target but are slightly lower than this time last year by 0.05%.


The service recently completed a thorough improvement programme designed to enhance operational processes. As a result, successful dashboards were implemented, providing detailed insights into individual performance and establishing smart targets for objective measurement of success. Process mapping was conducted to identify areas for optimisation and efficiency, leading to the implementation of weekly work programmes and increased automation. This has facilitated a more streamlined approach to service delivery, leading to a considerable reduction in the backlog of work.

# Percentage of Non-domestic rates collected



## Direction of Travel

Against last Quarter: N/A

Against last Year: 

Slightly improved since last year

## Q3 – Higher is Good

Target: 87%

Actual: 80.61%

### How do we compare?

Non Domestic Rates collected by 31 March 2023 as a % of amount collectable - SPARSE  
There are 181 district councils in England. All 3 councils are predominantly rural

2022-23 Benchmark	%	District Rank	County Rank	Predominantly Rural Rank	Quartile
Cotswold	94.07	177/181	6/6	71/72	Bottom
Forest	95.97	161/181	5/6	67/72	Bottom
West	98.39	53/181	2/5	20/72	Second

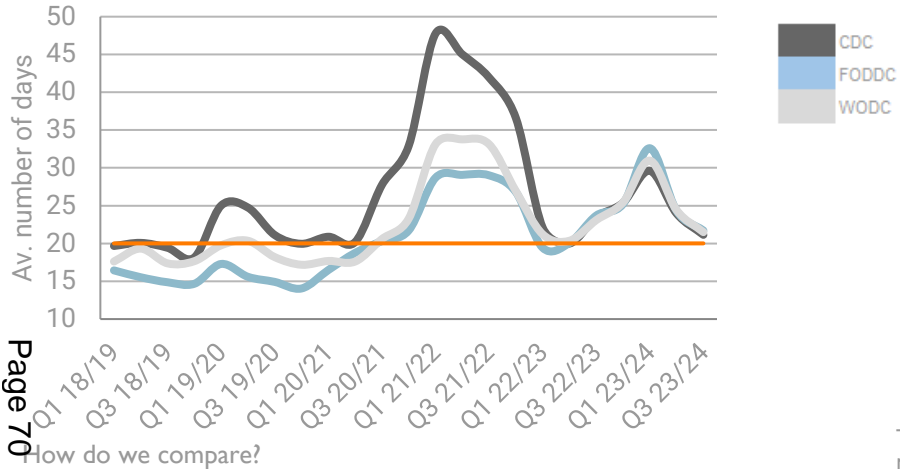
The current recovery cycle is up to date with the service reporting progress in collecting previous year's debt. The below table shows the percentage of aged debt that has been collected and the total outstanding:

	2020-2021	2021-2022	2022-2023	Total Outstanding
Balance at Quarter	£220,022.85	£387,307.48	£501,419.16	£1,108,749.49
% collected	21.56%	26.12%	61.12%	


The arrears outstanding for previous year's debts for Business Rates include some data where the amount outstanding now is greater than that brought forward at the beginning of the financial year. There are some processes that can increase the amount that needs to be collected, such as Rateable Value changes and amendments to liability. As Business Rates deal with large amounts of money, the outcome can outweigh the amount that has been collected.


During Q3, the collection rate has slightly increased by 0.88% compared to this time last year, with collection rates c. 2% lower than pre-pandemic levels. The service indicates that many businesses since the pandemic have opted to extend the payment of Business Rates over 12 months instead of the usual 10 months to evenly distribute the cost over the year.

# Processing times for Council Tax Support new claims



## Direction of Travel

Against last Quarter 

Against last Year 

**Q3 – Lower is Good**

Target **20**

Actual **21.16**

Improved since last quarter and last year

## How do we compare?

Gov.uk produces tables to show a snapshot of the number of CTS claimants at the end of each financial year. The below table shows number of claimants at the end of March 2023 and the percentage change from Q4 2022 for each authority, plus the data for all authorities in England

	Number of Claimants at end of March 2023	Percentage Change since March 2022
Cotswold	1,926	-0.7%
Forest	2,240	-4.1%
West	1,745	-2.0%
England	1,393,323	-1.9%

The processing times for new CTS claims during Q3 are consistently below 20 days, averaging 15.64 days. Nonetheless, since the target is cumulative over the year, the Council has slightly exceeded the 20-day processing target. Notwithstanding this, it's notable that the cumulative Q3 processing times represent the lowest Q3 timings since Q3 20/21, with a decrease of 2.82 days from the last quarter.

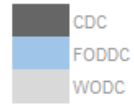
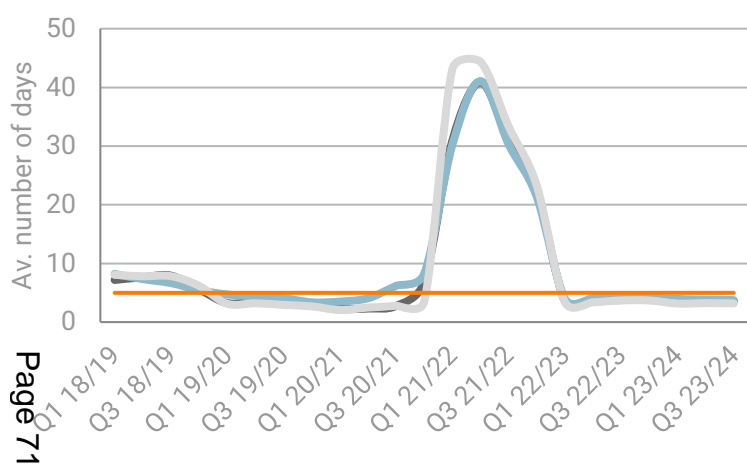
Automation of the work received directly from the Department for Work and Pensions (DWP) and customers remains at a level of 60-70%, allowing for a heightened focus on applications and other reported changes. The Universal Credit (UC) section of DWP is actively investigating improvements to the data sent to local authorities via a Working Group. Once implemented, there is potential, in collaboration with our software supplier, to automate additional DWP work items.

The automation of processing applications for the DWP and the trial for reduced phone line opening hours have released capacity for officers to process claims, contributing to the reduction in the outstanding workload and processing times.


During Q3, the service effectively reduced the outstanding workload to clear the backlog by December. However, partly due to the Christmas break, there has been a natural increase in the number of outstanding applications.


It is worth making clear that, especially for HB COCs, our main sources of HB changes come about after Christmas and in early January, when we receive uprating information and rent increases from housing associations. The service indicates that processing days should reduce, but it will not be a rapid process.

# Processing times for Council Tax Support Change Events



## Direction of Travel

Against last Quarter 

Against last Year 

**Q3 – Lower is Good**

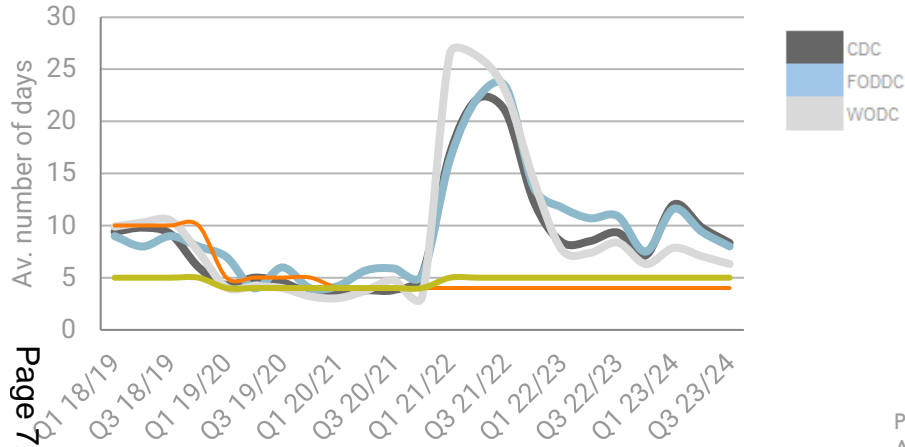
Target	5
Actual	3.56

The processing times for Council Tax Support Change Events continue to comfortably meet the target of 5 days, with processing times decreasing compared to both the last quarter and the previous year.

How do we compare?

*Benchmarking currently not available. The Data & Performance Team will investigate options.*

# Processing times for Housing Benefit Change of Circumstances



## Direction of Travel

Against last Quarter



Against last Year



Improved since last quarter and last year

## Q3 – Lower is Good

Target

4

Actual

8.33

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### How do we compare?

SPARSE provide benchmarking data on the speed of processing for HB CoCs. The latest data set is 2022-23

2022-23 Benchmark	Days	District Rank	County Rank	Predominantly Rural Rank	Quartile
Cotswold	7	143/176	2/5	59/70	Bottom
Forest	8	155/176	3/5	63/70	Bottom
West	6	137/176	4/4	57/70	Third

Please see [Processing times for Council Tax Support new claims.](#)

At the end of Q3, the average days to process HB changes decreased, with the Council averaging 4.8 days; however, since the target is cumulative, the ongoing statistics show higher figures. Despite being above the target, the decrease in HB Change applications amplifies the impact of delays in assessing an application due to outstanding evidence required on average processing days. It's important to emphasise that the processing times commence from the moment the service receives an application, irrespective of its completion status. Therefore, even incomplete applications are included in the count from receipt, potentially exaggerating the figures.

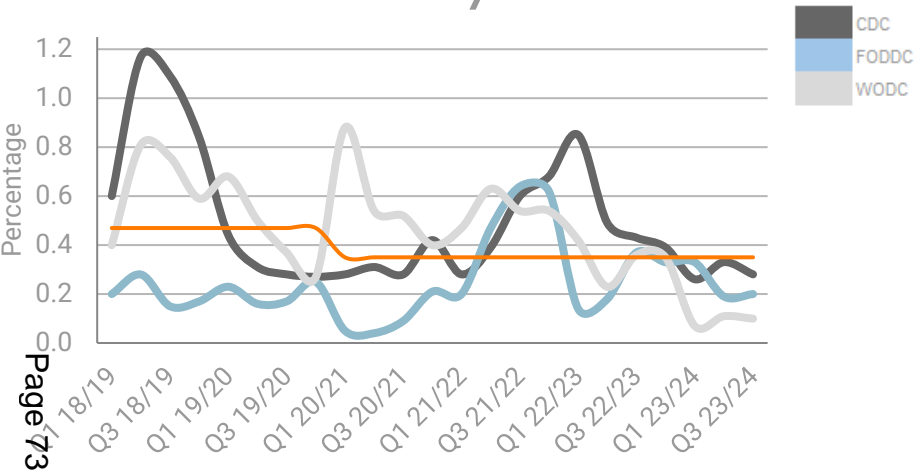
As a significant amount of changes that affect HB are usually received during Q4, we may potentially see a decrease in the processing times. It should be noted that the number of expected changes that would affect Housing Benefit are reducing significantly, as can be seen by the number of HB changes assessed compared to the number of CTS changes assessed.

HB Changes - 701  
CTS Changes - 3045


Managed migration of HB to Universal Credit is being rolled out from April 2024 across the country.



# Percentage of Housing Benefit overpayment due to LA error/admin delay



## Direction of Travel

- Against last Quarter 
- Against last Year 

Improved since last quarter and last year

## Q3 – Lower is Good

Target	0.35%
Actual	0.28%

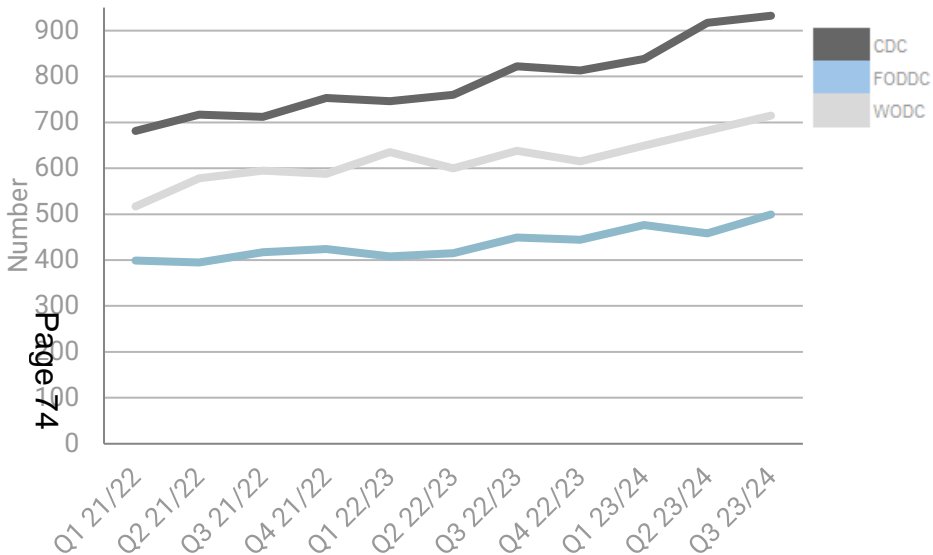
Measures are in place to ensure that HB overpayments due to local authority error are reduced as far as possible. Around 20% of the HB caseload is checked by Quality Assurance officers who target areas which have high error rates such as calculation of earnings. In addition to this work, the service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

How do we compare?


TBC

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

# (Snapshot) Long Term Empty Properties



## Direction of Travel

Against last Quarter 

Against last Year 

Increased since last quarter and last year

**Q3 – Lower is Good**

*No Target*

932

Properties continue to be added and removed from the list but as the graph indicates there is an upward trend.

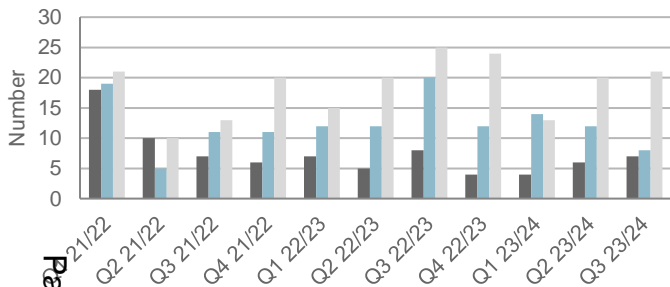
Maintaining registers of long-term empty properties, can help monitor the situation, target interventions, and communicate with property owners more effectively. The LTE list is constantly being addressed with all owners being contacted by email, phone or letter in an attempt to bring properties back into use.

### How do we compare?

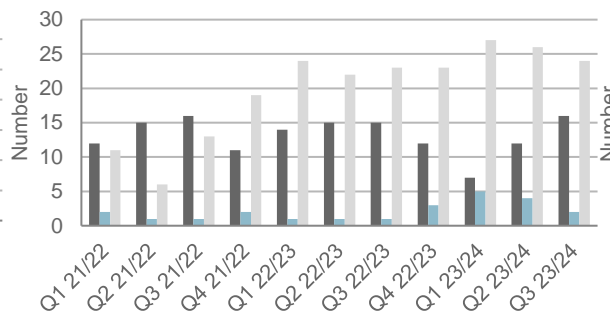
No benchmarking currently available. The Data & Performance Team will investigate options

# (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

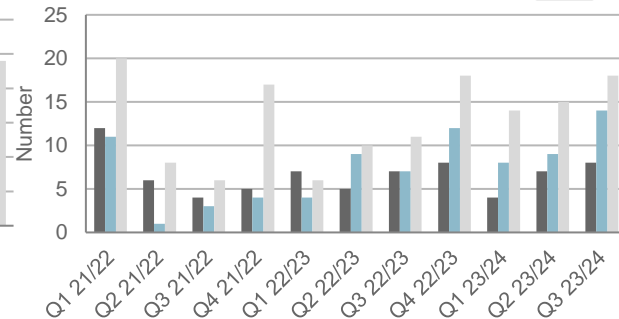
Households in B&B/hotel type accommodation



Households in hostels



Successful 'Move on' into suitable independent/LT accommodation



## Direction of Travel

Against last Quarter	B&B/Hotels	↑
Against last Year	B&B/Hotels	↓
Against last Quarter	Hostels	↑
Against last Year	Hostels	↑
Against last Quarter	Move Ons	↑
Against last Year	Move Ons	↑

Although homelessness continues to be an issue, the number of households presenting as homeless has stabilised at Cotswold, largely due to our strong prevention and early intervention focus. During Q3, there has been a slight increase in households in temporary accommodation and move ons in comparison to last quarter.

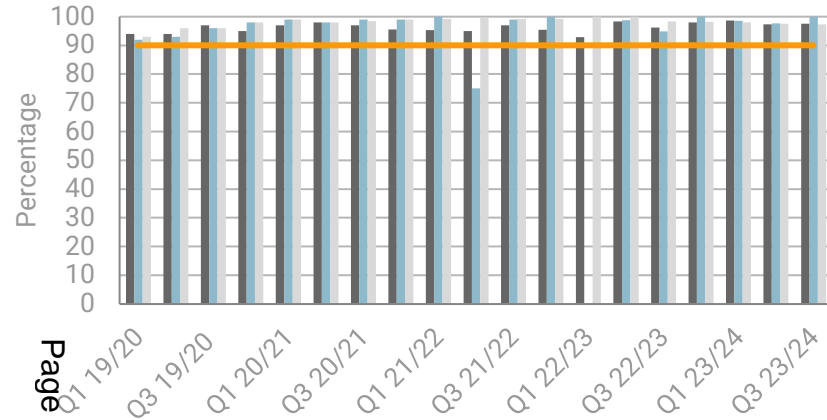
As there has been a reduction in homelessness at Cotswold, West and Forest households have been able to utilise hostels in the district; therefore, they are still running at capacity, with costs being recharged to the relevant authority. There are 3 hostels located in Cotswold district, one of which is exclusively for Cotswold Households.

The team persistently works towards preventing homelessness, successfully averting homelessness for 98 households so far this year—63 within the statutory 56-day period and 35 before statutory duties were triggered. It's important to note that these figures are approximations and have not yet been officially confirmed through the reporting system.

How do we compare?


No benchmarking currently available. The Data & Performance Team will investigate options


# Customer Satisfaction - Telephone



**Q3 – Higher is Good**

## Direction of Travel

Against last Quarter 

Against last Year 

Target

90%

Actual

97.49%

Slightly improved since last quarter and last year

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## How do we compare?

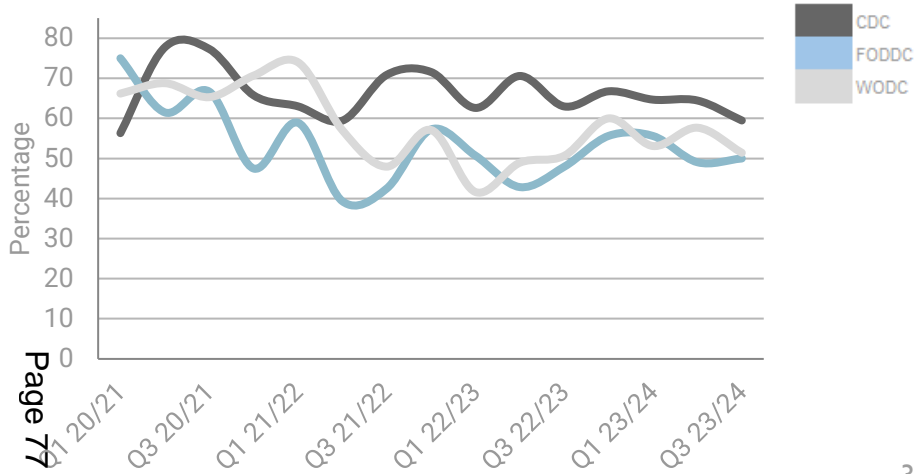
The Govmetric Channel Satisfaction Index is a monthly publication of the top performing councils across the core customer access channels. At least 100 customers need to be transferred to the survey to be included in the league table so even if satisfaction is high, it may not be included i.e. September for the partnership in the below table. This is a national comparator

	Oct Rank	Oct Net Sat.	Nov Rank	Nov Net Sat.	Dec Rank	Dec Net Sat.
Cotswold	2	95%	3	96%	N/A	N/A
Forest	N/A	N/A	N/A	N/A	N/A	N/A
West	1	97%	6	91%	N/A	N/A

Services provided via the telephone consistently yield high satisfaction.


The Council continues to achieve top-tier performance levels when a sufficient number of surveys are included in the Satisfaction Index. Although this is a very small proportion of our calls, the numbers are comparable to those of other District Councils, hence the 'league tables' being a useful comparator.

# Customer Satisfaction - Email



## Direction of Travel

Against last Quarter 

Against last Year 

Declined since last quarter and last year

**Q3 – Higher is Good**

*No Target*

**59.46%**

333 residents responded to the survey, of which 198 were satisfied. This equates to a rate of 59.46% satisfaction for the quarter, down from 64.44% during Q2.

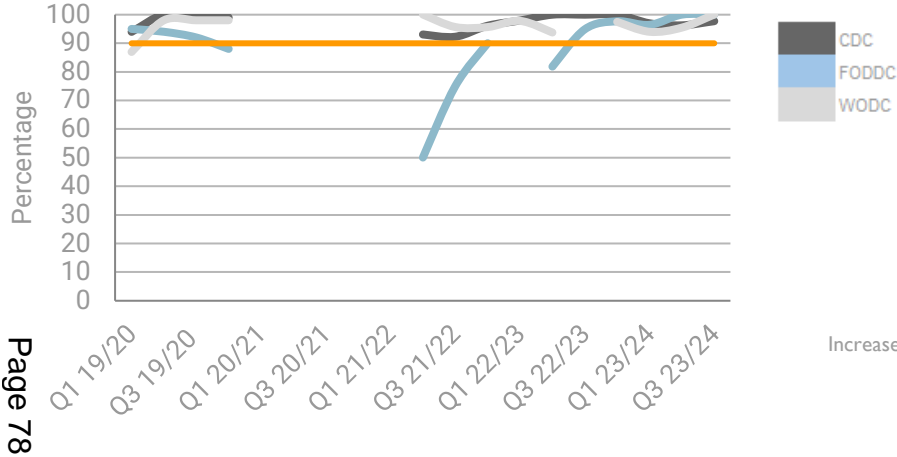
All outbound emails sent by customer services from Salesforce contain a link to the survey.

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 such as 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.


How do we compare?


*Benchmarking currently not available. The Data & Performance Team will investigate options.*

# Customer Satisfaction - Face to Face



## Direction of Travel

Against last Quarter 

Against last Year 

Increased since last quarter but slightly declined since last year

## Q3 – Higher is Good

Target	90%
Actual	97.73%

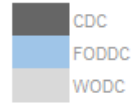
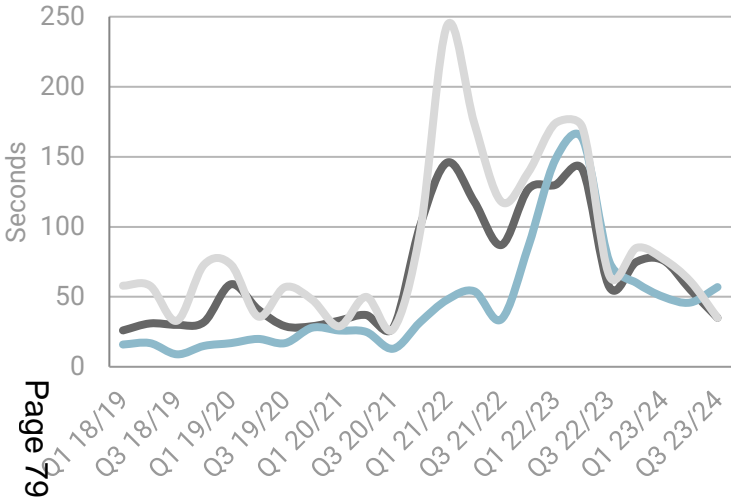
Customer Satisfaction from face to face interactions continues to be high, with a 97.73% satisfaction rate for the quarter, with 44 of 43 individuals surveyed satisfied with the service.

How do we compare?

*Benchmarking currently not available. The Data & Performance Team will investigate options.*


Note that any gaps in the data indicate no surveys were returned. This is especially apparent when the offices were closed during the pandemic.

# Customer Call Handling - Average Waiting Time



## Direction of Travel

Against last Quarter 

Against last Year 

Improved since last quarter and last year

**Q3 – Lower is Good**

*No Target*

**35 Seconds**

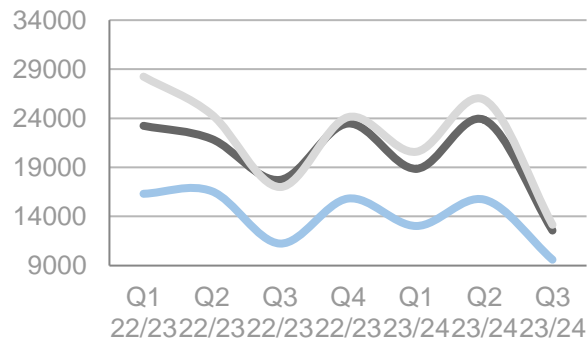
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## How do we compare?

SPARSE are investigating pulling together Customer Services benchmarking data and if there is sufficient demand and suitably similar metrics to provide comparison across similarly rural local authorities we will work with them to assess any crossover in metrics and potential presentation.

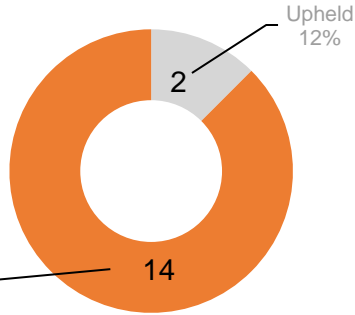
The average waiting times for Q3 has decreased by 20 seconds compared to the previous quarter. The decrease in average waiting times can be attributed to the ongoing phone line trial. This trial allows for scheduling employee breaks after the phone lines close, ensuring that advisors are available throughout high volume lunch times.

Call numbers decreased in comparison to last year and last quarter, as can be seen from the chart to the right. The data indicates an overall decline in call numbers over time, which is expected to continue with further work surrounding Channel Choice encouraging customers to self-serve where possible. The service are proactively working with other services to reduce processing times and repeat contact by using direct links to back office systems, resulting an improved customer experience.



# Number of complaints upheld

Complaints by Status



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## How do we compare?


The complaints and enquiries received in the period by the Ombudsman  
 The decisions made in the period by the Ombudsman  
 Compliance with recommendations recorded during the period by the Ombudsman

2022-23	Received	Investigated	Percentage Upheld	Percentage Compliance with Recommendations	Percentage Satisfactory Remedy
Cotswold	10	1	100	N/A	0
Forest	6	1	100	100	0
West	12	2	50	N/A	100
Similar Organisation			59	100	15

## Direction of Travel

Complaints upheld or partly upheld at Stage 1

Against last Quarter 

Against last Year 

*No Target*

Decreased since last quarter but increased since last year

During Q3, the Council experienced a slight decrease in complaints received from last quarter. The majority of the cases were not upheld.

See the table on the following page for a breakdown of those upheld and partially upheld.

A new Customer Feedback Procedure went live on the 1st October 2021. The new process has the following stages:

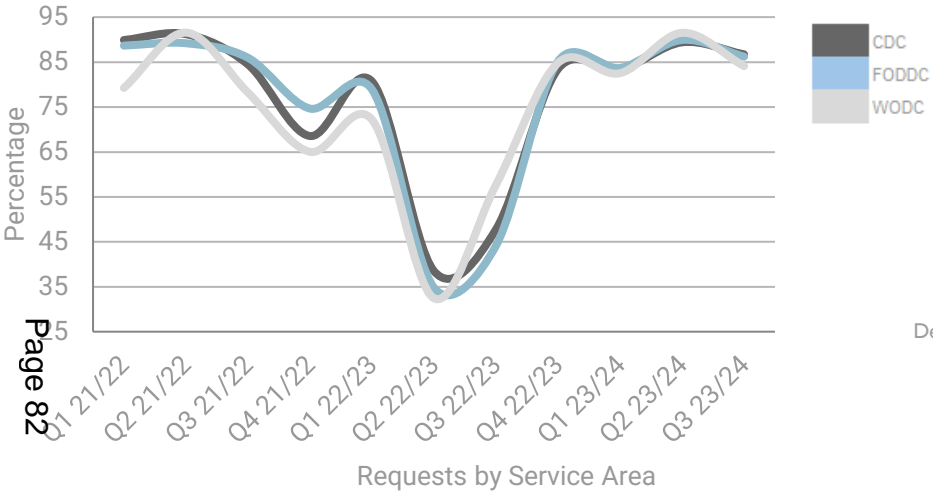
- Stage 1: Relevant service area responds to complaint within 10 working days
- Stage 2: Complaint is reviewed by Corporate Responsibility Team, response is signed off by relevant Business Manager, and sent to complainant within 10 working days
- Stage 3: Complaint is reviewed by relevant Business Manager, signed off by relevant Group Manager, and sent to complainant within 15 working days




# Complaints Upheld or Partially Upheld Breakdown

Service area	Description	Outcome/learning	Decision	Response time (days)
Revenues and Benefits	Unhappy with lack of response	Dealt with by Service	Upheld	10
Revenues and Benefits	Unhappy with lack of response	Dealt with by Service	Upheld	9

# Percentage of FOI requests answered within 20 days

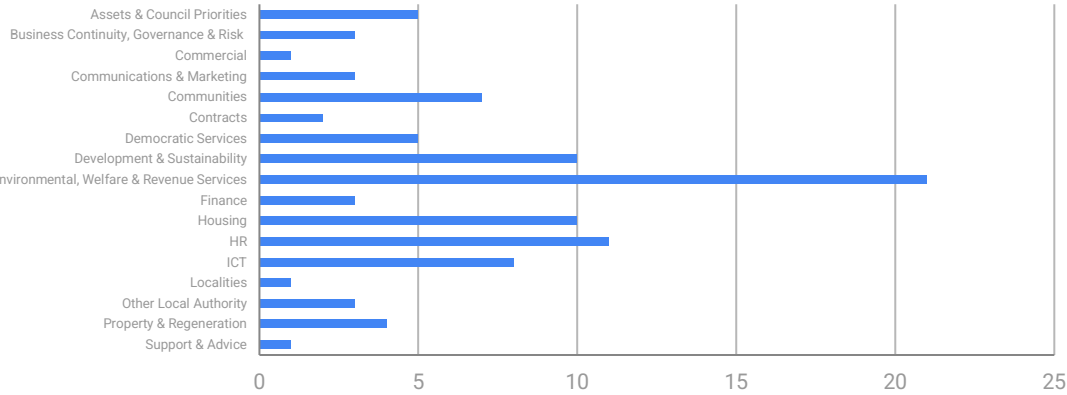


## Direction of Travel

- Against last Quarter 
- Against last Year 

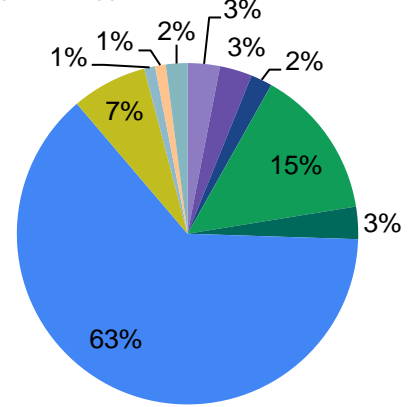
**Q3 – Higher is Good**  
*No Target*  
**86.73%**

Declined since last quarter but improved since last year



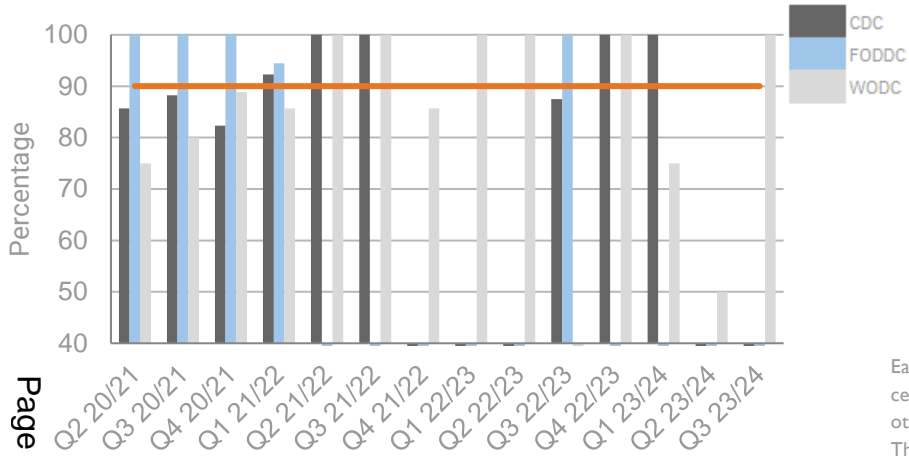
- Directed to other Local Authority
- Directed to Website
- Duplicate
- Exemption Applied
- FOI Closed - no clarification
- Information Not Held
- Information Provided in Full
- Information Provided in Part
- Transferred to DPO
- Transferred to ERS
- Outstanding

## Response Type



Note: This is a new metric and the Data Team would welcome comments on the preferred observations

# Building Control Satisfaction



## Direction of Travel

Against last Quarter: N/A

Against last Year: N/A

No Data

**Q3 – Higher is Good**

Target: 90%

Actual: No Data

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## How do we compare?

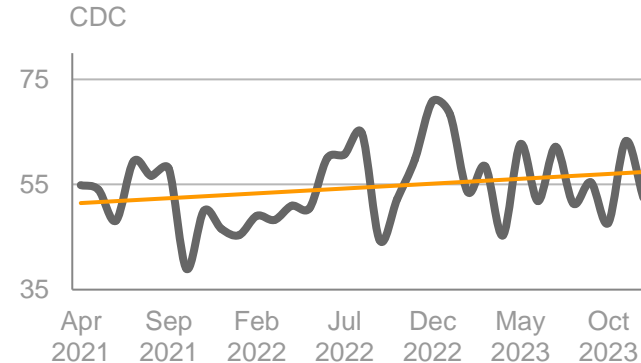
Percentage of share in the market

	Oct	Nov	Dec	Number of Apps for Quarter
Cotswold	48%	63%	53%	108
Forest	69%	64%	57%	85
West	82%	77%	79%	141

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.

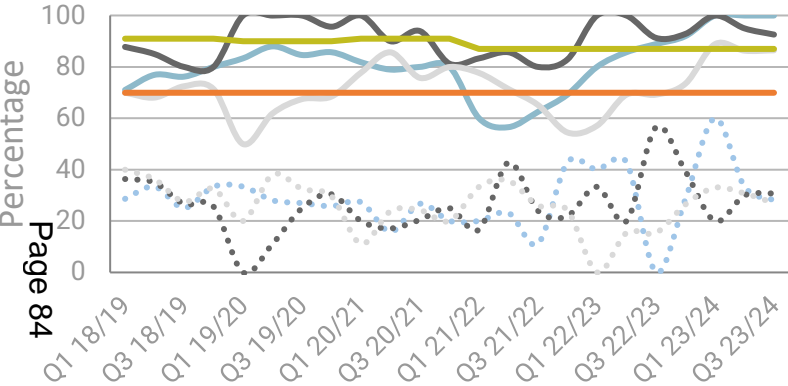
The data on satisfaction surveys still faces challenges with a low number of returns, with no surveys received during Q3.

Building Control had 108 applications in Q3 and retains a strong hold in the share of the market. The below chart shows market share over time.



# Percentage of major planning applications determined within agreed timescales (including AEOT)

■ Target Applications completed within 13 weeks  
■ Cotswold  
■ Forest of Dean  
■ West Oxfordshire  
■ Shire Districts' Median  
⋯ Cotswold  
⋯ Forest of Dean  
⋯ West Oxfordshire



## How do we compare?


Major Developments - % within 13 weeks or agreed time


PLEASE NOTE SPARSE PROVIDE BENCHMARK DATA FOR CALENDAR YEARS AND THE CHART ABOVE AND STATS IN THE NARRATIVE ARE ROLLING

June 2022 -  
June 2023  
Benchmark

	%	District Rank	County Rank	Predominantly Rural Rank	Quartile
Cotswold	90.00	83/164	3/6	29/59	Second
Forest	96.77	31/164	1/6	9/59	Top
West	83.33	117/164	5/5	43/59	Third

## Direction of Travel

Against last Quarter 

Against last Year 

Slightly declined since last quarter but improved since last year

## Q3 – Higher is Good

Target

70%

Actual

92.59%

The service continues to perform very well processing Major applications within time, slightly dipping from 95% to 92.59% during Q3.

Seven major applications were determined during Q3, compared to thirteen applications in the same period of the previous year.

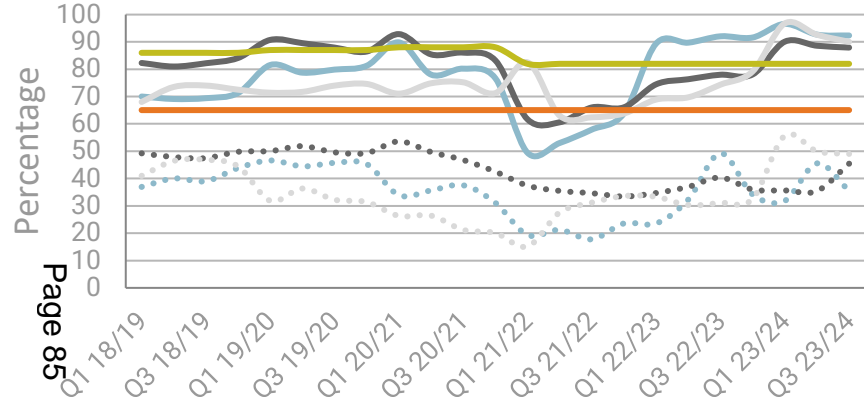
[See slide for Minor Developments for further narrative](#)

# Percentage of minor planning applications determined within agreed timescales (including AEOT)

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

Applications completed within 8 weeks

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



## How do we compare?

Minor Developments - % within 8 weeks or agreed time

PLEASE NOTE SPARSE PROVIDE BENCHMARK DATA FOR CALENDAR YEARS AND THE CHART ABOVE AND STATS IN THE NARRATIVE ARE ROLLING

June 2022 -  
June 2023  
Benchmark

	%	District Rank	County Rank	Predominantly Rural Rank	Quartile
Cotswold	82.21	97/164	4/6	33/59	Third
Forest	93.18	25/164	1/6	6/59	Top
West	85.58	83/164	2/5	27/59	Third

## Direction of Travel

Against last Quarter



Against last Year



Slightly declined since last quarter but improved since last year

## Q3 – Higher is Good

Target

65%

Actual

87.93%

The service has performed very well processing Minor applications within time. 98 minor applications were determined in Q3, compared to 97 applications in the same period of the previous year.

Performance for Development Management continues to improve across the application types. The key findings requiring Member authorization from the PAS report, presented to the Executive last quarter, are currently being implemented across the partnership. The first to be rolled out is the Negotiation Protocol, already sent to Planning Agents in anticipation of its publication on the Councils' individual websites during Q4.

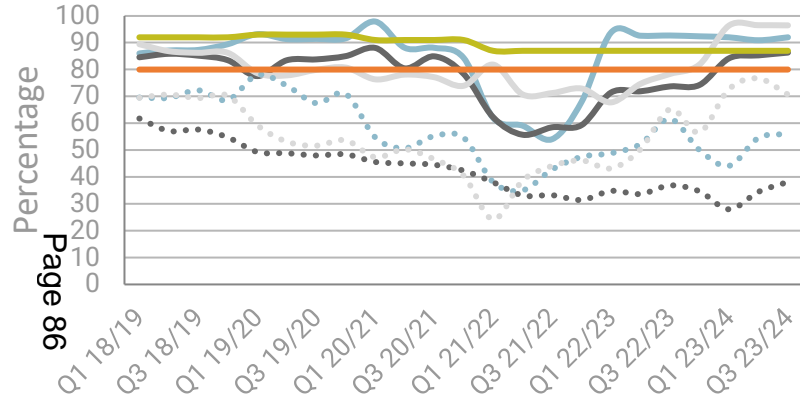
Despite resource challenges, the service maintained performance above target in Q3. Notably, three planning vacancies were successfully filled by the end of Q3, with expected start dates in early Q4.

# Percentage of other planning applications determined within agreed timescales (including AEOT)

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

Applications completed within 8 weeks

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



## How do we compare?


Other Developments - % within 8 weeks or agreed time


PLEASE NOTE SPARSE PROVIDE BENCHMARK DATA FOR CALENDAR YEARS AND THE CHART ABOVE AND STATS IN THE NARRATIVE ARE ROLLING

June 2022 -  
June 2023  
Benchmark

	%	District Rank	County Rank	Predominantly Rural Rank	Quartile
Cotswold	77.33	154/164	6/6	55/59	Bottom
Forest	91.90	68/164	1/6	21/59	Second
West	89.49	85/164	4/5	30/59	Third

## Direction of Travel

Against last Quarter 

Against last Year 

Steady since last quarter but improved since last year

## Q3 – Higher is Good

Target 80%

Actual 86.35%

Determination times for Other applications have remained steady since last quarter but have increased since this time last year by 12.6%.

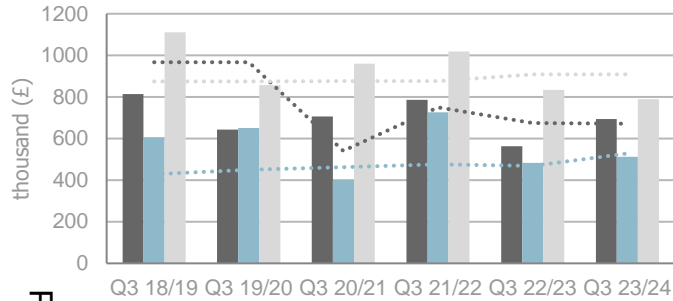
253 Other applications were determined in Q3.

[See slide for Minor Developments for additional narrative](#)

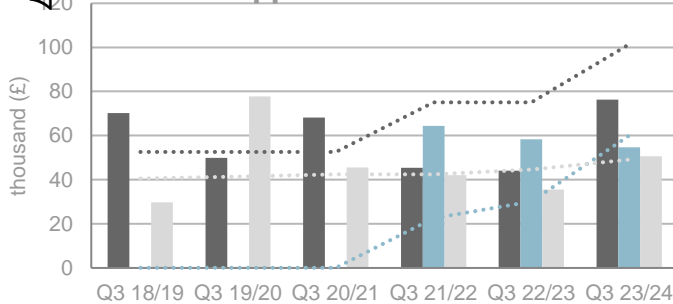
# Total Income achieved in Planning & Income from Pre-application advice



### Total planning income



### Pre-application income



## Direction of Travel

Total Planning Income

Against last Quarter



Against last Year



Pre-Application Income

Against last Quarter



Against last Year



Total Income improved since last quarter and last year  
Pre-App Income slightly declined since last quarter and last year

## Q3 – Higher is Good

Total Planning Income (£)

Target

671,157

Actual

693,291

Pre-Application Income (£)

Target

101,250

Actual

76,351

At the end of Q3, total income for planning for the Council exceeded the Q3 target, but pre-app income was below target. In comparison to Q3 2022-23, the Council had an increase in these revenue levels.

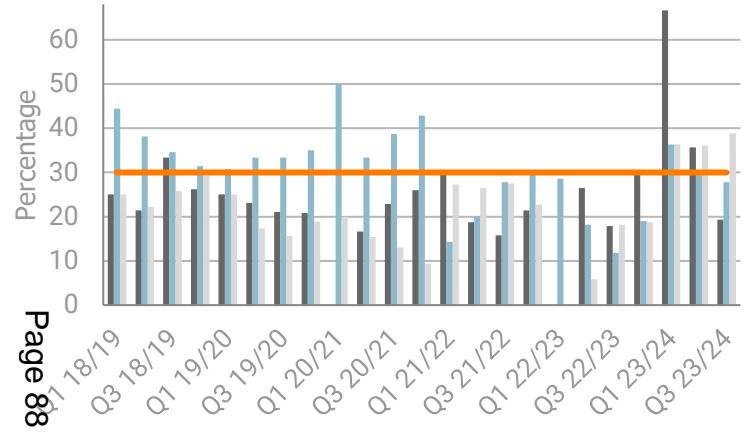
The service indicates a decrease in the number of major applications submitted, which generate significant revenue, leading to a reduction in income for this quarter.

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

## How do we compare?

Planning Advisory Service (PAS) planned to benchmark back in 2021. No data is available in the public domain, but the data team has been in contact with PAS to find further information and are awaiting an update.

# Percentage of Planning Appeals Allowed (cumulative)



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## Direction of Travel

- Against last Quarter 
- Against last Year 

## Q3 – Lower is Good

Target	30%
Actual	19.35%

This indicator seeks to ensure that no more than 30% of planning appeals are allowed.

Between October 1, 2023, and December 31, 2023, seventeen appeals were decided, with sixteen being supported. This results in an allowance rate of 5.88% for the quarter but a cumulative total of 19.35% for the year, which falls below the target. Given the cumulative nature of this metric, it may continue to decrease throughout the year, depending on the number of appeals received.

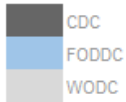
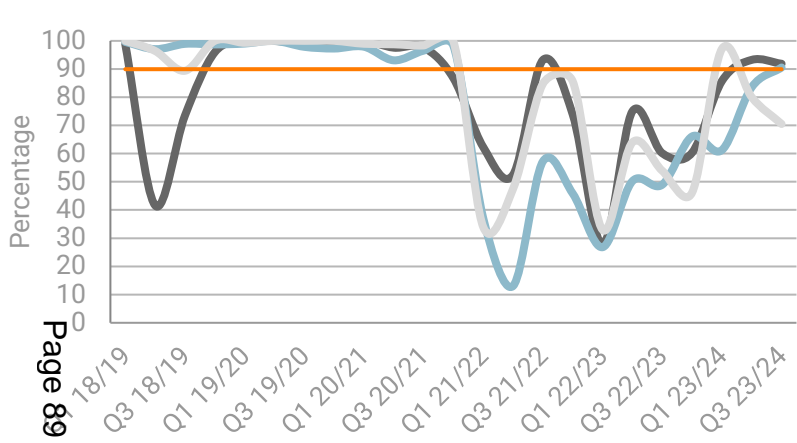
The enforcement project, focusing on enhancing the front end for registering enforcement issues, is currently in progress, with the testing of a new form completed during Q3. It is anticipated to result in a decrease in repeat customer contact/chasing, as well as a reduction in the number of non-breach cases due to improved online reporting facilities and back office triage.

### How do we compare?

The Data and Performance Team have been in touch with the Planning Inspectorate to obtain a full data set.



# Percentage of official land charge searches completed within 10 days



## Direction of Travel



Slightly declined since last quarter but improved since last year

## Q3 – Higher is Good

Target	90%
Actual	91.92%

The Councils performance has slightly declined since last quarter but has remained above target, with a significant improvement since this time last year of 31.73%.

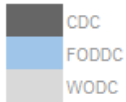
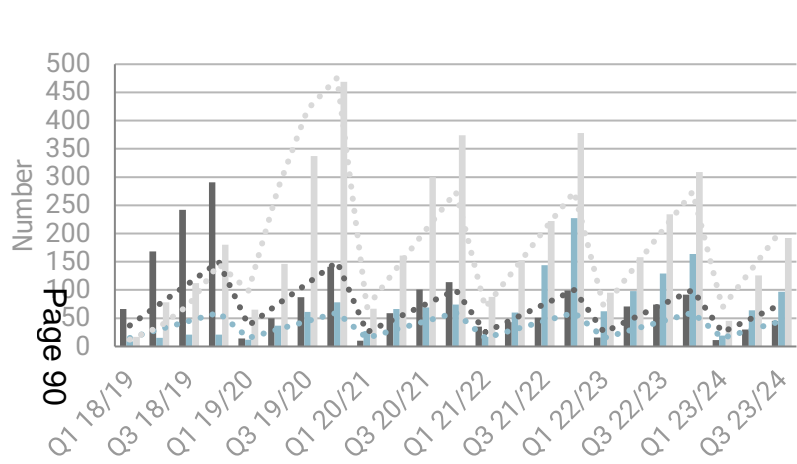
Performance meetings are scheduled to address team issues and processes, aiming to ensure targets are met, although much remains in the hands of individual respondents within services.

The HMLR project for Forest has encountered delays due to data import issues, and it is now expected to be delivered by the end of Q4. Following its completion, the project for Cotswold will commence.

How do we compare?

No benchmarking currently available. The Data & Performance Team will investigate options

# Number of affordable homes delivered (cumulative)



## Direction of Travel



Number of completions declined since last quarter and last year

## Q3 – Higher is Good



Fifteen properties, including 8 for affordable rent and 6 for shared ownership have been delivered in Cotswold at Cirencester, Evenlode and Siddington. A total of 45 affordable homes have been delivered year to date, against a target of 75.

While this falls short of the target, delays were experienced at a housing site due to the insolvency of the main contractor, resulting in a temporary suspension of construction. The legal challenges have now been resolved, a new contractor has been secured, and construction has resumed. Although completions were initially expected this quarter, further delays have occurred, pushing them back to the next quarter or early next financial year.

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.

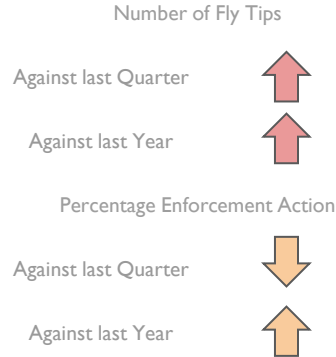
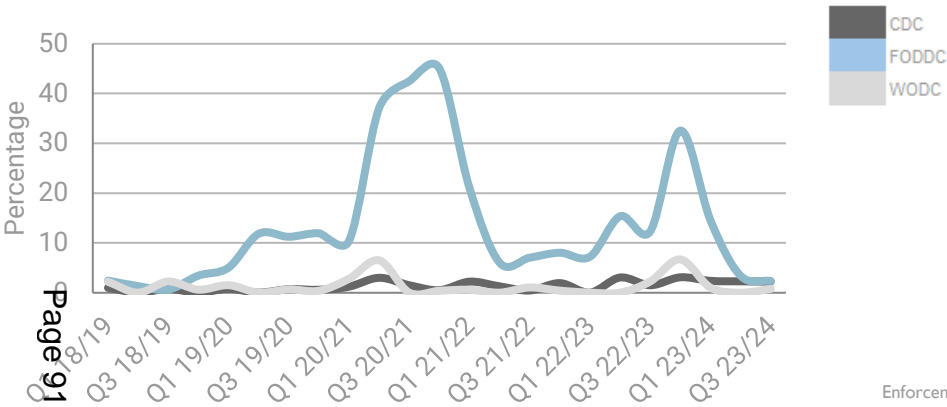
Note: this data is collected cumulatively from the beginning of the financial year to account for peaks and troughs

### How do we compare?

No benchmarking currently available. The Data & Performance Team will investigate options

# Number of fly tips collected and percentage that result in an enforcement action

(defined as a warning letter, fixed penalty notice, simple caution or prosecution)



*No Target*

Number of Fly Tips Collected  
303

Percentage Enforcement Action  
2.31%

Fly Tips – Increased since last quarter and last year  
 Enforcement Action – Slightly decreased since last quarter but slightly increased since last year

## How do we compare?

Number of Fly Tips reported for year 2022-23 for Local Authorities in England  
 There are 301 authorities with a total of 995545 Fly Tips reported (Range - 34830)

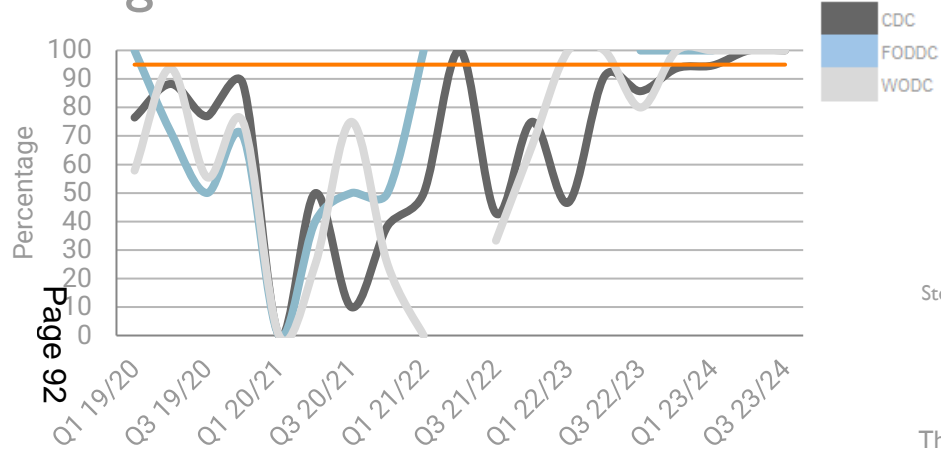
	No. Fly Tips for 2022-23	% Total Fly Tips	Absolute Value from Highest No. Fly Tips	Absolute Value from Lowest No. Fly Tips
Cotswold	1092	0.11	33738	1092
Forest	1569	0.16	33261	1569
West	1150	0.12	33680	1150

There was a marginal rise in fly tipping across the district from last quarter. The enforcement action percentage has slightly declined since the last quarter but has slightly increased from the same period last year.

In Q3, members accepted an amendment for enhanced powers for Fixed Penalty Notices (FPNs), allowing for an increase in the upper limits for various FPNs, including:

- The maximum fine for fly-tipping, increasing from £400 to £1,000.
- The maximum fine for litter or graffiti, increasing from £150 to £500.
- The maximum fine for those breaching their household waste duty of care, increasing from £400 to £600.

# Percentage of high risk food premises inspected within target timescales



## Direction of Travel

- Against last Quarter →
- Against last Year ↑

Steady since last quarter but increased since last year

## Q3 – Higher is Good

Target	95%
Actual	100%

The Council had eight inspections, all of which were completed within the timescales. The inspection rate for Q3 remains above target.

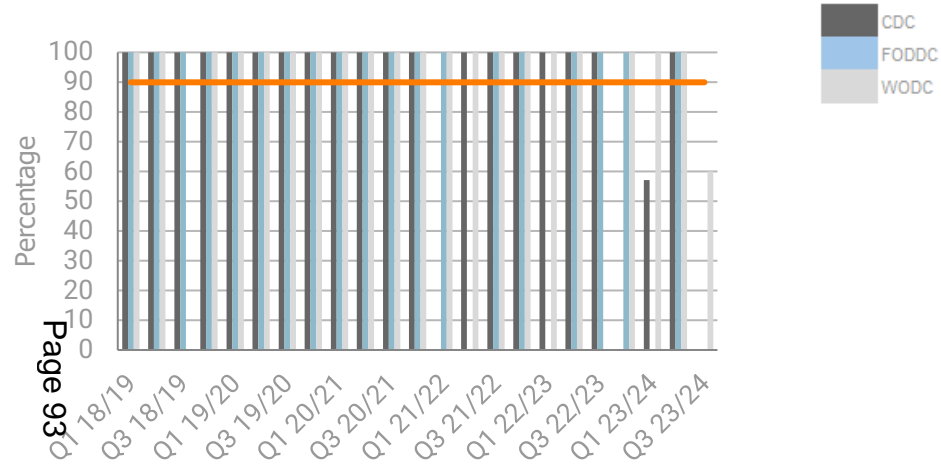
High risk work is naturally prioritised, which can have an impact on lower risk scheduled inspection rates. The service now has a useful dashboard, which is helpful for monitoring team performance and tracking lower risk scheduled inspections within the team.

How do we compare?

APSE performance networks are introducing benchmarking for environmental sectors for 2023-24

# % High risk notifications risk assessed within 1 working day

(including food poisoning outbreaks, anti-social behaviour, contaminated private water supplies, workplace fatalities or multiple serious injuries)



CDC  
FODDC  
WODC

## Direction of Travel

Against last Quarter N/A

Against last Year N/A

No Notifications

**Q3 – Lower is Good**

Target 90%

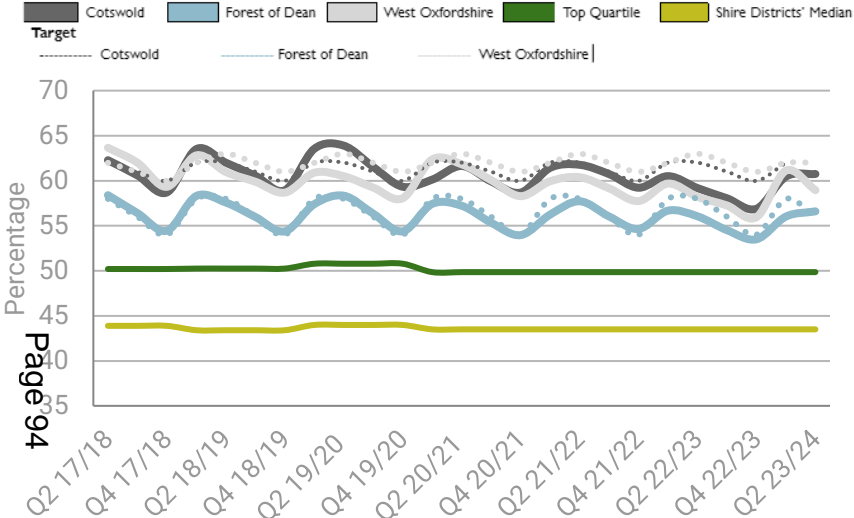
Actual N/A

No notifications received during Q3.

How do we compare?

No benchmarking currently available. The Data & Performance Team will investigate options

# Percentage of household waste recycled




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How do we compare?

Percentage of household waste sent for reuse, recycling or composting

2021-22 Benchmark	%	District Rank	County Rank	Mainly Rural Rank	Quartile
Cotswold	59.20	9/174	1/6	2/37	Top
Forest	54.30	25/175	3/6	8/37	Top
West	57.70	15/175	3/5	4/37	Top

## Direction of Travel

Against last Quarter 

Against last Year 

Slightly improved since last quarter and last year

## Q2 – Higher is Good

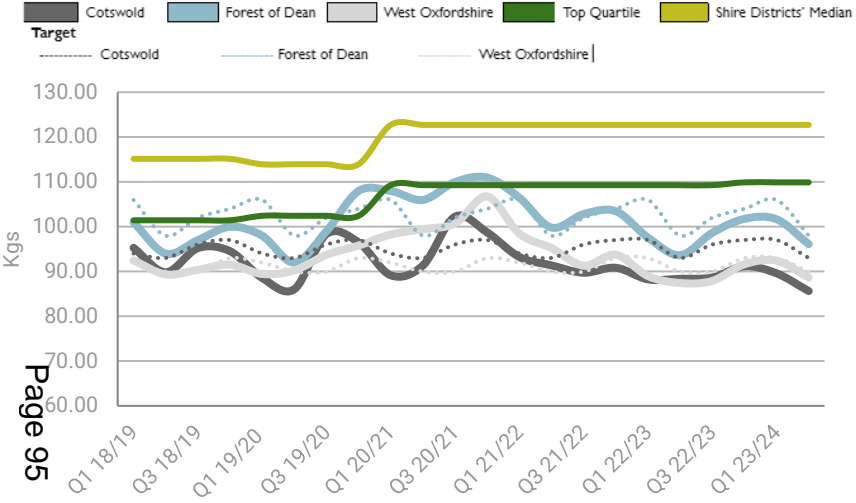
Target  62%

Actual  60.75%

The data regarding recycling rates is received by the data team from Gloucestershire County Council, but it is a quarter behind. Therefore, the narrative and graphs pertain to Q2 2023/2024 (June - September).

During Q2, recycling rates saw a slight improvement of 0.28% from the previous quarter. Compared to the same period last year, rates showed a modest improvement of 1.56%.

# Residual Household Waste per Household (kg)



## Direction of Travel

Against last Quarter 

Against last Year 

Decreased since last quarter and last year

## Q2 – Lower is Good

Target 93

Actual 85.66

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### How do we compare?

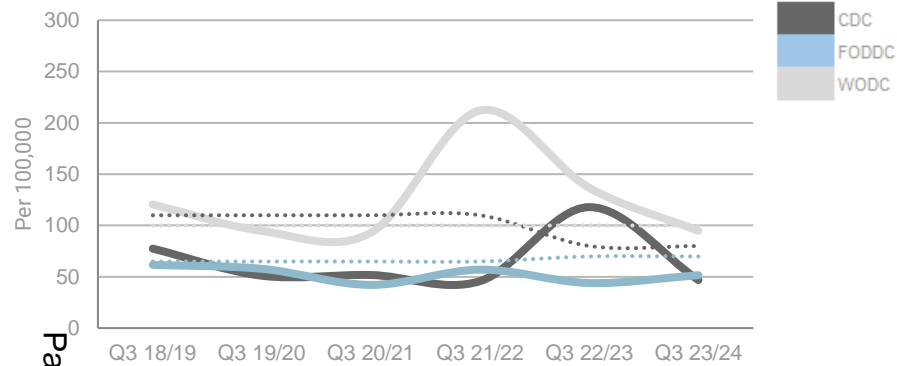
Residual household waste per household (kg/household)

2021-22 Benchmark	Tonnage	District Rank	County Rank	Mainly Rural Rank	Quartile
Cotswold	364.70	16/174	2/6	4/37	Top
Forest	412.10	38/174	4/6	12/37	Top
West	377.90	23/174	4/5	10/37	Top


The data regarding tonnage is received by the data team from Gloucestershire County Council, but it is a quarter behind. Therefore, the narrative and graphs pertain to Q2 2023/2024 (June - September).


In Q2, the Council saw a decline in the tonnage of household waste in comparison to last quarter, decreasing by 3.96kg to 85.66kg. In comparison to Q2 2022-2023, the tonnage has decreased by 2.74kg.

# Missed bins per 100,000



## Direction of Travel

Against last Quarter 

Against last Year 

Improved since last quarter and last year

## Q2 – Lower is Good

Target	80
Actual	47

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## How do we compare?

Missed collections per 100,000 collections (full year) - APSE

2022-23 Benchmark	Missed collections per 100,000 collections	Family Group Rank	Family Group Quartile	Whole Service Rank	Whole Service Quartile
Cotswold	109.89	12/14	Bottom	39/45	Bottom

Despite Christmas, the Council fell below target for Q3 and registered lower numbers than the previous quarter. Cotswold's missed instances decreased by 71 compared to this time last year.

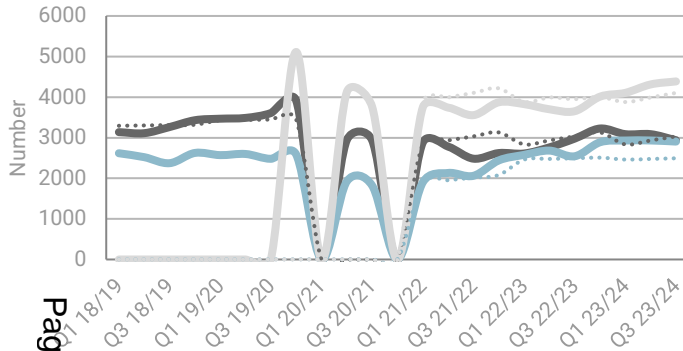
Note: since the implementation of In-Cab technology, the data source for missed collections is Alloy, In-Cab's back office system. This data source is more accurate than the previous data source.

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.

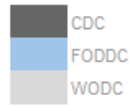
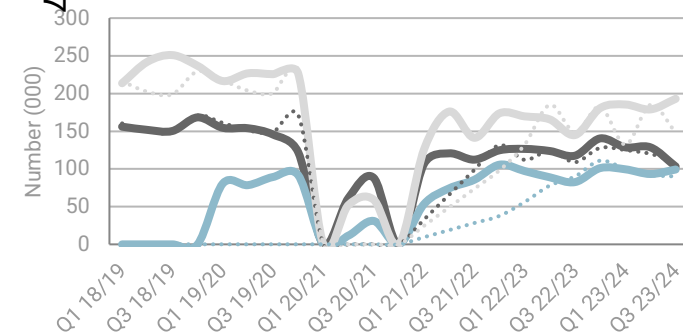


# Number of visits to the leisure centres & (Snapshot) Number of gym memberships

Number of gym memberships



Visits to leisure facilities



## Direction of Travel

### Gym Memberships

Against last Quarter



Against last Year



### Leisure Visits

Against last Quarter



Against last Year



Gym Memberships – Slightly declined since last quarter and last year  
 Leisure Visits – Declined since last quarter and last year

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

Visits to leisure facilities dropped by just over 25k in comparison to last quarter, with gym memberships slightly dropping by around 150 memberships. This decrease is linked to the change of service provider and challenges related to the pool, which was temporarily closed due to electrical issues caused by a roof leak and has since been repaired.

The Learn to Swim figures experienced a minor dip this quarter, a trend not uncommon in this flexible programme during the winter months.

A bid has been submitted for Capital Grant Funding for funding to improve the energy efficiency of leisure facilities, the results of which have been delayed until Q4.

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

## Q3 – Higher is Good

### Gym Memberships

Target 3035

Actual 2941

### Leisure Visits

Target 109,003

Actual 103,149

### How do we compare?

The Data Team are currently working with partners to compile the data return for APSE performance networks which will then provide benchmarking for this metric.

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# Agenda Item 11



**COTSWOLD**  
DISTRICT COUNCIL

Council name	<b>COTSWOLD DISTRICT COUNCIL</b>
Name and date of Committee	<b>OVERVIEW AND SCRUTINY – 27 FEBRUARY</b>
Subject	<b>FINANCIAL PERFORMANCE REPORT – Q3 2023/24</b>
Wards affected	All
Accountable member	Cllr Mike Evely, Deputy Leader and Cabinet Member for Finance Email: <a href="mailto:mike.evely@cotswold.gov.uk">mike.evely@cotswold.gov.uk</a>
Accountable officer	David Stanley, Deputy Chief Executive and Section 151 Officer Email: <a href="mailto:david.stanley@cotswold.gov.uk">david.stanley@cotswold.gov.uk</a>
Report author	David Stanley, Deputy Chief Executive and Section 151 Officer Email: <a href="mailto:david.stanley@cotswold.gov.uk">david.stanley@cotswold.gov.uk</a>
Summary/Purpose	This report sets of the latest budget monitoring position for the 2023/24 financial year.
Annexes	None
Recommendation(s)	That Overview and Scrutiny Committee:  I. Reviews and notes the initial Q3 financial position set out in this report.
Corporate priorities	<ul style="list-style-type: none"><li>• Delivering our services to the highest standards</li></ul>
Key Decision	No
Exempt	No
Consultees/ Consultation	None



## 1. BACKGROUND

- 1.1 This report provides members with the second outturn forecast and monitoring position statement for the 2023/24 financial year and should be viewed in the context of the *2024/25 Revenue Budget, Capital Programme and Medium-Term Financial Strategy* report considered by Cabinet and Council in February 2024.
- 1.2 The purpose of this report is to notify members of any significant variations to budgets identified in the second quarterly budget monitor exercise, highlight any key financial issues, and to inform members of options and further action to be taken.
- 1.3 In common with the almost all local authorities, the council faces several external budget pressures that are impacting on its finances over the medium-term. There remains some uncertainty on the impact from inflation and interest rates on the final quarter's financial performance.

## 2. EXECUTIVE SUMMARY

- 2.1 This report sets out the outturn forecast for the financial year informed by the Q3 budget monitoring. Members should note this is based on early outcomes from the budget monitoring work given the publication deadlines for Overview and Scrutiny Committee. A complete view on the Q3 monitoring position will be included in the updated report that Cabinet will consider at their meeting on 07 March 2024.
- 2.2 Based on the budget monitoring exercise undertaken for Q2 and an assessment of the risks and uncertainties facing the Council, the outturn forecast was an adverse variation of £0.263m. Based on the initial monitoring undertaken to date, there is an improved position for Q3 which indicates a positive variation of £0.080m (a reduction in the variation of £0.343m).



**Table ES1 – Revenue Budget Outturn Forecast (Q3)**

	2023/24 Latest Net Budget (£'000)	2023/24 Outturn Forecast (£'000)	2023/24 Outturn Variance (£'000)	Q2 2023/24 Outturn Variance (£'000)	Movement from Q2
<b>Revenue Budget</b>					
<b>Subtotal Services</b>	<b>17,511</b>	<b>18,418</b>	<b>907</b>	<b>907</b>	<b>0</b>
Less: Reversal of accounting adjustments	(1,636)	(1,636)	0	0	0
<b>Revised Subtotal Services</b>	<b>15,875</b>	<b>16,783</b>	<b>907</b>	<b>907</b>	<b>0</b>
Corporate Income & Expenditure	(1,512)	(2,898)	(1,386)	(1,043)	(343)
Provisions and Risk Items	0	398	398	398	0
<b>Net Budget Requirement</b>	<b>14,363</b>	<b>14,283</b>	<b>(80)</b>	<b>263</b>	<b>(343)</b>
<b>Funded by:</b>					
Council Tax	(6,311)	(6,311)	0	0	0
Retained Business Rates	(4,389)	(4,389)	0	0	0
Government Funding - Grants	(2,905)	(2,905)	0	0	0
Government Funding - NHB	(290)	(290)	0	0	0
Collection Fund (surplus) / Deficit	393	393	0	0	0
<b>TOTAL Funding</b>	<b>(13,503)</b>	<b>(13,503)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget shortfall/(surplus)</b>	<b>861</b>	<b>780</b>	<b>(80)</b>	<b>263</b>	<b>(343)</b>

**Table ES2 – Revenue Budget – Reconciliation of variations (Q3)**

	Positive variation (£'000)	Adverse Variation (£'000)	Q2 Outturn Variance (£'000)	Movement from Q2 (£'000)
<b>Variations at a glance</b>				
Fees & Charges - Income Shortfall		256	256	0
Overspend - Waste & Recycling containers		50	50	0
Commercial Property - Rental income shortfall (risk)		75	75	0
Pay Award (Publica impact)		198	198	0
Pay Award (Ubico impact)		0	0	0
Bad Debt Provision		50	50	0
Additional Transfer to Reserves (TM Reserve)		150	150	0
Savings Target shortfall (risk)		57	250	(193)
Other service variations		138	138	0
Ubico Contract forecast overspend (inc Pay Award impact)		134	134	0
Treasury Management Income	(946)		(796)	(150)
Reduced Revenue financing of Capital programme	(202)		(202)	0
Other Corporate Income and Expenditure	(39)		(39)	0
<b>Subtotal</b>	<b>(1,188)</b>	<b>1,108</b>		
<b>Net Outturn Variation</b>		<b>(80)</b>	<b>263</b>	<b>(343)</b>



**2.3** At this early stage, improvements in Treasury Management Investment Income and an increase in the underspend reported by Publica across all partner Councils are the updated material variations. All other forecast variations from Q2 remain unchanged for the purposes of this report. These are listed below for reference.

**Q3 revised variances**

- Improved forecast of Treasury Management investment income due to continued higher investment balances and interest rates. Forecast outturn for the financial year is £1.763m, an income surplus of £0.946m.
- Forecast underspend of £0.900m across the total Publica contract sum for all Councils. The indicative amount that is applicable to Cotswold District Council is £0.300m. The underspend has largely arisen due to vacancy management.

**Q2 material variances (not updated)**

- Building Control income is below budget with a lower number of applications in quarter one when compared to the same period in prior year (264 applications in Q1 and Q2 2023/24 compared to 315 in Q1 and Q2 2022/23) in part due to continuing financial climate and uncertainty, £110k income shortfall forecast.
- Public Convenience income shortfall due to reduced footfall. Forecast income shortfall of £82k.
- Household waste bins, bags, and containers - overspend forecast of £50k, overspend due to increased demand, increased cost of materials and longer lead times.
- Land charges income is performing below budget with net income received forecast to be £81k below budget at the end of the financial year in part due to the rise in free unofficial personal searches as well as current economic uncertainty leading to a reduced demand.
- Ubico are currently forecasting a net overspend of £134k due to the pay award (£145k adverse) and vehicle costs (£90k adverse), although lower than estimated diesel costs (£95k favourable) reduce the overall forecast position.
- Forecast deficit (£0.255m) on the Leisure and Culture contracts which will be transferred to a new Contract Smoothing reserve – see paragraphs 4.16 to 4.18.

**2.4** In the Q2 report it was indicated that the adverse income variations outlined above were unlikely to recover over Q3 and Q4 due to longer-term under performance against income budgets in previous financial years. The 2024/25 budget and MTFs approved by Council on 21 February 2024 has revised down the income budgets for Building Control and Land Charges.

**2.5** The Cabinet Transform Working Group (CTWG) will continue to consider the forecast outturn, financial risks and uncertainties set out in this report. The CTWG will specifically be



considering proposals from service delivery partners to contribute to the Council's Savings plans and will be closely monitoring the achievement of savings targets.

- 2.6** At the time of writing this report, an updated outturn forecast on the Capital Programme has not been completed. The 2024/25 Revenue Budget, Capital Programme and Medium-Term Financial Strategy to Cabinet and Council provided members with an updated capital budget for the financial year and is shown in the table below. This is not materially different from the Q2 outturn forecast and should be viewed by members as a reliable monitoring position at this stage.

**Table ES2 – Capital Programme Outturn Forecast**

<b>Capital Programme</b>	<b>2023/24 OB (£'000)</b>	<b>2023/24 REV (£'000)</b>	<b>2023/24 Actuals to Q2 (£'000)</b>	<b>2023/24 Outturn Forecast (Q2) (£'000)</b>
Leisure & Communities	1,387	79	12	79
Housing/Planning and Strategic Housing	4,001	4,765	2,443	4,765
Environment	1,956	566	159	628
Retained & Corporate	0	0	0	0
ICT, Change and Customer Services	350	100	(0)	100
UK Rural Prosperity Fund	191	191	0	191
UK Shared Prosperity Fund Projects	28	28	0	28
Land, Legal and Property	500	567	(0)	567
Transformation and Investment	5,486	1,216	157	1,216
<b>TOTAL Capital Programme</b>	<b>13,899</b>	<b>7,512</b>	<b>2,770</b>	<b>7,574</b>

- 2.7** Financial Sustainability – The 2023/24 revenue budget is held in balance using £0.861m of the Financial Resilience Reserve. It was noted in the Q2 report that without any improvement in the forecast during the year, corrective action, or additional savings the outturn variation would have to be funded from the same reserve at year end. Clearly, this was not a desirable outcome and further management action must be taken by the Council, Publica and Ubico to mitigate the current forecast outturn.

- 2.8** When taken with the 2023/24 Revenue Budget, the Council would be utilising £0.780m of the Financial Resilience reserve to support the budget. Although this is an improved position, members should note the reliance on the Financial Resilience reserve over the last 2 financial years to balance the budget (£2.022m) which is not sustainable over the medium-term.



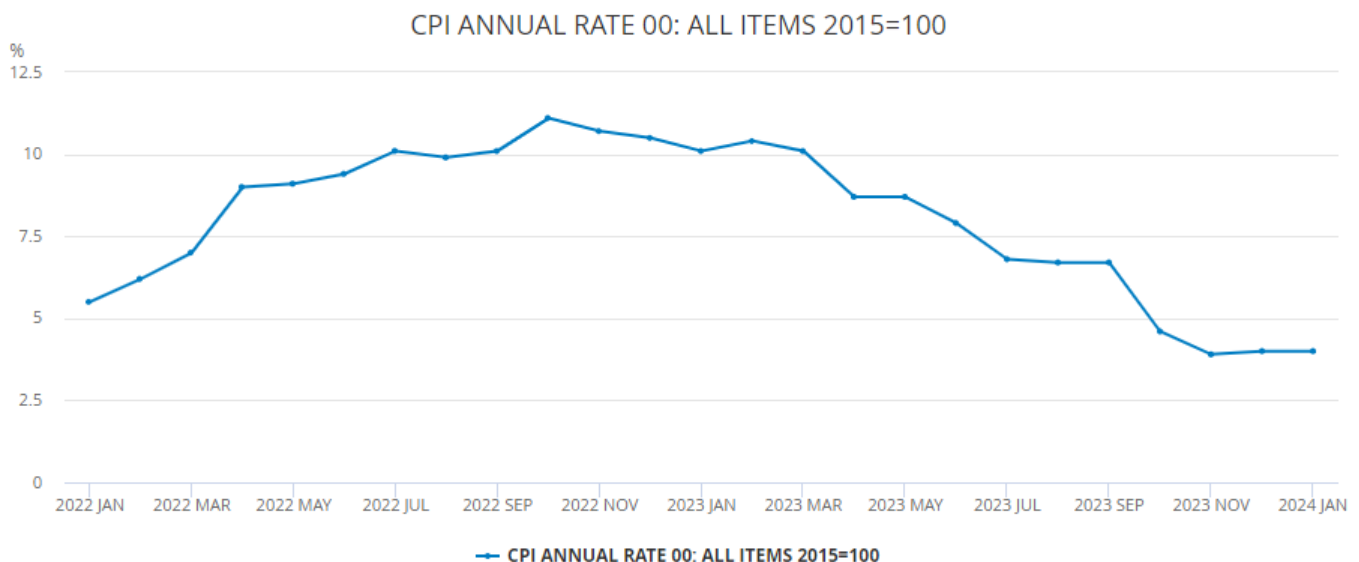
2.9 The draft outturn position will be reported to the July 2024 Cabinet meeting.

### 3. EXTERNAL ECONOMIC ENVIRONMENT

3.1 The *2024/25 Revenue Budget, Capital Programme and Medium-Term Financial Strategy* report to Cabinet and Council in February 2024 set out the external economic pressures on the Council.

#### Inflationary Pressures

3.2 The Office for National Statistics (ONS) released inflation figures from the 12 months to January 2024 on 14 February 2024. The level of inflation, as measured by the Consumer Prices Index, is 4.0% (no change from December 2023). Although it is not the Government's preferred measure of inflation, the Retail Prices Index is 4.9% (5.2% in December 2023). Core inflation (as defined by the Office for National Statistics as the CPI Rate excluding energy, food, alcohol, and tobacco) remained at 5.1% for the third month (5.1% in December 2023). Whilst prices of food and beverages reduced this was offset by the impact of increased fuel prices. It is this measure that has concerned the Bank of England and led to increases in interest rates during 2023.

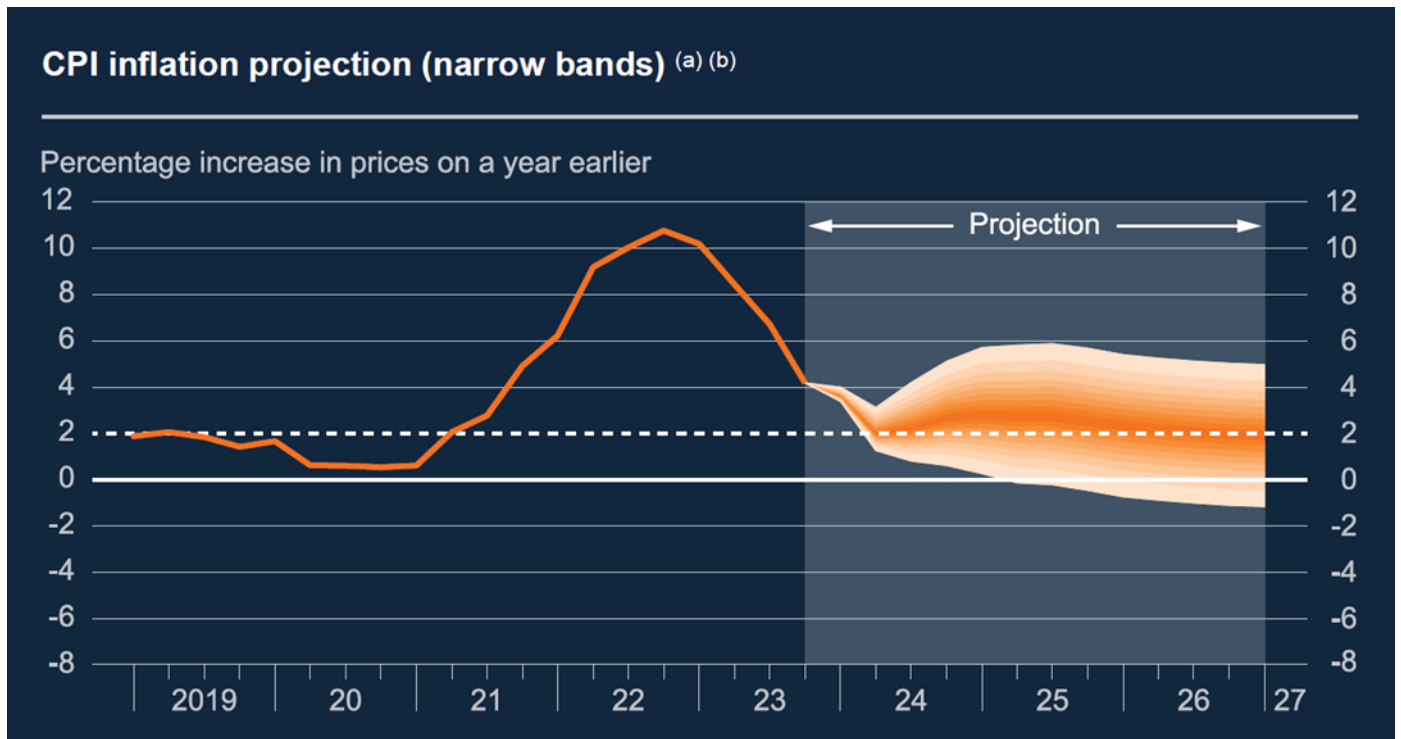


3.3 Although general inflation has reduced since the start of 2023, the Council is subject to specific inflationary pressures on its services (e.g., fuel costs on waste and recycling service) which have tended to track higher than CPI and RPI.





3.4 The forecast for inflation is for a return towards the Bank of England's target of 2.0% (CPI) although it is worth noting recent commentary suggesting the bank should consider revising the target to 3.0%. The graph below shows the different CPI forecasts that are published in the quarterly Bank of England Monetary Policy Committee report (February 2024).



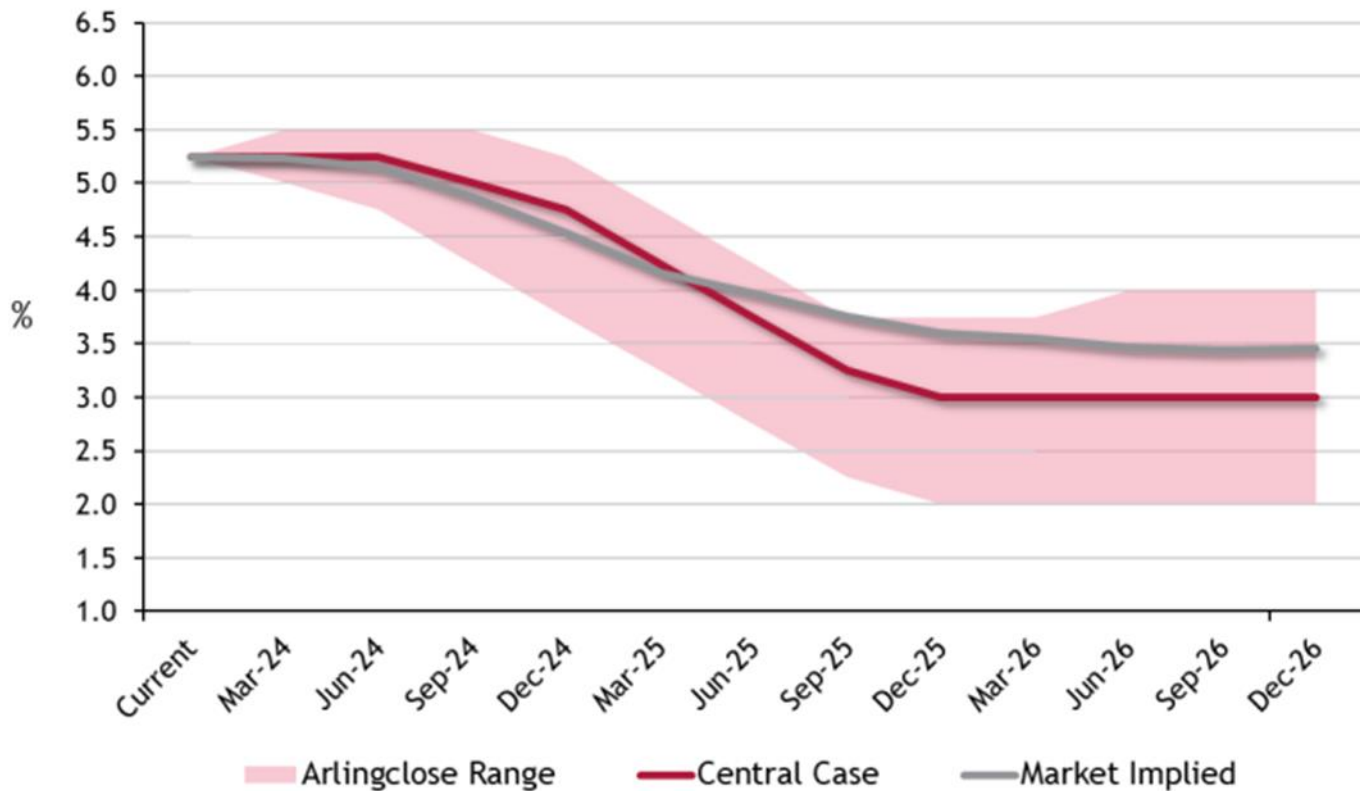
3.5 The continuation of elevated levels of inflation throughout the year and the Bank of England's forecast over the medium-term will need to be taken into account when assessing the impact on 2024/25 revenue and capital budgets.

#### Interest Rates

3.6 The Bank of England has increased interest rates fourteen times since December 2021 to mitigate inflationary pressures with the last increase of 0.25% taking the base rate to 5.25% on 04 August 2023. The MPC voted to maintain rates at 5.25% at their latest meeting on 01 February 2024 (the Monetary Policy Committee voted by a majority of 6-3 to maintain the official Bank Rate at 5.25%. Two members preferred to increase Bank Rate by 0.25 percentage points, to 5.5%. One member preferred to reduce Bank Rate by 0.25 percentage points, to 5%). The council's treasury management advisors believe this is the peak for the bank rate. The next MPC meeting is scheduled for 21 March 2024.



## Official Bank Rate



- 3.7** To support the Capital Programme, the Council may need to undertake borrowing during the current financial year although this is dependent on several factors. With PWLB interest rates remaining relatively high compared to the previous 12 years, this will impact the expenditure required to service any borrowing the Council undertakes.
- 3.8** 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 other costs continue to rise and/or the need to find savings to balance the budget.
- 3.9** With interest rates expected to remain high during the forthcoming 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.
- 3.10** 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 April 2024.

#### 4. 2023/24 REVENUE BUDGET

- 4.1 The Revenue Budget was approved by Council at their meeting on 15 February 2023 with no adjustments made during the financial year to date.

Table 1 – Revenue Budget reconciliation

Budget Item	(£'000)
Original Budget (Council, 15 February 2023)	14,363
Adj:	
Adj:	
Adj:	
Adj:	
<b>Latest Budget</b>	<b>14,363</b>

- 4.2 On 31 December 2023 the Council is reporting net expenditure of **tbc** against the profiled budget of **tbc**. The financial position is expected to remain challenging during the remainder of the financial year and into 2024/25 with the Council facing significant budget pressures as outlined earlier in the report.
- 4.3 The outturn forecast for 2023/24 of £14.283m results in a forecast variance of £0.080m – a reduction of £0.343m against the Q2 forecast. Table 2 provides members with an overview of the significant outturn variations that have been forecast across services with Tables 3 and 4 providing detail on the non-service revenue expenditure and income budgets.



**Table 2 – Revenue Budget Outturn Forecast Summary [DRAFT]**

	<b>2023/24 Latest Net Budget (£'000)</b>	<b>2023/24 Outturn Forecast (£'000)</b>	<b>2023/24 Outturn Variance (£'000)</b>	<b>Movement from Q2</b>
<b>Revenue Budget</b>				
Environmental & Regulatory Services	486	596	110	0
Business Sup. Svcs - Finance, HR, Procurement	1,120	1,143	23	0
ICT, Change & Customer Services	2,359	2,359	0	0
Assets, Property & Regeneration	725	751	26	0
Publica Executives and Modernisation	131	131	0	0
Revenues & Housing Support	615	677	62	0
Environmental Services	4,810	5,090	281	0
Leisure & Communities	1,918	2,183	265	0
Planning & Strategic Housing	1,947	1,947	0	0
Democratic Services	1,124	1,115	(8)	0
Retained and Corporate	2,277	2,426	149	0
<b>Subtotal Services</b>	<b>17,511</b>	<b>18,418</b>	<b>907</b>	<b>0</b>
Less: Reversal of accounting adjustments	(1,636)	(1,636)	0	0
<b>Revised Subtotal Services</b>	<b>15,875</b>	<b>16,783</b>	<b>907</b>	<b>0</b>
Corporate Income & Expenditure	(1,512)	(2,898)	(1,386)	(343)
Provisions and Risk Items	0	398	398	0
<b>Net Budget Requirement</b>	<b>14,363</b>	<b>14,283</b>	<b>(80)</b>	<b>(343)</b>
<b>Funded by:</b>				
Council Tax	(6,311)	(6,311)	0	0
Retained Business Rates	(4,389)	(4,389)	0	0
Government Funding - Grants	(2,905)	(2,905)	0	0
Government Funding - NHB	(290)	(290)	0	0
Collection Fund (surplus) / Deficit	393	393	0	0
<b>TOTAL Funding</b>	<b>(13,503)</b>	<b>(13,503)</b>	<b>0</b>	<b>0</b>
<b>Budget shortfall/(surplus)</b>	<b>861</b>	<b>780</b>	<b>(80)</b>	<b>(343)</b>



**Table 3 – Corporate Income and Expenditure [DRAFT]**

	2023/24 Revised Budget (£'000)	2023/24 Outturn Forecast (£'000)	2023/24 Outturn Variance (£'000)	Movement since Q2 (£'000)
<b>Corporate Income and Expenditure</b>				
Contingency, other non-service income and expenditure	128	109	(19)	0
Savings & Transformation Items (See Tables x and x)	(500)	(443)	57	(193)
Treasury Management - Interest Payable	99	14	(86)	0
Treasury Management - Interest Receivable	(817)	(1,763)	(946)	(150)
Minimum Revenue Provision (MRP)	17	0	(17)	0
Revenue Contribution to Capital Outlay (RCCO)	200	100	(100)	0
Transfer to/(from) Earmarked Reserves	(639)	(914)	(275)	0
	<b>(1,512)</b>	<b>(2,898)</b>	<b>(1,386)</b>	<b>(343)</b>

**Table 4 – Provisions and Risk [DRAFT]**

	2023/24 Profiled Budget to Q3 (£'000)	2023/24 Outturn Forecast (£'000)	2023/24 Outturn Variance (£'000)	Movement since Q2 (£'000)
<b>Provisions and Risk</b>				
Ubico Pay Inflation*		0	0	0
Additional Transfer to Reserves (TM Reserve)		150	150	0
Bad Debt Provision		50	50	0
Publica Pay Inflation		198	198	0
Forecast Risk		0	0	0
	<b>0</b>	<b>398</b>	<b>398</b>	<b>0</b>

\*Ubico pay inflation of £148k included within contract service lines.

### Key variations

- 4.4** The forecast outturn position is a net positive variance of £0.080m. Whilst this is an improved position compared to Q2, it is important the Council is not complacent on the Q3 position. Without the continuation of positive action, any adverse outturn variation would have to be funded from the Financial Resilience reserve at year end. Clearly, this would not be a desirable outcome and further management action must be taken by the Council, Publica and Ubico to mitigate the current forecast outturn position. Members should note that the budgeted use of reserve utilised to set a balanced budget was £0.861m.
- 4.5** The material items which have had an impact on the Council's revenue budget are summarised below with narrative explaining the reasons(s) for the variation in the paragraphs that follow.
- Forecast underachievement of income – Building Control (£0.110m), Land Charges (£0.081m), Public conveniences (£0.082m)



- Forecast overspend on the Ubico Contract (£0.134m overspend, £0.011m underlying underspend excluding the pay award)
- Forecast deficit (£0.255m) on the Leisure and Culture contracts which will be transferred to a new Contract Smoothing reserve – see paragraphs 4.16 to 4.18
- Commercial Property rental income (£0.075m adverse variation)
- Pay Award impact (£0.198m adverse) – see paragraphs 3.6 to 3.8 and 4.26.
- Savings Target Risk – Publica Q3 forecast of £0.300m underspend mitigates in part the £0.250m adverse on Ubico savings target.
- Treasury Management and interest receivable performance (£0.946m positive variation) – improvement of £0.150m over Q2
- Reduced Revenue financing of Capital programme (£0.202m positive variation)
- Adjustments for Bad Debt Provision and a proposed additional transfer to earmarked reserves (£0.200m)

**Q2 variance narrative – this section will be updated for the Cabinet report**

- 4.6** The building control service operates in a competitive market, although the Council has retained its market share income is below budget with a lower number of applications in quarter one when compared to the same period in prior year (264 applications compared to 315 in Q1+Q2 2022/23) in part due to continuing financial climate and uncertainty, £0.110m income shortfall forecast.
- 4.7** Income from land charges is below budget with net income received forecast to be £80k below budget at the end of the financial year due in part to the rise in free unofficial Personal Searches (through Personal Search Agents). Current economic uncertainty, the rise in interest rates and inflation along with forecasts of falls in house prices into 2023 and 2024 has reduced demand for this service.
- 4.8** Public Convenience income shortfall of £0.082m is forecast due to reduced footfall. One-off expenditure reductions reduce the forecast net overspend to £0.066m. Cabinet approved increases to the service charges for the Council's Public Conveniences from 01 April 2023. The service is subject to a review by Overview and Scrutiny Committee (Public Conveniences Review Group) and is due to report the outcome of the review and recommendations in January 2024.
- 4.9** There is a risk that the Council will not receive the budgeted level of commercial rental income given the challenging economic conditions across retail and office sectors and downward pressure on rents. An income shortfall of £0.075m is currently forecast but will be reviewed alongside the wider Asset Management Strategy.



**4.10** The Council’s Environmental Services (grounds maintenance, street cleaning, domestic waste collection, recycling collections etc.) are provided by Ubico Ltd. The contract with Ubico for 2023/24 of £8.275m is currently estimated to cost £8.415m – a net overspend of £0.134m. This is predominantly due to the impact of the pay award (£0.145m overspend), additional costs associated with vehicle repairs and vehicle hire (£0.089m overspend) and other minor budget overspends (£0.020m). This is offset by a reduced volume and cost of fuel (£0.192m underspend) which is lower than the assumed cost included in the budget).

**4.11** The tables below provides members with an overview of the financial performance of the Ubico Contract (Table 5a) and non-Ubico expenditure and income from fees and charges (Table 5b)

**Table 5a – Ubico Contract Outturn Forecast (Q2)**

<b>Waste, Recycling, Street Cleaning and Grounds Maintenance Services</b>	<b>Ubico Contract Costs OB (£'000)</b>	<b>Ubico Contract Costs CS (£'000)</b>	<b>Outturn Forecast (£'000)</b>	<b>Outturn Variance (£'000)</b>
WST004 Bulky Household Waste	0	0	0	0
Car Parks GM [CTW668]	63	63	68	4
CCM001 Cemetery/Churchyards GM [CTW688]	175	175	188	12
RYC002 Garden Waste Collection [CTW634]	1,315	1,316	1,383	67
WST001 Household Waste [CTW611]	1,622	1,623	1,703	80
RYC001 Recycling [CTW633]	2,933	2,935	2,939	4
RYC003 Refuse/Recycling/Food Waste [CTW635]	685	686	645	(41)
STC001 Street Cleaning [CTW666]	1,465	1,466	1,472	6
Trinity Road Offices GM [CTW668]	16	16	17	1
<b>Grand Total</b>	<b>8,275</b>	<b>8,281</b>	<b>8,415</b>	<b>134</b>
Less: Pay Award impact				(145)
<b>Net variation on contract (excluding Pay Award)</b>				<b>(10)</b>



Table 5b – Ubico, Non-Ubico, Fees & Charges performance (Q2)

	Gross Service Cost LAB (£'000)	Income LAB (£'000)	Net Service Cost (£'000)	Exp <sup>n</sup> Forecast (£'000)	Income Forecast (£'000)	Net Service Forecast (£'000)	Net Service Variation (£'000)
<b>Waste, Recycling, Street Cleaning and Grounds Maintenance Services</b>							
WST004 Bulky Household Waste	57	(79)	(22)	57	(79)	(22)	0
Car Parks GM [CTW668]	63	0	63	68	0	68	4
CCM001 Cemetery/Churchyards GM [CTW688]	175	0	175	188	0	188	12
RYC002 Garden Waste Collection [CTW634]	1,353	(1,301)	52	1,419	(1,301)	118	67
WST001 Household Waste [CTW611]	1,781	(24)	1,757	1,911	(24)	1,887	130
RYC001 Recycling [CTW633]	3,245	(950)	2,295	3,249	(950)	2,299	4
RYC003 Refuse/Recycling/Food Waste [CTW635]	686	0	686	645	0	645	(41)
STC001 Street Cleaning [CTW666]	1,504	0	1,504	1,510	0	1,510	6
Trinity Road Offices GM [CTW668]	16	0	16	17	0	17	1
<b>Grand Total</b>	<b>8,880</b>	<b>(2,353)</b>	<b>6,527</b>	<b>9,064</b>	<b>(2,353)</b>	<b>6,711</b>	<b>184</b>

4.12 Performance against the Ubico Savings Target is outlined in Section 5 of this report.





- 4.13** Household waste bins and receptacles – an overspend is forecast of £50k, due to increased demand, increased cost of materials and longer lead times. As part of the 2024/5 budget setting review, revenue and capital budget provision will be updated to reflect underlying demand and consideration of developer contributions.
- 4.14** The contract with Freedom Leisure to operate the Council’s Leisure and Cultural services commenced in August 2023 for an initial period of 10 years. In common with contracts of this type, there is an uneven profile of payments to and from the operator over the duration of the contract. The forecast for 2023/24 is for a deficit (payment from the Council to the operator) of £0.255m and this is reflected in the net adverse variance of £0.230m for the Leisure and Communities summary line in Table 2.
- 4.15** Based on operator forecasts submitted with tender documentation, the Council will need to set aside adequate funding from the financial resilience reserve in the first five years of the contract, with a surplus on the contract (payment from the operator to the Council) in the remaining years of the contract term.

### **Treasury Management**

- 4.16** Income returns from the Council’s investments of 5.09% were received in the period up to 31 December 2023 (4.72% pooled funds, 4.57% real estate investment trusts) with returns from short term cash deposits with the Debt Management Office (DMO) averaging 5.27%.
- 4.17** With the expectation of improved investment returns during the financial year, it was agreed at July Cabinet 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.
- 4.18** Council approved the Capital Strategy and the Treasury Management Strategy (including the Non-Treasury Management Investment Strategy) at their meeting on 15 February 2023. Audit and Governance Committee have responsibility for reviewing and monitoring treasury management arrangements in accordance with the CIPFA Treasury Management Code and receiving performance reports. The Council adopted the Chartered Institute of Public Finance and Accountancy’s Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Council to approve, as a minimum, treasury management semi-annual and annual outturn reports.
- 4.19** The CIPFA Code was updated in 2021 and includes the new requirement, mandatory from 01 April 2023, of quarterly reporting of the treasury management prudential indicators. The



non-treasury prudential indicators are expected to be included in the Council's usual revenue and capital monitoring reports. Section 7 and Annex C of this report provides members with an overview on the non-treasury position.

- 4.20** Audit and Governance Committee considered the mandatory mid-year Treasury Management report at their meeting on 30 November 2023.

#### **Corporate Income and Expenditure, Provisions and Risk**

- 4.21** As outlined in Tables 3 and 4 there are several significant variations were forecast in Q2 across the Corporate Income and Expenditure budgets. These budgets support the General Fund Revenue budget and are typically the non-service items such as Treasury Management, financing, contingency budget, and provisions for risk.
- 4.22** Paragraph 4.16 in this report provided members with an initial update on the performance of the Council's Treasury Management Investments. The outturn forecast is additional income of £0.946m, largely due to the higher than anticipated interest rates.
- 4.23** With the strong performance of Treasury Management Investments, the Q2 report recommended that £0.150m is transferred to the Treasury Management Reserve to mitigate the potential change to accounting treatment of Pooled Funds from March 2025.
- 4.24** As reported in Q2, the Council has in prior years financed ICT capital expenditure from the revenue budget – typically around £0.200m per annum. With the outturn forecast on ICT Capital indicating expenditure of £0.100m for the year the forecast for the revenue contribution (RCCO) has been matched leading to an underspend of £0.100m. Members will need to consider how ICT Capital expenditure should be financed in future years given the budget gap forecast in 20204/25 and over the MTFS period.
- 4.25** The 2023/24 revenue budget includes a net transfer from earmarked reserves of £0.625m to fund specific related expenditure – predominantly around new burdens and homelessness. A further £20k transfer from the Transformation and Investment Programme reserve is proposed to fund external consultancy commissioned by Ubico to support the delivery of future savings and efficiencies.
- 4.26** As outlined in the Q2 report (paragraph 4.23 and 4.18) further transfers were agreed to mitigate risk;
- a transfer of £0.150m is transferred to the Treasury Management Reserve to mitigate the potential change to accounting treatment of Pooled Funds from March 2025.



- A provisional transfer of £0.255m is made to a newly established “Contract Smoothing” earmarked reserve to transfer the forecast deficit in respect of the leisure and culture contract in 2023/24.
- 4.27** An allowance of £0.198m is included in Table 4 recognising the Publica element pay award impact the revenue budget. The impact of the pay award on Ubico costs has already been included in the service revenue expenditure forecasts.
- 4.28** A contingency budget is held centrally to mitigate any in-year cost pressures from inflation or other unforeseen events. This is reported as uncommitted to in-part offset the pay award risks highlighted in the paragraphs above.
- 4.29** The 2023/24 revenue outturn forecast includes an allowance to increase the bad debt provision by £50k to reflect the increased probability of sundry, council tax and business rate debtors remaining unpaid because of the cost-of-living crisis and recessionary pressures on the economy.

## **5. SAVINGS AND TRANSFORMATION PROGRAMME DELIVERY**

- 5.1** This section will be updated for the report to Cabinet on 07 March 2024.

## **6. CAPITAL PROGRAMME**

- 6.1** Council approved the Capital Programme for 2023/24 at their meeting on 15 February 2023. Cabinet approved the carry forward of unspent Capital budgets of £1.114m in the Financial Performance Report 2022/23 Outturn report to Cabinet in July 2023. The revised capital programme for 2023/24 is £15.013m. Given the budget profile of some of these schemes there has been a relatively low level of expenditure up to the end of Q3 with a net total spend of £tbc (£tbc when the service loan is excluded).



**Table 8 – Capital Programme budget reconciliation**

<b>Capital Programme Reconciliation</b>	<b>(£'000)</b>
Original Budget (Council, 15 February 2023)	13,899
Slippage from 2022/23 (Cabinet, 17 July 2023)	1,114
Revised budget changes	<b>(7,501)</b>
Adj:	
Adj:	
<b>Latest Budget</b>	<b>7,512</b>

**Table 9 – Capital Programme Outturn Forecast Q2**

	2023/24 OB (£'000)	2023/24 LAB (£'000)	2023/24 Actuals to Q2 (£'000)	2023/24 Outturn Forecast (£'000)	2023/24 Outturn Variance (£'000)	Movement from Q1 (£'000)
<b>Capital Programme</b>						
Leisure & Communities	1,387	1,391	12	79	<b>(1,312)</b>	<b>(1,312)</b>
Housing/Planning and Strategic Housing	4,001	4,209	2,443	4,765	556	847
Environment	1,956	2,129	159	628	<b>(1,501)</b>	45
Retained & Corporate	0	0	0	0	0	0
ICT, Change and Customer Services	350	415	<b>(0)</b>	100	<b>(315)</b>	0
UK Rural Prosperity Fund	191	191	0	191	0	0
UK Shared Prosperity Fund Projects	28	28	0	28	0	0
Land, Legal and Property	500	870	<b>(0)</b>	567	<b>(303)</b>	<b>(303)</b>
Transformation and Investment	5,486	5,780	157	1,216	<b>(4,564)</b>	0
<b>TOTAL Capital Programme</b>	<b>13,899</b>	<b>15,013</b>	<b>2,770</b>	<b>7,574</b>	<b>(7,439)</b>	<b>(723)</b>

**6.2** The capital programme no longer includes the Strategic Property Acquisition scheme (included in the summary line Transformation and Investment). With interest rates remaining relatively high, any future acquisition decision will need to be supported by a full business case setting out the wider benefits and financial impact over the immediate and longer-term.

**6.3** At their meeting on 31 October 2023 Overview and Scrutiny Committee recommended that the Capital Programme should be kept under review to ensure the revenue impact of capital expenditure and financing decisions were fully considered.

**Capital Receipts and Disposals (not updated)**

**6.4** The Council received a capital loan repayment of £0.295m from Cottsway Housing in Q2 2023/24 in line with the terms of the unsecured development loan facility. The Council did not make any asset disposals during Q1 and Q2 2023/24.



**Table 10 – Capital Financing Statement Forecast Q2**

<b>Capital Financing Statement</b>	<b>2023/24 OB (£'000)</b>	<b>2023/24 LAB (£'000)</b>	<b>2023/24 Outturn Forecast (£'000)</b>	<b>2023/24 Outturn Variance (£'000)</b>
Capital receipts	8,036	8,469	5,512	(2,957)
Capital Grants and Contributions	1,576	1,907	1,546	(361)
Earmarked Reserves	0	0	0	0
Revenue Contribution to Capital Outlay (F	150	150	50	(100)
Community Municipal Investments (CMI)	116	466	466	0
Prudential Borrowing	4,021	4,021	0	(4,021)
	<b>13,899</b>	<b>15,013</b>	<b>7,574</b>	<b>(7,439)</b>

**6.5** The Capital Financing position set out in the table above will be reviewed by the s151 Officer during the year as expenditure forecasts are updated to ensure a balanced use of capital resources and mitigation of current and future interest rates.

## **7. NON-TREASURY MANAGEMENT SUMMARY**

**7.1** The CIPFA Code was updated in 2021 and includes the new requirement, mandatory from 01 April 2023, of quarterly reporting of the treasury management prudential indicators. The non-treasury prudential indicators are expected to be included in the Council's usual revenue and capital monitoring reports. This section will be updated for the report to Cabinet on 07 March 2024.

## **8. RISKS AND UNCERTAINTIES**

**8.1** The risks and uncertainties outlined in the Q2 report and in the 2024/25 Revenue Budget, Capital Programme And Medium-Term Financial Strategy report to Cabinet and Council remain relevant.

- Assumptions made in the forecast are based on projections for inflation and interest rates. Uncertainty remains around Government policy, volatility of GBP (£) against other currencies, interaction between increased UK interest rates and the level of inflation.
- This report does not include updated forecasts for income from fees and charges and this remains a risk to the Council given the impact of higher prices, energy costs on the cost of living, and the impact of recessionary pressures on the economy. This may lead to



reduced demand for council services and hence lower income from fees and charges in the final quarter.

- The Council is dependent on several key partners (e.g., Ubico, Publica, Freedom Leisure) for the delivery of core Council services and may be more exposed to fluctuations in income and expenditure. Any additional income or expenditure pressures would increase the financial pressure facing the Council and would need to be funded through reserves or savings found elsewhere.
  - Publica Review – At their meeting on 02 November 2023, Cabinet recommended that Council approve the recommendations set out in the Publica Review report undertaken by Human Engine. The report highlighted the need for a transition plan (to be reported to Cabinet and Council in the new year) and the completion of extensive due diligence. The Human Engine report identified the preferred option of returning the majority of services to the Council. There is a risk over the remainder of the financial year to service delivery outcomes (ability to provide services at current levels if staff turnover increases) and to costs (increased cost associated with agency/interim staff). The impact from the review outcomes will need to be kept under scrutiny over the coming weeks. As with many insourcing and transformation projects, there is an increased level of uncertainty amongst staff.
  - It is difficult at this early stage to set out the financial impact of the transition plan on the Council's finances. Cabinet and Council will consider the initial Local Partnerships Transition Plan report in March 2024.
  - The transition of services from Publica to Council will clearly have a material impact on the Council's resources and budget over the next two years. For the purposes of the 2024/25 revenue budget and the MTFs, it is assumed the cost of services will remain within the cost envelope set out over the medium-term.
- In order to fund the one-off costs of transition, Council approved £0.500m to be set aside in the Corporate Priority: Publica Review reserve.

## 9. CONCLUSIONS

- 9.1 This monitoring report presents an update on the Council's financial position. As the report sets out, an indicative underspend of £0.080m is forecast for the financial year which. Without continued mitigating or corrective action any adverse variation would be financed from the Financial Resilience Reserve at year end which is not considered appropriate given the scale of the financial challenge over the MTFs period.
- 9.2 Cabinet will continue to consider the impact of the forecast outturn and the impact on earmarked reserves as part of their oversight of the savings and transformation programme.



## **10. FINANCIAL IMPLICATIONS**

**10.1** The financial implications are set out in this report.

## **11. LEGAL IMPLICATIONS**

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

## **12. RISK ASSESSMENT**

**12.1** Section 8 of this report sets out the financial risks and uncertainties.

## **13. EQUALITIES IMPACT**

**13.1** None.

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

**14.1** Considered within this report.

## **15. BACKGROUND PAPERS**

**15.1** None

**(END)**

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# Agenda Item 12



**COTSWOLD**  
DISTRICT COUNCIL

Council name	<b>COTSWOLD DISTRICT COUNCIL</b>
Name and date of Committee	<b>CABINET – 7 MARCH</b>
Subject	<b>PUBLICA REVIEW- LOCAL PARTNERSHIPS TRANSITION PLAN</b>
Wards affected	All
Accountable member	Councillor Joe Harris, Leader of the Council Email: joe.harris@cotswold.gov.uk
Accountable officer	Robert Weaver, Chief Executive Email: robert.weaver@cotswold.gov.uk
Report author	Robert Weaver, Chief Executive Email: robert.weaver@cotswold.gov.uk
Summary/Purpose	To consider the Local Partnerships report and to approve the recommendations therein.
Annexes	Annex A – Local Partnerships Report
Recommendation(s)	That Cabinet resolves to:  Recommend to Full Council to: 1. Approve the recommendations set out in the Local Partnerships report 2. That the Interim Programme Director prepares a detailed transition plan, building on the recommendations set out in the Local Partnerships report, for subsequent agreement by Cabinet and Council.
Corporate priorities	Ensure that all services delivered by the Council are delivered to the highest standard.
Key Decision	NO
Exempt	NO



Consultees/ Consultation	Chief Executive, Deputy Chief Executive & Section 151 Officer, Director of Governance and Development (Monitoring Officer) CDC Leader, Deputy Leader, Portfolio Holder for economic Development and Cabinet Transformation, CDC Cabinet Members, Publica Review Programme Director, Publica Interim MD, Publica Assistant Director Organisational Development and Transformation.
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- 1.1 A Local Government Association Peer Review in 2022 highlighted the need to ensure the council was best placed to maximise opportunities associated with an ambitious Administration and Corporate Plan. It recommended that an options appraisal be undertaken, considering the appropriateness of some services remaining within Publica.
- 1.2 An options appraisal review was undertaken by a company called Human Engine in 2023. The final report recommended that a significant number of services should move from Publica and return to being under greater control of the councils. This would leave Publica delivering a range of support and customer services for the Councils.
- 1.3 The Human Engine report and its recommendations were approved by Full Council in November 2023 and work then started to recruit a programme director who would support the Chief Executives and elected members in implementing the transition.
- 1.4 A programme director has now been appointed, following a two-stage interview process involving both officers and Leaders and is working on behalf of the 3 Councils, under the leadership of the Chief Executives, to develop and implement the transition.
- 1.5 It was clear that following approval of the Human Engine report, and whilst the recruitment of a programme director was taking place, it was important to maintain momentum. Local Partnerships was therefore asked to support the councils, as part of its South West transformation grant funding programme, in the development of a 'bridging report' that built on the work undertaken by Human Engine and to inform the preparation and implementation of detailed transition plan that will be presented by the Programme Director and Chief Executive later in the year.
- 1.6 The Local Government Association runs a Transformation Fund programme through its partner organisation Local Partnerships. Local Partnerships LLP is a consultancy firm jointly owned by the LGA, Treasury and Welsh Government, delivering value for the public purse. Local Partnerships come with a wealth of experience and are well placed to be able to refer



to the wider public sector's experience of insourcing to provide illustrations of governance, organisational design and service transformation, having been involved in undertaking service reviews for a number of Councils in the past. This knowledge and approach facilitates bringing services back in-house following best practice, rather than simply 'lift and shift'.

- 1.7** The brief agreed with Local Partnerships was for the provision of a high-level set of recommendations, following those set out in the Human Engine report, to enable the councils to take the project forward. The Councils were granted the equivalent of 20 consultancy days to provide high-level advice based on their experience of supporting councils with transition plans and from evidence gathered from other insourcing projects across the sector. Therefore timescales set out are indicative but realistic based on previous experience. Furthermore the Local Partnerships report did not intend to seek to identify all service areas to be transferred, but to give a high level overview of and suggest key phases of services as part of the transition. It will be for the Interim Programme Director to develop this further with more specific detail in due course. It is envisaged that the detailed transition plan will be completed by the end of April, with subsequent reporting back through the Council's scrutiny and decision-making meetings.
- 1.8** The Local Partnerships commission was undertaken in a similar way to a Peer Review. The Local Partnerships team carried out interviews with the four CEOs, Interim MD of Publica and the Programme Director to understand the current position from their perspective and their views and ambitions for the insourcing project.
- 1.9** In addition a half-day workshop took place with key staff from both the councils and Publica, to understand more about the views of the wider stakeholder group regarding the transition. This information was then used to develop an outline framework for the transition of services to enable the programme team to take this forward. Their report covers key governance, risk and structural principles to support the transition from Publica back to the councils.



## **1.10 NEXT STEPS**

### **1.11 Governance**

**1.12** It is important that there are arrangements in place to ensure Councillors are provided with regular updates and the opportunity to be part of the review process. In addition to input and oversight from the Overview & Scrutiny Committee, and of course the key decision making meetings, following the Full Council meeting in November, it was agreed that a small cross party member working group be created. This group would receive updates on the Publica Review work. The Chief Executive will draft a terms of reference and liaise with Group Leaders regarding membership.

**1.13** In addition, it is proposed that a facilitated session, open to all members takes place to provide an opportunity to brief all members on the review progress, and to gain member's views on what 'success' will look and feel like (from their perspective) as services are returned to the councils. It is likely that this session would be facilitated by colleagues from the Local Government Association, supported by the Programme Director and Chief Executive.

## **2. FINANCIAL IMPLICATIONS**

**2.1** There are no financial implications associated with this report. The Local Partnerships work was grant funded by the Local Government Association at no cost to the Councils. The As set out in earlier reports, the financial impact of the proposals will be developed as part of the due diligence process over the coming weeks and included in the detailed Transition Plan.

**2.2** Although there will be further reports to Cabinet and Council throughout the transition period, it is recommended that the quarterly financial performance reports to Cabinet include timely and relevant financial updates.

## **3. LEGAL IMPLICATIONS**

**3.1** There are no legal implications associated with this report. As per financial implications, the legal implications associated with the Publica Review have been previously reported and will remain a key part of the due diligence process.

## **4. RISK ASSESSMENT**

**4.1** The commissioning of Local Partnerships and their subsequent report provides additional independent advice and recommendations associated with the return of services to the



Council. The recommendations are based on assessment of the original Human Engine report, conversations with key officers and their experience based on best practice elsewhere. As such their report is beneficial in terms of providing additional assurances to the Council on the key elements of the review, phasing and the direction of travel. This approach of risk management will continue as the service review develops. In addition, clarity around the transition plan will also help to minimise risks associated with staff feeling unsettled and unsure of their future, which in turn should minimise risks around day-to-day service delivery.

## **5. EQUALITIES IMPACT**

**5.1** Under equality legislation, the Council has a legal duty to pay 'due regard' to the need to eliminate discrimination and promote equality in relation to:

- Race
- Disability
- Gender, including gender reassignment
- Age
- Sexual Orientation
- Pregnancy and maternity
- Religion or belief

When considering this recommendation, no barriers or impact on any of the above groups has been identified.

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

**6.1** This recommendation has no climate change implications.

## **7. BACKGROUND PAPERS**

- Annex A Local Partnerships report and recommendations.

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JOINTLY OWNED BY



# Insourcing from Publica Review

Version No: Final Report

**Issue Date:** .....15 February 2024



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# 1. Introduction

## 1.1 Background

### **Supporting the insourcing of some council services from the arm's length company, Publica**

Local Partnerships LLP is a consultancy firm jointly owned by the LGA, Treasury and Welsh Government, delivering value for the public purse. We help transform services across the public sector. As a key interface between local and central government, we provide expert advice and practical resources alongside project/programme delivery support, enabling public services to thrive.

Local Partnerships was asked to support the councils, as part of its South West transformation grant funding programme, in the development of a 'bridging report' that built on the work undertaken by Human Engine and that will usefully inform the preparation and implementation of detailed transition plan that will be presented to the Councils, later in the year.

Cotswold District Council, Cheltenham Borough Council, Forest of Dean and West Oxfordshire District Council are all shareholders of Publica, a Local Authority Teckal Company (LATCO) which has been delivering the majority of council services for the past six years. Since Publica was formed, the context for the shareholders has changed because of changes to political control and changes at senior management level, with all four councils having re-instated Chief Executive positions.

A recent LGA peer review recommended that the delivery options for some services should be reviewed, including whether they should be brought back in-house. It also recommended that the commissioner/provider relationship between Publica and the councils be re-considered. Following this, the councils commissioned an independent strategic review of Publica services to provide options for the future of service delivery, the outcome of which was that it was recommended that the majority of services would benefit from being brought back in-house.

The councils have approved the recommendations that the Chief Executives and their retained management teams will work with Leaders and the Publica Board and Executive to consider in detail the requirements for a smooth transition, via preparing and presenting a detailed transition plan for subsequent approval by the cabinet/executive and councils.



## 1.2 Our brief

The purpose of this work is to provide a high-level set of recommendations, following those set out in the Human Engine report, to enable the councils to take the project forward. It does not seek to identify all service areas to be transferred and as such does not provide a detailed transition plan. It is designed to provide high-level advice based on experience of supporting councils with transition plans and from evidence gathered from other insourcing projects across the sector. Because of the constraints of timing and number of days available, it has not been possible to provide further detail. Therefore timescales set out are indicative but realistic based on previous experience and it will be for the Interim Programme Director to develop this further with more specific detail in due course.

## 1.3 Our approach

Following the Human Engine report's findings which proposed the transfer of the majority of council services back in-house, we have taken the transition to the next stage.

We have carried out the following:

- Carried out interviews with the four CEOs, MD of Publica and the Interim Programme Director to understand the current position from their perspective and their views and ambitions for the insourcing project
- Co-facilitated a half-day workshop with the Interim Programme Director (see section 4 for list of consultees) to understand more about the views of the wider stakeholder group regarding the transition
- Reviewed the Human Engine report and other reports provided to us
- Used this information to develop an outline framework for the transition of services to enable the programme team to take this forward. This covers key governance, risk and structural principles to support the transition from Publica back to the councils, ensuring that the councils operate in 'lockstep' including governance boards, terms of reference and decision-making documents to mandate contributions from all
- Referred to the wider sector's experience of insourcing to provide illustrations of governance, organisational design and service transformation. This is to facilitate bringing services back in-house following best practice, rather than simply 'lift and shift', including collective criteria regarding how the services might look



- Provided recommendations on the governance of the reduced scale Publica.

This report and its recommendations will then lead into the detailed transition work being carried out by the transition team led by the Interim Programme Director.



## 2 Findings and Recommendations

### 2.1 Introduction

This report follows the work conducted by Human Engine consultants which concluded that the majority of council services should be brought back to the sovereign councils (the 'what'). This now requires further detail and an implementation plan to enable it to happen (the 'how') which will be facilitated by the Officer Transition Board, reporting to the owning councils and led by an Interim Programme Director.

The overarching vision for the new way of working has been agreed, which is to bring back control of the majority of services to the councils.

Through discussions with those interviewed (see section 4 for details), the rationale for insourcing is more than simply the overall cost of service delivery. A key consideration is the ability for the councils to set their own direction and ensure services are delivered in a sustainable way, whilst being focussed on positive results for residents and businesses of their administrative area.

Other key considerations have been identified as:

- Recruitment and retention
- Capacity
- Sustainability
- Sovereignty
- Affordability
- Resilience
- Maintaining 'business as usual'
- Risk management
- Trusted partnerships
- Pragmatism
- Control
- Duplication of managerial costs
- Simplifying operational arrangements.



We have used these as the basis for our recommendations.

There has been a general trend of insourcing across the local government sector in recent years. In addition to cost saving, reasons for this are wide-ranging and include:

- Building greater flexibility, rather than being at the behest of a third-party provider, even if it is owned by the authority as it is still arm's length from it
- Greater control of service delivery in an uncertain economic landscape
- Ensuring better service continuity
- Addressing poor performance
- Improving the quality of services
- Better opportunity for governance and alignment to political ambitions
- Increased integration of services
- Community wellbeing and satisfaction.

Typical services insourced tend to be administrative-related functions such as revenues and benefits and HR. Environmental services also are often insourced because of the inflexibility of long-term contracts. However, in the case of some arm's length wholly owned or joint venture companies, there is often a wide range of services delivered through this means.

While there are many examples of where previously outsourced services have been brought back in-house, there are no examples that are similar to the arrangement with Publica. This is due to the relatively high number of shareholders (four) and having set a company delivering most of the councils' services which are not also trading externally. It is therefore difficult to draw a true comparison. However, some learning can be drawn. The most relevant examples that have been found are included in section 5.

It is good practice to undertake regular reviews of how services are delivered and from research it seems that practicalities rather than ideology have been at the root of why decisions have been taken to revert to insourcing. Service delivery models that were appropriate at one point in time may no longer be appropriate as the landscape changes, so the review of Publica at this stage in its evolution, as with many other public organisations, is timely.

Recognising that there are demonstrable benefits to insourcing, it must be implemented carefully as it is not without its challenges and there are a range of factors that need to be considered, including the cost of the transition. There is no guarantee that costs will reduce



because of it. It is often difficult to determine whether insourcing has been successful as savings such as a reduced establishment and fewer resources needed in relation to governance are not easily quantifiable and may not be realised until sometime after the transition. Some examples of insourcing have reported cost savings, whilst others have resulted in additional costs, however, many report that the wider benefits have made it worthwhile. Others have forgone the benefits of income generation by the outsourcing company achieved through external trading, however, this is not the case for Publica which was not set up for that purpose, but rather was established purely for the purpose of providing services to the owning authorities and it is doubtful that trading to external parties could easily be established at Publica without significant investment given that it has not traded externally before. Although Publica has not generated external income, it has generated cost savings. Whilst it is recognised that some of these savings may be lost in the insourcing process, it is expected that other savings will be made possible.

## 2.2 Overview of Transition

Insourcing requires careful planning and management to ensure continuity of service delivery, the successful transfer of intellectual property and knowledge, and the effective integration of services including ensuring the people who deliver them to ensure they are fully engaged in the process.

Transitioning from an out-sourced delivery model to a wholly in-house service model, or hybrid arrangement involves several key stages. A good practice template of stages for transition and progress against it to date is set out in section 6. This has been used as the basis for the transition framework at section 2.4, which in turn will be further developed by the Interim Programme Director.

As noted above, the Human Engine report and its recommendation to bring the majority of services back in-house has been taken as the starting point for this phase of work.

A summary of the output from this work is shown below. This is a starting point for development rather than a definitive list and has been tested as part of this work through the interviews and workshops to determine to what extent there is agreement.



Retained in Publica	Sovereign	Opportunities to Share
<ul style="list-style-type: none"> <li>• Customer Services</li> <li>• Complaints</li> <li>• Revenues and Benefits</li> <li>• Housing Services</li> <li>• ICT</li> <li>• Data Protection</li> <li>• Freedom of Information</li> <li>• Subject Access Requests</li> <li>• Procurement</li> <li>• Transactional Finance</li> <li>• Transactional HR including Payroll</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Finance</li> <li>• Accountancy</li> <li>• Insurance</li> <li>• Economic Development</li> <li>• Tourism</li> <li>• Parking</li> <li>• Property and Estates</li> <li>• Communications</li> <li>• Community Safety and Engagement</li> <li>• Business Intelligence</li> <li>• Corporate Performance</li> <li>• Organisational Development</li> <li>• Electoral Services</li> <li>• Democratic Services</li> <li>• Members Services</li> <li>• Waste</li> <li>• Grounds Maintenance</li> <li>• Leisure</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Housing</li> <li>• Development Management</li> <li>• Building Control</li> <li>• Land Charges</li> <li>• Risk Management</li> <li>• Health and Safety</li> <li>• Emergency Planning and BCP</li> <li>• Flood Risk</li> <li>• HR Policy and Employee Relations</li> <li>• Legal Services</li> <li>• Commercial Contract Management (could include Waste, Grounds and Leisure)</li> <li>• Environmental Health</li> <li>• Food Safety &amp; Licensing</li> </ul>

The detail around alternative delivery models has not been considered in this report. However, there are opportunities for sharing services and possibly looking to use Ubico for additional service provision. Initial discussions have taken place between Cotswold and West Oxfordshire councils to explore the scope to share certain services and roles, with Forest of Dean most likely looking to provide direct service delivery or consider other neighbouring authorities for potential partnering opportunities. Stakeholder interviews together with an initial workshop with officers involved in the process has been carried out as part of this review, focusing upon exploring the preferred option as set out in the Human Engine report. This has provided the opportunity to understand the thoughts and take on board the particular considerations of those involved.



In terms of the phasing to repatriate services, the workshop identified the following, based on the rationale of number of staff involved, complexity of service and need for systems/infrastructure, ease of disaggregation time/cost implications, and ability to trade in the future should services remain in Publica. This has been used as an indicative list of services to be transferred, with approximate timings, for the first two phases.

The Officer Transition Board will be responsible for confirming which services will transfer in each phase. The third phase will be decided by the parties at a later date.

The first phase should be completed as soon as possible and within no longer than six months. This progress can then be used to provide some certainty of direction of travel and generate reassurance within the teams of meaningful progress.

To achieve some early wins, those services that are relatively more straightforward to move across, such as democratic services and elections, could be in the first phase.

### 2.3 Recommendation 1: Consider adopting the proposed phasing

Phase 1 (6 months from April 2024)	Phase 2 (12 months from April 2024)
Development and building control	Food safety and licencing
Local plan team	Environmental health
Democratic services and elections	Performance and Business intelligence
Corporate plan and policy	Property and estates
Economic development	Project management
Communities	Communications
Climate change/environment/sustainability	
Strategic finance	





Strategic HR	
Strategic housing	
Community wellbeing	

The decision regarding which services should remain in Publica will be decided at a later date. Any future governance framework will depend on the outcome of the decision on this matter.

At the workshop officers identified that there could be further opportunity to include some services in the first phase which were allocated to future phases, as it was noted that some services would be relatively ease to 'lift and shift'. Further work to reach agreement as to which services should be allocated in which phase may need to be reviewed more corporately (e.g. sustainability could be grouped with flood risk management), thinking more innovatively in line with the new ways of working.

The Office Transition Board will take this work forward. Together with team members, it will look at and agree the most appropriate way forward for each service. This will consider all relevant factors including HR, finance and other practical considerations so that informed decisions may be made. The timescales provided are indicative and may change in due course as more detailed planning is undertaken.

## 2.4 Design-led principles

These principles will be fundamental to the success of the insourcing project. The re-patriation principles and criteria will need to be decided as part of the planning stage, where opportunities for changing the way in services are delivered can be considered against the needs of the individual councils and their corporate objectives. Each council will need to articulate its ambitions for success and consider if this aligns with other councils. Corporate plans will need to be assessed in terms of their alignment to one another and the shared ambition. This should assist in embedding the councils to a new organisational culture into the ways of working, rather than creating a like-for-like structure.

## 2.5 Recommendation 2: Consider adopting the proposed design-led principles criteria

- *Being responsive and business like* - adopting a more commercial mindset when considering engagement with businesses, residents, and key stakeholders, ensuring a cost recovery approach is implemented wherever possible to maximise service efficiencies etc.
- *Shaping delivery of services* - being more mindful of efficient working methodologies (travel routes etc.)



- *How best to repatriate staff* - where staff work across multiple councils (taking the provisions of TUPE into account), considering factors such as historic pension strain, relationship lead roles with specific councils, whether as part of a shared role, the majority of work is undertaken principally for a particular council
- *Cost* – recognising that there is a cost to bringing services back in-house and it may be difficult to quantify any short/medium-term savings such as senior management salaries and reduced costs of running a company
- *Employing people locally, being accessible and visible*, with the ambition of making services more local with greater accountability and transparency
- *Group services to accelerate efficiencies*, by identifying synergies between certain services before moving services.

These criteria will be important in ensuring clarity is provided to staff and members on how the repatriation process will be agreed and should be developed further as part of the more detailed transition plan.

## 2.6 Transition framework

A proposed outline framework for transition is set out below. Further information is included in the table in section 6. Because there are various uncertainties, it is not prudent to identify timescales after June 2024 when the detailed transition plan is expected to be completed. The number of tasks required to reach this point is significant and will require dedicated resource and alignment across all stakeholders. However, there are some quick wins that may be achieved early on to provide certainty regarding direction of travel. This framework is intended as a starting point for development into a detailed plan by the Interim Programme Director as lead of the Office Transition Board, working on behalf of the Councils.

## 2.7 Recommendation 3: Consider adopting the proposed outline transition framework

Phase	Action	Features	Points to note	Indicative timescales	Dependencies
1	Programme office set up	Membership, TOR, reporting mechanisms	Staff roles and responsibilities agreed and staff seconded into teams TOR for programme agreed PID produced Meeting schedule developed	Immediate	Reporting lines to be established e.g. to each council's cabinet Delegation of authority/decision-making agreed



			Project plans including timelines, dependencies, milestones established		
1	Creation of Programme Board to support alignment of all stakeholders	Articulation of agreed principles underpinning the project	Any red lines of each council to be noted Recorded and minutes of meeting required	Immediate	Details may take time to be agreed
1	Development of Target Operating Model	Stages of transfer, confirm which services are moving and when, what is remaining in Publica  Development and agreement of design-led principles	Ethos of new organisations to be established and new organisation design developed – see below  Early indication of the future look of Publica and its relationship with councils Review services coming across and in what order Defining new approach e.g. more commercial approach to service delivery Councils may not all agree on principles and phasing of transition	Immediate	Other partnerships (shared services) may be being considered in parallel but not to be a distraction  Agreement may not be reached by June 2024
1	Organisational Design Model incorporating individual organisations organograms	Review current management structure to ensure adequate capacity to manage and lead future insourced functions	Review the current management structure within each council in order to identify any functional/capacity gaps e.g. Human Resources, OD/Culture and transformation requirements  Primary responsibility sits with each of the councils to determine their own organograms with the assistance of Publica to share	June 2024	TOM / Design principles to be agreed to trigger what is implemented



			<p>details on current staffing arrangements/alignment etc.</p> <p>Purpose to set a clear direction of travel for the councils, to review and evaluate and update its practices, policies, procedures and ways of working, ensuring an improved customer experience post transfer of services</p>		
1	Development of Target Operating Model				
<b>Phase 1 outcome: a settled and detailed transition plan ready for cabinet approvals</b>					
2	Financial plans and future operating budgets developed and agreed	Detailed financial analysis of impact of transfer	Costs of transfer including programme board costs, transfer related costs, any redundancies, branding etc. Benefits may be measured against these	June 2024	Depending on decision regarding Publica's future look
2	Consultation with recognised Trade Unions	Establishing a partnership approach with Trade Unions so that their views and those of their members can be taken into consideration when developing transitional plans.	<p>Dialogue should commence in good time to allow for meaningful consultation (and where appropriate) negotiation and as a minimum in line with statutory requirements</p> <p>Consultation documents to be developed including business case for change, benefits to services to be realised, current and future establishments and any resulting impacts on staff etc</p>	July 2024	<p>TOM and Organisation Design/ organograms completed and approved.</p> <p>Financial plans and budgets developed and agreed</p>
2	Communications	Staff engagement strategy required.	Engagement and Communications strategy developed and detailed plan	July 2024	



		Regularised updates to be shared with elected members including backbenchers	produced utilising Platforms e.g. Yammer		
2	Individual Employee Consultation	Within the wider consultation process and in addition to the formal consultation process undertaken between management and Trade Union representatives.	Individual consultation with affected staff should commence once business case for change has been developed and shared with Trade Unions  Employees given the opportunity to express their own preference as to where they transition to prior to any final decisions being taken by management	July 2024	Consultation document prepared and shared with Trade Unions.
2	Managing Change protocols	Single agreed set of protocols to be developed and consistently applied by all councils when filling new vacancies arising out of TOM /Organisation Design.	A single, transparent, fair and equitable approach to 'Managing Change' protocols should be developed and adopted by all parties in consultation with Trade Unions, incorporating i) appointment process ii) redeployment process iii) Pay protection and iv) Employment law	Post July 2024	
2	Organisation Development/Culture change programme	Encouraging dialogue/ identify Staff champions	Recognising that change is a difficult process consideration as to how staff will be supported through the transition should be developed  Managers will have a key responsibility throughout the	Post July 2024	Link to communications and organisational design and development review.



			process and therefore, appropriate OD interventions, training and use of other support facilities should be made available		
2	Internal Governance	<p>Identification of all relevant governance boards and reporting lines to each by the Officer Transition Board</p> <p>Consideration of cross-party working group</p>	<p>Audit and Scrutiny Committee Cabinet Shareholder Forum Scrutiny Panel Formation of Member Transition Group to be considered</p> <p>All-member briefing to gather views on what 'success' looks like</p>	Post July 2024	
2	Publica governance	Implementation of new governance system for Publica following transfer	<p>Shareholder Forum revised to meet current needs</p> <p>Revised structure of Publica board</p>	Post July 2024	
2	Risk management	Development of risk register	Monitoring arrangements	Post July 2024	
2	Transfer of existing staff	Transfer of staff from Publica to sovereign councils	<p>Regulation 3 of the Transfer of Undertakings (Protection of Employment) Regulations 2006 will apply where a service provision of an organised group is transferred back into one or more of the councils</p> <p>Since TUPE transfers can be detailed, time consuming and fought with legal and contractual</p>	<p>Post September 2024</p> <p>Indicatively: Phase 1 – 6 months</p>	



			challenges, Councils are recommended to obtain specific and more detailed HR and legal advice a part of the Officer Transition Board		
2	Transfer of other assets	As above	As above	As above	
<b>Phase 2 outcome: completion of phase 1 transfers in October 2024</b>					
3	Development of new roles e.g. client commissioner roles, new senior team officers	Client roles to be set up to manage contracts remaining with Publica	May be drawn/appointed from Publica transferees subject to Managing Change protocols	Post July 2024	
3	Explore further opportunities for sharing	Opportunities to share between each other and/or with others	This could be carried out as a second stage	Post July 2024	
3	Benefits realisation assessment	Reviewed regularly to ensure no problems escalate	Part of Transition team's remit and circulated to stakeholders	Post July 2024	
<b>Phase 3 outcome: Completion of identification of further operational efficiencies leading to phase 2 transfer</b>					

The timescales set out are indicative but realistic based on previous experience and will be for the Interim Programme Director to develop this further with more specific detail.



## Governance of Publica

This will depend on what services remain in Publica. As noted above, it is likely that in the short-medium term, Publica will be leaner and focussed on a smaller number of largely support/back-office services. With a phased approach to transition, Publica will remain in existence in some form for the foreseeable future. As a smaller organisation, a decision will need to be made regarding whether to retain it and potentially make it a more commercial entity e.g. through trading services externally. This will need to be balanced with the level of resource that would be required for its effective governance to determine if it is worthwhile keeping a separate company.

Factors to take into account should include the resource needed to continue to invest in Publica when there is a significant transition programme of insourcing also requiring officer time whilst still ensuring council services are not disrupted.

In the transition period however, governance may be strengthened both in terms of strategic and operational matters by the following:

- Refreshing the shareholder forum through a review of composition and terms of reference to ensure that it has sufficient oversight of Publica in its current form
- Reviewing the board of directors, ensuring that its size and nature is appropriate for the revised size of Publica, and that non-executive directors have the relevant skills to steer the company through the next phase e.g. with transition/business change skills
- An updated business plan setting out the proposed approach over the next year
- Ensuring that council-side committees such as Audit and Governance Overview & Scrutiny are regularly reviewing the performance of the company in accordance with the councils' requirements
- Ensuring that there is a strong clienting function to manage the day-to-day oversight of remaining the Publica contract. There may be challenges because of the way the contracts have been set up which do not lend themselves to KPI management, but there is still an opportunity to make changes to the way the contract is managed.

The governance of Publica is reliant on clarity from the councils regarding its role and what its objectives will be in its new form.





## 3 Conclusion and Next Steps

### 3.1 Summary of recommendations

Consider adopting the recommendations as set out above, which in summary are:

- The proposed phasing of service transfers
- The proposed design-led principles
- The proposed outline transition framework

It is envisaged that the transition of the majority of Publica services will take place in three phases over the next 18 months or longer. This is a major programme of work of great complexity and intricacy that will require significant resource and consensus for it to be successful. However, some initial progress may be made in the first phase, as soon as possible and ideally within the first six months, to demonstrate progress and reduce levels of uncertainty.

At this stage there are some unknowns and agreement will be needed in relation to the exact timescales for completion, which services will remain in Publica and whether there is any desire to trade. It is hoped that this framework will provide additional context and thought that will help to ensure the programme delivers against the key objectives summarised in section 1.

With a lack of direct comparison of service reviews of this type, (because of the unique nature of Publica i.e. four shareholders and a comprehensive range of services being in-sourced) there will be an emphasis on the Interim Programme Director, CEO's, key members and Publica management to ensure that assurance processes are put in place to enable the project to be successful in achieving its objectives. However, the other examples of insourcing provide some learning opportunities.

The development and continued implementation of the existing Officer Transition Board and recruitment of a dedicated Interim Programme Director will support this work. The team will now take forward more detailed plans in relation to the framework set out in this report as the next step in transition.



## 4 List of consultees

The list of those interviewed and/or attended the workshop is set out below:

Name	Role	Interviewed	Attended workshop
Rob Weaver	CEO, Cotswold DC	Yes	Yes
Giles Hughes	CEO, West Oxfordshire DC	Yes	Yes
Gareth Edmundson	CEO, Cheltenham BC	Yes	
Nigel Brinn	CEO, Forest of Dean DC	Yes	
Andrew Pollard	Interim Programme Director	Yes	Yes
Frank Wilson	Interim MD, Publica	Yes	Yes
Phil Martin	AD, Business Services		Yes
Jon Dearing	AD, Residents' Services		Yes
Bill Oddy	AD, Commercial Development		Yes
Zoe Campbell	AD, Organisational Effectiveness		Yes
Andy Barge	AD, Communities		Yes
Claire Locke	AD, Property and Regeneration		Yes
John Llewellyn	Business Manager, HR		Yes



Sian Roxborough	MO, Forest of Dean DC		Yes
David Stanley	S151, Cotswold DC		Yes
Andrew Knott	S151, Forest of Dean DC		Yes
Andrea McCaskie	MO, West Oxfordshire DC		Yes
Angela Claridge	MO, Cotswold DC		Yes



## 5 Other examples of insourcing

### London Borough of Islington

One of the largest insourcing examples. Since 2011 has brought back in-house £380m of services for the purposes of delivering better quality and value which for the majority of service has proved to be the case. A key outcome was enabling better terms and conditions of 1,200 frontline staff and generated net savings to the Council in the region of £14m. Services brought in included cleaning, housing repairs and maintenance, waste and recycling, grounds maintenance and temporary accommodation. For the phase of insourcing in 2019, the council ran a consultation to residents. Businesses, services users and those with an economic interest in the borough.

### London Borough of Barnet

The decade-long partnership with Capita, set up in 2013, was one of the country's largest local authority outsourced contracts. Its aim was to deliver significant benefits with savings of £31m and improved customer satisfaction. In the early years savings were made but as the contract continued, these failed to be sustained. As income targets amongst other issues failed to be met, the Council decided to insource services from the company (Re). Its various contracts with Capita encountered various problems including a major fraud and did not deliver against targets despite generating savings, for which it had to pay compensation. There were particular problems with IT performance.

300 staff were re-patriated from highways, planning and environmental health in a first phase, with estates, building services, facilities and print transferring in a second phase. HR and finance systems transfer after that, but IT, customer services, and revenues and benefits will remain for some time because of the complexities and would result in further costs associated with redundancies and cuts to services. All back-office services are expected to be insourced by 2026, to allow more time to make arrangement for the future of these services as swiftly as possible. The insourcing of Re is expected to save up to £204k per annum. Three years has been allowed for insourcing to allow breathing space to consider options, including sharing services with neighbouring London boroughs,

### Shropshire Council

Shropshire's wholly owned company, IP&E Limited, was set up in 2012 to facilitate a strategic commissioning framework for all council services, transferring services across in phases. It was wound up in 2016 as it was loss-making and all services (comprising a large proportion of Council services) were brought back in-house. Significant overheads were unsustainable and exacerbated by a lack of external trading. High overheads arose from buildings and the appointment of senior staff which was unmatched by rise in income. Catering, cleaning, facilities



management, finance, HR, legal and print services were initially re-patriated. Then communications, public health, development management, building control, public protection and regulation of private sector housing were transferred in a second phase.

**South Holland and Breckland District Councils** The two councils mutually agreed to end their eleven-year partnership of a shared management and joint working arrangement in 2021, in order to pursue new local strategic partnerships at each council. They reported that, as well as producing productive joint working on strategy and policy development, helping to protect front-line services, and the recruitment and retention of skilled officers, the partnership has also saved taxpayers' money totalling around £4.4million, plus ongoing annual benefits to each council in excess of £0.5m, proving its value at a time where councils have found themselves under particular financial pressure.

However, with temporary separate management teams put in place to deal with the response to the COVID-19 pandemic, as well as ongoing national discussion around the Local Government Review process and the potential outcomes of this for each council, senior leaders at both sides have recognised the need to review their partnership and explore the case for changing the way the councils work together.

Both have decided that the best decision for the districts and its residents would be to develop a new strategic partnership within existing county boundaries, which will support them to carry on delivering great outcomes for their communities whilst also giving them the flexibility to adapt to a fast-changing and challenging local government environment.

South Holland has since entered into the South and East Lincolnshire Councils Partnership with Boston and East Lindsey district councils. The three will share a management team and workforce. The ambition is to provide the councils with the opportunity to share a stronger voice at a local, regional, and national level and will enable savings of up to £42m to be achieved over the next ten years. The shared workforce is almost 1,000 officers, the partnership will look at providing improved services to local communities with greater efficiency whilst also working to identify and secure investment for growth and regeneration in strategic infrastructure across the partnership area.

### **South Worcestershire Civica Partnership**

The three south Worcestershire districts of Worcester City, Malvern Hills and Wychavon District Councils had been in a long-term partnership with Civica for the delivery of revenues and benefits and customer services. However, in early 2022 Civica expressed its intention to exit the partnership and therefore the three councils had to make alternative arrangements. Civica's budget had reduced because of the councils' desire to make efficiencies and it was no longer a viable model. After looking at alternative service providers, they decided to bring the services back in house, continuing to work together as a shared service. This began in January 2023 and took approximately one year to complete. The staff, comprising approximately 70 people, were transferred from Civica to Malvern Hills District Council. No money was saved because all efficiencies had already been found. Although no cost savings were achieved, the councils have reported that morale and productivity is higher



and service standards have improved. It is not clear exactly why, but it is believed that it is because the service has been brought closer into councils and this has supported a feeling of greater purpose.



## 6 Insourcing good practice template

Stage 1 – Pre-Transition Assessment	Activity	Progress against plan
1. Future State	<ul style="list-style-type: none"> <li>• Be clear about what the insourced service will look like once it has been transferred from Publica (the ‘Transferor’) to the receiving organisation/s (the ‘Transferee/s’).</li> <li>• Identify what your BAU operating model will be since this will help inform the next steps in the transition process and the degree to which some of those steps may overlap with one another.</li> <li>• Failure to define the ‘future state’ or new ‘TOM’ will potentially lead to confusion; disrupt service delivery and may damage your external reputation with service end users.</li> <li>• By clearly defining how you intend to operate your services post-transition, you are likely to be able to return to BAU more quickly; avoid or mitigate any service delivery or reputational risks associated with the transition; reduce the impact on staff and avoid potentially costly employee relations issues.</li> <li>• It also becomes increasingly difficult to be able to assess the success of the project post-implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Human Engine report sets out the general approach i.e. to insource the majority of services</li> <li>• Workshop clarified preferred phasing of services to be brought back in</li> <li>• Further work on TOM needed to provide extra detail including which services may be shared between the councils and/or more widely</li> </ul>
2. Review existing Contract with Publica and negotiate exit terms	<ul style="list-style-type: none"> <li>• It is important to fully understand and consider the contractual terms and conditions associated with terminating the current arrangements. It is important to ensure that adequate notice or any other legal requirements within the contract are adhered to, in order to avoid any potential claims</li> </ul>	<ul style="list-style-type: none"> <li>• Services may be removed at any time with a notice period</li> </ul>



	of breach of contract and ensure the disaggregation process is legally compliant.	
3. Establish Transition Oversight Team with supporting Task and Finish Workstreams Leads	<ul style="list-style-type: none"><li>• The Interim Programme Director responsible for leading the transition will need to establish a team of senior personnel to oversee the development and implementation of the transitional plan. The main function of the Officer Transition Board is to provide strategic direction, make key decisions including removing barriers likely to impact the successful implementation of the programme, secure any necessary resources, identify and manage any emerging risks, ensure politicians are kept informed of progress and approve communications strategies.</li><li>• Some of the key roles to include on the Transitional Programme Board are Finance; HR/Workforce; Legal; Communications and Heads of Service/Function as appropriate.</li><li>• Underneath the Transition Programme Board will be the various Task and Finish Groups led by the Programme Board leads who will be responsible for implementing various aspects of the transition plan e.g.:<ul style="list-style-type: none"><li>○ HR/Workforce responsible for conducting consultation with recognised trade union representatives, handling staff transfers including TUPE ensuring appropriate 'due diligence assessments' are carried out as well as ensuring a continuous programme of staff engagement is implemented. They will also be responsible for ensuring effective Change Management processes are developed and implemented consistently</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Oversight board created and Interim Programme Director appointed</li><li>• Further work to ensure sufficient relevant resource is committed to this project will be needed, including the setting up of separate task and finish groups as required</li><li>• Robust governance and reporting procedures to be established to ensure compliance with any legal obligations, ensure transparency to all key stakeholders, and to ensure any emerging risks are quickly identified and mitigating action take to eliminate or reduce the impact on service delivery.</li></ul>





	<p>where organisational restructures are required.</p> <ul style="list-style-type: none"><li>○ Communications responsible for ensuring the drafting of key messages, producing newsletters and internal communiques, responding to any external data information and FOIs are responded to according to legal requirements etc.</li><li>○ Legal responsible for reviewing contracts include licence renewals etc.</li><li>○ IT/Systems where any changes to information and/or technical processes are required; manage the transfer of any physical assets to ensure continuity of service throughout the transition period.</li></ul>	
4. Develop Transition Plan	<ul style="list-style-type: none"><li>● Develop a comprehensive transition plan that captures the various workstream actions setting out the specific steps required to exit the current outsourced arrangements so that services are transferred smoothly and effectively.</li><li>● The Transition plan should include details of the phasing of each service to be transferred with appropriate timescales, key milestones, reporting periods and risks registers.</li><li>● Identify any processes that need developing to facilitate the transition, such as the development of any Management of Change protocols, processes and procedures.</li><li>● Identify any capacity issues detailing out any recruitment / change management processes that need to be actioned before any service</li></ul>	<ul style="list-style-type: none"><li>● Outlined in this report with further detailed plans to be developed by the Interim Programme Director by May 2024</li></ul>



	<p>(TUPE) transfers take place aligned to the new TOM/organisation structure.</p> <ul style="list-style-type: none"><li>• Ensure statutory consultation periods are captured and built into the plan making sure sufficient time is allocated to make for meaningful consultation with both recognised trade unions and effected staff.</li><li>• Build in requirements for staff / management briefings.</li></ul>	
5. Develop Reporting and Performance Tracker Templates	<ul style="list-style-type: none"><li>• Develop relevant Programme Management reporting templates to ensure progress can be tracked, risks and mitigating actions are captured and monitored effectively throughout the transition period. Communications are logged and recorded including relevant Q&amp;As developed and published for staff.</li></ul>	<ul style="list-style-type: none"><li>• To be developed by the Interim Programme Director</li></ul>
6. Commence Implementation of the transition plan	<ul style="list-style-type: none"><li>• Once approval of the implementation plan is gained start initiating the transition process ensuring regular assessments are undertaken of any impact on service delivery to minimise disruption and maintain operational effectiveness,</li><li>• Beginning the transition by facilitating the transfer of the most straight forward services to move across demonstrates commitment and sets the foundation for the successful implementation of future service transitions.</li><li>• Ensure any training requirements are identified and address as soon as possible making sure that all the necessary skills and knowledge to effectively deliver the services are in place and</li></ul>	<ul style="list-style-type: none"><li>• Subject to approval by the constituent Council Members.</li></ul>



	<p>any identified gaps are closed as soon as practical.</p> <ul style="list-style-type: none"><li>• Progress any recruitment required to support the delivery of the incoming services or top fill gaps as a result of non TUPE transfers.</li></ul>	
7. Review and amend	<ul style="list-style-type: none"><li>• Post transfer, actively assess the performance of the returned service/s to ensure they are delivering as expected. It may be necessary to adjust or amend allocation of resources, revisiting processes etc. in order to maintain effective standards of performance as well as look for opportunities for continuous service improvement.</li><li>• Track performance by setting clear KPIs; seeking feedback from staff and service users.</li></ul>	<ul style="list-style-type: none"><li>• To be implemented post-transfer</li></ul>



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**Proposed Cabinet response to recommendations from the Overview and Scrutiny Committee's Public Conveniences Review Group**

Recommendation arising from the [report of the Public Conveniences Review Group](#).

Recommendation	Agree (Y / N)	Comment	Responsible Cabinet Member	Lead Officer
1. That the Council seeks to re-tender the cleaning and maintenance contract rather than bring the service in house.	Y	Agree to retender contract prior to expiry on 30/09/24. Also, request costings from Ubico to benchmark against tenders from external suppliers.	Councillor Mike Evey, Deputy Leader and Cabinet Member for Finance	David Stanley, Deputy Chief Executive Officer
2. That the Council seeks to reduce the annual revenue cost of providing public conveniences facilities, given that it would not be realistic to seek full cost recovery through charging, or to provide facilities that are free to use.	Y	The current budget provision of £161k for a non-statutory service is coming under increasing pressure hence the request for this review. It's accepted that neither achieving full cost recovery or making the service completely free are viable options.	Councillor Mike Evey, Deputy Leader and Cabinet Member for Finance	David Stanley, Deputy Chief Executive Officer
3. That the Council commits to retaining at least one district council provided public conveniences facility in each town and village within the district that currently has one.	Y	We wish to continue providing this service in locations across the District, but recognise that closing some facilities will reduce costs whilst maintaining a public service.	Councillor Mike Evey, Deputy Leader and Cabinet Member for Finance	David Stanley, Deputy Chief Executive Officer



4. That the Council opens discussions with the relevant Town Councils about the transfer of responsibility for four sites in towns that have more than one district council provided facility, or where town councils are not willing, the Council seeks to close the facilities and repurpose the buildings to generate a commercial opportunity, as set out in Exempt Annex B. This approach is expected to result in a maximum annual revenue saving of £39,061.	Y	See comment above.	Councillor Mike Evemy, Deputy Leader and Cabinet Member for Finance	David Stanley, Deputy Chief Executive Officer
5. That the Council allocates £47,200 in the capital programme to introduce charging at the four retained sites that are currently free to use, utilising the existing capital budget (of c. £34,000) for purchasing and installing card readers. This investment will ensure that the Council can charge for usage, with card payment as an option, at all district council run facilities and will have a payback period of c. 1 year.	N	It's agreed that the balance of the capital allocation for card readers should be used to facilitate charging at the currently non-charged sites. The proposed capital budget for 24/25 allows for this. We will seek to re-use card readers and charging mechanisms from any closed facilities. Any identified additional capital requirements will come forward as a report to Cabinet following agreement on any closures.	Councillor Mike Evemy, Deputy Leader and Cabinet Member for Finance	David Stanley, Deputy Chief Executive Officer
6. That the Council allocates capital funding of £27,650 in priority works to remedy condition (the replacement of paddle gates)	N	It's acknowledged that this investment is required. Funding for this to be	Councillor Mike Evemy, Deputy Leader	David Stanley, Deputy Chief Executive Officer



at the two sites in Bourton on the Water, in order to protect future income, as set out in Annex B of the Review Group's report.		identified and subject to a separate Cabinet report alongside the works identified in recommendation 5.	and Cabinet Member for Finance	
7. That the Council seeks to maintain the condition of its public convenience facilities through the Council's Asset Management Strategy.	Y		Councillor Mike Evemy, Deputy Leader and Cabinet Member for Finance	David Stanley, Deputy Chief Executive Officer
8. That usage charges are set at 70p at all retained district council public conveniences facilities. Based on current usage levels this could reduce the cost of the service by a maximum of £62,425 per annum.	N	Given the increase in the charge to 40p in April 2023 and the implementation of card readers at all charging sites in November 2023, it is very difficult to forecast revenue based on these two factors and therefore understand the impact of any price change proposal. It's proposed to review the charge once we have clarity over the future cost of the service and when we have at least six months of usage and revenue data for currently charged sites.	Councillor Mike Evemy, Deputy Leader and Cabinet Member for Finance	David Stanley, Deputy Chief Executive Officer



9. That the Council uses signage at public convenience facilities to explain to users that public conveniences are not a statutory service and the usage charge does not cover the full cost to the Council of running the service.	Y		Councillor Mike Evemy, Deputy Leader and Cabinet Member for Finance	David Stanley, Deputy Chief Executive Officer
10. That the Council continues to provide one disabled access unit at each retained site which can be accessed free of charge with a RADAR key (Royal Association for Disability and Rehabilitation).	Y		Councillor Mike Evemy, Deputy Leader and Cabinet Member for Finance	David Stanley, Deputy Chief Executive Officer
11. That the Council encourages key partners such as town and parish councils and local businesses to make their toilets available for public use and to register their toilets on popular public toilet apps.	Y		Councillor Mike Evemy, Deputy Leader and Cabinet Member for Finance	David Stanley, Deputy Chief Executive Officer





**COTSWOLD**  
DISTRICT COUNCIL

**OVERVIEW AND SCRUTINY COMMITTEE WORK PLAN**  
**1 MARCH 2024 – 30 JUNE 2024**

**Overview and Scrutiny Committee**

The Council currently operates the Strong Leader and Cabinet form of governance. The Council has appointed one Overview and Scrutiny Committee which has the power to investigate Cabinet decisions and any other matters relevant to the district and its people, making recommendations to the Council, Cabinet or any other Committee or Sub-Committee of the Council. Scrutiny has an important role in holding the Cabinet to account and in contributing to policy development. The Council has agreed an Executive Scrutiny Protocol to guide how Cabinet and the Overview and Scrutiny Committee will interact with each other.

The Overview and Scrutiny Committee operates a work plan which is agreed annually but provides for flexibility to enable the Committee to respond to emerging issues or priorities. The work plan will include a mix of Cabinet reports that have been selected for pre-decision scrutiny, and reports on other Council services, topics or issues which have been specifically commissioned by the Overview and Scrutiny Committee.

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

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

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

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

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

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

**Call in**

The Overview and Scrutiny Committee will consider any “call-in” of a decision that has been made but not yet implemented. This enables the Committee to consider whether the decision made is appropriate given all relevant information (but not because it would have made a different decision). It may recommend that the Cabinet, a Portfolio Holder or the Council should reconsider the decision. (It should be noted that Cabinet does not have to change its decision following the recommendation of the Overview and Scrutiny Committee).

Item	Cabinet Member	Lead Officer
<b>Tuesday 27 February 2024</b>		
River Quality/Sewage	Cabinet Member for Communities and Public Safety - Cllr Lisa Spivey	Phil Shaw, Business Manager - Development Management phil.shaw@publicagroup.uk
Q3 Financial Performance Report 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk
Q3 Performance Report 2024	Leader of the Council - Cllr Joe Harris	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk
Publica Transition Plan To consider the proposed transition plan for services moving from Publica back to the council.	Leader of the Council - Cllr Joe Harris	Robert Weaver, Chief Executive robert.weaver@cotswold.gov.uk
<b>Tuesday 2 April 2024</b>		
Climate and Ecological Emergency To evaluate the achievement of Net-Zero goals where the Council has direct responsibility and the delivery of measurable contributions in other areas.	Cabinet Member for Climate Change and Sustainability - Cllr Mike McKeown	Charlie Jackson, Assistant Director - Planning and Sustainability charlie.jackson@publicagroup.uk
Community Safety Partnership To exercise the function of the Crime & Disorder Committee through review of Cotswold Community Safety Partnership strategy and delivery.	Cabinet Member for Communities and Public Safety - Cllr Lisa Spivey	Jacqueline Wright, Community Wellbeing Manager Jacqueline.Wright@Cotswold.gov.uk
Housing To consider the actions and responsibilities of Housing Associations and to assess progress in meeting the Council's aim of moving towards a greater emphasis on	Cabinet Member for Communities and Public Safety - Cllr Lisa Spivey	Assistant Director - Planning and Sustainability

Social affordable housing.		
<b>Publica Business Plan</b> To update the Committee on the Publica Business Plan and to identify any areas that may need more detailed study.	<b>Leader of the Council - Cllr Joe Harris</b>	<b>Frank Wilson, Interim Managing Director (Publica)</b> frank.wilson@publicagroup.uk
<b>Tuesday 7 May 2024</b>		

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**COTSWOLD**  
DISTRICT COUNCIL

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

*Forward Plan – February to December 2024*

**The Forward Plan**

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

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

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

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

**Key Decisions**

Key Decisions

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

(a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates; or

(b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the authority.

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

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

### **Matters To Be Considered in Private**

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

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

### **Documents and Queries**

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

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

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

#### **Contact Details:**

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

E-mail: [democratic@cotswold.gov.uk](mailto:democratic@cotswold.gov.uk) Telephone: 01285 623000 Website: [www.cotswold.gov.uk](http://www.cotswold.gov.uk)

Telephone: 01285 623000; Fax: 01285 623907

### **The Council's Executive Arrangements**

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

By law, the Cabinet can comprise a Leader of the Council, together with up to nine other Members to be appointed by the Leader (one of whom has

to be appointed as Deputy Leader). The Leader will be elected by the Council, for a four-year term; and the Deputy Leader appointment is also for a four-year term.

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

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

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

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

Joe Harris	Leader	Coordination of executive functions, Policy framework including the corporate plan, Publica, Council communications, Democratic services, Housing and homelessness, Clean and green campaign and street cleaning, Town and parish council liaison
Mike Evely (Deputy Leader)	Finance	Financial strategy and management, Property and assets, Waste and recycling, Revenues and benefits, Grants, Public toilets, UBICO
Mike McKeown	Climate Change and Sustainability	Climate and biodiversity emergency response, Community energy, Sustainable transport, Retrofit, Council sustainability
Tony Dale	Economy and Council Transformation	Business transformation, Local Enterprise Partnership and county-wide partnerships, Economic development, Car parking operations and strategy, Tourism and visitor information centres, Chamber of Commerce liaison, Customer experience and channel shift
Juliet Layton	Planning and Regulatory Services	Development management, Forward planning and the local plan, Heritage and design management, Environmental and regulatory services, Cotswold Water Park
Paul Hodgkinson	Health, Leisure and Culture	Public health, Mental health, Leisure centres, Museums, Culture , Young people
Lisa Spivey	Communities and Public Safety	Improving social mobility and social isolation, Flooding and sewage, Safeguarding, Domestic abuse, Police liaison and crime, Refugees, Crowdfund Cotswold, Member Development
Claire Bloomer	Cost of Living and Inclusion	Cost of living support, Liaison with 3 <sup>rd</sup> sector, Diversity and inclusion, Supporting women and minorities



Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
<b>1 February 2024 - Cabinet</b>						
Discretionary Rate Relief in excess of £10,000	No	Open	Cabinet	1 Feb 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service Mandy.Fathers@publica.gov.uk
Recommendations of the Public Conveniences Working Group	No	Open	Cabinet	1 Feb 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Claire Locke, Assistant Director for Property and Regeneration Claire.Locke@publicgroup.uk
2024/25 Revenue Budget, Capital Programme and Medium-Term Financial Strategy Report	Yes	Open	Cabinet Council	1 Feb 2024 21 Feb 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk
2024/25 Budget – Fees and Charges Report	Yes	Open	Cabinet Council	1 Feb 2024 21 Feb 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk
Agile working and future tenancies at	No	Part exempt Annexes will	Cabinet	1 Feb 2024	Deputy Leader - Cabinet Member for Finance -	Claire Locke, Assistant Director for Property and

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
Trinity Road Council Offices		include commercially sensitive information relating to the business model, income and costs for specific tenants			Cllr Mike Evely	Regeneration Claire.Locke@publicagroup.p.uk
The Old Station and Memorial Cottages - Investment Decision	Yes	Part exempt Containing commercially sensitive information	Cabinet Council	1 Feb 2024 21 Feb 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evely	Mark Stedman, Senior Project Manager Mark.Stedman@publicagroup.p.uk
<b>21 February 2024 - Full Council</b>						
Council Tax Support Scheme 2024/2025	Yes	Open	Cabinet Council	7 Dec 2023 21 Feb 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evely	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service Mandy.Fathers@publicagroup.p.uk
<b>7 March 2024 - Cabinet</b>						
Lechlade Air Quality Management Area	No	Open	Cabinet	7 Mar 2024	Cabinet Member for Planning and Regulatory	Susan McPherson, Senior Officer - ERS

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
Revocation					Services - Cllr Juliet Layton	susan.mcpherson@publicagroup.uk
Asset Management Plan	No	Open	Cabinet	7 Mar 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk
Q3 Performance Report 2024	No	Open	Cabinet	7 Mar 2024	Leader of the Council - Cllr Joe Harris	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk
Q3 Financial Performance Report 2024	No	Open	Cabinet	7 Mar 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk
Retail Relief 2024 - Business Rates	Yes	Open	Cabinet	7 Mar 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service Mandy.Fathers@publicagroup.uk
Council Tax Reduction for Care Leavers	Yes	Open	Cabinet Council	7 Mar 2024 20 Mar 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey Mike Evey, Deputy	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service Mandy.Fathers@publicagroup.uk

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
					Leader of the Council and Cabinet Member for Finance	oup.uk
Publica Transition Plan	Yes	Open	Cabinet Council	7 Mar 2024 20 Mar 2024	Leader of the Council - Cllr Joe Harris	Robert Weaver, Chief Executive robert.weaver@cotswold.gov.uk
Gloucestershire City Region Board	Yes	Open	Cabinet	7 Mar 2024	Cabinet Member for Economy and Council Transformation - Cllr Tony Dale	Robert Weaver, Chief Executive robert.weaver@cotswold.gov.uk
Council Tax Second Home Premiums	Yes	Open	Cabinet	7 Mar 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evely	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service Mandy.Fathers@publicagroup.uk
Report on urgent decision	No	Open	Cabinet Council	7 Mar 2024 20 Mar 2024	Leader of the Council - Cllr Joe Harris	Andrew Brown, Democratic Services Business Manager andrew.brown@publicagroup.uk
Pay Policy Statement 2024/25	No	Open	Cabinet Council	7 Mar 2024 20 Mar 2024	Leader of the Council - Cllr Joe Harris	John Llewellyn, Head of Human Resources john.llewellyn@publicagroup.uk

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
						Robert Weaver, Chief Executive robert.weaver@cotswold.gov.uk
Cotswold District Council Policy Review (Phase 2)	No	Open	Cabinet Council	7 Mar 2024 20 Mar 2024	Leader of the Council - Cllr Joe Harris	Kathryn Dowell, HR Business Partner kathryn.dowell@publicagroup.uk
<b>20 March 2024 - Full Council</b>						
Community Governance Review - Upper Rissington	No	Open	Council	20 Mar 2024	Leader of the Council - Cllr Joe Harris	Sarah Dalby, Elections Manager sarah.dalby@cotswold.gov.uk
<b>4 April 2024 - Cabinet</b>						
Fixed Penalty Notice Policy	No	Open	Cabinet	4 Apr 2024	Cabinet Member for Planning and Regulatory Services - Cllr Juliet Layton	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service Mandy.Fathers@publicagroup.uk
Discretionary Rate Relief in excess of	No	Open Annex A	Cabinet	4 Apr 2024	Deputy Leader - Cabinet Member for Finance -	Mandy Fathers, Business Manager for Environmental,

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
£10,000		gives sensitive commercial information			CLlr Mike Evemy	Welfare and Revenue Service Mandy.Fathers@publicagroup.uk
<b>9 May 2024 - Cabinet</b>						
<b>15 May 2024 - Full Council</b>						
Appointment of Committees	Yes	Open	Council	15 May 2024		Andrew Brown, Democratic Services Business Manager andrew.brown@publicagroup.uk, Caleb Harris, Senior Democratic Services Officer caleb.harris@cotswold.gov.uk
Record of Attendance 2023/2024	Yes	Open	Council	15 May 2024		Caleb Harris, Senior Democratic Services Officer caleb.harris@cotswold.gov.uk, Andrew Brown, Democratic Services Business Manager andrew.brown@publicagroup.uk
<b>6 June 2024 - Cabinet</b>						

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
Channel Choice and Telephone Access Update	Yes	Open	Cabinet	6 Jun 2024	Cabinet Member for Economy and Council Transformation - Cllr Tony Dale	Jon Dearing, Assistant Director for Resident Services jon.dearing@cotswold.gov.uk
<b>11 July 2024 - Cabinet</b>						
<b>17 July 2024 - Full Council</b>						
<b>5 September 2024 - Cabinet</b>						
<b>25 September 2024 - Full Council</b>						
<b>3 October 2024 - Cabinet</b>						
<b>7 November 2024 - Cabinet</b>						
<b>27 November 2024 - Full Council</b>						
Programme of Meetings	No	Open	Council	27 Nov 2024	Leader of the Council - Cllr Joe Harris	Caleb Harris, Senior Democratic Services Officer caleb.harris@cotswold.gov.uk
<b>5 December 2024 - Cabinet</b>						

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
<b>Key decisions delegated to officers</b>						
UK Shared Prosperity Fund and Rural England Prosperity Fund update	Yes	Open	Chief Executive Officer  Cabinet	11 Jan 2024	Cabinet Member for Economy and Council Transformation - Cllr Tony Dale	Paul James, Economic Development Lead paul.james@cotswold.gov.uk