



## Supplement for

### OVERVIEW AND SCRUTINY COMMITTEE - MONDAY, 13 APRIL 2026

#### Agenda No

10. **Financial Performance Report - Q3 2025-26** 3 - 36

Purpose

To set out the third quarterly budget monitoring position for the 2025/26 financial year.

Cabinet Member

Councillor Patrick Coleman, Cabinet Member for Finance

Report Author

Michelle Burge, Chief Accountant and Deputy Section 151 Officer

11. **Service Performance Report - Q3 2025-26** 37 - 100

Purpose

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

Cabinet Member

Councillor Mike Evely, Leader of the Council

Lead Officer

Alison Borrett, Senior Performance Analyst

12. **Publica Business Plan 2026-28** 101 - 120

Purpose

To consider the Draft Publica Business Plan 2026-28, produced by the Publica Board in consultation with Directors and Shareholders, and to recommend that the Leader (as Shareholder Representative) approves the plan.

Cabinet Member

Councillor Mike Evely, Leader of the Council

Report Author

Frank Wilson – Managing Director, Publica



Council name	<b>COTSWOLD DISTRICT COUNCIL</b>
Name and date of Committee	<b>CABINET – 16 APRIL 2026</b>
Subject	<b>FINANCIAL PERFORMANCE REPORT – Q3 2025/26</b>
Wards affected	All
Accountable member	Councillor Patrick Coleman, Cabinet Member for Finance Email: <a href="mailto:patrick.coleman@cotswold.gov.uk">patrick.coleman@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	Michelle Burge, Chief Accountant and Deputy Section 151 Officer Email: <a href="mailto:michelle.burge@cotswold.gov.uk">michelle.burge@cotswold.gov.uk</a>
Summary/Purpose	This report sets out the third quarterly budget monitoring position for the 2025/26 financial year.
Annexes	Annex A – Capital Programme Outturn Forecast Annex B – Non-Treasury Management Prudential Indicators
Recommendation(s)	That Cabinet resolves to:  1. Review and note the financial position set out in this report.
Corporate priorities	<ul style="list-style-type: none"> <li>Delivering Good Services</li> </ul>
Key Decision	YES
Exempt	NO
Consultees/ Consultation	None



## **1. BACKGROUND**

- 1.1** This report presents to members the third quarterly outturn forecast and monitoring position statement for the 2025/26 financial year.
- 1.2** The purpose of this report is to notify members of any significant variations to budgets, highlight any key financial issues, and to inform members of options and further action to be taken.

## **2. EXECUTIVE SUMMARY**

- 2.1** This report sets out the outturn forecast for the financial year informed by Q3 budget monitoring. Overview and Scrutiny Committee considered this report at their meeting on 13 April 2026.
- 2.2** Based on the Q3 budget monitoring exercise and an assessment of the risks and uncertainties facing the Council, the forecast outturn shows a positive variation of £0.045m, reflecting a £0.029m increase from the £0.016m forecast reported at Q2, this continues to reflect the Council's strategy to utilise the enhanced financial position this year to reduce financial pressures in future years. The forecast outturn includes proposed transfers of several forecast underspends, as outlined in section 4.12 and 4.35 below, providing an opportunity to strengthen financial sustainability over the Medium-Term Financial Strategy (MTFS) period.
- 2.3** The forecast outturn also assumes that **100% of planning income more than budget** will be transferred to the Planning Appeals Reserve, as set out in the Q2 budget monitoring report. In addition, **£0.165m of car park income in excess of budget** is allocated to fund the replacement of pay-and-display machines within the Council's 2026/2027 Capital Programme, thereby maximising internal resources available for capital expenditure.



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

	2025/26 Latest Net Budget (£'000)	2025/26 Profiled Budget to Q3 (£'000)	2025/26 Actuals to Q3 (£'000)	2025/26 Outturn Forecast (£'000)	2025/26 Outturn Variance (£'000)
<b>Revenue Budget</b>					
<b>Subtotal Services</b>	<b>19,291</b>	<b>11,689</b>	<b>10,456</b>	<b>17,935</b>	<b>(1,356)</b>
Less: Reversal of accounting adjustments	(1,925)		0	(1,925)	0
<b>Revised Subtotal Services</b>	<b>17,366</b>	<b>11,689</b>	<b>10,456</b>	<b>16,010</b>	<b>(1,356)</b>
Corporate Income & Expenditure	(1,663)	(529)	(986)	(171)	1,491
Provisions and Risk Items	0	0	0	0	0
<b>Net Budget Requirement</b>	<b>15,704</b>	<b>11,160</b>	<b>9,469</b>	<b>15,839</b>	<b>136</b>
<b>Funded by:</b>					
Council Tax	(7,065)	0	0	(7,065)	0
Retained Business Rates	(5,117)	6,342	6,344	(5,117)	0
Government Funding - Grants	(2,527)	(1,896)	(1,898)	(2,527)	0
Government Funding - NHB	(820)	(615)	(615)	(820)	0
Extended Producer Responsibility (EPR)	(1,502)	(1,127)	(1,261)	(1,683)	(181)
Collection Fund (surplus) / Deficit	689	0	0	689	0
<b>TOTAL Funding</b>	<b>(16,342)</b>	<b>2,705</b>	<b>2,570</b>	<b>(16,523)</b>	<b>(181)</b>
<b>Budget shortfall/(surplus)</b>	<b>(638)</b>	<b>13,865</b>	<b>12,039</b>	<b>(684)</b>	<b>(45)</b>



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

Variations at a glance	Positive variation (£'000)	Adverse Variation (£'000)	Net Variation (£'000)	Q2 Outturn Variance (£'000)	Movement from Q2 (£'000)
<b>Service Variations</b>					
Fees & Charges - Cemeteries		39	39	34	5
Fees & Charges - Licensing	(30)		(30)	(30)	0
Fees & Charges - Building Control	(44)		(44)	(49)	5
Fees & Charges - Bulky Waste	(31)		(31)	(20)	(11)
Fees & Charges - Environmental Protection		15	15		15
Fees & Chages - Land Charges	(29)		(29)		(29)
Trinity Road - Utilities	(21)		(21)	(37)	16
Car Park fees, permits and penalty charges	(256)	0	(256)	(174)	(82)
Car park expenditure	(24)		(24)	(26)	2
Commercial Property - Rental income shortfall (risk)		64	64	64	0
Tenant Area of Trinity Road	(20)		(20)	(20)	0
Development Management Fees	(674)		(674)	(400)	(274)
Recycling - Minor Contracts	(30)		(30)	(30)	0
Recycling - Income	(33)		(33)	0	(33)
Card payment processing charges		5	5	20	(15)
Net Homeless Expenditure (Flexible Homeless Grant higher than budgeted)	(70)		(70)	(45)	(25)
Postage and Printing		47	47	44	3
Communications - Cotswold News	(20)		(20)	(20)	0
Members Allowance increases (Council, 26 November 2025)		36	36	36	0
Court Cost income (Council tax and Business Rates)	(30)	0	(30)	(45)	15
Valuation (professional fees)	(10)		(10)		(10)
Dual Use Agreement (Chipping Campden School)		10	10		10
Legal vacancies	(31)		(31)		(31)
Vacancy management	(165)	0	(165)	(205)	40
Other service variations		54	54	50	4
<b>Subtotal</b>	<b>(1,518)</b>	<b>270</b>	<b>(1,248)</b>	<b>(853)</b>	<b>(395)</b>



<b>Non-Service/Corporate Variations</b>					
Contingencies and Savings	(222)	0	(222)	(217)	(5)
Street Service savings	0	300	300	300	0
Development Management Fees - Appeals Risk	0	674	674	400	274
Impact of Publica Phase 2	(328)	0	(328)	(266)	(62)
New Posts not recruited	(240)	0	(240)	(240)	0
Transfer Vacancy and phase two service and recruitment saving to Capacity Building Reserve	0	733	733	710	23
Treasury Management income	(376)	0	(376)	(346)	(30)
Transfer to Treasury Management reserve	0	376	376	346	30
Transfer underspend to 'Cotswold News' Reserve		20	20		20
Transfer underspend to 'Homeless Reserve'		70	70		70
Transfer legal salary underspend to 'Legal Resource' Reserve		31	31		31
Additional EPR Grant (DEFRA), transferred to EPR Reserve	(181)	181	0	0	0
Transfer Car park surplus to 'Revenue Contribution to Capital Outlay' (RCCO)		165	165	150	15
<b>Subtotal</b>	<b>(1,347)</b>	<b>2,550</b>	<b>1,203</b>	<b>837</b>	<b>366</b>
<b>Net Outturn Variation</b>	<b>(2,865)</b>	<b>2,820</b>	<b>(45)</b>	<b>(16)</b>	<b>(29)</b>

- 2.4** The Council must ensure it can address the financial challenges arising from the Local Government Finance Settlement and Local Government Reorganisation (“LGR”) over the MTFs-period.
- 2.5** Oversight of the Vacancy Management process has been strengthened by the Corporate Leadership Team (“CLT”), with CLT authorisation required to fill a vacancy, either on a short-term or long-term basis. CLT have also reviewed the process for assessing requests for additional resources to ensure a single and consistent approach is taken to the development and appraisal of proposals and business cases.
- 2.6** As set out in paragraph 2.3 and Table ES1, the Q3 outturn forecast for the year is favourable with a surplus forecast at the end of the financial year.
- 2.7** The revenue budget is likely to come under further pressure in 2027/28 as the Council considers the impact from LGR and ensures services continue to be provided to residents as usual. There will be a demand on key staff to support the assessment of final proposal and plan for a new unitary structure in Gloucestershire, and implementation of the proposal from mid-2026 following the Government’s decision.
- 2.8** It is expected that additional capacity will be needed to support the emerging Corporate Plan, ensure services continue to be provided to residents, and support LGR. Therefore, it is proposed to maximise the level of resources available over the next 2 years, any additional budget surplus or one-off benefit is transferred to earmarked reserves (Capacity Building) at year end, subject to the final outturn position.
- 2.9** Council approved the 2026/27 Budget at their meeting on 23 February 2026. Included within the [2026-27 Revenue Budget, Capital Programme and Medium Term Financial Strategy report](#) was a Reserves and Balances forecast (Section 7). This set out the



recommendation that a balance of £1m is maintained to support the Council over the next 2 years.

**2.10** With a more favourable outturn forecast and allowing for the (potential) increased cost/reliance on interim staff recommendation is to increase the reserve balance to £1.5m.

**2.11** The Q3 forecast reflects a total underspend of £0.733m within employee-related budgets for 2025/26. This is due to the Vacancy Management approach set out in the Q1 and Q2 Financial Performance report:

- **Vacant** posts not yet filled, resulting in savings of £0.165m plus positions included in the 2025/26 budget for Transformation, Learning & Organisational Development and Strategic Housing have not been appointed, generating revenue savings of £0.240m.
- Lower anticipated expenditure on **recruitment** contributing £0.096m.
- Lower costs of Phase 2 of **Publica Review** against the prudent estimate resulting in an underspend of £0.232m

In line with the strategy agreed within the Q2 report, these savings are forecast to be transferred to earmarked reserves (Capacity Building) at year end, subject to the final outturn position. Consequently, the underspends have a net nil impact on the forecast variance to budget.

**2.12** The material forecast variations are listed below with further details in Section 4 of this report.

- **Forecast income variations** – underachievement: Cemeteries (£39k), Environmental Protection (£15k). Additional Income: Licensing (£30k), Building Control (£44k), Bulky Waste (£31k), Recycling income (£30k), Income from Court Costs (Council tax and Business Rates) (£30k)
- **Car Parks** income from car park fees above budget (£241k), permits (£6k) and penalty charge notices (£8k)
- **Development Management Fees** – exceeded budget by £0.674m
- **Trinity Road Utility costs** - £21k under budget
- **Post and Printing** - costs forecast to exceed budget by £49k, predominantly within the Revenues and Benefits service.
- **Recycling contracts** – Kerbside collection of cans and plastics, 'bring banks' and Waste electrical electronic equipment (WEEE) undertaken by contractor (£30k favourable)
- **Commercial Property** rental income and vacant property costs (£64k adverse variation)
- **Street Services** a £0.300m adverse variation against the £0.300m savings target (£0.300m reported at Q2).



- **Treasury Management** and interest receivable performance (£0.376m positive variation, increase of £0.029m from Q2) with £0.376m to be transferred to the Treasury Management Reserve.
- **Members Allowances** – Increases to Members’ Special Responsibility Allowances, as recommended by the Independent Remuneration Panel in December 2025 and backdated to 1 April 2025, have resulted in an adverse variance of £0.036m against budget.

**2.13** A summary of the Capital Programme outturn forecast is shown in the table below.

**Table ES3 – Capital Programme Outturn Forecast**

Capital Programme	2025/26 OB (£'000)	2025/26 LAB (£'000)	2025/26 Actuals to Q2 (£'000)	2025/26 Outturn (£'000)	2025/26 Outturn Variance (£'000)
Leisure & Communities	0	244	218	244	0
Housing/Planning and Strategic Housing	1,718	1,845	1,098	1,500	(345)
Environment	1,132	651	351	475	(176)
ICT, Change and Customer Services	350	150	120	152	2
UK Rural Prosperity Fund	0	229	131	229	0
UK Shared Prosperity Fund Projects	327	60	20	60	0
Land, Legal and Property	500	200	0	0	(200)
<b>TOTAL Capital Programme</b>	<b>4,027</b>	<b>3,379</b>	<b>1,938</b>	<b>2,660</b>	<b>(719)</b>

**2.14** The capital programme is a forecast underspend of £0.719m. Further details are provided in Section 5 of this report.

**2.15** The final 2025/26 outturn financial position will be presented to Members at the July 2026 Cabinet meeting.

### **3. EXTERNAL ECONOMIC ENVIRONMENT**

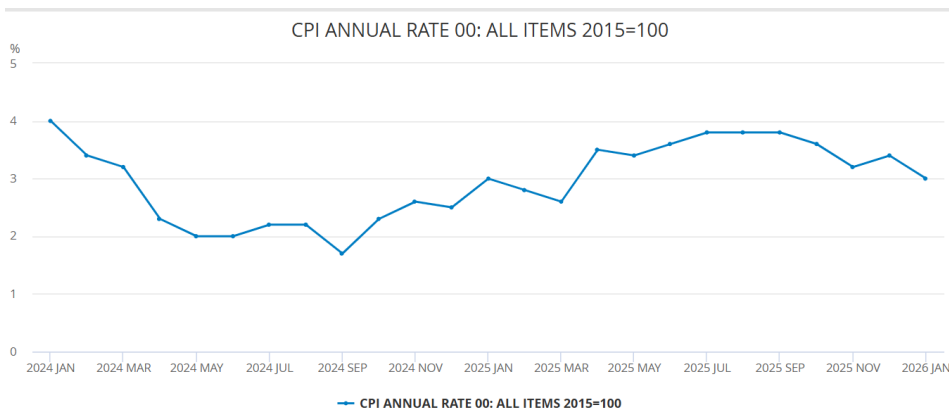
#### **Inflationary Pressures**

**3.1** The level of inflation, as measured by the Consumer Prices Index, for January 2026 reduced to 3% (from 3.4% in December 2025). Although it is not the Government's preferred measure of inflation, the Retail Prices Index is 3.8% (4.2% in December 2025). Core inflation (as defined by the Office for National Statistics as the CPI Rate excluding energy, food, alcohol, and tobacco) reduced to 3.1% (3.2% in December 2025).



- 3.2** Current macroeconomic conditions also present further financial risk for the Council. Inflation is now expected to remain elevated for longer, driven largely by the sustained surge in global energy prices following the escalation of conflict in the Middle East. The near total blockade of the Strait of Hormuz has pushed oil and gas prices sharply, with analysts warning of an inflation spike during 2026 as the UK – heavily reliant on imported energy – is particularly exposed to these pressures. Forecast suggest that while inflation may ease temporarily in early 2026, it is likely to rise again mid-year before gradually falling back towards target levels.
- 3.3** Interest rate expectations have also shifted materially. Markets, which only weeks ago anticipated one or two Bank of England rate cuts in 2026, are now pricing in up to four interest rate increases before the year ends as trader respond to rising gilt yields and the inflation outlook.
- 3.4** These developments create additional cost and demand pressures across Council services, heighten uncertainty in investment planning and could lead to volatility in borrowing costs (if undertaken).

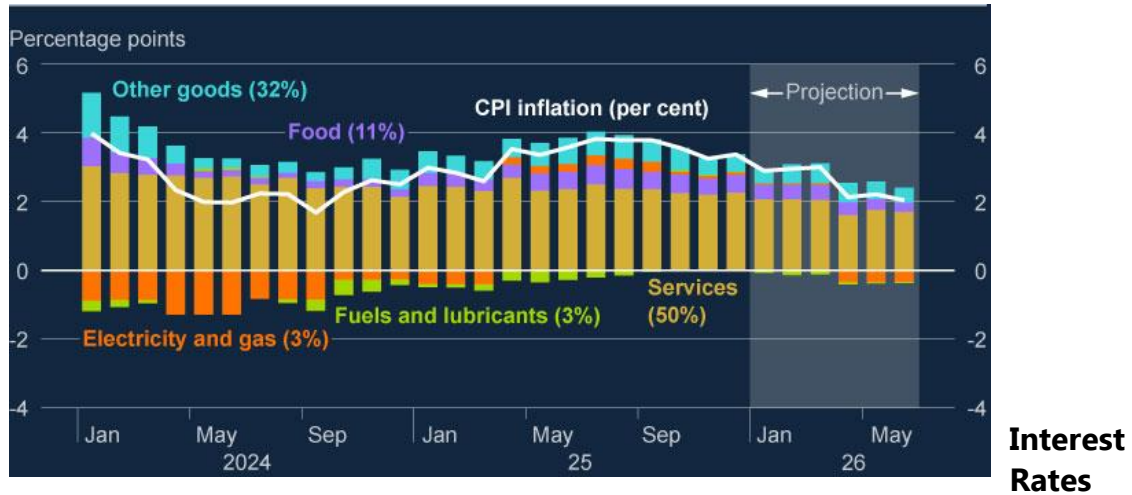
**Graph A – CPI Inflation**



- 3.5** Although there has been substantial disinflation over the past two years, 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 but has fallen below CPI during 2025. Despite recent falls, experts note that future energy price volatility (e.g., from geopolitical events) could reverse this trend, potentially driving headline inflation up again.
- 3.6** In its February 2026 Monetary Policy Report, the Bank of England confirmed that CPI inflation is forecast to fall close to 2.1% in Q2 2026 before gradually returning to the 2% target by mid-2027. The graph below shows the CPI forecast published in the quarterly Bank of England Monetary Policy Committee report (February 2025).



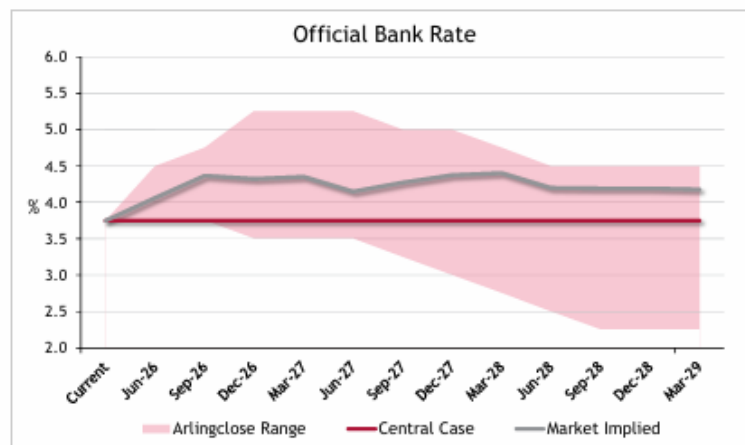
**Graph B – Bank of England Chart – Inflation**



**Interest Rates**

- 3.7** The Bank of England reduced the Base Rate by a further 0.25% to 3.75% in December 2025, noting that the economy had moved beyond “the recent peak in inflation” and that inflation had continued to fall. The Bank stated that “we have cut interest rates for the sixth time, to 3.75% today. We still think rates are on a gradual path downward. But with every cut we make, how much further we go becomes a closer call.” This reduction had been widely anticipated following the lower inflation figures reported in December.
- 3.8** Inflation remains above the 2% target, the outbreak of war in Iran and the Middle East has disrupted the transportation and supply of oil and gas, pushing up energy prices. As a result, inflation is now expected to be higher than previously forecast, making further rate cuts less likely in the short term.
- 3.9** At the **19 March 2026** meeting, the Bank of England held the Base Rate at **3.75%**. The next interest rate decision is scheduled for **30 April 2026**.

**Graph C – Interest Rate Forecast (March 2026)**





**3.10** Whilst there is no underlying need to borrow with the Capital Programme financed through internal resources and external grants and contributions, any additional capital expenditure proposed during the year will need to consider the availability and cost of capital financing including prudential borrowing.

#### **4. 2025/26 REVENUE BUDGET FORECAST**

- 4.1** There have been marginal changes to the overall forecast since Q2; however several movements are worth noting, particularly within Planning and Car Parks; where updated income and activity levels have resulted in larger than planned transfers to earmarked reserves. Planning fee income has overachieved by £0.674m at Q3 (increase of £0.274m from Q2), and this additional income will be transferred to the 'Planning Appeals Reserve'.
- 4.2** Net car park income has improved by £0.082m, leading to a total of £0.165m above budget being allocated to fund the replacement of pay-and-display machines within the Council's Capital Programme. Forecast underspends within Homelessness (£0.070m) and Legal Service salaries (£0.031m) have also resulted in amounts being earmarked for use in future years.
- 4.3** Savings from vacancies and from the implementation of 'Publica Phase Two Review' have resulted in a total transfer of £0.733m to the Capacity Building earmarked reserve (compared to £0.710m forecast at Q2).
- 4.4** Recent global events – particularly the conflict in the Middle East which as driven sharp increases in oil and gas prices – have added renewed pressure on inflation and certainty around future energy and fuel costs. However, these impacts are likely to have a material effect on the Council's 2025/26 position, as inflation had already been easing and was expected to return close to target in early 2026. The greater concern relates to 2026/27, where sustained disruption to energy markets and market expectations of higher inflation and fuel price volatility may lead to increased cost pressures including for diesel, HVO and electricity.
- 4.5** The Revenue Budget was approved by Council at their meeting on 24 February 2025 with no adjustments made during the financial year to date.

**Table 1 – Revenue Budget reconciliation**

<b>Budget Item</b>	<b>(£'000)</b>
Original Budget (Council, 24 February 2025)	15,704
Adj:	
Adj:	
Adj:	
Adj:	
<b>Latest Budget</b>	<b>15,704</b>



- 4.6** The revenue budget was adjusted during Q2 as budgets are amended to reflect the transfer of services from Publica to the Council in Phase 2 of the Publica Transition. Whilst the net budget position (£15.704m) did not change, the composition of the budget (i.e. subjective split between Pay and Non-Pay budgets) and net service budgets has been amended.
- 4.7** As of 31 December 2025 (Q3) the Council's net expenditure (excluding Funding and Parish Precepts) was £9.469m against the profiled budget of £11.160m.
- 4.8** The forecast outturn for 2025/26 is £15.839m, with funding exceeding the budget by £0.182m due to a higher-than-budgeted allocation of the Extended Producer Responsibility (EPR) grant. This results in a net favourable variance of £0.045m against the net budget.
- 4.9** Table 2 provides Members with an overview of the material outturn variations forecast across services, while Table 3 details the non-service revenue expenditure and income budgets.

**Table 2 – Revenue Budget Outturn Forecast Summary**

	2025/26 Latest Net Budget (£'000)	2025/26 Profiled Budget to Q3 (£'000)	2025/26 Actuals to Q3 (£'000)	2025/26 Outturn Forecast (£'000)	2025/26 Outturn Variance (£'000)
<b>Revenue Budget</b>					
Environmental & Regulatory Services	695	467	406	633	(61)
Business Sup. Svcs - Finance, HR, Procurement	1,425	985	934	1,428	3
ICT, Change & Customer Services	2,488	1,946	1,938	2,474	(14)
Assets, Property & Regeneration	963	670	489	711	(251)
Publica Executives and Modernisation	104	77	77	104	0
Revenues & Housing Support	842	553	501	771	(71)
Environmental Services	4,755	2,683	2,376	4,441	(313)
Leisure & Communities	2,380	829	679	2,295	(85)
Planning & Strategic Housing	1,682	525	(105)	993	(689)
Democratic Services	1,366	998	967	1,351	(14)
Retained and Corporate	2,593	1,955	2,194	2,733	140
<b>Subtotal Services</b>	<b>19,291</b>	<b>11,689</b>	<b>10,456</b>	<b>17,935</b>	<b>(1,356)</b>
Less: Reversal of accounting adjustments	(1,925)		0	(1,925)	0
<b>Revised Subtotal Services</b>	<b>17,366</b>	<b>11,689</b>	<b>10,456</b>	<b>16,010</b>	<b>(1,356)</b>
Corporate Income & Expenditure	(1,663)	(529)	(986)	(171)	1,491
Provisions and Risk Items	0	0	0	0	0
<b>Net Budget Requirement</b>	<b>15,704</b>	<b>11,160</b>	<b>9,469</b>	<b>15,839</b>	<b>136</b>
<b>Funded by:</b>					
Council Tax	(7,065)	0	0	(7,065)	0
Retained Business Rates	(5,117)	6,342	6,344	(5,117)	0
Government Funding - Grants	(2,527)	(1,896)	(1,898)	(2,527)	0
Government Funding - NHB	(820)	(615)	(615)	(820)	0
Extended Producer Responsibility (EPR)	(1,502)	(1,127)	(1,261)	(1,683)	(181)
Collection Fund (surplus) / Deficit	689	0	0	689	0
<b>TOTAL Funding</b>	<b>(16,342)</b>	<b>2,705</b>	<b>2,570</b>	<b>(16,523)</b>	<b>(181)</b>
<b>Budget shortfall/(surplus)</b>	<b>(638)</b>	<b>13,865</b>	<b>12,039</b>	<b>(684)</b>	<b>(45)</b>



**Table 3 – Corporate Income and Expenditure**

Corporate Income and Expenditure	2025/26 Latest Net Budget (£'000)	2025/26 Actuals to Q3 (£'000)	2025/26 Outturn Forecast (£'000)	2025/26 Outturn Variance (£'000)
Savings & Contingency and non service income and exp	473	94	91	(383)
Treasury Management - Interest Payable	5	2	5	(0)
Treasury Management - Interest Receivable	(1,303)	(1,083)	(1,679)	(376)
Minimum Revenue Provision (MRP)	9	0	9	0
Revenue Contribution to Capital Outlay (RCCO)	0	0	165	165
Transfer to/(from) Earmarked Reserves	(846)	0	1,239	2,085
	(1,662)	(986)	(170)	1,491

- 4.10** As outlined, the forecast outturn position is a net underspend/favourable variance of £0.045m, a small increase in the reported forecast outturn since Q2 and includes proposed transfers of a number of forecast underspends outlined in 4.12 and 4.35 below.
- 4.11** The Council must ensure it can address the financial challenges arising from the Local Government Finance Settlement and Local Government Reorganisation (“LGR”) over the MTFs-period.
- 4.12** Oversight of the Vacancy Management process has been strengthened by the Corporate Leadership Team (“CLT”), with CLT authorisation required to fill a vacancy, either on a short-term or long-term basis. CLT have also reviewed the process for assessing requests for additional resources to ensure a single and consistent approach is taken to the development and appraisal of proposals and business cases.
- 4.13** As set out in paragraph 2.3 and Table ES1, the Q3 outturn forecast for the year is favourable with an increased surplus likely at the end of the financial year.
- 4.14** The revenue budget is likely to come under further pressure in 2026/27 and 2027/28 as the Council considers the impact from LGR and ensures services continue to be provided to residents as usual. There will be a demand on key staff to support the assessment of final proposal and plan for a new unitary structure in Gloucestershire, and implementation of the proposal from mid-2026 following the Government’s decision.
- 4.15** It is anticipated that additional capacity will be required to support delivery of the emerging Corporate Plan, maintain continuity of services for residents, and prepare for Local Government Reorganisation (LGR). To achieve this, it is proposed to maximise the resources available over the next two years by transferring any additional budget



surplus or one-off benefits to earmarked reserves (Capacity Building) at year-end, subject to the final outturn position.

- 4.16** Council approved the 2026/27 Budget at their meeting on 23 February 2026. Included within the [2026-27 Revenue Budget, Capital Programme and Medium Term Financial Strategy report](#) was a Reserves and Balances forecast (Section 7). This set out the recommendation that a balance of £1m is maintained to support the Council over the next 2 years.
- 4.17** With a more favourable outturn forecast and allowing for the (potential) increased cost/reliance on interim staff recommendation is to increase the reserve balance to £1.5m
- 4.18** This report assumes that the following underspends will be transferred to the Capacity Building earmarked reserve:
- £0.165m savings from vacancy management plus £0.240m new posts included in the 2025/26 budget
  - £0.328m underspend against the forecast impact of Publica Phase 2
- This results in a total transfer of £0.733m to the Capacity Building earmarked reserve.
- 4.19** This assumes that there are no additional expenditure commitments that would require support from the Financial Resilience Reserve (FRR). For the avoidance of doubt, the working assumption in the outturn forecast is:
- there is no material deterioration in the outturn forecast in Q4.
  - additional expenditure in any particular service area is offset by a corresponding decrease in expenditure in other service areas.

### **Key Variations**

- 4.20** 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.
- 4.21** It is not expected that the £0.300m cost reduction included in the 2025/26 revenue budget for Street Cleaning will be achieved in the current financial year, as previously reported in the Q2 report. Initial scoping work has identified potential cost reductions and service efficiencies, and a broader review of service options is underway to ensure that service standards are clearly defined and aligned with deliverable savings. Following the APSE (Association of Public Service Excellence) review of service operations, options for cost reduction are now being evaluated and tested ahead of any decisions on future service design.



- 4.22 Cemetery fees** – forecast shortfall in income of £39k (£34k Q2) due to continued lower service use in Q3.
- 4.23 Licensing income** – is forecast to exceed budget by £30k largely in respect of taxi drivers' licences. (£30k at Q2)
- 4.24 Development Management fees** - overachievement of planning fees by £0.624m at Q3. This includes £1.267m of Planning Fees (29 Major, 215 Minor, 692 Other) (budget of £0.656m) £0.120m of Pre-Application fees (215), (budget of £0.107m).
- 4.25** The service has overachieved in planning application fee income as a result of a series of major housing and other developments that came forward within the three quarters of the financial year. Following the changes to the National Planning Policy Framework in December 2024, the Council can no longer demonstrate a 5-year housing land supply. This has resulted in a number of speculative housing and other developments coming forward during the first three quarters of 2025/26:
- 195 and 110 dwellings in Moreton-In-Marsh
  - 150 dwellings in Lechlade
  - 98 dwellings in Fairford (approved in September 2025)
  - 120, 95 and 60 dwellings in Mickleton
  - Solar farm near Siddington
  - Aldi food store in Bourton on the Water.
- 4.26** The team have received a number of pre-application enquiries relating to other potential future developments and the emerging Local Plan is likely to encourage early submission of potential site allocations with a number of these pre-applications progressing to full application stage.
- 4.27** This increase in planning applications (and associated income from fees) for major housing developments does bring additional risks. As a large number of these schemes are speculative, it is likely that a number will be refused permission and will therefore result in appeals or where granted could also be subject to judicial review. Given the scale of development, there is a high chance appeals are dealt with as informal hearings or inquiries which bring greater costs to the Council. Planning permission was recently refused for 54 dwellings in Lechlade, which will be dealt with as an appeal hearing in May, with the Public Inquiry for the 195 dwelling scheme in Moreton in Marsh taking place in April.
- 4.28** **It was approved in principle at the September 2025 Cabinet meeting to hold 50% of the forecast additional income as a risk provision to have the effect of reducing the net variation during the financial year. Due to the favourable position reported at Q2 and subject to the final outturn position for Development Management Fees remaining positive (i.e. income received in the year is above the budgeted level), it was approved that 100% of the variation is transferred to the Planning Appeals reserve.**



- 4.29** The Council is forecasting expenditure of around £0.300m on the **Local Plan** in 2026/27, including staff, consultancy and IT licence costs. This will be fully funded from the **Local Plan reserve** and will therefore have no impact on the Council's forecast outturn position.
- 4.30** The Council is not expected to achieve the budgeted level of commercial rental income from its **Investment Properties** due to ongoing economic challenges in the retail and office sectors, which are exerting downward pressure on rents. A forecasted income shortfall of £0.064m is forecast primarily related to the out-of-district investment property (former Wilko's store in Great Bridge, Tipton). A lease agreement with a new tenant was agreed earlier in the calendar year, with occupation commencing in July 2025 following completion of fit-out. In common with most commercial lettings, the lease agreement includes a six-month rent-free period. The variation arises due to the new lease commencing later than anticipated than the budget assumption, and additional empty property costs over the time period.
- 4.31** Following the installation of Solar PV at Trinity Road and rental income from the **tenanted areas of Trinity Road Offices**, the Council is forecast to achieve £0.045m, in income for 2025/26. This represents an excess of £0.020m above the budgeted target of £0.025m. Live data dashboards provide updates on occupancy and enquiries supporting proactive management. Formal quarterly performance meetings continue to monitor process. Current occupancy: 45% of offices let and 46.5% of available desks occupied.
- 4.32** Income from the Council's **Car Parks** has continued to perform positively in the first three quarters of 2025/26 with income forecast to exceed budget by £0.241m. Income from Car park permits is also expected to exceed budget by £0.006m whilst Penalty Charge Notices (PCNs) is forecast to be £0.008m above target, income budgets for 2025/26 were reduced to reflect current financial performance and ensure the budget estimates approved by Council in February 2025 were robust. The Council's Car Parking Strategy 2025-2028 and action plan, approved and adopted by Cabinet in November 2025 included a recommendation to consider strengthening enforcement resources to match the needs of the district.
- 4.33** The car park expenditure budget includes a forecast underspend of £0.024m, primarily relating to costs such as repairs and maintenance, business rates and parking and permit software charges.
- 4.34 Building Control** – The first three quarters of 2025/26 has seen a notable improvement in performance compared to 2024/25. Market share is averaging 68% up to the end of Q3, with 396 applications processed, representing a 9% increase in market share compared to the same period last year. Application volumes remain



steady, with only a slight year-on-year decrease of 6 applications. Income has exceeded the budget by £0.048m to date. Building regulation fees were increased for the 2025-26 financial year to better reflect the cost of running the service. Forecast income outturn is currently reported as being £0.060m above budget. Expenditure is forecast to be overspend by £0.016m due in part to audit fees arising from the Building Safety regulator. Despite this expenditure pressure, the service is forecasting a net favourable variance of £0.044m.

**4.35 Public Conveniences** – Income from public conveniences charges is currently in line with the approved budget. Charging has been implemented at ten of the eleven public conveniences across the district, including Chipping Campden, Tetbury and Lechlade from August 2025. Further options will need to be explored during 2026/27 to minimise or eliminate entirely the net subsidy required to operate these facilities of £0.164m for 2025/26 (excluding depreciation and assumes income of £0.110m from fees). The public conveniences in Northleach where no charge is currently applied, are scheduled to transfer to Northleach and Eastington Town Council from 1st April 2026, subject to an agreement and the provision of a one-off grant of £0.008m

**4.36 Land Charges** – income is forecast to be above target at the end of the financial year (£0.036m favourable) Application volumes have seen a notable increase in the first three quarters of 2025/26, with 1,243 searches received, compared to 1,081 in Q3 2024/25. This represents a 15% year-on-year rise, significantly above the typical average for this point in the year of around 1,000 applications. 444 searches have also been received between January and February 2026 (compared to 395 in the last quarter and 295 for the same period last year). These included a large multiple plot search from a local housing association.

**4.37 Green Waste** fees achieved the budgeted income of £1.588m by the third quarter of the 2025/26 financial year.

**4.38** Despite an increase in budget of £0.030m in 2025/26, Expenditure in respect of **postage and printing**, predominantly within the revenues and benefits and garden waste service is forecast to be overspent by £0.047m by the end of the financial year. This includes 6,374 letters sent out as part of the LIFT project and increases in pricing. The 2026/27 budget has been adjusted to reflect increased costs and demands and will be monitored during 2026/27.

**4.39 Members' Allowances** – Increases to Members' Special Responsibility Allowances, as recommended by the Independent Remuneration Panel in December 2025, to reflect the workload and leadership responsibilities of Members holding special responsibility posts (Leader, Deputy Leader, Chair, Vice Chair, Committee Chairs/Vice Chairs, Leader



of the opposition), were backdated to 1 April 2025. These changes have resulted in an adverse variance of £0.036m against budget.

**4.40** Underspends relating to **Homelessness**—arising from higher than forecast grant income (£76k)—together with underspends relating to **Legal Services team vacancies** (£31k) and the delayed publication of **Cotswold News** (£20k), which will now be issued early in 2026/27, are to be transferred to earmarked reserves (subject to approval) as part of the closure of the 2025/26 financial year. These funds will be drawn down for use in 2026/27.

**4.41 Ubico Contract** – the Council’s Environmental (grounds maintenance, street cleaning, domestic waste collection, recycling collections etc) are provided by Ubico Ltd. The contract with Ubico for 2025/26 of £8.863m is forecast to cost £8.926m – an adverse variation of £0.063m This is predominantly due to additional costs of £0.097m due to higher than estimated vehicle hire and repair costs (£0.044m), higher training costs (£0.010m) and higher employee costs caused by high levels of sickness in waste and recycling (£0.116m), offset by vacancies within street cleaning, grounds and cemetery (£0.111m). These pressures have been partially mitigated by lower diesel costs due to favourable pump prices compared to budget throughout the majority of the year (£0.090m), recent increases in pump prices have been factored into the outturn position. The table below provides members with an overview of the financial performance of the Ubico Contract (table 5).

**Table 5 – Ubico Contract Monitoring**

<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>Forecast Outturn (£'000)</b>	<b>Forecast Outturn Variance (£'000)</b>
Car Parks GM [CTW668]	68	68	60	(8)
CCM001 Cemetery/Churchyards GM [CTW688]	166	166	146	(19)
RYC002 Garden Waste Collection [CTW634]	1,310	1,310	1,316	7
WST001 Household Waste [CTW611]	1,844	1,844	1,879	35
RYC001 Recycling [CTW633]	3,340	3,340	3,403	63
RYC003 Refuse/Recycling/Food Waste [CTW635]	732	732	769	37
STC001 Street Cleaning [CTW666]	1,387	1,387	1,337	(50)
Trinity Road Offices GM [CTW668]	17	17	15	(2)
<b>Grand Total</b>	<b>8,863</b>	<b>8,863</b>	<b>8,926</b>	<b>63</b>
<b>Net variation on contract</b>				<b>63</b>



### **Treasury Management**

- 4.42** Dividends from the Council's longer-term investments (Pooled funds and Real Estate Investment Trusts) of £0.393m were received in the nine months to the 31 December 2025 year achieving a return of 4.88%. Interest from short term cash deposits including the Debt Management Office (DMO) was £0.657m due to higher surplus balances and interest rates remaining at a higher level than assumed in the budget and MTFs.
- 4.43** It should be noted that the budgeted level of net investment income for 2025/26 is £1.208m – a decrease of £0.077m over the 2024/25 budgeted level and recognises the current interest rate position. This is a prudent estimate for the year and is lower than the final 2024/25 level of investment income achieved of £1.621m given the forecast interest rate reductions over the financial year.
- 4.44** It is not expected that the current interest rate level will be maintained over the MTFs period, as set out in Section 3 of this report, with expectations of investment income in 2026/27 reducing to £1.1m with a further reduction to £0.867m by 2027/28.
- 4.45** A prudent forecast of investment income has been included in the outturn forecast of £1.515m. This includes the expectation that the base rate would be reduced in March 2026 to 3.5% (which is now less likely, given rising geopolitical risks). This results in a £0.376m positive variance against budget and subject to the outturn position at year end will be transferred to the Treasury Management risk reserve to mitigate any potential losses on pooled funds or borrowing costs in the future.
- 4.46** The level of investment income for the year will depend on the performance of both short-term investments (Money Market Funds, deposits with the DMO) and dividends from the long-term investment. The table below provides members with a high-level overview of the Council's Treasury Management investments on 31 December 2025.



**Table 6 – Treasury Management Investments**

<b>Investment type</b>	<b>Balance Invested at 31/12/25 (£'000)</b>	<b>Investment Income received to 31/12/2025 (£'000)</b>	<b>2025/26 Forecast (£'000)</b>	<b>Interest Rates at 31/12/25 (%)</b>
Bank of England DMADF	17,180	338	611	3.74
<b>Money Market Funds</b>				
Federated Money Market Fund	3,000	95	122	3.92
DGLSMoney Market Fund	3,000	95	122	3.91
Insight Liquidity Money Market Fund	3,000	88	116	3.88
Lloyds Instant Access	1,500	17	18	3.51
Santander Call Account	1	-	1	1.98
Other Short-term deposits	1,500	24	24	3.89
<b>Real Estate Investment Trusts (REIT)</b>				
Fundamentum Housing REIT	640	8	30	3.01
<b>Cash Plus Fund</b>				
Federated Cash Plus Fund	1,252	-	-	N/A
<b>Pooled Funds</b>				
CCLA Property Fund	2,198	75	98	3.99
Schroders Income Maximiser Fund	982	55	66	8.67
CCLA Cautious Multi Asses Fund	932	23	27	4.58
M&GUK Income Fund	2,063	88	104	10.71
Ninety-One (Investec) Diversified Fund	1,850	66	87	4.30
Columbia Threadneedle Bond Fund	1,967	65	88	4.14
	41,065	1,037	1,514	4.59

**4.47** Council approved the Capital Strategy and the Treasury Management Strategy (including the Non-Treasury Management Investment Strategy) at their meeting on 24 February 2025. 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.



**4.48** The CIPFA Code was updated in 2021 and includes the mandatory requirement, 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 5 and **Annex B** of this report provide members with an overview on the non-treasury position.

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

**4.49** As outlined in Tables 3 and 4 there are variations forecast 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.

**4.50** As outlined earlier in the report, a risk provision of £0.300m has been included in the outturn forecast to cover an expected shortfall against the Street Cleaning savings target of £0.300m.

**4.51** As outlined earlier in this section, the performance of the Council's Treasury Management Investments is a result of higher than anticipated interest rates and surplus balances to invest.

## **5. CAPITAL PROGRAMME**

**5.1** Council approved the revised Capital Programme for 2025/26 at their meeting on 23 February 2026. The Capital Programme has been updated to reflect adjustments as set out in Table 8 below.

**5.2** The revised capital programme for 2025/26 is £3.379m with a total net spend of £1.938m as at 31 December 2025.



**Table 7 – Capital Programme budget reconciliation**

<b>Capital Programme Reconciliation</b>	<b>(£'000)</b>
Original Budget (Council, 24 February 2025)	4,027
Slippage from 2024/25(Cabinet 10 July 2025)	565
Reallocation of the UKSPF capital budget (£0.327m) as follows: - £0.229m to Rural England Prosperity -£0.060m to UK Shared Prosperity Fund (UKSPF Capital) in line with agreed allocations. This results in a net reduction of £0.038m, in line with agreed allocations.	(38)
Revised Capital Programme (Council 23 February 2026)	(1,175)
<b>Latest Budget</b>	<b>3,379</b>

**Table 8 – Capital Programme Outturn Forecast**

	2025/26 OB (£'000)	2025/26 LAB (£'000)	2025/26 Actuals to Q2 (£'000)	2025/26 Outturn (£'000)	2025/26 Outturn Variance (£'000)
<b>Capital Programme</b>					
Leisure & Communities	0	244	218	244	0
Housing/Planning and Strategic Housing	1,718	1,845	1,098	1,500	(345)
Environment	1,132	651	351	475	(176)
ICT, Change and Customer Services	350	150	120	152	2
UK Rural Prosperity Fund	0	229	131	229	0
UK Shared Prosperity Fund Projects	327	60	20	60	0
Land, Legal and Property	500	200	0	0	(200)
<b>TOTAL Capital Programme</b>	<b>4,027</b>	<b>3,379</b>	<b>1,938</b>	<b>2,660</b>	<b>(719)</b>

**5.3** The outturn forecast for the current year is an underspend of £0.719m. **Annex A** sets out the detailed forecast outturn with commentary from budget holders and is summarised in table 8 above.



**5.4** The Capital Programme was significantly revised in the budget papers considered by Council at their meeting on 23 February 2026. The significant variations forecast on the Capital Programme are:

- **Asset Management Strategy** - A forecast underspend of £0.200m is anticipated against the revised budget, primarily due to planned roof works at Abberley House being deferred to 2026/27. The delay reflects the need to align the works with the wider asset management and funding will be reprofiled in the 2026/27 capital programme.
- **Private Sector Housing Renewal (Disabled Facilities Grant)** - Estimated that the annual expenditure will be approximately £1.5m resulting in an underspend of £0.275m.
- **Provision for financing of Ubico Vehicles** – underspend of £0.254m forecast against budget. Procurement for the replacement of five 3.5-tonne cage vehicles has been completed, and the vehicles are scheduled for delivery in Q1 of 2026/27. As part of the year-end outturn process, it is expected that the associated budget will be carried forward into 2026/27, subject to approval.
- **Bromford Joint Venture - (£0.070m)** Planning consent was granted on the 12 March, However Bromford need to resolve issues around drainage which is delaying the commencement of the work. This may delay commencement of works until 2027 unless Thames Water bring their upgrade plans forward.
- **Public Conveniences** – Accelerated rollout of payment devices including new doors at West Street (Tetbury), Chipping Campden, Lechlade, Northleach, and replacement paddle gates at the two facilities in Bourton-on-the-Water (Rissington Road and Church Rooms). Additional spend of £0.050m will be funded from capital receipts.
- **Waste and Recycling Receptacles** - The rolling budget for the purchase of waste and recycling receptacles is forecast to overspend by £0.050m in 2025/26. This pressure reflects continued growth in the number of properties and an increase in replacement container requests. Officers will review whether the existing budget is sufficient for 2026/27, noting that container replacement rates are currently being benchmarked as part of a waste review being undertaken by Tetra Tech. The forecast overspend for 2025/26 will be funded from capital receipts.

**5.5** 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

- 5.6** There have been no asset disposals during the third quarter of the financial year. Total net receipts of £0.568m received in the 2025/26 financial year to date, no further receipts are forecast.

**Table 9 – Capital Financing Forecast**

<b>Capital Financing Statement</b>	<b>2025/26 OB (£'000)</b>	<b>2025/26 LAB (£'000)</b>	<b>2025/26 Outturn (£'000)</b>	<b>2025/26 Outturn Variance (£'000)</b>
Capital receipts	2,052	952	508	(444)
Capital Grants and Contributions	1,975	2,334	2,059	(275)
Earmarked Reserves	0	0	0	0
Revenue Contribution to Capital Outlay (R	0	0	0	0
Community Municipal Investments (CMI)	0	93	93	0
Prudential Borrowing	0	0	0	0
	<b>4,027</b>	<b>3,379</b>	<b>2,660</b>	<b>(719)</b>

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

## 6. NON-TREASURY MANAGEMENT SUMMARY

- 6.1** The CIPFA Code was updated in 2021 and includes the 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.

### Prudential Indicators

- 6.2** The detailed Non-Treasury Management prudential indicators are included in **Annex B** with the commentary below providing members with a high-level summary.
- 6.3** Whilst there is no underlying need to borrow with the Capital Programme financed through internal resources and external grants and contributions, any additional capital expenditure proposed will need to consider the availability and cost of capital



financing. The 2025/26 outturn Treasury Management report to Audit and Governance Committee in July will set out the wider impact on the Capital Financing Requirement.

## **7. RISKS AND UNCERTAINTIES**

- 7.1** The Q2 report outlined risks and uncertainties around the wider economic environment and achieving the Street Saving of £0.300m. Savings associated with the street cleaning service are now unlikely to be achieved.
- 7.2** As outlined in section 3 and 4.2, interest rates remained relatively high throughout 2025/26; with the Bank of England maintaining the base rate at 3.75% as it balanced easing domestic inflation against heightened geopolitical risks. Inflation had been falling and was expected to return close to the 2% target in early 2026, though the surge in global energy prices following conflict in the Middle East has introduced renewed upward pressure creating uncertainty for the next financial year.
- 7.3** A further risk was identified at Q2 concerning the additional Development Management fees received in the first half of the financial year and the forecast for the financial year. With an increase in speculative applications, it was agreed it would be prudent to set aside 100% of any potential additional income against planning appeals. This risk remains.

## **8. CONCLUSIONS**

- 8.1** As set out in paragraph 2.3 and Table ES1, the Q3 outturn forecast for the year is favourable with a small surplus likely at the end of the financial year.
- 8.2** Income and expenditure budgets will continue to be monitored closely in the last month of the financial year.
- 8.3** The Council must ensure it can address the financial challenges arising from the Local Government Finance Settlement and Local Government Reorganisation ("LGR") over the MTFS-period.
- 8.4** This monitoring report provides an update on the Council's financial position. As outlined in the report, the forecasted favourable outturn will enable a transfer of £0.733m from underspends related to recruitment, vacancies, and the Publica review costs to the Capacity Building Reserve at year-end. This transfer will support capacity-building initiatives in preparation for Local Government Reorganisation (LGR).
- 8.5** The increase in major planning applications (and associated income from fees) for housing developments does bring additional risks. As a large number of these schemes are speculative, it is likely that a number will be refused permission and will therefore result in appeals. Given the scale of development, there is a high chance



appeals are dealt with as informal hearings or inquiries which bring greater costs to the Council. Planning permission was recently refused for 54 dwellings in Lechlade, which will be dealt with as an appeal hearing in May, with the Public Inquiry for the 195 dwelling scheme in Moreton-in-Marsh taking place in April.

At its January 2026 meeting, Cabinet approved in principle that 100% of income generated in excess of the budgeted amount be transferred to the Planning Appeals earmarked reserve, given the favourable forecast outturn position. Based on current forecasts, £0.674m is expected to be transferred

## **9. FINANCIAL IMPLICATIONS**

**9.1** The detailed financial implications are set out in the report.

## **10. LEGAL IMPLICATIONS**

**10.1** 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.

## **11. RISK ASSESSMENT**

**11.1** Section 7.7 of the report set out the material risks and uncertainties.

## **12. EQUALITIES IMPACT**

**12.1** None

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

**13.1** None

## **14. BACKGROUND PAPERS**

**14.1** None

(END)

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Annex B - Capital Programme 2025/26 - Q.3

Capital Programme by Service Area	2025/26 Budget [Incl. 24/25 slippage] (£'000)	2025/26 Schemes approved in-year (£'000)	2025/26 Revised Budget (£'000)	2025/26 Actuals to Q.3 (£'000)	2025/26 Variance to Q.3 (£'000)	2025/26 Committed Expenditure (£'000)	2025/26 Forecast Out-Turn Variance (£'000)	Commentary
<b>Leisure and Communities</b>								
Spa pool - Bourton Leisure Centre	34	0	34	28	(6)	6	0	Contractors have encountered several challenges while installing the spa pool. They located and repaired one leak, but a second leak was subsequently discovered. Although Freedom Leisure has arranged for multiple contractor investigations, the second leak has not yet been identified, and installation cannot progress until it is resolved. A leak detection specialist is now being sought.
Crowdfund Cotswold	30	0	30	10	(20)	0	0	Expenditure to date relates to funds currently held by Cotswold's funding platform partner, Spacehive, for projects that have been approved but are not yet completed. Crowdfund Cotswold supports both capital and revenue projects. There were two funding rounds in 2025/26, supporting a total of £160,000 worth of projects.
CIL - Cycle path provision	0	0	180	180	0	0	0	As per Cabinet decision of 5 September 2024, the scheme was approved through the CIL Bidding process. The project proposes re-using the former railway line between Kemble and Cirencester for cycling, with the allocated funds being used to develop deliverable outline designs. This scheme is linked to a second bid submitted by Gloucestershire County Council, which aims to create a connecting route between The Steadings and Cirencester Town Centre.
<b>Housing/Planning and Strategic Housing</b>								
Private Sector Housing Renewal Grant (DFG)	1,775	0	1,775	1,098	(677)	402	(275)	Disabled Facilities Grants provide financial support to help disabled people make essential adaptations to their homes so they can live independently and safely. Adaptations can include ramped access, widened doorways, stairlifts, level-access showers, or extensions such as ground-floor bedrooms, and must be recommended as necessary and practicable following an Occupational Therapy assessment. At Q.3 it is estimated that the annual expenditure will be approx. £1.5m. on adaptations completed/committed to, within the district.
Bromford Joint Venture Partnership	70	0	70	0	(70)	0	(70)	Budget unlikely to be required in 2025/26 due to slippage on wider programme by Bromford (drainage requirements - Thames Water).

Capital Programme by Service Area	2025/26 Budget [Incl. 24/25 slippage] (£'000)	2025/26 Schemes approved in-year (£'000)	2025/26 Revised Budget (£'000)	2025/26 Actuals to Q.3 (£'000)	2025/26 Variance to Q.3 (£'000)	2025/26 Committed Expenditure (£'000)	2025/26 Forecast Out-Turn Variance (£'000)	Commentary
<b>Environment</b>								
Waste & Recycling receptacles	82	0	82	107	25	0	49	Rolling budget for the purchase of waste receptacles due to growth in properties or replacements.
Provision for financing of Ubico Vehicles	790	0	292	38	(254)	248	(254)	This budget is to fund the Capital Fleet Replacement Programme for Ubico. It was approved during 2025/26 to also fund the installation of a vehicle ramp at Packers Lease Depot, South Cerney. The installation was completed during Q.1. Procurement for the replacement of five 3.5-tonne cage vehicles has been completed, and the vehicles are scheduled for delivery in Q1 of 2026/27. As part of the year-end outturn process, it is expected that the associated budget will be carried forward into 2026/27 subject to approval.
Fuel Bunkering (Ubico)	60	0	0	0	0	0	0	A report on the fuel tank installation, aimed at enabling the purchase of HVO and reducing carbon emissions, was presented to Cabinet in January 2026. The fuel tank location has now been confirmed at the depot, and further due diligence is underway, including obtaining estimates for associated civils work and updating the costs for the tank, fuel management system, and security requirements. Budget has been carried forward to 2026/27 following approval of the 2026/27 budget and MTFs.
In cab technology (Street Cleaning)	60	0	60	24	(36)	15	(21)	In-cab technology has been rolled out to the street cleansing services. A request has been received from Ubico to refresh the remaining in-cab devices within the waste collection fleet. The refresh is required because the current devices are no longer receiving security patches, creating an increasing security and compliance risk. In addition, support for the existing devices will end on March 2026, meaning our current tablets are already operating on unsupported platforms, which may affect system reliability and ongoing support. As part of the year-end outturn process, it is expected that £15k of the associated underspend budget will be carried forward into 2026/27 to cover these costs subject to approval.
On Street Residential Chargepoint Scheme (ORCS)	183	0	183	118	(65)	65	0	Final grant submissions were made for the installation of 24 new EV charge points across Tetbury, Moreton-in-Marsh, Stow-on-the-Wold and Cirencester. A safety issue affecting one charger at Brewery, Cirencester is being resolved with the supplier.

	2025/26 Budget [Incl. 24/25 slippage] (£'000)	2025/26 Schemes approved in-year (£'000)	2025/26 Revised Budget (£'000)	2025/26 Actuals to Q.3 (£'000)	2025/26 Variance to Q.3 (£'000)	2025/26 Committed Expenditure (£'000)	2025/26 Forecast Out-Turn Variance (£'000)	Commentary
<b>Capital Programme by Service Area</b>								
Public Toilets - Card Payment (bc)	34	0	34	64	30	0	50	Installation of payment mechanisms and new doors at West Street (Tetbury), Chipping Campden, Lechlade, Northleach, and replacement paddle gates at Rissington Road and Church Rooms completed in Q2.
Replace/Upgrade Pay and Display machines	125	0	0	0	0	0	0	Budget has been carried forward to 2026/27 following approval of the 2026/27 budget and MTFs.
<b>ICT, Change and Customer Services</b>								
ICT Capital	150	0	150	120	(30)	32	2	Expenditure on Civica software to ensure PCI-DSS compliant and service charges and the ongoing laptop replacement programme. Upgrade of Council Chamber audio/visual equipment including microphones, licences and MS Teams link, to be funded from ICT reserve.
Planning Documents and Scanning Solution	200	0	0	0	0	0	0	Planning service and ICT are scoping improvements to the IDOX system as part of a wider service transformation agenda to focus on delivering service efficiencies through ICT. No expenditure during the current financial year. Budget has been carried forward to 2026/27 following approval of the 2026/27 budget and MTFs.

Capital Programme by Service Area	2025/26 Budget [Incl. 24/25 slippage] (£'000)	2025/26 Schemes approved in-year (£'000)	2025/26 Revised Budget (£'000)	2025/26 Actuals to Q.3 (£'000)	2025/26 Variance to Q.3 (£'000)	2025/26 Committed Expenditure (£'000)	2025/26 Forecast Out-Turn Variance (£'000)	Commentary
<b>UK Prosperity schemes:</b>								
UK Shared Prosperity Fund Projects	327	-267	60	20	(40)	40	0	The UKSPF funding is now fully committed following an open application process and is expected to be spent in full before the end of the financial year.
Rural England Prosperity Fund	0	229	229	131	(98)	98	0	The REPF funding is now fully committed following an open application process and is expected to be spent in full before the end of the financial year.
<b>Land, Legal and Property</b>								
Asset Management Strategy	672	0	200	0	(200)	0	(200)	Abberley House roof works project is currently at the scoping stage and is expected to be finalised by the end of the financial year. Subject to approval, a procurement exercise will be undertaken in April, with the aim of commencing works during May/June 2026/27. As part of the year-end outturn process, it is expected that the associated budget will be carried forward into 2026/27 subject to approval.
	4,592	-38	3,379	1,938	(1,441)	906	(719)	

## ANNEX B NON-TREASURY MANAGEMENT PRUDENTIAL INDICATORS

### ANNEX B: Non-Treasury Prudential Indicators

#### 1. BACKGROUND

1.1 The Council measures and manages its capital expenditure, borrowing and commercial and service investments with reference to the following indicators. It is now a requirement of the CIPFA Prudential Code that these are reported on a quarterly basis

#### 2. CAPITAL EXPENDITURE

2.1 Cotswold District Council has undertaken and is planning capital expenditure as summarised below.

Capital Expenditure	2024/25 actual (£)	2025/26 forecast (£)	2026/27 budget (£)	2027/28 budget (£)
General Fund services	6,909,309	2,660,000	10,489,000	4,057,000
Capital investments	211,101	0	0	0

2.2 The main General Fund capital projects this year include expenditure in respect of Disabled Facilities Grants, purchase of Ubico Vehicles, EVCPs, CIL approved project (cycle path provision) and ICT expenditure.

#### 3. CAPITAL FINANCING REQUIREMENT

3.1 The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with Minimum Revenue Provision (MRP) and capital receipts used to replace debt.

Capital Financing Requirement (CFR)	2024/25 actual (£)	2025/26 forecast (£)	2026/27 budget (£)	2027/28 budget (£)
General Fund services	360,000	470,000	428,000	396,000
Capital investments	0	0	0	0
<b>TOTAL CFR</b>	<b>360,000</b>	<b>470,000</b>	<b>428,000</b>	<b>396,000</b>

#### 4. GROSS DEBT AND THE CAPITAL FINANCING REQUIREMENT

4.1 Statutory guidance is that debt should remain below the capital financing requirement, except in the short term. The Council has complied and expects to continue to comply with this requirement in the medium term as is shown below.

## ANNEX B NON-TREASURY MANAGEMENT PRUDENTIAL INDICATORS

	31/03/2025 actual (£)	31/03/2026 forecast (£)	31/03/2027 budget (£)	31/03/2028 budget (£)	Debt at 31.12.2025 (£)
<b>Gross Debt and CFR</b>					
Debt (incl. PFI & leases)	260,000	160,000	5,000	0	213,000
Capital Financing Requirement	360,000	470,000	428,000	396,000	

### 5. DEBT AND THE AUTHORISED LIMIT AND OPERATIONAL BOUNDARY

- 5.1 The council is legally obliged to set an affordable borrowing limit (also termed the Authorised Limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit.

Debt, Authorised Limit and Operational Boundary	Maximum Debt Q2 2025/26 (£)	Debt as at 31/12/2025 (£)	2025/26 Authorised Limit (£)	2025/26 Operational Boundary (£)	Complied? Yes/No
Borrowing	10,000,000	213,000	10,000,000	5,000,000	Yes
PFI and Finance Leases	0	0	0	0	Yes
<b>TOTAL Debt</b>	<b>10,000,000</b>	<b>213,000</b>	<b>10,000,000</b>	<b>5,000,000</b>	

- 5.2 Since the operational boundary is a management tool for in-year monitoring it is not significant if the boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

### 6. NET INCOME FROM COMMERCIAL AND SERVICE INVESTMENTS TO NET REVENUE STREAM

- 6.1 The Council's income from commercial and service investments as a proportion of its net revenue stream has been and is expected to be as indicated below.

	2024/25 actual (£)	2025/26 forecast (£)	2026/27 forecast (£)	2027/28 budget (£)
Total net income from service and commercial investments	237,992	363,365	521,937	529,234
Proportion of net revenue stream	1.42%	2.20%	3.03%	3.20%

### 7. PROPORTION OF FINANCING COST TO NET REVENUE STREAM

- 7.1 Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue.
- 7.2 The net annual charge is known as financing costs, this is compared to the net revenue stream i.e., the amount funded from Council Tax, Business Rate, and general government grants.

**ANNEX B**  
**NON-TREASURY MANAGEMENT PRUDENTIAL INDICATORS**

	<b>2024/25 actual (£)</b>	<b>2025/26 forecast (£)</b>	<b>2026/27 budget (£)</b>	<b>2027/28 budget (£)</b>
Financing costs (£)	11,233	14,000	35,000	32,000
Proportion of net revenue stream	0.10%	0.08%	0.25%	0.25%

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Council name	<b>COTSWOLD DISTRICT COUNCIL</b>
Name and date of Committee	<b>CABINET – 16 APRIL 2026</b>
Subject	<b>COUNCIL PRIORITY AND SERVICE PERFORMANCE REPORT – 2025-26 QUARTER THREE (OCTOBER-DECEMBER 2025)</b>
Wards affected	All
Accountable member	Councillor Mike Every, Leader of the Council Email: <a href="mailto:mike.every@cotswold.gov.uk">mike.every@cotswold.gov.uk</a>
Accountable officer	Jane Portman, Chief Executive Email: <a href="mailto:jane.portman@cotswold.gov.uk">jane.portman@cotswold.gov.uk</a>
Report author	Alison Borrett, Senior Performance Analyst Email: <a href="mailto:alison.borrett@cotswold.gov.uk">alison.borrett@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)	<i>That Cabinet resolves to:</i>  <i>1. Note overall progress on the Council priorities and service performance for 2025-26 Q3 (October-December 2025).</i>
Corporate priorities	<ul style="list-style-type: none"> <li>• Preparing for the Future</li> <li>• Delivering Good Services</li> <li>• Responding to the Climate Emergency</li> <li>• Delivering Housing</li> <li>• Supporting Communities</li> <li>• Supporting the Economy</li> </ul>
Key Decision	NO
Exempt	NO
Consultees/ Consultation	CDC Corporate Leadership Team, Publica Directors, Business Managers, Service Managers and Service Leads.



## **1. BACKGROUND**

- 1.1** High-performing front-line public services are critical to the Council's role in supporting residents, businesses and communities. By ensuring our performance framework highlights variations from expected performance at the earliest opportunity, we can trigger targeted interventions that support improvement and recovery. This, in turn, strengthens our ability to provide modern, effective services for residents, businesses and communities.

Our performance framework covers the full range of public services delivered to communities through a variety of delivery models including the Council itself and the Council's Teckal companies (Publica and Ubico). The report aims to provide the necessary information for the Council to assess whether services are being delivered in line with agreed quality standards and expectations.

- 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 its Corporate Plan 2025–2028 ("the Plan") in September 2025. The Plan outlines the Council's purpose, vision, values, key priorities, and measures of success.

- 2.2** Progress on key actions identified in the Corporate Plan for Q3 (October-December 2025) include:

- Three proposals for Local Government Reorganisation were submitted to Government by the 28 November deadline. Following debate at Full Council, Cabinet selected a preferred option for one unitary authority for Gloucestershire. The statutory consultation will conclude in March and work is underway to establish a programme portfolio and governance for the next phase.
- The Climate Board held its inaugural meeting in November, considering options to reduce emissions from waste and buildings. As part of this, the Council announced plans to replace the district's diesel waste fleet with 30 lorries running on HVO and one electric vehicle, a £7.8m investment aligned to 2030 targets.
- Final grant submissions were made for the installation of 24 new EV charge points across Tetbury, Moreton-in-Marsh, Stow-on-the-Wold and Cirencester. A



safety issue affecting one charger at Brewery, Cirencester is being resolved with the supplier.

- Cabinet approved the updated Capital Fleet Replacement Programme, including replacements for the recycling and food waste fleets, and measures supporting decarbonisation such as use of HVO fuel and one electric vehicle.
- Significant progress was made against the Planning Advisory Service Action Plan, including updating the Development Management Negotiation Protocol, completing process mapping across the service, and advancing improvements to IT systems for Enforcement. Recruitment to new roles also commenced.
- Regulation 18 consultation on the new Local Plan was completed, with Development Management policies drafted to ensure the plan is “green to the core” and on track for submission in December 2026.
- Town and parish engagement intensified, with two district forums attended by over 150 clerks and 13 public meetings supported by senior members and officers. Local Plan toolkits and LGR newsletters were also issued to strengthen engagement.
- The leisure contract continued to perform strongly, exceeding targets for gym memberships, participation and Learn to Swim. The Corinium Museum also delivered a major programme of activity during the Cirencester History Festival and achieved multiple awards, including a silver award at the Bristol, Bath, Somerset and Gloucestershire Tourism Awards 2025.
- All UK Shared Prosperity Fund and Rural England Prosperity Fund allocations are now fully committed and projects are progressing well, with no expectation that the Council will require the Government's extension to September 2026.

**2.3** 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**

Overall, the Council delivered strong performance across most key services in Q3. Council Tax and Business Rates collection were above target, planning applications were processed well within agreed timescales and customer satisfaction, regulatory compliance, waste services and leisure participation all remained strong.

A smaller number of services experienced ongoing pressures. Processing times for Council Tax Support and Housing Benefit change events, although improving, remain above cumulative targets due to earlier delays and case complexity. Land Charges performance dipped following staffing shortages but is now recovering, planning appeals allowed remain above target on a cumulative basis, affordable housing



delivery is below target and recycling rates were affected by seasonal reductions in garden waste.

**3.1** Service performance above target:

- Percentage of Council Tax Collected (85.08% against the quarterly target of 85%)
- Percentage of Non-domestic rates collected (78.84% against the quarterly target of 78%)
- Percentage of Housing Benefit overpayment due to LA error/admin delay (0.26% against a target of 0.35%)
- Customer Satisfaction (98.87% against a target of 90%)
- Percentage of major planning applications determined within agreed timescales (100% against a target of 70%)
- Percentage of other planning applications determined within agreed timescales (92.16% against a target of 90%)
- Building Control Satisfaction (98.75% against a target of 90%)
- Percentage of high-risk food premises inspected within target timescales (100% against a target of 95%)
- Percentage of high-risk notifications risk assessed within 1 working day (100% against a target of 95%)
- Residual Household Waste per Household (kg) (90.02 against a target of 96)
- Missed bins per 100,000 Collections (75 against a target of 80)
- Number of gym memberships (4,693 against a target of 4,250)
- Number of visits to the leisure centres (140,485 visits against a target of 135,595)

**3.2** Service Performance near target:

- Processing times for Council Tax Support New Claims (20.07 days against a target of 20 days)
- Percentage of minor planning applications determined within agreed timescales (86.11% against a target of 90%)

**3.3** Service Performance below target:

**Processing times for Council Tax Support Change Events (8.52 days against a target of 5 days) and Housing Benefit Change of Circumstances (9.52 days against a target of 4 days).**



The Council saw a reduction in processing times for both Council Tax Support (CTS) change of events and Housing Benefit (HB) changes of circumstances compared to Q2. However, cumulative averages remain above the respective targets of 5 days for Council Tax Support and 4 days for Housing Benefit.

Although the cumulative processing time for Council Tax Support Change of Events remains above target, in-quarter performance continued to improve. The average processing time between October and December was 5.3 days, just slightly over the target. While further reductions are expected, the cumulative nature of the measure means it is unlikely to return within target before the end of the financial year.

Housing Benefit continues to experience pressure, driven by the complexity of cases and the volume of DWP-mandated Full Claim Reviews. Many of these reviews require extensive evidence, creating unavoidable delays even as the team works to keep cases moving. The remaining HB caseload is now highly concentrated among pension-age households and temporary accommodation, meaning fewer routine changes are coming through. With a smaller flow of day-to-day updates, any delay has a sharper impact on overall processing times, though the team continues to prioritise the most time-sensitive and higher-risk cases.

To strengthen financial resilience for residents, the Council continued to deliver targeted support through the Low Income Family Tracker (LIFT) during the quarter. Key campaigns included:

- Benefit Maximisation – Targeted outreach to households receiving Universal Credit who are not currently claiming Council Tax Reduction, encouraging take-up of available support.
- Financial Hardship Intervention – Proactive engagement with residents in Council Tax arrears to promote applications to the Council Tax Reduction Hardship Fund.
- Pension Credit Outreach – Direct contact with residents who may be eligible for Pension Credit to provide guidance and increase benefit take-up.
- Accuracy and Assurance – Ongoing checks on Severe Disability entitlements within the benefits system continued, with no impact on Quarter 3 performance.

These campaigns are helping the Council proactively identify financially vulnerable households and ensure residents receive the support they are entitled to.

**Percentage of Planning Appeals Allowed (cumulative) (42.65% against a target of 30%)**



Between October and December, ten planning appeals were determined. Of these, two were allowed in favour of the applicant, giving an allowance rate of 20% for the quarter. As this measure is cumulative, from April to December a total of 34 appeals have been decided, with 14 allowed and 1 split decision, resulting in a cumulative allowance rate of 42.65%. This figure may fluctuate throughout the year as more appeal decisions are received.

While the general target is for no more than 30% of appeals to be allowed, the Growth and Infrastructure Act 2013 introduced a formal system for assessing the performance of local planning authorities. Under the designation criteria, an authority may be identified as underperforming if 10% or more of its total planning decisions are overturned at appeal.

This measure of decision quality is assessed over a rolling two-year period and is applied separately to major and non-major development categories. It's important to note that the 10% threshold is based on the total number of decisions made, not just those that are appealed. Authorities exceeding this threshold in either category may be designated, allowing applicants to submit certain types of applications directly to the Secretary of State. Currently, the Council is below the threshold for both major and non-major appeals, sitting at around 1.5% and 0.8%, respectively.

**Number of affordable homes delivered (cumulative) (41 delivered against a target of 75).**

In Cotswold, twenty-one affordable homes were delivered during Q3, bringing the year-to-date total to forty-one. This included 6 homes by Sanctuary in Down Ampney and 15 homes by Cottsway Housing Association in Moreton-in-Marsh. Projections from Registered Providers show 70 completions for 2025/26, well below the target of 100, making it unlikely the district will meet its goal.

The delivery of affordable housing is subject to fluctuations, as most developments take over a year to complete and often progress in multiple phases over several years. Early over delivery at the beginning of the current strategy has also contributed to the dip in recent annual outputs, as the early years set a higher baseline.

Since the adoption of the Local Plan in 2018, the district has delivered approximately 880 affordable homes, averaging around 125 homes per year. Despite the recent dip in completions, this continues to reflect the Council's ongoing commitment to delivering affordable housing and meeting long-term housing needs in the area.



**Percentage of official land charge searches completed within 10 days (46.98% against a target of 90%)**

The Council's performance against the 10-day target for completing official Land Charges searches declined in Q2, falling from 76.07% in Q2 to 46.98%, below the 90% target.

This was primarily due to the loss of a member of the Land Charges team in September, which created a significant backlog at a time when search volumes remained steady.

Additional administrative support from Customer Services and the Support Services Team has since helped stabilise the service by allowing specialist officers to focus on clearing older cases and managing workflow more effectively.

Following the sharp downturn in September, the Council has shown a clear and sustained recovery. Performance rose from 17% in September to 72% in December, indicating that service levels are steadily returning toward expected standards.

**Percentage of FOI requests answered within 20 days (73.17% against a target of 90%)**

During Q3, the Council responded to 73.17% of Freedom of Information (FOI) requests within the 20-day timeframe, a decline from 82.61% in Q1 and below the target of 90%. The majority of requests continue to be directed toward Development Management, Environmental Services (ERS), Revenues and Benefits and Housing, reflecting sustained public interest in these areas.

To strengthen transparency and improve FOI performance, the Council is taking a proactive approach to reviewing internal processes and identifying opportunities for improvement. This includes exploring ways to streamline request handling, enhance coordination across high-volume service areas, and reinforce awareness of statutory response times. By embedding best practices and promoting a culture of responsiveness, the Council aims to restore compliance with national standards and ensure residents continue to receive timely access to information.

**Percentage of household waste recycled (55.64% against a target of 61%)**

During Q3, the Council's household recycling rate fell by 2.5% compared to the same quarter last year, reflecting a wider national trend influenced by seasonal and structural factors.



Despite the recent dip, the Council continues to demonstrate strong performance. According to the latest 2023/24 national results on local authority waste management, the district ranks within the top 25 councils in England for household recycling and remains firmly in the top quartile nationwide. This achievement underscores the Council's sustained commitment to environmental stewardship and effective waste management practices.

Nationally, recycling rates continue to vary widely: in 2023/24, councils in England recorded household recycling rates ranging from 15.8% to 62.9%, with a national average of 42.2%, highlighting the considerable spread between the highest- and lowest-performing areas. Against this backdrop, Cotswold continues to perform strongly with a recycling rate of 57.1%, placing the district firmly within the top tier nationally.

**3.4** A full performance report is attached at Annex C.

**3.5** 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**

This report will be reviewed by the Overview and Scrutiny Committee at its meeting on 13 April 2026. The draft minutes of that meeting will be circulated to all Members and any recommendations from the Committee will be reported to Cabinet.

#### **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.



**COTSWOLD**

District Council

**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

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Our Cotswolds, Our Plan: Action Plan 2025-28

Priorities	Sub-Priority	Action	Portfolio Holder	Accountable Officer(s)	Updated By	Start date	End date	Status	Q3 Update
Preparing for the Future	<b>Driving organisational and cultural change to be fit for the future</b>	Transformation - Develop Strategy Action Plan	Cllr Mike Evey Cllr Tristan Wilkinson	Helen Martin	Helen Martin	Aug-25	Mar-28	On Target	Plan further refined and cross referenced to the ICT development programme. Meeting with Portfolio members being arranged to update.
Preparing for the Future	<b>Driving organisational and cultural change to be fit for the future</b>	Transformation through changing existing or creating new service delivery models, and/or making changes to the organisation structure, roles, processes or technology to improve outcomes, as a result of introducing new ways of working, and/or to reduce the costs of services.	Cllr Tristan Wilkinson	Helen Martin	Helen Martin	Oct-25	Mar-28	On Target	Several of the restructures are underway and implementing. Workstream 2 of the technical programme will pick up digital solutions for CDC.
Preparing for the Future	<b>Driving organisational and cultural change to be fit for the future</b>	Digital Transformation: accelerating the use of digital technology to improve council services, enhance accessibility, and promote digital inclusion across communities.	Cllr Tristan Wilkinson	Helen Martin	Helen Martin	Oct-25	Mar-28	On Target	Workstream 1 of the technical programme will pick up AI elements and work underway to define CDC specific projects. Some AI already in use and case studies will be developed.
Preparing for the Future	<b>Preparing for Local Government Reorganisation</b>	Prepare the LGR submission to government. Prepare the next phase of the LGR Programme. Implement the governments decision.	Cllr Mike Evey	Jane Portman	Jane Portman	already commenced	Mar-28	On Target	Three proposals for local government reorganisation across Gloucestershire submitted by the Government's deadline of 28 November. Following debate at Full Council, Cabinet met to decide their preferred proposal. The preferred proposal of Cotswold District Council is for one unitary authority for Gloucestershire. The programme is now preparing for the statutory consultation of the viable proposals which is due to start in February. Work is also underway to establish a portfolio and programme team to lead the next phase of work. It is expected that the Government will decide on the proposal to be implemented in the summer.
Preparing for the Future	<b>Preparing for Local Government Reorganisation</b>	Consult with other local authorities to inform possible options for establishing a Strategic Authority	Cllr Mike Evey	Jane Portman	Jane Portman	already commenced	Mar-28	On Target	The three options remain under review until the Government has made a decision on the proposal to be implemented for Local Government Reorganisation in Gloucestershire.

Preparing for the Future	<b>Developing our workforce</b>	Deliver the People and Culture Strategy	Cllr Mike Every	Angela Claridge	Angela Claridge	Sep-25	Mar-28	On Target	Progress includes: Staff recognition awards aligned to workforce values; utilising the staff group "Culture Club" as a sounding board for workforce initiatives; coaching scheme launched on a pilot basis; revised onboarding & staff buddying system trialled and promotion of existing employee benefits.
Preparing for the Future	<b>Developing our workforce</b>	Deliver the Internal Communications Plan, to keep staff informed and engaged in organisational development and LGR	Cllr Mike Every	Matt Abbott	Matt Abbott	Sep-25	Mar-28	On Target	Fortnightly LGR updates now BAU. Q3 saw work undertaken to bring the council's values to life. This included an end of year staff awards, aligned with the values. The council is broadly on track with all of the KPIs set for internal communications, with activity and measures in place for Q4 to address areas where KPIs aren't quite being hit. Feedback from the Publica staff survey was very positive about internal comms at CDC, with particular mention of all staff briefings. In Q4, CDC is running its own all staff-engagement survey.
Preparing for the Future	<b>Developing our workforce</b>	Consideration of a small number of functions currently in Publica in light of their focus core function delivery	Cllr Mike Every	Jane Portman	Jane Portman	Jul-25	Dec-25	On Target	Work continues to review all services provided by Publica, in readiness for the Government's decision on Local Government Reorganisation. Once the decision is made, services currently provided by Publica will be subject to decision by the Shareholder Board as to the appropriate way forward.
Preparing for the Future	<b>Deliver the new Local Plan</b>	Adopt the new Local Plan, providing a robust development framework for the Cotswold area post 2028 that provides affordable housing, employment and infrastructure for present and future generations whilst conserving and enhancing the national landscape.	Cllr Juliet Layton	Geraldine LeCointe	Andrew Maxted	already commenced	Dec-27	On Target	Regulation 18 consultation complete, and evidence on track for submission in December 2026.
Delivering good services	<b>Ensure value for money and good standards</b>	Develop a Fleet Replacement programme	Cllr Andrea Pellegram	Peta Johnson	Peta Johnson	already commenced	Apr-26	On Target	January Cabinet resolved to approve the updated Capital Fleet Replacement Programme, including the replacement of the recycling and food waste fleets. This included steps towards the decarbonisation of services i.e. one electric vehicle, and the use of Hydrotreated Vegetable Oil as a diesel replacement where the sustainability of the fuel can be assured.

Delivering good services	<b>Ensure value for money and good standards</b>	Improve and digitise engagement with the customers of the Waste and Environment Services	Cllr Andrea Pellegram	Peta Johnson	Peta Johnson	already commenced	Mar-28	On Target	In-cab systems are in the process of being rolled out on the street cleansing services. This will provide real time information that will support improved issue resolution.
Delivering good services	<b>Ensure value for money and good standards</b>	Adapt to changes in Waste legislation	Cllr Andrea Pellegram	Peta Johnson	Peta Johnson	already commenced	Mar-28	On Target	Current understanding of changes in waste legislation are being used to model the potential impact on waste flows and the design of the replacement recycling vehicles.
Delivering good services	<b>Ensure value for money and good standards</b>	Implement the Planning Advisory Service action plan	Cllr Juliet Layton	Geraldine LeCointe	Harrison Bowley	already commenced	Aug-26	On Target	In Q3, the focus has been on recruitment following the re-structure of the Development Management, Enforcement and Planning Policy teams in Q2. Within the NBHE team, reporting mechanisms have been introduced to begin monitoring response times for key stakeholders. Pre-application fees have also been reviewed ahead of the next financial year, and work has begun reviewing the pre-application service offered by the LPA ready for an update at the beginning of April. Finally, works to improve digitisation of the development management procedures has reached a key point, with testing of a new Enterprise system currently underway.
Delivering good services	<b>Enhance financial resilience and make best use of our assets</b>	Maintain financial sustainability over the MTFS-period (2026/27 to 2029/30) following the outcome of the Fair Funding 2.0 review.	Cllr Patrick Coleman	David Stanley	David Stanley	Apr-26	Mar-28	Not Scheduled to Start During Quarter	Not Due to Start this Quarter
Delivering good services	<b>Play our part in maintaining and enhancing the public realm</b>	Introduce charging to sustain Council owned public toilets.	Cllr Tony Dale	Claire Locke Sue Hughes	Claire Locke	already commenced	Dec-25	Off Target, but action being taken to ensure delivery	Charging mechanisms have now been introduced to all public conveniences, although charging has not yet been implemented at Northleach pending the conclusion of discussions regarding the future ownership and management of those facilities.
Delivering good services	<b>Play our part in maintaining and enhancing the public realm</b>	Deliver the new Parking Strategy.	Cllr Tony Dale	Sue Hughes	Sue Hughes	already commenced	Mar-28	On Target	Car parking strategy approved, moved to implementation and BAU phase.

Delivering good services	<b>Play our part in maintaining and enhancing the public realm</b>	Invest in and maintain our car parks	Cllr Tony Dale	Alan Hope	Andrew Turner	already commenced	Mar-28	On Target	Capital investment works complete, maintenance ongoing. Collaboration between service areas to address issues as they arise.
Delivering good services	<b>Deliver the new Local Plan</b>	Ensure our planning policies deliver our corporate priorities and promote carbon neutral development and sustainable infrastructure for our communities	Cllr Juliet Layton	Geraldine LeCointe Jo Symons	Andrew Maxted	already commenced	Dec-26	On Target	DM policies drafted and this along with strategic policies aim to ensure the Plan is green to the core. Draft Plan is on target for submission to the Planning Inspectorate by December 2026.
Responding to the climate emergency	<b>Support and Enable Residents &amp; Businesses</b>	Expand the network of Electric Vehicle Charge Points	Cllr Mike McKeown	Olivia McGregor	Olivia McGregor	already commenced	Mar-28	On Target	The final submission has been made to the grant body paying for 50% of costs to install the 24 EVCPs in West Street, Tetbury, Old Market Way in Moreton-in-marsh, Maugersbury Road in Stow-on-the-wold and Brewery car park in Cirencester. A safety issue relating to 1 EVCP at Brewery car park is preventing it from being operational. Property and Assets are in conversation with supplier Connected Kerb to resolve the issue.
Responding to the climate emergency	<b>Decarbonise Council Operations</b>	Embed climate action into council services to reduce the council's operational carbon emissions	Cllr Mike McKeown	Olivia McGregor	Olivia McGregor	already commenced	Mar-28	On Target	The Council is embedding climate considerations across policies and decision-making. A Climate Board has been established to support this. The inaugural meeting was held in November 2025. The meeting considered options to reduce waste fleet emissions and building emissions. Actions were put forward to integrate work into service area planning some of which have already come forward to fruition. For example Waste services account for 43% of the authority's emissions, and the Council have acknowledged using bin lorries which run on cleaner fuel is vital for its decarbonisation plans. As a result the Council has announced the district's diesel fleet will be swapped for 30 lorries running on hydrotreated vegetable oil (HVO) and one electric vehicle, in a move costing the council £7.8m.
Responding to the climate emergency	<b>Increase resilience to the effects of climate change</b>	Work in partnership to respond to the Climate Risk and Vulnerability Assessment	Cllr Mike McKeown	Olivia McGregor	Olivia McGregor	Oct-25	Mar-28	On Target	A Climate Risk and Vulnerability Assessment (CRVA) has been produced and is publically available. Next steps are currently being planned

Responding to the climate emergency	<b>Deliver high quality retrofit advice and support installation of renewables across the district</b>	Deliver high quality retrofit advice and support installation of renewables across the district through policy, partnership working and initiatives	Cllr Mike McKeown	Olivia McGregor	Olivia McGregor	already commenced	Mar-28	On Target	A series of retrofit events are planned to take place over the coming months through to Spring. Planning policy to encourage renewable deployment across the District has been drafted and is progressing through the Local Plan approval process.
Delivering Housing	<b>Deliver the new Local Plan</b>	Allocate sites in line with Government requirements that will boost housing delivery whilst taking account of the significant constraints across the district	Cllr Juliet Layton	Geraldine LeCointe	Andrew Maxted	already commenced	Dec-26	On Target	Regulation 18 consultation now complete and call for sites closed. Received nearly 200 sites, many of which have been submitted previously. Housing Needs Assessment Interim Report received. All on track for submission of Plan in December 2026.
Delivering Housing	<b>Working with our partners to deliver more affordable homes</b>	Move forward a Pipeline of Rural Affordable Housing Sites and develop ways to increase Affordable Housing delivery	Cllr Juliet Layton	Alan Hope	Alan Hope	already commenced	Mar-28	On Target	Partnership working to deliver affordable housing ongoing. Rural Exception site Pipeline continues to be developed.
Delivering Housing	<b>Understanding everyone's housing needs</b>	Adopt and implement the Preventing Homelessness Strategy	Cllr Juliet Layton	Calire Locke Caroline Clissold	Caroline Clissold	Sep-25	Mar-28	On Target	CDC adopted the Preventing Homelessness Strategy for 2025-2030 in September 2025. An annual review will be carried out and measured against the actions, but will be also be monitored regularly to ensure that all actions are on target.
Delivering Housing	<b>Understanding everyone's housing needs</b>	Continue to monitor housing needs to inform the councils revised Housing Strategy	Cllr Juliet Layton	Claire Locke Caroline Clissold	Caroline Clissold	already commenced	Mar-28	On Target	Quarterly reviews of H-CLIC data are being carried out to inform housing trends and monitor increases in contacts.
Delivering Housing	<b>Understanding everyone's housing needs</b>	Refocus the Housing Strategy on Strategic Actions.	Cllr Juliet Layton	Alan Hope	Alan Hope	Aug-25	Oct-25	Complete	Oct-25 date for first draft achieved. Co-ordination with Local Plan Update activities and comments from stakeholders being finalised.
Supporting communities	<b>Strengthen our links with town and parish councils and key stakeholders</b>	Engage with and support town and parish councils to prepare for Local Government Reorganisation	Cllr Mike Every	Matt Abbott	Matt Abbott	Jun-25	Mar-28	On Target	Q3 saw a significant amount of engagement with town and parish councils, on both the local plan and LGR. Two forums were held, one in the north of the district and one in the south, where LGR was on the agenda, talking about Neighbourhood Partnerships. Over 150 clerks attended across the two sessions. On the local plan, CDC issued a toolkit and newsletter launch of the Local Plan consultation to town and parish council clerks in November, followed by a newsletter in December. The leader, deputy leader, and senior officers also attended 13 public meetings, organised by town and parish councils and ward members, on the local plan consultation. CDC also led on the development of an LGR newsletter, issued to town and parish councils in November.

Supporting communities	<b>Encourage community health and wellbeing</b>	Enable networking and public engagement events to help local residents to access support services	Cllr Tony Dale	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	Strengthening Community events have been running through the year, with the last two scheduled for February 2026. Alongside, the Community Wellbeing team have been working with partners from the NHS, Bromford Housing and voluntary and community sectors to support a range of other drop-ins.
Supporting communities	<b>Encourage community health and wellbeing</b>	Celebrate the contribution of individuals and local groups	Cllr Tony Dale	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	The Unsung Heroes awards have been running since 2024. There was a round in November 25, celebrating both adult and youth volunteers. The Council hosted a celebration event in December, inviting winners and runners up to a Christmas themed event to recognise their contribution.
Supporting communities	<b>Encourage community health and wellbeing</b>	Promote community activity through Crowdfund Cotswold	Cllr Tony Dale	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	The Council ran a funding round, closing in September, launching 4 projects of which 2 have been successful. There is a spring round launching in February.
Supporting communities	<b>Encourage community health and wellbeing</b>	Ensure the leisure and culture contracts deliver core provision and positive community outcomes	Cllr Tony Dale	Joseph Walker	Lisa Caton	already commenced	Mar-28	On Target	The leisure contract continues to perform well, exceeding targets for gym memberships, participation, and the Learn to Swim programme. Community involvement has also increased, with partnerships including The Churn Project, The Long Table, and donations of swimming aids. The Corinium Museum delivered significant activity during the Cirencester History Festival and received multiple awards in the period, including a Silver at the BSST Awards.
Supporting communities	<b>Encourage community health and wellbeing</b>	Work with Cotswold Youth Network to champion to contribution and needs of young people	Cllr Tony Dale	Joseph Walker	Clare Jobling	Oct-25	Mar-28	On Target	The COuncil has been working closely with World Jungle, who convene the CYN, and hold the Cotswold contract for the current Holiday Activity and Food programme. Supporting on improving provision for older children, working with Freedom Leisure, and helped run an event in Moreton for young people in December.
Supporting communities	<b>Support our residents in crises</b>	Coordinate a partnership response to address financial hardship and the cost of living	Cllr Tony Dale	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	CDC received its allocation of HSF 7 from GCC in quarter three. Support has been prioritised to sustain existing provision, as HSF finishes at year end, and will be succeeded by the Crisis and Resilience Fund. CDC engaged in a CRF planning meeting in December.

Supporting communities	<b>Support our residents in crises</b>	Work with the NHS Integrated Locality Partnership to improve the quality of life of children and vulnerable households	Cllr Tony Dale	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	Strong partnership approach with NHS, and other partners. Drop in event in Stow, a ward prioritised by NHS, did not attract as many residents as hoped for, exemplifying the challenge of rural outreach. However, coimunity appointment days hosted at Cirencester Leisure Centre have proved successful.
Supporting communities	<b>Support our residents in crises</b>	Work with the Cotswold Community Safety Partnership to improve road safety and reduce antisocial behaviour	Cllr Tony Dale	Joseph Walker	Clare Jobling	already commenced	Mar-28	Off Target, but action being taken to ensure delivery	Following discussion through the Community Safety Partnership, the local Neighbourhood Policing team worked with their traffic enforcement and comms team to launch a promotional video for Community Speedwatch, filmed in Kempford, and reposted by CDC. The CSP also reviewed the Strategic Needs Assessment for Road Safety. GCC are currently trying to recruit a road safety coordinator, who will lead on this theme for the county, and who will be invited to attend the CSP. The CSP met at Skillzone in October, to review their youth training provision, and is working to alert local partners to this offer to help educate youngpeople about risks and behaviour.
Supporting communities	<b>Deliver the new Local Plan</b>	Through our Local Plan review aim to ensure that development provides the necessary infrastructure for communities and that this provision is aligned with the phasing and delivery of development	Cllr Juliet Layton	Geraldine LeCointe	Andrew Maxted	already commenced	Mar-28	On Target	Regulation 18 consultation for draft Local Plan now completed. The draft Local Plan will seek to allocate sites with appropriate provision of infrastructure and evidence is being undertaken in this regard. Currently on target for submission in December 2026.
Supporting the economy	<b>Develop the skills of our residents</b>	Support key sectors to create new highly skilled jobs, including through promotion of apprenticeship opportunities.	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	already commenced	Mar-28	On Target	Working with Cirencester Chamber of Commerce, through a UK Shared Prosperity funded programme, to enhance opportunities for young people, including promoting apprenticeships.
Supporting the economy	<b>Grow a strong and sustainable economy</b>	Deliver a programme of activities through the Shared Prosperity and Rural England Prosperity Funds	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	Mar-25	Mar-26	On Target	All UKSPF & REPF funds are allocated and projects are progressing. The Government has extended the date for delivery to the end of September 2026, but as most of our projects are either delivered or underway we are unlikely to need this.

Supporting the economy	<b>Grow a strong and sustainable economy</b>	Deliver the actions set out in the refreshed Green Economic Growth Strategy.	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	Jan-25	Mar-28	On Target	The Green Economic Growth Strategy is overseen by the Cotswold Economic Advisory Group. The refreshed strategy was adopted by Cabinet in March 2025 and delivery of the actions is underway.
Supporting the economy	<b>Grow a strong and sustainable economy</b>	Work with the Royal Agricultural University on their aspiration for the Innovation Village	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	already commenced	Mar-28	On Target	A planning application was submitted in April 2024. It is hoped it will be determined shortly. The Council continues to support the RAU in other aspects of this project in parallel with the application being considered.
Supporting the economy	<b>Grow a strong and sustainable economy</b>	Promote the Growth Hub to support existing businesses and encourage the growth of start-ups	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	already commenced	Mar-28	On Target	The Growth Hub is funded for 2025-26 via UKSPF and provides support to start-up and growing businesses. Officers work closely with the team at the Growth Hub and hold regular monitoring meetings. Cirencester Growth Hub is the best-performing Growth Hub in the county. A bid to the County's Strategic Economic Development Fund (SEDF) for the financial years 2026-27 and 2027-28.
Supporting the economy	<b>Grow a strong and sustainable economy</b>	Work with partners to realise benefits of the Creative Cotswolds Action Plan	Cllr Tony Dale	Joseph Walker	Lisa Caton	Sep-25	Mar-28	On Target	The appointment of the Leisure and Culture Support Officer, who commenced on 20th January 2026, will enable this work to be effectively facilitated.
Supporting the economy	<b>Manage the opportunity and impact of the visitor economy</b>	Refresh the Tourism Destination Management Plan	Cllr Tony Dale	Joseph Walker Chris Jackson	Chris Jackson	Sep-25	Sep-26	On Target	The team worked with partner Gloucestershire authorities to submit a bid to the Strategic Economic Development Fund over the summer. The bid was successful and will now support the delivery of a refreshed Destination Management Plan (DMP).
Supporting the Economy	<b>Deliver the new Local Plan</b>	Promote policies that maintains and protects our existing employment sites whilst supporting sustainable economic growth in the district	Cllr Juliet Layton	Geraldine LeCointe	Andrew Maxted	already commenced	Dec-26	On Target	Regulation 18 consultation for draft Plan now completed. The Plan will seek to protect our existing employment sites and support sustainable economic growth; evidence is also being undertaken in this regard. Currently on target for submission in December 2026.



# COTSWOLD

## District Council

COUNCIL PRIORITIES REPORT

**October – December 2025**

# Our Purpose, visions, priorities and values

Cotswold District Council serves one of the UK's most iconic areas, home to 90,000 residents across more than 100 communities and parishes. We work to protect its unique character, support its economy, and improve lives.

## Our Purpose

We provide high-quality services that meet community needs—from planning and housing to climate action and wellbeing. As local government faces significant change, we remain focused on delivering with **purpose, integrity, and ambition**. This strategy sets out our vision to **2028**, when national plans for Local Government Reorganisation are expected to create a new unitary council, and includes an action plan to leave a lasting legacy.

## Our Vision

To leave a legacy of:

- Affordable, sustainable housing
- Resilient, connected communities
- A thriving local economy
- A protected natural environment
- Transparent, high-quality public services

## Our Values

Everything we do is built on trust, transparency, and listening to our communities. We:

- **Put communities first** – their priorities are our priorities
- **Work as one team** – for residents and businesses
- **Focus on efficiency and value** – ensuring good use of resources
- **Set up for success** – to deliver against our corporate priorities

## Our strategic priorities

Between now and 2028, the priorities we've set out to achieve this legacy are:

- Preparing for the future
- Delivering good services
- Responding to the climate emergency
- Delivering housing
- Supporting communities
- Supporting the economy



# Preparing for the Future

## The Context

Gloucestershire is set to move to a unitary structure in 2028, with Cotswold District Council services transferring to a successor authority. Our focus remains on ensuring a smooth transition while continuing to meet residents' needs. We are driving organisational change, developing our workforce, and progressing a new Local Plan. Engagement with town and parish councils and collaboration with partner authorities is underway to design future services and ensure decisions reflect local priorities.

## Actions we are taking

In 2025, the Council launched an ambitious transformation programme to modernise services, strengthen digital capabilities, and prepare for future governance changes. This reflects our commitment to delivering accessible, high-quality services while ensuring financial sustainability and organisational resilience. Against a backdrop of rising demand, technological change, and shifting national policy, our approach aims to create a more agile, efficient, and customer-focused organisation.

The programme is underpinned by a clear vision: improving outcomes for residents, enhancing organisational culture, and ensuring readiness for potential changes in local government. An initial Strategy Action Plan has been drafted and is being assessed to prioritise initiatives based on speed, cost, and scalability. The plan includes proposals for service redesign, restructures, and expanded use of digital solutions, and has been aligned with the ICT development programme. Digital transformation is central to this work, with several AI initiatives being scoped to improve accessibility and support digital inclusion. Workstreams within the technical programme are defining CDC-specific AI and digital projects, with meetings scheduled with Lead Members and ICT to assess feasibility and delivery options.

In parallel, the Council is actively engaged in Local Government Reorganisation (LGR). Proposals for both single- and two-unitary models were considered at Overview and Scrutiny on 17 November and Full Council on 26 November, with Cabinet supporting a single Gloucestershire unitary authority. Planning for the next phase is underway using a new programme and portfolio management approach, supported by officer engagement and a workshop on 10 November. The programme is preparing for statutory consultation, expected to begin in February.

Discussions with Gloucestershire Leaders have progressed, with agreement to continue considering three strategic options for devolution and a strategic mayoral authority until the Government decides on the LGR model.

The People and Culture Strategy has made significant progress. In September 2025, Cabinet approved the Year 1 Implementation Plan, workforce values, and a Communications and Engagement Strategy. Fortnightly LGR updates via the staff portal and six-weekly all-staff briefings continue to support staff engagement. New visuals and content were rolled out in Quarter 3 to embed the Council's values, alongside initiatives such as improved onboarding, a pilot coaching scheme, and enhanced recognition. Publica and shareholder councils have also prioritised reviews of Publica-delivered services to ensure alignment with future governance arrangements.

Looking ahead, the Council is preparing to adopt a new Local Plan, which will provide a development framework for the Cotswold area post-2028. This plan will deliver affordable housing, employment opportunities, and infrastructure for current and future generations, while conserving and enhancing the district's nationally significant landscape. Regulation 18 consultation has now been completed, and evidence remains on track for submission in December 2026.



# Delivering Good Services

## The Context

The Council is committed to providing high-quality services that offer value for money, tackle climate change, and meet community needs. We've strengthened accountability by bringing key services in-house, advanced a Local Plan update to deliver sustainable growth, and earned positive feedback from the LGA for our progress. Current priorities include modernising waste services, improving digital engagement, preparing for legislative changes, and implementing strategies for parking, financial resilience, and income generation. These actions ensure services remain responsive, sustainable, and future-ready.

## Actions we are taking

The Council is driving forward a series of strategic projects to modernise waste, environmental, planning, and infrastructure services, aligning them with wider transformation and climate ambitions. A major focus is delivery of the updated Fleet Replacement Programme, approved by Cabinet in January. This includes replacing the ageing kerbside recycling and food waste fleets and taking early steps towards decarbonisation through the introduction of one electric vehicle and the use of Hydrotreated Vegetable Oil where its sustainability can be assured. Work is also assessing refurbishment opportunities for other vehicles to reduce costs and environmental impact, ensuring the fleet strategy supports future service resilience and the transition to ultra-low-emission technologies.

Improving customer engagement is another priority. The Council is reviewing existing digital tools—including the Waste Wizard and collection day checker—to identify opportunities for a more intuitive, real-time customer experience. In-cab systems are now being rolled out on street-cleansing services to support faster issue resolution and further digitisation of operational data.

The Council is preparing for significant changes in national waste legislation. Current policy expectations are being used to model potential impacts on waste flows and inform the design and capacity of new recycling vehicles, including possible requirements for collecting additional materials such as flexible plastics.

In planning, the Council continues to implement recommendations from the Planning Advisory Service (PAS) peer review. Q3 activity focused on recruitment following the restructure of Development Management, Enforcement, and Planning Policy teams. New reporting mechanisms have been introduced to monitor stakeholder response times, pre-application fees have been reviewed ahead of the next financial year, and work is underway to refresh the pre-application service for April.

Digitisation of development management processes has reached a key stage, with testing of the new Enterprise system currently in progress. These improvements support more efficient case management, enhanced enforcement, and opportunities to pilot AI tools to streamline correspondence and reporting.

Work is also progressing across parking services. The new Car Parking Strategy has been approved and has now moved into implementation and business-as-usual. Capital investment works across car parks are complete, with ongoing maintenance and cross-service collaboration to address operational issues. Charging mechanisms have been introduced at all Council-owned public toilets, except Northleach pending discussions on future ownership and management.

# Responding to the Climate Emergency



## The Context

The climate and ecological crises pose existential threats. A report published by Defra on the 20th January 2026 stated ecosystem degradation is occurring across all regions and every critical ecosystem is on a pathway to collapse (irreversible loss of function beyond repair). The report states the consequences of this ecosystem degradation include geopolitical instability, economic insecurity, conflict, migration and increased inter-state competition for resources. Cotswold District Council declared a climate and ecological emergency in 2019 and adopted its Climate Emergency Strategy (2020–2030), setting ambitious targets: an 80% reduction in emissions by 2030 and net zero by 2045.

## Actions we are taking

The Council has made strong progress in cutting operational carbon emissions, achieving a 41% reduction since 1990, from 4.7 million kg CO<sub>2</sub>e to 2.76 million kg CO<sub>2</sub>e in 2022–23 (latest data). Key initiatives include:

- **EV infrastructure:** 24 new EV chargers have been installed across Stow-on-the-Wold, Moreton-in-Marsh, Tetbury, and Cirencester, bringing the total to 49 Council-installed chargers out of 150 public chargers in the district. This supports residents without off-street parking and aligns with the ambition for an EV charger within a 10-minute walk wherever possible.
- **Embedding climate action:** A Climate Board was established and met for the first time in November 2025, considering options to reduce emissions from buildings and waste services. Actions are being integrated into service planning, with several already progressing.
- **Waste fleet decarbonisation:** Waste and environment services account for 43% of Council emissions. To address this, the district's diesel waste fleet will be replaced with 30 lorries running on hydrotreated vegetable oil (HVO) and one electric vehicle—part of a £7.8m investment supporting long-term decarbonisation.
- **Solar and retrofit schemes:** The Cotswold Home Solar scheme has enabled 53 installations, with 26 more in progress. A countywide retrofit support service launched in January 2025 is providing tailored advice and vetted installers, supported locally by a Retrofit Engagement Officer. Further retrofit events are planned through Spring. Draft planning policies promoting renewable energy deployment are progressing through the Local Plan process, informed by the 2025 Renewable Energy Study to ensure the plan is "Green to the Core."
- **Climate resilience:** A Climate Risk and Vulnerability Assessment (CRVA) has been published, providing evidence on current and future climate risks across Gloucestershire and highlighting best practice and next steps for adaptation. Planning for priority follow-up actions is underway.
- **Community engagement:** Carbon literacy training, behaviour-change campaigns, and funding opportunities such as Crowdfund Cotswolds continue to support local climate action. Partnerships with housing providers, including Bromford, are helping strengthen climate resilience in affordable homes.



# Delivering Housing

## The Context

Cotswold faces a severe housing affordability crisis, with property prices far exceeding local incomes and a shortage of genuinely affordable homes. Many residents, especially younger people, are forced to leave the area, threatening community resilience. The council is committed to delivering good-quality, affordable housing, prioritising social rent and homes for young people, families, and veterans. New homes will be energy-efficient and carbon-neutral to reduce costs and support sustainability. Tackling homelessness and ensuring long-term housing solutions are central to our strategy because secure housing underpins health, wellbeing, and strong communities.

## Actions we are taking

Meeting sharply increased government housing targets while protecting the Cotswolds' unique landscape remains one of the Council's most significant challenges. National policy now requires planning for 18,650 new homes by 2043, more than double previous requirements, despite over 80% of the district being designated National Landscape, severely restricting where development can occur. In response, the Council is rapidly updating its Local Plan. Regulation 18 consultation is now complete, and nearly 200 sites were submitted through the Call for Sites process. Strategic options under consideration include a new settlement near Driffield, extensions to several towns and villages, and smaller-scale developments distributed across the district. All work remains on track for submission of the updated Plan by December 2026.

Alongside meeting housing targets, the Council remains committed to delivering genuinely affordable homes. High land values and property prices, often more than 16 times average rural incomes, continue to create barriers, but partnership working with housing associations and parish councils is ongoing, and the rural exception site pipeline continues to grow. Recent schemes, such as the Avening development opened by HRH The Princess Royal, demonstrate how high-quality, energy-efficient homes can be delivered in rural settings using technologies such as air-source heat pumps and solar panels while maintaining traditional Cotswold character.

The Council's Housing Strategy focuses on meeting diverse housing needs, expanding affordable housing supply, and creating sustainable, climate-resilient homes. Work to refocus the strategy on strategic actions is progressing well, with the first draft achieved in October 2025 and alignment with Local Plan activity underway. Quarterly reviews of H-CLIC data continue to inform emerging trends and ensure that the strategy responds to changes in housing demand.

Preventing homelessness remains a core priority. The Preventing Homelessness Strategy 2025–2030, adopted in September 2025, is now being implemented and monitored. The Council already prevents more than 200 households a year from becoming homeless through early intervention, landlord negotiation, and targeted support. Rough sleeping remains extremely low in the district due to proactive outreach and rapid response arrangements. Ongoing monitoring ensures actions stay on track and resources remain focused where they are most needed.

Looking ahead, the Council will continue to balance housing delivery with environmental stewardship. Draft development management policies aim to make the updated Local Plan "Green to the Core," embedding biodiversity enhancements, green infrastructure, and carbon-neutral design principles. Evidence from the 2025 Renewable Energy Study and other climate resilience work is helping ensure new development supports thriving communities without compromising the Cotswolds' nationally significant landscape.

# Supporting Communities



## The Context

Cotswold District benefits from strong health outcomes, low crime, and natural beauty. However, challenges remain, particularly for an ageing population in rural areas facing loneliness and limited access to services. Broader issues such as unemployment, low income, poor housing, and lifestyle choices also impact wellbeing. Addressing these requires a collaborative, whole-systems approach using asset-based community development.

## Actions We Are Taking

Cotswold District Council continues to strengthen its role as a leader in health and wellbeing, promoting active lifestyles and inclusive community initiatives. The Leisure Strategy, shaped around local priorities, guides investment in facilities and non-facility programmes, overseen by the Active Cotswolds Programme Board across three themes: Healthier District, Connected Community, and Active Environment. The leisure contract continues to exceed performance targets, including gym memberships, participation levels, and Learn to Swim enrolments, supported by partnerships such as The Churn Project and The Long Table. Cultural engagement has also increased through activity at the Corinium Museum, which delivered major events and received several awards, alongside exhibitions such as the Woolly Mammoth and Project Orpheus.

The Holiday Activity and Food (HAF) programme has been renewed for three years, with delivery through providers including World Jungle. Summer HAF 2025 received positive feedback, and planning for future sessions is underway. World Jungle also continues to support youth-focused events including the Cotswold Youth Mobile Festival.

To complement HAF, the Council secured £50,000 for 14 Strengthening Local Communities events. Ten events have already engaged more than 600 residents, with further sessions planned in Northleach, Avening, Mickleton and Kemble.

Strong partnership working remains central, with collaboration from the NHS, Citizens Advice, Severn Wye, Foodbanks, and Carers Hub on cost-of-living pressures, health inequalities, and social isolation. Officers also contribute through the Integrated Locality Partnership and GCC's One Plan Cotswolds group to support children and vulnerable households.

The Cotswold Food Network continues to advance food sustainability through resources such as the Food Procurement Guide, Allotments Mini Guide, and Cookery Classes Guide. Outreach tools, including the Low-Income Family Tracker and the updated Worrying About Money? leaflet, are helping support low-income households. Work is also underway to scope a Venison Supply Project to support food charities.

Youth engagement remains a priority, with support for Northleach Teen Space, digital skills programmes, summer activities, and the Unsung Heroes Young Heroes category, which will return in November.

Crowdfund Cotswold continues to promote community-led initiatives, supporting over £1 million in local projects. Recent bids include community sheds, skateparks, and murals, such as The Churn Project's Community Shed.

Engagement with town and parish councils has stepped up as part of preparation for Local Government Reorganisation and the Local Plan Review. Two forums in Q3 brought together more than 150 clerks, and senior officers attended 13 public meetings on the Local Plan. Town and parish councils received toolkits, newsletters, and a dedicated LGR update.

Finally, the Council continues to work with the Community Safety Partnership to improve road safety and reduce antisocial behaviour. A community speedwatch film will be released shortly and the district supported Operation Shield, a summer town-centre safety initiative.

# Supporting the Economy



## The Context

The Cotswold economy is diverse, with businesses of all sizes across multiple sectors. While tourism remains a major employer, the district's economic potential goes far beyond visitor activity. Our focus is on creating a resilient, balanced economy by supporting innovation, enhancing digital capability, and promoting green growth. Through targeted investment and partnership working, we aim to nurture high-value, low-impact sectors such as agritech, cyber, medical technology and environmental innovation—providing better opportunities for local people and businesses.

## Actions we are taking

The Green Economic Growth Strategy 2025–29 guides economic development activity and is overseen by the Cotswold Economic Advisory Group, which includes key partners such as St James's Place, Cirencester College, and the Royal Agricultural University (RAU). The refreshed strategy focuses on creating high-value, low-impact jobs, supporting sustainable growth, and promoting skills development, including apprenticeships and T-Levels.

Through the UK Shared Prosperity Fund (UKSPF), the Council has delivered projects such as business support via the Growth Hub, heritage restorations, and the rebranding of the Cotswold Water Park area as the Cotswold Lakes. Outreach from the Growth Hub has expanded to towns like Moreton-in-Marsh, and the most recent round of UKSPF and REPF funding has supported initiatives including mentoring for young people, creative co-working spaces, and town centre improvements. Nine projects received over £120,000 from the UKSPF in 2025/26, including £25,000 for Cirencester Chamber of Commerce to support early careers. Additional funding from the Rural England Prosperity Fund (REPF) has supported rural business grants, village hall upgrades, and active travel schemes. Projects funded from 2022–25 are complete, with 2025–26 funding full allocated and projects either completed or underway, including energy efficiency measures, solar panels, and community facility improvements.

Town centres remain a priority. Cirencester's vacancy rate has fallen to 4.8% with refurbished units and new social enterprises such as The Old Department Store occupying former retail spaces. Smaller towns maintain low vacancy rates, though conversions to residential use and loss of critical mass remain concerns. A UKSPF-funded consultant is investigating higher vacancy areas like Lechlade, Moreton-in-Marsh and Tetbury to develop action plans.

The Council is working with partners to grow sectors such as agritech, cyber, and medical tech. Key projects include:

- RAU Innovation Village – £140M scheme, planning application submitted.
- ZeroAvia at Cotswold Airport – advancing hydrogen-electric aviation.
- Fire Service College – expanding as a Centre for National Resilience.
- A417 Missing Link – £460M infrastructure project improving connectivity.

The Growth Hub, funded through UKSPF, continues to provide expert business support and has launched a second round of the Cotswold Catalyst incubator programme for high-potential start-ups. This six-month initiative offers tailored workshops, co-working space, and access to thought leaders, helping businesses scale and thrive. Cirencester Growth Hub remains the best-performing hub in Gloucestershire.

Cultural development is supported through the Creative Cotswolds Action Plan, approved in July 2025, which aims to strengthen the district's cultural sector. Delivery will now be driven forward by the newly appointed Leisure and Culture Support Officer, who started on 20 January 2026, enabling this work to be effectively facilitated and coordinated across programmes.



**COTSWOLD**

District Council

Delivering great services locally

PERFORMANCE REPORT:

**October - December 2025**

# Summary Index

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Area	KPI Name	RAG	Page
Revenues, Benefits and Housing	<a href="#">Percentage of Council Tax Collected</a>	Green	7
	<a href="#">Percentage of Non-Domestic Rates collected</a>	Green	8
	<a href="#">Processing times for Council Tax Support new claims</a>	Orange	9
	<a href="#">Processing times for Council Tax Support Change Events</a>	Red	10
	<a href="#">Processing times for Housing Benefit Change of Circumstances</a>	Red	11
	<a href="#">Percentage of Housing Benefit overpayment due to LA error/admin delay</a>	Green	12
	<a href="#">(Snapshot) Long Term Empty Properties</a>	Grey	13
	<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	14
Customer Experience	<a href="#">Customer Satisfaction - Telephone</a>	Green	15
	<a href="#">Customer Satisfaction - Email</a>	Grey	16
	<a href="#">Customer Satisfaction - Face to Face</a>	Green	17

# Summary Index

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Area	KPI Name	RAG	Page
Customer Experience	<a href="#">Customer Call Handling - Average Waiting Time</a>	Grey	18
	<a href="#">Complaints</a>	Grey	20
	<a href="#">Percentage of FOI requests answered within 20 days</a>	Red	21
Development Management and Land Charges	<a href="#">Building Control Satisfaction</a>	Green	22
	<a href="#">Percentage of major planning applications determined within agreed timescales (including AEOT)</a>	Green	23
	<a href="#">Percentage of minor planning applications determined within agreed timescales (including AEOT)</a>	Orange	24
	<a href="#">Percentage of other planning applications determined within agreed timescales (including AEOT)</a>	Green	25
	<a href="#">Total Income achieved in Planning &amp; Income from Pre-application advice</a>	Green	26
	<a href="#">Percentage of Planning Appeals Allowed</a>	Red	27
	<a href="#">(Snapshot) Planning Enforcement Cases</a>	Grey	28
	<a href="#">Percentage of official land charge searches completed within 10 days</a>	Red	29
	<a href="#">Number of affordable homes delivered</a>	Red	30

# Summary Index

Area	KPI Name	RAG	Page
Waste and Environment	<a href="#">Number of fly tips collected and percentage that result in an enforcement action</a>	Grey	31
	<a href="#">Percentage of high-risk food premises inspected within target timescales</a>	Green	32
	<a href="#">% High risk notifications risk assessed within 1 working day</a>	Green	33
	<a href="#">Percentage of household waste recycled</a>	Orange	34
	<a href="#">Residual Household Waste per Household (kg)</a>	Green	35
	<a href="#">Missed bins per 100,000</a>	Green	36
Leisure	<a href="#">Number of visits to the leisure centres &amp; (Snapshot) Number of gym memberships</a>	Green	37

# 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 ranking against Chartered Institute of Public Finance and Accountancy (CIPFA) Nearest Neighbours model which uses a range of demographic and socio-economic indicators to identify the local authorities most similar to our own. Cotswold's identified Nearest Neighbours are Babergh, Chichester, Derbyshire Dales, East Hampshire, Lichfield, Maldon, Malvern Hills, Mid Devon, South Hams, Stratford-on-Avon, Stroud, Tewkesbury, West Devon, West Oxfordshire and Wychavon. 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.

# A note on Standard Deviation

Standard deviation is included in this report to provide insight into the consistency of performance, not just the average results. While averages show overall trends, standard deviation highlights how much variation exists around those averages. A low standard deviation suggests performance is stable and predictable, whereas a high standard deviation indicates inconsistency, which may warrant further investigation. This helps identify areas where performance may be less reliable, supporting more informed decision-making and targeted improvements. We have used 1 standard deviation in this report to help understand variation in performance and to monitor consistency over time. This approach highlights typical fluctuations around the average, allowing us to identify patterns and potential areas of concern without focusing solely on extreme outliers.

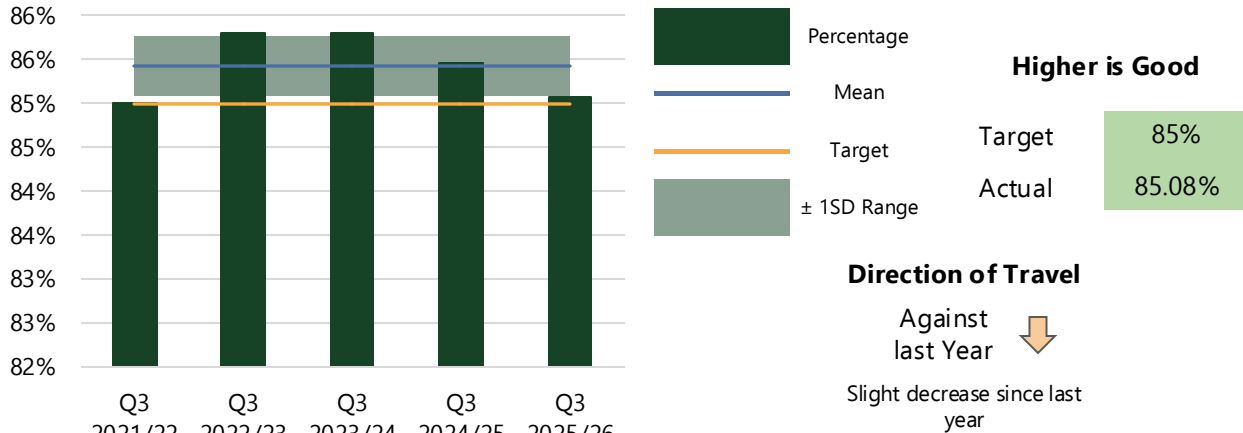
# Overall Performance

Overall, the Council delivered strong performance across most key services in Q3. Council Tax and Business Rates collection were above target, planning applications were processed well within agreed timescales, and customer satisfaction, regulatory compliance, waste services and leisure participation all remained strong.

A smaller number of services experienced ongoing pressures. Processing times for Council Tax Support and Housing Benefit change events, although improving, remain above cumulative targets due to earlier delays and case complexity. Land Charges performance dipped following staffing shortages but is now recovering, planning appeals allowed remain above target on a cumulative basis, affordable housing delivery is below target and recycling rates were affected by seasonal reductions in garden waste.

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



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## How do we compare?

Benchmarking via Gov.uk Tables and Individual Council Websites using CIPFA Nearest Neighbours – Latest dataset is 2024-25 Collection Rates

2024-25  
Benchmark

	%	CIPFA Rank	Quartile
Babergh	99.12	1/16	Top
Tewkesbury	98.53	4/16	Top
<b>Cotswold</b>	<b>98.3</b>	<b>7/16</b>	<b>Second</b>
Maldon	97.95	12/16	Third
Chichester	97.47	16/16	Bottom

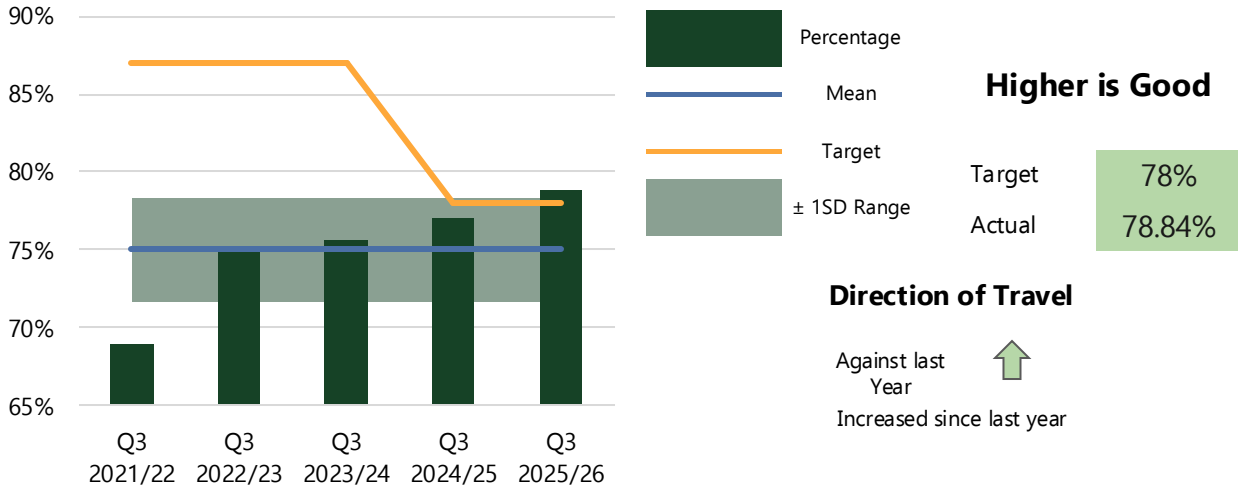
Council Tax Collection remained strong in Q3, exceeding the target, with only a small year-on-year decline of 0.39%. The slight decline reflects more households moving to 12-month instalment plans, which lowers mid-year collection.

A refreshed Direct Debit campaign is planned to boost uptake and support future performance. Recovery work is fully up to date, and processing times remain steady at around five working days.

The table below shows historic Council Tax collection rates alongside outstanding balances.

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Outstanding
<b>Balance at Quarter End</b>	£419,228.87	£560,109.85	£611,987.53	£794,807.53	£1,069,550.83	£3,455,684.61
<b>% collected</b>	99.53%	99.36%	99.37%	99.23%	99.01%	

# Percentage of Non-domestic rates collected



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## How do we compare?

Benchmarking via Gov.uk Tables and Individual Council Websites using CIPFA Nearest Neighbours - Latest dataset is 2024-25 Collection Rates

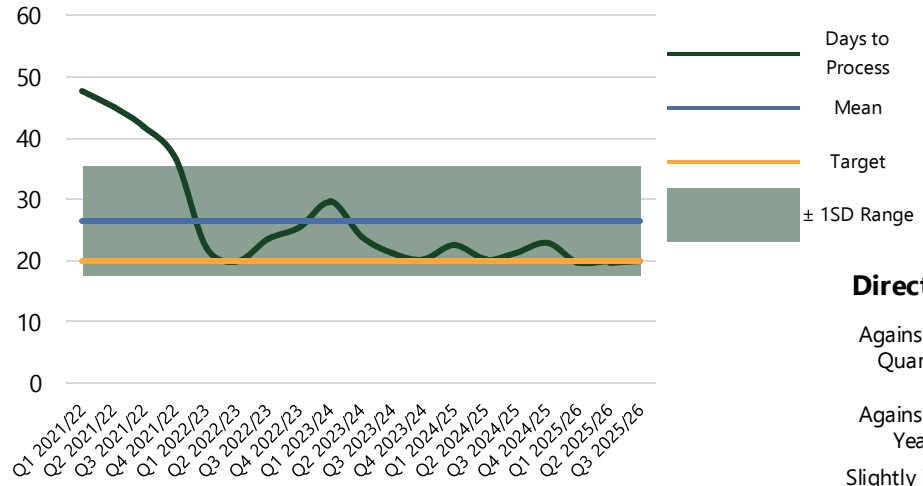
2024-25 Benchmark	%	CIPFA Rank	Quartile
Mid Devon	99.83	1/16	Top
South Hams	98.3	7/16	Second
Malvern Hills	97.59	11/16	Third
<b>Cotswold</b>	<b>96.91</b>	<b>14/16</b>	<b>Bottom</b>
Stratford-on-Avon	96.46	16/16	Bottom

Cotswold collected 78.84% of Business Rates in Q3, up from 77.03% last year and just above its 78% target. Performance has been supported by recent work to keep billing and account updates fully up to date, contributing to the steady year-on-year improvement. Operationally, NDR recovery work remains fully up to date, with processing backlogs stable at around 10 working days.

The table below displays the percentage of Non-Domestic Rates collected in respect of previous years, along with the outstanding amount:

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Total Outstanding
<b>Balance at Quarter End</b>	£92,878.46	£218,770.71	£238,102.84	£187,026.36	£418,430.40	£1,155,208.77
<b>% collected</b>	99.41%	99.20%	99.26%	99.49%	98.87%	


# Processing times for Council Tax Support new claims




**Lower is Good**

Target	20
Actual	20.07

### Direction of Travel

Against last Quarter 

Against last Year 

Slightly increased since last quarter but decreased since last year

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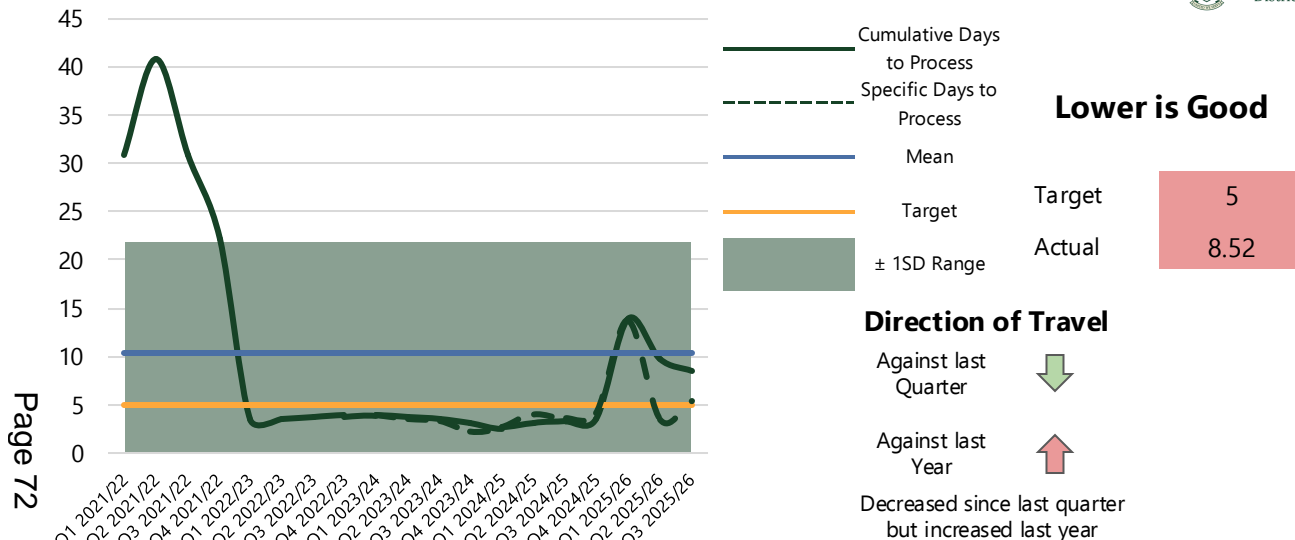
### How do we compare?

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 September 2025 and the percentage change from September 2024 for each authority.

Q2 2025-26 Benchmark	Number of Claimants at end of June 2025	Percentage Change since June 2024
Malvern Hills	3,728	-4.29%
<b>Cotswold</b>	<b>3,784</b>	<b>-3.47%</b>
Wychavon	6,580	-1.48%
Tewkesbury	5,003	3.09%

Processing times remained steady in Q3, staying close to target and maintaining overall reliability. The council continued to deliver a series of proactive LIFT-supported campaigns, including outreach on energy support, identifying Universal Credit households not receiving CTS, and promoting Pension Credit and Attendance Allowance. Severe disability checks were completed with no impact on performance. Together, this work reflects a sustained focus on early, targeted support for residents who may be missing out on financial help.

# Processing times for Council Tax Support Change Events



Processing times for Council Tax Support changes continued to improve through Q3, with steady week-on-week reductions strengthening the cumulative position. The Council recorded a cumulative average of just over 8 days, around two days faster than in Q2.

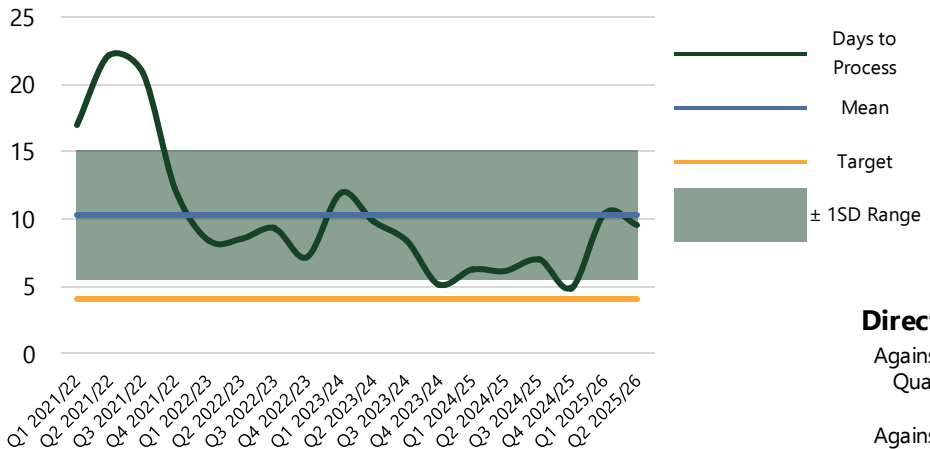
## How do we compare?

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

Although the metric is cumulative, processing times have been consistently reducing by around 0.2 days per week. With automation fully embedded and workflows now optimised, further acceleration is naturally limited, but the current trajectory clearly shows the service is moving in the right direction.



# Processing times for Housing Benefit Change of Circumstances



**Lower is Good**

Target	4
Actual	9.52

### Direction of Travel

Against last Quarter

Against last Year

Slightly decreased since last quarter but increased since last year

Page 73

### How do we compare?

Speed of processing for HB CoCs – LG Inform. Latest dataset is April - June '25 (Q1 2025-26)

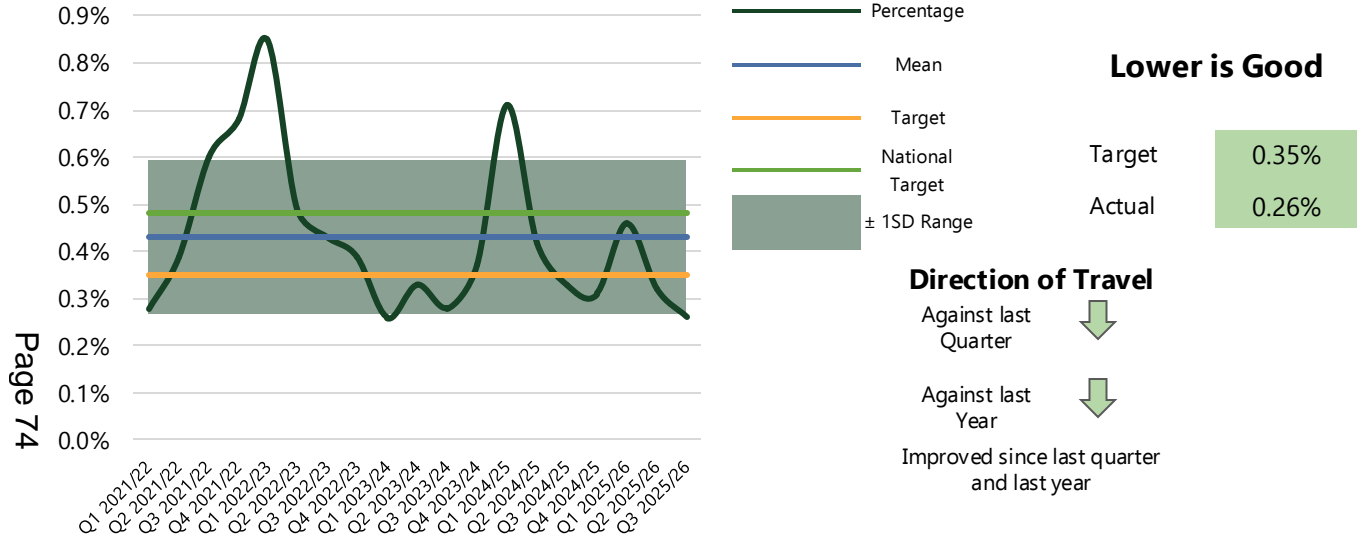
Q1 2025-26 Benchmark

	Days	CIPFA Nearest Neighbours Rank	Quartile
Derbyshire Dales	1.91	1/16	Top
Tewkesbury	4.81	3/16	Top
Maldon	5.58	7/16	Second
South Hams	7.51	11/16	Third
West Oxfordshire	8.73	13/16	Bottom
<b>Cotswold</b>	<b>10.69</b>	<b>16/16</b>	<b>Bottom</b>

Processing times for Housing Benefit remained above target in Q3, affected by seasonal workload pressures and delays in receiving full evidence for Change of Circumstances and Full Claim Reviews. The planned pause to Universal Credit activity helped reduce parts of the backlog, and all CFU reviews were completed on time, while the full HBAA Claims Review continues into next year.

Caseload composition is broadly unchanged, with Pension Age, Temporary Accommodation and Supported Accommodation claims still dominating. With fewer change applications being submitted, missing evidence has a greater impact on average processing times. As a larger proportion of HB changes typically arrive in Q4, processing times may improve towards year-end.

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

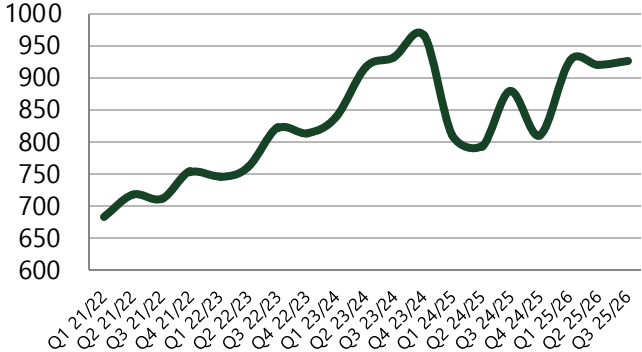


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The Council is currently performing below both the national target of 0.48% and the stricter service target of 0.35%.


How do we compare?  
 Benchmarking currently not available. The Data & Performance Team will investigate options.

# (Snapshot) Long Term Empty Properties



### Direction of Travel

Against last Quarter 

Against last Year 

Decreased since last quarter but increased since last year

### Lower is Good

*No Target*

921

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### How do we compare?

Long Term Vacant Properties within districts - Benchmarking via Gov.uk

<i>2024 Benchmark</i>	Properties	CIPFA Nearest Neighbours Rank	Quartile
West Devon	193	1/16	Top
Tewkesbury	259	3/16	Top
South Hams	354	7/16	Second
Stroud	615	11/16	Third
<b>Cotswold</b>	<b>821</b>	<b>14/16</b>	<b>Bottom</b>
Stratford-on-Avon	1090	16/16	Bottom

During Q2, the Council saw an increase in long-term empty properties in Q3, largely reflecting improvements in reporting systems that have strengthened the accuracy of identifying and monitoring empty homes.

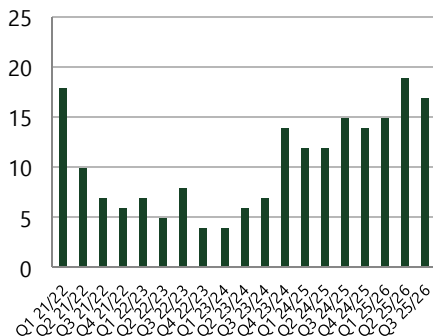
It is also worth noting that the majority of long-term empty properties have been vacant for less than two years, with around 53% falling into this category. If the measure were based only on properties empty for over two years, the figures would reduce significantly to 431 properties.



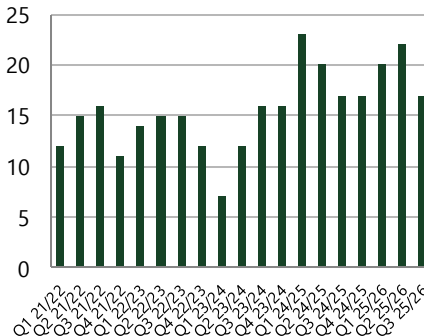
(Snapshot) Number of households in B&B/hotel-type accommodation & Hostels (LA owned or managed); and Number of successful 'Move On' into suitable independent/long-term accommodation from B&Bs/hotels/hostels

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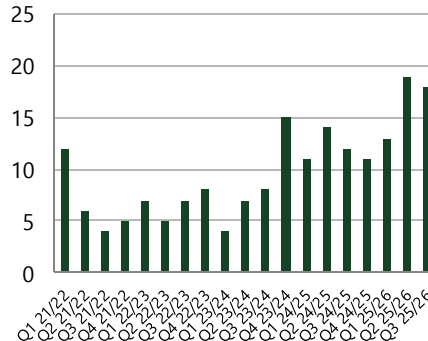
**Households in B&B/hotel type accommodation**



**Households in hostels**



**Successful 'Move on' into suitable independent/LT accommodation**



**Direction of Travel**

Against Last Quarter	B&Bs/Hotels	↓
Against Last Year	B&Bs/Hotels	↑
Against Last Quarter	Hostels	↓
Against Last Year	Hostels	→
Against Last Quarter	Move Ons	↓
Against Last Year	Move Ons	↑

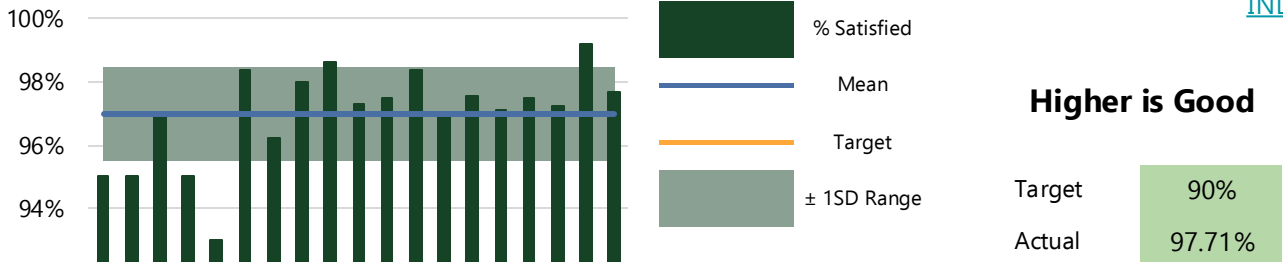
Homelessness continues to be a key priority, and in Cotswold the number of people seeking support has levelled off, suggesting that the council's proactive prevention work is having a sustained, positive impact.

A slight seasonal rise in rough sleeping has been observed, increasing from typically zero or one individual to two or three. This pattern is expected during colder months, when individuals are more likely to engage with council services.


**How do we compare?**


The Institute for Government has published the Homelessness Performance Tracker, which evaluates the effectiveness of local homelessness services in England by analysing data on demand, funding and outcomes over time. The full report is available [here](#).

# Customer Satisfaction - Telephone



## Direction of Travel

Against last Quarter 

Against last Year 

Slightly decreased since last quarter but increased since last year

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## How do we compare?

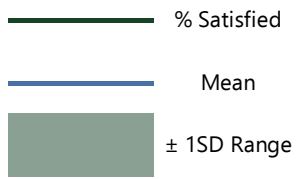
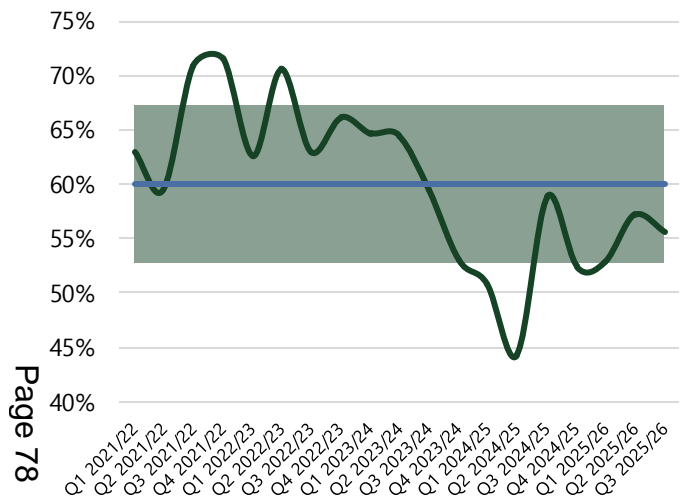
The Govmetric Channel Satisfaction Index is a monthly publication of the top performing councils across the core customer access channels. At least 100 customers need to be transferred to the survey to be included in the league table so even if satisfaction is high, it may not be included.

	July Rank	July Net Sat.	Aug Rank	Aug Net Sat.	Sept. Rank	Sept. Net Sat.
Cotswold	2	98%	2	99%	2	96%
Forest	1	99%	N/A	N/A	1	96%
West	4	92%	1	100%	4	94%

Telephone satisfaction remained consistently high throughout Q3, supported by efforts to encourage survey participation and gather valuable feedback.

A total of 467 residents participated in the survey, of these, 461 customers reported being satisfied with the service, reflecting a high level of overall satisfaction.

# Customer Satisfaction - Email





**Higher is Good**

*No Target*

55.61%

**Direction of Travel**

Against last Quarter 

Against last Year 

Slightly decreased since last quarter and last year

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A total of 401 residents participated in the email satisfaction survey, with 223 respondents indicating they were satisfied with the service received. As part of efforts to strengthen customer insight, all customer service emails issued through Salesforce include a built-in survey link, enabling residents to provide feedback quickly and easily.

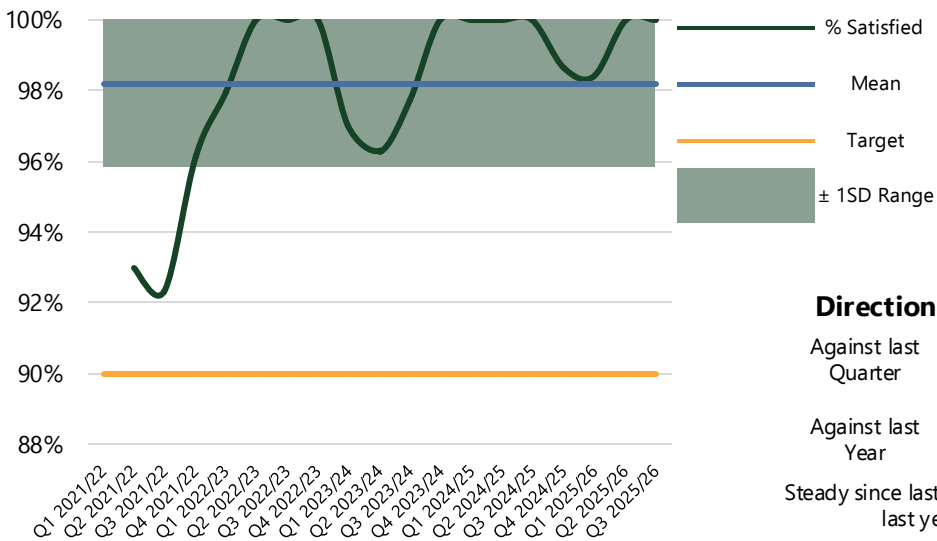
Following a previous rise in negative feedback, a review was undertaken to identify the underlying causes of dissatisfaction. The analysis highlighted recurring issues such as missed bin collections, delays in container deliveries. The customer service team continues to monitor feedback closely and proactively seeks opportunities to enhance the overall customer experience.

**How do we compare?**

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



# Customer Satisfaction - Face to Face



**Higher is Good**

Target	90%
Actual	100%

### Direction of Travel

Against last Quarter

Against last Year

Steady since last quarter and last year

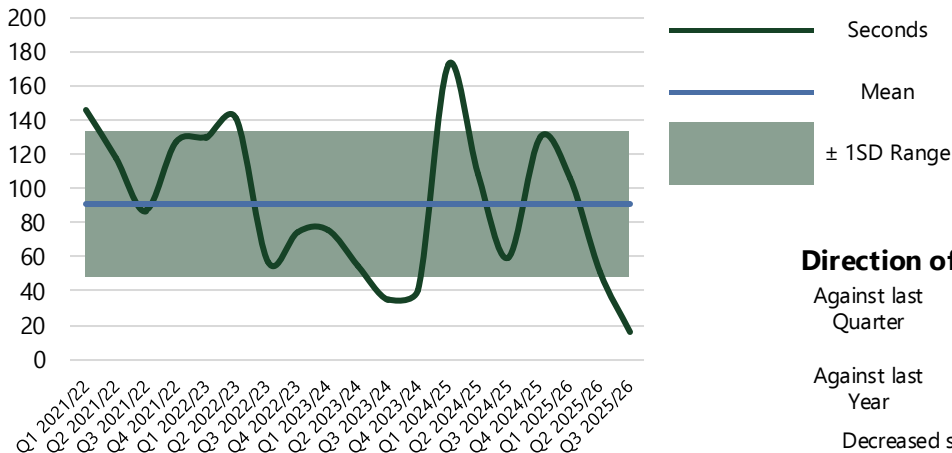
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Customer satisfaction with face-to-face interactions remains consistently strong. This continued performance underlines the value of maintaining accessible in-person services as a key part of delivering a positive and inclusive customer experience.

### How do we compare?

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

# Customer Call Handling - Average Waiting Time





**Lower is Good**

*No Target*

16 Seconds

### Direction of Travel

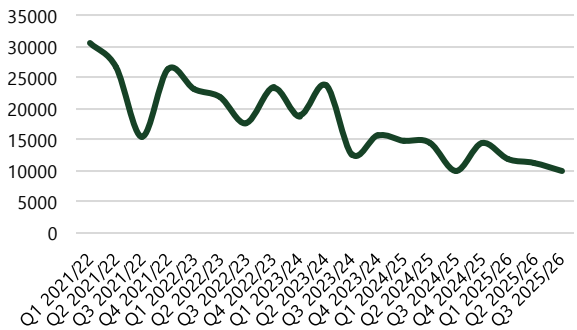
Against last Quarter 

Against last Year 

Decreased since last quarter and last year

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**Call Volume Over Time**



In Q3, average call waiting times in Cotswold improved by roughly 45 seconds compared with the same period last year. The longer waits experienced last year were largely due to high staff turnover and a shortage of experienced advisors. With the service now fully staffed, performance has remained strong, even though sickness levels have been higher this quarter.

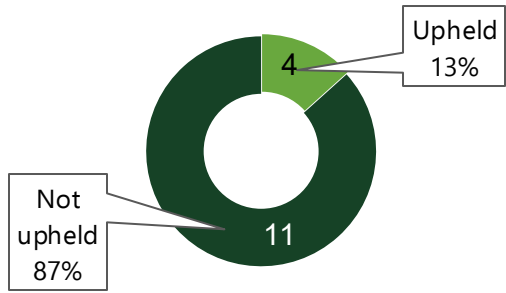
Regular training and refresher sessions have helped ensure advisors remain confident and consistent, supporting service continuity during periods of annual leave and sickness. Call volumes in Cotswold remain broadly in line with last year, and the seasonal lull typical of Q3 has contributed to smoother operations and more stable demand.

### 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.


# Number of complaints upheld


## Complaints by Status



### Direction of Travel

Complaints upheld or partly upheld at Stage 1

Against last Quarter 

Against last Year 

Steady since last quarter but slightly increased since last year

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 April 2025.

The new process has the following stages:

- Stage 1: A review of the complaint will be undertaken by an Operational Manager within the Service Area to which the complaint relates. A response needs to provide within 10 working days from the date that we advised that the complaint was valid.
- Stage 2: Requests for Stage 2 will be acknowledged and logged within five working days of the escalation request being received. Upon receipt of a Stage 2 request, an investigation into the complaint will be undertaken by the Complaint Officer or a member of the Complaints Team. A response will be provided to the customer within 20 working days from receipt of the request to escalate the complaint to Stage 2. Stage 2 is the organisation's final response; the complainant can then refer their complaint to the LGO.

### How do we compare?

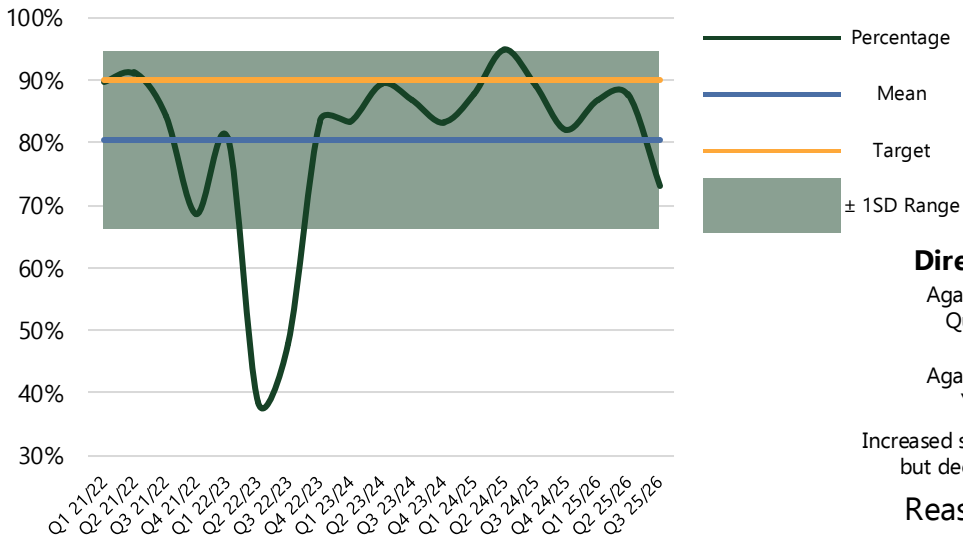
The table outlines the complaints received by the Ombudsman over the period, the decisions made on these cases, and the Council's compliance with any recommendations issued by the Ombudsman during this time. Complaints received by the Ombudsman reflect cases where customers, having completed the Council's complaint process (see to the right), feel that the Council has not satisfactorily resolved the matter.

2024-25	Complaints Investigated	Percentage Upheld	Upheld decisions per 100,000 residents	Percentage Compliance with Recommendations	Percentage Satisfactorily Remedy	CIPFA Rank	Quartile
Cotswold	1	0%	0	N/A	N/A	1/13	Top
Stroud	1	100%	0.8	100%	0%	4/13	Second
Chichester	2	100%	1.6	100%	0%	9/13	Third
South Hams	2	100%	2.2	100%	50%	13/13	Bottom

# Complaints Upheld or Partially Upheld Breakdown

Service area	Description	Outcome/learning	Decision	Response time (days)
Revenues & Benefits	A long-standing Single Person Discount was missed for around 15 years, leading to an overcharge. This occurred because the property's change from second-home status to main residence was not updated.	A refund was issued and an apology provided.	Upheld	10
Revenues & Benefits Page 82	A provisional council tax banding was not reviewed before the resident moved out. Although the account had been settled at the time, the charge was later increased once the banding was corrected.	The additional charge was withdrawn due to a lack of contact.	Upheld	10

# Percentage of FOI requests answered within 20 days



**Higher is Good**

Target

90%

Actual

73.17%

## Direction of Travel

Against last Quarter



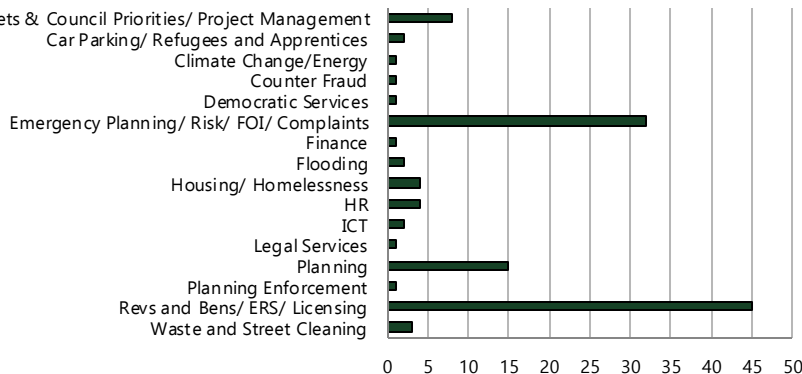
Against last Year



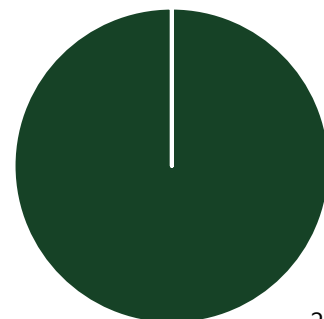
Increased slightly since last quarter but declined since last year

## Reasons for Delays in Responding to FOI Requests Beyond the 20-Day Deadline

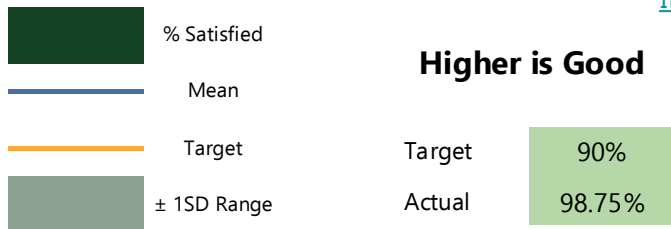
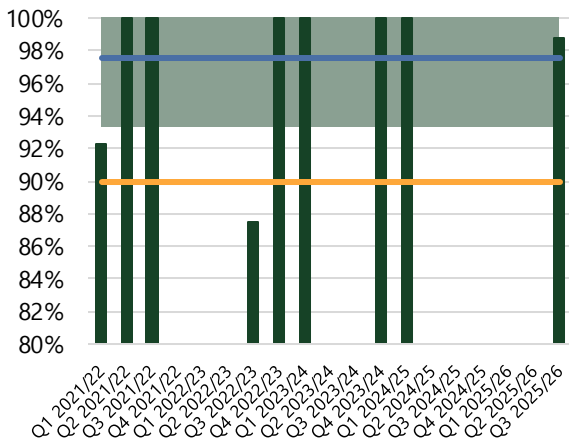
Requests by Service Area



Service Area not provided Information in time



# Building Control Satisfaction



## Direction of Travel

Against last Quarter: N/A  
Against last Year: N/A

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A new customer-feedback webform was introduced in October and issued with completion certificates. Early responses have been very positive, with customers commending the team’s knowledgeable support, friendly guidance, and efficient, responsive service.

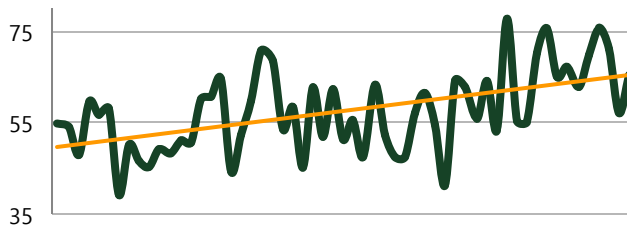
In Q3, the market share averaged 64%, with 110 applications processed, reflecting a 6% increase in market share compared to the same period last year. However, application volumes remained steady, with only a slight year-on-year decrease of 2.

The below chart shows market share over time from April 2021

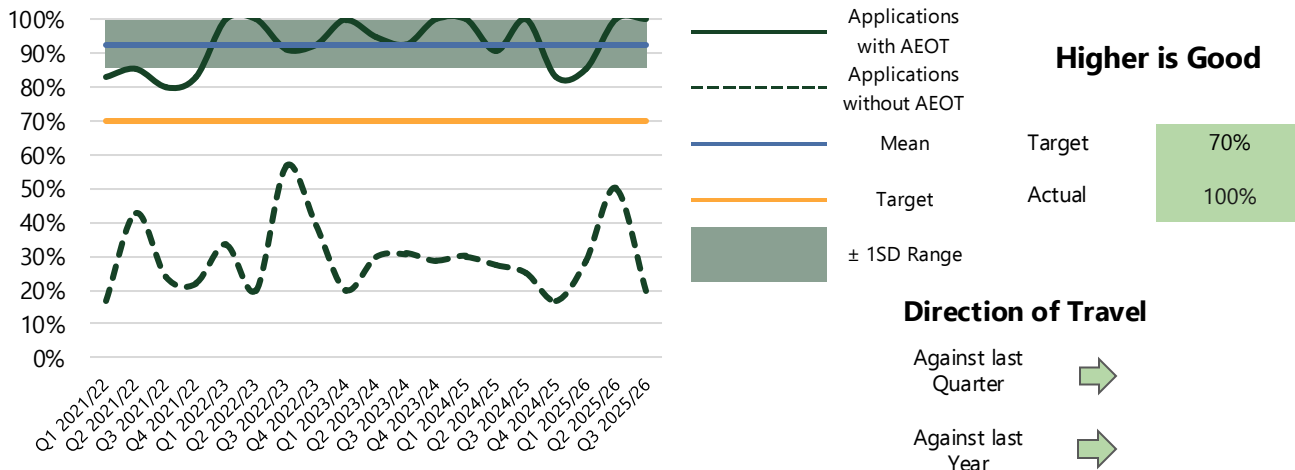
## How do we compare?

Percentage of share in the market

October	November	December	Number of Apps for Quarter
71%	57%	66%	110



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



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## How do we compare?

Major Developments - % within 13 weeks or agreed time – LG Inform. Latest dataset is July - September '25 (Q2 2025-26)

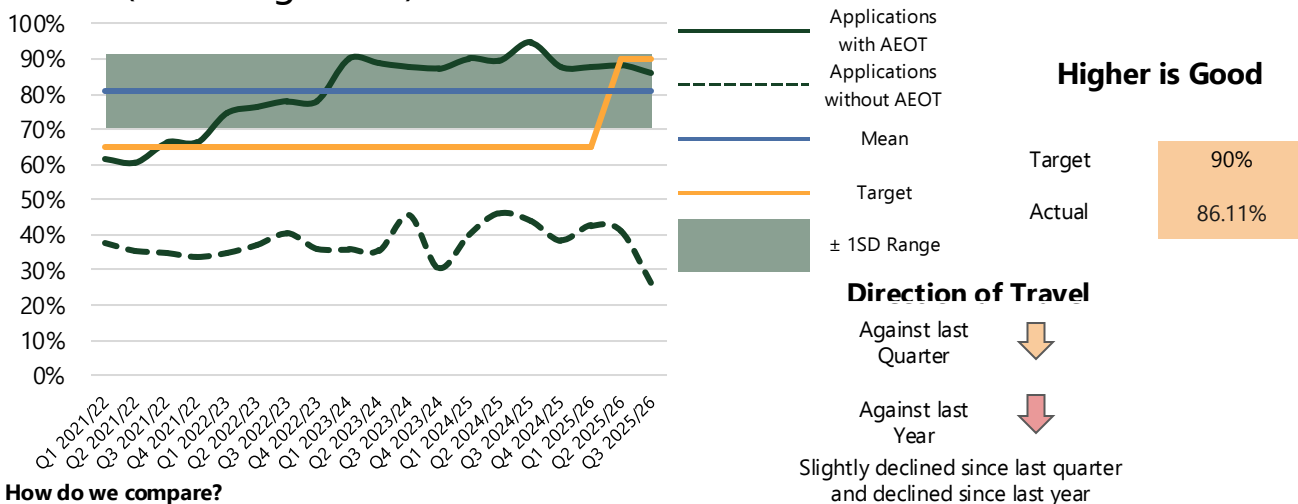
Q2 25-26 Benchmark	%	CIPFA Rank	Quartile
<b>Cotswold</b>	<b>100</b>	<b>Joint - 1/16</b>	<b>Top</b>
Babergh	100	Joint - 1/16	Top
Stratford-on-Avon	94	11/16	Third
Maldon	80	13/16	Bottom
Wychavon	79	15/16	Bottom
Derbyshire Dales	75	16/16	Bottom

The service has maintained strong performance in processing Major applications within the agreed timeframes.

During Q3, ten major applications were determined.

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

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



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## How do we compare?

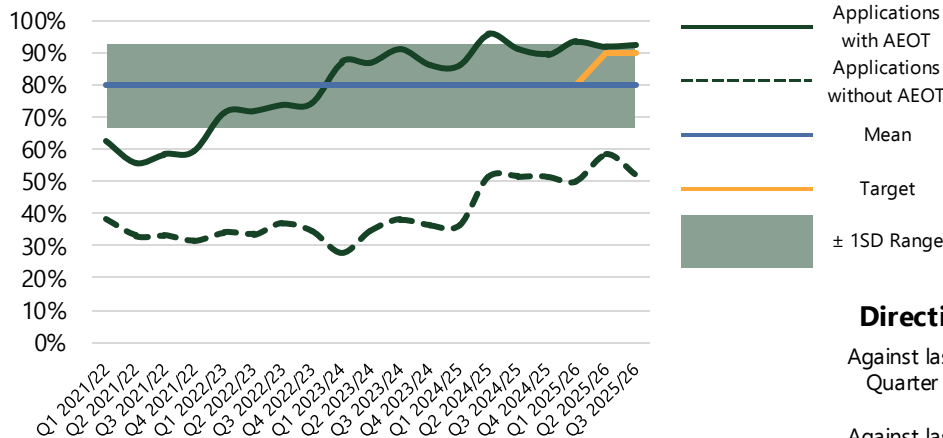
Minor Developments - % within 8 weeks or agreed time – LG Inform. Latest dataset is July - September '25 (Q2 2025-26)

Q2 25-26  
Benchmark

Q2 25-26 Benchmark	%	CIPFA Rank	Quartile
West Oxfordshire	98	1/16	Top
Mid Devon	95	3/16	Top
Malvern Hills	92	6/16	Second
<b>Cotswold</b>	<b>88</b>	<b>9/16</b>	<b>Third</b>
Maldon	81	13/16	Bottom
Tewkesbury	75	16/16	Bottom

This quarter, the Council maintained strong performance in processing minor planning applications within statutory timeframes. However, results fell slightly short of the newly introduced 90% service target, which was implemented following recommendations in the Planning Advisory Service (PAS) report. The Planning team continues to make steady progress with key priorities include the staffing restructure, improvements to enforcement, and a review of pre-application services. Among the sub-actions, the new negotiation protocol has been completed and fully implemented. A new PPA strategy is underway, with a draft template already produced. Additionally, revised fees and charges were agreed by Cabinet in January.

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



Higher is Good

Target 90%  
Actual 92.16%

### Direction of Travel

Against last Quarter

Against last Year

Slightly increased since last quarter and increased since last year

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### How do we compare?

Other Developments - % within 8 weeks or agreed time - LG Inform. Latest dataset is July - September '25 (Q2 2025-26)

Q2 25-26 Benchmark	%	CIPFA Rank	Quartile
Chichester	100	1/16	Top
Babergh	97	3/16	Top
Tewkesbury	96	5/16	Second
Malvern Hills	93	11/16	Third
<b>Cotswold</b>	<b>92</b>	<b>13/16</b>	<b>Bottom</b>
Derbyshire Dales	70	16/16	Bottom

The Council has performed very well in processing Other applications within agreed timeframes.

In Q3, a total of 204 Other applications were determined.

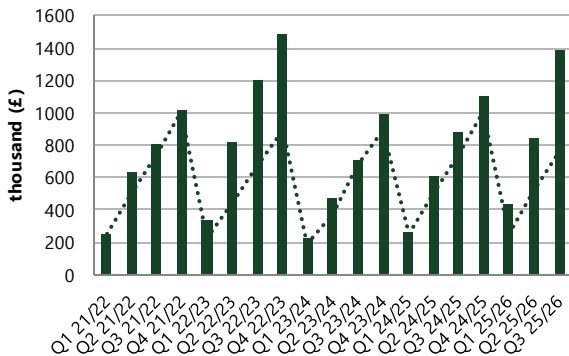
As of the end of the quarter, the Council's rolling average stands at 89.98%, significantly above the government's 70% threshold for non-major applications. This reflects the service's robust and consistent performance over the past year.

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

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

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**Total planning income**



## Direction of Travel


Total Planning Income

Against last Quarter 

Against last Year 

Pre-Application Income

Against last Quarter 

Against last Year 

## Higher is Good

Total Planning Income (£)

Target 762,371

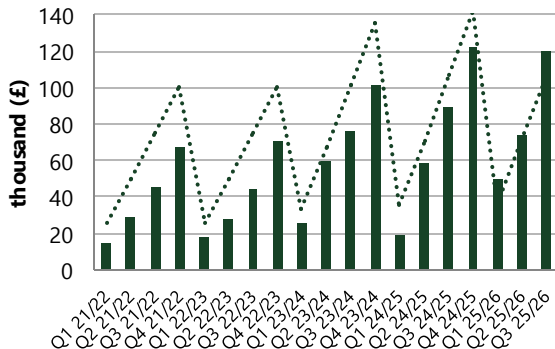
Actual 1,386,761

Pre-Application Income (£)

Target 106,500

Actual 119,892

**Pre-application income**



Total Income – Increased since last quarter and last year

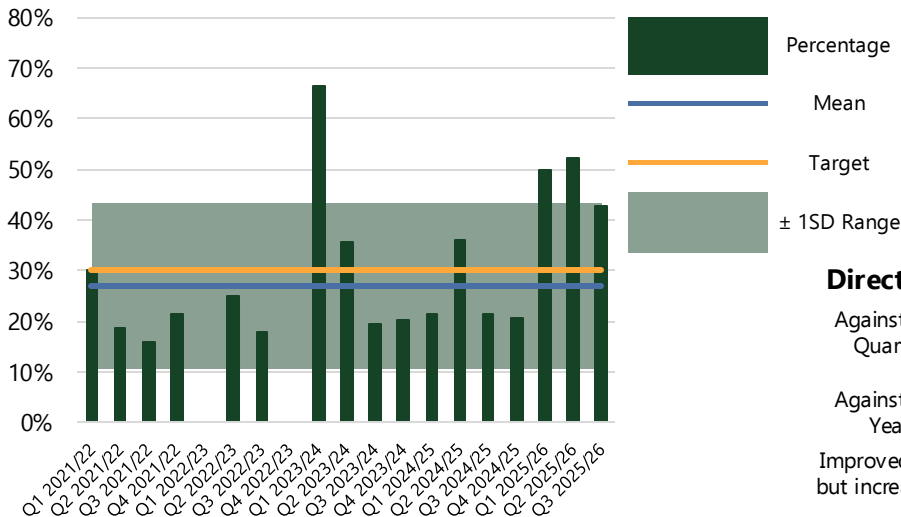
Pre-App Income – Increased since last quarter and last year

The Council maintained a steady flow of major applications and sustained pre-application interest, reflecting ongoing developer confidence and active site promotion. Major applications accounted for around 50% of total income for Q3, underlining their significant contribution to the service. Additionally, pre-application income exceeded targets, further reinforcing the sustained interest in development opportunities across the district and suggesting continued confidence in the area's growth potential.

## How do we compare?

Planning Advisory Service (PAS) planned to benchmark back in 2021. No data is available in the public domain.


# Percentage of Planning Appeals Allowed (cumulative)




**Lower is Good**

Target	30%
Actual	42.65%

### Direction of Travel

Against last Quarter 

Against last Year 

Improved since last quarter but increased since last year

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### How do we compare?

Percentage of planning appeals allowed (Specifically Q2 2025-26)

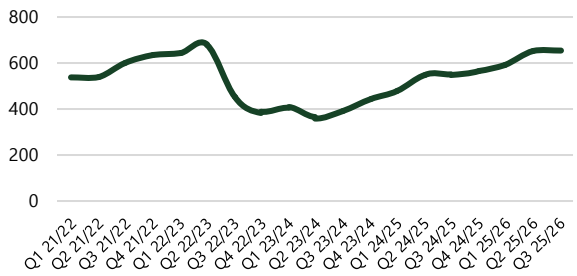
Q1 25-26 Benchmark	%	CIPFA Rank	Quartile
Mid Devon	0	1/16	Top
Stroud	8	4/16	Top
Tewkesbury	33	8/16	Second
Malvern Hills	36	10/16	Third
Chichester	45	13/16	Bottom
<b>Cotswold</b>	<b>50</b>	<b>16/16</b>	<b>Bottom</b>

This indicator aims to ensure that no more than 30% of planning appeals are allowed in favor of the applicant, with a lower percentage being more favorable. According to the latest statistics from the Planning Inspectorate, the national average for Section 78 planning appeals granted is 28% (source: [gov.uk](https://www.gov.uk)).

Between 1 October and 31 December 2025, ten appeals were decided, with two allowed in favour of the applicant, resulting in a 20% allowance rate for the quarter.

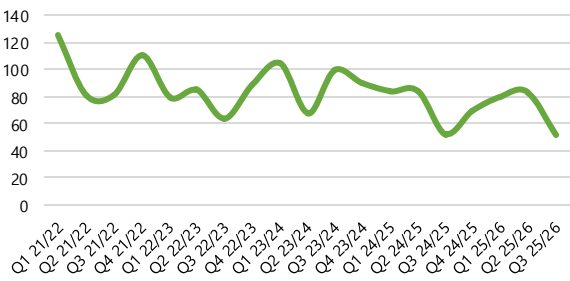
# (Snapshot) Planning Enforcement Cases

Open Cases at end of Quarter over Time

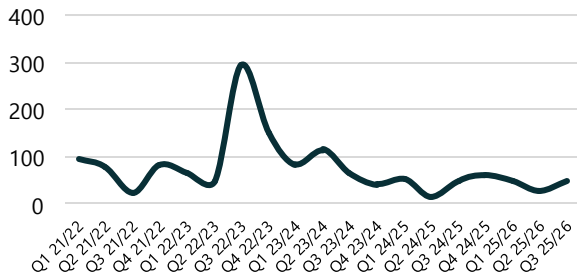


Number of Cases Opened During the Quarter over Time

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Number of Cases Closed During the Quarter over Time



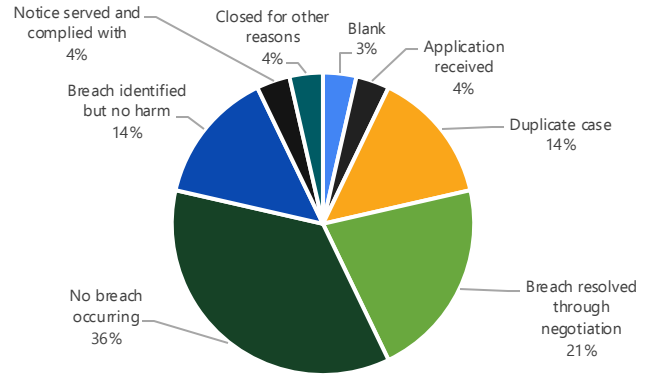
## Direction of Travel for Open Cases at end of Quarter

- Against last Quarter →
- Against last Year ↑

## Lower is Good

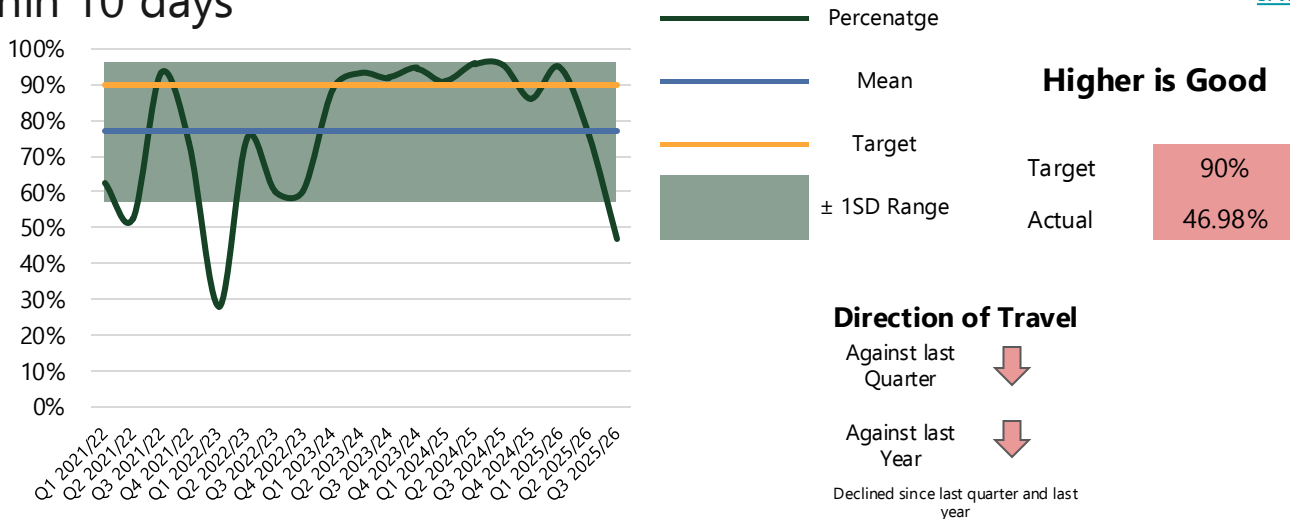
No Target  
Open Cases at End of Quarter 650

## Reasons for Closure



The Enforcement team has made steady progress this quarter. A new Enforcement Plan has been drafted and is now with managers for review. Staffing levels are improving, with two positions filled and recruitment ongoing for senior roles. The Transformation team is mapping key processes to identify quick wins and support a more streamlined service. This combined work is helping to strengthen capacity and improve the team's overall resilience.

# Percentage of official land charge searches completed within 10 days



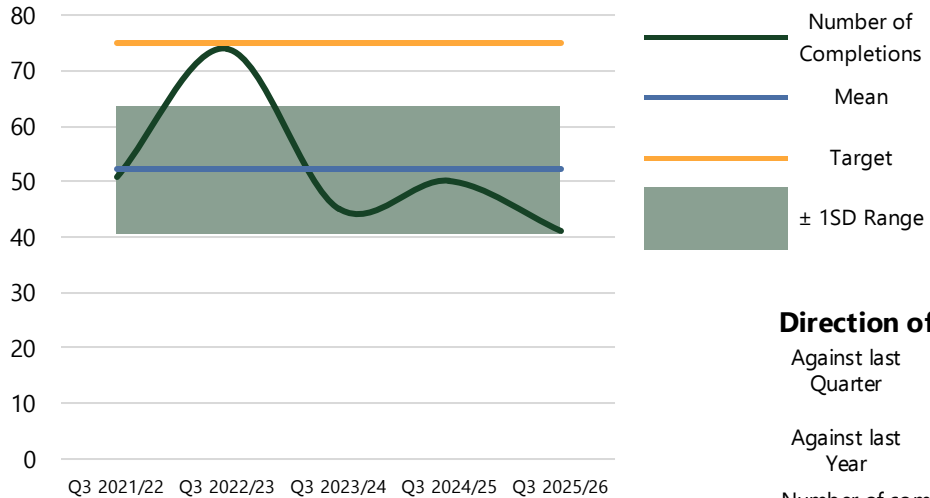
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During Q3, the Council experienced a decline, dropping to 46.98% from Q2's 76.07%. This was primarily due to the loss of a member of the Land Charges team in September, which created a significant backlog at a time when search volumes remained steady. This was driven by the loss of a team member in September, which created a backlog at a time when search volumes remained steady. Additional administrative support from Customer Services and the Support Services Team has since helped stabilise the service by allowing specialist officers to focus on clearing older cases and managing workflow more effectively. Following the sharp downturn in September, Cotswold has shown a clear and sustained recovery. Performance rose from 17% in September to 72% in December, indicating that service levels are steadily returning toward expected standards.

## How do we compare?

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


# Number of affordable homes delivered (cumulative)




**Higher is Good**

Target	75
Actual	41

### Direction of Travel

Against last Quarter 

Against last Year 

Number of completions increased since last quarter but declined since last year

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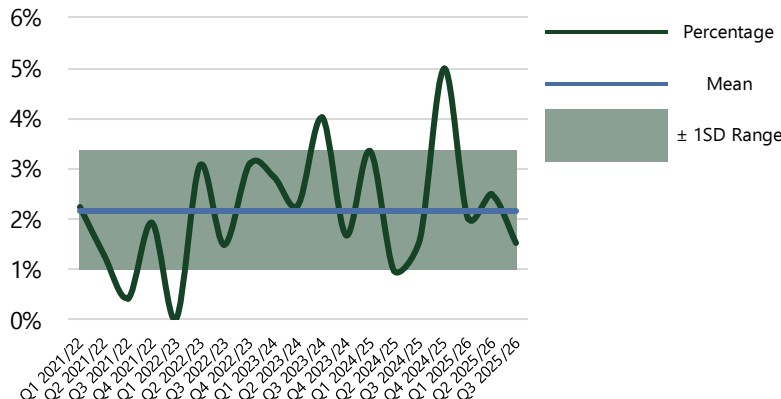
During Q3, twenty-one affordable homes were delivered. This included 6 homes by Sanctuary in Down Ampney and 15 homes by Cotswold Housing Association in Moreton-in-Marsh. Projections from Registered Providers indicate 70 completions for 2025/26, which is below the target of 100, making it unlikely the district will meet its annual goal. Delivery levels often fluctuate due to long build times and multi-year development phases, and early over-delivery under the current strategy has contributed to lower levels in more recent periods.

### 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)



## Direction of Travel

### Number of Fly Tips

Against last Quarter → *No Target*  
 Against last Year → Number of Fly Tips Collected

147

### Percentage Enforcement Action

Against last Quarter ↓ Percentage Enforcement Action  
 Against last Year → 1.53%

Fly Tips – Steady since last quarter but slightly increased since last year  
 Enforcement Action – Slightly declined since last quarter but steady since last year

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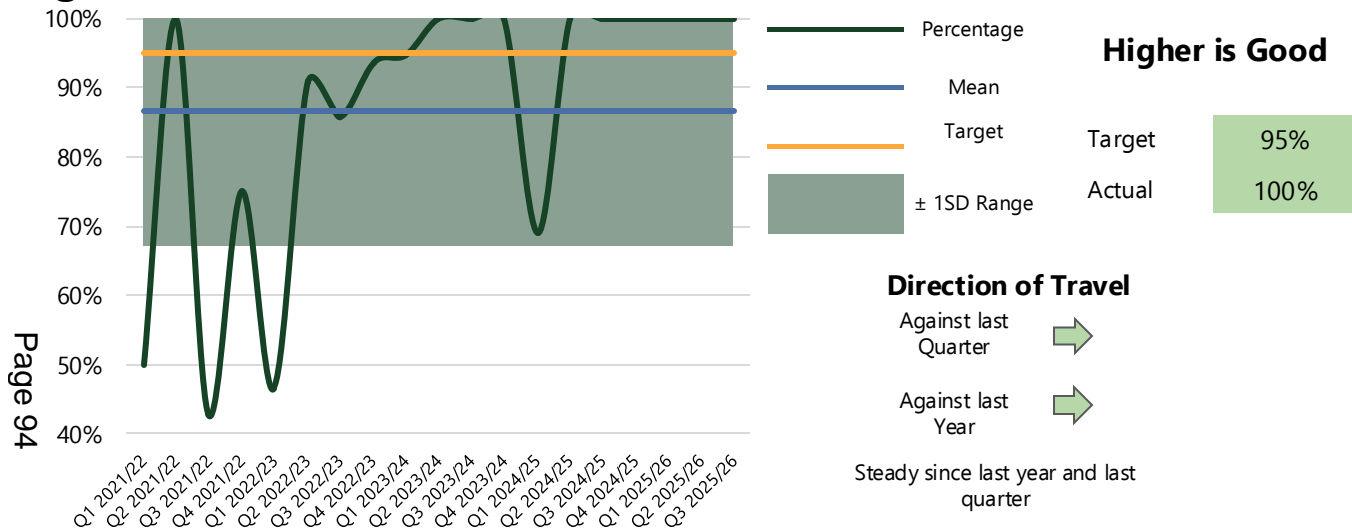
## How do we compare?

Number of Fly Tips reported for year 2022-23 for Local Authorities in England – Gov.uk. The latest dataset available is 2023-24

2023-24 Benchmark	Total Fly Tips	Total FPNs	% FPNs per Fly Tip	CIPFA Nearest Neighbours Rank	Quartile
Maldon	364	13	3.57	1/16	Top
<b>Cotswold</b>	<b>972</b>	<b>12</b>	<b>1.23</b>	<b>6/16</b>	<b>Second</b>
Wychavon	835	3	0.36	10/12	Third
West Devon	346	0	0	16/16	Bottom

During Q3, the team delivered a joint stop-and-search with Police and Trading Standards at Aston Down, engaging 43 vehicles. A new initiative secured court approval for directed surveillance following large-scale cannabis fly-tipping. Public engagement included a BBC TV feature on Duty of Care, while enforcement actions resulted in warning letters, FPNs and case files for prosecution. Additionally, a vehicle linked to fly-tipping has been flagged for police seizure to strengthen deterrence.

# Percentage of high risk food premises inspected within target timescales



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The Council conducted eight inspections during Q3, all of which were completed within the timescale.

High-risk food inspections are prioritised due to their greater potential impact on public health and safety enabling issues to be addressed swiftly. However, this focus can occasionally delay scheduled inspections for lower-risk food businesses. To mitigate this, the service uses a dashboard to track both high- and lower-risk inspections, ensuring that, despite the emphasis on high-risk establishments, lower-risk inspections are still completed promptly to maintain overall compliance and safety standards.

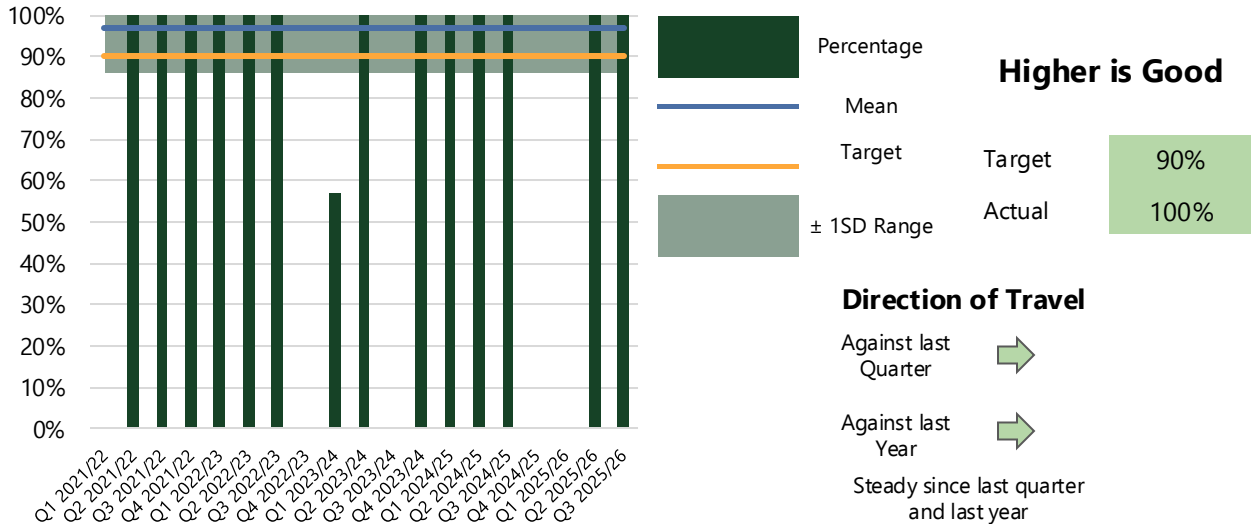
## How do we compare?

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

# % 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)

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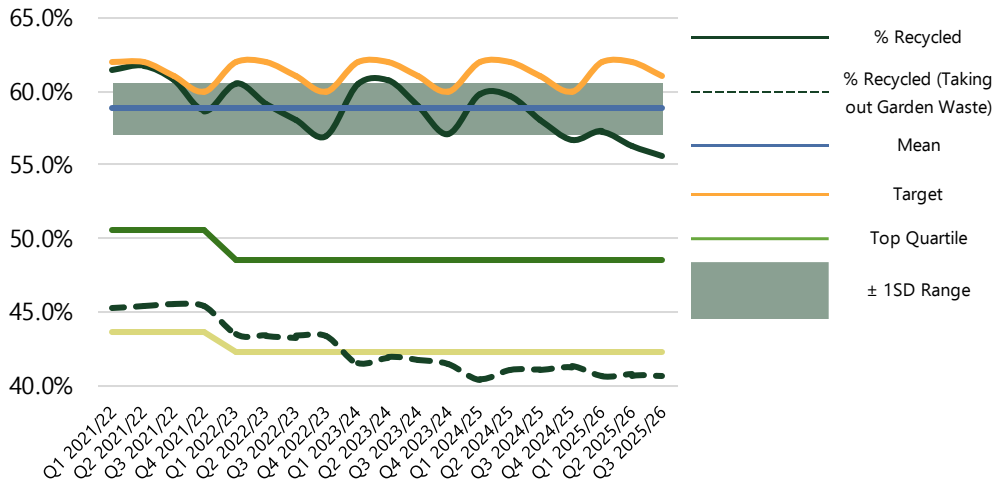


Three high-risk notification was received during Q3 relating to a sewage leak, which was assessed within the target timescale.

### How do we compare?

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


# Percentage of household waste recycled




## Higher is Good

Target **61%**  
Actual **55.64%**

## Direction of Travel

Against last Quarter 

Against last Year 

Declined since last quarter and last year

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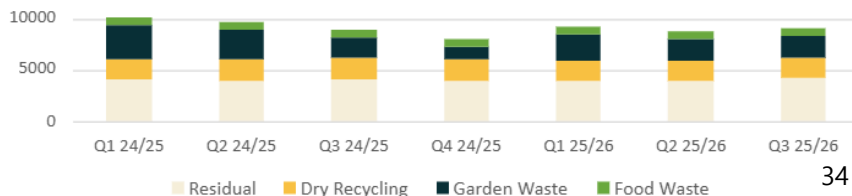
### How do we compare?

Percentage of household waste sent for reuse, recycling or composting – Gov.uk

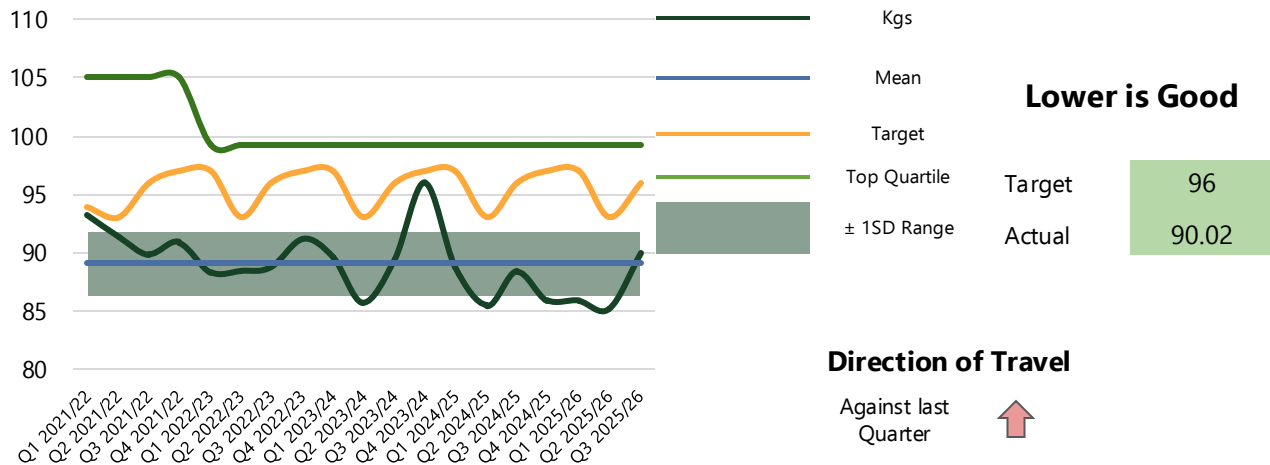
2023-24 Benchmark	%	CIPFA Rank	Quartile
Stratford-on-Avon	61	1/16	Top
Maldon	57.2	3/16	Top
<b>Cotswold</b>	<b>57.1</b>	<b>5/16</b>	<b>Second</b>
South Hams	46.6	10/16	Third
Lichfield	45.1	13/16	Bottom
East Hampshire	34.5	16/16	Bottom

The Council's recycling rate declined by around 2.5% compared to the same period last year, reflecting a wider national trend. In 2023/24, household recycling rates across England varied widely, ranging from 15.8% to 62.9% among local authorities. The national average recycling rate rose slightly to 42.3%, marking a 0.6 percentage point increase from the previous year.


### Tonnage Collected by Waste Stream




# Residual Household Waste per Household (kg)



## Direction of Travel

Against last Quarter 

Against last Year 

Increased since last quarter and last year

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## How do we compare?

Residual household waste per household (kg/household) – Gov.uk. The latest dataset available in 2023-2024

2023-24 Benchmark	Kg	CIPFA Rank	Quartile
Stroud	298.6	1/16	Top
Stratford-on-Avon	320.0	4/16	Top
Maldon	350.2	8/16	Second
<b>Cotswold</b>	<b>358.0</b>	<b>9/16</b>	<b>Third</b>
Wychavon	436.5	13/16	Bottom
Babergh	461.4	16/16	Bottom

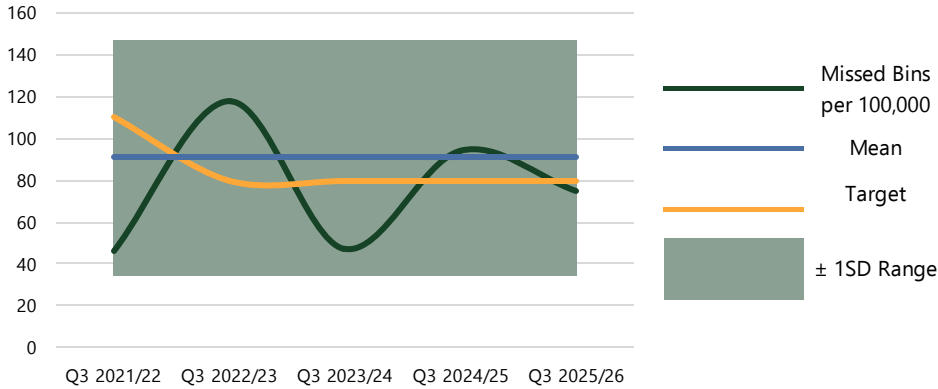
Residual household waste levels typically follow seasonal patterns, and targets are set accordingly.

In Q3, the Councils remained below their residual waste targets and also outperformed the Shire Districts' median of 111 kg per household. They also ranked within the top quartile of English District Local Authorities, with residual waste levels below the 99.25 kg threshold.

This continued strong performance highlights the Councils' effective waste reduction efforts and their position as national leaders in managing household waste.

# Missed bins per 100,000


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**Lower is Good**

Target	80
Actual	75

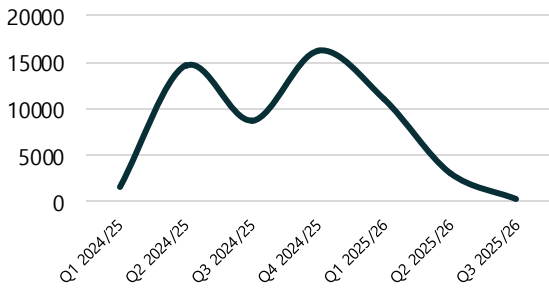
**Direction of Travel**

Against last Quarter 

Against last Year 

Increased since last quarter but decreased since last year

## Household Service Failures



## Unique Instances of Households being Affected by Service Failures This Quarter

271

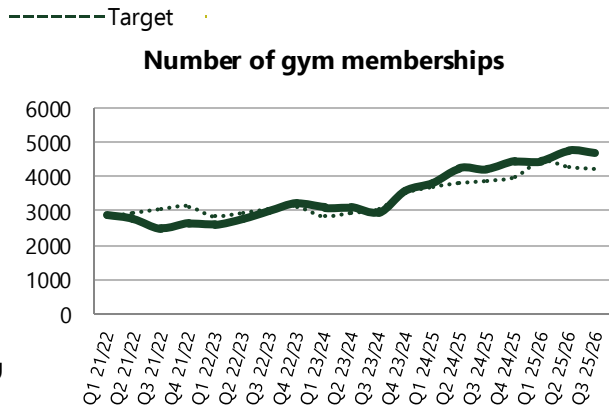
Missed bins per 100,000 collections rose to 75 during Q3, remaining below the target of 80. During the quarter, staff and process changes, along with improved communication through memos and toolbox talks, helped reinforce the importance of returning to missed collections. The ageing fleet also contributed to a number of breakdowns, which impacted service reliability; however, Cabinet have approved a new waste fleet replacement strategy to address this.

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

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




## Direction of Travel

### Gym Memberships

Against last Quarter 

Against last Year 

### Leisure Visits

Against last Quarter 

Against last Year 

## Higher is Good

### Gym Memberships

Target	4,250
Actual	4,693

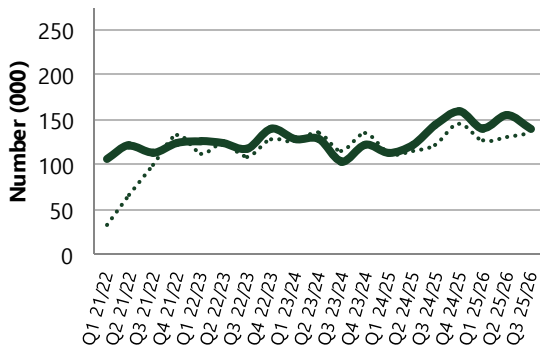
### Leisure Visits

Target	135,595
Actual	140,485

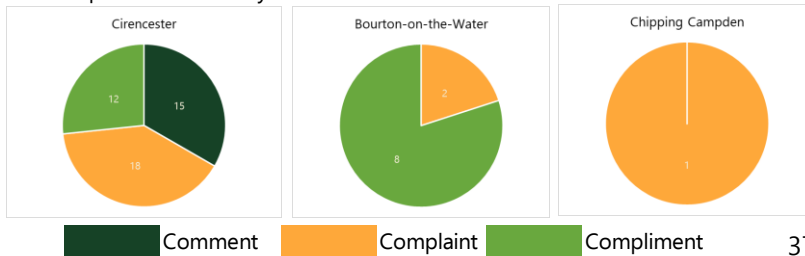
Gym Memberships – Increased since last quarter and last year  
Leisure Visits – Increased since last quarter and last year

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### Visits to leisure facilities



The Council exceeded its leisure targets in Q3, with memberships 10% above target and visits 4% above target, reflecting strong usage and demand for its facilities. A renewed focus on engagement this quarter has driven encouraging improvements in participation. To build on this momentum, several “Meet the Manager” sessions were held in October, successfully gathering member feedback and supporting service development. Recruitment has also progressed well, with a new support officer appointed and in post from January.



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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Council name	<b>COTSWOLD DISTRICT COUNCIL</b>
Name and date of Committee	<b>OVERVIEW AND SCRUTINY COMMITTEE – 13 APRIL 2026</b>
Subject	<b>PUBLICA BUSINESS PLAN 2026-2028</b>
Wards affected	All
Accountable member	Mike Evely - Leader of the Council Email: <a href="mailto:mike.evely@cotswold.gov.uk">mike.evely@cotswold.gov.uk</a>
Accountable officer	Jane Portman, Chief Executive Email: <a href="mailto:Jane.Portman@cotswold.gov.uk">Jane.Portman@cotswold.gov.uk</a>
Report author	Frank Wilson – Managing Director, Publica Email: <a href="mailto:Frank.Wilson@cotswold.gov.uk">Frank.Wilson@cotswold.gov.uk</a>
Summary/Purpose	To consider the Draft Publica Business Plan 2026-28, produced by the Publica Board in consultation with Directors and Shareholders, and to recommend that the Leader (as Shareholder Representative) approves the plan.
Annexes	Annex A – Draft Publica Business Plan 2026-28
Recommendation(s)	That Cabinet resolves to: <ol style="list-style-type: none"> <li>1. Endorse the Publica Business Plan 2026-2028</li> <li>2. Ask the Leader, as shareholder representative, to recommend its adoption to the Board</li> </ol>
Corporate priorities	<ul style="list-style-type: none"> <li>• Preparing for the Future</li> <li>• Delivering Good Services</li> </ul>
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Publica Shareholder Forum Officer Transition Board Publica Board



## **1. EXECUTIVE SUMMARY**

- 1.1** Publica's Articles of Association has twelve reserved matters for Shareholder Council approval, these ensure they retain the necessary control over their teckal company. Adopting or amending the Business Plan is one of the reserved matters.
- 1.2** The Business Plan proposed by the Publica Board spans a two-year time frame to tie in with the Local Government Reorganisation (LGR) deadline and runs up to Vesting Day of any new councils on 31 March 2028.
- 1.3** Whilst the exact shape and size of the new unitary councils are not yet known, the clear focus of the Business Plan is how Publica, along with its shareholding councils, will prepare its people and its services for LGR – the most significant change to the local government landscape in a generation.

## **2. BUSINESS PLAN 2026-28**

- 2.1** The title of the 2025-26 Business Plan was 'Preparing for the Future' and the plan set out how we would complete the second phase of the Publica Review, transitioning phase 2 services back to council direct employment. The plan also considered the emerging landscape post the announcement of Local Government Reorganisation (LGR) and how we would consider the impact / opportunities for Publica and council services.
- 2.2** A clear steer was received from shareholders that council services must continue to be delivered to meet the priorities set out in their Council Plans and therefore the 2025-26 plan gave a focus on this and set out some of the key delivery priorities for Publica in respect of Customer Services, ICT and Cyber Security.
- 2.3** Looking forward from now it feels that the principles set out in the current Business Plan continue to apply – completion of the Publica Review followed by a significant period of preparation as we seek to collectively implement the final decisions of government on unitary structures. Of course, this cannot come at the expense of the services we currently deliver to our communities and delivery of priorities set out by our councils in an ever-shortening timeframe.



- 2.4** For the reasons set out above it seems appropriate to produce a two-year business plan which aligns to Unitary 'Vesting Day' – the size and shape of councils and future of Publica, as yet, remain undetermined.
- 2.5** This approach of a two-year plan allows us to clearly define to our employees what is in front of us in the run up to reorganisation – Year 1 is all about preparation whilst Year 2 moves into an implementation phase as shadow councils are formed.
- 2.6** The draft plan is attached at Annex A. The key changes that are covered include:-
- Updated Foreword – reflecting the challenge facing Publica and the councils as we prepare our teams for Local Government Reorganisation whilst not yet knowing what this means in detail
  - Governance changes – how we now work with councils after the Publica Review
  - Priorities – how we are delivering on council priorities and maintaining service standards
  - Service Offering – Key services that Publica delivers on behalf of the councils – this was felt important post the Publica Review so it is clear which services we deliver now
  - Preparing for the Future – Year 1 and Year 2 priorities focused on our people and delivering service reviews ready for LGR
  - Finances – 26/27 Budget and 3-year plan
- 2.7** The draft plan attached has been considered by Shareholder Forum and amendments requested have been made.

### **3. ALTERNATIVE OPTIONS**

- 3.1** The Cabinet could determine not to approve the Business Plan and refer it back to the Board and Shareholder Forum.

### **4. FINANCIAL IMPLICATIONS**

- 4.1** As part of the second phase of the Publica Transition it was agreed by all shareholders that the cost allocation model would be updated to reflect current



consumption of services by partners. The changes were approved by all shareholders in December 2025.

- 4.2** The revised financial implications of service provision set out in the Business Plan have been incorporated in the annual budget approved by Council in February 2026. Where changes in provision occur during the year these are subject to contract variations which are agreed between Publica and the council.

## **5. LEGAL IMPLICATIONS**

- 5.1** Approval of the Business Plan is a requirement of the Members Agreement and is a reserved matter for shareholders.

## **6. RISK ASSESSMENT**

- 6.1** There are no significant risks in respect of the adoption of the Business Plan. Failure to adopt the Business Plan would require further engagement with shareholder and the Publica Board.
- 6.2** The Business Plan sets out how Publica will de-risk from an employment perspective any future transition to new unitary councils.

## **7. EQUALITIES IMPACT**

- 7.1** In carrying out the preparation for LGR Publica will follow its equality and diversity policies and ensure no disadvantage to any group of either employees or service users.

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

- 8.1** As a silver accredited Carbon Literacy Employer, it will continue to ensure that the climate and ecological emergencies are considered as part of its operations.

## **9. BACKGROUND PAPERS**

None

(END)



# Business Plan 2026 to 2028

Preparing for the Future

## PUBLICA

# PUBLICA

## I. Foreword



**Frank Wilson**  
Interim Managing Director



**Christine Gore**  
Chair of the Board

In 2026, local government in Gloucestershire and Oxfordshire stands on the cusp of the most significant change in a generation. In both counties the last year has involved the creation of business cases to meet central government's challenge to move to a standardisation of local government structures across the country. This 'unitarisation' of local government, merging county council and district council responsibilities, will impact all employees, councillors, residents and businesses within our partner council boundaries.

Change of this magnitude will inevitably impact the services Publica provides to its councils. Indeed, the councils, our shareholders, will cease to exist from April 2028 and will be replaced by new organisations. Establishing what this means for Publica, and therefore our employees, is critical over the next year so that we can provide a level of reassurance for them. Providing this clarity for the future will help us ensure that we can continue to deliver high quality services to our residents and businesses as we move through this period of significant change.

In 2025, submissions were made to the government which set out options for the future. For our shareholders this could mean that they will combine to become part of two or three councils in the future, which will be larger in scale and cover a broader range of responsibilities. The government anticipates making a final decision on what structures will look like in July 2026 with new councils going live on 1 April 2028.

Given the scale of transition required to establish new organisations (including elections in 2027), it is critical that the councils, with Publica playing its part, prepare for this new world. It is critical that we do not wait for the final decision but start preparation now – and we can confirm that it has already started.

The first year of this two-year business plan has a heavy focus on planning and preparing (where we can) for any changes. This will involve providing options for our shareholders to consider as they work with their partners across Gloucestershire and Oxfordshire in building future organisational plans. Whilst doing this, we will continue to make the case, where appropriate, for the shared delivery model that Publica demonstrates – a model that has delivered savings to our shareholders over the years at a level of almost twice the original business case.

The second year of the business plan will see both Publica and the councils move into delivery mode for the new councils – building the new organisations, establishing the infrastructure and supporting our people through this period of change.

Of course, in delivering all these changes for the future we cannot ignore the present, not only delivering great core services but also helping our councils deliver their legacy projects, ensuring residents are not disadvantaged by any future changes to structures, and ensuring the new councils get as clean a start as possible.

## 2. Introduction: The Publica Business Plan

Publica's Articles of Association have twelve reserved matters for shareholder council approval. This makes sure that they retain the necessary control over their 'Teckal' company. Adopting or amending the business plan is one of the reserved matters.

This business plan is for two years, reflecting the run up to local government reorganisation and the significant change that will bring. The main purpose of this plan is to:

- Continue the focus on delivering the shareholder councils' priorities and their legacies.
- Continue to deliver great, value for money services to residents and businesses on behalf of the councils.
- Recognise the need to balance continued provision of services whilst contributing to the significant work required to prepare for Local Government Reorganisation.
- Support and prepare our people and services for change as we build towards Local Government Reorganisation.



# Our performance of key services across the year

## BENEFITS

54,593



residents supported with applications

## HOUSING

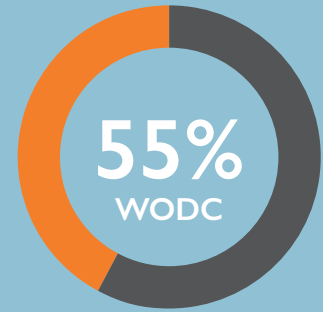
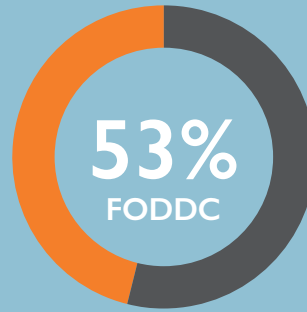
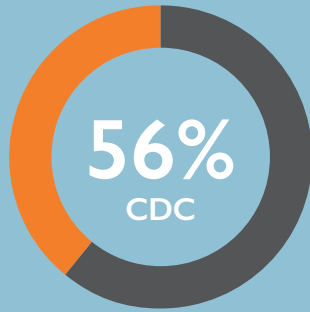


504

residents prevented from becoming homeless

## WASTE

Our partnership delivers some of the best recycling rates nationally



£4.6M



cummulative savings from environmental services innovation programme

74,237



green licences sold

## PEOPLE



130

Completed carbon literacy training

661

Staff supported through learning and development



## CUSTOMER SERVICE

11%

Fewer phone calls



Over 185,000

Customer service cases opened

98%

of customers satisfied



## REGULATORY



6,000

Planning applications validated



1,334

Food businesses inspected

### 3. The Publica Values

The Publica values will continue to help and guide us through the transition.

#### Authentic

We act genuinely and transparently. We do the right thing for our customers, our organisation and each other.

#### Modern

We are not set in our ways. We are constantly looking to find ways to innovate and do things smarter.

#### Flexible

We are agile - adapting how and what we do to meet the demands of our customers, our colleagues, our local communities and the needs of the modern world.

#### Thoughtful

We take pride in delivering a great service, taking the time to understand and care about the planet and the environment, as well as our customers and their needs.

Following both phases of transferring services from Publica, partner councils have introduced their own values and behaviours, developed collectively by both Publica and council employees.

Whilst each council may have subtly different values, these all overlap and complement our Publica values. We believe that all employees, regardless of their employer, should be happy to live by all the values that are agreed across the partnership.



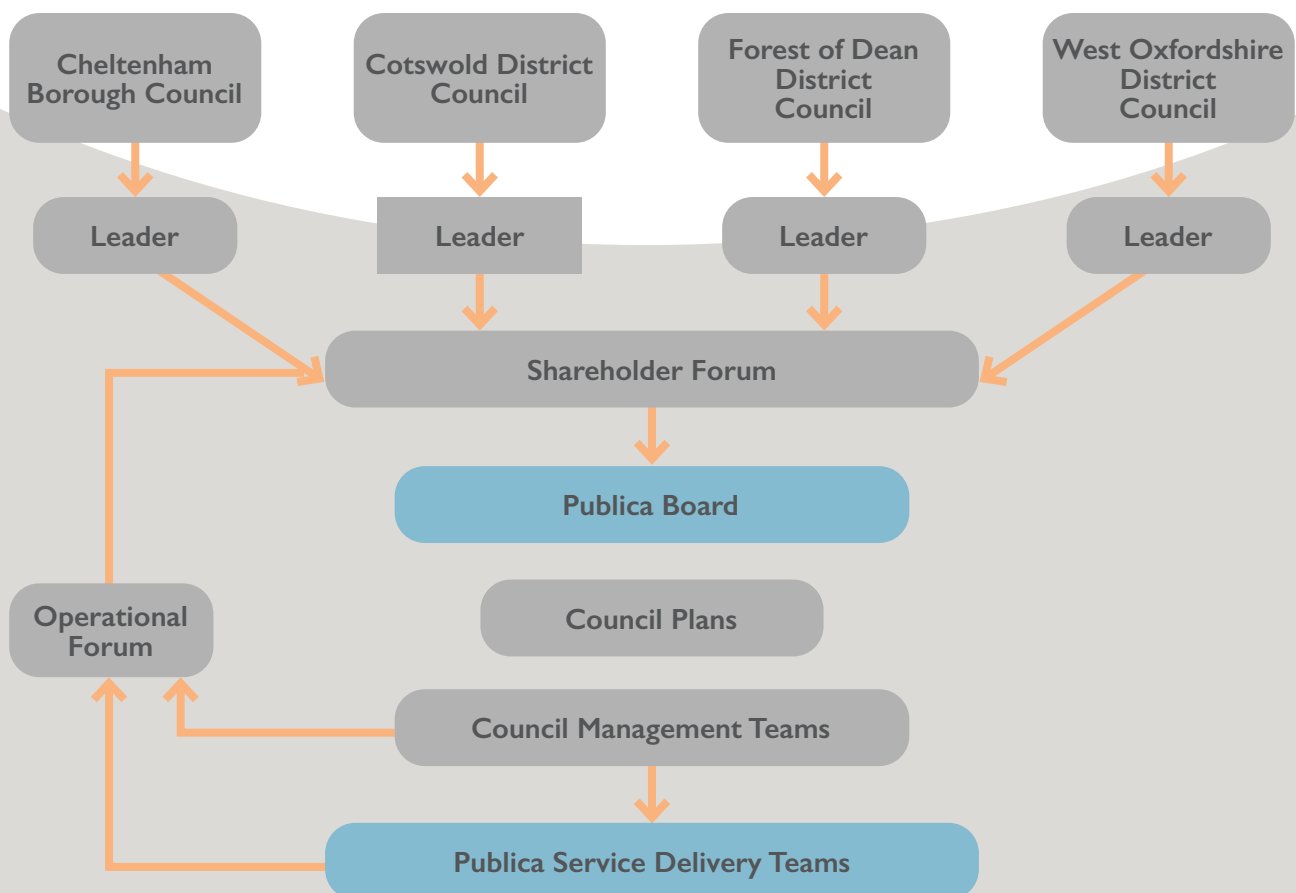
PUBLICA

## 4. Re-imagining Publica

Having successfully delivered the Publica Review, the services which now remain within Publica are those which are more traditionally delivered under shared service arrangements. This creates an opportunity as both Publica and the councils collectively face the new challenge of Local Government Reorganisation (LGR).

Following the transition of services, the councils are more focused on their role as commissioner of the services received from Publica and other strategic partners. Changes have been made to reshape the Publica Board and update governance arrangements including extending and simplifying service agreements, rejuvenating the Shareholder Forum, and introducing a new Operational Forum chaired by one of the Shareholder councils. The Publica Board now comprises of three executive directors and five non-executive directors, of which two are council officers collectively nominated by the shareholders.

A key focus of the Operational Forum through the life of this plan will be reviewing Publica performance and projects that will be delivered in the run up to LGR. The forum provides a platform for shareholders to explore our service performance and delivery in greater depth, complementing the current arrangements through council committees. The new governance structure is set out below.



# 5. Delivering council priorities and effective core services

## Delivering council priorities

Shareholder councils have ambitious plans to deliver their local priorities. We are committed to delivering key projects with the shareholder councils, being flexible and agile to emerging priorities, and realising the benefits for local communities. Increasingly the focus will be on delivering legacy projects, which provide a lasting benefit for communities, in advance of the LGR transition.

The key projects that we will deliver for shareholder councils are as follows:

### Communities and Economy

- Delivery of car parking and public convenience strategies to maximise the benefits these assets provide and ensure they are of good quality and meet the needs of local residents and visitors.
- Supporting local business and residents through review of Hackney Carriage and Private Hire policies.
- Supporting local communities to build their resilience so they can respond effectively to emergencies.

### Housing and Wellbeing

- The Low Income Family Tracker (LIFT) project identifies residents that may be in financial hardship and need support. We have already supported residents to secure benefits with a lifetime impact of £421,000 and the next two years will build on the early success of the project.
- Supporting changes required for compliance with The Renters Rights Act including enforcing the new tenancy system and using strengthened enforcement powers through our regulatory teams in Housing and Environmental Health.
- Acquiring new properties to provide emergency accommodation in areas of high demand, to improve the living standards for those requiring support and reduce the costs for the councils.

### Modern Services

- Three technology programmes, exploring AI, spatial data and improving the partnership ERP system.

- Tackling underperformance in key areas by embedding process redesign and continuous improvement so that services remain responsive, efficient, and fit for the future. This includes improving a number of frontline services delivered by Publica over the lifespan of this plan.
- Supporting improvements to our procurement processes and tools to enhance transparency, reduce financial risk, and ensure more efficient, compliant procurement activity. Strengthening financial control by ensuring all spending is pre-approved, reducing the risk of unauthorised or inaccurate payments.
- Providing well supported and managed placements for apprentices and T-Level students to support young people seeking employment in the districts and provide a pipeline of candidates for future vacancies.

### Environment

- Supporting our business waste customers by helping them comply with Simpler Recycling requirements while making the process as straightforward as possible. Offering practical advice and responsive customer support to ensure businesses can manage their waste efficiently, reduce costs, and maximise environmental benefits.
- Digitising Food Health and Safety forms and strengthening document retention policies to reduce the associated environmental footprint, lowering waste and energy use and helping create a more sustainable and efficient service.
- Enhancing our environmental crime capabilities to tackle fly tipping incidents.

# Our Core Service Offer

Customer services and the safe, secure technology that supports their delivery are the fundamental building blocks of everything Publica does. We believe that by designing simple, effective and value for money services, which are digitally enabled, we can ensure residents and businesses receive consistently good interactions

## Customer Services

Delivering high quality, customer focused, services for residents is at the heart of everything Publica does. Customer needs and behaviours continue to change significantly, meaning the way in which we interact needs to continually evolve. Our promise to provide customers with prompt, high quality, easily accessible services remains as relevant as ever:

We have continually improved customer services to meet our strategic commitments to residents. This is borne out by the very high levels of customer satisfaction in relation to face-to-face and telephone interactions. As we continue to evolve, our work is focused on ensuring that customers have consistently good interactions throughout their entire journey with us.

Our current approach builds upon the successes in the front office but has a greater focus on back-office customer experience. This will provide more consistency for customers, reduce the need for repeat contacts, and provide a better overall experience by:

- Improving digital access with a focus on self-service
- Exploring automation of simpler tasks
- Optimising processes through redesign, to take advantage of modern technology.
- Make more data-led decisions
- Plan the workforce around the customer

## Information and Communication Technology (ICT) Services and Cyber Security

Our technology and the teams that support it are the foundation of everything we deliver to support council services and residents. Continued investment by the councils has enabled us to do this safely and successfully. Our unified architecture across multiple organisations means that we can provide greater proportional value without increasing costs.

Every working day, our team enables around 1,800 people to log in and access the systems necessary for delivering council services. The ICT teams ensure that business systems remain accessible at all times from any location and to introduce new services and strengthen integration between business systems, residents and strategic partners.

The Cyber Security team leverages innovative technology, including AI and automation, to monitor and safeguard all of our operations, ensuring we are safe by design and default.

Over the coming years we will continue to evolve with three technology programmes designed to support the current and future needs of the councils. The programmes include projects such as laptop replacements, Cloud migrations of data and business systems, enabling existing systems with AI capabilities, implementing UK Government sponsored technologies, and implementing new data standards.

Just as our core Customer, ICT and Cyber support services form the basic building blocks underpinning service delivery, Publica also delivers a range of fundamental, front line, shared services that provide value to residents, businesses and communities. Some of the key services include:

## Revenues

The service collects local taxation across 141,000 Council Tax accounts and almost 17,000 Business Rate accounts collecting around £280m in Council Tax and almost £100m in Business Rates per annum. Within this the service assesses the eligibility for discounts and exemptions for households and businesses and is responsible for the recovery of debts, up to and including representing the councils in court.

## Benefits

A shared service team dealing with over 17,000 Housing Benefit and Council Tax Support claims. The service processes circa 65,000 changes per annum to these claims and provides vital, time critical, support to some of our most vulnerable residents. The team also delivers the Low Income Family Tracker campaigns which support struggling households.

## Housing Allocations

This team manages a total waiting list of circa 5,500 housing applications. Operating a Choice Based Lettings system and working closely with registered housing providers and private landlords, the team help residents to take advantage of a broad range of housing options.

## Homelessness

Supporting the most vulnerable members of our communities, the team seeks to prevent homelessness. Where this cannot be avoided they seek to secure suitable emergency accommodation and subsequently an appropriate and permanent home.

## Environmental and Regulatory Services

This service has a broad scope, including Environmental Protection, Food Health and Safety, in addition to Licensing. Services ensure that land, air, water and noise pollution is effectively regulated, alongside housing and envirocrime enforcement. Teams ensure businesses operate safely and hygienically. The Licensing team review and regulate a wide variety of premises and activities, supporting license applicants to understand the boundaries of their license.

## Service Support

A multi-purpose service providing support to many services within Publica and the councils, whilst also delivering key services such as Disabled Facilities Grants and planning administration.

## Transactional Finance, Insurance and Procurement

The exchequer, accounts receivable, and accounts payable services manage the day to day transactional financial services for the councils. The insurance service manages the insurance contract for the four partner councils and Ubico, managing claims and premiums and liaising with the broker. The procurement team provides advice and guidance to all services on the commissioning and procurement of contracts for works and services, ensuring the partners remain compliant and achieve good value.

## Paid for Products

Management of a range of commercial products that deliver over £5.6m revenue back to the councils, ranging from Green Waste licensing to grounds maintenance and bulky waste services.

## Car Parking

Managing parking services across car parks owned and managed by three of our councils, they provide parking enforcement, management of Parking Charge Notices, issue of permits and management of income collection. They also manage Public Conveniences and the cleaning, cash collection and pay and display machines contracts that support these services.

## Emergency Planning

Working with multi-agency partners this team supports locality duty officers, rest centre and coordination team managers through training and advice to ensure they can respond effectively in an emergency. They manage the preparation and testing of Business Impact Assessments and Business Continuity Plans reducing the risk of service disruption in the event of a challenge threatening normal operations.

## Recruitment and Learning & Development

Providing a full end to end recruitment service for our shareholders and third-parties, and learning and development across the partnership.

## HR & Payroll

Managing the full employee lifecycle from recruitment to payroll this team supports a number of our councils and third parties.

## 6. Preparing for the Future

Our shareholder councils will know the size and shape of the new unitary councils in the summer of 2026 and this will give some certainty to employees who will transfer to the new councils upon vesting in April 2028. The future of Publica will remain uncertain for a longer period and may not be clear until after the new shadow councils are formed.

A decision could include retention of Publica to provide services to the new councils or closing the company on or before vesting day. With links with Ubico, Publica already has a footprint which extends across the whole of Gloucestershire, and this will create opportunities for discussions as the new landscape emerges. However, Publica must prepare for all possible outcomes.

A key focus over the life of this business plan will be to implement people focused strategies to retain high quality people by preparing and supporting them in readiness for LGR.

To do this we will align services and people to the new unitary councils. Should the decision be made to close Publica, this work will ensure that people retained within Publica are treated fairly and their employment is protected, whilst also giving the opportunity to mitigate cost increases to councils.



Over the next two years we will deliver the following workstreams with shareholders:

## Year 1

- Support the councils as they work towards the establishment of new unitary councils by being part of the LGR programmes for both Gloucestershire and Oxfordshire, bringing our skills and expertise to the benefit of the individual work programmes.
- Implement people focused strategies with the aim to retain high quality people by preparing for the future and providing support in readiness for LGR.
- Deliver in-depth reviews of our service provision to help understand the future options for the partnership, including the benefits, risks and costs of each option. Where there is an in-year change (where the service area moves back to the Council) this will be reported by the individual council through regular quarterly reporting. The table below sets out the programme of work to achieve this.

Description	FTE	Priority
Corporate Support	8.2	1
DFGs /Safeguarding/Refugees	7.7	1
Flood Defence and Land Drainage	6.0	1
Local Land Charges	2.9	1
Car Parks - Off Street	11.6	2
Homelessness	30.9	2
Human Resources	12.9	2
Environmental Regulatory Services (ERS)	30.1	2
Health & Safety	1.2	2
ICT	51.5	2
Housing and Welfare Benefits	23.1	3
Council Tax/NNDR Collection	26.1	3
Licensing	8.0	3
Reception/Customer Services	34.6	3
Payroll	4.0	3
Training Talent and Recruitment	8.5	3
Procurement	3.7	3
Insurances	2.0	3
Services Support Team	24.3	3
Finance, Transactional / Treasury / Creditors / Debtors	21.7	3
Resources Data Performance and Growth	14.0	3
Planning Validation- Service Management and Support	16.4	3

## Year 2

- Agree the options for future service delivery with our shareholders and the shadow councils and then implement those outcomes ready for Vesting Day.
- Support the implementation of the new councils through the relevant workstreams including the transfer of any appropriate staff from the existing councils and Publica.

## 7. Finance and Risk

Publica was established by the shareholder councils in 2017 with a business case to deliver £2.3m of annual shared service savings through the company by 2028 with cumulative cash savings of £18m by the same date. Tracking of the savings post the Publica Review is now more difficult however, using the same principles established since 2017, the annual shared service savings have reached £4.1m and cumulative cash savings £30.6m if the proposed budget is delivered in 2026/27.

	2025/26 Approved Base	Movement	Revised 2025/26 Base	2026/27 Base
	£000s	£000s	£000s	£000s
<b>Sales</b>				
<b>Contract Income</b>	<b>21,731</b>	<b>(2,681)</b>	<b>19,050</b>	<b>19,792</b>
<b>Direct Costs:</b>				
Salaries (Inc. on-costs)	18,532	(1,918)	16,614	17,376
Agency Costs	30	0	30	30
Employee Transport and Travel	115	0	115	105
Other Staff costs	514	0	514	476
<b>Gross Surplus</b>	<b>2,540</b>	<b>(763)</b>	<b>1,777</b>	<b>1,805</b>
Administration Expenses	1,567	(635)	932	931
<b>Operating Surplus</b>	<b>973</b>	<b>(128)</b>	<b>845</b>	<b>874</b>
Net Interest (Payable)/ Receivable	76	0	76	91
<b>Surplus</b>	<b>1,049</b>	<b>(128)</b>	<b>921</b>	<b>965</b>
Tax	14	0	14	23
Contract Fee Refund	1,035	(128)	907	942
<b>Retained Surplus</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Three Year Forecast

This strategy extends beyond the timeframe for LGR implementation and therefore is very dependent upon decisions made in respect of Publica contracts as part of that implementation.

	2025/26 Base Year	2026/27 Year 1	2027/28 Year 2	2028/29 Year 3
	£000s	£000s	£000s	£000s
<b>Sales</b>				
<b>Contract Income</b>	<b>19,050</b>	<b>19,792</b>	<b>20,397</b>	<b>21,016</b>
<b>Direct Costs:</b>				
Salaries (Inc. on-costs)	16,614	17,376	17,897	18,434
Agency Costs	30	30	31	32
Employee Transport & Travel	115	105	108	111
Other Staff costs	514	476	490	505
<b>Gross Surplus</b>	<b>1,777</b>	<b>1,805</b>	<b>1,871</b>	<b>1,934</b>
Administration Expenses	932	931	959	988
<b>Operating Surplus</b>	<b>845</b>	<b>874</b>	<b>912</b>	<b>946</b>
Net Interest (Payable)/ Receivable	76	91	79	73
<b>Surplus</b>	<b>921</b>	<b>965</b>	<b>991</b>	<b>1019</b>
Tax	14	23	20	18
Contract Fee Refund	907	942	971	1,001
<b>Retained Surplus</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Risk Management

Publica maintains a strategic risk register which is considered regularly by its management team and the Audit and Risk Committee. This makes sure that we effectively manage the most critical risks facing Publica and its shareholders, whilst also continually scanning the horizon for emerging risks and opportunities. The key strategic risks for Publica are:

- Changes to the local government finance regime upon the shareholder councils financial standing
- Impact of Local Government Reorganisation on our shareholding councils and therefore Publica
- Recruitment and retention particularly in light of Local Government Reorganisation
- Continued risks in respect of cyber security

There remains an opportunity that any emerging unitary authorities may wish to adopt the 'Teckal' model of service provision particularly as Publica has an established track record of successfully bringing together services from multiple councils and creating a shared resilient and cost effective service. This could provide an opportunity for an expansion of service provision.

## 8. Performance Management Framework

Publica and the shareholder councils have made significant progress in becoming more data-driven and data-mature organisations, strengthening their ability to deliver modern, effective services for residents. Over the past year we have transformed our performance and improvement capabilities, building a seamless pathway from performance insight to enhanced service delivery.

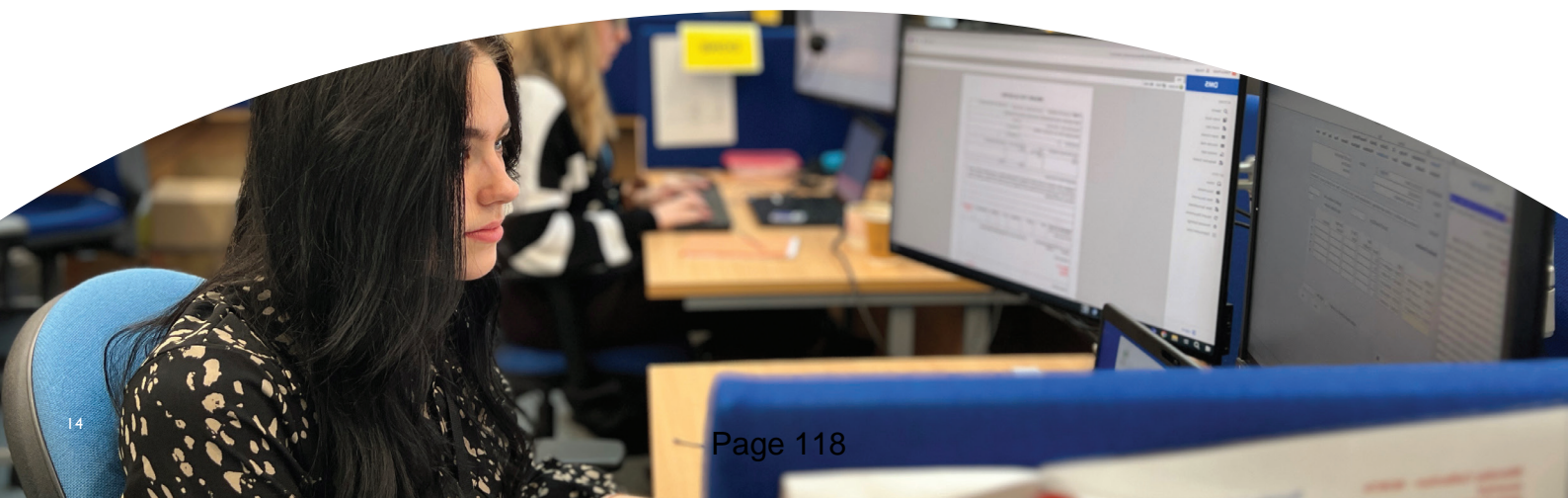
By ensuring that all partnership performance frameworks clearly highlight when performance is off-target at an early stage, we are able to trigger targeted interventions to support improvement and recovery.

At a practical level, strengthening our business partnering capability over the lifespan of this plan will build on existing work to embed a culture of insight, with managers and teams increasingly using data proactively to inform decisions.

As we move towards LGR, we are placing an increased emphasis on strengthening insight and performance across the full range of services delivered by Publica and the partnership. This will ensure that teams are fully supported to maintain high-quality delivery and that all services are handed over in a strong and stable position on Vesting Day. Our priority will be those services included within the corporate KPI suite, as these represent the areas of greatest impact for our residents and businesses.

### The corporate KPI suite includes reporting on:

- Revenue Collection and Benefits Processing
- Customer Satisfaction
- Land Charge searches
- Long Term Empty Properties
- Housing and Homelessness
- Environmental investigation and enforcement
- High risks investigated within target timescales
- Customer contact (complaints, FOI, EIR etc.) responded to within target timescales
- Percentage of invoices paid within 30 days
- Server uptime and IT service request/incident response times
- Organisational Health including sickness, attrition and health and safety incidents.
- Financial Performance, payroll accuracy





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