

Public Document Pack



COTSWOLD
DISTRICT COUNCIL

Friday, 26 April 2024

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OVERVIEW AND SCRUTINY COMMITTEE

A meeting of the Overview and Scrutiny Committee will be held in the Council Chamber - Council Offices, Trinity Road, Cirencester, GL7 1PX on **Tuesday, 7 May 2024 at 4.00 pm.**

Rob Weaver
Chief Executive

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

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

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

Cotswold District Council, Trinity Road, Cirencester, Gloucestershire, GL7 1PX
Tel: 01285 623000 www.cotswold.gov.uk

AGENDA

1. **Apologies**
To receive any apologies for absence.

The quorum for the Overview and Scrutiny Committee is 3 members.
2. **Substitute Members**
To note details of any substitution arrangements in place for the Meeting.
3. **Declarations of Interest**
To receive any declarations of interest from Members and Officers, relating to items to be considered at the meeting.
4. **Minutes (Pages 5 - 10)**
To approve the minutes of the meeting held on 27 February 2024.
5. **Matters Arising from Minutes of the Previous Meeting**
To consider actions outstanding from minutes of previous meetings
6. **Chair's Announcements**
To receive any announcements from the Chair of the Overview and Scrutiny Committee.
7. **Public Questions**
A maximum of 15 minutes is allocated for an “open forum” of public questions at committee meetings. No person may ask more than two questions (including supplementary questions) and no more than two such questions may be asked on behalf of one organisation. The maximum length of oral questions or supplementary questions by the public will be two minutes. Questions must relate to the responsibilities of the Committee but questions in this section cannot relate to applications for determination at the meeting.

The response may take the form of:
 - a) A direct oral response (maximum length: 2 minutes);
 - b) Where the desired information is in a publication of the Council or other published work, a reference to that publication; or
 - c) Where the reply cannot conveniently be given orally, a written answer circulated later to the questioner.
8. **Member Questions**
A maximum period of fifteen minutes is allowed for Member questions. Questions must be directed to the Chair and must relate to the remit of the committee but may not relate to applications for determination at the meeting.

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

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

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

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

- a) A direct oral response (maximum length: 2 minutes);
- b) Where the desired information is in a publication of the Council or other published work, a reference to that publication; or
- c) Where the reply cannot conveniently be given orally, a written answer circulated later to the questioner.

9. **Ecological Emergency Update (Pages 11 - 24)**

Summary/Purpose

To update the Committee on progress in implementing the Ecological Emergency Action Plan

Recommendation

That Overview and Scrutiny Committee resolves to:

- I. Note this report and agree any recommendations it wishes to submit to the Cabinet meeting on 9 May

10. **Adoption of Asset Management Strategy (Pages 25 - 70)**

Purpose

For Cabinet to agree to adopt the Asset Management Strategy to provide a clear strategy for future decision making and investment in the Councils land and property assets.

Recommendation

That Overview and Scrutiny Committee resolves to:

- I. Agree any recommendations it wishes to submit to the Cabinet meeting on 9 May

11. **Legal Services Partnership Agreement and Transformation Programme Update (Pages 71 - 86)**

Purpose

To seek authority from Cabinet to enter into a formal partnership agreement for a shared legal service with Forest of Dean and West Oxfordshire District Councils and to note progress on the Legal Services Transformation programme to date.

Recommendation

That Overview and Scrutiny Committee resolves to:

- I. Note this report and agree any recommendations it wishes to submit to the Cabinet meeting on 9 May

12. **Report back on recommendations (Pages 87 - 88)**
For the Committee to note the Cabinet's response to any recommendations arising from the previous Overview and Scrutiny Committee meeting.
13. **Updates from Gloucestershire County Council Scrutiny Committees**
Purpose
To receive any verbal updates on the work of external scrutiny bodies:

Gloucestershire Economic Growth Scrutiny Committee – Cllr Angus Jenkinson
Health Overview & Scrutiny Committee – Cllr Dilys Neill
14. **Work Plan and Forward Plan (Pages 89 - 108)**
Purpose
For the Committee to note and review its work plan and to select Cabinet decisions for pre-decision scrutiny at future committee meetings.

Recommendation
For the Committee to recommend the 2024/25 work plan for approval by the incoming Committee.

(END)

Overview and Scrutiny Committee
27/February2024



COTSWOLD
DISTRICT COUNCIL

Minutes of a meeting of Overview and Scrutiny Committee held on Tuesday, 27 February 2024

Councillors present:

Len Wilkins

Gary Selwyn - Vice-Chair
(Acting Chair)

David Fowles

Angus Jenkinson

Dilys Neill

Michael Vann

Julia Judd

Clare Turner- (Acting Vice-
Chair)

Jon Wareing

Officers present:

Robert Weaver, Chief Executive

David Stanley, Deputy Chief Executive and
Chief Finance Officer

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

Andrew Pollard, Interim Programme Director

Claire Locke, Assistant Director for Property
and Regeneration

Ana Prelici, Democratic Services Officer

Cabinet Members present:

Councillors Tony Dale- Cabinet Member for the Economy and Council Transformation, Mike Every - Deputy Leader and Cabinet Member for Finance and Lisa Spivey- Cabinet Member for Communities and Public Safety

External Guests present:

Vivien Holland, Local Partnerships Project Director

OS.46 Apologies

Apologies were received from Councillors Gina Blomefield, Tony Slater, David Cunningham and Tristan Wilkinson.

OS.47 Substitute Members

Gina Blomefield was substituted by Councillor Len Wilkins, Councillor Tony Slater was substituted by Councillor David Fowles, Councillor David Cunningham was substituted by Councillor Julia Judd and Councillor Tristan Wilkinson was substituted by Councillor Patrick Coleman.

OS.48 Declarations of Interest

There were no declarations of interest.

OS.49 Minutes

Members made amendments to the minutes of the meeting held on 30 January;

- A missing 'd' in Paul Hodgkinson
- The minutes on OS.36 and OS.37 were repeated
- The meeting end time read 17:15 but should have read 7:15pm

RESOLVED: To approve the minutes of the meeting held on 30 January.

Voting Record For – 5, Abstentions 5, Against 0

There were no amendments to the minutes of the meeting held on 21 November.

RESOLVED: To approve the minutes of the meeting held on 21 November.

Voting Record For – 6, Abstentions 4, Against 0

OS.50 Matters Arising from Minutes of the Previous Meeting

The Chair stated that the Committee resolved to track progress made with GWR following the meeting, and asked that this be added to the action tracker.

OS.51 Chair's Announcements

There were no Chair's announcement.

OS.52 Public Questions

Samantha Frith, a member of the public asked two questions of the Cabinet Member for Communities and Public Safety. The Cabinet Member responded to, the questions but stated that they would circulate a further written response if they felt one was needed after speaking to officers.

“Thames Water are pleading compliance on their sewage discharge permits, but some of these permits, however, are ancient and outdated, the sewage pumping station, for instance, in Moreton in Marsh, was issued in 1984 Moreton, has increased by 40% in the last 10 years alone and there are plans to increase the population even further in the near future.”

Will the Council ensure that the Environment Agency updates the permits before any further pressure on the sewage network increases the already high volume of untreated spills going into our rivers and streams?”

The Cabinet Member stated that they would be very happy to lobby the Environment Agency but stated that the Council had no legal powers.

“Given that the quality of the treated effluent being released into our rivers and streams is currently unacceptable, with high levels of unstripped phosphates and chemicals flowing straight through the process having been untreated and are not being removed. Even more concerning is that this toxic cocktail will then be abstracted from our rivers and then given back to us diluted as drinking water. We have a flush and forget society and poor education

on the consequences of what we poured down our drain, including highly toxic household cleaning chemicals.

There are now plenty of plant-based, environmentally friendly alternatives, so chemicals labelled 'harmful to aquatic life with long lasting effects' should not be allowed to be freely poured into our AONB community. So I ask you, will the Council lobby for a ban on the sale of his offer shelf toxic household chemicals? ”

The Cabinet Member stated that this would also be happy to lobby on this, but would speak to officers regarding this and follow up with a written response.

OS.53 Member Questions

There were no Member Questions

OS.54 Publica Review - Local Partnerships Transition Plan

The Chair stated that the item would be taken as the first substantive item on the agenda.

The purpose of the report was to consider the Local Partnerships report and for Cabinet to approve the recommendations therein.

The Deputy Chief Executive introduced the item and invited the Interim Programme Director for the Publica Transition and the Local Partnerships Project Director to speak to the Committee. The Interim Programme Director introduced their experience, including experience of establishing and disbanding Teckal companies.

The Interim Programme Director explained that they had set up a programme office including officers from human resources and finance. The Director was involved in the build-up phase of the project, utilising the framework that local partnerships had put into place.

The Interim Programme Director stated that an early finding was that there was no overarching Publica structure chart, and one was being set up to ease the transition.

The Director from Local Partnerships also introduced the report, the aim of which was to provide high level recommendations for the Programme Director to utilise in setting up the transition programme.

The Cabinet Member for the Local Economy and Council Transformation referred to the recommendations to Cabinet resulting from the report.

As well as raising broader questions about the programme members discussed the report and its annexes. Members raised the following points which were addressed by Officers and the Cabinet Member;

- As in their introduction, the programme director confirmed that there was no overarching Publica structure chart.
- Members referred to the accountable officer on the report, which was listed as the Chief Executive. The Chief Executive confirmed that future reports would likely be in the Programme Director's name instead.
- Members referred to the complexity involved with officers working for multiple stakeholder councils. The Programme Director stated that at previous organisation they had set up a time sheet as means of recording who was working at each Council but such a system was not currently in place for Publica employees.

- Members discussed the timescales for commencing the transition. The Programme Director emphasised that delivering the transition quickly was important but that they did not yet have specific timescales besides those suggested by Local Partnerships in their report. In regard to which employees would be transferred when, the Programme Director and the Director from Local Partnerships stated that the areas to be transferred first were 'easier' areas and that the more complex ones would be left within Publica until a later stage. The phases had come out of the workshops and the officers felt it was important to include these. However, the Director from Local Partnerships emphasised that the Programme Director could be flexible with this if the partner councils wished to be.
- Members discussed the design led model of the approach, and asked the officers which approach had been taken. The Programme Director stated that the approach had been designed based on the six principles in the Local Partnerships report but that there was no particular systems model they had chosen. The Cabinet Member stated that the current organisational structure could best be described as 'matrix' (in programme management terms).
- Officers and Members agreed on the importance of communication throughout the process as a way to maintain staff retention throughout.
- Members discussed cost, and specifically the ability to find efficiencies as part of the transition process. The Programme Director said that opportunities to do so would exist but that the decisions would be of the Partner Councils, if they chose to take them.
- Members discussed the PID (programme/project initiation document) and confirmed that the Programme Director would be writing this alongside the Director from Local Partnerships.
- The focus groups had only included senior members of staff, with no consultation of staff carrying out non-managerial roles. The Programme Director stated that this was due to the lack of time available to include non-managerial staff, but assured members that they would be speaking to officers at all levels in the coming months.

The Chair thanked Officers, the external guest and the Cabinet Member for attending the meeting and members for their input.

RESOLVED: To note the report

OS.55 River Quality/Sewage

The Committee adjourned for ten minutes before continuing.

The Assistant Director for Business Services introduced the item, highlighting the work that had been undertaken in the area, outlining the responsible organisations and their roles. The presentation was accompanied with a slide deck (included in the minute annex).

The Assistant Director also highlighted the recent successes in engaging with partners such as Thames Water and drew members' attention to the upcoming sewage summit.

Members discussed the presentation, raising the following points;

- The Assistant Director confirmed that the water working group was not a formal working group and therefore not politically proportional. Members suggested to the Cabinet Member that one should be set up, although some members noted that care should be taken to avoid derailing existing arrangements. Councillor David Fowles,

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having proposed this, committed to writing to the Cabinet Member detailing the proposed scope of the working group.

- The Cabinet Member confirmed that the Sewage Summit would be open to residents and Town and Parish Councils.
- Members highlighted that the presentation did not list everyone in attendance at the MP's flooding meeting. The Assistant Director stated that the list was intended to provide a summary, as they were aware that many parties attended these.
- Members also suggested that Council write to Severn Trent requesting an interactive flood map.

RESOLVED:

That the Committee:

1. Noted the update
2. Agreed to submit two recommendations to Cabinet:
 - a. That the Council writes to Severn Trent requesting an interactive flooding map.
 - b. That the Council forms a Rivers and sewage Working Group, considering the composition and scope through its terms of reference.

Voting record – For 6, Against 2, Abstentions 2

OS.56 Q3 Performance Report 2024

At this point Councillor David Fowles left the room. They apologised to the Chair as they had another commitment.

The Chief Executive introduced the item. They were joined by the Business Manager for Resources, Data and Growth, the Business Information and Performance Lead, and the Senior Performance Analyst. The purpose of the item was to provide an update on progress on the Council's priorities and service performance.

Members discussed the report and raised the following points:

- There were concerns around the Climate and Sustainability actions, which had several off target actions. Members specifically discussed the delays around delivering electric vehicle (EV) charging. The Assistant Director stated that these had been supply-side delays, and they were working with providers to secure a connection date. Officers shared Members' frustrations but were hopeful for an April connection date.
- The phrase 'highest standard of service' was potentially unachievable by nature of its definition. The Chief Executive stated that they would consider rephrasing this.
- Members noted that there were several acronyms within the report which were unexplained. The Chief Executive assured Members that these would be avoided or explained in future reports. It was explained that 'CD' was community builder.
- The revised timetable for delivering the Down Ampney Scheme was discussed. The Assistant Director stated that the bigger issues such as the drainage schemes had been resolved, and that the application would be ready for resubmission soon.
- The Chief Executive explained that the Council was exploring ways to bring long term empty properties back into use.

RESOLVED: To NOTE the report.

OS.57 Q3 Financial Performance Report 2024

The Deputy Leader and Cabinet Member for Finance introduced the item. The Deputy Chief Executive highlighted the current position, stating that the key headlines had largely remained the same from the previous report.

Members discussed the report. It was clarified that 'early stage' on page 102 of the report referred to early stage of the reporting cycle. There were no additional comments or questions.

RESOLVED: To NOTE the report.

OS.58 Report back on recommendations

There were no comments on this item.

OS.59 Updates from Gloucester County Council Scrutiny Committees

Councillor Angus Jenkinson explained that there were delays due to waiting for the Gloucestershire City Region Board to convene, and that the Gloucestershire Economic Growth Joint Committee

Councillor Dilys Neill explained that the next meeting of the Health Overview and Scrutiny Committee would be on March 12.

OS.60 Work Plan and Forward Plan

The Assistant Director Property & Regeneration explained that the Climate and Ecology item would be deferred to May and that the Housing topic had been covered substantially so suggested that the Committee may want to reconsider it. The Work Plan would be considered at the meeting in April.

The Chair thanked the Committee, and thanked Councillor Clare Turner for acting as vice-chair.

The Meeting commenced at 4.00 pm and closed at 6.43 pm

Chair

(END)

Agenda Item 9



COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	OVERVIEW AND SCRUTINY COMMITTEE – 7 MAY 2024
Subject	ECOLOGICAL EMERGENCY ACTION PLAN – PROGRESS UPDATE
Wards affected	All
Accountable member	Cllr. Juliet Layton, Cabinet Member for Planning and Regulatory Email: Juliet.layton@cotswold.gov.uk
Accountable officer	Charlie Jackson, Assistant Director – Planning and Sustainability Email: Democratic@Cotswold.gov.uk
Report author	Sophia Price, Heritage and Design Manager Email: Democratic@Cotswold.gov.uk
Summary/Purpose	To update the Committee on progress in implementing the Ecological Emergency Action Plan
Annexes	Annex A – Cotswold District Council Ecological Emergency Action Plan April 2024 Update on actions
Recommendation(s)	That Overview and Scrutiny Committee resolves to: I. Note this report and agree any recommendations it wishes to submit to the Cabinet meeting on 9 May
Corporate priorities	<ul style="list-style-type: none"> • Delivering Good Services • Responding to the Climate Emergency • Supporting Communities • Supporting the Economy
Key Decision	NO
Exempt	NO
Consultees/ Consultation	N/A



1. EXECUTIVE SUMMARY

- 1.1 This report outlines some of the actions already taken to deliver the Ecological Emergency Action Plan (2020), alongside examples of potential future actions. It also details some of the biodiversity-related requirements of the Environment Act 2021, which have come into force since the Ecological Emergency was declared.

2. BACKGROUND

- 2.1 On 15th July 2020 Cotswold District Council declared an Ecological Emergency¹ to complement the climate emergency declared by the Council in 2019. An Ecological Emergency Action Plan² was agreed as part of the Ecological Emergency declaration.
- 2.2 The COVID-19 crisis highlighted the importance of the natural world, both as part of the epidemiology of the coronavirus but also because of the increased use of green spaces and the countryside and the realisation of the importance of nature for people's health and well-being.
- 2.3 There have been huge declines in species, habitats and natural spaces over the last hundred years. The natural environment or natural capital provides a wealth of benefits (known as ecosystems services) that underpin our economic, environmental and social wellbeing, for example clean air and water, carbon sequestration, mental well-being etc.
- 2.4 The climate emergency and ecological emergency are inextricably linked. Climate change is a major cause of ecological declines. However, nature can help us to address both climate change mitigation and adaptation. For example, good habitat management and creation can reduce carbon emissions through carbon sequestration in soils and trees/woodland.

3. PROGRESS ON DELIVERY OF THE COUNCIL'S ECOLOGICAL EMERGENCY ACTION PLAN

- 3.1 A table setting out some of the actions taken to date to deliver the action plan is provided at annex A. Some suggested amendments to the wording in the action plan are put forward in italics. These relate to changes in county and national initiatives and nomenclature, rather than any fundamental change to the action plan. The table also includes a range of examples of ways in which work on the Ecological Emergency could be expanded, particularly around community action and involvement, however this would require additional resources.
- 3.2 The main foci of action for the Biodiversity team over the last 12 months have been

¹

<https://meetings.cotswold.gov.uk/CeListDocuments.aspx?Committeed=1154&MeetingId=1311&DF=15%2f07%2f2020&Ver=2>

² <https://www.cotswold.gov.uk/media/au2c514i/ecological-emergency-action-plan.pdf>



- The Habitats Regulations – ensuring that recreational impacts caused by new developments on internationally designated sites can be appropriately mitigated, enabling new development to come forward within the Zones of Influence.
- Biodiversity Net Gain (BNG) – setting up systems to enable BNG to be taken into account in relevant planning applications and to be delivered in an appropriate manner.
- Other Environment Act 2021 requirements (see section 4).
- Local Plan policy – delivering on the “green to the core” agenda in new draft policies and the new Cotswold Design Code.

4. ENVIRONMENT ACT 2021

4.1 Since July 2020 there have been major changes in the legislation around nature, in particular the Environment Act 2021 which brings with it new duties and obligations for Local Authorities. The Ecological Emergency Action Plan was written before the Act was finalised or secondary legislation and guidance provided by Government. The key biodiversity issues, arising from the Environment Act are as follows.

4.2 Enhanced Biodiversity Duty

The previous biodiversity duty, (Natural Environment and Rural Communities (NERC) Act 2006) was to “*conserve biodiversity*”. Para 102 of the Environment Act 2021 alters that to “*conserve and enhance biodiversity*”.

As part of that enhanced duty, Public Authorities must –

- Consider what they can do to conserve and enhance biodiversity;
- Agree policies and specific objectives based on those considerations; and
- Act to deliver those policies and achieve the objectives.

Local Authorities had to complete their first consideration of what action to take for biodiversity by *1st January 2024*. An informal report for the Council’s Chief Executive was prepared in December 2023, which used the Council’s agreed Ecological Emergency Action Plan as the initial basis for “what action to take for biodiversity”. It included an update on some of the actions taken to date to deliver that action plan and provided the required “first consideration”.

The more detailed policies and objectives, as outlined in the list above must be agreed as soon as possible after *1st January 2024*; however, no deadline has been set within the legislation or guidance. Work to prepare these policies and objectives is substantial and currently falls outside of current resource and team capacity. A Planning & Sustainability Resource Plan is to be provided to senior leadership in April to support with this.

Management plans for any Council owned nationally designated sites had to be in place by end 2023. The Council owns one small parcel of land at South Cerney that falls within the Cotswold Water Park Site of Special Scientific Interest.

The actions must be reconsidered at least every 5 years.

4.3 Biodiversity Reporting

The Environment Act 2021 places duties on Local Authorities to report on various aspects of their actions to further the biodiversity duty and other requirements of the Act.

Local authorities (excluding parish councils) must write and publish a biodiversity report. The end of the first reporting period should be no later than *1st January 2026*. There should then be reports every 5 years. By law, the report must include:

- A summary of the action taken to comply with the biodiversity duty;
- Actions to comply with the biodiversity duty in the next reporting period; and
- Any other information.

Reports from LPAs must also include:

- The actions taken to meet biodiversity net gain obligations;
- Details of biodiversity net gains resulting, or expected to result, from biodiversity gain plans approved by the LPA; and
- Actions to meet biodiversity net gain obligations in the next reporting period.

In order to be fully prepared for these reporting requirements and to simplify the preparation of the first report in 2025/26 a reporting framework should be set up as soon as possible, including BNG reporting.

4.4 Biodiversity Net Gain (BNG)

BNG is now mandatory for all planning applications, other than some limited exceptions, such as householder applications. All in scope developments must provide a 10% increase in biodiversity, as measured using the government's biodiversity metric. This is a substantial new area of work and is in addition to the current legislation and guidance on biodiversity and planning. Work has been underway since April 2023 to identify new working processes across Planning and Ecology teams, and new software has been obtained to process and monitor BNG in planning applications.

This work has already had a significant impact on workloads for the biodiversity team and is also likely to impact on other services such as Planning and Legal. Now the legislation is live and applications with BNG requirements are starting to be processed, we are now putting preparations into practice and are recognising that applications will now require more input

from Biodiversity colleagues than expected. Ongoing work is being monitored and will be factored into team resource plans.

4.5 Local Nature Recovery Strategies (LNRS)

LNRSs are a new, England-wide system of spatial strategies that will establish priorities and map proposals for specific actions to drive nature's recovery and provide wider environmental benefits. In Gloucestershire the County Council is the lead authority however Cotswold District Council is legally a "supporting authority" and has to assist in the production of the LNRS. This involves a number of meetings and other work to ensure that the Strategy is fit for purpose and delivers the best outcomes for the District.

4.6 Species Conservation and Protected Site Strategies

These are new mechanisms to safeguard the future of particular species/habitats/sites at greatest risk. They will be prepared by Natural England but the Act places a new duty on LPAs to cooperate in the establishment and operation of the strategies.

5. ALTERNATIVE OPTIONS

- 5.1** The alternative would be to remove the Ecological Emergency declaration and/or not to take any action to deliver the action plan. This would at a minimum, mean that the Council was not meeting its statutory obligations.

6. CONCLUSIONS

- 6.1** The Ecological Emergency Action Plan continues to be delivered, focusing on the mandatory elements, for example planning applications (including BNG), local plan policy etc; however, due to lack of resources no action is currently underway to address the new enhanced biodiversity duty requirements. In addition, there is huge scope for the Council to increase its activity to address the Ecological Emergency in more depth, particularly with local communities and in the context of Green Infrastructure.

7. FINANCIAL IMPLICATIONS

- 7.1** The Ecological Emergency Action Plan can continue to be delivered at its current rate within existing resources, although it is likely that further resource will be required to fully implement BNG. Further actions will require additional resource.
- 7.2** Cotswold District Council has been allocated a grant of £26,807 to assist with delivery of BNG implementation work carried out in 2024/25. The grant is paid in arrears upon receipt of evidence of work completed

8. LEGAL IMPLICATIONS

- 8.1** There are no specific legal implications arising from this report other than that it raises the need to address certain statutory requirements.



9. RISK ASSESSMENT

9.1 There are no risks involved in noting the report for information.

10. EQUALITIES IMPACT

10.1 As the report is to be noted there are no equalities impacts

11. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

11.1 The report is to be noted, but self-evidently the report clearly responds to the climate and ecological emergencies.

12. BACKGROUND PAPERS

12.1 N/A

(END)

Annex A

Cotswold District Council Ecological Emergency Action Plan

April 2024 Update on actions

On 15th July 2020 Cotswold District Council declared an ‘Ecological Emergency’ and approved an Ecological Emergency Action Plan.

(Some wording in the approved actions has been superseded – this is indicated in italics.)

	Actions in the 2020 Ecological Emergency Action Plan	Recent actions undertaken	Ongoing Actions	Potential Future workstreams
a	Put ecological issues at the heart of the Council’s actions for the climate emergency and ensure that opportunities to gain mutual benefits for both the climate and the ecological emergencies are maximised.	On hold while new Climate Emergency Lead appointed.	Continue to work with the Climate Change team to ensure that both emergencies are considered in tandem, looking for opportunities to deliver on both.	Work more closely on climate emergency projects to ensure that they deliver multiple benefits for biodiversity and ecosystems services as well as climate change e.g. flood mitigation schemes that are designed to deal with the outcomes of climate change and new cycleways could also create more opportunities for wildlife.
b	Ensure that ecological emergency and nature recovery considerations are embedded in all work areas and decision-making processes, including COVID-19 recovery initiatives	Biodiversity has been considered in many planning proposals. 0.4FTE Assistant Biodiversity Officer appointed on 2 year contract to assist with input to planning applications. Post-holder recently resigned and recruitment process in motion to replace. Biodiversity Officer now f/t.	Continued consideration of biodiversity in the planning process.	More comprehensive and proactive input rather than merely highlighting potential issues. e.g. greater input into corporate initiatives such as green tourism, health and well-being etc which are all linked with access to nature. Provision of more pro-active advice on nature and green infrastructure (GI) within the planning process – not simply highlighting constraints

	Actions in the 2020 Ecological Emergency Action Plan	Recent actions undertaken	Ongoing Actions	Potential Future workstreams
				but working more closely with developers to provide multi-functional GI.
c	Take a leadership role on the ecological emergency and nature recovery in the Cotswolds, working with, influencing and inspiring partners across the District, County and region to help deliver nature recovery	<p>CDC Officers serve on various county-wide fora. Officers played key role in setting up Gloucestershire Nature and Climate Fund¹ (GNCF) which will ensure that off-site biodiversity net gain² is delivered in a way that benefits wildlife and communities in Gloucestershire.</p> <p>CDC played key role in setting up county-wide Local Authority BNG Officer group. This group has produced guidance³ on delivering BNG for planning applicants and developers. This document is a valuable tool, introducing and explaining key ecological terms, including biodiversity net gain, nature recovery network⁴ and local nature recovery strategies⁵. This will allow developers to deliver green infrastructure and BNG that is resilient and forms a part of the wider ecological network.</p>	GNCF working with officers to enable sufficient off-site BNG delivery sites, with a range of biodiversity units and types of habitats available.	<p>A greater emphasis on this county and national landscape level work – at this scale delivery is likely to be more cost effective and comprehensive – nature does not follow boundaries.</p> <p>Delivery of advice on ecological management and possibilities to local community groups and Parish/Town Councils, including for NDPs.</p>

¹ <https://glosncf.com/>

² <https://www.cotswold.gov.uk/planning-and-building/wildlife-and-biodiversity/biodiversity-net-gain-bng/>

³ <https://www.cotswold.gov.uk/media/rfpn4en4/bng-guidance-for-lpa-february-2024.pdf>

⁴ <https://www.gloucestershirenature.org.uk/nature-recovery-network>

⁵ <https://www.gloucestershirenature.org.uk/local-nature-recovery-strategy>

	Actions in the 2020 Ecological Emergency Action Plan	Recent actions undertaken	Ongoing Actions	Potential Future workstreams
d	Review the adopted Local Plan to ensure that the ecological emergency and nature recovery (including green infrastructure, ecosystems services and natural capital) are strategic priorities for planning and new development, through site allocations, policies and an up-dated Cotswold Design Guide	<p>Biodiversity, natural capital and green infrastructure (GI) included in the recent Reg 18 consultation⁶. Policies have been strengthened and extended.</p> <p>Cotswold Beechwoods and North Meadow SAC mitigation strategies⁷ have been adopted.</p>	<p>Habitats Regulations Assessment of local plan review and related work on specific internationally designated sites e.g. North Meadow.</p> <p>New Cotswold Design Code, currently being prepared, will place increased emphasis on GI, natural capital and biodiversity.</p> <p>Further work on the SAC Mitigation strategies, including spend of mitigation payments.</p>	Undertake full ecological assessments of all potential SHELAA and allocation sites – and provide detailed advice for mini-masterplans.
e	Continue to support the development and implementation of the Gloucestershire Nature Recovery Network (including Bee lines ⁸) and the Gloucestershire Ecosystem Services and Natural Capital Mapping (and the Natural Capital Investment Strategy), including through the Local Plan, biodiversity net gain and developer contributions.	<p>Natural capital and nature recovery network mapping⁹ for Glos completed.</p> <p>Mapping will be used to guide Biodiversity Net Gain metric analysis.</p> <p>Biodiversity pre-application advice template has been updated and directs developers to resources including, the Nature Recovery Network map and the guidance on delivering BNG for planning applicants and developers in Gloucestershire. The pre-application template also highlights other potential</p>	Provision of relevant advice during the planning application process.	More use could be made of nature recovery and natural capital mapping to guide DM and planning policy (and other Council priorities and projects) to ensure that the opportunities to increase natural capital and nature within or in connection with new developments and initiatives is fully realised. Promote this approach across all Council functions and to other partners, including NDP groups and landowners.

⁶ <https://www.cotswold.gov.uk/planning-and-building/planning-policy/local-plan-update-and-supporting-information/>

⁷ <https://www.cotswold.gov.uk/planning-and-building/wildlife-and-biodiversity/habitats-regulations-assessment/>

⁸ <https://www.buglife.org.uk/our-work/b-lines/>

⁹ <https://naturalcapital.gcerdata.com/>

	Actions in the 2020 Ecological Emergency Action Plan	Recent actions undertaken	Ongoing Actions	Potential Future workstreams
		constraints and opportunities, including Bee Lines.		
f	Play a pro-active role in developing an ecological recovery strategy <i>the Local Nature Recovery Strategy</i> for the County		CDC is a “supporting body” for preparation of county-wide statutory Local Nature Recovery Strategy(LNRS). GCC is the Lead Authority. CDC is represented on the LNRS steering group.	Fully develop and implement the strategy at a District scale to ensure that it delivers on its ambitions.
g	Promote tree/woodland planting and re-wilding in the right places and with the right species to maximise wildlife value, carbon sequestration and other benefits, in line with the Gloucestershire Local Nature Partnership tree and woodland creation strategy <i>Tree Strategy</i> ¹⁰ .	CDC contributed to drafts of county Tree Strategy. BNG tree component training for tree officers and biodiversity officer. Tree planting carried out as part of delivery of the Tree Strategy.	Ongoing discussions with GCC about further opportunities for tree strategy related tree planting on CDC owned land.	Promote and encourage better tree planting and management more widely. Provision of more pro-active advice on nature and green infrastructure (GI) within the planning process to include better tree management and more tree planting. Use the natural capital mapping to direct tree planting and management to sites where multiple benefits could be delivered. Review CDC Council owned trees management policy
h	Work with farmers and other rural land managers to support the move towards lower carbon emission farming and other actions to mitigate and adapt to climate change while at the same time increasing natural capital and providing additional ecosystems services benefits.	Only in relation to planning applications and similar. Member appointed with responsibility for Agriculture and Ecology	The Council has relatively little direct control over farming practices. Most work on the ecological emergency and farming relates to our wider partnership role. GNCF working with farmers to deliver off-site BNG credits. Creation	Better promotion of natural capital approach via other partnerships, continuing to highlight the importance of agriculture and other rural land management in supporting the ecological and climate emergencies.

¹⁰ <https://www.gloucestershirenature.org.uk/glos-tree-strategy>

	Actions in the 2020 Ecological Emergency Action Plan	Recent actions undertaken	Ongoing Actions	Potential Future workstreams
			of the GNCF will help to provide additional funds for farmers and other rural land owners to adopt environmentally sound land management practices.	
i	Ensure that Council-owned land and buildings are managed in a biodiversity-friendly manner and that opportunities are taken to create new wildlife habitat.	Improved biodiversity management of the Council's cemeteries commenced (led by Property Services) Tree planting being undertaken where possible.		Review all Council owned land and buildings to improve their management in ecological terms. The installation of bird and bat boxes and other habitat features on Council owned buildings.
j	Progress the Cotswold Water Park Biodiversity Strategy <i>Nature Recovery Plan</i> ¹¹ to maximise biodiversity and other opportunities in this area	Published – available on the Council's website 0.6FTE Assistant Biodiversity Officer (2 year contract) appointed to help coordinate implementation of the NRP with key partners, e.g. Cotswold Lakes Trust. Post-holder recently resigned. NRP forms key part of overall CWP Strategy for CDC. CWP Nature Recovery Forum facilitated by CDC.	Further liaison with other members of the CWP Nature Conservation Forum to drive implementation of the NRP. Work with new nature recovery project hosted by Cotswold Lakes Trust.	Increased delivery of the plan particularly working with local communities and businesses.
k	Support and collaborate with our partnership organisations, including the partner organisations within the Gloucestershire Local Nature Partnership, such as the Gloucestershire Wildlife Trust, the Cotswolds Conservation Board <i>National Landscape</i> , the Woodland Trust, the Cotswold	Continued collaboration with key partners for example; partnership working on strategic projects such as the NRN and more locationally focused ones such as the Wild Towns project.	Ongoing Delivery of projects in the CWP. Continue to feed into the LNRS and start to contribute to the species conservation strategies and protected site strategies.	Partner organisations are able to lever in external grants etc and therefore provide excellent value for money in developing projects and initiatives, as well as bringing expertise and experience not present within the Council. Any support that the Council can provide

¹¹ <https://www.cotswold.gov.uk/planning-and-building/landscape/cotswold-water-park/>

	Actions in the 2020 Ecological Emergency Action Plan	Recent actions undertaken	Ongoing Actions	Potential Future workstreams
	Water Park Trust <i>Lakes Trust</i>), the National Trust, Natural England, the Environment Agency and the Gloucestershire Centre for Environmental Records.	Heritage and Design Manager sits on the LNP Board to represent Green Infrastructure. Payment to GCER ¹² for ecological data. Ongoing collaboration with LNP and neighbouring authorities to deliver the BNG guidance and work towards delivering the LNRS.		to these partners will aid in that work.
l	Provide advice for local communities on how to incorporate biodiversity, green infrastructure and natural capital (ecosystems services) into their neighbourhood plans and other initiatives	Advice provided to a number of NDP groups on natural environment issues.	Continued limited reactive support for NDP groups. Advice for NDP groups on how to implement the CWP NRP in preparation.	Production of a comprehensive guide on how to approach the ecological emergency in NDPs, including GI, natural capital etc. Proactive encouragement and advice for NDP and other community groups to develop relevant policies, to manage their own land holdings appropriately.
m	Progress the ongoing green infrastructure (GI) agenda including through completing the draft District GI strategy; ensuring the inclusion of high quality well-managed GI in new developments, the review of the Local Plan, advice on neighbourhood plans; input into the county GI strategy; continuing support for and collaboration with the national GI benchmark, Building	GI Strategy ¹³ published and available on the Council's website. Continuing advice to developers on the inclusion of high quality GI, using advice note prepared in 2020 as part of MHCLG funded GI project.	Ongoing discussions around better public open space management, including draft policy in Local Plan Reg 18 consultation. Work on new Cotswold Design Code to better reflect GI standards	Review the LNP-led GI pledge. Implementation of the actions in the GI Strategy . Develop and obtain funding for a range of highlighted projects. Further work required to address management of public open spaces within residential developments

¹² <https://www.gcer.co.uk/>

¹³ <https://cotswold.maps.arcgis.com/apps/MapSeries/index.html?appid=dac1a6973d4e4e2caa6cb1f47b013171>

	Actions in the 2020 Ecological Emergency Action Plan	Recent actions undertaken	Ongoing Actions	Potential Future workstreams
	with Nature (BwN) (which was created in Gloucestershire with support from the Council).	Project on the fairer management of open spaces in residential developments Prepared new GI framework for Gloucestershire ¹⁴ on behalf of the LNP.	within Building with Nature ¹⁵ and the national GI framework ¹⁶ .	
n	Promote the creation of new natural green spaces and green links across the District.	Continued promotion of this within existing partnerships. (see above)	Inclusion of new draft policy on Sherborne Park ¹⁷ – to provide more access to nature - in Local Plan Reg 18 consultation.	Progress the project on open spaces (see m above) Provide support for developers, land-owners and local communities to create new green spaces and links.
o	Liase with other partners to establish an ambitious biodiversity net gain system for Gloucestershire.	Publica BNG implementation project group established. Joint working among LPAs across Gloucestershire on BNG, e.g. jointly commissioned training. GNCF Officer and Member training undertaken at CDC.	Close involvement in work of GNCF. Extensive array of other preparatory work for BNG, working with partners where this increases effectiveness	Once BNG has bedded in it will be easier to understand what further work is required to drive this through.
p	Review how our natural environment can increasingly become a key part of the tourism offer of the Cotswolds.	No action		More emphasis on tourism projects where biodiversity and nature

¹⁴ https://www.gloucestershirenature.org.uk/files/ugd/5c4a64_2ab97555c371434fb65acf724228dc44.pdf

¹⁵ <https://www.buildingwithnature.org.uk/>

¹⁶ <https://designatedsites.naturalengland.org.uk/GreenInfrastructure/Home.aspx>

¹⁷ <https://www.nationaltrust.org.uk/visit/gloucestershire-cotswolds/lodge-park-and-sherborne-park-estate>

	Actions in the 2020 Ecological Emergency Action Plan	Recent actions undertaken	Ongoing Actions	Potential Future workstreams
				recovery can be delivered and promoted through other initiatives.
q	Consider the implications for the Council of the forthcoming Environment Act Bill 2021 ¹⁸	BNG is now mandatory on most planning applications. To deliver this, new systems have been put in place e.g. pre-application advice; validation requirements; training; new IT system etc. However much remains to be done, for example drafting relevant legal agreements.	Consideration of BNG in planning applications. Work on details of delivery of BNG being considered. LNRS preparation and delivery (see above)	Mandatory requirement to fully consider the enhanced biodiversity duty and reporting requirements – see section 4 of the main O&S report. Full benefits of the Environment Act exploited to deliver on the EE and nature recovery in the District.

¹⁸ <https://www.legislation.gov.uk/ukpga/2021/30/contents/enacted>

Agenda Item 10



COTSWOLD
DISTRICT COUNCIL

Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	OVERVIEW AND SCRUTINY COMMITTEE – 7 MAY 2024 CABINET - 9 MAY 2024
Subject	ADOPTION OF ASSET MANAGEMENT STRATEGY
Wards affected	All
Accountable member	Cllr Mike Evely - Deputy Leader and Cabinet Member for Finance Email: mike.evely@cotswold.gov.uk
Accountable officer	Claire Locke, Assistant Director - Property & Regeneration Email: claire.locke@cotswold.gov.uk
Report Author	Claire Locke, Assistant Director - Property & Regeneration Email: claire.locke@cotswold.gov.uk
Summary/Purpose	To agree to adopt the Asset Management Strategy to provide a clear strategy for future decision making and investment in the Councils land and property assets.
Annexes	Annex A – List of Assets Annex B – Draft Asset Management Strategy
Recommendation(s)	That Cabinet resolves to: <ol style="list-style-type: none"> 1. Adopt the Asset Management Strategy attached at Annex B. 2. Instruct its consultants Carter Jonas to review its existing assets in line with that Strategy.
Corporate priorities	<ul style="list-style-type: none"> ● Delivering our services to the highest standards ● Responding to the challenges presented by the climate crisis ● Helping residents and communities access the support they need for good health and wellbeing ● Supporting businesses to grow in a green, sustainable manner, and to provide high value jobs.
Key Decision	YES
Exempt	NO
Consultees/ Consultation	Specialist Council officers representing the Property, Leisure and Waste services, the S.151 and the Deputy Leader and Cabinet Member for Finance were consulted in the drafting of this Strategy.



I BACKGROUND

- 1.1 The Council owns assets totalling £64M. These Assets are held principally as either commercial investments (£5.4M), to provide services such as Leisure, Waste, Parking or Council offices (£55.6M) or as a result of historic ownership, particularly of small plots of land (£3M). An Asset list is provided in Annex A. This information is updated annually and provided on the Councils website.
- 1.1 Recent Audit reports have identified significant risks to the Council in managing its Assets without an Asset Management Strategy (AMS) in place.

2 STRATEGIC MANAGEMENT OF ASSETS

- 2.1 In order to effectively manage this estate, the Council needs to understand its condition so it can plan for and budget for pro-active repairs and maintenance and future investment can form part of decision making on whether an asset is retained, redeveloped or sold.
- 2.2 An Asset Management Strategy would provide a strategic approach to property, establishing what the Council wished to achieve from its estate, aligning it with other Council priorities and ensuring decision making is based on clear policy. Decisions on purchasing, investing in or disposing of property would be based on pre-agreed principles to maximise return, reduce expenses and manage risk, enabling a far more strategic approach rather than consideration of individual properties in a piecemeal way.
- 2.3 The overarching Strategic document would then be complimented by a review of the Council's assets to consider what future approach should be taken. This would be based on data such as current value, how the property is performing (lease income and return on investment) and broader opportunities to maximise income or in some cases dispose of a financial liability.
- 2.4 There is scope to significantly increase the efficiency with which Assets are managed by streamlining delegations and decision making based on the adopted Strategy and transferring or selling assets that provide no value but take time and money to manage and maintain.
- 2.5 The Council undertook an open procurement to appoint a consultant with specialist expertise in this field in the Summer 2023. Unfortunately, no tenders were received. The Council therefore used a Procurement Framework to appoint consultants Carter Jonas to undertake a two stage process. The first stage was the production of a Strategy document. The second is to undertake a review of the land and property assets held by the Council in line with the Strategy once it has been adopted.
- 2.6 The draft Asset Management Strategy produced is attached at Annex B.

3 FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications associated with the adoption of the Strategy. The subsequent review of individual assets will result in an Asset Plan. This is likely to include recommendations for action such as investment, disposal or rent reviews. Reports for decision will be brought forward as appropriate setting out the financial implications.



- 3.2 The cost of the work undertaken by Carter Jonas to support the Council with the Asset Management Strategy and the detailed plans for each asset is £40,000. This is funded from the Asset Management & Property reserve which is held as a distinct earmarked reserve and was summarised in the 2024/25 Revenue Budget, Capital Programme and Medium-Term Financial Strategy report approved by Council in February 2024 (Table 9b, summary heading Risk Mitigation).

4 CONCLUSIONS

- 4.1 The adoption of the Asset Management Strategy provides a clear framework for the management of the Councils assets ensuring a coordinated approach, linked to Council priorities and the Medium Term Financial Strategy.
- 4.2 Once adopted the Strategy will be applied in a review of all Land and Property assets to ensure the Council is achieving the maximum benefit from its assets.

5 LEGAL IMPLICATIONS

- 5.1 The Council has statutory duties to provide certain services such as Planning, Benefits and Waste collection. The Council also provides essential discretionary services which benefit the public such as leisure centres and public conveniences. The Council needs to have access to appropriate land and buildings to provide these services. In addition the Council owns some commercial investments and acts as landlord. The Council has legal responsibilities regarding the standard of leased properties.

6 RISK ASSESSMENT

- 6.1 If the Council decides not to adopt the Strategy there is a risk that a lack of clear strategic direction in the investment, regeneration, acquisition or disposal of assets negatively affects the Councils finances or that activities do not align with the Cirencester Masterplan or the planned strategic approach to development in the north of the district.

7 EQUALITIES IMPACT

- 7.1 None associated with this report.

8 CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

- 8.1 None associated with this report. Decarbonisation of assets will be considered on a building specific basis.

9 ALTERNATIVE OPTIONS

- 9.1 The Council could decide not to adopt the Strategy.

10 BACKGROUND PAPERS

- 10.1 None.

(END)

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Annex A – List of Assets							
Name of Building/land	Street Number	Street Name	Town	UK Postcode	Tenure Type	Holding Type	Description
Parking Area in front	22-28	Rectory Lane	Avening	GL8 8NN	Freehold	Land	Parking, grassed bank and footpath
Land at		Sunground	Avening	GL8 8GY	Freehold	Land	Amenity land
Land at		The Approach	Aldsworth	GL54 3QU	Freehold	Land	Development Land
Land at		School Lane	Ampney Crucis	GL7 5SD	Freehold	Land/Building	Retained Freehold of 8-12 School Lane
Land at		Land At Durncourt Cottages	Ampney Crucis	GL7 5SA	Freehold	Land	Free Car Park
Land at		Templefield	Andoversford	GL54 4LF	Freehold	Land	Verge and access
Flat 1		Chapel House	Aston Magna	GL56 9QL	Freehold	Land/Building	Retained Freehold of Flat
Flat 2		Chapel House	Aston Magna	GL56 9QL	Freehold	Land/Building	Retained Freehold of Flat
Land at		Hampton Hill	Avening	GL8 8NW	Freehold	Land	Land is grassed and planted with trees and has visual amenity but no public access.
Jubilee House		The Sunground	Avening	GL8 8GY	Freehold	Land/Building	Freehold Reversion of 3 Jubilee House (Upper Ground Floor Flat) and 4 Jubilee House (Lower Ground Floor Flat)
Public Conveniences		The Street	Bibury	GL7 5NP	Freehold	Land/Building	Public Conveniences
Ransom Strip		Ransom Strip At Springfield	Blockley	GL56 9EE	Freehold	Land	Ransom Strip
Verge Adjacent	20	Springfield	Blockley	GL56 9EE	Freehold	Land	Verge
Land at		Fenhill Close	Bourton-On-The-Hill	GL56 9AD	Freehold	Land	Verge, path, parking and access

Public Conveniences The Church Rooms		High Street	Bourton-On-The-Water	GL54 2AX	Freehold	Land/Building	Public Convenience on ground floor Grade II listed
The Studio Church Rooms		High Street	Bourton-On-The-Water	GL54 2AX	Freehold	Building	First Floor Studio
Footpath adjacent	32	Rissington Road	Bourton-On-The-Water	GL54 2AY	Freehold	Land	Footpath Left over adjacent Number 32
Public Conveniences		Rissington Road	Bourton-On-The-Water	GL54 2BN	Freehold	Building	Public Conveniences
Playground at		Rye Close	Bourton-On-The-Water	GL54 2EL	Freehold	Land	Playground let to Parish Council
Verges at		Rye Close And Rye Crescent	Bourton-On-The-Water	GL54 2EB	Freehold	Land	Paved Area and grassed verges
Allotments and Paddock		Springvale	Bourton-On-The-Water	GL58 2ES	Freehold	Land	Allotments let to Parish Council
Verges at		Springvale And Melville Springvale	Bourton-On-The-Water	GL54 2ES	Freehold	Land	Verges
Visitor Information Centre		Victoria Street	Bourton-On-The-Water	GL54 2BU	Freehold	Land/Building	Visitor Information Centre
Car Park		Rissington Road	Bourton-On-The-Water	GL54 2BN	Freehold	Land	Car Park
Leisure Centre		Station Road	Bourton-On-The-Water	GL54 2BD	Leasehold	Land/Building	Leisure Centre
Land Adjacent	1	Courts Close	Chedworth	GL54 4AF	Freehold	Land	Garden land let in two parts
Land at		The Hemplands	Chedworth	GL54 4NH	Freehold	Land	Garden land
Land at		Berrington Road	Chipping Campden	GL55 6JA	Freehold	Land	Grassed roundabout
Chipping Campden Sports Centre		Cider Mill Lane	Chipping Campden	GL55 6HU	Other	Land/Building	Sports Centre. CDC has a 99 year user agreement only.
Verges at		Coronation Close	Chipping Campden	GL55 6BQ	Freehold	Land	Verges

Verges at		Littleworth	Chipping Campden	GL55 6BE	Freehold	Land	Verges and footway left over after sale to Fosseyway Housing Association
Land at		Peelers Close	Chipping Campden	GL55 6YJ	Freehold	Land/Building	Retained Freehold of 1-5 Peelers Close
Public Conveniences		Sheep Street	Chipping Campden	GL55 6DX	Freehold	Land/Building	Public Conveniences
Car Park		The Square	Chipping Campden	GL55 6AT	Leasehold	Land	Lease of car park from Chipping Campden Town Trust
	22-24	Ashcroft Road	Cirencester	GL7 1QX	Freehold	Land/Building	Housing for Young People Let to Bromford Corinthia Housing Association
	20-23	Beech Grove	Cirencester	GL7 1BB	Freehold	Land/Building	Retained Freehold - Now 20, 21, 22 and 23 Beech Grove
Verges at		Beeches Estate	Cirencester	GL7 1AJ	Freehold	Land	Verges and amenity land on Whitelands Road, Saxon Road, Tudor Road and Upper Churnside
Car Park		Beeches Road	Cirencester	GL7 1BW	Freehold	Land	Car Park
Picnic Area		Between Old Cricklade Road And A419 Cricklade Road	Cirencester	GL7 1NP	Freehold	Land	Picnic area
	44	Black Jack Street	Cirencester	GL7 2AA	Freehold	Building	Offices & Cafe
Land at the Rear of	43 and 45	Bowling Green Avenue	Cirencester	GL7 2HB	Freehold	Land	Footpath - Ransom strip
Verge and Turning Area		Bowling Green Lane	Cirencester	GL7 2DY	Freehold	Land	Verge and turning area left over after LSVT.
	03-Apr	Brewery Court	Cirencester	GL7 1JH	Freehold	Land/Building	Retail Unit let to Wildmoor Ltd
	01-Feb	Brewery Court	Cirencester	GL7 1JH	Freehold	Land/Building	Retail Units let to Gastronomania Ltd
Public Conveniences		Brewery Court	Cirencester	GL7 1JH	Freehold	Building	Public Conveniences

Brewery Arts Workshop		Brewery Court	Cirencester	GL7 1JH	Freehold	Land/Building	Arts Workshops let to Brewery Arts Limited
Barrel Store		Brewery Court	Cirencester	GL7 1JH	Freehold	Building	Theatre let to New Brewery Arts Limited
Cemetery		Chesterton Lane	Cirencester	GL7 1XE	Freehold	Land/Building	Land and Chapel used by CDC only
Cemetery Commercial Let Buildings		Chesterton Lane	Cirencester	GL7 1XE	Freehold	Building	Commercially let buildings
Footpath		Chesterton Lane	Cirencester	GL7 1YF	Freehold	Land	Footpath from Chesterton Lane to Cranhams Lane
1-5 Chesterton Link		Chesterton Link	Cirencester	GL7 1TR	Freehold	Land/Building	Retained freehold of Industrial units.
Land Rear of	9	Coxwell Street	Cirencester	GL7 2BQ	Freehold	Land	These two areas of left over land are a common drying area and an alleyway leading to Coxwell Street
Car Park The Brewery		Cripps Road	Cirencester	GL7 1JH	Freehold	Land	Car Park
Car Park Abbey Grounds		Dugdale Road	Cirencester	GL7 2DA	Freehold	Land	Car Park and part of Abbey Grounds
	25-27	Dyer Street	Cirencester	GL7	Freehold	Building	
	14-44B	Dyer Street	Cirencester	GL7 2PF	Freehold	Land/Building	Retail, Office and Residential Premises
Verges at		Fosse Close	Cirencester	GL7 1TB	Freehold	Land	Several verges left over after LSVT and not adopted by GCC Highways
Land Adjacent Abbey Grounds		Hereward Road	Cirencester	GL7 2EQ	Freehold	Land	land adjacent to Number 2 Blake Road and Number 20 Hereward Road
Land Adjacent	20	London Road	Cirencester	GL7 1AE		Land	Land adjacent to 20 London Road

Public Conveniences		London Road	Cirencester	GL7 1AE	Freehold	Building	Public Conveniences
Footpath		Love Lane	Cirencester	GL7 1YS	Freehold	Land	Footpath
Depot	2	Love Lane	Cirencester	GL7 1YG	Freehold	Land/Building	Retained Freehold of Depot let to GCC
Car Park Forum		North Way	Cirencester	GL7 1FN	Freehold	Land	Car Park
Public Conveniences		Northway	Cirencester	GL7 1NP	Freehold	Building	Public Conveniences
Abberley House		Park Street	Cirencester	GL7 2BX	Freehold	Building	Offices
Corinium Museum		Park Street	Cirencester	GL7 2BX	Freehold	Building	Museum
Allotments		Purley Road	Cirencester	GL7 1EP	Freehold	Land	Land with a right of way over access road. Let as allotments to Cirencester Town Council.
Car Park		Queen Street	Cirencester	GL7 1HB	Freehold	Land	Free Car park
	33	Querns Lane	Cirencester	GL7 1RL	Freehold	Building	Drop in Centre - Let
Access to Querns Road Car Park		Querns Road	Cirencester	GL7 1PX	Freehold	Land	Access to Green Car Park
Car Park		Querns Road	Cirencester	GL7 1RL	Freehold	Land	Staff Car Park
Land at		Rutland Place	Cirencester	GL7 1PR	Freehold	Land	Verge at the rear of garages.
Triangle of Land		School Lane	Cirencester	GL7 1JX	Freehold	Land	Verge area left over after LSVT
Car Park		Sheep Street	Cirencester	GL7 1QW	Freehold	Land	Car park
Old Station		Sheep Street	Cirencester	GL7 1US	Freehold	Building	Old Station Building
The Volunteer Centre	23	Sheep Street	Cirencester	GL7 1QW	Freehold	Building	The Volunteer Centre
Land at		Somerford Road	Cirencester	GL7 1XN	Freehold	Land	Land adjacent to public footpath

Land at		Southgate Mews	Cirencester	GL7 1HH	Freehold	Land	Land adjacent to 42 Queen Street not adopted by GCC
Land at		Sperringate	Cirencester	GL7 1NA	Freehold	Land	Verge left over after LSVT
Cemetery		Stratton	Cirencester	GL7 2LP	Freehold	Land	Cemetery (land only)
Leisure Centre		Tetbury Road	Cirencester	GL7 1US	Freehold	Building	Leisure Centre
Car Park Leisure Centre		Tetbury Road	Cirencester	GL7 1US	Freehold	Land	Leisure Centre Car Park
Car Park Old Station		Tetbury Road	Cirencester	GL7 1US	Freehold	Land	Car Park
Land at The Paddock		The Paddock	Cirencester	GL7 1EY	Freehold	Land/Building	Retained Freehold, including 1-19 The Paddock and 24-26 The Paddock, 5 and 6 Windsor Terrace.
Car Park		The Waterloo	Cirencester	GL7 2PZ	Freehold	Land	Car Park
Land at		The Waterloo	Cirencester	GL7 2QS	Freehold	Land	land left over when the Waterloo Flats were transferred to FHA
Verge		Trinity Road	Cirencester	GL7 1NE	Freehold	Land	Verge area left over after LSVT.
Council Offices		Trinity Road	Cirencester	GL7 1PX	Freehold	Land/Building	Main Offices
Verge at		Upper Churnside	Cirencester	GL7 1AP	Freehold	Land	Verges adjacent to Beeches Stores
Park House	23-25	Victoria Road	Cirencester	GL7 1EN	Freehold	Building	Retained freehold 1 -8 Park House
Burial Ground		Watermoor Road	Cirencester	GL7 1JW	Other	Land	This is a Burial ground which has a legal responsibility to maintain. The Council holds no legal interest in it.
	11	Windsor Terrace	Cirencester	GL7 1ET	Freehold	Land/Building	First Floor Flat Retained Freehold Let on Long Lease
	10	Windsor Terrace	Cirencester	GL7 1ET	Freehold	Land/Building	Retained Freehold

Closed Churchyard		The Church Of St Peter	Cirencester	GL7 2LR	Other	Land	This is a Closed Cemetery which the Council has a responsibility to maintain. It does not include the church building. The Council holds no legal interest in it.
Verge at		Fairfax Road	Cirencester	GL7 1NF	Freehold	Land	Verge adjacent to subway
Football Club and vacant land		Broadleaze	Down Ampney	GL7 5QX	Freehold	Land/Building	Development Site and Football Club (let)
Land at		Wydelands Northcot Lane	Draycott	GL56 9LA	Freehold	Land	CDC has residual ownership of the turning head now adopted highway.
Land adjacent to Enfield Farm		Hill View	Elkstone	GL53 9PB	Freehold	Land	Land let on cultivation licences
Verges at		Beaumont Place	Fairford	GL7 4BH	Freehold	Land	Verge
Public Conveniences		High Street	Fairford	GL7 4AD	Freehold	Building	Public Conveniences
Land at		Highfields	Frampton Mansell	GL7	Freehold	Verge & Parking	Verge and Parking within residential street
Land at		West View Villas Cricklade Street	Poulton	GL7 5HP	Freehold	Land	Footpath and Roadway. CDC responsible for northern boundary
Verges at		The Quarry	Fairford	GL7 4JX	Freehold	Land	Two verges at The Quarry
Land at		Greens Close	Great Rissington	GL54 2LJ	Freehold	Land	Open grassed area
	27-29	Eign Gate	Hereford	HR4 OAB	Freehold	Building	Retail Investment property within Use Class A1 with ancillary offices and storage. First Floor Area sublet.
Land at		Station Road	Kemble	GL7 6FF	Freehold	Land	Wildlife area and Garden Plots
Verge at		Windmill Road	Kemble	GL7 6AL	Freehold	Land	Verge at the entrance to Clayfurlong Grove
Land West of		Windmill Road	Kemble	GL7 6AN	Freehold	Land	Strip of land between highway and development site

Land at		North Terrace	Coberley	GL53 9QZ	Freehold	Land	Development Land
Public Conveniences		Burford Street	Lechlade	GL7 3DE	Freehold	Building	Public Conveniences
Land at		Cuthwine Place	Lechlade	GL7 3EG	Freehold	Land	Footpath and verge
Land at		Hamilton Croft	Meysey Hampton	GL7 5JX	Freehold	Land	Village Car Park and access
Verge and Parking		Cedar Road	Mickleton	GL55 6SZ	Freehold	Land	Verge and parking
Land to the Rear of	80-90	Cedar Road	Mickleton	GL55 6SZ	Freehold	Land	Ransom Strips
Public Conveniences		High Street	Moreton-In-Marsh	GL56 0AX	Freehold	Building	Public Conveniences. This property has an easement to erect and maintain railings on adjacent land
Council Offices		High Street	Moreton-In-Marsh	GL56 0AZ	Freehold	Building	Moreton Area Centre
Compton House		High Street	Moreton-In-Marsh	GL56 0AX	Freehold	Building	
Car Park		Old Market Way Station Road	Moreton-In-Marsh	GL56 0LA	Freehold	Land	Car Park
Verges and Track		Redesdale Place	Moreton-In-Marsh	GL56 0EF	Freehold	Land	Verges, Footpaths and Track with Public Right of Way
Parking Area		Stockwells	Moreton-In-Marsh	GL56 0HQ	Freehold	Land	Parking Area used by residents
Land at		Warneford Place	Moreton-In-Marsh	GL56 0LR	Freehold	Land	Land
Land Adjacent to	2	Fortey Road	Northleach	GL54 3HN	Freehold	Land	Potential Deveopment Land
Woodland at		Fortey Road	Northleach	GL54 3HN	Freehold	Land	Woodland managed by Tree Officer. Includes part of Back Lane.

Resource Centre		Fosseway	Northleach	GL54 3JH	Freehold	Land/Building	Museum Store
Part of		Guggle Lane	Northleach	GL54 3HB	Freehold	Land	Unadopted roadway giving access to the rear of Mays Crescent Macarthur Road and properties on Guggle Lane. Also includes parking area outside 32 and 33 Macarthur Road and verge area
Land Adjacent to	32-33	Macarthur Road	Northleach	GL54 3HS	Freehold	Land	Parking
Public Conveniences		Market Place	Northleach	GL56 3EJ	Freehold	Building	Public Conveniences & Bus Shelter. This property is jointly owned with Eastington with Northleach Parish Council
Land at		Mays Crescent	Northleach	GL54 3HR	Freehold	Land	Parking area and verges
Land at the Rear of		Taylor Road And Barnett Way	Northleach	GL54 3JQ	Freehold	Land	Verge adjoining public footpath
Grassed banks		Farmington Rise	Northleach	GL54 3HU	Freehold	Land	2 x grassed banks
Verge at		Stoney Pool	Poulton	GL7 5LR	Freehold	Land	Verge
Land at		The Glebe	Sapperton	GL7 6LL	Freehold	Land	Grassed Amenity Area
	1	Sutton Park Road	Seaford	BN25 1QX	Freehold	Land/Building	Freehold Retail and Residential Investment Property let on two leases
Land at		Pound Close	Siddington	GL7 6JH	Freehold	Land	Vacant
Verge at		The Twenties	Siddington	GL7 6ES	Freehold	Land	Verge
Verge at		Elm View	Somerford Keynes	GL7 6DH	Freehold	Land	Verge at southerly entrance to Elm View
Verge at		Berkeley Close	South Cerney	GL7 5UN	Freehold	Land	Verge
Scout Hut		Berkeley Close	South Cerney	GL7 5UN	Freehold	Land/Building	Land let to Scout Group for Hut

Verge at		Jubilee Gardens	South Cerney	GL7 5XW	Freehold	Land	Verge not adopted after development
Packers Leaze Waste Vehicle Depot		Broadway Lane	South Cerney	GL7 5UJ	Freehold	Land/Building	Waste Vehicle Depot
Land at		Quarry View	Southrop	GL7 3PQ	Freehold	Land	Land let for grazing
Car Park		Maugersbury Road	Stow On The Wold	GL54 1AH	Freehold	Land	Car Park
Verge Adjacent	9	Sterling Close	Stow On The Wold	GL54 1AN	Freehold	Land	Part Disposed - Verge outside number 9 and roadway retained
Land at		Land At King Georges Field	Stow-On-The-Wold	GL54 1AR	Freehold	Land	
Car Park		Fosseway	Stow-On-The-Wold	GL56 1EG	Leasehold	Land	Free Car Park
Public Conveniences		Maugersbury Road	Stow-On-The-Wold	GL54 1AH	Freehold	Building	Public Convenience
Land at		The Park And Back Walls	Stow-On-The-Wold	GL54 1DX	Freehold	Land	Verge, parking and access
Public Conveniences		The Square	Stow-On-The-Wold	GL54 1AB	Freehold	Land/Building	Public Conveniences. Garden Land now sold
Verge at The Sherry Temple Guiting Cheltenham		The Sherry	Temple Guiting	GL54 5RP	Freehold	Verge	Land remaining from LSVT
Car Park		Church Street	Tetbury	GL8 8LL	Freehold	Land	Car Park
Car Park		Gumstool Hill	Tetbury	GL8 8DG	Leasehold	Land	
Public Conveniences		Old Brewery Lane	Tetbury	GL8 8LL	Freehold	Land/Building	Public Conveniences
Public Conveniences		The Chipping	Tetbury	GL8 8ES	Leasehold	Building	Public Convenience
Car Park		The Chipping	Tetbury	GL8 8ES	Leasehold	Land	Car Park - Leased to CDC
Land adjacent to	14	The Ferns	Tetbury	GL8 8JE	Freehold	Land	

Land between	28-29	Webb Road	Tetbury	GL8 8EL	Freehold	Land	Play Area let to Tetbury Town Council
Ridgeway House	1	London Road	Tetbury	GL8 8JQ	Freehold	Building	9 x apartments
Car Park		West Street	Tetbury	GL8 8LL	Freehold	Land	Car Park
	60-70	Great Bridge	Tipton	DY4 7EW	Freehold	Land/Building	Retail Premises with Customer Car Park with 64 spaces
		Verges And Footpath At Wheatclose Broadwell Gloucestershire	Broadwell	GL56 0TH	Freehold	Land	Verges and Footpaths with trees
Verge at		Dovers View	Weston Subedge	GL55 6QS	Freehold	Land	Border between highway and agricultural field containing trees. Ownership includes fence.
Land Adjacent To Willersey Industrial Estate		Badsey Lane	Willersey	WR12 7PR	Freehold	Land	Land being the border between Fosseyway Housing Car Park and Willersey Industrial Estate
Land at		Ley Orchard	Willersey	WR12 7PW	Freehold	Land	One verge and large grassed amenity area
	54-55	Ley Orchard	Willersey	WR12 7PW	Freehold	Land/Building	Retained Freehold
Land to the Rear of	Sep-14	Timms Green	Willersey	WR12 7PS	Freehold	Land	Retained Land Public Right of Way at the rear of 6-8 Timms Green

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Cotswold District Council

Asset Management Strategy February 2024

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COTSWOLD
DISTRICT COUNCIL



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- Our Estate
- Freehold Interests
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- Estate Planning - Investment Properties Outside District
- Estate Planning - Investment Properties Inside District
- Estate Planning - Commercial Investment Opportunities
- Estate Planning - Car Parks
- Local Plan and Regeneration
- Sustainability, Climate Change and Decarbonisation
- Governance

PART 3: DELIVERY

- Asset Management Strategy Property Recommendations (Informing Phase 2)
- Implementation Plan (Phase 2 Asset Plans)

Foreword

Cllr Mike Evely

I am very pleased to introduce this Asset Management Strategy which has been prepared by Cotswold District Council to set out our approach for managing our buildings over the next 10 years. Our estate includes land and property which is occupied by our staff and partners to deliver services to our communities. We also own properties for investment, providing a rental income.

The provision of fit for purpose buildings is a prerequisite to achieving our objectives. We are committed to investing in our estate, infrastructure and projects that are key to maintaining our operational effectiveness and preparing us for the future.

We have the opportunity to deliver on our Council priorities and support the regeneration of Cirencester through our ownership of land and buildings in the town. We will also focus our efforts in achieving the best from our existing investments whilst considering new investment closer to home.

With our finite resources we will need to proceed with caution, investing in the right buildings for the future and releasing those which do not adequately support our needs. This will allow us to create a leaner, more sustainable estate, which is increasingly accessible, and more community focused.

I look forward to the implementation of this Asset Management Strategy as we develop and deliver asset plans and work closely with all stakeholders to achieve our Council Priorities.



Cllr Mike Evely
Deputy Leader and Cabinet
Member for Finance.

PART I: STRATEGIC CONTEXT



COTSWOLD
DISTRICT COUNCIL

Executive Summary

Key Messages

The Council has important decisions to make at this time. Like many other local authorities, the cost of its services are increasing but real terms funding from Government and other sources is reducing. The Council's land and buildings represent a significant cost, but also a great opportunity for financial benefit and driving growth within our District.

The Council has an advantageous position in the land and buildings that it owns in Cirencester. This provides opportunities to progress redevelopment of existing sites in the town, supporting the Masterplanning objectives, providing new amenities and rejuvenating areas of the town. The Council will progress those opportunities with pace, but they will take time to complete.

Whilst the majority of the Council's operational / service buildings are in the right locations and are suitable to meet future demand, some buildings are underutilised. The Council is in the process of entering into an agreement for serviced office accommodation at its Trinity Road offices to provide a new revenue stream and should review opportunities to increase the use of the Moreton Area Centre. This Asset Management Strategy, led by the Medium-Term Financial Strategy will focus on redevelopments, investments and its car parks to secure new income streams and encourage new growth.

The Council has a relatively small investment portfolio but its income from those property investments is declining, and they are costly to manage. For properties in poor condition which are not financially viable to repair, the Council will consider immediate disposal. For poor performing property needing investment, the Council will look to maximise income through good asset management and prepare for sale at the right time. Consideration will also be given to redevelopment options for existing car park sites which are underutilised or where alternative parking locations can be provided and seeking new investments within the district which support regeneration and are more efficient to manage.

The Purpose of our Asset Management Strategy

This Asset Management Strategy Paper (Phase 1) provides a longer term (5 to 10 year) strategy for the Council's estate. The Implementation Plan (Phase 2) will provide targeted Asset Plans for those properties being considered for change considering the need for investment, income and expenditure profiles, tenant events, and hold and disposal options for implementation.

Strategic Asset Management is the process of aligning property assets with the Corporate Vision and Objectives of the Council. These corporate objectives set a clear direction of travel which passes down through the organisation into detailed service planning, which should be accommodated by a functional, well-maintained estate. Asset Management is an iterative, ongoing process rather than a one-time exercise. This Strategic Asset Management Plan therefore will be used as a 'living document', creating a foundation for the management of the Council's portfolio.

Whilst the Asset Management Strategy will focus on redevelopment and investment opportunities, it is still 'service led'. Managers responsible for the provision of key services were involved in the Strategy development to ensure that it considered the latest service requirements, directing the future need for property. This strategy is also 'data driven' and will use the latest data to assess the properties, ensuring the basis of recommendations is accountable and can be easily updated. A new database of information has been collated ready for the Phase 2 Asset Plans. This will consider building condition and energy performance amongst other indicators.

Given the scale and importance of the Council's property portfolio there is a need to ensure that the property the Council owns, uses, develops and invests in is fit for purpose, managed effectively and represents value for money.

Policy and Context

The Councils Asset Management Strategy is guided by the following key Corporate Strategies:

Corporate Plan 2024 – 2028.

This sets out the five corporate priorities and these form the foundation of the strategy.

- Delivering Good Services
- Responding to the Climate Emergency
- Delivering Housing
- Supporting Communities
- Supporting the Economy

Investing in the District's fabric and future, developing a Masterplan for Cirencester Town Centre, and the promotion of carbon neutral developments are a few examples of priorities which must shape the future of the estate.

Revenue Budget Capital Programme and Medium-Term Financial Strategy 2024 – 2027.

Continuing financial pressures for the Council mean that savings will need to be made from the costs of running the estate and capital receipts are likely be needed from property disposals.

Green Economic Growth Strategy adopted 2020.

Sustainable and innovative growth is encouraged for example; agritech, cyber, digital, medical, equipment and environmental technologies. This requires targeted investment with specialised asset management.

Estates Compliance – Audit Draft Position Statement 2023.

This strategy has been requested by the compliance audit and is guided by recommendations made in the audit.

Cirencester Town Centre Master Plan

The long-term plans are to support a transition to more sustainable transport which will include safe walking and cycling routes. The Masterplan will help to diversify uses in the town and existing car parks will be an area of focus.

Car Parking Strategy.

A new car parking strategy is being prepared this year. The Asset Management Strategy and Car Parking Strategy will need to align to ensure service needs are met and car parks are well managed, and the use of these land assets is maximised.

Public Conveniences Review Group Report.

An Overview and Scrutiny Committee working group carried out a review of the future provision of public conveniences. The review was set in the context of a service which provides 15 facilities District-wide and requires a subsidy, of £166,000 annually. Cabinet took the decision to transfer four facilities to Town Councils or close them.

The Estate

Population and Geography

Cotswold District, with a population of about 84,000, spans 450 square miles, situated near urban centres including Swindon, Gloucester, and Cheltenham. Despite its rural character, the District is conveniently close to major cities including Oxford, Bristol, Bath, Birmingham, and Coventry.

Environmental and Heritage Assets

The district boasts significant environmental and heritage sites: 80% lies within the Cotswolds Natural Landscape, 144 Conservation Areas, nearly 5,000 listed buildings, numerous ancient monuments, historic parks, gardens, and significant wildlife sites. The Cotswold Water Park, a large area of man-made lakes, is key for conservation and tourism.

Local Economy

Cirencester is the District's dominant centre for business and jobs, while towns and villages like Moreton-in-Marsh, Tetbury and Bourton-on-the-Water serve as important service centres. The District's economy, characterised by a strong small business presence, faces challenges like poor broadband coverage and shopping "leakage" to other areas.

Strategic Focus

The Council's strategic focus revolves around maintaining the unique character of the area while fostering economic growth and social well-being. The Council envisions a future where residents enjoy a high quality of life, businesses flourish, and the natural environment is preserved for generations to come.

The Council's property holdings are deeply rooted in the region's history. The careful preservation of heritage sites and historical landmarks reflects a commitment to safeguarding the unique identity of the Cotswolds. These

properties not only serve as a testament to the past but also contribute to the cultural tapestry of the District.

Overview

The property portfolio comprises a total of 169 properties valued at just over £63 million according to the latest asset register with investment properties generating approximately £340,000 per annum.

Recent developments include renovations made at the Trinity Road offices to free up space for tenants and decarbonisation of both Cirencester and Bourton on the Water leisure centres. Plans are also well underway for a 100% socially rented carbon zero residential scheme at Down Ampney and for Solar Photovoltaics to be added to both the Trinity Road Council Offices and another tenanted building in Cirencester. In the last 3 years, the Council has seen a decline in income from its investments and there has been a 2% decrease in the book value of the portfolio. There has been little change in the composition of the estate in the past decade.

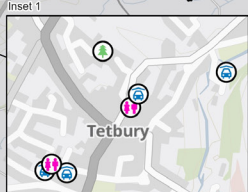
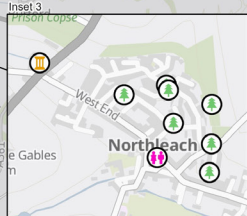
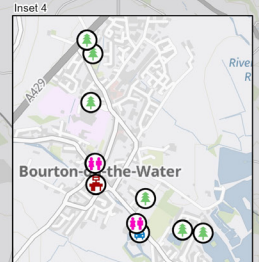
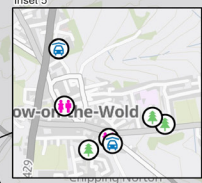
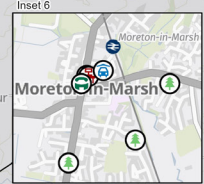
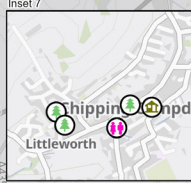
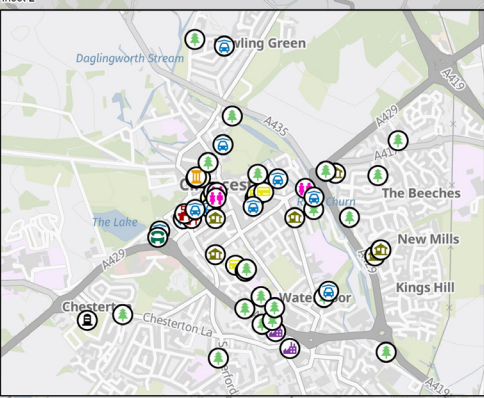
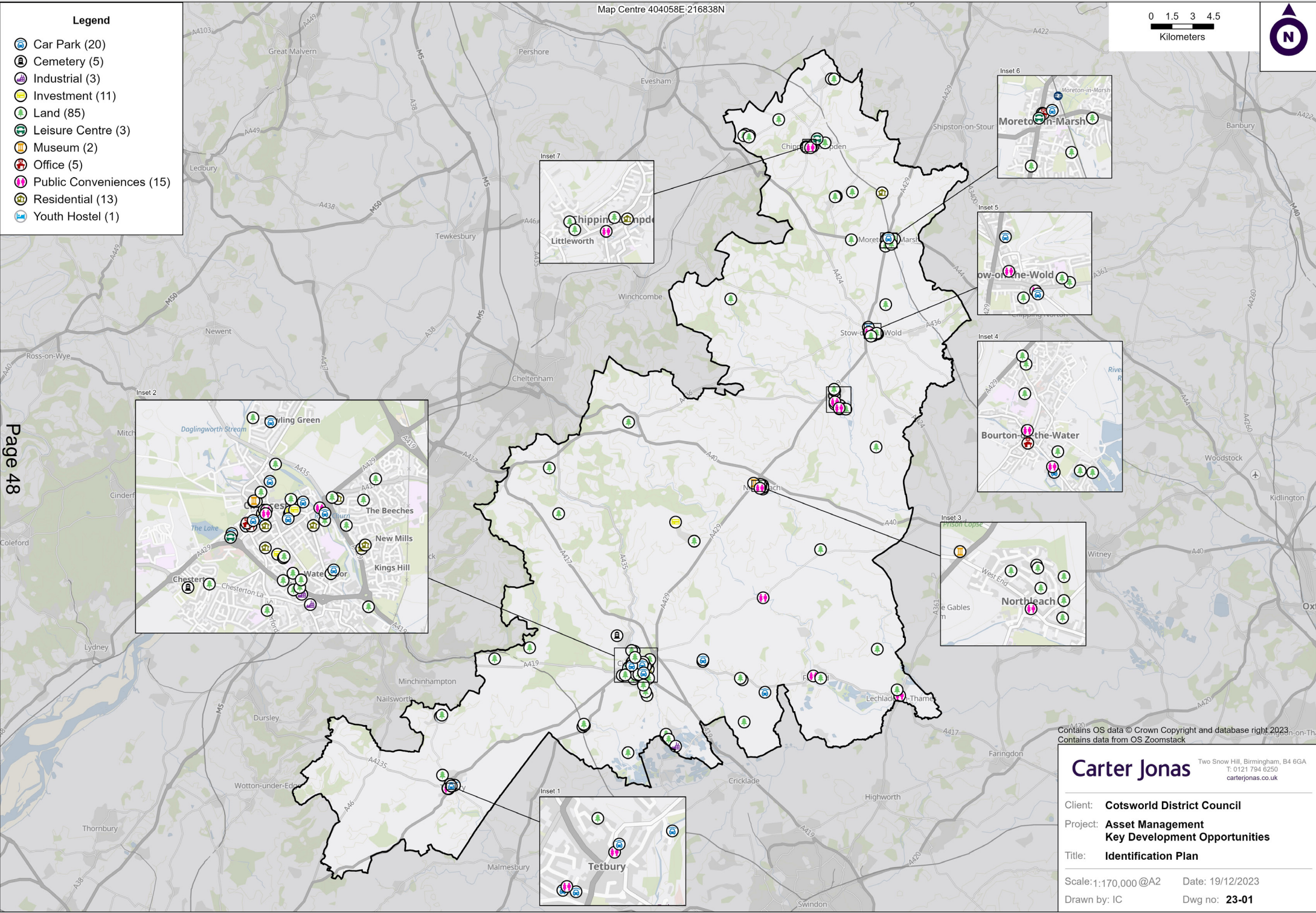
Estate Statistics

- 169 Property Interests
- 161 Freehold
- 8 Leasehold
- £63 million value
- 11 Investment properties
- 44 verges
- 15 public conveniences
- 97 Leases
- 55 properties with associated lease
- At least 21 leases of less than £5,000 per annum



Legend

- Car Park (20)
- Cemetery (5)
- Industrial (3)
- Investment (11)
- Land (85)
- Leisure Centre (3)
- Museum (2)
- Office (5)
- Public Conveniences (15)
- Residential (13)
- Youth Hostel (1)



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Client: **Cotswold District Council**
 Project: **Asset Management Key Development Opportunities**
 Title: **Identification Plan**

Scale: 1:170,000 @A2 Date: 19/12/2023
 Drawn by: IC Dwg no: **23-01**

Freehold Interests

The majority of the Council's estate is freehold ownership allowing future opportunities to make changes to or sell those buildings which are not suitable for the future. The Council has significant freehold ownership within the town of Cirencester. Some of these may be able to support future regeneration through redevelopment. This includes a number of freehold owned car parks, 5 of which are located in the central area of Cirencester. Redevelopment would be in-line with the Masterplan and be dependent on parking needs being met on alternative sites.

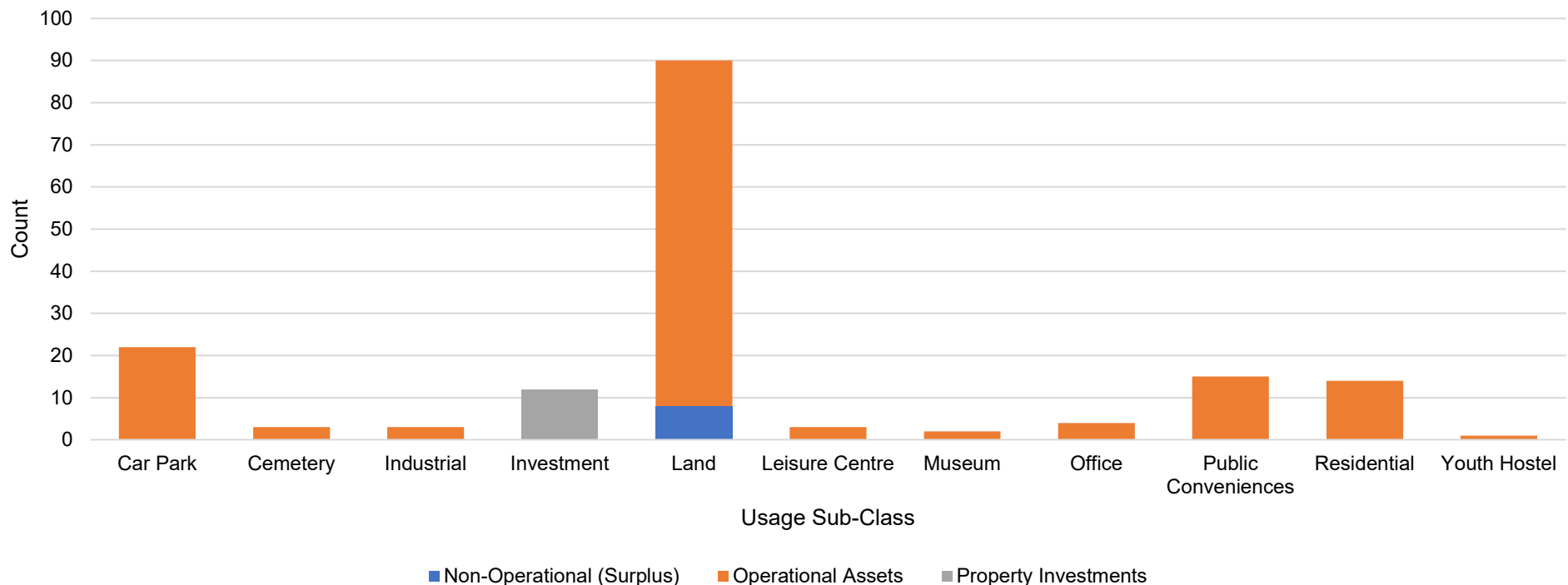
Many buildings are older, period buildings which are typical of the built environment in the Cotswold District. Whilst they are aesthetically pleasing and

fit in with surroundings, some of the buildings are expensive to maintain and provide little flexibility for alterations.

The Council's investment estate is predominately made up of retail occupiers, with three larger retail investment buildings located outside of the District. The Council owns a number of smaller, legacy buildings in Cirencester, many multi-occupied by smaller businesses.

Land interests include amenity land sites and numerous minor land interests which results in the high number shown on the graph below.

Figure 2: Count of Property Types



Leasehold Interests

Council as Lessee

The Council leases eight properties as lessee, most under long leases from other public bodies for our leisure centres, smaller car parks and one public convenience.

Council as Lessor

The Council are currently lessor of 83 leases, corresponding to 53 properties. Of these, 41 are peppercorn leases (31 of which are 50+ year term). These leases are typically granted to other local government bodies or social entities for operational facilities. Conversely, the remaining 42 leases in the portfolio generate varying levels of income. The majority of these are investment properties (see page 17).

The lease agreements range in duration, with 34 leases extending over 50 years, primarily for residential properties, and 27 leases for shorter terms of less than 10 years, predominantly for commercial and office spaces

Figure 3: Leases Classified by Rental Income Bracket

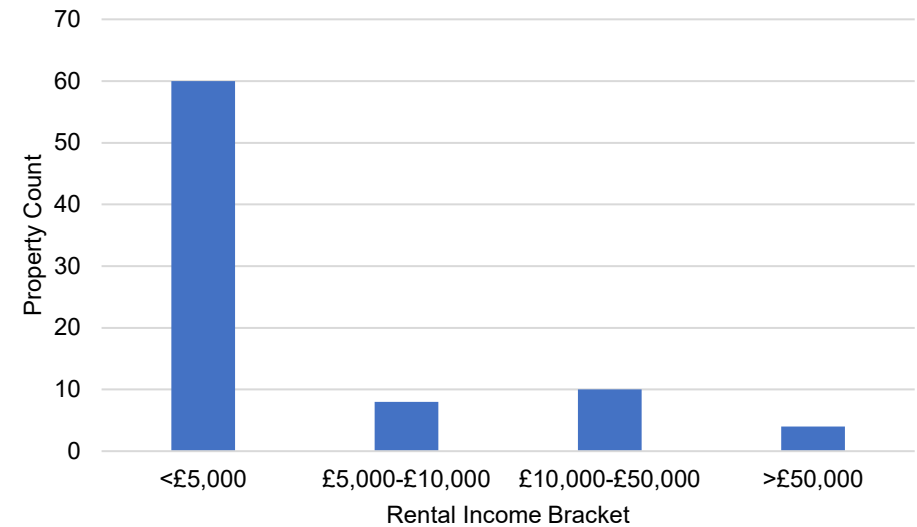
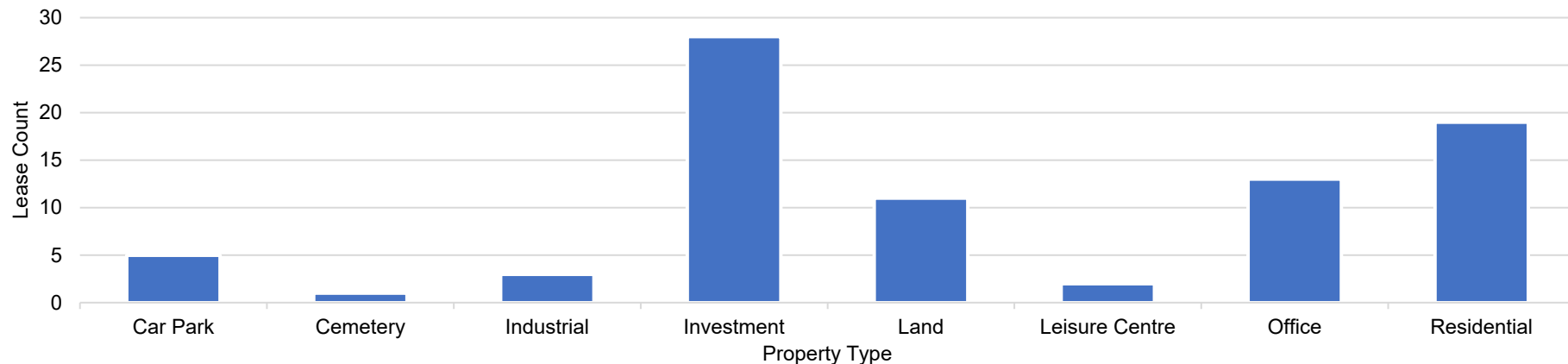


Figure 4: Leases by Property Type



PART 2: SHAPING THE FUTURE



COTSWOLD
DISTRICT COUNCIL

Asset Management Strategy Principles

1 Fit for purpose, cost effective and well utilised

Assets function effectively and enable staff and public to use them. Value for money is achieved by creating flexible buildings that support high utilisation and multiple uses.

Reflecting post-pandemic revised working practices the Council will carefully move towards a future estate that will have fewer buildings. Those buildings will be of better quality with greater functionality and better utilised. In future the Council will seek a greater degree of collaboration with public partners within its operations. The Council may be able to develop hub facilities for other public sector services to collaborate.

2 Sustainable and efficient

Assets are well maintained, are efficient in their uses of power, resources, and new technology to support a carbon zero target.

The Council will measure the energy use of its buildings and ensure that it is investing in energy efficient measures on those buildings that will be retained. The Council will aim to retrofit or release its most energy inefficient buildings. The Council's commitment to the climate change strategy will be creating a leaner, well utilised, more energy efficient estate.

3 Commercially managed.

Assets that are held for investment purposes should be commercially managed and 'sweated' to generate income to support frontline services.

Existing assets will be carefully managed to ensure they provide the best returns possible. The investment estate will be reconfigured with caution, releasing assets where they do not meet criteria for future use. Growth and new business will be encouraged by using land and buildings to stimulate development and encourage new business to our District. Further data will be gathered for the estate allowing performance to be more closely managed and better reporting.

Asset Management Strategy Objectives

The following are the objectives for the Asset Management Strategy:

- 1 Regeneration**
Guided by the Local Plan, to use the Council's property ownership to drive regeneration and growth in Cirencester.
- 2 Local Investment**
Focus on new investment in District.
- 3 Disposal of Properties Not Fit For Purpose**
Preparation for disposal of out of District investments at the right time, re-investing in more local investment opportunities. Assess in-District investment properties against investment criteria to ensure best value.
- 4 Governance**
To set up a Strategic Estates Group as a sub-group of the Cabinet Transform Working Group (CTWG) to assess and make recommendations to Cabinet on acquisitions, disposals or investment.
- 5 Capital Programme**
To obtain more forecasting data to understand potential future spend. This will assist with understanding which assets need to be retained or disposed of.
- 6 Climate Change Strategy**
To ensure property recommendations align with the energy reduction and decarbonisation targets.
- 7 Data**
To continue improving the use of the Uniform database. This will allow better recording and reporting on property and facilities management data.
- 8 Public Sector Collaboration**
The Council's strategy is initially inward looking to provide strategic direction for the Council. Future engagement with Parish and Town councils may achieve site sharing and therefore further efficiency in how property is used.

Corporate Finances and Capital Programme

Budgets and Timing

The Council's Medium-Term Financial Strategy (MTFS) identifies considerable risk to funding from 2026/27 onwards, with a projected budget gap of just over £5m in 2026/27. The plans the Council has to generate savings or income from its estate must be brought forward swiftly to support the overall financial position in 24 months-time.

The financial pressures are common to many Local Authorities, interest rate pressures, reduction in business rates, increase in the demand and cost for services and energy price hikes.

Until recently, the Council's capital expenditure has been funded from capital receipts. As there are no plans for new capital receipts, the Council will need to borrow to fund new expenditure requirements. Within the capital Programme for the period 2023/24 to 2026/27 the Council holds a property Repairs and Maintenance / Capital Works reserve of £250,000. It also holds a Land, Legal and Property fund of circa £1m for asset management activities such as major building repairs for the period of the MTFS.

Whilst the Council will seek every opportunity to reduce costs, there are limited opportunities for significant reductions in what is spent on the operational estate. The Council's operational estate is relatively well utilised and the potential disposal of one or two operational buildings may result in significant cost of change with some loss of public accessibility of services. Whilst cost savings for operational buildings will be considered, the focus will be to improve income from property investments (whilst reducing costs) where possible.

There is minimal funding for new investments or redevelopments. Disposals from existing properties will be required to support these initiatives. Reinvesting monies from disposals aligns with plans being considered by the Department for Levelling Up, Housing and Communities which will allow Council's greater flexibility to use money raised from asset disposals to address budget pressures.

Capital Programme

The Council's Capital Estates Strategy will outline the key investments, projects and opportunities from the Asset Management Strategy. Detailed information is being collated to inform the capital estates programme. The phase 2 (Implementation Plan) of the strategy will require accurate information to identify poorly performing and costly property stock. A significant element of these costs will be improving the energy efficiency of the Council's buildings. Planned preventative maintenance plans (PPM) will provide cost information to accurately forecast expenditure and efficiently procure technical and contractor resources.

For key buildings this may include the following.

- Condition surveys
- Running cost and energy performance
- Occupancy and space data

The condition surveys will identify backlog maintenance of property assets to inform and develop a 5-year capital investment strategy. The condition surveys will also identify opportunities to contribute to carbon zero target by replacing equipment such as boilers with ground source and air source heat pumps and the installation of energy efficient materials and plant such as solar panels.

Estate Planning - Operational Estate

Trinity Road Offices

Within the Council's operational portfolio, the current focus is on the Trinity Road offices. Following the Pandemic and a move to more agile working, some of the building was under-utilised and as a result part of it is being reconfigured to allow occupation of a serviced office provider. This will bring both revenue savings and income. In the longer term, the Council need to regularly review how the Trinity Road offices are used to ensure efficient use of the space. A longer-term option could include a disposal and relocation to smaller, more modern premises in the central area of Cirencester.

Moreton Area Centre

With work coming forward to ensure a more strategic approach to development in the north of the District, the Council is committed to retaining a customer services presence in the area. The Moreton Area Centre currently provides both Council customer services and lettable space to tenants but is underutilised. Consideration needs to be given maximising the return from this building, whilst ensuring customers can readily access Council services. This may need to be informed by a wider public access audit to understand how our residents are accessing council services and how our buildings and services are accessed.

Leisure Services

A new 10-year contract was agreed in 2023 for provision of leisure services. The existing leisure buildings are fit for purpose and able to meet demand for the foreseeable future. There is no need for significant change to the buildings, although there will need to be investment to ensure leisure services and therefore the facilities within the buildings meet changing needs. There may be opportunities for some public services to co-locate in the leisure centres to improve utilisation.

Public Conveniences

In Cirencester, Stow on the Wold and Tetbury, where there is more than one set of Public Conveniences, the Council proposes to transfer the facilities to the Town Councils or to close them. Where facilities are closed they may be converted and let or sold. It may be possible to realise income from some surplus facilities quickly, within 12 to 18 months.

Other Operational Buildings

In the longer term the Council will consider how its smaller operational buildings such as community buildings or other partner properties could accommodate in-person services, allowing space to be released within other administrative buildings. Smaller access points must be fit for purpose and continue to support those with more complex needs.

Open Space and Minor Interests Review.

Small land parcels are to be verified as surplus to requirements and disposed of or transferred. The ongoing management and enquiries regarding small land parcels can be labour intensive and a distraction from other, more important, estate management duties. For those small land parcels and minor interests which are to be retained in the short term, a policy note may be appropriate to agree how they will be managed. This could include enhancing biodiversity and planting trees on these sites. It will be important not to release small or minor land interests which may support future infrastructure schemes in light of the developing master plan.

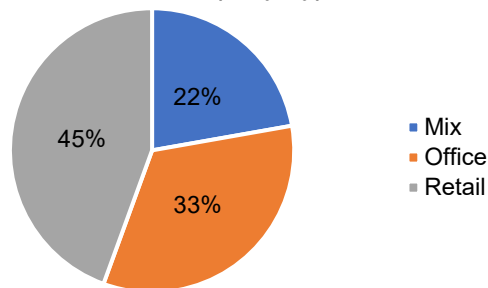
Estate Planning - Operational Estate

Investment Properties

The Council's investment estate is composed of 12 properties with an annual rent roll of over £340,000. This portfolio includes properties both within and outside the District, providing a degree of diversification that has historically buffered against localised economic downturns.

In the face of the prevailing economic downturn, the rent roll has declined. The Council's MTFS recognises this reduction in revenue income over the next 3 to 4 years as it is predicted that the rent roll may decline further as a result of the retail biased portfolio. The Council's out of District investment properties are let to tenants who may be further negatively affected by the economic downturn. The investment properties in District are smaller, multi-let period buildings which are costly to maintain and expensive to manage.

Figure 5: Investment Portfolio Property Type Mix



For investment properties purchased by Local Authorities in the last 5 years, retail property has on average fallen by 29% since it was purchased, with offices down by 23%. Industrial property, on the other hand would have increased by 23% in the same period. Whilst these statistics may not be fully applicable in Gloucestershire, it is understood that industrial property would have outperformed both retail and office sectors.

Condition, Maintenance and Efficiency

The portfolio comprises properties including yellow brick buildings typical of the area along with a few late 20th century and early 21st century buildings. These buildings unsurprisingly have poor energy efficiency metrics and are mostly certified with an EPC D rating. There is currently some maintenance data to support cost analysis, but it is understood that these properties have large associated planned and responsive maintenance costs typical with older period buildings. Many of the buildings are Grade 2 listed creating constraints on future retro fitting and reconfiguration.

Tenure and Challenges

The majority of these properties are let to small independent tenants with a few exceptions including Tesco and Argos. Importantly most of the properties are multi-let consuming greater management resource. There are currently 4 properties with multiple leases where the tenant is holding over and another 4 where the leases have less than 4 years remaining. Finally, the largest property is currently unlet as the tenant, Wilko, recently went into administration.

In conclusion, the investment property portfolio, while generating a significant annual rent, faces multiple challenges that require strategic management and planning. The diversity of the portfolio, both geographically and in terms of tenant mix, provides some resilience against economic fluctuations, yet the concentration in retail units and properties with poor energy efficiency ratings introduces considerable risk. The condition and maintenance needs of the older buildings, coupled with the complexities of managing multiple leases and the presence of unlet properties, further exacerbate these challenges.

Estate Planning – Investment Properties Outside District

Investment Properties Outside District

The Council has three properties, in Tipton, Seaford and Hereford which collectively have an estimated rental value of 75% of the total investment portfolio. The performance of these investment properties greatly impacts the total income.

The largest property in Tipton remains unlet with offers less than the previous rent passing from lessor covenants. The Hereford tenancy is in a stable situation as a result of a rent reduction however the investment is still at risk. The property in Seaford is let to a stronger covenant having lower risk to that income stream.

The out of District investments do not support the local economy or regeneration initiatives. The location of the properties has led to complications in management, and the Council is more reliant on local agents to assist in management, rather than using its own in-house expertise.

Next Steps

In line with the Council's commitment to community-centric growth and effective asset management, the Council's objective is to focus on investments locally, ideally to meet both financial and regeneration objectives and support growth in the District.

The phase 2 Implementation Plan will consider disposal options. In the meantime, the Council will continue its management of these properties allowing preparation for a sale if and when required.

Estate Planning – Investment Properties Outside District

Investment Properties in District

The Council has 9 properties, the majority in Cirencester. These are often historic heritage buildings, characterised by their complex maintenance requirements and substantial management overheads. Despite their cultural value, the financial returns from these properties may not align with the Council's efficiency and profitability objectives (to be assessed as part of our Implementation Plan, Phase 2).

Within the 9 properties there are 9 tenants paying less than £5,000 per annum. Whilst there is not detailed figures to support the analysis, it is expected that the maintenance and management costs of some of the properties would be higher than the rental income. The Council's largest in District investment property at Dyer Street occupied by Argos and Savers is allocated in the Masterplan as a development site.

The Council will consider disposal of properties which are the most expensive to maintain, the highest cost to manage and which do not offer support to the future Masterplanning of Cirencester. Where feasible, the Council will seek to responsibly transition away from those properties, prioritising investments that deliver better returns and reduced management cost. Any disposal proceeds may be invested in new investments or to fund redevelopments of other schemes.

The identification of those individual properties will be undertaken in the Implementation Plan (Phase 2) where properties are individually assessed according to agreed criteria.

Property Management

The Council's properties are managed by the in-house Assets Team with support from advisors. The Council's Property Management processes are led by RICS and CIPFA guidelines. The Council will continue to govern its investment properties commercially to achieve best value and ensure all tenants are treated fairly.

As an example of this, the Council has agreed a new policy with regard to the charging of interest.

- The Council has the ability to charge interest as per the contractual liability in each lease.
- Interest can be charged on rent backlog after a rent review and in extreme cases of rent arrears.
- Charging interest would be a tool that the Council Assets team could use, in their expert opinion, where the interest income would be above an agreed level.

Estate Planning – Investment Properties Outside District

Car Parking Opportunities

The car parking strategy will need to balance a number of priorities. The Council relies on income from its car parks which is approximately £1.6m net per year at the time of writing. Due to limited public transport infrastructure in Cirencester, the Council must also retain the right amount of car parking spaces to allow access to amenities and business to grow. Our car parks must retain space for residents, visitors, electric vehicle charging and spaces for disabled users.

The Council will forecast future demand for car parking whilst observing Local Plan policies (Policy S3 Central Area Strategy) which promotes the relocation of town centre car parking to out of town locations where possible. There is also a principle of bringing further residential use into the town centre.

A number of the sites within the Cirencester Central Area Strategy identified and allocated for development are owned by the Council. This allows us some control in the future development of key sites in Cirencester.

Some of the Council's our car parks require modernisation and reconfiguration to maximise income. There therefore needs to be an understanding of which car parks will be retained, and which car parks (if any) might be redeveloped for alternative use. This will impact the Capital Programme for the car parks and decisions will need to be made swiftly.

How the future use of Council owned car parks will be identified

The Car Parking Strategy is ongoing, and this work is expected to continue through 2024. The Asset Management Strategy will need to reflect results from the Car Parking Strategy, particularly the analysis of occupancy. Whilst the initial focus is on the car parks in Cirencester, demand for car parking across the rest of the District will also be reviewed.

Occupancy information will be overlaid with an assessment of commercial opportunities to identify which car parks could be considered for an alternative use.

The Local Plan update (draft version) identifies the following car parks for development to enable implementation of the Framework Masterplan for Cirencester.

- Old Station (152 spaces)
- Brewery (278 spaces)
- Sheep Street (102 spaces)
- Forum (176 spaces)
- The Waterloo (234 spaces)

These are car parks located in the central area of Cirencester and these will be the focus of analysis for alternative uses. However, car parks can only be redeveloped if parking needs can still be met. In some cases this will mean the relocation of car parks. This supports the key Local Plan policy for decentralisation of car parking in Cirencester.

The Waterloo Car Park

Although we will need to be guided by further study, of these five car parks, The Waterloo Car Park may offer the best opportunity for redevelopment. Any redevelopment here may only need part of the site, or parking could be re-provided.

Estate Planning – Investment Properties Outside District

Other Opportunities

The remaining four Town Centre car parks will be considered for an assessment of commercial opportunities. The selection may be narrowed, once the results of the Car Park Strategy are obtained. If the current number of existing car parking spaces in Cirencester is to be retained for the short or medium term, then the focus of further analysis will be to consider which other car parks could offer redevelopment whilst retaining the majority of car parking spaces.

Should the Car Parking Strategy suggest that the number of car parking spaces in Cirencester could be reduced in the short / medium term then the Council may consider disposal or alternative uses which do not require re-provision of car parking. This outcome offers the potential to realise a significant capital receipt more quickly. In this event it will be necessary to forecast the potential loss of car parking income as part of any analysis.

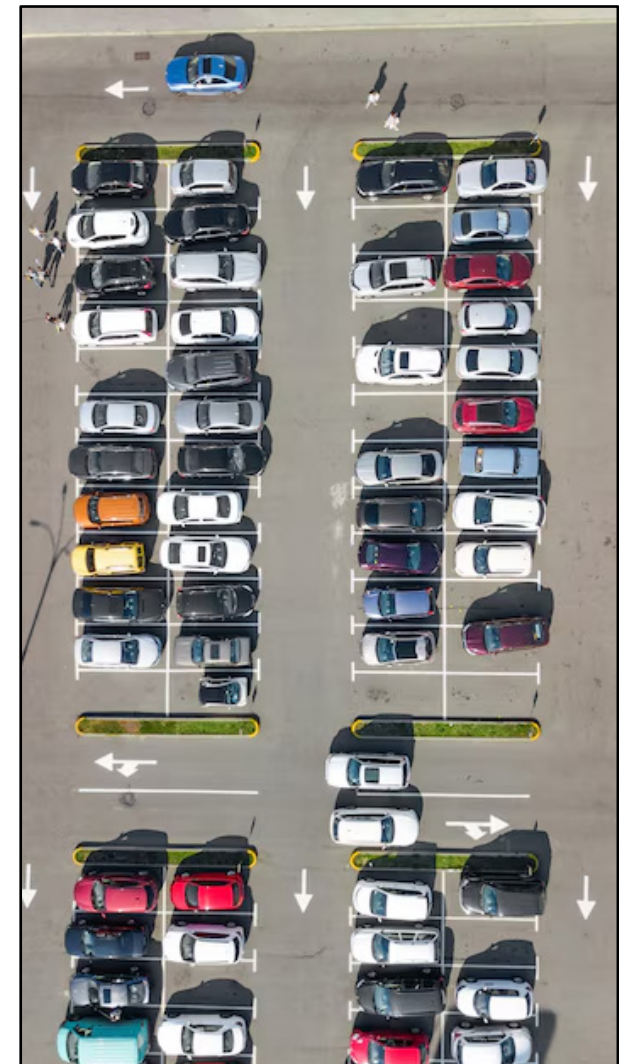
It is noted that any new use of the ex-Tesco site in central Cirencester may have an impact on the car parking at the Brewery. The Brewery site should therefore be considered once the future use of the ex-Tesco site (not Council owned) is clear. This will need to be considered as part of the overall analysis of the 5 selected car parks.

Although our analysis will be focused on Cirencester car parking, the Council will consider other opportunities for alternative uses for car parks elsewhere in the District if guided by the Car Parking Strategy.

Next Stage Assessment

The commercial assessment of alternative uses should be a Masterplanning led / market analysis of options. Any assessment will need to consider the wider impact on existing residential and commercial uses which may only remain viable if there is adequate car parking available. Loss of car parking income from any of the scenarios will need to also be accounted for.

Any proposed development of these sites may offer opportunities for much needed new housing, which should also be considered by the assessment.



Estate Planning – Commercial Investment Opportunities

Future Investment

With continuing economic challenges, the Council's focus is to maximise the returns from existing investment properties and dispose of underperforming properties, reinvesting receipts. Options are primarily the acquisition of new investment property in the District and / or funding redevelopment of existing (car parking) sites in Cirencester (see page 20).

Funding from Disposals

Reserves are held to fund the implementation of key projects which alleviate the financial risks the Council is facing. The Council's Priorities Fund (CPF) has a balance of circa £1m for the current financial year. Receipts from any disposals are held in the capital receipts reserve, forming part of wider capital financing options to include regeneration investment. Given that completing sales of existing investments may take a number of years, the Council will consider other funding sources.

Diversification

The Council's commercial properties are retail biased but it is considering diversification through asset management of existing properties. New projects including regeneration opportunities will be considered, which focus on other sectors. These may include healthcare / surgery and other sectors including light industries, leisure, food and hotel opportunities.

Location / Specification

Initially the Council will look to acquire those commercial investments in the Cotswold District, particularly those opportunities which support local Masterplanning objectives and key sites in Cirencester. Investment opportunities in District will be limited but smaller lot size investments can be achieved in or around Cirencester. Achieving success to acquire the right investment in District

will require preparation and an ability to act quickly, having pre-agreed the criteria for investment.

As discussed in the Estate Planning section on car parks, the Council is considering the redevelopment or disposal of car parks in the central area of Cirencester, where parking is underutilised or alternative sites can be identified.

As the Council proceeds with this divestment strategy, it will aim to reinvest within the Cotswold District, thereby fuelling local economic development and simplifying the management of the investment estate. By focusing on local opportunities, the potential for our investments to directly benefit our residents and business community is enhanced.

Timing

The Council will be faced with a complex set of opportunities, managing the sale of existing investments when the time is right, whilst considering the reinvestment of funds into the capital programme, new investments or redevelopment opportunities. The Implementation Plan will provide a more detailed plan on the timing of these transactions once individual property options are understood.

Surplus Property Opportunities and Other

The Council may have surplus public convenience sites for disposal or to let for investment. Whilst this is likely to be kiosk type space, there can be strong demand for the opportunities from small businesses for these sites which rarely come to market.

The Council may hold land sites which are no longer required for operational use and these may offer investment opportunities. Alternative uses for land sites, will consider all options including uses for smaller plots including (EV) charging and cycle facilities, which dovetail with the Council's commitment to sustainable infrastructure.

Local Plan and Regeneration

Policy and Context

Provision of affordable housing is a priority for the Council. Delivering housing for local, low-income families is vital to ensure they have a choice to stay local. This is important for local jobs, retained spend and sustaining communities. The Council's new housing strategy assesses opportunities from its existing ownership and explores other options to progress genuinely affordable housing projects for the future.

The adopted Local Plan to 2031 is being updated and a new Local Plan to 2041 is also being prepared. There are around 60 existing / new policies that are being prepared and revised, including a new Climate Change chapter. For the Local Plan period 2026 to 2041, it is currently estimated that sites for around 3,300 additional homes are needed.

The Council is in a unique position as it owns a number of the sites which are identified in the Local Plan and in the Framework Master Plan for development. The presence of council buildings or services often creates high footfall and can lead to a micro-economy which attracts other businesses. This allows the Council a degree of control for future development ensuring where possible that development aligns with corporate priorities;

- Providing land for affordable housing and other development
- Stimulating regeneration through the development of public sector hubs and joint developments
- Job creation and development of business hubs
- Supporting micro businesses

Delivery

The challenge is to promote the sites the Council owns to support future regeneration priorities to bring forward schemes which are financially viable. This will require market analysis of identified sectors to understand interest.

Creating a delivery strategy from the Cirencester Town Centre Framework Masterplan will allow areas presenting opportunities to be considered in more detail. The Council may have the opportunity in some cases to self-develop as owner of the sites to create new income streams, to work with a partner in developing the sites or to dispose of the land and buildings allowing others to take the site forward. The Council will be flexible in its delivery options and assess each opportunity on its own merits.



Figure 6: CDC – Bromford Down Ampney Render

Sustainability, Climate Change and Decarbonisation

Climate Change Strategy – Impact on our Estate

The Council’s Climate Emergency Strategy 2020 to 2030 sets out how it will combat the negative effects of climate change and support a program for delivering net zero. Whilst Central Government has committed to achieving net zero by 2050, the Council has committed to achieving net zero earlier, by 2045. A quarter of the Council’s entire corporate emissions are from gas usage in heating its buildings. The other quarter is from electricity, predominately used in buildings, so the energy efficiency of the Council’s estate is a vital component in achieving net zero.

Net Zero Priorities for our Land and Buildings

The following are priorities for the Council’s land and buildings taken from the Climate Emergency Strategy or from the Local Plan.

- To improve the energy efficiency of Council owned properties
- To consider disposal of buildings which cannot achieve net zero through refurbishment
- New acquisitions will be carbon neutral throughout their lifespan
- The Council will attempt to base any new commercial investments within District
- To drive the importance of sustainability in new developments
- To focus on renewable energy and investing in Solar PV (photovoltaic / ‘solar panel’) technology
- To increase the number of EV charging points
- Continue to develop data for better benchmarking and performance management.

As part of the Asset Management Strategy, creating a leaner estate with modern and better utilised buildings will play a key role in the reduction of the Council’s carbon footprint. The utilisation of the Council’s accommodation will be

constantly reviewed to ensure that there is no empty space potentially wasting energy.

The Council will ensure that it is investing in energy efficiency improvements (and decarbonisation) projects for those buildings that will be retained for the future. The strategy for understanding which buildings will be retained is therefore critical to the plan for targeting energy efficiency projects, ensuring that the Council will continue to benefit from those changes in the long term.

Consideration will be given to the carbon neutrality of buildings as a key part of decision making on acquisitions and disposals. However, the limited number of carbon neutral buildings currently available in District and the premium that may need to be paid, may mean that retrofit to achieve low carbon buildings will need to be considered. As noted in the Climate Emergency Strategy, ‘The Council will seek commercial investment and co-investment opportunities, ideally within the District.’ By 2041, 20% of the Council’s energy use will need to come from renewable sources within the District. This will influence investment decisions. For any redevelopment options the Council will keep in mind key policy to prevent demolition to reduce the carbon costs of new build schemes.

The Council’s new Local Plan will be ‘Green to the Core’ and its new developments will have green credentials. It is leading by example with its Joint Asset Venture at Down Ampney. This is a Carbon Zero Development with PV panels whilst also being a 100% socially rented scheme. The Council plans to bring forward more of these Carbon Zero developments across the District in future years.

Options are also being explored for installing renewable energy generation schemes as part of sustainable development and the Council is progressing installations of solar PV in a number of locations including operational and investment buildings. It may be appropriate to consider Natural Capital options such as carbon capture, pollination or natural defences to protect against flooding, for open space and this will form part of new investment considerations.

Sustainability, Climate Change and Decarbonisation

Climate Change Strategy - Data

Improved quantitative data is needed, and energy performance information will be an important element of that data. Improvements will be made to the way in which energy performance of buildings is measured and this will be related to building use data for accurate results. This information will form part of the strategic decision-making process for the Council. That work will need to include identifying leased buildings which fall foul of MEES regulations (preventing a Landlord from leasing the premises).

The Council is progressing further building energy assessments in response to changes to the MEES regulations. The building assessment will allow determination of the level of new investment required for buildings (including tenanted properties) to achieve better energy efficiency. This will provide cost information for increasing the ratings for each property. It may not be economically viable to improve some of the buildings to reach net zero status and the Council will need to consider future options for those buildings which may include disposal.

Investments will need to be made in energy efficiency improvements (and decarbonisation) projects for those buildings that will be retained for the future.

Governance

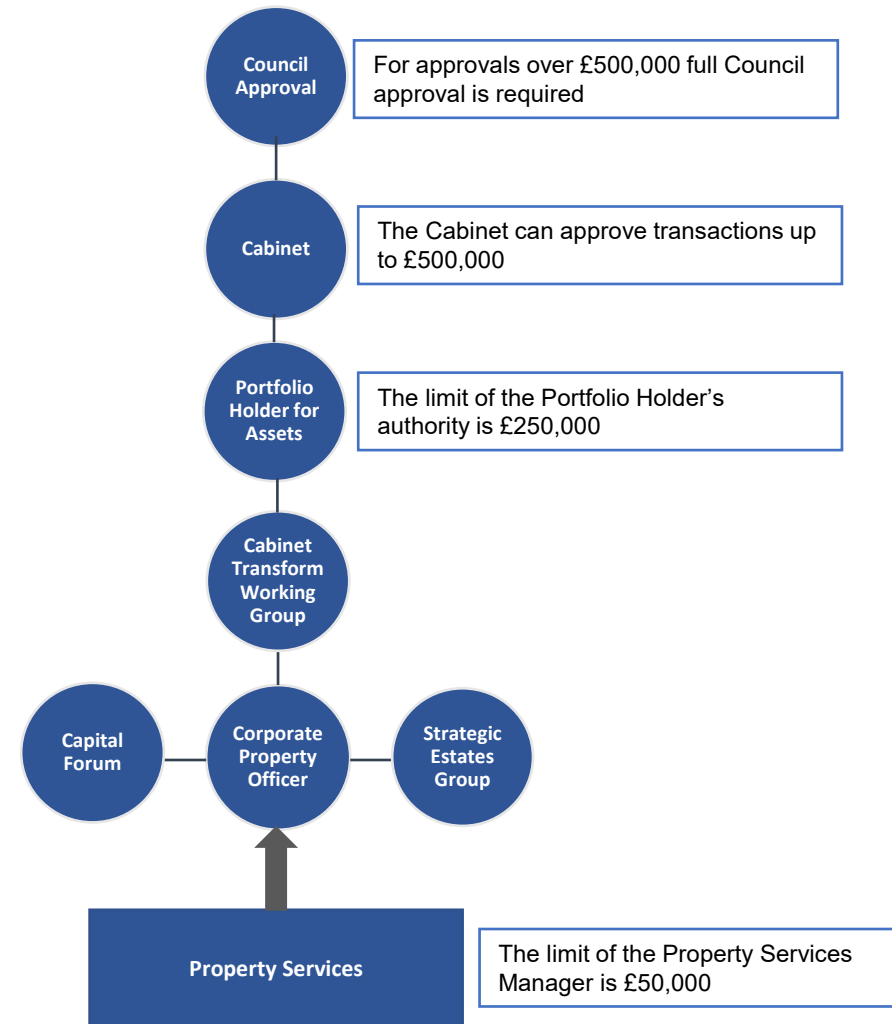
The Council's Strategy is based on the continued model of centralised management (Corporate Landlord) to ensure that all individual property decisions align with the strategy. All land and property matters must be managed and monitored by the Estates Team.

This strategy provides a holistic view across the Council to consider corporate objectives, regeneration goals, operational service requirements and investment opportunities. This presents a relatively complex matrix of options and will require a dedicated Estates Board to consider the decisions.

Some of the recommendations being put forward by the Asset Management Strategy require frequent input from a number of stakeholders across the Council. The Estates Board will allow all stakeholders the ability to support or challenge key decision making and ensure that projects align with the Asset Management Strategy. This will allow swift progress with property transactions where time is of the essence, including new investments or to confirm funding for redevelopment.

Those key strategic issues will be progressed through a 'Strategic Estates Board' (SEB) within the existing Cabinet Transform Working Group (CTWG). This group will ensure that the recommendations, principles and actions from the strategy are discussed, developed and implemented.

Existing delegated authority bands are shown on the diagram. It is suggested that these are increased (particularly for single transaction amounts) allowing the Council to progress with property transactions more efficiently. Some other District Councils have delegated authority limits twice the amount shown.



PART 3: DELIVERY



COTSWOLD
DISTRICT COUNCIL

Asset Management Strategy Property Recommendations (Informing Phase 2)

Recommended Actions

- **Out of District Investments:** To proceed with asset management, ensuring the properties are producing a market rent or the highest returns possible, whilst making preparations for disposing of the poorest performing assets. The poorest performing assets will be determined by the assessment tool as part of the Implementation Plan.
- **In District Investments:** To consider disposal of those properties which are the most expensive to maintain, have the highest management costs, have low social value and do not support the future Masterplanning of Cirencester. That selection process will be undertaken as part of the Implementation Plan.
- **Car Parks:** To progress opportunities for investment delivery options of one or more of the selected Cirencester central area car parks. These will be assessed as part of the Implementation Plan alongside information and data from the Car Parking Strategy.
- **Operational Property:** To provide an assessment of options for maximising the use of Moreton Area Centre. This property will be assessed within the Implementation Plan.
- **Public Conveniences:** To transfer or dispose of some facilities in Stow on the Wold, Cirencester and Tetbury, which may offer revenue generation opportunities.
- **Land Interests:** Review for categorisation, identification of residential development and / or disposal. To consider and promote those sites suitable for housing.

Implementation Plan (Phase 2 Asset Plans)

Working Tool

The Council will agree a criteria for the assessment of selected properties. The assessment of properties will be guided by the agreed strategies set out in the Asset Management Strategy (Phase 1). For those properties which are assessed as requiring change, Asset Plans will be produced.

Property Assessment

The assessment tool will allow new information to be updated and report on results and recommendations without having to revisit the entire strategy. The Council will assess all in-scope properties for existing functionality. Each of the properties will be assessed against all criteria so they are scored for operational, social, investment and regeneration opportunities.

Qualitative scoring criteria would include the following and be assessed alongside quantitative data to provide an overall assessment allowing a decision on retention, redevelopment or disposal of a site:

- Operationally fit for purpose – qualitative assessment with service teams
- Operational improvement – opportunity to refurbish or extend
- Collaboration Options
- Residential development – potential to support housing delivery
- Alternative Use Potential – independent of service requirement, could it be used for other purposes
- Voluntary and Community Sector Opportunity
- Social value
- Hub potential – providing multi-service location
- Regeneration site or adjacent to regeneration site



Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	OVERVIEW AND SCRUTINY COMMITTEE – 7 MAY 2024 CABINET – 9 MAY 2024
Subject	LEGAL SERVICES PARTNERSHIP AGREEMENT & TRANSFORMATION PROGRAMME UPDATE
Wards affected	None
Accountable member	Cllr Tony Dale, Cabinet Member for the Economy and Council Transformation Email: tony.dale@cotswold.gov.uk
Accountable officer	Angela Claridge, Director of Governance & Development Email: angela.claridge@Cotswold.gov.uk
Report author	Angela Claridge, Director of Governance & Development Email: angela.claridge@Cotswold.gov.uk
Summary/Purpose	To seek authority to enter into a formal partnership agreement for a shared legal service with Forest of Dean and West Oxfordshire District Councils and to note progress on the Legal Services Transformation programme to date.
Annexes	Annex A – Service Catalogue Annex B – Staff Model
Recommendation(s)	That Cabinet resolves to: <ol style="list-style-type: none"> 1. Delegate authority to the Chief Executive, in consultation with the Cabinet Member for the Economy and Council Transformation, to enter into the formal Legal Services Partnership Agreement with Forest of Dean and West Oxfordshire District Councils with immediate effect. 2. Note progress and the direction of travel for the Legal Services Transformation Programme to date.
Corporate priorities	<ul style="list-style-type: none"> • Delivering Good Services
Key Decision	NO
Exempt	NO



COTSWOLD
DISTRICT COUNCIL

Consultees/ Consultation	Cabinet Member for the Economy and Council Transformation. Chief Executive Officer, Chief Finance and Monitoring Officers representing Cotswold, Forest of Dean and West Oxfordshire District Councils. Head of Legal Services and Legal Services Change Programme Manager.
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1. EXECUTIVE SUMMARY

- 1.1 Following a review of the shared Legal Service by an external consultancy, Cadence Innova Limited, a transformation programme for the shared Legal Services Team has been progressing under the stewardship of the officer led Legal Services Steering Board.
- 1.2 This transformation programme is underpinned by our ambition to create a modern and innovative shared service, providing high-quality, efficient services that deliver on the vision for its three council and Publica clients. The programme, although focussing on value for money, is not a savings programme, instead transforming the function to be future ready.
- 1.3 This report informs the Cabinet of the progress to date and seeks delegated authority to enter into a formal partnership agreement.

2. BACKGROUND

- 2.1 Cotswold, Forest of Dean and West Oxfordshire Councils currently share a joint legal service. The Service has operated on an informal footing since 2016 with all legal staff being made available by, and to, the other participants on a co-operative and collaborative basis. The staff are however retained by their employing authority. A mutual co-dependency has developed between the councils with each reliant on the other for legal service provision.
- 2.2 In 2022, this Council completed a review of Legal Services assessing it against an external provider. Following that assessment, Cotswold District Council's Cabinet, on 4 July 2022, determined that legal services should continue to be provided by the shared legal team; resolving; "*that the Council's legal service continued to be provided by Your (the inhouse) Legal Service, supported a review of the service for economy, efficiency and effectiveness, and supported the formalisation of the shared service under a Collaboration Agreement and Section 101 agreements*". This decision was subsequently endorsed by Forest of Dean and West Oxfordshire District Councils.

3. SERVICE REVIEW

- 3.1 A review of Legal Services was commissioned by the Chief Executives of the three partner councils. Cadence Innova Limited, who've worked with other local authority legal teams, were engaged to undertake a review of the shared service to ensure its "economy, efficiency and effectiveness" recommending a programme of transformation.
- 3.2 It is important that Cotswold District Council has access to an effective legal service. The Council provides a wide range of services in a complex legal environment. While the current shared team has provided a cost-effective service for the Council with a team of skilled lawyers, a programme of transformation was required to ensure the shared service is fit for the future and can meet the Council's ambitions.
- 3.3 Cadence Innova were engaged to review the operations of the shared legal service. Specifically, to -



- Discover and understand what the current service looks like – the ‘As Is’ Operating Model
 - Provide recommendations of what the service should look like to meet the demands of the three councils and Publica – the ‘To Be’ known as the Target Operating Model (TOM)
 - Identify the changes that need to happen to reach the Target Operating Model (TOM)
 - Provide a Roadmap – a set of priority activities and recommendations to embed success.
- 3.4** Throughout the review, Cadence Innova Limited focussed on the five core components that form the foundation of every high-functioning team or organisation - Strategy, Governance, People, Process and Technology.
- 3.5** The review contained a number of approaches to gather information to assess the “as is” position, including engaging with twenty-four stakeholders from across the councils and Publica, clients and Legal Services which contributed to the identification of current pain points, underlying causes and challenges that both users of the service and the lawyers experience.
- 3.6** To build the ‘To be’ target operating model (TOM), Cadence Innova ran four face to face group workshops with senior leaders and Legal Services to collect information to build the TOM and held meetings with individuals and groups to co-design the TOM.
- 3.7** To develop the Roadmap, Cadence Innova used their knowledge and experience to map out the high-level activities that are required to achieve the TOM and identify the priority activities and timings to embed success.
- 3.8** The “as is” position identified a number of pain points and underlying challenges and causes, including:
- Current service is reactive.
 - No agreed service specification.
 - Absence of a formal contractual agreement between the councils.
 - Limited assessment of whether the service is providing value for money.
 - Insufficient capacity within the team, with qualified, experienced lawyers spending 20% of their time on general admin, and work that could be handled internally being sent to external law firms to provide capacity.
 - Limited opportunities for professional growth or “grow your own” trainee roles.
 - Limited technology – no legal case management or document management system.
- 3.9** The assessment of the “as is” position, when aligned with the current and future model activities identified a number of operating components that should be undertaken to reach the future goals and strategic objectives of Legal Services, including:
- Strategy – decision to operate a target operating model; produce a service delivery document and change or transformation plan.



- Governance – governance agreement and governance board or joint management committee across the three partner councils.
- People – team structure and skills mix, recruitment and trainee programme.
- Processes – single “pipeline” of work, work allocation and standardised templates.
- Technology – data capture and management information, case management software and resource management.

4. LEGAL SERVICES CHANGE PROGRAMME – DELIVERY TO DATE

4.1 To spearhead the change programme, a Legal Services Change Programme Manager was appointed on a twelve-month contract in September 2023. This role, although employed by Cotswold District Council, has been funded by the three partner councils. The change programme has been led by the Steering Board comprising of the three individual Monitoring Officers, Head of Legal Services and Change Programme Manager.

4.2 Since September 2023, substantial change has been achieved in all of the core component areas –

4.3 Governance & Strategy:

- Programme governed by a Steering Board made up of all three Monitoring Officers, Head of Legal Services and Change Programme Manager.
- Involvement of the three Monitoring Officers has ensured all decisions made have been in the best interest of the partner councils and aligned to each Council’s strategic goals.
- Service catalogue established – a description of work undertaken.
- Agreement from all Chief Finance Officers that the costs of operating Legal Services will be split equally across partner councils
- Partnership Agreement shared and agreed with the three partner council Chief Executive Officers – overview of terms in paragraph 5.

4.4 People:

- Investment in the service from all three partner councils has increased the establishment from 8.68 FTE to 11.65 FTE – although the service is not fully staffed.
- Two new Legal Support Officers in place, recruitment for third ongoing
- Trainee/paralegal on hold – pending completion of transformation programme

4.5 Process:

- Review of which activities were being carried out identified several tasks that should not be undertaken in Legal Services – transition to the correct areas within the organisation is ongoing.
- The new legal case management software “Iken” offers opportunities to standardise some low-level processes with workflows & templates.



- Small task force, identified from within the Legal Services staff cohort, to improve the current process of receiving instructions and allocating work within the team.
- Develop the internal webpage to give instructing officers more information around the services provided.
- Clear guidance in terms of what's needed from instructing officers – what do 'good instructions' look like.
- Improved communications between lawyers and instructing officers and provide expectation around lead-times.
- Moving the responsibility of day-to-day work allocation away from Head of Legal Services.
- Legal Support Officers creating new matters in Iken.

4.6 Technology:

- Following a procurement and selection process, the legal case management software application "Iken" successfully went live on 20th March.
- Working collaboratively with ICT colleagues who delivered fully, and in line with the project plan.
- Early signs are that adoption is going well with positive feedback from across the team.
- Iken offers greater visibility across the team.
- Opportunity to develop automated workflows offer efficiency and productivity.
- Time recording & analysis provides essential data for financial and management information.
- Document and email management with Microsoft 365 integration.

4.7 Next Steps:

- Over the next three months the service will continue to transform as it subsequently moves into a phase of stabilisation. Areas of focus over the next three months are:
- Complete recruitment to the team.
- Embed Iken case management software and start to develop automated workflows for repeatable processes.
- Complete a service delivery plan detailing the way in which the team will deliver to include the prioritisation and allocation of instructions.
- Regular service meetings with other core services to jointly set expectations on the pipeline of work and ways to work collaboratively.
- Develop the intranet site to provide the instructing officers with guidance and knowledge to improve the instructing process.

5. PARTNERSHIP AGREEMENT

- 5.1** One of the issues that required addressing has been the absence of a formal contractual agreement between the councils.



- 5.2** Permission is sought to delegate authority to the Chief Executive, in consultation with the Cabinet Member for the Economy and Council Transformation, to enter into the formal Legal Services Partnership Agreement with Forest of Dean and West Oxfordshire District Councils.
- 5.3** The draft Partnership Agreement includes the following terms:
- Provision of services – working arrangements of the team who remain with host council but seconded across partner councils.
 - Financial arrangements – operating costs for the service to be split equally.
 - Conflicts of Interest
 - Dispute Resolution
 - Service Catalogue - core services provided by Legal Services
 - Team Structure – providing a base line for the agreement
 - Terms of Reference for the Partnership Board
 - Agreed definition of Operating Costs
 - Termination arrangements
- 5.4** Once the Partnership Agreement has been signed by all three partner councils, the existing Steering Group over-seeing transformation will transition into a Partnership Board akin to the existing arrangements in place for another shared service, the Counter Fraud and Enforcement Unit.
- 6. ALTERNATIVE OPTIONS**
- 6.1** Members could choose not to enter into a Partnership Agreement with Forest of Dean and West Oxfordshire District Councils. Although the shared legal service has operated successfully without one since 2016, a formal agreement is recommended.
- 7. FINANCIAL IMPLICATIONS**
- 7.1** In line with the terms of the Legal Services Partnership Agreement the financial arrangements state that the operating costs incurred to deliver the service will be equally split initially by all partner councils. The annual cost to Cotswold DC is £275,609.00 which is within current budgets.
- 7.2** Until Iken, the legal case management system had been implemented, there was a lack of any meaningful data to be able to attribute the work volume to each of the partner councils. As a result for a twelve month period, the Chief Finance Officers of each council have agreed that the initial financial arrangement will be an equal 3-way split of the total operating cost for the full Legal Services team. The team have started to use the time recording function in the new case management system and the plan is to use this data in the future to get a clearer idea of the actual distribution of work, and if necessary the share of the costs can be adjusted going forward.



7.3 There has been significant spend on external legal advice by all three councils over the last four years. This is an area where there is potential to make savings, but it must be borne in mind that specialist advice will be necessary in some cases and that any shared legal service will not hold specialist expertise in every field. Nevertheless, there is scope for savings with more appropriate use of the skills mix within Legal Services.

8. LEGAL IMPLICATIONS

8.1 The legal documents to underpin the shared service, such as a Partnership or Collaboration Agreement and formal arrangements under S.101 of the Local Government Act 1972 should be completed as a priority to place the shared service on a sound footing. Now that the Council has decided to continue to rely on an in-house shared legal service, it is necessary to place the informal agreement for shared working on a formal basis. The Partnership Agreement will do that by acting as the legal mechanism by which each of the three partner councils places its own staff at the disposal of the other partner councils under section 113 Local Government Act 1972. In doing this, it also confirms that the Head of Legal Services is put at the disposal of all 3 councils, and this reinforces the delegated powers that are held by them under all three councils' constitutions.

8.2 The Agreement has been drafted with the input of all three Monitoring Officers and allows the flexibility for the councils to exit the shared arrangement in the future, should circumstances change.

9. RISK ASSESSMENT

9.1 Good governance of partnership arrangements enables an authority to work more effectively and to manage risk. Risk within the shared Legal Service can be mitigated more easily through a Partnership Board and Partnership Agreement.

10. EQUALITIES IMPACT

10.1 No negative effect on different service users, customers or staff is expected from the implementation of this transformation programme.

11. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

11.1 None arising from this report.

12. BACKGROUND PAPERS

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

- Legal Services Commissioning Review, Cabinet 04.07.2022



- Legal Services Review Presentation - Target Operating Model, Key Activities and Roadmap (February 2023), undertaken by Cadence Innova Ltd.
- Legal Services Review – Final Report, Forest of Dean, West Oxon & Cotswold District Councils (February 2023), authored by Cadence Innova Ltd.
- Draft Partnership Agreement, held by the Change Programme Manager (Debbie.Smart@cotswold.gov.uk)

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

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LEGAL SERVICES

Working for Cotswold, Forest of Dean and West Oxfordshire District Councils

SERVICE CATALOGUE - BUSINESS AS USUAL

Description of legal work undertaken – S101 Partnership Agreement (Schedule 1).

Whilst the legal work in this list will usually fall within the Section 101 Agreement, there may be occasions where, due to the nature of the matter, we will need to treat the matter as extraordinary work, subject to agreement with all parties.

Any changes made to this Service Catalogue will be subject to the agreement of the Head of Legal Services and in line with the governance process required by the Partnership Board.

LITIGATION AND GENERAL

Injunctions under general powers and Town and Country Planning Act 1990

Defence of Judicial Reviews

Criminal Prosecutions in all areas e.g., planning enforcement, environmental crime, revenue and benefits, animal welfare

Defending civil claims (non-insurance) brought against the Councils

Debt recovery

Court applications in relation to authorised occupation of council land

Defence of appeals in the Magistrates' Court against licensing decisions

Defence of appeals in the Property Tribunal against notices served on unfit housing

Advice on Council Tax, Business Rates and Benefits (inc. legal advice on legal challenges and appeals but excluding attendance at court for liability orders)

Advice on the interpretation of legislation in relation to Assets of Community Value

Advice on housing and homelessness

Legal advice in relation to Car Parking, Car Parking Orders/Variations of Orders (including statutory process for implementing Orders) and enforcement

Commercial Property Repossessions

PLANNING, CONSERVATION AND BUILDING CONTROL

Advising on and negotiating S106 Agreements and undertakings and arranging for preparation, approval, and amendment of drafts to execution.

Advice of the use of enforcement powers, including review of notices, prosecutions, injunctions, and the use of direct action.

Advice on Article 4 Directions

Legal advice on applications for certificates of lawfulness under ss 191 and 192

Instructing counsel in planning inquiries.

Legal advice on statutory orders to e.g., divert footpaths

Advice on Building Control and dangerous structures

Advice on Listed Building Control

Assistance with applications for warrants

General Advice on development control

ENVIRONMENTAL AND REGULATORY SERVICES

Advice on all matters under all legislation governing ERS, including, but not limited to: Public Health Acts, Environmental Protection Act 1990, Town Police Clauses Act 1847.

(When relevant) advice on enforcement of public health legislation and guidance in the event of a pandemic (includes cross-border matters for the Forest of Dean).

Advice on the Animal Welfare Act 1996

Advice on all licensing matters

Advice to Safety Advisory Group as requested

CONTRACTS AND PROCUREMENT

Drafting, negotiation and completion of contracts, except for major project work.

Consultancy Agreements

Professional Services Contracts including those associated with Construction Contracts

Construction Contracts, including JCT, NEC and associated Warranties

ICT Contracts and Software Licences

Goods Contracts

Reviewing Supplier Terms and Conditions

Advice on the use of Framework Agreements including setting up your own Framework or Calling Off from an existing Framework

Grant Agreements including giving and receiving of grant money

Advice on Subsidy Control

Advice on Procurement Law and practice

PROPERTY AND CONVEYANCING

Dealing with all aspects of core commercial and residential property transactions and/or development schemes entered into by the Council, including the approval and inspection of both freehold and leasehold title documents.

The preparation and completion of contracts for sale, agreements for lease, transfer documents, leases, and tenancy agreements.

Licences to occupy and consent to assignments, underletting, alterations, and changes of user

Rent Review Notices

Possession Notices

Preparation of easements

(CDC) Consents under s157 Housing Act 1985

Reports on title

Registration of Assets of Community Value against title with HM Land Registry

Registration of titles

Wayleaves

Deeds of Release

CORPORATE

Providing legal implications to reports

Attendance at Committees and briefings to provide legal advice and support

Legal advice and support to the MO/DMO including legal advice on constitution, governance, member investigations and member interests

Legal advice on elections

Legal advice on corporate complaints and ombudsman complaints

Legal advice on data protection and freedom of information

Advice to Management Teams of the three councils and attendance at meetings as needed.

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LEGAL SERVICES

Working for Cotswold, Forest of Dean and West Oxfordshire District Councils

STAFF MODEL

Role	Hosting Council (subject to change)	FTE	Weekly Hours
Head of Legal Services *	Forest Of Dean	1.0	37
Principal Solicitor	Forest Of Dean	1.0	37
Lawyer	Forest Of Dean	1.0	37
Legal Executive	Forest Of Dean	0.61	22.5
Legal Support Officer	Forest of Dean	0.68	25
Lawyer	Cotswold	1.0	37
Lawyer	Cotswold	1.0	37
Lawyer (0.4 vacant)	Cotswold	1.0	37
Legal Trainee (vacant)	Cotswold	1.0	37
Legal Support Officer	Cotswold	0.68	25
Lawyer	West Oxfordshire	1.0	37
Lawyer	West Oxfordshire	1.0	37
Legal Support Officer (vacant)	West Oxfordshire	0.68	25

* managed by the Director of Governance & Development, Cotswold DC

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Proposed Cabinet response to recommendations from Overview and Scrutiny on Rivers/ Sewage.

Recommendation arising from the Overview and Scrutiny Committee meeting on 27 February 2024

Recommendation	Agree (Y / N)	Comment	Responsible Cabinet Member	Lead Officer
1. That the Council writes to Severn Trent requesting an interactive flooding map.	Y	Feedback from the Industry has indicated that maps will be made available in the spring.	Councillor Lisa Spivey, Communities and Public Safety	Phil Martin, Assistant Director for Business Services
2. That the Council forms a Rivers and Sewage Working Group, considering the composition and scope through its terms of reference.	N	<p>The current series of meetings that I am holding with the water companies serving the district are informal meetings held at my request as Cabinet Member with responsibility for sewage and flooding. These discussions are not formal meetings and I would not want them to be. I will be meeting with other individuals and groups in the wider context of sewage and flooding and, again, these meetings will be informal and for information sharing. This is part of the preparation work I am doing ahead of the sewage summit I plan to hold in May which will be a public event and which will be reported back to full council. At this point I do not see any benefit in forming a working group, and in</p>	Councillor Lisa Spivey, Communities and Public Safety	Phil Martin, Assistant Director for Business Services



		<p>fact, I believe this would hinder progress. I did consider setting up such a group when I began this work, but based on the model deployed by colleagues in West Oxfordshire and on hearing from them directly, I opted for the current approach, which although at its infancy, is proving positive.</p> <p>Thus, at this stage, I do not feel that it would be beneficial to constitute an official working group.</p>		
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COTSWOLD
DISTRICT COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE WORK PLAN
1 MAY 2024 – 30 JUNE 2024

Overview and Scrutiny Committee

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

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

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

Timeliness: Is it timely to consider this issue?

Organisational priority: Is it a Council priority?

Public Interest: Is it of significant public interest?

Influence: Can Scrutiny have meaningful influence?

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

Call in

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

Item	Cabinet Member	Lead Officer
Monday 3 June 2024		
Service Performance Report 2023-24 Quarter Four Note the 2023/24 Q4 service performance report	Leader of the Council - Cllr Joe Harris	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk
Financial Performance Report 2023-24 Quarter Four	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Michelle Burge, Chief Accountant michelle.burge@publicagroup.uk
Channel Choice and Telephone Access Update	Cabinet Member for Economy and Council Transformation - Cllr Tony Dale	Jon Dearing, Assistant Director for Resident Services jon.dearing@cotswold.gov.uk
Sewage Summit report To consider a report arising from the Sewage Summit hosted by Cotswold District Council.	Cabinet Member for Communities and Public Safety - Cllr Lisa Spivey	Phil Martin, Assistant Director for Business Services Phil.Martin@publicagroup.uk
Waste Services Update Focus on greening the fleet, efficiency of collections & data behind service changes	Cabinet Member for Planning and Regulatory Services - Cllr Juliet Layton	Simon Anthony, Business Manager for Environmental Services Simon.Anthony@publicagroup.uk
Monday 8 July 2024		
Climate Emergency To evaluate the achievement of Net-Zero goals where the Council has direct responsibility and the delivery of measurable contributions in other areas.	Cabinet Member for Climate Change and Sustainability - Cllr Mike McKeown	Charlie Jackson, Assistant Director - Planning and Sustainability charlie.jackson@publicagroup.uk
Neighbourhood Planning Update	Cabinet Member for Planning and Regulatory Services - Cllr Juliet Layton	Joseph Walker, Community Partnership Officer joseph.walker@cotswold.gov.uk

Publica Transition - Detailed report To consider the recommendations for service transitions	Leader of the Council - Cllr Joe Harris	Robert Weaver, Chief Executive robert.weaver@cotswold.gov.uk
Monday 2 September 2024		
Building the Budget	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evely	David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk
District Boundary Review - Council Size Proposal	Leader of the Council - Cllr Joe Harris	Andrew Brown, Democratic Services Business Manager andrew.brown@publicagroup.uk
Local Plan Review Progress Update	Cabinet Member for Planning and Regulatory Services - Cllr Juliet Layton	Matthew Britton, Principal Planning Policy Officer matthew.britton@cotswold.gov.uk
Service Performance Report 2024-25 Quarter One Note the 2023/24 Q1 service performance report	Leader of the Council - Cllr Joe Harris	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk
Financial Performance Report 2024-25 Quarter One	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evely	Michelle Burge, Chief Accountant michelle.burge@publicagroup.uk
Monday 4 November 2024		
Public Conveniences Update on Changes		Maria Wheatley, Shared Parking Manager maria.wheatley@cotswold.gov.uk
Draft Budget 2025/26 and Medium Term Financial Strategy	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evely	David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk
Community Safety Partnership Update	Cabinet Member for Communities and Public Safety - Cllr Lisa Spivey	Jacqueline Wright, Community Wellbeing Manager Jacqueline.Wright@Cotswold.gov.uk

Monday 6 January 2025		
Update on Strategic Plan for North Cotswolds	Juliet Layton, Cabinet Member for Planning and Regulatory Services	Matthew Britton, Principal Planning Policy Officer matthew.britton@cotswold.gov.uk
Service Performance Report 2024-25 Quarter Two	Leader of the Council - Cllr Joe Harris	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk
Financial Performance Report 2024-25 Quarter Two	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Michelle Burge, Chief Accountant michelle.burge@publicagroup.uk
Empty Homes Strategy (potential Cabinet item TBC)		
Update to HR Policies (potential Cabinet report tbc)		
Monday 3 February 2025		
Budget 2025/26 and Medium Term Financial Strategy	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk
Monday 3 March 2025		
Monday 31 March 2025		
Service Performance Report 2024-25 Quarter Three	Leader of the Council - Cllr Joe Harris	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk
Financial Performance Report 2024-25 Quarter Three	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Michelle Burge, Chief Accountant michelle.burge@publicagroup.uk

Tuesday 6 May 2025

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COTSWOLD
DISTRICT COUNCIL

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

Forward Plan - May 2024 – May 2025

The Forward Plan

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

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

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

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

Key Decisions

Key Decisions

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

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

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

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

Matters To Be Considered in Private

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

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

Documents and Queries

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

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

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

Contact Details:

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

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

Telephone: 01285 623000; Fax: 01285 623907

The Council's Executive Arrangements

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

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

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

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

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

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

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

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

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
9 May 2024 - Cabinet						
Legal Services Partnership Agreement	No	Open	Cabinet	9 May 2024	Leader of the Council - Cllr Joe Harris	Angela Claridge, Director of Governance and Development (Monitoring Officer) Angela.Claridge@Cotswold.gov.uk
Asset Management Strategy	Yes	Open	Cabinet	9 May 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk
Disposal of Property in Bourton on the Water	Yes	Open	Cabinet	9 May 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Jasmine McWilliams, Estates Manager jasmine.mcwilliams@publicagroup.uk
Grant Offer - On-Street Residential Charge Point Scheme	Yes	Open	Cabinet Council	9 May 2024 15 May 2024	Cabinet Member for Climate Change and Sustainability - Cllr Mike McKeown	David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk
15 May 2024 - Full Council						
Appointment of Committees	Yes	Open	Council	15 May 2024		Andrew Brown, Democratic Services Business Manager

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
						andrew.brown@publicagroup.uk, Caleb Harris, Senior Democratic Services Officer caleb.harris@cotswold.gov.uk
Record of Attendance 2023/2024	Yes	Open	Council	15 May 2024		Caleb Harris, Senior Democratic Services Officer caleb.harris@cotswold.gov.uk, Andrew Brown, Democratic Services Business Manager andrew.brown@publicagroup.uk
6 June 2024 - Cabinet						
Service Performance Report 2023-24 Quarter Four	No	Open	Cabinet	6 Jun 2024	Leader of the Council - Cllr Joe Harris	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk
Financial Performance Report 2023-24 Quarter Four	No	Open	Cabinet	6 Jun 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evemy	Michelle Burge, Chief Accountant michelle.burge@publicagroup.uk
Channel Choice and	Yes	Open	Cabinet	6 Jun 2024	Cabinet Member for	Jon Dearing, Assistant

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
Telephone Access Update					Economy and Council Transformation - Cllr Tony Dale	Director for Resident Services jon.dearing@cotswold.gov.uk
Asset Management Plans for The Old Station and Memorial Cottages, Cirencester	Yes	Fully exempt Likely to contain commercially sensitive financial information	Cabinet	6 Jun 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Claire Locke, Assistant Director for Property and Regeneration Claire.Locke@publicagroup.p.uk
Decision on future regeneration of The Old Station and Memorial Cottages, Cirencester	Yes	Fully exempt Likely to contain commercially sensitive information	Cabinet	6 Jun 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Claire Locke, Assistant Director for Property and Regeneration Claire.Locke@publicagroup.p.uk
Discretionary Rate Relief in excess of £10,000	No	Part exempt Annex A due to financial sensitive information	Cabinet	6 Jun 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service Mandy.Fathers@publicagroup.p.uk
On-Street Residential Charge Point Scheme - Sites Decision	Yes	Part exempt	Cabinet	6 Jun 2024	Cabinet Member for Climate Change and Sustainability - Cllr Mike McKeown	Andrew Turner, Business Manager - Assets and Council Priorities Andrew.Turner@publicagroup.p.uk

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
						roup.uk
11 July 2024 - Cabinet						
Green Economic Growth Strategy refresh	Yes	Open	Cabinet	11 Jul 2024	Cabinet Member for Climate Change and Sustainability - Cllr Mike McKeown, Cabinet Member for Economy and Council Transformation - Cllr Tony Dale	Paul James, Economic Development Lead paul.james@cotswold.gov.uk
Public Convenience Contract	Yes	Part exempt Report contains commercially sensitive information	Cabinet	11 Jul 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Maria Wheatley, Shared Parking Manager maria.wheatley@cotswold.gov.uk
Adoption of Asset Plans	Yes	Fully exempt Likely to contain commercially and financially sensitive information	Cabinet	11 Jul 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Claire Locke, Assistant Director for Property and Regeneration Claire.Locke@publicagroup.uk
Publica Transition - Detailed report	Yes	Part exempt	Cabinet	11 Jul 2024	Leader of the Council - Cllr Joe Harris	Robert Weaver, Chief Executive

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
			Council	17 Jul 2024		robert.weaver@cotswold.gov.uk
17 July 2024 - Full Council						
Overview and Scrutiny Annual Report	No	Open	Council	17 Jul 2024		Caleb Harris, Senior Democratic Services Officer caleb.harris@cotswold.gov.uk, Andrew Brown, Democratic Services Business Manager andrew.brown@publicagroup.uk
Community Governance Review - Upper Rissington	No	Open	Council	17 Jul 2024	Leader of the Council - Cllr Joe Harris	Sarah Dalby, Elections Manager sarah.dalby@cotswold.gov.uk
Sewage Summit report	No	Open	Council	17 Jul 2024	Cabinet Member for Communities and Public Safety - Cllr Lisa Spivey	Phil Martin, Assistant Director for Business Services Phil.Martin@publicagroup.uk
5 September 2024 - Cabinet						
Service Performance Report 2024-25	No	Open	Cabinet	5 Sep 2024	Leader of the Council - Cllr Joe Harris	Alison Borrett, Senior Performance Analyst

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
Quarter One						Alison.Borrett@publicagroup.uk
Financial Performance Report 2024-25 Quarter One	No	Open	Cabinet	5 Sep 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Michelle Burge, Chief Accountant michelle.burge@publicagroup.uk
25 September 2024 - Full Council						
District Boundary Review - Council Size Proposal	Yes	Open	Council	25 Sep 2024	Leader of the Council - Cllr Joe Harris	Andrew Brown, Democratic Services Business Manager andrew.brown@publicagroup.uk
3 October 2024 - Cabinet						
7 November 2024 - Cabinet						
Draft Budget 2025/26 and Medium Term Financial Strategy	Yes	Open	Cabinet	7 Nov 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk
27 November 2024 - Full Council						
Programme of Meetings	No	Open	Council	27 Nov 2024	Leader of the Council -	Caleb Harris, Senior

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
					Cllr Joe Harris	Democratic Services Officer caleb.harris@cotswold.gov.uk
5 December 2024 - Cabinet						
9 January 2025 - Cabinet						
UK Shared Prosperity Fund and Rural England Prosperity Fund update	Yes	Open	Cabinet	9 Jan 2025	Cabinet Member for Economy and Council Transformation - Cllr Tony Dale	Paul James, Economic Development Lead paul.james@cotswold.gov.uk
Financial Performance Report 2024-25 Quarter Two	No	Open	Cabinet	9 Jan 2025	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evemy	Michelle Burge, Chief Accountant michelle.burge@publicagroup.uk
Service Performance Report 2024-25 Quarter Two	No	Open	Cabinet	9 Jan 2025	Leader of the Council - Cllr Joe Harris	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk
22 January 2025 - Full Council						
6 February 2025 - Cabinet						

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
Budget 2025/26 and Medium Term Financial Strategy	Yes	Open	Cabinet Council	6 Feb 2025 26 Feb 2025	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk
26 February 2025 - Full Council						
6 March 2025 - Cabinet						
19 March 2025 - Full Council						
3 April 2025 - Cabinet						
Financial Performance Report 2024-25 Quarter Three	No	Open	Cabinet	3 Apr 2025	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Michelle Burge, Chief Accountant michelle.burge@publicagroup.uk
Service Performance Report 2024-25 Quarter Three	No	Open	Cabinet	3 Apr 2025	Leader of the Council - Cllr Joe Harris	Alison Borrett, Senior Performance Analyst Alison.Borrett@publicagroup.uk
8 May 2025 - Cabinet						
21 May 2025 - Full Council						

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
Key decisions delegated to officers						
UK Shared Prosperity Fund and Rural England Prosperity Fund update	Yes	Open	Cabinet Chief Executive Officer	11 Jan 2024 6 Mar 2024	Cabinet Member for Economy and Council Transformation - Cllr Tony Dale	Paul James, Economic Development Lead paul.james@cotswold.gov.uk
Rural England Prosperity Fund	Yes	Open	Cabinet Chief Executive Officer	17 Jul 2023 Before 31 Mar 2024	Cabinet Member for Economy and Council Transformation - Cllr Tony Dale	Paul James, Economic Development Lead paul.james@cotswold.gov.uk

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