

# Public Document Pack



**COTSWOLD**  
DISTRICT COUNCIL

Friday, 25 October 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 **Monday, 4 November 2024 at 4.00 pm.**

Rob Weaver  
Chief Executive

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

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

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

# AGENDA

1. **Apologies**  
To receive any apologies for absence.  
  
The quorum for the Overview and Scrutiny Committee is 3 members.
2. **Substitute Members**  
To note details of any substitution arrangements in place for the Meeting.
3. **Declarations of Interest**  
To receive any declarations of interest from Members and Officers, relating to items to be considered at the meeting.
4. **Minutes (Pages 5 - 10)**  
To approve the minutes of the meeting held on 2 September.
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. **Report back on recommendations**

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

There were no recommendations made at the meeting on 2 September.

10. **Community Safety Partnership Update (Pages 11 - 90)**

Purpose

To provide updates and RAG rating against the 'Cotswold Community Safety Partnership' Plan for the period of April 2024 to September 2024.

Recommendations

1. Note overall progress of the Cotswold Community Safety Partnership
2. Agree any recommendations to the Cabinet meeting on 7 November that the partnership should consider.

Invited

Councillor Lisa Spivey, Cabinet Member for Communities and Public Safety  
Jacqueline Wright, Business Manager – Leisure and Wellbeing

11. **Feedback on Waste Round Rezoning (Pages 91 - 98)**

Purpose

To provide the Committee with feedback on the recent waste collection round rezoning project.

Recommendation

That Overview and Scrutiny Committee resolves to:

1. Note the update
2. Agree any recommendations it wishes to submit to the Cabinet meeting on 7 November

Invited

Councillor Mike Evemy, Deputy Leader and Cabinet Member for Finance  
Simon Anthony, Business Manager for Environmental Services  
Kevin Attwood, Ubico

12. **Waste Services Update (Pages 99 - 106)**

Purpose

To receive a verbal update on Waste Services, including climate change objectives.

Recommendation

That Overview and Scrutiny Committee resolves to:

1. Note the update
2. Agree any recommendations it wishes to submit to the Cabinet meeting on 7 November

Invited

Councillor Mike Evely, Deputy Leader and Cabinet Member for Finance  
Simon Anthony, Business Manager for Environmental Services  
Kevin Attwood, Ubico

13. **Draft Budget 2025/26 and Medium Term Financial Strategy**

*To follow*

Invited

Councillor Mike Evely, Deputy Leader and Cabinet Member for Finance  
David Stanley, Deputy Chief Executive

14. **Work Plan and Forward Plan (Pages 107 - 122)**

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

15. **Updates from Gloucestershire County Council Scrutiny Committees (Pages 123 - 128)**

Purpose

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

Gloucestershire Economic Strategy Scrutiny Committee – Cllr Angus Jenkinson  
Gloucestershire Health and Care Overview and Scrutiny Committee – Cllr Dilys Neill

(END)

Overview and Scrutiny Committee  
02/September2024



COTSWOLD  
DISTRICT COUNCIL

## Minutes of a meeting of Overview and Scrutiny Committee held on Monday, 2 September 2024

### Members present:

Gina Blomefield –Chair  
David Cunningham  
Angus Jenkinson  
Patrick Coleman

Gary Selwyn –Vice-Chair  
Michael Vann  
Tony Slater  
Clare Turner

Jon Wareing  
Tristan Wilkinson

### Officers present:

Robert Weaver, Chief Executive  
David Stanley, Deputy Chief Executive and  
Chief Finance Officer  
Caleb Harris, Senior Democratic Services  
Officer  
Alison Borrett, Senior Performance Analyst

Matthew Britton, Interim Forward Planning  
Lead  
Angela Claridge, Director of Governance and  
Development (Monitoring Officer)  
Gemma Moreing, Business Information Lead  
Joseph Walker, Community Partnership  
Officer

### Cabinet Members present:

Joe Harris, Leader of the Council  
Mike Evely, Deputy Leader and Cabinet Member for Finance  
Juliet Layton, Cabinet Member for Planning and Regulatory Services

### **OS.91 Apologies**

Apologies were received from Councillor Dilys Neill.

### **OS.92 Substitute Members**

Councillor Patrick Coleman substituted for Councillor Dilys Neill.

### **OS.93 Declarations of Interest**

There were no declarations of interest.

### **OS.94 Minutes**

An amendment had been made to the minutes under OS.84. The fourth bullet point was revised for accuracy. “The impact of the increased employer pension contributions resulting from the transition was discussed. In the immediate short-term, employer pension

## Overview and Scrutiny Committee

02/September2024

contributions will increase by £346k in a full year. The Deputy Chief Executive explained that due to how the Local Government Pension Scheme functioned, the longer-term impact on the Council would not be clear until the results of the next actuarial valuations in March 2025 and March 2028 were known. Therefore, the short-term financial impact is as set out in the Waterfall Chart contained within the report.”

Councillor Jon Wareing proposed accepting the minutes and Councillor Gary Selwyn seconded the proposal.

RESOLVED: To approve the minutes of the meeting held on 22 July 2024.

Voting record- 9 For, 1 Abstention

### **OS.95 Matters Arising from Minutes of the Previous Meeting**

In relation to the previous meeting, members discussed missed bin collections which occurred on a Friday, which could not be reported until Monday if customers did not have an internet connection.

Members also highlighted that there was no date in the work plan for the Publica transition report to be considered by the Committee, the Chief Executive stated that they would provide the Committee with dates for this.

### **OS.96 Chair's Announcements**

The Chair explained that the Sewage Summit item was due to be scrutinised by the Committee but was now going to be presented to Full Council. Therefore it was removed from the agenda. The Chair noted the large agenda and reminded members to remain succinct when asking questions of Officers.

### **OS.97 Public Questions**

There were no public questions.

### **OS.98 Member Questions**

Councillor Angus Jenkinson stated that some reports did not consider the Climate and Ecological Emergency implications whereas others did. The Interim Executive Director stated that they would ensure this is consistent on future reports.

### **OS.99 Report back on recommendations**

Members referred to the recommendations from the previous meeting, raising that the recommendation for resourcing ecology should be brought to the next meeting of the Publica Review Working Group. The CEO stated that they would add this to the agenda for the next meeting.

### **OS.100 Neighbourhood Planning Update**

In introducing the item, the Chair asked members to focus on the strategic aspects of it. The Chair stated that members should also be aware that the Stow-on-the-Wold and the Swells Neighbourhood Plan should not be discussed Neighbourhood Plan should not be discussed as

it was liable to a the Council was in the pre-election period ahead of the referendum on 26 September 2024.

The purpose of the item was to update Members of the Overview and Scrutiny Committee on the Council's activity supporting parish-led neighbourhood plans across the district.

The Cabinet Member provided a summary of the neighbourhood planning activity across the district since 2011 when the legislation had been introduced.

The Community Partnerships Officer explained that neighbourhood planning was liable to alter in light of the changes to the NPPF, though no explicit alterations were proposed at present.

Members discussed the report, raising the following points;

- The report stated that there was little explicit guidance for creating neighbourhood plans but equally stated the importance of ensuring that a plan does not contradict a principal council's local plan. The Community Partnership Officer explained that there was Government guidance focused on end results but this was not explicitly set in statute.
- Some policy areas, such as water, were outside of the purview of neighbourhood plans, although plans could influence development.
- Instances where neighbourhood plans might become out of date were discussed. The Community Partnerships Officer explained that some policy areas such as playing spaces would be slow to go out of date, but that they had regular communication channels with Town and Parish Councils that had made plans in order to review policy areas that may be out of date.
- The Council had previously received a grant of £20,000 per plan to support with neighbourhood plans. Concerns had been raised over whether there would be any budget implications going forward. The Community Partnership Officer stated that further government funding was potentially coming forward, but that as the money had not been ring-fenced, there was still money in the short term.

RESOLVED: To note the update

#### **OS.101 National Planning Policy Framework Consultation and the Implications for Cotswold District**

The Cabinet Member for Planning and Regulatory Services introduced the item and made the following points:

- The NPPF was going through a consultation exercise.
- There were housing pressures in the Cotswold district area and t a need to increase affordable housing.
- Subject to its approval at the Cabinet Member decision-making meeting and any comments that the Committee made, the final consultation response would be submitted to the Government by 25 September 2024 and the new NPPF responses will be published by the end of the year.

The purpose of the item was to advise Cabinet of the current NPPF consultation and agree proposals for submission of a consultation response on behalf of the Council.

The Cabinet Member explained that the recommendation to Cabinet was to Delegate the submission of the Council response. This was to allow time for the Interim Forward Planning Lead to finalise a proposed response, taking on board Member input.

Members discussed the report, raising the following points;

- It was important that the decision be made as transparent and open as possible and therefore it was regrettable that the timescales around the response meant that it was not possible to fully scrutinise the response before its submission.
- The Interim Forward Planning Lead explained that the changes would mean that the District's housing need would go up to 979 per year, and that there would be fewer exceptions than at present.
- The proposals included reference to the development of brownfield sites. In response to Member questions on this, the Interim Forward Planning Lead explained that they would email members more information on how long an area was classed as a brownfield site.
- There was no reference to accessibility of local services within the proposals, which raised concerns over climate change implications from longer and more car journeys. The Interim Forward Planning Lead explained that this would be highlighted within the response.
- The consultation was open, and therefore Ward Members could submit their own responses if they wished to highlight local issues specific to their ward. The Interim Forward Planning Lead also explained that Members not on the Committee would be made aware of this through Democratic Services.
- It was suggested that the delegation be made to the Cabinet Member, and therefore the decision could be made as part of a public meeting.

RESOLVED: To NOTE the report.

### **OS.102 Building the Budget**

The Cabinet Member for Finance and Deputy Leader introduced the report. He explained that the report outlined the cycle within the budget building process. The next report to the Committee would be considered at its meeting in November.

The purpose of the item was to provide members of the Overview and Scrutiny Committee an outline of the Council's budget setting process, key decision points, and a brief outline of the administration's approach to the annual budget consultation.

Members discussed the report, raising the following points;

- The impact of the Publica Transition on the budget and its timeline. The Cabinet Member for Finance explained that the cost of the staff transfers would be factored into the budget but that the transformation of the services could not be estimated.
- In relation to the Pay Award there was a typo within the report, where it read 'April 2023' instead of April 2024.
- The Arlingclose (treasury advisory firm) contract was due to be reviewed and would be managed closely.

RESOLVED: To NOTE the report.

### **OS.103 Financial Performance Report 2024-25 Quarter One**



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

The purpose of the item was to set out the initial budget monitoring position for the 2024/25 financial year.

The following material variations were set out within this as follows;

- Underachievement: Land Charges (£24k), Cemeteries (£35k)
- Additional income: Bulky Waste (£38k), Green Waste (£15k)
- Commercial Property rental income (£23k adverse variation)
- Car Park Expenditure – underspend on business rates £58k
- Elections – Overspend of £54k forecast due to expenditure with Civica on the trial of Tablets that could not be claimed through the Parliamentary Election expenses scheme.
- Bank Charges – Additional cost arising from increased volume of card and bank charges of £26k. A revised contract for debit and credit card fee processing charges would be in place later in the financial year.
- £72k additional expenditure for Communications and Customer service support for the rollout of the Waste and Recycling rezoning.
- Treasury Management and interest receivable performance (£0.125m positive variation)
- Publica Review impact (part-year) of £0.148m included as a provision.

Members discussed the report, raising the following points;

- Questions were raised regarding the £72,000 overspend for communications and customer service support for the roll-out of waste changes. The Deputy Leader explained that this was £50,000 to communicate the changes to households, £15,000 for the costs associated with an extra collection date on Saturday and £7,000 for in-cab technology. The Cabinet Member explained that the changes hadn't been reflected in the savings, hence being an overspend.
- Costs of agency staff were discussed by the Committee, particularly as it pertained to the Publica transition. The Deputy Chief Executive stated that there was an ongoing piece of work to reconcile this position for Development Management, but that in other areas the cost was lower. The cost would be presented to the Committee once the position was known.
- The Committee asked for details on the reserve fund positions. The Deputy Chief Executive explained that this was outlined in the February Budget Council report and was in the Statement of Accounts.
- £54,000 more than was budgeted for was spent on elections activities. The Chief Executive explained that some of this had been associated with trialling new technology including introducing tablets at some polling stations to improve efficiencies, as well as needing to buy more ballot boxes due to the additional parliamentary seat in the district. He explained that the election budget had not been revised for a number of years, and while there was ongoing work to evaluate this, the figure was partially due to assumptions based on historic costs.

RESOLVED: To NOTE the update.

#### **OS.104** Service Performance Report 2024-25 Quarter One

The Chief Executive Introduced the report. In doing so, they highlighted areas on and off target.

The purpose of the item was to provide an update on progress on the Council's priorities and service performance.

Members discussed the report, raising the following points;

- There were increased missed bin collections due to Ubico staff sickness especially in August. The Chief Executive explained that this was due to a sickness bug which had caused an increase in unexpected sick leave. The Committee felt that Members should have been better informed about the issues so as to be in a better position to communicate them to their residents, but the Cabinet Member stated that the Council had been notified about the underlying reasons and extent of the issues late. The Council and Ubico were working on remedying the issues, with particular focus on repeated missed collections. Members also asked if future reports could include missed bin collections.
- As part of the missed bin collection discussion, one member stated that these issues could be resolved with improved trade union membership.
- Planning enforcement was discussed. Members asked if they could be provided with statistics on the breaches and processes for planning enforcement, which the Leader said they would provide.

RESOLVED: To NOTE the report.

#### **OS.105      Updates from Gloucestershire County Council Scrutiny Committees**

The representative from the Heath Overview and Scrutiny Committee had sent apologies and there had been no further updates. The Economic Scrutiny Committee was due to meet in September under the new name of the Economic Strategy Scrutiny Committee.

#### **OS.106      Work Plan and Forward Plan**

The work plan was noted.

The Meeting commenced at 4.00 pm and closed at 7.00 pm

Chair

(END)



Council name	<b>COTSWOLD DISTRICT COUNCIL</b>
Name and date of Committee	<b>OVERVIEW AND SCRUTINY COMMITTEE - 4 November 2024</b>
Subject	<b>REPORT OF THE COMMUNITY SAFETY PARTNERSHIP TO THE CRIME AND DISORDER COMMITTEE</b>
Wards affected	<b>ALL</b>
Accountable member	Cllr Lisa Spivey - Cabinet Member for Communities and Public Safety Email: <a href="mailto:lisa.spivey@cotswold.gov.uk">lisa.spivey@cotswold.gov.uk</a>
Accountable officer	Jacqueline Wright – Business Manager Leisure & Wellbeing Email: <a href="mailto:democratic@cotswold.gov.uk">democratic@cotswold.gov.uk</a>  Sarah Clifton-Gould – Community Wellbeing Officer Email: <a href="mailto:democratic@cotswold.gov.uk">democratic@cotswold.gov.uk</a>
Summary/Purpose	To provide updates and RAG rating against the ‘Cotswold Community Safety Partnership’ Plan for the period of April 2024 to September 2024.
Annexes	Annex A: Cotswold CSP Plan 24/25 Annex B: Cotswold CSP Action Plan Updates April 24-September 24
Recommendation(s)	That the Overview and Scrutiny Committee resolves to <ol style="list-style-type: none"> <li>1. Note overall progress of the Cotswold Community Safety Partnership</li> <li>2. Agree any recommendations to Cabinet that the partnership should consider</li> </ol>
Corporate priorities	<ul style="list-style-type: none"> <li>• Supporting Communities</li> </ul>
Key Decision	No
Exempt	No
Consultees/ Consultation	CSP Members, Portfolio Holder, Senior Management



## 1. EXECUTIVE SUMMARY

- 1.1 This report provides an overview of the 'Cotswold Community Safety Partnership' (CSP) work and achievements against its action plan over the period of April 2024 to September 2024 (Annex B).
- 1.2 The report also includes the CSP Plan and priorities for the year 2024/25, which can be found as Annex A.
- 1.3 The CSP priorities are:
  - Engage, involve, connect, empower and inform communities
  - Support Victims of Domestic Abuse
  - Serious Violence Duty
  - Prevent and reduce antisocial behaviours
  - Tackle Crimes of Local Concern
  - Create Safe Roads for all
  - Supporting children and young people
- 1.4 The committee is asked to review overall progress of the Cotswold Community Safety Partnership and to make recommendations the partnership should consider.

## 2. BACKGROUND

- 2.1 The responsibilities of the 'Crime and Disorder Committee' are set out in Section 17 of the Crime and Disorder Act 1998 ("The Act"), which dictates that the responsible authorities (as defined by the Act) must consider the implications on crime and disorder of all their day-to-day activities. In its broadest sense the Act also brought about a duty to cooperate and led to the creation of Community Safety Partnerships (CSPs) in each local authority area.
- 2.2 Terms of reference for the Committee's Crime and Disorder Committee were approved at Overview and Scrutiny Committee on 01 December 2020.
- 2.3 It was proposed that an Annual Report be presented to the Crime and Disorder Committee, on the performance of the Cotswold Community Safety Partnership ("Cotswold CSP") together with the Action Plan at the Overview and Scrutiny Committee meeting in June 2021, to support the role and decision making of the Crime and Disorder Committee.
- 2.4 A first Annual Report was presented to the Overview and Scrutiny Committee on 29 June 2021. This provided an overview of the Cotswold CSP's action plan and work of the period 2019-2021 as well as its Forward Plan for the year 2021/22. This was followed by an update at the Overview and Scrutiny Committee on 04 October 2022 and 31 October 2023.
- 2.5 At the meeting on 31 October 2023 the Committee asked for a progress update and RAG rating every 6 months.
- 2.6 The CSP, which adopted a new plan in April 2024 (Annex A) decided to bring their reporting in line with the financial year, which resulted in a delayed update against the new action plan.
- 2.7 The purpose of this paper is to provide an overview of the Cotswold CSP work and achievements for the period of April 2024 to September 2024.



### 3. MAIN POINTS

- 3.1 The Office of the Police and Crime Commissioner (“OPCC”) in 2021 has set out its priorities in its Police and Crime Prevention Plan for Gloucestershire (2021-2025) under Chris Nelson - Police and Crime Commissioner. The six priorities are:
- Creating Safer Communities
  - Tackling Violence against women and girls
  - Strengthening your Constabulary
  - Targeting the causes of crime
  - Supporting victims and reducing re-offending
  - Empowering local communities
- 3.2 In April 2018 Safer Gloucestershire undertook a Strategic Needs Assessment (“SNA”) which provides a solid evidential basis for planning and delivery of community safety activity at County, District, thematic and cohort levels. This identified six priority areas:
- Locality based crime
  - Domestic abuse/ sexual violence
  - Substance/alcohol misuse
  - Social isolation (priority shared with Health and Wellbeing Board)
  - Safeguarding children
  - Violence, Vulnerability and Exploitation

Each of these priorities is set out in an action plan which will be subject to regular review and refresh over the life of this strategy.

- 3.3 The Cotswold CSP has continued to meet quarterly with additional bi-weekly so called ‘Mini CSP’ meetings.
- 3.4 Whilst the Cotswold Community Safety Partnership is supporting and working closely with the OPCC, it is setting out its own principles and priorities that are relevant to the local area. An Action Plan (2021-23), which was adopted in June 2021 has been reviewed, and an updated plan has been adopted in April 2024.
- 3.5 The reporting period for the new CSP Action Plan has been reviewed and will subsequently change to align with the financial year. As a result, the new Action Plan went live in April 2024. Progress of each of the actions set out in the plan will be updated quarterly using a detailed action tracker that also identifies owners for each action, available resources (e.g. external funding) and any potential risks.
- 3.6 Annex B gives a detailed overview and RAG rating for the Cotswold CSP’s activities/achievements for the period of April 2024 to September 2024.

### 4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications for the Council.
- 4.2 Where community safety activities and initiatives are externally funded the Cotswold CSP will be accountable to the funder and will report performance and outcomes as required. For example, the Office of the Police and Crime Commissioner, up to this year, has provided funding annually. The Cotswold CSP decides how the funding will be used. Agreed



initiatives and projects are always aligned to the Cotswold CSP priorities and/or OPCC priorities.

## 5. LEGAL IMPLICATIONS

- 5.1 Section 17 of the Act dictates that the responsible authorities (as defined by the Act) must consider the implication on crime and disorder of all their day-to-day activities. In its broadest sense, the Act brings about a duty to cooperate and work together and led to the creation of Community Safety Partnerships (CSPs) in each local authority area.
- 5.2 Section 5 of the Act established community safety partnerships in England (then known as 'crime and disorder reduction partnerships). CSPs are statutorily responsible for reducing crime and disorder, substance misuse and re-offending in each local authority area. CSPs are defined as:
- 5.3 "An alliance of organisations which generate strategies and policies, implement actions and interventions concerning crime and disorder within their partnership area".
- 5.4 The UK Police and Justice Act 2006 requires every local authority to have a committee with power to review or scrutinise decisions made – or other action taken – in connection with the discharge by the responsible authorities of their crime and disorder functions. The committee can also make reports or recommendations to the local authority with respect to the discharge of those functions.
- 5.5 For Cotswold District Council, the Overview and Scrutiny Committee fulfils this function.
- 5.6 Following public consultation in July 2019, the Government announced that it would bring forward legislation introducing a new Serious Violence Duty (SVD) ("the Duty") on a range of specified authorities. This will ensure relevant services work together to share information and allow them to target their interventions, where possible through existing partnership structures, collaborate and plan to prevent and reduce serious violence within their local communities. The Duty became statute law on 31<sup>st</sup> January 2023.
- 5.7 The Government also announced that it would amend the Crime and Disorder Act 1998 to ensure that serious violence is an explicit priority for Community Safety Partnerships and by making sure they have a strategy in place to explicitly tackle serious violence.
- 5.8 Under the amended Crime and Disorder Act, CSPs are required to formulate and implement a strategy to prevent people becoming involved in serious violence, both as victims and perpetrators, and to reduce instances of serious violence in the local area.
- 5.9 The Gloucestershire Office of the Police and Crime Commissioner (OPCC) has been given the responsibility of overseeing and driving the implementation of the Duty across Gloucestershire Constabulary and its partners and is working closely with the Cotswold CSP on its implementation.
- 5.10 The Cotswold CSP will be required to report activities related to the SVD to the OPCC on a monthly basis from January 2024.
- 5.11 The SVD is now included in the updated CSP Plan as a priority.
- 5.12 A briefing on the SVD for elected members and the Council's Senior Leadership Team will be organised and held in due course.

## 6. RISK ASSESSMENT



- 6.1 Cotswold District Council is committed to support the Cotswold CSP in accordance with the duties specified in the Act, which in summary are; 'Local authorities must do all that they reasonably can in the prevention of crime and disorder'. The Council is therefore proactive in its safer communities related activities that form part of the Council's priority of 'Help residents, businesses and communities to access the support they need to ensure a high level of health and wellbeing'. As a statutory partner of the Cotswold CSP we are able to review, influence and shape the partnership's priorities and actions to ensure it is delivering against the priorities in partnership with the other relevant county-wide agencies and boards.
- 6.2 The Cotswold CSP continually works with partners and others to ensure, as far as reasonable, that residents are safe, well informed and resilient. There is a risk that partners through lack of funding/capacity/staff could disengage from the CSP.
- 6.3 In case the OPCC does not continue providing financial support to the CSP, as it has done in recent years (on average £30k per year), then the CSP's activities and impact may be limited in respect to some of its priorities.

## **7. EQUALITIES IMPACT**

- 7.1 Cotswold CSP's principles and priorities are aiming to reach all geographical communities and different communities of interest. The partnership's work is inclusive of all the protected characteristics and backgrounds and targets support for vulnerable groups including young people and women and girls.

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

- 8.1 N/A

## **9. ALTERNATIVE OPTIONS**

- 9.1 None

## **10. BACKGROUND PAPERS**

- 10.1 None

(END)

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## ANNEX A: Draft Cotswold CSP Forward Plan April 2024 – March 2025

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Cotswold Community Safety Partnership (CCSP) action plan is dedicated to assisting the delivery of the priorities of the Gloucestershire Police Crime Commissioners Police and Crime Plan. In accordance with the duties specified in the Crime and Disorder Act of 1998, which in summary are 'Local authorities must do all that they reasonably can in the prevention of crime and disorder'.

In addition to these duties the plan must have cognisance of the priorities of the Safer Gloucestershire Board, the Gloucestershire Safeguarding Children Partnership and the Gloucestershire Safeguarding Adults Board. The priorities of these boards complement those of the police, especially those surrounding vulnerability and safeguarding.

### **Statutory members of the Cotswold Safer Communities Partnership:**

- Cotswold District Council
- Gloucestershire Police
- Office of the Gloucestershire Police & Crime Commissioner
- Gloucestershire Fire & Rescue Service
- National Probation Service
- Gloucestershire Clinical Commissioning Group
- Gloucestershire County Council Departments (to include Public Health)

CCSP relies on a number of different data sources provided by the Police, CDC, Safer Gloucestershire, the OPCC, Inform Gloucestershire, Public Health Profiles as well as local data (e.g. GDASS referral rates).

iQuanta is a web-based service provided by *data.gov.org* to operational staff in police forces and Community Safety Partnerships (CSPs).

In addition to this CCSP shares intelligence and information amongst its partners.

**Priority 1- Engage, involve, connect, empower and inform communities**

**Why is this a priority?**

Connected, resilient and well-informed communities are safer communities and increase general health and wellbeing. Involving communities in local issues to raise awareness and increase community-led initiatives is key to sustainable change. Law enforcement by the police alone won't achieve behavioural change and increase in community safety. A whole systems approach that focusses on prevention is key to keep crime & disorder levels in the district low and to apply police resources where it is most needed. Inclusive, empowered, resilient and safe communities are those that are functioning well economically (promoting inclusive growth), mentally, physically and socially.

<b>Inputs (What do we need/invest in)</b>	<b>Outputs - Activity/Action</b>	<b>Outcomes (short/medium-term) Impact (long-term)</b>	<b>When (deadlines if applicable)</b>	<b>Who is leading on this priority?</b>	<b>Measures of success</b>
<p>CDC Community Builders Police OPCC All CSP members</p>	<p>Continue to develop strong networks of support, connections across and between communities, and empowering people in communities to support each other and to take collective action (enable culture change towards increased social responsibility)</p> <p>CSP to seek further funding/resources to plan and implement more engagement events/activities across the district.</p> <p>The OPCC to launch third Perception of Crime survey in late 2024.</p> <p>Link with Neighbourhood Watch Teams and encourage new schemes and retain existing ones. Grow neighbourhood watch schemes by 10 to increase number to 260.</p>	<p>More resilient and better-connected communities; increased community involvement/reduced fear of crime/residents feeling safer.</p>	<p>March 2025</p>	<p>All CSP members</p>	<p>Number and outcomes of engagement events and surveys.</p> <p>Thriving Communities Index.</p> <p>Number of new Neighbourhood Watch Schemes (NWS)</p>

**Priority 2-Support Victims of Domestic Abuse**

**Why is this a priority?**

Evidence shows that victims in rural areas take longer to report and have unexpected barriers to accessing support (National Rural Crime network Report "Captive & Controlled"). Police recorded crime data show an increase in offences flagged as domestic abuse-related during the coronavirus (COVID-19) pandemic. There has generally been an increase in demand for domestic abuse victim services during the coronavirus pandemic, particularly affecting helplines as lockdown measures eased; this does not necessarily indicate an increase in the number of victims, but perhaps an increase in the severity of abuse being experienced, and a lack of available coping mechanisms such as the ability to leave the home to escape the abuse, or attend counselling. Increasing the number of trained DA champions in the district can lead to more incidents being detected and more help and support offered to victims safely.

Inputs	Outputs - Activity/Action	Outcomes (short/medium-term)	Impact (long-term)	When (deadlines if applicable)	Who is leading on this priority?	Measures of success
CDC Community Wellbeing team staff- Community Support Officer supporting implementation of actions around Domestic Abuse CDC housing and homelessness prevention team Gloucestershire Domestic Abuse Support services (GDASS)– DA champions network coordinator ‘Fear-Free’ Perpetrator Support	Roll out and support new rural Domestic Abuse Champions network (in partnership with all Gloucestershire rural counties). Offer specific DA training to Publica frontline staff. Effective comms targeted at victims and perpetrators as well as the wider community (local and national initiatives & campaigns) Seek funding to enable increased focus on perpetrators and early	Increase number of DA Champions by at least 30 (July 2024). Ongoing longer-term effects of DA Champions will result in increased referrals to GDASS. Victims receive the support that they need. Improved communication and data sharing between agencies to enable proactive support for victims.	Victims in rural areas are as likely to report as those in urban areas. Amongst the population there are more people who recognise signs of DA, who know how/where to signpost victims. Prevention of DA incidents through early intervention Better awareness of perpetrator behaviour for young people starting relationships	March 2025	CDC/GDASS/Fear-Free	Referral numbers (GDASS) Number of new DA champions Number of perpetrator programmes held. Funding secured for additional early intervention activities. Numbers of staff undergoing training Reduced numbers of VAWG incidents

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<p><a href="https://www.fearfree.org.uk/what-we-do/">https://www.fearfree.org.uk/what-we-do/</a></p> <p>Other local charities and agencies supporting victims of Domestic Abuse</p>	<p>prevention. Working in partnership to address the unhealthy and threatening behaviours and cultures through early intervention and ongoing education in schools.</p> <p>CDC internal process optimisation to enable proactive support for DA victims. Work with partner organisations to improve communications. This involves listening to victims (and if possible, perpetrators).</p>	<p>'Fear-Free' Perpetrator programmes -Work with perpetrators and offer support to address unhealthy behaviours. Local support groups and awareness training for professionals.</p> <p>Improved understanding of the issues faced by victims.</p>				
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**Priority 3-Serious Violence Duty**

**Why is this a priority?**

This is a new duty within the CSP – the issues around violence against women, the reduction of knife and gun crime, reducing violent crime and reducing coercive behaviour are all areas of rising concern, within the district. The new SVD dashboard is now being shared enabling us to target key areas. Although these issues are not high in comparison to the rest of the country, it is a rising issue and therefore needs to be addressed.

<b>Inputs (What do we need/invest in)</b>	<b>Outputs - Activity/Action</b>	<b>Outcomes (short/medium-term)</b>	<b>Impact (long-term)</b>	<b>When (deadlines if applicable)</b>	<b>Who is leading on this priority?</b>	<b>Measures of success</b>
<b>Reducing possession of weapons - gun and knife crime - targeting prolific offenders</b>	Working more closely with partner organisation re support available. Education from other areas experiencing this issue on how and why guns and knives are being carried more. Targeting prolific offenders.	Better understanding of the issues by utilising the knowledge of key partners dealing with this issue.	Less use of weapons due to increased presence.	Ongoing	Simon Ellson	A reduction of knife and gun crime/carrying
<b>Reduce violent crime - targeting gang members and high risk offenders.</b>	Education regarding gang related solutions from other areas. Targeting high risk offenders	Better cross working with schools, housing teams and ASB support.	A reduction in violent crime	Ongoing	Simon Ellson	A reduction in violent crime and gang related issues.
<b>Reducing Coercive behaviour</b>	Educate all via Domestic Abuse, on this issue. Providing access to support services and relationship counselling.	Better education around the different types of coercive abuse, i.e. financial, freedom of movement, threatening behaviour. Access to	A reduction in cases of Coercive control and a better understanding of what a healthy relationship is.	Ongoing	Simon Ellson/Clare Joynes	A reduction in Coercive abuse incidents due to victims having the knowledge and opportunity to

		support to leave a relationship, if necessary.				remove themselves from the situation.
<b>VAWG - offer better information to schools and general public to promote support and education.</b>	Engage with schools to offer education and awareness around incels/Mathew Tate personas, etc. Mentoring for young men. Work closer with Fearfree and GDASS regarding domestic abuse training.	Education regarding healthy relationships to young people engaging in relationships. More training on offer for victims of misogyny and violence.	Less opportunity for abuse and more opportunity to protect women from men who view them negatively.	Ongoing	Simon Ellson	A better understanding of the reasons for VAWG

**Priority 4-Prevent and reduce antisocial behaviours**

**Why is this a priority?**  
 ASB is quality of life issue which can if not dealt with properly have significant detrimental impact on people lives, many victims are vulnerable through age, MH or learning difficulties. New PCC Chris Nelson pledges to reduce ASB by 50%. What further support can the PCC provide the CSP to tackle this issue?

Inputs (What do we need/invest in)	Outputs - Activity/Action	Outcomes (short/medium-term)	Impact (long-term)	When (deadlines if applicable)	Who is leading on this priority?	Measures of success
<p>Police resources; CDC Community Wellbeing Team: asset-based community development approaches to create resilient, well-connected communities;</p> <p>PROJECT SOLACE and ERS Team at CDC</p> <p>Cotswold Youth Network</p> <p>Bromford Housing Neighbourhood Coaches</p> <p>Safer Streets Funding (SSF) through the Home Office</p>	<p>Cotswold CSP representative to attend the new county-wide ASB Strategy group to:</p> <ul style="list-style-type: none"> <li>• Look for gaps/training opportunities.</li> <li>• Share lessons learnt and best practice (from dealing with low level ASB to the work Solace pick up and the lessons learnt from the ABC case reviews).</li> <li>• Consider national and local obligations (i.e. Government ASB Action Plan)</li> <li>• Consider links to other issues (DV, Serious Violence etc)</li> </ul>	<p>Known locations and offenders targeted. Root causes tackled. Intervention and prevention key as is getting local communities on board to help tackle issues. This can be done through CSP but also local and parish councils, elected officials, community groups, Young Gloucestershire etc.</p> <p>Funding for project SOLACE has been extended until end of March 2024. The local PCSO working on Solace will increase her hours significantly by January 2024.</p> <p>Op Ash – two local areas highlighted, abbey grounds and St Michael’s Park, in</p>	<p>Fewer people will be victim or cause of Anti-Social Behaviour;</p> <p>Reduced perception of ASB.</p> <p>Resilient and connected communities</p> <p>Building public confidence among the public</p>	<p>March 2025</p>	<p>Subgroup: Police/CDC (ERS)/Bromford/Early Help</p>	<p>Project Solace reporting on incidents dealt with. OPCC data.</p> <p>Qualitative data and case studies from all partners. Report on SSF 4 and 5</p> <p>OPCC report on perceptions of crime and ASB</p>

	<ul style="list-style-type: none"><li>• Point of contact for funding applications.</li></ul> <p>Deliver 'Safer Streets Cotswold' improvement projects. (OPCC funded)</p> <p>Continue Project Solace until March 2025.</p> <p>Review effectiveness of project Solace and in partnership with the OPCC explore funding opportunities to continue this partnership approach if deemed valuable for Cotswold District.</p> <p>Working with Cirencester Town Council to develop a lottery funding proposal for a youth community worker for the town.</p> <p>Facilitate a discussion around youth support and to develop a youth provision plan for Cirencester.</p> <p>Op Ash</p>	<p>Cirencester. Offer extra patrol hours focusing on engagement and reducing issues. Number of reported incidents have reduced.</p>				
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**Priority 5-Tackle Crimes of Local Concern**

**Why is this a priority?**

Cotswold District is one of the safest areas in the county. Gloucestershire is amongst the safest areas in the England. Fear of crime however can impact on people’s health and wellbeing, hence local crimes need to be taken seriously and tackled appropriately, whilst fear of crime and perception of crime levels locally also need to be addressed.

Burglary dwelling, Organised and Serious Crime, Rural Farm machinery theft and dog theft. These crimes have significant impact on victims and can cause community concern if not dealt with properly.

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Inputs (What do we need/invest in)	Outputs - Activity/Action	Outcomes (short/medium-term)	Impact (long-term)	When (deadlines if applicable)	Who is leading on this priority?	Measures of success
<p>Police will take the lead on investigating these offences. The CSP and other partners will assist with raising and sharing crime prevention advice, raising awareness of offences. As well as assisting in safeguarding of victims if appropriate.</p> <p>‘Vanguard’ team for Stroud and Cotswold-policing teams, dedicated to going after the worst criminals on their patch. Are intended to combine the very best of traditional and robust</p>	<p>Police pro-actively target known and outstanding offenders. Local NH policing team conduct follow up visits. Partners and local elected officials to support.</p> <p>Police will attend every dwelling burglary as per national guidelines from the Home Office.</p> <p>Gloucestershire Rural Crime team to double in size from 4 team members to 8 within the next 6 to 12 months.</p>	<p>Known offenders pro-actively targeted.</p> <p>Criminal Behaviour Orders and ASB injunctions as well as working with Probation Service to stop re-offending.</p> <p>Every victim of rural crime gets a police officer contact.</p> <p>Gloucestershire Constabulary aspiration to achieve 20% detection rate. (In the last year it</p>	<p>Residents feel safer, fewer people are victim or cause of rural crime.</p> <p>Increased trust in policing.</p>	<p>March 2025</p>	<p>Police. Insp Simon Ellson is police SPOC and is the main contact for group. Insp Ellson can also liaise with investigators and keep the CSP updated.</p>	<p>Crime levels + public re-assurance</p> <p>IQUANTA Data</p> <p>OPCC report on perceptions of crime and ASB</p>

<p>proactive policing, updated to be at the forefront of the modern service.</p>	<p>Cotswold to have 2 fulltime team members.</p> <p>Increased messaging around local crime levels and the work of police and partners to give reassurance.</p> <p>Encourage sign up to Community Alerts.</p>	<p>was on average at 12%. )</p> <p>(June 23 to August 23 the rate has increased to 19.7%.)</p>				
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**Priority 6- Create Safe Roads for all**

**Why is this a priority?**

The rate of killed and seriously injured on roads in Cotswold is worse than the England average, although overall numbers remain low (2019 Public Health profile); major concern of Town and Parish Councils, Link with, support and complement OPCC/Safer Gloucestershire work. One of the six priorities in the Gloucestershire Police and Crime Plan is 'Creating Safer Communities' and speeding remains a top priority for communities. This priority needs a whole systems approach and is closely linked with CDC's emerging Sustainable Transport Strategy, Climate Action Strategy and Leisure Strategy all focussed on enabling more active travel and to reduce the number of motorised vehicles on our rural roads.

<b>Inputs (What do we need/invest in)</b>	<b>Outputs - Activity/Action</b>	<b>Outcomes (short/medium-term)</b>	<b>Impact (long-term)</b>	<b>When (deadlines if applicable)</b>	<b>Who is leading on this priority?</b>	<b>Measures of success</b>
Police resources, potential external funding to enable more sustainable transport and active travel solutions, partnership work with OPCC and Safer Gloucestershire, Community engagement and involvement. GRCC CARS toolkit. Community Speedwatch Fund	Expand number of camera enforcement sites to include additional areas of local concern or where speed related collisions are prominent.  Proactively engage with Town and Parish Councils on introduction of ANPR cameras and development of other local solutions such as local volunteer Speed Watch groups. Identification of local hotspots.  Promote GRCC's CARS toolkit to Town and Parish councils and communities.	Known locations and offenders proactively targeted. Increased number of ANPR cameras and locally led speed watch initiatives. Increased awareness of speeding in local communities and visitors.  Communities have the toolkits to combat speeding in their area, helping to make our roads safer for everyone who uses them to walk, cycle, and drive.	Roads will be safer for all road users	March 2025	Police  OPCC	Number of incidents-police data.  Number of new ANPR cameras, enforcement sites and Speed Watch groups  Use of CARS toolkit  Projects funded through Community Speed Watch Fund

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	Deliver 'Drink Drive Campaign' Summer and Winter  Promote Community Speed Watch schemes and increase number of schemes by 5.					
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**Priority 7 – Supporting Children and Young People**

Why is this a priority ? Meaningful and positive engagement with and support for young people is key to prevent adverse effects on their development as well as to prevent involvement in crime/substance misuse/ASB.

The challenge of delivering in a rural area is made more difficult due to a lack of youth & play opportunities in the Cotswolds and young people in the Cotswold district are particularly vulnerable to being both a victim of crime, and perpetrating a crime, due to the lack of youth provision and engagement. There should be a commitment, shared with other services, to develop youth and play services promoting restorative justice and wider community work, preventing potential escalation of tensions and the perception of youth ASB, within communities.

Hearing the voice of young people is essential in highlighting their needs, the CSP should create an effective dialogue between ourselves and the Cotswold Youth Network providing a method for young people's voice to be heard via youth organisations, Police, schools whilst utilising current data on crime, cost of living, etc. Face to face, or online groups prove to be a successful method of delivery for children and young people.

<b>Inputs (What do we need/invest in)</b>	<b>Outputs - Activity/Action</b>	<b>Outcomes (short/medium-term)</b>	<b>Impact (long-term)</b>	<b>When (deadlines if applicable)</b>	<b>Who is leading on this priority?</b>	<b>Measures of success</b>
Identify young people who are particularly vulnerable to becoming both victim and perpetrator due to the lack of youth services, poverty levels and a lack of safe spaces.	Providing a voice for young people and information to services, for mental health support, funding for schooling, etc and access to youth provision.	Better support offered to children in DA situations. Increase youth provision via lottery funding and Town and Parish funding for youth	Young people will be more supported.	Ongoing	Ben Ward – World Jungle/Sarah Clifton-Gould/CYN	Children and young people not being lured towards crime.

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<p>Supporting listening and supporting the concerns raised by young people through effective engagement (face to face or online), while supporting the Cotswold Youth Network CYN to support the local strategy on supporting young people.</p> <p>Committing to working together, across partner organisations to develop youth and play services. Securing funding more effectively due to being part of the CSP priority.</p> <p>Promoting Restorative Gloucestershire and their community work in preventing escalation of community issues and other key youth organisations.</p> <p>Monitoring the use of vaping in young people.</p>	<p>Highlighting other organisations work, i.e. Victim Support/ILP/GDASS/Hate Crime/Care System/Yth Offending and Yth Support teams/schools/Sth Cots Community Response group/etc.</p> <p>Promoting a dialogue between CYN and the CSP, to utilise information from Police, schools on key issues. Substance misuse support more available via referral and family support.</p> <p>Re vaping - Engage with businesses and Trading Standards regarding the selling of vaping paraphernalia. Work with schools to reduce use among young people. Work with NHS re smoking cessation.</p>	<p>provision. Promote the 'Safe Spaces' scheme and increase areas covered. Work with homeless charity's and CDC teams to identify young people at risk of DA and VAWG.</p> <p>Work more closely with youth support agencies, e.g Family Action, and providers to increase provision.</p> <p>Utilising the Voice and Participation work to hear the views of young people.</p>				
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Priority	Actions	Lead(s)	Additional resources	Start date	Status	Progress update
1. Engage, involve, connect, empower and inform communities	Plan and deliver Engagement events	Jane Morgan/CDC	Further external funding needs to be secured	July '23	On track	Utilising CDC's Community Wellbeing team to collaborate via consultation with the community and partner organisations, i.e.the Community Response Network Meeting (CRNM) working with schools and Children's Services to identify vulnerable children, aligning with the CSP Action Plan. Using the Home Office - Safer Streets fund through the Office of the Police Crime Commissioner, to Cotswold CSP, looking at tackling neighbourhood crime, anti-social behaviour and VAWG and improving the safety of public spaces for all and to help make policing more understandable and responsive to those local communities. Three Community Engagement Events were held to enable consultation, partnership working and collaboration. The aim being to increase public satisfaction, cooperation, trust and confidence in the police. Events involved key partners from Police, trading standards, GDASS, GRCC and local town & parish councils as well as the CDC Community Wellbeing team. 31st May 2023 - St Michaels Park, Cirencester 29th August 2023 - Upper Rissington parish hall & park 30th August 2023 - Tetbury, Dolphin Hall & Rec
	Support OPCC with annual Crime Perceptions survey	Sarah Clifton Gould/CDC	Survey sent to CSP Members Oct 24	July '23	On track	Survey distributed October 24
	Increasing public confidence	Simon Ellson	Increased hours to support Op SOLACE	July '23	On track	Over 100 extra hrs patrolled in last 3 months – really focusing on engagement and reducing issues. Number of reported incidents have reduced. Arrests made . Public confidence increased.

Priority	Actions	Connected tasks	Comms	Major milestones
1. Engage, involve, connect, empower and inform communities	Plan and deliver Engagement events	14 further events throughout 2025, during all school holidays, to provide support to all ages, with food and activity. These events will tie into CSP and ILP priorities whilst promoting the Community Wellbeing team, from CDC.	CDC and wider organisation promotion	Feedback confirmed that residents found the collaboration between Police and CDC a helpful way to engage with the wider community and their statutory services.
	Support OPCC with annual Crime Perceptions survey		CSP Members	
	Increasing public confidence	Further extra patrols going forward	CDC and wider organisation promotion	Number of reported incidents have reduced and public confidence has increased.





Actions	Lead(s)	Additional resources	Start date	Status	Progress update
Link with Neighbourhood Watch Teams to encourage new schemes and retain existing ones. Grow neighbourhood watch schemes by 10 to increase number to 260.	Dan Johnston/Simon Ellson	Flyers or similar promotional materials that CSP members can share.	July'23	On track	Community engagement- Cotswolds police now has dedicated a Facebook page with over a 1000 followers. Launched in May 2024 This is used to engage and pass key messages to local community. Complimented by Community Alerts , NHW messaging. <b>awaiting update on numbers</b>

	Actions	Connected tasks	Comms	Major milestones
	Link with Neighbourhood Watch Teams to encourage new schemes and retain existing ones. Grow neighbourhood watch schemes by 10 to increase number to 260.		CDC and wider organisation promotion	



Priority	Actions	Lead(s)	Additional resources	Start date	Status	Progress update
2. Support Victims of Domestic Abuse	Deliver new rural Domestic Abuse Champions network (in partnership with all Gloucestershire rural districts).	Clare Joynes-GDASS supported by Jane/Sarah-CDC	funded for 2 years	July '23	On track	September 2023 Rural DA Champion Network Coordinator (RDACNC) in post. Now 61 rural DA champions (RDACs) across the county, with 29 in Cotswold district. This is the largest group from any district (c 1/3 work county-wide). - The RDACNC has delivered 5 refresher training sessions for the 21 existing champions (who originally signed up to the pilot scheme) and 14 training sessions for new champions. Training now being offered to schools via a safeguarding network with an aim for posters to be on every school toilet door.
	Offer specific DA training to Publica frontline staff.	Jane/Sarah-CDC	no funding or additional resource required	July '23	On track	-RDACNC has delivered 2 online learning events on rural DA to professionals across the county and beyond. -RDACNS has delivered DA training to 7 councillors across the county, 2 of them from Cotswold DC. - RDACNC has delivered DA training to 1 secondary school in FOD and - RDACNC has delivered in person DA training to 36 members of staff at Stroud District Council

Priority	Actions	Connected tasks	Comms	Major milestones
<b>2. Support Victims of Domestic Abuse</b>	Deliver new rural Domestic Abuse Champions network (in partnership with all Gloucestershire rural districts).	Training will continue to be offered, going forward, to secure further GRDA Champions.	CDC and wider organisation promotion	We now have 29 Rural Domestic Abuse Champions throughout the district. GDASS have raised awareness of DA and the particular issues within rural communities.
	Offer specific DA training to Publica frontline staff.	Further training will be offered going forwards.	CDC and wider organisation promotion	This has been a slow uptake but momentum is building within CDC teams to attend training.



Actions	Lead(s)	Additional resources	Start date	Status	Progress update
Effective comms targeted at victims and perpetrators as well as the wider community (local and national)	Jane/Sarah/Comms Team-CDC	no funding or additional resource required	July '23	On track	Signposting at community events to GDASS and Police confidential contacts. Poster specifically aimed at rural DA victims printed and distributed: the aim is to get a poster onto every toilet cubicle door in rural village and church halls, village pubs and clubs and village noticeboards.



Actions	Connected tasks	Comms	Major milestones
Effective comms targeted at victims and perpetrators as well as the wider community (local and national)	This will continue, going forward.	CDC and wider organisation promotion	GDASS have taken part in several media/conference presentations, increasing the knowledge around the issues pertinent to rural areas, re DA.



Actions	Lead(s)	Additional resources	Start date	Status	Progress update
<p>Seek funding to enable increased focus on perpetrators and early prevention. Working in partnership to address the unhealthy and threatening behaviours and cultures through early intervention and ongoing education in schools.</p>	<p>Jane/Sarah-CDC</p>	<p>funding needed to commission interventions e.g. Fearless</p>	<p>July ' 23</p>	<p>On track</p>	<p>We are working with GDASS and Fear Free to offer free training to all, victim and perpetrator support. Also, utilising the RISE programme to help victims of DA move forward and live safe lives again.</p>

	Actions	Connected tasks	Comms	Major milestones
	<p>Seek funding to enable increased focus on perpetrators and early prevention. Working in partnership to address the unhealthy and threatening behaviours and cultures through early intervention and ongoing education in schools.</p>		<p>CDC and wider organisation promotion</p>	<p>GDASS have moved into schools and GP surgeries to raise awareness.</p>



Actions	Lead(s)	Additional resources	Start date	Status	Progress update
CDC internal process optimisation to enable proactive support for DA victims. Work with partner organisations to improve communications. This involves listening to victims (and if possible, perpetrators).	Jane/Sarah-CDC	no funding or additional resource required	July '23	On track	GDASS have provided 2 quarterly RDAC newsletters circulated to all RDACs. - RDACNC has given 2 radio interviews to raise awareness of rural DA and the support available to victims. -RDACNC has delivered DA training to 10 officers and NCOs at the Duke of Gloucester barracks in South Cerney. - RDACNC has delivered a presentation on rural DA to Gloucestershire County Council's September White Ribbon event, resulting in GCC Libraries and Transport wanting to get involved with the initiative. Bromford have been working with GDASS on the Places of Safety project to provide safe accommodation for those fleeing domestic violence

	Actions	Connected tasks	Comms	Major milestones
	CDC internal process optimisation to enable proactive support for DA victims. Work with partner organisations to improve communications. This involves listening to victims (and if possible, perpetrators).	This work continues to be promoted among our teams and wider organisations and communities.	CDC and wider organisation promotion	Better overall engagement and education regarding DA.





Priority	Actions	Lead(s)	Additional resources	Start date	Status	Progress update
<b>3. Serious Violence Duty</b>	Reducing possession of weapons - gun and knife crime - targeting prolific offenders	Simon Ellson/Neil Smith	Utilising the Serious Violence Reduction Unit dashboard, from the Home Office	July '24	Minor Concern	Serious Violence Duty has been recently added to our priorities via guidance from the Home Office. No updates available on progress yet.
	Reduce violent crime - targeting gang members and high risk offenders.	Simon Ellson/Neil Smith	Utilising the Serious Violence Reduction Unit dashboard, from the Home Office	July '24	Minor Concern	Serious Violence Duty has been recently added to our priorities via guidance from the Home Office. No updates available on progress yet.
	Reducing Coercive behaviour	Simon Ellson/Neil Smith	Utilising the Serious Violence Reduction Unit dashboard, from the Home Office	July '24	Minor Concern	Serious Violence Duty has been recently added to our priorities via guidance from the Home Office. No updates available on progress yet.

Priority	Actions	Connected tasks	Comms	Major milestones
<b>3. Serious Violence Duty</b>	Reducing possession of weapons - gun and knife crime - targeting prolific offenders		CDC and wider organisation promotion	
	Reduce violent crime - targeting gang members and high risk offenders.		CDC and wider organisation promotion	
	Reducing Coercive behaviour		CDC and wider organisation promotion	



	Actions	Lead(s)	Additional resources	Start date	Status	Progress update
	VAWG - offer better information to schools and general public to promote support and education.	Simon Ellson/Neil Smith	Utilising the Serious Violence Reduction Unit dashboard, from the Home Office	July '24	On track	Working with Glos Police to promote training and education, engagement with schools and the general public, regarding the insidious nature of Incels and bringing our Relationships work to our senior schools offering mentoring for boys and girls.

	Actions	Connected tasks	Comms	Major milestones
	VAWG - offer better information to schools and general public to promote support and education.		CDC and wider organisation promotion	



Priority	Actions	Lead(s)	Additional resources	Start date	Status	Progress update
<b>4. Prevent and reduce antisocial behaviours</b>	Cotswold CSP representative to attend and support the new county-wide ASB Strategy Group	Sarah Clifton Gould/CDC	No funding or additional resource required	October '24	On track	Sarah Clifton-Gould attending.
	Deliver 'Safer Streets Cotswold' improvement projects in partnership with TPC's. (OPCC funded)	Sarah Clifton-Gould/Simon Ellson	OPCC funded	July '23	On track	Safer Streets Funding – Direct funding from Home office allocated to several local parish and town councils to tackle crime, ASB, VIAWG type offences in local communities. CCTV cameras purchased, youth provision provided etc.

Priority	Actions	Connected tasks	Comms	Major milestones
<b>4. Prevent and reduce antisocial behaviours</b>	Cotswold CSP representative to attend and support the new county-wide ASB Strategy Group	This will inform our work further around ASB within the district.	CDC and wider organisation promotion	
	Deliver 'Safer Streets Cotswold' improvement projects in partnership with TPC's. (OPCC funded)		CDC and wider organisation promotion	Improved funding opportunities with Town and Parish Councils.





Actions	Lead(s)	Additional resources	Start date	Status	Progress update
Continue Project Solace until March 2025	Phil Measures- CDC	funded by CDC until March 25	July '23	On track	Op Solace- Partnership working with CDC to target HR ASB in open spaces and private dwellings. Local PCSO working 1 to 2 days a week with case worker from CDC. Injunctions and other positive action taken to reduce these issues. Particular focus on entrenched NH disputes.
Op Ash	Simon Ellson	funding from Central Government	Autumn '24	On track	Op Ash - Locally we have highlighted two areas - Abbey grounds and St Michael Park in Cirencester chosen in the Cotswolds. Over 100 extra hrs patrolled in last 3 months – really focusing on engagement and reducing issues. Number of reported incidents have reduced. Arrests made . Public confidence increased.

Actions	Connected tasks	Comms	Major milestones
Continue Project Solace until March 2025	<ul style="list-style-type: none"> <li>•To develop a common approach to raise the profile of Solace, it's benefits and successes. To highlight why Solace is necessary for the work of the Councils and Police services.</li> <li>•Counter Fraud Unit area are developing a proposal to support Rural Solace (the districts) which will come back to the board for consideration.</li> <li>•The Governance arrangements are being</li> </ul>	CDC and wider organisation promotion	
Op Ash	Building further confidence among the public regarding ASB issues.	CDC and wider organisation promotion	Number of reported incidents have reduced. Arrests made . Public confidence increased.

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Actions	Lead(s)	Additional resources	Start date	Status	Progress update
Working with Cirencester Town Council to develop a lottery funding proposal for a youth community worker for the town.	Ben Ward-World Jungle/Cotswold Youth Network	Lottery funded/SLC funding	July '23	On track	Successful application to Lottery community fund with The Door / Tetbury Area Youth & Community Trust, Active Impact project started August 1st 2024 – three years funding for the Cotswold Youth Network which includes supporting a youth and community worker in Cirencester delivered by the Door

Actions	Connected tasks	Comms	Major milestones
Working with Cirencester Town Council to develop a lottery funding proposal for a youth community worker for the town.	This will be utilised over a three year programme.	CDC and wider organisation promotion	Continued joint working with partner organisations.



Actions	Lead(s)	Additional resources	Start date	Status	Progress update
<p>Review effectiveness of project Solace and in partnership with the OPCC explore funding opportunities to continue this partnership approach if deemed valuable for Cotswold District.</p>	<p>Phil Measures/Sarah Clifton-Gould-CDC</p>	<p>Additional resources</p>	<p>July '24</p>	<p>On track</p>	<ul style="list-style-type: none"> <li>•Continuing the ongoing aim to develop a common approach to raise the profile of Solace, it's benefits and successes. To highlight why Solace is necessary for the work of the Councils and Police services.</li> <li>•A members information video about the work of Solace is being planned.</li> <li>•Counter Fraud Unit area are developing a proposal to support Rural Solace (the districts) which will come back to the board for consideration.</li> <li>•The Governance arrangements are being reviewed. The strategic governance and the relationship with the ASB Strategic Board and Safer Gloucestershire will be clarified.</li> <li>•To develop the operational governance as an additional aspect to the strategic governance.</li> </ul>



	Actions	Connected tasks	Comms	Major milestones
	Review effectiveness of project Solace and in partnership with the OPCC explore funding opportunities to continue this partnership approach if deemed valuable for Cotswold District.		CDC and wider organisation promotion	



Priority	Actions	Lead(s)	Additional resources	Start date	Status	Progress update
<b>5. Tackle Crimes of Local Concern</b>	Police will attend every dwelling burglary as per national guidelines from the Home Office.	Simon Ellson		??	On track	Investigating local Crimes of concern- New policy every dwelling burglary now attended in person complimented by re-assurance and follow up visit. Investigations reviewed by supervisors prior to closing.
	Increased messaging around local crime levels and the work of police and partners to give reassurance.	Dan Johnston/Sarah Clifton Gould		July ' 23	On track	We have an active CSP quarterly meeting to share concerns and updates from all. This effectively offers appropriate information to partners and their clients.
	Encourage sign up to Community Alerts			July'24	On track	This has been promoted amongst partner organisations, more work will be done to promote it to the wider communities.

Priority	Actions	Connected tasks	Comms	Major milestones
<b>5. Tackle Crimes of Local Concern</b>	Police will attend every dwelling burglary as per national guidelines from the Home Office.		CDC and wider organisation promotion	Increased trust in local policing.
	Increased messaging around local crime levels and the work of police and partners to give reassurance.		CDC and wider organisation promotion	Increased collaboration with partner organisations.
	Encourage sign up to Community Alerts		CDC and wider organisation promotion	



Priority	Actions	Lead(s)	Additional resources	Start date	Status	Progress update
<b>6. Create Safe Roads for all</b>	Expand number of camera enforcement sites to include additional areas of local concern or where speed related collisions are prominent.	Simon Ellson			On track	Speeding- Community speed watch supported by local police as well as regular speed checks by Camera Enforcement team. In the Cotswolds so far in 2024 there have been 447 visits by the Camera Enforcement Team with 7659 speeding motorists processed.

Priority	Actions	Connected tasks	Comms	Major milestones
<b>6. Create Safe Roads for all</b>	Expand number of camera enforcement sites to include additional areas of local concern or where speed related collisions are prominent.		CDC and wider organisation promotion	Last year nearly 4000 speeding fines issued in the district.





	Proactively engage with Town and Parish Councils on introduction of ANPR cameras and development of other local solutions such as local volunteer Speed Watch groups. Identification of local hotspots.	Simon Ellson		July '23	On track	This has been promoted amongst Town and Parish Councils, more work will be done to promote it to the wider communities.

	<p>Proactively engage with Town and Parish Councils on introduction of ANPR cameras and development of other local solutions such as local volunteer Speed Watch groups. Identification of local hotspots.</p>		<p>CDC and wider organisation promotion</p>	<p>Increased collaboration with partner organisations.</p>
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	Actions	Lead(s)	Additional resources	Start date	Status	Progress update
	Promote GRCC's CARS toolkit to Town and Parish councils and communities.	All	No funding or additional resource required	July '23	On track	This information is shared with our wider partners and within our CSP partners.
	Promote Community Speed Watch schemes and increase number of schemes by 5.	All		July '23	On track	<p>in 2022 there were 77 registered CSW groups in the county, in 2023 this rose to 86 and in 2024 it rose again to 95 groups. There is a consistent number of groups that are not active and so only approx 37% of registered groups have been active this year.</p> <p>In 2022 groups operated on 339 occasions, in 2023 only 249 occasions and in 2024 so far 171 occasions. There is a downward trend in active CSW group monitoring at the roadside. This may in part be due to the run out of the CSW+ or Community Camera scheme between GCC Highways, the Police and Crime Commissioner and Gloucestershire Police. Many CSW groups that have cameras no longer conduct roadside checks as well.</p>

	Actions	Connected tasks	Comms	Major milestones
	Promote GRCC's CARS toolkit to Town and Parish councils and communities.		CDC and wider organisation promotion	Increased collaboration with partner organisations.
	Promote Community Speed Watch schemes and increase number of schemes by 5.		CDC and wider organisation promotion	



Priority	Actions	Lead(s)	Additional resources	Start date	Status	Progress update
<b>7. Supporting children and young people</b>	Identify young people who are particularly vulnerable to becoming both victim and perpetrator due to the lack of youth services, poverty levels and a lack of safe spaces. Providing a voice for young people and	Ben Ward/Cotswold Youth Network/All	Lottery funding aquired to, in part, fund this project.	Summer '2	On track	Via Lottery funding, World Jungle are working with partner organisations to engage with young people and families to provide inclusive provision and the Voice and Participation project to hear feedback from young people. Successful delivery of a number of Holiday programmes in conjunction with GCC, across the district, targeted at families in receipt of free school meals. Offering activities and food for many of our most vulnerable families

Priority	Actions	Connected tasks	Comms	Major milestones
<b>7. Supporting children and young people</b>	Identify young people who are particularly vulnerable to becoming both victim and perpetrator due to the lack of youth services, poverty levels and a lack of safe spaces. Providing a voice for	Strengthening Communities events x 14 across the district during school holidays. Will provide activities, support and food to all ages, including children, young people and families.	CDC and wider organisation promotion	Successful funding from the Lottery has promoted further collaborative working.





Actions	Lead(s)	Additional resources	Start date	Status	Progress update
Supporting listening and supporting the concerns raised by young people through effective engagement (face to face or online), while supporting the Cotswold Youth Network CYN to support the local strategy on supporting young people.	Sarah Clifton-Gould/Ben Ward-World Jungle/Cotswold Youth Network/All	Lottery funding aquired to, in part, fund this project.	Summer '2	On track	Via Lottery funding, World Jungle are working with partner organisations to engage with young people and families to provide inclusive provision and the Voice and Participation project to hear feedback from young people. Successful delivery of a number of Holiday programmes in conjunction with GCC, across the district, targeted at families in receipt of free school meals. Offering activities and food for many of our most vulnerable families

	Actions	Connected tasks	Comms	Major milestones
	Supporting listening and supporting the concerns raised by young people through effective engagement (face to face or online), while supporting the Cotswold Youth Network CYN to support the local strategy on supporting young people.			Successful funding from the Lottery has promoted further collaborative working.



<p>Committing to working together, across partner organisations to develop youth and play services. Securing funding more effectively due to being part of the CSP priority. Highlighting other organisations work, i.e. Victim Support/ILP/G DASS/Hate Crime/Care System/Yth Offending and Yth Support teams/schools /Sth Cots</p>	<p>Sarah Clifton-Gould/Ben Ward-World Jungle/Cots wold Youth Network/All</p>			<p>On track</p>	<p>New youth survey bring carried out by Cirencester Town Council which will enable us to better understand the needs and wants of young people in the town</p>
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	<p>Committing to working together, across partner organisations to develop youth and play services. Securing funding more effectively due to being part of the CSP priority. Highlighting other organisations work, i.e. Victim Support/ILP/GDASS/Hate Crime/Care System/Yth Offending</p>	<p>Survey results will be used to improve the needs of young people.</p>		<p>Improved working between the Cotswold Youth Network and the CSP.</p>
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<p>Promoting Restorative Gloucestershire and their community work in preventing escalation of community issues and other key youth organisations, and promoting a dialogue between CYN and the CSP, to utilise information from Police, schools on key issues.</p>	<p>Sarah Clifton-Gould/Ben Ward-World Jungle/Cotswold Youth Network/Restorative Justice team.</p>			<p>On track</p>	<p>Establishment of the Community Response Network Meeting in Cirencester led by the GCC Early Help team including key stakeholders, schools, police which has brought key partners together and been effective at sharing information. Also, encouraging youth work providers to communicate with the Police to encourage more joined up working.</p>
<p>Monitoring the use of vaping in young people.</p>			<p>April'24</p>	<p>On track</p>	<p>Trading Standards will be watching the sales of vapes to minors. This will probably be a covert test purchasing exercise when they have intel for the Cotswold district. This will be in October when there are school holidays.</p>



<p>Promoting Restorative Gloucestershire and their community work in preventing escalation of community issues and other key youth organisations, and promoting a dialogue between CYN and the CSP, to utilise information from Police, schools on key issues.</p>	<p>We have 3 groups, one in the south and 2 in the north of the district. This will continue, going forward.</p>		<p>Improved working between the Cotswold Youth Network and the CSP.</p>
<p>Monitoring the use of vaping in young people.</p>	<p>This will continue going forward.</p>		<p>Improved working between Trading Standards and the CSP.</p>

On track

Minor Concern

Off Track

# Agenda Item 11



**COTSWOLD**  
DISTRICT COUNCIL

Council name	<b>COTSWOLD DISTRICT COUNCIL</b>
Name and date of Committee	<b>OVERVIEW AND SCURTINY COMMITTEE 4 NOVEMBER 2024</b>
Subject	<b>WASTE SERVICES UPDATE ROUND REZONING</b>
Wards affected	All
Accountable member	Cllr Mike Every Deputy Leader - Cabinet Member for Finance Email: <a href="mailto:mike.every@cotswold.gov.uk">mike.every@cotswold.gov.uk</a>
Accountable officer	Bill Oddy, Assistant Director - Commercial Development Email: <a href="mailto:bill.oddy@publicagroup.uk">bill.oddy@publicagroup.uk</a>
Report author	Simon Anthony, Business Manager – Environmental Services. Email: <a href="mailto:simon.anthony@publicagroup.uk">simon.anthony@publicagroup.uk</a>
Summary/Purpose	To provide the Committee with feedback on the recent waste collection round rezoning project.
Annexes	None
Recommendation(s)	That Overview and Scrutiny Committee: I. Note the contents of the report.
Corporate priorities	<ul style="list-style-type: none"> <li>• Delivering Good Services</li> <li>• Responding to the Climate Emergency</li> </ul>
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Ubico colleagues were consulted in preparation for this report. Rob Heath – Ubico Operations Director, and Marc Osment – Ubico Head of Operations will be present at Committee to answer questions.



## **1. EXECUTIVE SUMMARY**

- 1.1 This report provides the Committee with feedback on the recent waste collection round rezoning project.

## **2. BACKGROUND**

- 2.1 The waste service collects over 300,000 containers each fortnight and performs very well in terms of recycling rate as Cotswold District Council is in the top 20 performing local authorities in England in the recycling rate league table.
- 2.2 Cotswold District Council and its waste collection provider, Ubico, agreed to undertake a waste round rezoning project in summer 2024 to generate operational efficiencies which would yield financial and environmental benefits to the Council. Savings across a full year, as a result of the rezoning project are forecast to be £0.5M with in year savings in 24/25 of £0.375M. Environmental benefits, particularly including CO<sub>2</sub>e savings are expected as part of the rezoning project although the actual environmental savings are being investigated.
- 2.3 The rezoning project was principally a collaboration project between Ubico and Publica with several departments from each organisation working together, including Communications, Digital, IT, Waste Services, Customer Services, Data and Project Management teams. Delivery of the project post go live waste principally the responsibility of Ubico who supplemented core staff and vehicle levels with additional support crews, supervisors and vehicles to reduce disruption where possible.

## **3. PRE-GO LIVE**

- 3.1 The new version of the rounds went live on June 24<sup>th</sup>. All communications were successfully delivered ahead of this date so residents knew their new collection day and when to present each waste stream.
- 3.2 To provide a good level of customer service, on the 22nd of June (Saturday) Ubico were required to collect addresses that fell into a window of having to wait longer than 13 days between their old collection date and their new.
- 3.3 These interim or pre-go live collections were well managed as impacted residents were well communicated with, this is demonstrated by the fact that only impacted residents presented waste for collection on this date. From an operational perspective this was a difficult exercise to arrange as a large number of Ubico Cotswold contract employees were either unavailable or did not want to work this additional day so crews from outside of Cotswold were drafted in. Despite this all interim collection rounds were fully staffed and the significant majority of pre-go live collections were successfully made, unfortunately, due to staffing challenges Ubico were unable to collect all scheduled collections for this Saturday and therefore started the Monday with additional properties/roads to collect as well as starting the new rounds.



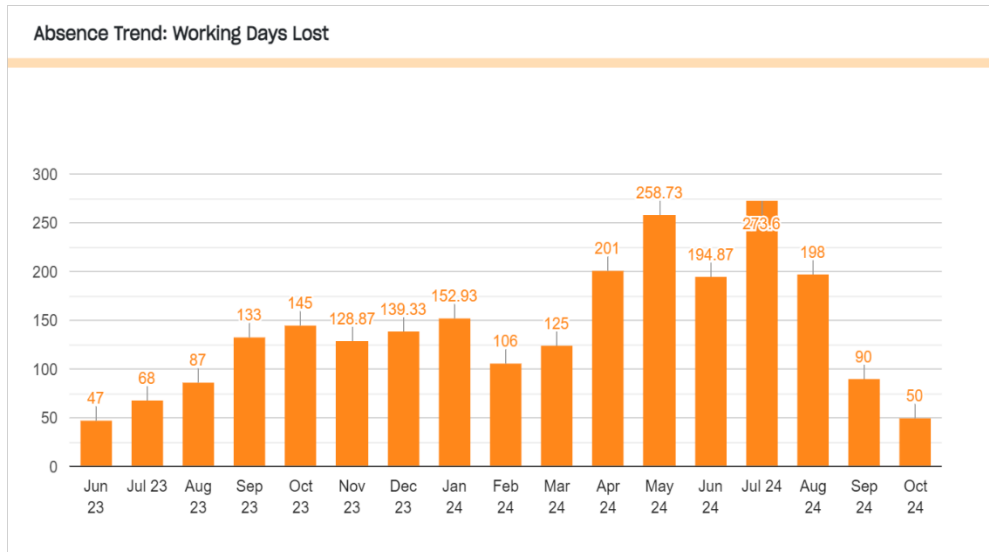
- 3.4** Ubico created new round 'packs' detailing the new routes that crews would be covering were made available for crews/driver to look over in the week/s prior to starting the new rounds so that they could familiarise themselves with some elements of the new rounds
- 3.5** During the first few weeks each crew was issued a pack each day containing a physical copy of the days route map and were required to report in to a 'war room' at the end of the day with any difficulties or issues they experience that day. Issues or difficulties normally equated to wrong roads on rounds, unable to find certain roads or properties or incab technology related issues.
- 3.6** Every morning an email would be sent from the operational team updating Publica on any challenges effecting that day such as absence or vehicle breakdowns and what mitigating action would be taken to help reduce performance impact. An end of day update email was also sent detailing how the day had gone in terms of performance, updating on any service failures and reasons.

#### **4. OPERATIONAL CHALLENGES**

- 4.1** Prior to starting the roll out of the new rounds the then Operations Manager left the business, he had played a major role in the preparation. This meant for a period of a circa one month Ubico were operating with no Operations Manager and then started the project with a new Operations Manager. Any change in such a significant role will come with challenges.
- 4.2** Absence levels significantly increased in the month prior to the roll out of the new rounds and then continued to rise/stay high during the first two months of the roll out. This caused significant disruption as the operational team lost knowledge of the geographical area and drivers/loaders to operate rounds.
- 4.3** Looking at graph 1, below, the absence rate peaks during the first two months of the roll out and then starts to drop in September and return to a more stable figure in October. During the peak of absence the contract had circa 30% of the frontline workforce unavailable, this then requires Ubico to utilise agency employees which proved difficult to obtain/retain and involves between 4-7 hours of induction before Ubico can utilise them on rounds. Absence levels are now under control after extensive work with our HR and SHEQ teams to manage employees back to work.



#### 4.4 Graph I – Ubico Absence, Waste Rezoning



### 5. PERFORMANCE

5.1 As it became clear that the waste service was struggling to achieve the level of performance that was required due to the above challenges Publica and Ubico scheduled daily stand-up meetings. The collective partners would meet each morning and at 4pm to talk through the day, review data and implement plans to address the issues such as repeat misses. Measures introduced following these meeting included having a dedicated priority list produced by Publica to highlight urgent collections.

5.2 Longer term measures that Ubico now have in place include;

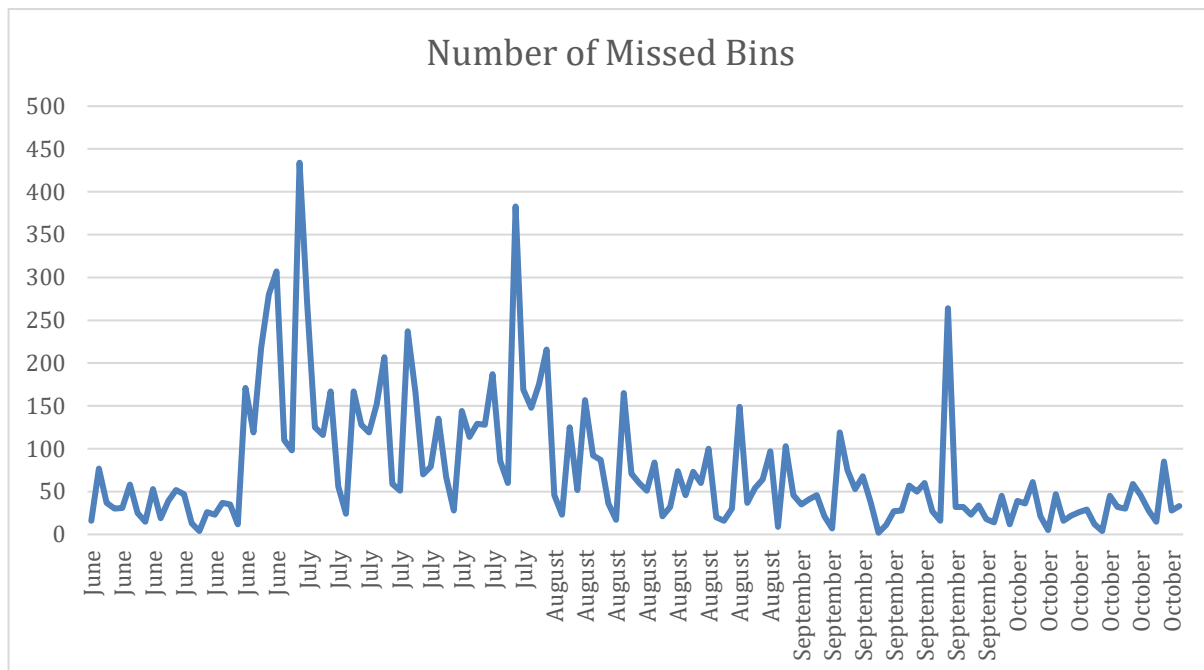
- Ubico now have a stable workforce in terms of reducing reliance of agency employees.
- Ubico have made internal, non-day change amendments to rounds where it has been deemed required and
- Ubico have started a cross round training arrangement where Ubico will familiarise employees with other rounds as best Ubico can to reduce the reliance on just the team that operate a specific round.
- Ubico have introduced an Operational administration-based post (within existing budget) that is a constant presence in the Operational office to help coordinate crews and allow supervisors to be out on the ground more frequently to help address issues that crews may have. This role offers a constant contact for customer services and contracts team and as becomes more established and experienced will drive through improved performance, stability and over all communication.

5.3 Graph 2 below shows missed bin performance before, during and after round rezoning go live. The graph reflects the commentary provided above; after the first two collection cycles there has been a gradual week on week improvement with a peak in late September



due to specific staffing challenges. Services are broadly achieving pre go live levels, however the commitment remains to achieve comparative or better levels of services with a smaller resource base.

## GRAPH 2 Missed bin performance



## 6. REPEAT MISSED BINS

- 1.1. Repeat misses are where Ubico have missed a collection previously and then this has not been correctly addressed or addressed quick enough so that the same property/properties experience further misses. In this particular area it is fair to say that Ubico struggled and did not react, recover or manage the issue as quickly or as proficiently as they could/should have. The main challenges here were the high turnover of frontline employees and that Ubico regularly had supervisors out driving or loading so not in a position to help crews identify these areas as Ubico needed them to be. On numerous occasions crews assumed that they had corrected a miss collection but were visiting the wrong location to address. Some isolated or hard to find properties commonly featured in the high repeat misses and Ubico did not react quick enough with detailed instruction or guidance to address. This is an area where Ubico have captured significant lessons learned in building up shareable detail on certain areas/addresses within rounds to assist any new employee or when Ubico experience shortages. Ubico did not take this situation lightly but understand and agree that the service to some residents within the community fell short of what was expected and deserved. Changes were made to how Ubico managed the repeat misses and urgent issues in that Ubico tasked a specific member of the team to take responsibility for these, starting with a morning debrief to the crew then working closely with the crew/s that have them on



for the day's work throughout the day to ensure collection. Now that Ubico have stability with the teams in terms of the attendance and a full team of supervisors Ubico have them out on the ground more often to visit locations and work with the crew to resolve where they had ongoing collection issues. This has seen an immediate improvement and is still ongoing to continue on that improvement path, it is acknowledged that Ubico should have looked at a measure such as this sooner.

## **7. CUSTOMER JOURNEY**

**7.1** Throughout the round rezoning project a number of challenges became apparent around how residents interact with the waste service, particularly in terms of when and how missed bins are reported. Currently Cotswold Council allows residents 2 days to report a missed bin, Ubico have a further 3 days to rectify the reported missed bin, this can mean waste remaining on the street for a significant amount of time. Where Ubico are unable to get to a scheduled collection Ubico can 'service fail' the collection, this can be for legitimate reasons for example the road is flooded, however where a collection is service failed residents will not be able to report a missed collection. To confirm, a service failed collection is automatically scheduled to be collected the following working day.

**7.2** The waste service, with service design colleagues in Publica have been commissioned to review the entire customer journey, this project includes:

- Messages and emails back to residents,
- Messages and information on webpages
- How and when residents can report missed collections in terms of service failures,
- Reporting and rectification SLA's
- Potential additional functionality in terms of an update version of back-office systems.

## **8. CONCLUSIONS**

**8.1** The rezoning project was aimed at generating efficiencies leading to financial savings and environmental improvements, savings are already being realised and environmental savings are being investigated.

**8.2** For over 99% of properties in Cotswold the rezoning project was delivered smoothly. Indeed there have been pockets of above average disruption that took longer than anticipated to resolve, these properties are typically rural and / or have unique characteristics that make collections more challenging than the typical sub-urban cul-de-sac collections.





**9. FINANCIAL IMPLICATIONS**

9.1 These have been discussed in the report.

**10. LEGAL IMPLICATIONS**

10.1 These have been discussed in the report.

**11. RISK ASSESSMENT**

11.1 Risks have been covered in the report.

**12. EQUALITIES IMPACT**

12.1 N/A

**13. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS**

13.1 These have been considered as part of the report.

**14. BACKGROUND PAPERS**

14.1 None submitted.

(END)

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# Agenda Item 12



**COTSWOLD**  
DISTRICT COUNCIL

Council name	<b>COTSWOLD DISTRICT COUNCIL</b>
Name and date of Committee	<b>OVERVIEW AND SCURTINY COMMITTEE 4 NOVEMBER 2024</b>
Subject	<b>WASTE SERVICES UPDATE</b>
Wards affected	All
Accountable member	Cllr Mike Every Deputy Leader - Cabinet Member for Finance Email: <a href="mailto:mike.every@cotswold.gov.uk">mike.every@cotswold.gov.uk</a>
Accountable officer	Bill Oddy, Assistant Director - Commercial Development Email: <a href="mailto:bill.oddy@publicagroup.uk">bill.oddy@publicagroup.uk</a>
Report author	Simon Anthony, Business Manager – Environmental Services. Email: <a href="mailto:simon.anthony@publicagroup.uk">simon.anthony@publicagroup.uk</a>
Summary/Purpose	To provide the Committee with a Waste Services Update including greening the waste fleet, efficiency of collections and data behind service changes.
Annexes	Annex A Fleet Drive Liaison Manager Report
Recommendation(s)	That Overview and Scrutiny Committee: I. Note the contents of the report.
Corporate priorities	<ul style="list-style-type: none"> <li>• Delivering Good Services</li> <li>• Responding to the Climate Emergency</li> </ul>
Key Decision	NO
Exempt	NO
Consultees/ Consultation	Ubico colleagues were consulted in preparation for this report and will be present at Committee to answer questions: Rob Heath – Ubico Operations Director, and Marc Osment – Ubico Head of Operations.



## 1. EXECUTIVE SUMMARY

- 1.1 This report covers a series of questions posed by members in June 2024 regarding the environmental performance of waste services. This report provides responses to the specific questions, officers, including officers from Ubico will be present to answer additional related questions at the Scrutiny session.

## 2. BACKGROUND

- 2.1 Questions and responses are provided in the section below.

### 3. **Question 1: Given the cost of fuel and carbon impacts, is transporting waste from the north Cotswolds back to a central location the best option? Are there opportunities to use a waste transfer station or facilities outside of Gloucestershire to reduce the overall mileage of vehicles in addition to the round/route reorganisation that is already planned?**

- 3.1 Ubico are tasked with reducing their mileage and fuel consumption year on year with an important Key Performance Indicator (KPI) tracking CO<sub>2</sub>e of the service. Sharing depots can be useful where the opportunities arise, and indeed we do use a 3rd party depot to tip recycling. The waste service works closely with other Gloucestershire Councils through the Gloucestershire Resources and Waste Partnership where options, including depot sharing are discussed.
- 3.2 Greening the fleet would potentially be an easier method of reducing fossil fuel usage and carbon impact compared with attempting to utilise or build satellite depots or facilities. The Council, Publica and Ubico have a series of vehicle workshop meetings to develop a strategy for alternative fuel usage in the Waste fleet. Annex A gives background to the driver efficiency measures Ubico have introduced to manage fuel consumption and improve driver behaviour generally.

### 4. **Question 2. Greening the fleet. Are options being reviewed in a green hierarchy (Battery electric vehicle, range extended battery electric vehicle, hydrogen fuel cell electric vehicle, plug-in or mild hybrid and bio-fuel only if supply chain sustainability is certain)? While BEV solutions may not work today, if a suitable option is available in 5+ years, is this being planned in? Are options being considered in terms of whole life cost (capital/maintenance/lifetime energy cost, assigning HMT "Green Book" values to Greenhouse Gas/kWh/air quality benefits)? Are there any feasibility studies/discussions around installing solar at depot, when BEVs become a viable option. Are there any opportunities to store vehicles in alternative locations overnight to facilitate a transition to**



**BEV (i.e. so fewer miles are needed before they start collection in the areas furthest from the current depot).**

- 4.1 This work on this important topic have been started by Cllr Evely and Cllr McKeown with the waste team, Ubico and Climate Colleagues heavily engaged. Cotswold District Council is in a fortunate position as most vehicles are currently mid-life and the intention is that Electric Vehicle (EV) alternatives will be fully tried and tested, and affordable, once Cotswold needs to replace these vehicles. This work includes a replacement programme which considers the best available technology, infrastructure demands (for example charge points), funding and energy generation opportunities.
  - 4.2 As an interim measure the service is looking to introduce fuel bunkering at the depot as this initially this will reduce fuel costs as currently pump prices are paid to refuel vehicles.
  - 4.3 The Council's waste service has 1 x electric workshop van. There is very strong evidence that replacing smaller fossil fuel-based vehicles with alternative fuel options in a waste service can be affordable with the vehicles themselves being reliable.
  - 4.4 Publica, across other partner authorities have trialled a full size eHGV and have introduced fully electric recycling vehicles which are performing well on a neighbouring service.
  - 4.5 As covered in the section above waste fleet workshops are being arranged to determine options for greening the fleet as vehicles become end of life.
- 
5. **Question 3. Are there any changes to the way CDC will collect waste, with the introduction of consistency in recycling collections policies (March 2026).**
  - 5.1 Cotswold District Council is compliant with Consistency Policy objectives as it already recycles food waste weekly and has delivered separate food waste collections since 2020. The regulations also require local authorities to collect a common set of dry recyclables including paper, card, plastic, glass, metal and garden waste, again the Council is compliant in this regard too.
  - 5.2 The government recently released funding to those local authorities not compliant with Consistency regulations to buy food waste collection vehicles, collection containers and other necessary items to encourage compliance. Those local authorities already compliant with the regulations were unable to apply for this funding.
- 
6. **Question4. The deposit return scheme (DRS) anticipated in 2025 may divert significant quantities of high value recyclate (steel and aluminium cans and PET bottles up to 3 litres) from household kerbside collections. Will this decrease the revenue to CDC from the sale of recyclate (to what extent is this income passed through to CDC?) or increase the costs of disposal (if a less valuable "basket" of materials collected kerbside are being disposed of).**



- 6.1 Generally waste disposal costs are picked up by County, this includes refuse, garden and food waste. For recycling disposal and income Cotswold Council manages this waste stream and it is correct that any drop in tonnage of valuable material would negatively impact on revenue to the council. Should DRS be introduced it is challenging to model the likely income in terms of lost revenue, however the Council could potentially lobby government to ensure new burdens costs are covered as part of this new legislation.
- 6.2 It is unclear whether DRS will be introduced although current information reports a start date of 1 October 2027. The DRS is scheduled to cover single use PET (plastic), steel and aluminium drinks cans only in England, with single use glass bottles excluded from DRS.
7. **Question 5. Similarly, when other elements of Extended Producer Responsibility are in place such as the packaging fees (anticipated October 2025) how will that benefit CDC as the collection authority?**
- 7.1 Extended Producer Responsibility (EPR) regulations aim to apply the 'polluter pays' principal with manufactures being charged for their responsibilities for waste collection and street cleansing of packaging items. So rather than citizens paying for disposal of certain packaging items through general taxation manufactures will compensate waste collection and street cleansing budgets. It is important to note that DEFRA have already started to gather income from manufactures prior to distribution to local authorities.
- 7.2 In November 2024 Local Authorities are expected to be notified as to how much they will receive. The scheme will formally start in April 2025 with actual funding expected to arrive in local authorities in late 2025.
8. **Question 6. What efforts, if any, are being made to move waste/resources through the waste hierarchy (i.e. re-use and repair being preferable to recycling/reprocessing, which is preferable to incineration which is marginally preferable to landfill but takes material/resource out of the economy)? Do we have re-use initiatives and how does this relationship work with CDC/Ubico/GCC (as disposal authority).**
- 8.1 We currently restrict both the size of general waste bins and how frequently these bins are collected, this has moved waste away from end point disposal significantly and into recycling streams. Cotswold Council is already one of the best performing recycling local authorities in England and is in the top 20 recycling local authorities.
- 8.2 The Council regularly produces seasonal communications including press releases on reuse of Halloween costumes and more sustainable options other than pumpkins.
9. **Question 7. What is CDC's relationship to the Javelin Park incinerator? How much of what is collected on behalf of CDC is disposed through this route? Do we have any control over this? Are we contractually obliged to contribute a certain tonnage toward the feedstock**



either directly, or indirectly through GCC commitments? Will there be an impact on CDC financially if a carbon tax is introduced (i.e. are gate fee costs passed through to CDC or do they sit only with the disposal authority).

- 9.1 The Council does not have any relationship with the Javelin Park Energy from Waste facility (EfW) beyond tipping of waste at the facility which is an instruction given to ourselves from the County Council who are the waste disposal authority. The contractual subtleties, in terms of a guaranteed minimum tonnage are not known and would be agreed between the County Council and facility itself.
- 9.2 All black bag waste collected by the council is treated through the Energy from Waste facility.
- 9.3 It is unclear what impact a carbon tax may have as the details around this are to be determined. The government will shortly introduce the Emissions Trading Scheme which is essentially a tax on certain waste materials being treated at energy from waste facilities. This scheme will add financial pressure to the County Council principally in terms of disposal costs, whether and how the County Council wishes to engage with districts to manage these costs is unknown.

## **10. ALTERNATIVE OPTIONS**

- 10.1 N/A

## **11. CONCLUSIONS**

- 11.1 Responses to questions are covered in the body of the report and officers welcome questions from Committee members as part of the meeting.

## **12. FINANCIAL IMPLICATIONS**

- 12.1 These have been covered in the main body of the report.

## **13. LEGAL IMPLICATIONS**

- 13.1 These have been covered in the main body of the report.

## **14. RISK ASSESSMENT**

- 14.1 Risks have been covered in the main body of the report.

## **15. EQUALITIES IMPACT**

- 15.1 N/A

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

- 16.1 These have been covered in the main body of the report.



**COTSWOLD**  
DISTRICT COUNCIL

**17. BACKGROUND PAPERS**

17.1 None submitted.

(END)



## Fleet Driver Liaison Manager

The role of the fleet driver liaison manager was first introduced in Ubico in October 2020. The role is to help cut the carbon emissions that pollute the air, and ultimately help Ubico to support Partners with their carbon reduction strategy.

The first stage of this process was to research and source a company that specialises in telematics equipment. The chosen supplier was CMS SupaTrak.

This equipment was fitted to the vehicles to purely monitor the vehicle, and the driver. The drivers were unaware that their driving was being monitored, this gave the opportunity to benchmark figures for both the driver and the vehicle over a random two-week period. This is what the improvement figures are based on. The vehicles and drivers were monitored on the criteria below.

- Throttle Score
- Idle Score
- Green Band Driving Score
- Over revving Score
- Speeding Score
- Acceleration Score
- Braking score
- Cornering Score
- Coasting Score
- MPG
- CO2

With all of the aforementioned, points are gained and lost, the aim for the driver is to achieve as high an EEDI (energy, efficiency, driver, index) score as possible.

CMS SupaTrak system gives the driver liaison manager a complete view of a driver's performance via the online Ubiconnect system. With the extensive analytical data provided by the system fitted to the vehicles, it is possible to view live camera footage, real time alerts and track the vehicle. The data captured also enables the fleet driver liaison manager to pinpoint any aspects of the driver that can be improved on.

The driver liaison manager then creates a bespoke lesson plan for underperforming drivers and then can implement and roll out training aimed at educating and advising the driver on how to improve their eco driving skills. This is all documented and the drivers progress is monitored over a two-week period, with the fleet driver liaison manager briefing the driver regularly on their progress.

A league table of high performing eco-drivers is produced each month and displayed in prominent positions around the depot, focusing on the top eco-performers. The top eco performer at the Cotswolds depot is named and highlighted in Ubico monthly newsletter. The competition to be on the list is very competitive amongst drivers.

Since the introduction of the fleet driver liaison manager in 2020 you can see the overall savings in litres of fuel, £ savings, but more importantly 172.57t of CO2 has been saved. This is ultimately making it a cleaner, greener place for the residents of the Cotswolds to live.

Year	CO2 Saved (T)	Litres Saved	£ Savings
2020	-3.66	-1540	-£1,066
2021	35.52	13734.83	£14,153.23
2022	45.36	16,335.20	£23,696.63
2023	57.71	18322.80	£23,680.46
2024	37.64	12050.57	£14,710.82
Total	172.57	58902.99	£75,175.02



**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 – October 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](mailto:democratic@cotswold.gov.uk) Telephone: 01285 623000 Website: [www.cotswold.gov.uk](http://www.cotswold.gov.uk)

Telephone: 01285 623000; Fax: 01285 623907

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

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

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

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

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

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

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

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

Joe Harris	Leader	Coordination of executive functions, Policy framework including the corporate plan, Publica, Council communications, Democratic services, Housing and homelessness, Clean and green campaign and street cleaning, Town and parish council liaison
Mike 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, 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 Parking	Public health, Mental health, Car parking operations and strategy, Leisure centres, Museums, Culture , Young people
Lisa Spivey	Communities and Public Safety	Improving social mobility and social isolation, Flooding and sewage, Safeguarding, Domestic abuse, Police liaison and crime, Refugees, Crowdfund Cotswold, Member Development
Claire Bloomer	Cost of Living and Inclusion	Cost of living support, Liaison with 3 <sup>rd</sup> sector, Diversity and inclusion, Supporting women and minorities

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
<b>3 October 2024 - Cabinet</b>						
Green Economic Growth Strategy refresh	Yes	Open	Cabinet	3 Oct 2024	Cabinet Member for Economy and Council Transformation - Cllr Tony Dale	Paul James, Economic Development Lead paul.james@cotswold.gov.uk
Public Health Funeral Policy	No	Open	Cabinet	3 Oct 2024	Cabinet Member for Planning and Regulatory Services - Cllr Juliet Layton	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service Mandy.Fathers@publicagroup.uk
Storage of Non-Motor Vehicles and Structures on the Public Highway Policy	No	Open	Cabinet	3 Oct 2024	Cabinet Member for Planning and Regulatory Services - Cllr Juliet Layton	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service Mandy.Fathers@publicagroup.uk
Long-Term Empty Property Strategy 2024 - 2029	No	Open	Cabinet	3 Oct 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evemy	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service Mandy.Fathers@publicagroup.uk
Assets of Community Value - Process review	No	Open	Cabinet	3 Oct 2024	Cabinet Member for Communities and Public Safety - Cllr Lisa Spivey	Joseph Walker, Community Partnership Officer

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
						joseph.walker@cotswold.gov.uk
Menopause Policy	No	Open	Cabinet	3 Oct 2024	Cabinet Member for Cost of Living and Inclusion - Cllr Claire Bloomer	Angela Claridge, Director of Governance and Development (Monitoring Officer) Angela.Claridge@Cotswold.gov.uk
Petition: Retain the Public Toilets in the High Street/Market Square, Stow-on-the-Wold	No	Open	Cabinet	3 Oct 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Andrew Brown, Democratic Services Business Manager andrew.brown@publicagroup.uk
<b>7 November 2024 - Cabinet</b>						
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
Asset Management Plan - Adoption of Asset Plans	Yes	Fully exempt Likely to contain commercially and financially	Cabinet	7 Nov 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Claire Locke, Interim Executive Director Claire.Locke@publicagroup.uk



Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
		sensitive information				
Community Welfare Grants	No	Open	Cabinet	7 Nov 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Joseph Walker, Community Partnership Officer joseph.walker@cotswold.gov.uk
Update on the Council's involvement in and support for Cost of Living related initiatives	No	Open	Cabinet Council	7 Nov 2024 27 Nov 2024	Cabinet Member for Cost of Living and Inclusion - Cllr Claire Bloomer	Jacqueline Wright, Business Manager - Leisure and Wellbeing Jacqueline.Wright@Cotswold.gov.uk
Council Tax Support Scheme for 2025/2026	Yes	Open	Cabinet Council	7 Nov 2024 22 Jan 2025	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Mandy Fathers, Business Manager for Environmental, Welfare and Revenue Service Mandy.Fathers@publicagroup.uk  David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk
<b>27 November 2024 - Full Council</b>						

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
Programme of Meetings	No	Open	Council	27 Nov 2024	Leader of the Council - Cllr Joe Harris	Caleb Harris, Senior Democratic Services Officer caleb.harris@cotswold.gov.uk
Community Governance Review - Upper Rissington	No	Open	Council	27 Nov 2024	Leader of the Council - Cllr Joe Harris	Sarah Dalby, Elections Manager sarah.dalby@cotswold.gov.uk
Request for a dispensation pursuant to Section 85(1) of the Local Government Act 1972	No	Open	Council	27 Nov 2024	Leader of the Council - Cllr Joe Harris	Caleb Harris, Senior Democratic Services Officer caleb.harris@cotswold.gov.uk
<b>5 December 2024 - Cabinet</b>						
Contract Award for the Parking ICT system	No	Fully exempt	Cabinet	5 Dec 2024	Cabinet Member for Health, Leisure and Parking - Cllr Paul Hodgkinson	Maria Wheatley, Shared Parking Manager maria.wheatley@cotswold.gov.uk
<b>9 January 2025 - Cabinet</b>						
Financial Performance	No	Open	Cabinet	9 Jan 2025	Deputy Leader - Cabinet	Michelle Burge, Chief

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
Report 2024-25 Quarter Two					Member for Finance - Cllr Mike Evely	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
<b>22 January 2025 - Full Council</b>						
<b>6 February 2025 - Cabinet</b>						
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 Evely	David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk
Counter Fraud and Enforcement Unit Collaboration Agreement	No	Open	Cabinet Council	9 Jan 2025 22 Jan 2025	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evely	Emma Cathcart, Head of Service, Counter Fraud and Enforcement Unit emma.cathcart@cotswold.gov.uk
UK Shared Prosperity Fund and Rural England Prosperity Fund update	Yes	Open	Cabinet	6 Feb 2025	Cabinet Member for Economy and Council Transformation - Cllr	Paul James, Economic Development Lead paul.james@cotswold.gov.uk

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
					Tony Dale	uk
<b>26 February 2025 - Full Council</b>						
<b>6 March 2025 - Cabinet</b>						
Publica Transition Plan - Phase 2	Yes	Open	Cabinet Council	6 Mar 2025 19 Mar 2025	Leader of the Council - Cllr Joe Harris	Robert Weaver, Chief Executive robert.weaver@cotswold.gov.uk  Chief Executive Officer
<b>19 March 2025 - Full Council</b>						
<b>3 April 2025 - Cabinet</b>						
Financial Performance Report 2024-25 Quarter Three	No	Open	Cabinet	3 Apr 2025	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evemy	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

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
<b>8 May 2025 - Cabinet</b>						
<b>21 May 2025 - Full Council</b>						
Record of Attendance 2024/25	No	Open	Council	21 May 2025	Leader of the Council - Cllr Joe Harris	Caleb Harris, Senior Democratic Services Officer caleb.harris@cotswold.gov.uk
Outside Body Appointments 2025/26	No	Open	Council	21 May 2025	Leader of the Council - Cllr Joe Harris	Caleb Harris, Senior Democratic Services Officer caleb.harris@cotswold.gov.uk
Appointment of Committees 2025/26	No	Open	Council	21 May 2025	Leader of the Council - Cllr Joe Harris	Caleb Harris, Senior Democratic Services Officer caleb.harris@cotswold.gov.uk
<b>Key decisions delegated to officers</b>						
Decision on future regeneration of The Old Station and Memorial Cottages, Cirencester	Yes	Fully exempt Likely to contain commercially sensitive information	Deputy Chief Executive (Chief Finance Officer)  Cabinet	25 Jul 2024  31 Jul 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evemy	Deputy Chief Executive (Chief Finance Officer)  Claire Locke, Interim Executive Director Claire.Locke@publicagrou

Item for Decision	Key Decision (Yes / No)	Exemption Class	Decision Maker	Date of Decision	Cabinet Member	Lead Officer
			Council			p.uk
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 19 Mar 2024	Cabinet Member for Economy and Council Transformation - Cllr Tony Dale	Paul James, Economic Development Lead paul.james@cotswold.gov.uk  Robert Weaver, Chief Executive robert.weaver@cotswold.gov.uk
Disposal of Property in Bourton on the Water	Yes	Open	Deputy Chief Executive (Chief Finance Officer)  Cabinet	9 May 2024	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evely	David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk  Jasmine McWilliams, Estates Manager jasmine.mcwilliams@publi-cagroup.uk



**COTSWOLD**  
DISTRICT COUNCIL

**OVERVIEW AND SCRUTINY COMMITTEE WORK PLAN**  
**1 OCTOBER 2024 – 31 JANUARY 2025**

**Overview and Scrutiny Committee**

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

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

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

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

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

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

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

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

**Call in**

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

Item	Cabinet Member	Lead Officer
<b>Monday 2 September 2024</b>		
Building the Budget	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	David Stanley, Deputy Chief Executive and Chief Finance Officer David.Stanley@cotswold.gov.uk
Neighbourhood Planning Update	Cabinet Member for Planning and Regulatory Services - Cllr Juliet Layton	Joseph Walker, Community Partnership Officer joseph.walker@cotswold.gov.uk
Local Plan Review Progress Update	Cabinet Member for Planning and Regulatory Services - Cllr Juliet Layton	Matthew Britton, Interim Forward Planning Lead 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 Evey	Michelle Burge, Chief Accountant michelle.burge@publicagroup.uk
<b>Monday 4 November 2024</b>		
Waste Services Update Focus on greening the fleet, efficiency of collections & data behind service changes	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Simon Anthony, Business Manager for Environmental Services Simon.Anthony@publicagroup.uk
Feedback on Waste Round Rezoning	Deputy Leader - Cabinet Member for Finance - Cllr Mike Evey	Simon Anthony, Business Manager for Environmental Services Simon.Anthony@publicagroup.uk
Community Safety Partnership Update	Cabinet Member for Communities and Public Safety - Cllr Lisa Spivey	Jacqueline Wright, Business Manager - Leisure and Wellbeing



		Jacqueline.Wright@Cotswold.gov.uk
Draft 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
<b>Monday 6 January 2025</b>		
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	Olivia McGregor, Climate Change & Carbon Reduction Lead olivia.mcgregor@cotswold.gov.uk
Public Conveniences Update on Changes		Maria Wheatley, Shared Parking Manager maria.wheatley@cotswold.gov.uk
Update on Strategic Plan for North Cotswolds	Juliet Layton, Cabinet Member for Planning and Regulatory Services	Matthew Britton, Interim Forward Planning Lead 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
<b>Empty Homes Strategy (potential Cabinet item TBC)</b>		
<b>Update to HR Policies (potential Cabinet report tbc)</b>		
<b>Monday 3 February 2025</b>		
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
Publica Transition Update	Leader of the Council - Cllr Joe Harris	Robert Weaver, Chief Executive robert.weaver@cotswold.gov.uk
<b>Monday 3 March 2025</b>		
Publica Transition Plan - Phase 2 To consider the transition plan for the Phase 2 transfer of services.	Leader of the Council - Cllr Joe Harris	Robert Weaver, Chief Executive robert.weaver@cotswold.gov.uk  Chief Executive Officer
<b>Monday 31 March 2025</b>		
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
<b>Tuesday 6 May 2025</b>		
Asset Management Strategy		Claire Locke, Interim Executive Director Claire.Locke@publicagroup.uk

## Report on Gloucestershire Economic Strategy Scrutiny Committee

Cllr Angus Jenkinson

*A general comment: I aim to report accurately while providing an interpretive view for the members of the committee about a new situation. I would prefer to present simple facts but it is part of the process of scrutiny to analyse and therefore in this case I've taken the liberty of trying to indicate where I have concerns that members might wish to note. I hope the distinction is clear and at least on some matters it should be noted that afterwards and indeed during the meeting there was considerable agreement on a number of points of concern.*

GEGSC is no more. GESSC is the new body.

The first meeting took place on Friday 20 September 2024. That means that there has been no economic scrutiny function since the end of last year. During that time a new strategy was agreed by GCC Council. I challenged this on our behalf.

The agenda of this meeting and notes for CDC O&S (1-3 were housekeeping) follow:

#### **4 — GOVERNANCE ARRANGEMENTS —**

- a) These were discussed and I and others pointed out how opaque and unclear they are. In particular, GEGSC had an overview of all GCC strategy. The verbal commentary stated this committee's remit is only the City Region Board (CRB) And any economic strategy that filtered through this body. This body of District representatives [Cllr Dale from CDC] deals or dealt only with funds obtained from various sources. When I researched it, this amounted to some 5% of the GCC budget. There is however change still being worked through — see below.

<https://glostext.gloucestershire.gov.uk/mgCommitteeDetails.aspx?ID=874> or <https://tinyurl.com/CRBGlos>). However, the governance terms do mention "Gloucestershire strategy") It was also remarked that other councils cannot scrutinise county policy. And see remarks from the City Region Board (CRB) meeting below.

#### Revised Terms of Reference Updated 4 April 2024

1. To review the decisions, plans and policies of the Gloucestershire City Region Board and
2. To scrutinise the impact and delivery outcomes of successful Strategic Economic Development Fund (SEDF) bids;

3. To identify future areas of economic growth for inclusion in the Gloucestershire Economic Strategy\*;
4. To provide a scrutiny function for *any potential devolution deal* in so far as it relates to the Gloucestershire City Region Board or the Gloucestershire Economic Strategy\*.

The Economic Strategy Scrutiny Committee may not exercise any function other than those outlined above.

Notes:

- i. Two constituencies may call in a decision.
- ii. The CRB also responsible for discharging the Strategic Economic Development Fund (SEDF).
- iii. I still cannot confirm to you how CRB economic development relates to GCC economic development and both to CESSC. A chart was requested to explain how the City Region Board and GESSC related to each other and other committees.
- iv. The City Region Board had not yet agreed to endorse the Gloucestershire Economic Strategy. GESSC/GEGSC had had no input.
- v. The reference to the Economic Strategy “was generic and could refer to whatever strategy was being implemented, so the wording did not need to be amended”...
- vi. The view is that it is within GCC’s own rights to determine what committees should exist and what their terms of reference should be. However, the Localism Act 2011 defines the requirement for O&S committees and this body has history. But this could be a GCC O&S and not need district input.
- vii. I noted from CRB minutes: The Chair suggested that the City Region Board should endorse the Economic Strategy. Several District Members confirmed that due to their recent elections, they needed more time to review the Economic Strategy. *They asked that the decision to endorse the Economic Strategy be postponed until September’s City Region Board meeting.*

**5 — UPDATE FROM THE CITY REGION BOARD CHAIR —**

- a) I challenged the fact that much of the county cannot be called a city and this name seemed to imply that most of the county would be ignored. The response was that the name has been adopted to satisfy government discourse. It is a government concept. The minutes report:

*5.4: Answering a Member’s question, the City Region Board Chair emphasised that the term ‘city region’ was used in central government to identify areas larger than individual cities or towns. Whilst there had been no specific legislation for the use of the term, there had been a stream of funding announcements over the last decade where identified city regions benefitted*

*over and above other parts of the country. Gloucestershire's largest urban areas were in the geographic centre of the county with important market towns in the outer area of the county, therefore 'city region' fitted well with the landscape of Gloucestershire.*

- b) The chair -- Cllr David Gray, GCC Cabinet Member for Economy, Environment and Planning -- advised that they are an executive body who will make decisions following processes and then we will subsequently review those decisions and give the benefit of our "wisdom". This has been referred back to the officers on the basis of my challenge that Overview and Scrutiny happens before decisions are made rather than afterwards.
- c) As of the 1st of April 2024, the LEP's functions were transferred to GCC. He emphasised that all activities were running as usual except for the LEP Board which ended on the 31st of March 2024. It was explained that the new Economic Growth Board would replace the previous LEP Board and was currently recruiting for the Business Board Member position.
- d) The chair is from Tewkesbury. He indicated the Tewkesbury wants to be on the front foot by engaging in the ideas of a garden town or garden village. This would be to avoid developments without infrastructure. I would encourage the overview and scrutiny committee to invite appropriate input on this subject including a possible visit to the Tewkesbury development or Oxfordshire development in order to get ahead as we move towards the next stages of the area plan and the possible necessity to increase house building over the current schedule, if this is part of our remit.
- e) The chair wishes CRB to lobby government for the needs of Gloucestershire.
- f) So far they have not decided anything because they have only been involved in "forming and storming".
- g) Given item 6.6 from the CRB minutes above and 5d here, it is perhaps unsurprising that the chair advised that it would be May at least before they will be ready to say anything in regard to strategy and it could be longer. There was some debate about how often we would meet.

## **6 — GLOUCESTERSHIRE ECONOMIC EVIDENCE BASE —**

- a) There was much praise for this report. I am unsure why. To be fair, what was brought to the meeting was a summary and there is a considerable body of data behind it that was not discussed. However, all of the data comes from the government and is recognised as not very granular -- the research base is not large enough -- and it comes through late. The officer advise that all counties asked the government to expand and improve research.
- b) The analytics showed chosen statistical information from this database. Given the high level of granularity across Gloucestershire and even within a town, not a great deal of insight was obtained by your reporter. Nevertheless, this database

(full report 400 pages) may be very useful to researchers in CDC and more widely. It may be unfair to judge a report that has limited time and a disparate group of councillor skills.

- c) I noted various terms such as “economically inactive” and “hard to fill”, which are seen as significant problem areas. No definitions were provided but my initial research suggests that each is a somewhat loose term and covers a range of different reasons that might have granular significance. For example, is the job hard to fill because the pay is so low or because there are a lack of highly skilled individuals? Is someone economically inactive because they are retired and perhaps wealthy but below the threshold age, or perhaps a carer or perhaps chronically ill or something else?
- d) One example that does not give confidence was the evidence on climate. Climate data is reported two years after the year of research, which in turn does not begin until some two years after the end of year. So what we know is that in 2021, climate emissions increased compared with 2019 but we do not know what the position was in 2023 nor what it is expect to be in 2024. The estimate that appeared in informal conversation amongst members was that we were well off target for achieving an 80% reduction in GHGs by 20-30. There may be estimates but this would be in a different body.
- e) Similarly, this research does not inform on the necessity or otherwise for new primary schools, given the considerable demographic shift. is not included in this research — primary schools are not important to the economy?)
- f) This suggests that the information base makes it difficult to achieve what another councillor called the ambition of “being in harmony as a unique achievement of Gloucestershire”.
- g) There is no overall body or other arrangements in Gloucestershire County Council for coordinating timely regulatory feedback.

## **7 — GLOUCESTERSHIRE ECONOMIC STRATEGY OVERVIEW —**

- a) The discussion of the county economic strategy was very limited, with only high-level information being presented along with a link to the full report. It was not intended that we do more than acknowledge that there is one.
- b) On a positive note, the recommendations I made to the project team (following an invitation to do so last autumn after the initial presentation) were in the main accepted. These changes relate to my special councillor responsibility where I was qualified to make recommendations. The key change is the addition of “technique” — ie a focus on both agri-tech and agri-technique and not just the former — with some of its consequences.

## **8 — UPDATE ON DEVOLUTION —**

A response has been given: “No mayor please.” A report was given verbally on why the county borders do not lend themselves to a unitary body such as others.

Gloucestershire remains the proper “unit of economic management”. The CRB may be a defensive move therefore.

9 — WORK PLAN—

(very little planned)

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